ADOPTED
OPERATIONAL PLAN
FISCAL YEARS 2025-26 & 2026-27

Ebony N. Shelton
Chief Administrative Officer

Caroline Smith
Assistant Chief
Administrative Officer

BOARD OF SUPERVISORS

Paloma Aguirre, District 1
Joel Anderson, District 2
Terra Lawson-Remer, District 3
Monica Montgomery Steppe, District 4
Jim Desmond, District 5

SANDIEGOCOUNTY.GOV/BUDGET

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TABLE OF CONTENTS

1.0 Cover blank page . . . **7**

2.0 GFOA Award . . . **8**

3.0 Introduction . . . **10**

3.1 Introduction blank page . . . 11

3.2 Board of Supervisors - Intro . . . 12

3.3 Organizational Chart . . . 14

3.4 Tribal Land Acknowledgement . . . 15

3.5 Message from the Chief Administrative Officer . . . 16

3.6 Budget At A Glance . . . 18

3.6.1 Budget At A Glance blank page . . . 19

3.6.2 Budget By Group/Agency . . . 20

3.6.3 Budget By Categories of Expenditures and Revenues . . . 25

3.6.4 Staffing by Group/Agency . . . 31

3.7 San Diego County Facts and Figures . . . 35

3.8 San Diego County Profile and Economic Indicators . . . 39

3.9 Governmental Structure . . . 56

3.10 General Management System . . . 58

3.11 Strategic Framework and Alignment . . . 61

3.12 Awards and Recognition 2024–25 . . . 63

3.13 Financial Forecast and Budget Process . . . 68

3.14 Financial Planning Calendar: 2025 Dates . . . 72

3.15 All Funds: Total Appropriations . . . 74

3.15.1 All Funds: Total Appropriations blank page . . . 75

3.15.2 Total Appropriations by Group/Agency . . . 76

3.15.3 Total Appropriations by Categories of Expenditures . . . 85

3.15.4 Total Appropriations by Fund Type . . . 90

3.16 All Funds: Total Staffing . . . 96

3.16.1 All Funds: Total Staffing blank page . . . 97

3.16.2 Total Staffing by Group/Agency . . . 98

3.17 All Funds: Total Funding Sources . . . 106

3.17.1 All Funds: Total Funding Sources blank page . . . 107

3.17.2 Total Funding by Source . . . 108

3.18 General Fund . . . 118

3.18.1 General Fund blank page . . . 119

3.18.2 Overview of General Fund Financing Sources . . . 120

3.18.3 General Fund Financing Sources by Category . . . 123

3.18.4 General Fund Program Revenue . . . 126

3.19 General Purpose Revenue . . . 136

3.19.1 General Purpose Revenue blank page . . . 137

3.19.2 General Purpose Revenue by Source . . . 138

3.19.3 Allocation of General Purpose Revenue by Group/Agency . . . 149

3.20 Summary of Financial Policies . . . 152

3.21 General Fund Reserves and Resources . . . 158

3.22 Debt Management Policies and Obligations . . . 162
3.22.1 Debt Management blank page . . . 163
3.22.2 Debt Management . . . 164
4.0 Departments . . . **172**
4.1 Departments blank page . . . 173
4.2 Public Safety Group . . . 174
4.2.1 Public Safety Group blank page . . . 175
4.2.2 Public Safety Group Summary & Executive Office . . . 176
4.2.2.1 PSG Financials . . . 182
4.2.2.2 PSG EXO Financials . . . 183
4.2.3 District Attorney . . . 186
4.2.3.1 DA Financials . . . 192
4.2.4 Sheriff . . . 194
4.2.4.1 SHF Financials . . . 202
4.2.5 Animal Services . . . 204
4.2.5.1 DAS Financials . . . 209
4.2.6 Child Support Services . . . 210
4.2.6.1 CSS Financials . . . 216
4.2.7 Emergency Services . . . 218
4.2.7.1 OES Financials . . . 224
4.2.8 Medical Examiner . . . 226
4.2.8.1 ME Financials . . . 232
4.2.9 Probation . . . 234
4.2.9.1 PROB Financials . . . 242
4.2.10 Public Defender . . . 244
4.2.10.1 PD Financials . . . 251
4.2.11 San Diego County Fire . . . 252
4.2.11.1 SDCF Financials . . . 260
4.3 Health and Human Services Agency . . . 262
4.3.1 Health and Human Services Agency blank page . . . 263
4.3.2 Health and Human Services Agency (HHSA) Summary . . . 264
4.3.2.1 HHSA Financials . . . 275
4.3.3 Administrative Support . . . 276
4.3.3.1 Admin Support Financials . . . 282
4.3.4 Aging & Independence Services . . . 284
4.3.4.1 AIS Financials . . . 292
4.3.5 Behavioral Health Services . . . 294
4.3.5.1 BHS Financials . . . 305
4.3.6 Child and Family Well-Being . . . 306
4.3.6.1 CFWB Financials . . . 314
4.3.7 Homeless Solutions and Equitable Communities . . . 316
4.3.7.1 HSEC Financials . . . 323
4.3.8 Housing & Community Development Services . . . 324
4.3.8.1 HCDS Financials . . . 334
4.3.9 Medical Care Services . . . 336
4.3.9.1 MCS Financials . . . 342
4.3.10 Public Health Services . . . 344
4.3.10.1 PHS Financials . . . 355
4.3.11 Self-Sufficiency Services . . . 356

4.3.11.1 SSS Financials . . . 362
4.4 Land Use and Environment Group . . . 364
4.4.1 Land Use and Environment Group blank page . . . 365
4.4.2 Land Use and Environment Group Summary & Executive . . . 366
4.4.2.1 LUEG Financials . . . 370
4.4.2.2 LUEG EXO Financials . . . 371
4.4.3 Agriculture, Weights & Measures . . . 372
4.4.3.1 AWM Financials . . . 385
4.4.4 County Library . . . 386
4.4.4.1 LIB Financials . . . 401
4.4.5 Department of Environmental Health and Quality . . . 404
4.4.5.1 DEHQ Financials . . . 417
4.4.6 Parks and Recreation . . . 418
4.4.6.1 DPR Financials . . . 428
4.4.7 Planning & Development Services . . . 430
4.4.7.1 PDS Financials . . . 445
4.4.8 Public Works . . . 448
4.4.8.1 DPW Financials . . . 466
4.5 Finance and General Government Group . . . 468
4.5.1 Finance and General Government Group blank page . . . 469
4.5.2 Finance and General Government Group Summary & Executive Office . . . 470
4.5.2.1 FGG Financials . . . 475
4.5.2.2 FGG EXO Financials . . . 476
4.5.3 Board of Supervisors . . . 478
4.5.3.1 BOS Financials . . . 483
4.5.4 Assessor/Recorder/County Clerk . . . 484
4.5.4.1 ARCC Financials . . . 491
4.5.5 Treasurer-Tax Collector . . . 492
4.5.5.1 TTC Financials . . . 498
4.5.6 Chief Administrative Office . . . 500
4.5.6.1 CAO Financials . . . 505
4.5.7 Auditor and Controller . . . 506
4.5.7.1 A&C Financials . . . 511
4.5.8 Citizens' Law Enforcement Review Board . . . 512
4.5.8.1 CLERB Financials . . . 517
4.5.9 Civil Service Commission . . . 518
4.5.9.1 Civil Service Financials . . . 522
4.5.10 Clerk of the Board of Supervisors . . . 524
4.5.10.1 COB Financials . . . 529
4.5.11 County Communications Office . . . 530
4.5.11.1 CCO Financials . . . 536
4.5.12 County Counsel . . . 538
4.5.12.1 Counsel Financials . . . 545
4.5.13 County Technology Office . . . 546
4.5.13.1 CTO Financials . . . 554
4.5.14 General Services . . . 556
4.5.14.1 DGS Financials . . . 563
4.5.15 Grand Jury . . . 564
4.5.15.1 Grand Jury Financials . . . 566

4.5.16 Human Resources . . . 568
4.5.16.1 DHR Financials . . . 572
4.5.17 Purchasing and Contracting . . . 574
4.5.17.1 DPC Financials . . . 579
4.5.18 Registrar of Voters . . . 580
4.5.18.1 ROV Financials . . . 585
4.5.19 County Successor Agency . . . 586
4.5.19.1 Successor Financials . . . 588
5.0 Capital Program . . . **590**
5.1 Capital Program blank page . . . 591
5.2 Capital Program Introduction . . . 592
5.3 Adopted Budget at a Glance: Capital Program . . . 597
5.4 Capital Appropriations: Fiscal Year 2025-26 . . . 598
5.5 Capital Program: All Funds Summary . . . 600
5.6 Capital Program: All Funds Detail - COF . . . 602
5.7 Capital Program: All Funds Detail - MMCOF . . . 603
5.8 Capital Program: All Funds Detail - Health Complex . . . 604
5.9 Capital Program: All Funds Detail - Justice Fac . . . 605
5.10 Capital Program: All Funds Detail - LIB . . . 606
5.11 Capital Program: All Funds Detail - MSCP . . . 607
5.12 Capital Program: All Funds Detail - Edgemoor . . . 608
5.13 CINA: Fiscal Years 2025-30 . . . 609
5.14 Operating Impact of Capital . . . 614
6.0 Finance Other . . . **616**
6.1 Finance Other blank page . . . 617
6.2 Finance Other Detail . . . 618
6.3 Lease Payments-Bonds Financials . . . 622
7.0 Appendices . . . **624**
7.1 Appendices blank page . . . 625
7.2 Appendix A: All Funds Budget Summary Countywide Totals . . . 626
7.3 Appendix A: All Funds Budget Summary - PSG . . . 627
7.4 Appendix A: All Funds Budget Summary - HHSA . . . 628
7.5 Appendix A: All Funds Budget Summary - LUEG . . . 629
7.6 Appendix A: All Funds Budget Summary - FGG . . . 630
7.7 Appendix A: All Funds Budget Summary - Capital . . . 631
7.8 Appendix A: All Funds Budget Summary - FO . . . 632
7.9 Appendix A: All Funds Budget Summary - Total GPR . . . 633
7.10 Appendix B: Budget Summary & Fund Bal Changes . . . 634
7.11 Appendix B: Appropriations by Group and Fund - PSG . . . 635
7.12 Appendix B: Appropriations by Group and Fund- HHSA . . . 637
7.13 Appendix B: Appropriations by Group and Fund- LUEG . . . 638
7.14 Appendix B: Appropriations by Group and Fund- FGG . . . 643
7.15 Appendix B: Appropriations by Group- Capital . . . 644
7.16 Appendix B: Appropriations by Group and Fund- FO . . . 645
7.17 Appendix C: General Fund Budget Summary - PSG . . . 646
7.18 Appendix C: General Fund Budget Summary - HHSA . . . 647
7.19 Appendix C: General Fund Budget Summary - LUEG . . . 648
7.20 Appendix C: General Fund Budget Summary - FGG . . . 649
7.21 Appendix C: General Fund Budget Summary - FO . . . 650

7.22 Appendix C: General Fund Budget Summary - All 651
7.23 Appendix C: General Fund Budget Summary - Sources 652
7.24 Appendix D: Operational Plan Acronyms and Abbreviations 654
7.25 Appendix E: Glossary of Operational Plan Terms 658

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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July 01, 2024

Christopher P. Morrill

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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 September 2025

Office of Financial Planning
Damien Quinn, Director

INTRODUCTION

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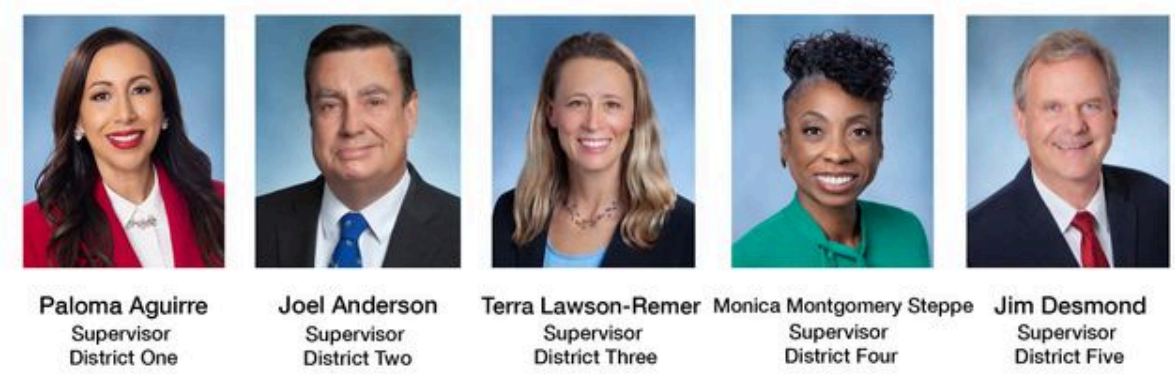
Board of Supervisors



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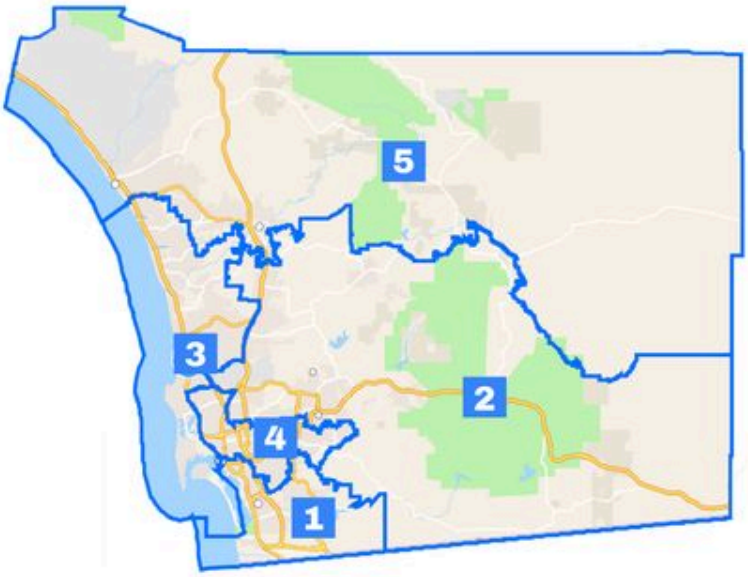
Supervisor
District Two

Terra Lawson-Remer
Supervisor
District Three

Monica Montgomery Steppe
Supervisor
District Four

Jim Desmond
Supervisor
District Five



COUNTY OF SAN DIEGO

Organizational Chart

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

As the Chief Administrative Officer, I am honored to serve the people of San Diego County and to present this year's Recommended Budget. Recognizing that our communities are navigating uncertain times, with growing needs across every corner of our region, this $8.63 billion balanced budget reflects our deep commitment to serving the residents of our region. It represents a 1.2% increase over last year's plan and supports 20,280.25 staff years—ensuring core, mandated services remain strong, while prioritizing meaningful investments in behavioral health, public safety, and strategies to increase efficiency during challenging fiscal conditions. This budget reflects both responsibility and heart—anchored in service and guided by our community's needs.

Our current challenges are the most significant we have faced in many years and include potential federal funding and policy changes as well as slowing tax revenues at the state and local levels. We recognize that there will be direct impacts on our programs and services, some already included in this recommended budget, and others that will emerge as conditions evolve. And, while we cannot predict all the potential impacts to overall operations due to shifts in the economy, we are preparing thoughtfully and proactively. We remain committed to being responsive, adaptive, and community centered as we navigate these changes together in the coming months and years. In other words, while it includes difficult recommendations, this budget provides a path to create a degree of certainty where there is uncertainty and creates a framework that provides fiscal stability for the future. It uses innovative, inclusive and data-driven solutions to minimize impacts by streamlining how we are structured and how we deliver services while valuing our workforce.

Most importantly, the budget is developed with input from you – our residents and partners. Community engagement is at the center of how the County operates, and we gather input year-round, creating opportunities for innovation and collaboration to inform the vital programs and services funded by the budget.

It continues to invest in housing, homeless solutions, behavioral health—efforts that are vital to supporting the well-being and resilience of our communities throughout the region.

Specifically, it continues the County's ongoing commitment to behavioral health resources, leveraging new funding opportunities to invest more than $100 million in the ongoing shift from a crisis-focused to a care-first system that supports long-term recovery through community-based treatment, prevention and alternatives to jail and emergency rooms. And it supports more than 1 million San Diegans who need access to safety net programs that are critical to ensuring people and families have the food and support they need, programs such as CalWORKS, Medi-Cal and CalFresh.

It increases investments in public safety, with additional funding for County Fire, Public Defender, Medical Examiner, the Probation Department and the Sheriff's Office to provide care for youth and adults in our custody, deploy more ambulances and to support programs such as Alternatives to Incarceration and job training, mental health and substance use disorder treatment. And it establishes a Community Engagement Unit in our Office of Emergency Services.

Our County budget remains focused on making San Diego a place where people can thrive—where residents feel supported, and where the County workforce is empowered to serve with heart, purpose, and integrity. It reflects our shared commitment to ensuring this region continues to be a great place to live, work, and play for everyone who calls it home. I invite you to take some time to explore the Recommended Budget itself – it's an opportunity to better understand how we're investing in our community's future. I also encourage you to get involved in the County's budget process. Attend a Budget Open House, call into a public hearing, or explore other ways to share your voice. You can find event details and participation options on our Budget Engagement page.

Ebony Shelton
Chief Administrative Officer

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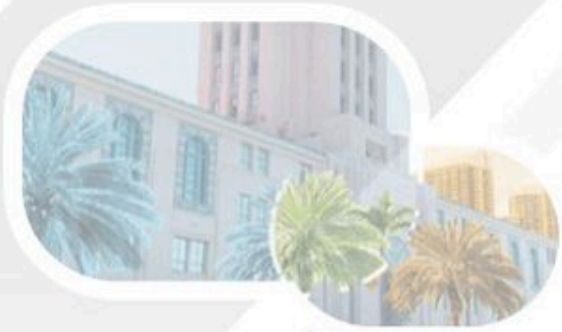
BUDGET AT A GLANCE



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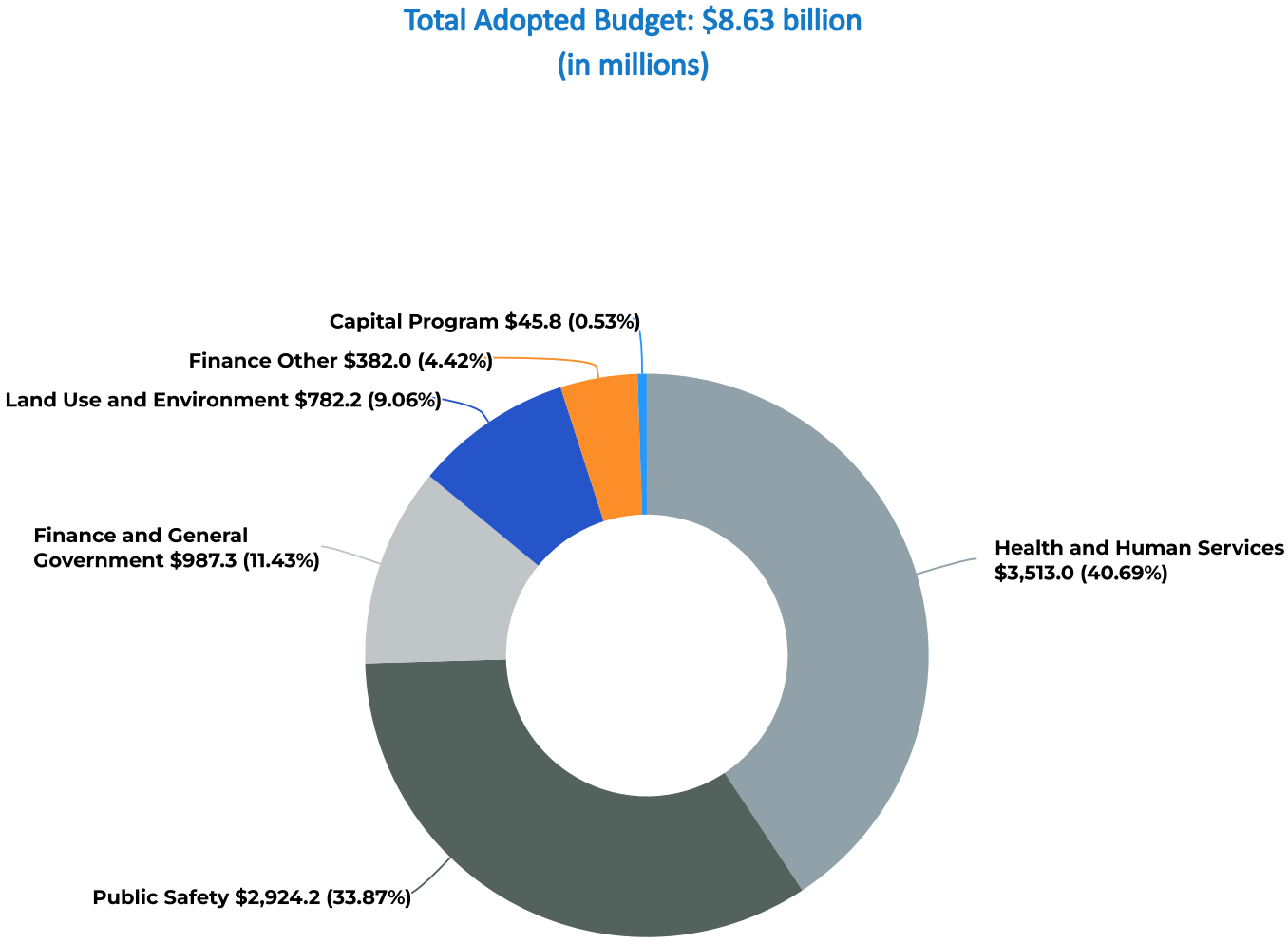
Adopted Budget by Group/Agency: All Funds



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

Adopted Budget by Group/Agency: All Funds (in millions)

	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Change	% Change
Public Safety	$2,761.8	$2,924.2	$162.3	5.9
Health and Human Services	3,446.7	3,513.0	66.3	1.9
Land Use and Environment	797.3	782.2	(15.1)	(1.9)
Finance and General Government	937.4	987.3	49.9	5.3

Adopted Budget by Group/Agency: All Funds (in millions)				
	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Change	% Change
Capital Program	136.1	45.8	(90.3)	(66.3)
Finance Other	451.0	382.0	(69.0)	(15.3)
Total	**$8,530.4**	**$8,634.5**	**$104.1**	**1.2**

Appropriations total $8.63 billion in the Adopted Budget for Fiscal Year 2025–26. This is an **increase of $104.1 million or 1.2%** for Fiscal Year 2025–26 from the Fiscal Year 2024–25 Adopted Budget. The overall budget increase is primarily driven by prioritizing a skilled and innovative workforce, increased investments in behavioral health to fund mental health and substance-use support, additional investments supporting the Public Defender activities, decedent transportation costs in the Medical Examiner office, and funding for public safety to focus on critical infrastructure needs, fire and medical services, and continued support for the Sheriff medical contract. These increases are offset by decreases in one-time expenses related to capital. Looking at the Operational Plan by Group/Agency, there are appropriation increases in the Public Safety Group (PSG), Health and Human Services Agency (HHSA), and Finance and General Government Group (FGG); and decreases in the Land Use and Environment Group (LUEG), Capital Program and Finance Other.

With increased costs of doing business and a higher degree of uncertainty at the State and federal government level, the Fiscal Year 2025–26 budget includes an overall strategy to reduce costs, reallocate resources, and streamline services, ensuring a budget that is structurally balanced, not only now, but also in the years to come, while ensuring full compliance with federal and State mandates and requirements, as well as meeting the needs of the region. For example, General Fund funding sources have historically increased by 5% on average; in the Fiscal Year 2025-26 budget, General Fund program revenue is only increasing by 2.9%. The budget strategy also includes a reduction of 191.00 staff years by reassessing operational needs and reallocating resources in order to align with available funding, maximizing alternative funding sources, continuing to deploy stabilization strategies using County resources to bridge fund until revenues recover, and appropriately timing investments for non-critical one-time infrastructure. The budget does not reflect the unknown potential impacts of federal or State decisions. Once impacts are known, it will be addressed in future phases as appropriate, including but not limited to stand alone action or future quarterly status letters. To help address potential impacts of policy and budget changes at the federal and State levels, the County implemented an Incident Command Structure that is closely monitoring changes and direct impacts to County programs. 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 is utilizing an overall increase of $162.3 million** to prioritize a skilled and innovative workforce and public safety, and make infrastructure improvements, all while managing operations in a slowing economic environment. Supporting an innovative, knowledgeable workforce is a priority and $103.3 million is invested in PSG for negotiated labor agreements for Safety members and for planning purposes associated with anticipated labor agreements for General members. To address the area of public safety, including law enforcement, fire protection and emergency preparedness, additional resources are being invested in law enforcement activities and security initiatives, including the following: security services to the San Diego County Psychiatric Hospital and a North Coastal community-based crisis stabilization unit from the Health and Human Services Agency and to provide dispatch services to the Probation Department; for a mobile fingerprint identification system; and purchase of canines. Additional funding is also devoted to justice reform, supporting the Alternatives to Incarceration programs, including a resource and reentry hub, expanded mental health and substance-use treatment, expanded transportation access to individuals released from detentions and reentry facilities, and adult justice involved pre-release services. When it comes to fire safety and emergency protection, the County is enhancing its services in Dulzura, Pauma Valley and East Otay Mesa areas in the San Diego County Fire Protection District (SDCFPD), and continuing investments in the Community Risk Reduction's Home Hardening and Community Wildfire Defense programs. Infrastructure improvements include one-time allocations directed towards the renovation of the East Mesa Juvenile Detention Facility, Probation's Less Restrictive Placement Facility, critical maintenance of facilities within the Sheriff's Office and the Probation Department, and funding for the construction of the County Fire training tower. The County will collaborate with CAL-FIRE to explore opportunities to utilize livestock to mitigate fire risk, provide two staffed water tenders in the San Diego County Fire Protection District, and plan for Descanso Fire Station upgrades and repairs. Other PSG priorities include supporting contract cost increases related to health care services for youths and adults in custody, purchasing of a biometric monitoring system for youths in custody, and supporting the behavioral health

linkage implementation. To maintain these priority funding areas, ensure continued delivery of mandated life, safety, and justice services, and remain within available resources, PSG proactively realigned resources from discretionary programs, identified operational improvement opportunities, repurposed funding, prioritized critical facility maintenance, and leveraged normal attrition levels within each department to achieve recommended savings. While this strategic approach has helped avoid some service reductions, program impacts are being managed.

The **Health and Human Services Agency has an overall increase of $66.3 million**. HHSA is utilizing $29.1 million to prioritize the County's skilled and innovative workforce; it is also investing in vulnerable populations, housing and homelessness, and behavioral health. HHSA is continuing these priorities while making budget mitigations to make resources available for core mandated services, including reallocating discretionary funds through streamlined operations, restructuring, reducing discretionary services, and aligning operations to State performance requirements where the County may exceed State standards. To sustain vulnerable populations, HHSA is supporting an increase in costs and caseload trends for mandated CalWORKs and General Relief benefit payments to help provide food, healthcare, housing and other care for people with no other means of support. In addition, the County's In-Home Supportive Services (IHSS) cost increase will continue to provide in-home assistance for vulnerable adults and persons living with disabilities. The Agency also continues to invest in housing and homelessness, including funding to provide short-term rental assistance, increases tied to the Inclement Weather Program for temporary housing support, for project costs related to the new and enhanced Rental Assistance case management system, for the Local Rental Subsidy Program (LRSP) tied to the increased costs of housing supported by additional funding through Homeless Housing, Assistance and Prevention (HHAP), to support affordable housing efforts using remaining available funding in the Innovative Housing Trust Fund, for domestic violence shelters, and for legal services for tenants facing eviction. When it comes to behavioral health, HHSA is continuing the efforts to transform the Behavioral Health Continuum of Care that will connect individuals to care environments that meet their social, physical, and behavioral health needs long term. There are also increases in funding to provide a comprehensive array of community-based behavioral health services to vulnerable populations with complex mental health and substance use conditions. Investments are also made towards a skilled and innovative workforce through the Elevate Public Behavioral Health Workforce program to train, recruit, and retain the workforce within County-funded mental health and substance-use programs. In an effort to help drive efficiency, HHSA restructured the Homeless Solutions and Equitable Communities and merged Medical Care Services and Public Health Services to align operational needs. Aligning service levels to mandated levels will mainly occur in Self Sufficiency Services (SSS), in consideration of available funding and State requirements. While the intent of these strategies is to protect and prioritize delivery of mandated safety net services, reductions in budgeted staffing levels will impact service delivery in some areas. For example, SSS is currently able to enroll people much more quickly than required by the State, often taking only half the time allotted by the State. In SSS, 104.00 staff years will be reduced through attrition that would otherwise help support the enrollment of people onto safety net services like CalWORKs, CalFresh, and Medi-Cal. With this staffing reduction, as caseloads continue to grow in some areas, wait times will likely increase for the public bringing us in line with the State's required performance. However, HHSA will continue to focus on innovating and advancing service delivery models to minimize the impact to the largest extent possible.

The **Finance and General Government Group has an overall increase of $49.9 million** primarily for investing in a skilled and innovative workforce, including planning for anticipated labor agreements with General employees. There are also continued investments in environmental sustainability through the expansion of electric vehicle (EV) charging infrastructure and the conversion of the County fleet to EVs as outlined in the EV Roadmap. Other priorities include protecting workers' rights in the region and continuing the implementation of Board Policy B-74, Contracting Standards for Janitorial, Landscaping, and Security Services Contracts, conducting the 2026 Gubernatorial Primary elections, and implementing a new elections management system. To ensure service delivery and investments remain within available funding, FGG will prioritize strategic realignment of staffing and resources to meet new information technology, facilities, compliance, and programmatic requirements while maintaining levels of service for both internal and external customers. For example, utilizing and leveraging recently developed training materials will allow for reductions in discretionary consulting services for the County's neurodiversity program to still be able to provide training to the organization. FGG departments will continue to evaluate business processes, look for opportunities to become more efficient, and continually review resource allocations to ensure that public funds are deployed efficiently.

The **Land Use and Environment Group's overall decrease of $15.1 million** is mainly from completion of one-time projects included in last year's budget. In light of current economic conditions, mitigation strategies to align the budget with available funding are being recommended, such as eliminating vacant positions, reducing as-needed contracts, reviewing previously funded one-time projects, and repurposing funding. Other decreases relate to completion of one-time projects such as information technology upgrades and major maintenance projects. Despite the overall decrease, there are numerous investments in the community, especially in a skilled and innovative workforce, environmental sustainability, housing and homelessness, and infrastructure improvements. LUEG continues to lead environmental sustainability efforts through the implementation of the Regional Decarbonization Framework, which will provide a framework for the region to achieve zero carbon emissions, and in increases in programs such as tree planting, park sustainability to reduce carbon footprint, and in adding bike lanes, sidewalk improvements, and pedestrian enhancements to support transportation and the environment. LUEG also maintains investments in housing and homelessness by ensuring the safety of and streamlining new

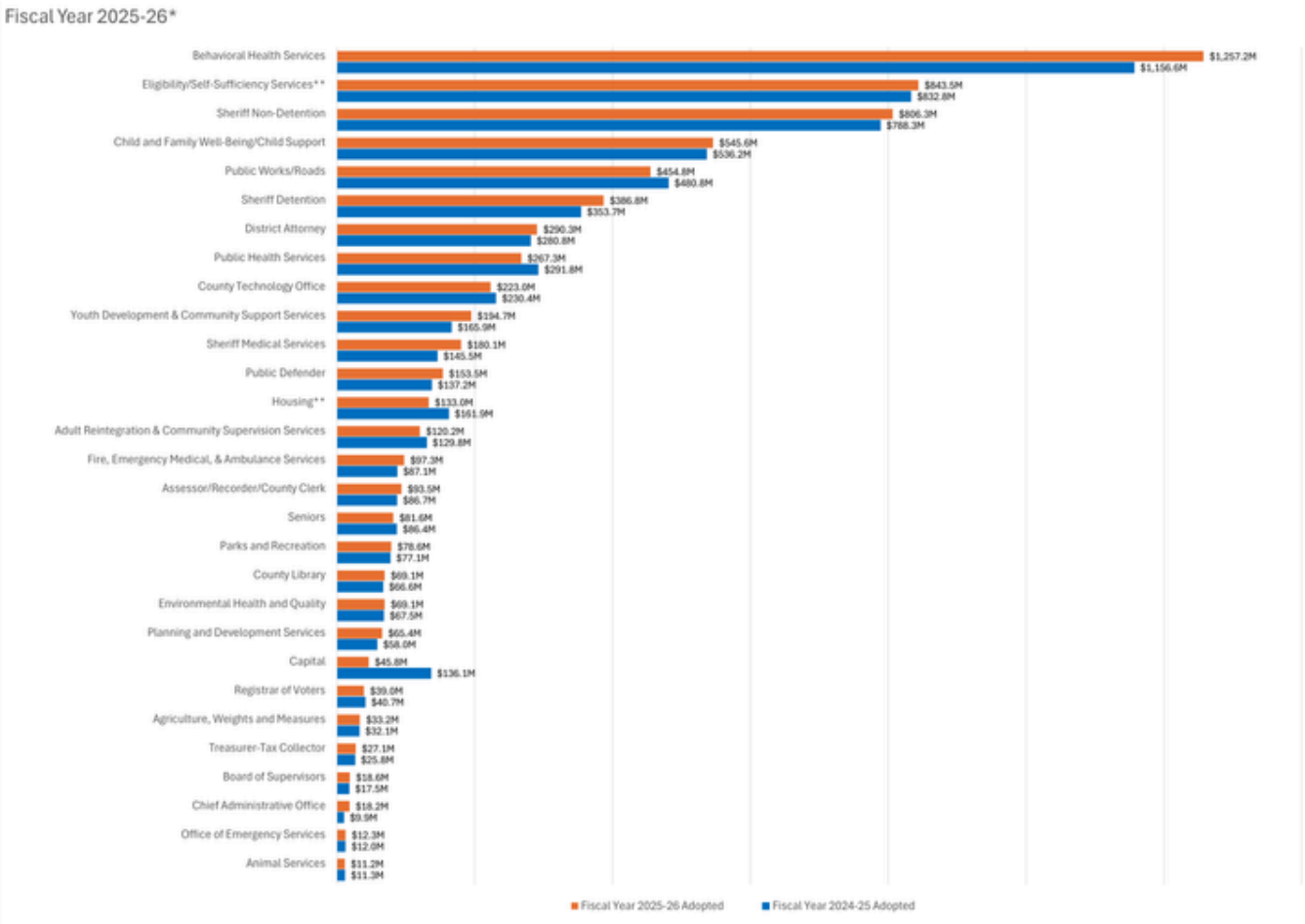
housing developments, and in public safety by maintaining County roadway infrastructure in good condition and in new traffic signals for road safety. There are also investments in County infrastructure, such as funding for ADA improvements in County Parks, landscaping services in the Flood Control Stormwater Maintenance Zones, and for biological management and sediment removal in the Keys Creek Channel in Fallbrook.

The **Capital Program decrease of $90.3 million** is due to a reduction in one-time capital projects. The amount budgeted for capital projects varies from year to year based on the size and scope of capital needs and available County resources. This year's Capital Program totals $45.8 million, including $14.4 million for five new capital projects, $26.5 million to address critical major maintenance projects, and $7.3 million to support lease payments for the Edgemoor Skilled Nursing Facility.

The **Finance Other decrease of $69.0 million** is mainly in Countywide General Expenses due to the reduction of prior year one-time appropriations and a major maintenance project for the Electric Vehicle Roadmap. Additional decreases are attributable to lower contributions to the Capital Program and lower Lease Payments due to increased interest earnings which are used to offset lease payments. These decreases are offset by increases in one-time critical major maintenance projects across the enterprise and in the Public Liability ISF due to anticipated increases in settlement relating to liability payments. Another notable investment is additional funding for the purchase of a helicopter for County Fire and to rebudget Fiscal Year 2024-25 unspent balances in the Community Enhancement program.

In addition to the increases outlined above, there are also strategic investments in key priorities that do not affect the Adopted Budget. These include leveraging existing appropriations in the Health and Human Services to fund the LGBTQ+ Innovative Housing and Supports, extend the ¡Mas Fresco! Plus program, enhanced drowning prevention and swim lesson programs in the Parks and Recreation budget, continued efforts to support Opioid Enforcement Program to help fight the fentanyl overdose epidemic, and planning for the Descanso Fire Station upgrades and repairs. County Fire is also collaborating with CAL-FIRE to explore opportunities to utilize livestock to mitigate fire risk and providing two staffed water tenders in the San Diego County Fire Protection District.

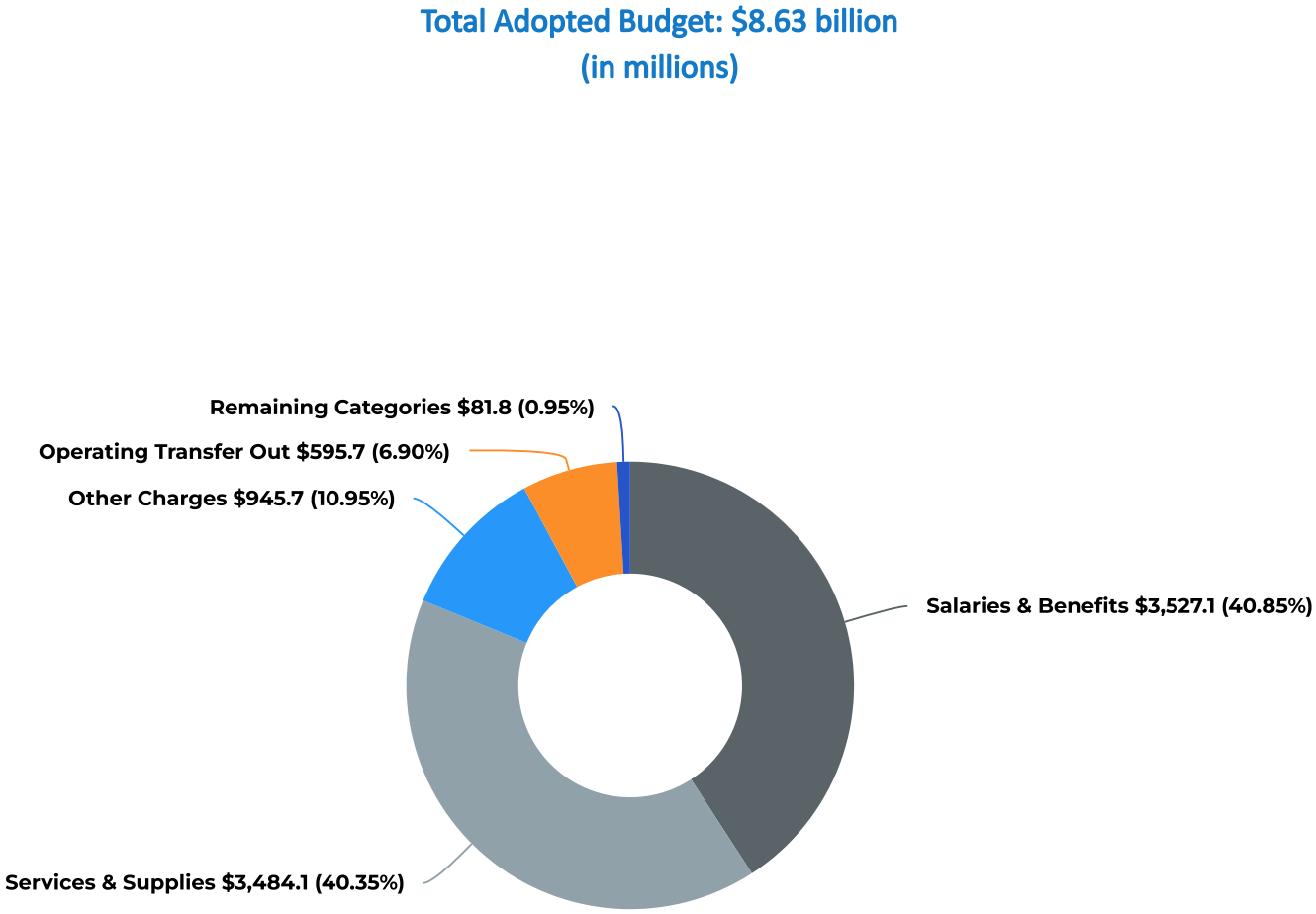
For an interactive view of the County's budgeted appropriations and additional information, please see the San Diego County Budget portal at www.sandiegocounty.gov/budget.



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

**Effective December 13, 2024, the non-administrative functions of the former Homeless Solutions and Equitable Communities were reorganized into Housing and Community Development Services and Self-Sufficiency Services. The FY2024-25 Adopted amounts reflect these transfers.

Adopted Budget by Categories of Expenditures: All Funds



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

Adopted Budget by Categories of Expenditures: All Funds (in millions)				
	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Change	% Change
Salaries & Benefits	$3,357.4	$3,527.1	169.7	5.1
Services & Supplies	3,521.2	3,484.1	(37.0)	(1.1)
Other Charges	907.3	945.7	38.4	4.2
Operating Transfers Out	672.6	595.7	(76.9)	(11.4)
Capital Assets Equipment	58.6	81.4	22.8	38.8
Capital Assets/Land Acquisition	154.6	42.6	(112.0)	(72.4)
Remaining Categories*	(141.2)	(42.2)	99.1	(70.1)
Total	**$8,530.4**	**$8,634.5**	**$104.1**	**1.2**

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

The Adopted Budget **overall increase of $104.1 million** is primarily due to increases in Salaries & Benefits, Other Charges, Capital Assets Software, and Capital Assets Equipment. These increases are partially offset by decreases in Services & Supplies, Operating Transfers Out, and Capital Assets/Land Acquisition. In addition, there is a decrease in Expenditure Transfer & Reimbursements, which has a net effect of an increase in appropriations since this is a transfer of expenditure. When preparing the Adopted Budget, it was important to consider and address the needs of the region along with resources available to the County.

The **increase of $169.7 million in Salaries & Benefits** is mainly due to negotiated labor agreements for Safety members, for planning purposes for General members, and for operational needs in security initiatives, partially offset by a decrease of 191.00 staff years attributable to decreased staffing in all Groups except for the Finance and General Government Group. As noted at the beginning of this section, part of this year's budget strategy includes a reduction in staffing by reassessing operational needs and reallocating resources in order to balance costs with available funding while ensuring full compliance with federal and State mandates and requirements. An **increase of $38.4 million in Other Charges** includes increases in CalWORKs cash benefit and General Relief benefit payments to align with increased cost and caseload trends, to support medical and mental health services contracts, and an anticipated increase in settlements relating to liability payments. An **increase of $22.8 million in Capital Assets Equipment** is for the purchase of a helicopter, for General Services vehicles and equipment replacement, the purchase of a biometric monitoring system for youth custody, and for equipment purchases related to security initiatives. And an **increase of $0.5 million in Capital Assets Software** for the conversion of the automated fingerprint identification system associated with the Cal-ID program.

These increases are partially offset by a **decrease of $112.0 million in Capital Assets/Land Acquisitions** due to a reduction in one-time capital projects. A **decrease of $76.9 million in Operating Transfers Out** due to the following: a corresponding decrease in contributions to the Capital Program; completion of one-time major maintenance projects; and one-time transfers within the Department of Public Works Funds for capital projects. These decreases are partially offset by increases in one-time critical major maintenance projects, to align in-home health benefits with caseload growth, and to transfer additional Tobacco Settlement Funds to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. A

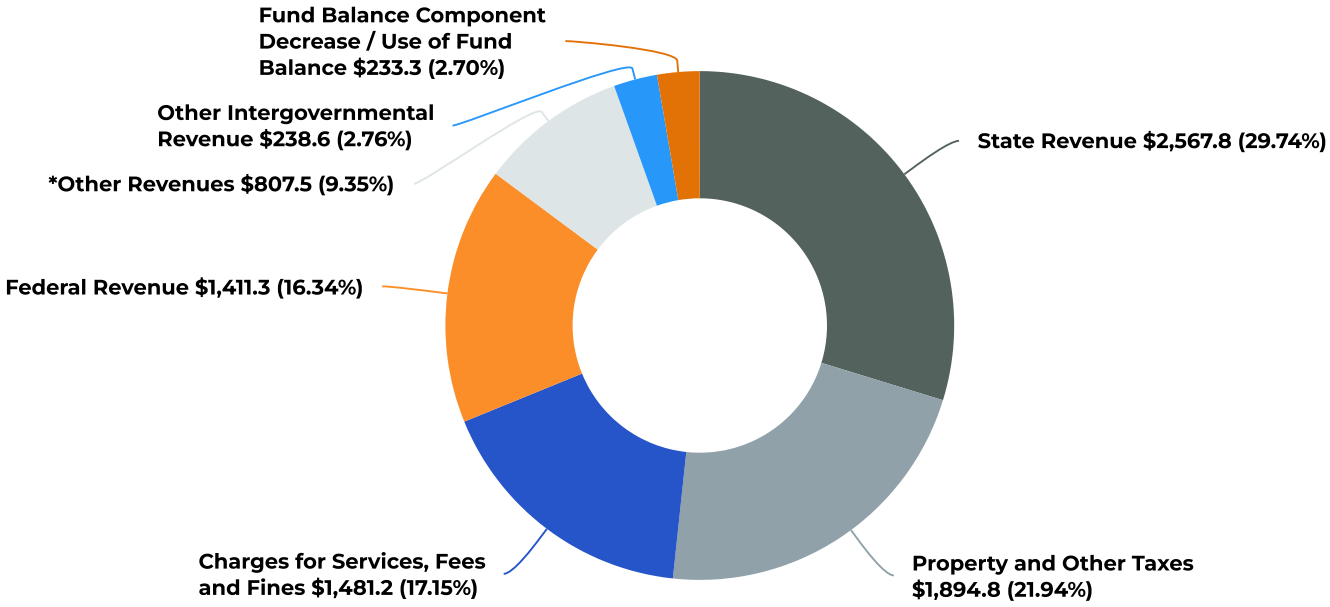
decrease of $37.0 million in Services & Supplies includes the reduction of one-time appropriations funded by General Purpose Revenue and the use of General Fund Reserves in the prior year; completion of various one-time projects, primarily in the Department of Public Works and Planning and Development Services; decreases in projected IT expenditures; and for the San Pasqual Academy (SPA) to align funding with actual expenditures and reflect the ongoing transition of SPA from a group home to a Foster Family Agency (FFA) in alignment with Continuum of Care Reform (CCR) goals. These decreases in Services & Supplies are partially offset by increases to continue efforts to transform the Behavioral Health Continuum of Care and to provide a comprehensive array of community-based behavioral health services to vulnerable populations with complex mental health and substance use conditions. Furthermore, increases were incorporated in the Adopted budget related to contracted services, software licenses and equipment maintenance for security initiatives; to support Medi-Cal Transformation Providing Access and Transforming Health (PATH) for pre-release services and behavioral health linkage implementation; for training and to purchase canines in the Sheriff's Office; for consultant contracts tied to various road improvements; landscaping services for Flood Control Stormwater Maintenance Zones; for biological management and sediment removal in the Keys Creek Channel in Fallbrook; and to support domestic violence shelters and legal services for tenants facing eviction in the Housing & Community Development Services.

Finally, an overall **net decrease of $98.6 million in Expenditure Transfer & Reimbursements** is due to changes in one-time spending levels. Since this is a transfer of expenditure, it has a net effect of an increase in appropriations.

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

Adopted Budget by Categories of Revenues: All Funds

Total Adopted Budget: $8.63 billion
(in millions)



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

*Other Revenues in the chart above include Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues, and Residual Equity Transfers In

Adopted Budget by Categories of Expenditures: All Funds (in millions)				
	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Change	% Change
State Revenue	$2,573.7	$2,567.8	(6.0)	(0.2)
Property and Other Taxes	1,796.9	1,894.8	97.9	5.4
Charges for Services, Fees and Fines	1,401.4	1,481.2	79.8	5.7
Federal Revenue	1,331.6	1,411.3	79.8	6.0
Operating Transfers and Other Financing Sources, Use of Money & Property, and Misc. Revenues	849.4	807.5	(41.9)	(4.9)
Other Intergovernmental Revenue	223.2	238.6	15.5	6.9
Use of Fund Balance/Fund Balance Component Decreases	354.2	233.3	(121.0)	(34.1)
Total	**$8,530.4**	**$8,634.5**	**$104.1**	**1.2**

For Fiscal Year 2025–26, the largest challenge for the County is the slow down and uncertainty of County revenues, especially in the face of continued growth of the costs of doing business, particularly HHSA Realignment Revenue due to slowing sales tax receipts. To mitigate this shortfall, the Adopted Budget is proposing a budget strategy to prioritize available resources for mandated services and critical operations first.

The combination of **Intergovernmental Revenues** such as State Revenue ($2.6 billion), Federal Revenue ($1.4 billion) and Other Intergovernmental Revenue ($238.6 million) supplies 48.8% of the funding sources for the County's budget. These Intergovernmental Revenues represent the most significant changes. Together, they **increase by $89.3 million**.

- **Federal revenues increase by $79.8 million** largely due to increases in dedicated federal revenues for Behavioral Health Services, such as Short Doyle Medi-Cal, Drug Medi-Cal and Mental Health Services, driven by increased mental health services and payment reform. Other significant increases include an increase in health benefit contributions to caseload in In-Home Support Services, increases in CalFresh administrative revenues, one-time federal funding in Refugee Support Services, to align federal revenues with estimated CalWORKs cash benefit payments, grants to support Community Risk Reduction’s Home Hardening and Community Wildfire Defense programs , and additional federal funding for security initiatives, overtime and training, and for the purchase of canines in the Sheriff's Office. These increases are partially offset by decreases associated with the Epidemiology and Laboratory Capacity grants tied to the winding down of COVID related activities, due to change in federal funding for the Federal Emergency Management Agency Shelter and Services Program, the removal of one-time funding from the Judicial Council of California for the Hall of Justice Major Systems Renovation Project, the reduction of the American Rescue Plan Act revenues ending next year, and lesser use of federal funding for road projects like the Federal Highway Planning and Construction revenue and Community Development Block Grant.
- **Other Intergovernmental revenues increase by $15.5 million** mainly due to continuing growth in pass-through distributions and Aid From Redevelopment Successor Agencies revenues. Other increases include revenues from the City of San Diego for the Safe Haven Housing program, Network Operating Costs fees collected from the Regional Communication System partner agencies, amounts from the Grossmont Union High School District for School Resource Officers, grant funding for the Public Works Flood Control District, and increased payment revenue related to facilities occupied by other governmental agencies.
- **State revenues decrease by $6.0 million** with a significant portion of the overall decrease from Realignment revenues to align with available receipts and the loss of available one-time Realignment revenues. These decreases are partially offset by the following increases: in State funding for safety net programs to align with estimated benefit payments and caseload; for Probation youth programs from the Local Revenue Fund 2011, Community Corrections Subaccount to support community corrections programs and law enforcement activities; in Public Safety Realignment for Alternative to Incarceration Programs; in Proposition 1 funding to convert an administrative space at the Children's Crisis Residential into a 16-bed crisis residential facility for youth; and from the Department of Health Care Services Medi-Cal Transformation PATH for adult justice involved population pre-release services and behavioral health linkage implementation.

Property and Other Taxes increase by $97.9 million primarily due to increases in projected Assessed Value (AV) growth rate, allocation of property taxes for the County Libraries, and property tax collections for the San Diego County Fire Protection District.

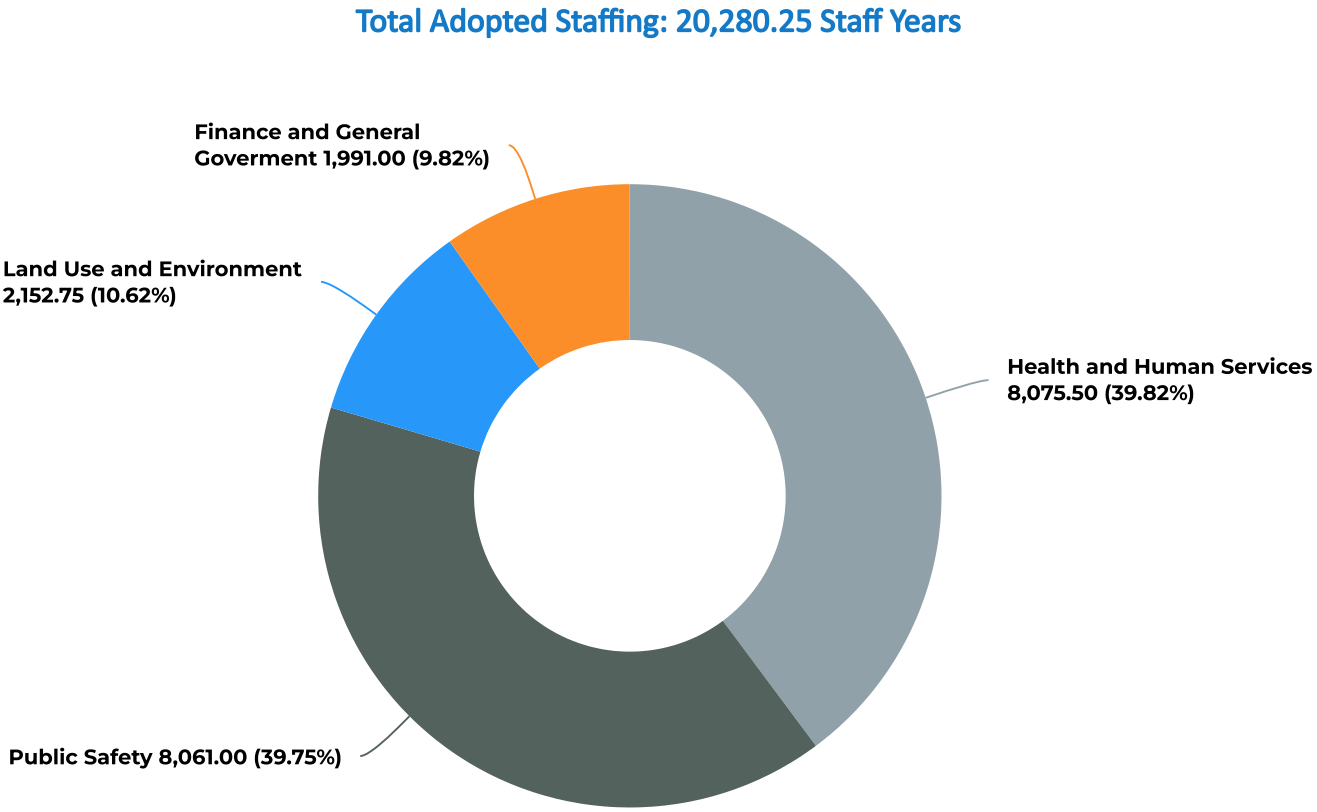
Charges for Current Services, Fees, and Fines increase by $79.8 million and includes increases in the Department of General Services associated with the cost of services provided to client departments; in the Public Liability Internal Service Fund (ISF) due to an anticipated increase in settlements relating to liability payments; in Public Works mostly due to work funded by various special revenue funds, sewer service charges in the Sanitation District, funding for road improvements from the Regional Transportation Congestion Improvement Program, for the Keys Creek Channel sediment removal, and for landscaping services in Flood Control Stormwater Maintenance Zones; in the Insurance ISF due to anticipated increase in insurance premiums,; and in Planning & Development Services due to projected fee updates and the elimination of fee waivers associated with the Homeowner's Relief Act. These increases are partially offset by a decrease in the Information Technology ISF due to lower costs for departmental IT operations, maintenance, and one-time costs; and from a decrease in funding from the City of Imperial Beach due to lesser requested law enforcement services.

Use of Fund Balance and Fund Balance Component Decreases declines by $121.0 million, for a total planned use of $233.3 million on a one-time basis. The most significant uses are from fund balances outside of the General Fund such as Proposition 172 fund, *the Local Public Safety Protection and Improvement Act of 1993*, Road Fund, Tobacco Settlement Fund, Library Fund, Public Works Airport Enterprise Fund, Edgemoor Development Fund, and other Internal Service and Special Districts Funds. Additional Tobacco Settlement 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, and in Child and Family Well-Being to help offset the impact of slowing Realignment revenue. In the General Fund, one-time uses are from fund balances that were either restricted or committed for Pension Obligation Bonds, to support the implementation of Senate Bill 43 and Behavioral Health Workforce in the Health and Human Services Agency, in the Department of Environmental Health and Quality for increased need of Environmental Health, for the Domestic Violence Shelter Based Program, to create one-time capacity for Tenant Legal Services, and to provide funding for the rebudget in the Community Enhancement program.

Operating Transfers and Other Financing Sources, Use of Money & Property, and Miscellaneous Revenues decreased by $41.9 million primarily due to reductions in projects in the Capital Program, one-time Behavioral Health Impact Fund (BHIF) revenues, and a decrease in the Innovative Housing Trust Fund tied to the completion of affordable housing developments. These decreases are partially offset by proposed bond proceeds that will fund critical major maintenance and stormwater projects, as well as the purchase of transportation equipment; an increase tied to transfers of funds such as the Tobacco Securitization Fund to Behavioral Health Services and Child and Family Well-Being, increase in Proposition 172 fund for the Sheriff's Office and Probation Department; increase in interest on deposits and investments; and due to an endownment agreement with the National Fish and Wildlife Foundation for sediment removal in the Keys Creek Channel.

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

Adopted Staffing by Group/Agency: All Funds



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

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

	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Change	% Change
Public Safety	8,077.00	8,061.00	(16.00)	(0.2)
Health and Human Services	8,243.50	8,075.50	(168.00)	(2.0)
Land Use and Environment	2,161.75	2,152.75	(9.00)	(0.4)
Finance and General Government	1,989.00	1,991.00	2.00	0.1
Total	**20,471.25**	**20,280.25**	**(191.00)**	**(0.9)**

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

Total staff years for Fiscal Year 2025–26 decreased by 191.00 from the Adopted Budget for Fiscal Year 2024–25, a decrease of 0.9% to a total of 20,280.25 staff years. This net decrease is attributable to decreased staffing in all Groups except for a minimal increase in the Finance and General Government Group. As noted at the beginning of this section, part of this year's budget strategy included a reduction of staffing, or FTEs (full time equivalent), by reassessing operational needs and reallocating resources in order to balance with available funding while ensuring full compliance with federal and State mandates and requirements.

The **Public Safety Group decreases by a net of 16.00 staff years** predominantly to align operations with reduced caseload and current State and federal funding with no impact to service delivery, decreased need from the Bureau of Public Assistance Investigation to support programs for the Health and Human Services Agency, and from a decrease of law enforcement services requested by the City of Imperial Beach. These decreases are partially offset by increases in staffing to expand in-custody rehabilitative programming under the Alternatives to Incarceration work plan, for law enforcement services requested by City of Vista, for reentry programming information technology support, for administrative and financial support to wireless communications systems, to establish a Recovery Unit to enhance regional disaster response and recovery efforts, and to conduct proactive investigative support for detention facilities and for the addition of staff to the Canine Narcotic Detection Team. In addition to these changes, there are transfers of staffing from County Fire to the Office of Emergency Services to support the management and fiscal oversight of ambulance transport services.

The **Health and Human Services Agency decreases by a net of 168.00 staff years.** HHSA, primarily in Self-Sufficiency Services (SSS) is exceeding State-required performance standards for enrollment in safety net services like CalWORKS, CalFresh, and Medi-Cal. The majority of staff reductions are in SSS to align with available funding and State requirements around timely access to safety net services. There are additional reductions to achieve efficiencies with the restructure of Homeless Solutions and Equitable Communities and the merger of Medical Care Services and Public Health Services, and reduction of staff years tied to reallocating funding for discretionary programs to support mandated and core activities across departments. HHSA reductions will be made through current and upcoming vacancies as well as transfers among HHSA departments.

The **Land Use and Environment Group decreases by 9.00 staff years** is primarily due to reductions in discretionary activities, and ongoing efforts to streamline operations, with minimal impact to mandated services and service levels. This decrease is slightly offset by an increase in Building Services, added during Fiscal Year 2024–25, to support the County's Comprehensive Broadband Plan and prioritize project applications.

The **Finance and General Government Group increases by 2.00 staff years** primarily due to Fiscal Year 2024-25 mid-year transfer of 2.00 positions from HHSA to the CAO's office for additional policy development and implementation, and the transfer of staffing within various departments to better streamline operations.

Changes by department are summarized in the table below. Additional details 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 Budget portal at www.sandiegocounty.gov/budget.

Total Staffing by Department within Group/Agency (Staff Years)

	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Change	% Change	Fiscal Year 2026–27 Approved Budget
Public Safety	8,065.00	8,077.00	8,061.00	(16.00)	(0.2)	8,061.00
Public Safety Executive Office	20.00	21.00	21.00	—	0.0	21.00
District Attorney	1,050.00	1,052.00	1,052.00	—	0.0	1,052.00
Sheriff	4,748.00	4,702.00	4,710.00	8.00	0.2	4,710.00
Child Support Services	424.00	424.00	389.00	(35.00)	(8.3)	389.00
Office of Emergency Services	36.00	36.00	43.00	7.00	19.4	43.00
Animal Services	63.00	66.00	66.00	—	0.0	66.00
Medical Examiner	77.00	78.00	78.00	—	0.0	78.00
Probation	1,040.00	1,087.00	1,093.00	6.00	0.6	1,093.00
Public Defender	547.00	547.00	547.00	—	0.0	547.00
San Diego County Fire	60.00	64.00	62.00	(2.00)	(3.1)	62.00
Health and Human Services	8,233.50	8,243.50	8,075.50	(168.00)	(2.0)	8,075.50
Self Sufficiency Services	2,845.00	2,846.00	2,750.00	(96.00)	(3.4)	2,750.00
Aging & Independence Services	651.00	654.00	651.00	(3.00)	(0.5)	651.00
Behavioral Health Services	1,332.50	1,332.50	1,332.50	—	0.0	1,332.50
Child and Family Well-Being	1,670.00	1,672.00	1,661.00	(11.00)	(0.7)	1,661.00
Public Health Services	764.00	775.00	981.00	206.00	26.6	981.00
Administrative Support	438.00	430.00	456.00	26.00	6.0	456.00
Housing & Community Development Services	156.00	158.00	244.00	86.00	54.4	244.00
Medical Care Services*	215.00	216.00	—	(216.00)	(100.0)	—
Homeless Solutions and Equitable Communities*	162.00	160.00	—	(160.00)	(100.0)	—
Land Use and Environment	2,117.75	2,161.75	2,152.75	(9.00)	(0.4)	2,152.75
Land Use and Environment Group	33.00	33.00	32.00	(1.00)	(3.0)	32.00
Executive Office	*20.00*	*21.00*	*20.00*	*(1.00)*	*(4.8)*	*20.00*
Office of Sustainability and Environmental Justice	*13.00*	*12.00*	*12.00*	—	*0.0*	*12.00*
Agriculture, Weights and Measures	199.00	199.00	195.00	(4.00)	(2.0)	195.00
County Library	300.75	301.75	301.75	—	0.0	301.75
Environmental Health and Quality	344.00	346.00	346.00	—	0.0	346.00
Parks and Recreation	299.00	304.00	302.00	(2.00)	(0.7)	302.00
Planning & Development Services	314.00	318.00	317.00	(1.00)	(0.3)	317.00
Public Works	628.00	660.00	659.00	(1.00)	(0.2)	659.00
Finance and General Government	1,971.00	1,989.00	1,991.00	2.00	0.1	1,991.00
Finance and General Government Executive Office*	43.00	43.00	32.00	(11.00)	(25.6)	32.00
Board of Supervisors	82.00	83.00	83.00	—	0.0	83.00
Assessor/Recorder/County Clerk	448.50	448.50	448.50	—	0.0	448.50
Treasurer-Tax Collector	124.00	125.00	125.00	—	0.0	125.00
Chief Administrative Office	52.00	53.00	64.00	11.00	20.8	64.00
Executive Office	*7.00*	*8.00*	*11.00*	*3.00*	*37.5*	*11.00*
Office of Ethics, Compliance and Labor Standards	*17.00*	*17.00*	*17.00*	—	*0.0*	*17.00*
*Economic Development & Government Affairs**	—	—	*18.00*	*18.00*	—	*18.00*
*Office of Equity and Racial Justice**	*8.00*	*8.00*	-	*(8.00)*	*(100.0)*	—
Office of Evaluation, Performance and Analytics	*20.00*	*20.00*	*18.00*	*(2.00)*	*(10.0)*	*18.00*
Auditor and Controller	234.50	236.50	236.50	—	0.0	236.50
County Technology Office	17.00	18.00	20.00	2.00	11.1	20.00

Citizen's Law Enforcement Review Board	10.00	10.00	10.00	—	0.0	10.00
Civil Service Commission	3.00	3.00	3.00	—	0.0	3.00
Clerk of the Boardof Supervisors	30.00	30.00	30.00	—	0.0	30.00
County Counsel	185.00	197.00	197.00	—	0.0	197.00
Grand Jury	—	—	—	—	—	—
Human Resources	137.00	137.00	137.00	—	0.0	137.00
County Communications Office	23.00	23.00	23.00	—	0.0	23.00
General Services	430.00	430.00	430.00	—	0.0	430.00
Purchasing and Contracting	77.00	77.00	77.00	—	0.0	77.00
Registrar of Voters	75.00	75.00	75.00	—	0.0	75.00
Total	20,387.25	20,471.25	20,280.25	(191.00)	(0.9)	20,280.25

*Effective July 1, 2025, Medical Care Services moved under Public Health Services, Homeless Solutions and Equitable Communities moved under Self Sufficiency Services, Housing & Community Development, and Administrative Support, the Office of Equity and Racial Justice moved under Finance and General Group Executive Office, and Economic Development & Government Affairs moved under the Chief Administrative Office.

San Diego County Facts and Figures

POPULATION:			
Year:	**2022**	**2023**	**2024**
Total:	3,287,306	3,290,423	3,315,362

San Diego County is the second most populous county in California and fifth most populous in the United States

Source: California Department of Finance.

INCORPORATED CITIES:	18

CIVILIAN LABOR FORCE:		
Year:	**2023**	**2024**
Total:	1,590,700	1,652,200

Source: California Employment Development Department - December 2024 Revised Report (Mar 14, 2025 version).

UNEMPLOYMENT RATE:		
Year:	**2023**	**2024**
Percentage:	4.3%	4.2%

Source: California Employment Development Department - December 2024 Revised Report (Mar 14, 2025 version).

EMPLOYMENT MIX: (Industry)		
	2023 Employees	**2024 Employees**
Government	256,400	262,800
Professional and Business Services	272,400	267,700
Trade, Transportation and Utilities	231,100	231,200
Educational and Health Services	250,700	261,800
Leisure and Hospitality	203,600	203,400
Manufacturing	114,600	111,200
Financial Activities	72,500	71,800
Construction	91,300	90,600
Other Services	57,700	57,000
Information Technology	21,300	20,800
Farming	9,100	8,400
Mining and Logging	400	300
Total	**1,581,100**	**1,587,000**

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

Excludes the U.S. Department of Defense.

Source: California Employment Development Department - December 2024 Revised Report (Mar 14, 2025 version).

TOP EMPLOYERS	
	2024 Employees
U.S. Navy	91,317
MCCS MCRD San Diego Marine Corps	42,687
University of California	41,698
County of San Diego	20,471
Sharp	20,432
Scripps San Diego	17,760
Kaiser Permanente Vandever Med	12,859
UC San Diego Health	12,675
Merchants Building Maintenance	6,000
Cubic Corporation	6,000
Rady Children's Hospital	5,482
San Diego Community College	5,127
SDG&E	4,600
VA San Diego Healthcare System	4,092
Illumina Inc.	3,929
General Dynamics NASSCO	3,394
Seaworld San Diego	3,147
Scripps Research Institute	1,860
Collins Aerospace	1,243
Sony Electronics	1,041

Source: San Diego Regional Chamber of Commerce

CONSUMER PRICE INDEX:			
Year:	**2022**	**2023**	**2024**
Amount:	344.42 (7.7% increase)	362.02 (5.1% increase)	373.32 (3.1% 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:			
Year:	**2021**	**2022**	**2023**
Amount:	$ 88,240	$ 96,974	$ 102,285

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

MEDIAN HOME PRICE:			
Year:	**January 2023**	**January 2024**	**January 2025**
Single Family Homes	$ 849,000	$ 976,250	$ 1,049,000
Attached Homes	$ 590,000	$ 650,000	$ 662,000

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

TOP TEN PROPERTY TAXPAYERS:		
		2025
San Diego Gas & Electric Company	$	252,787,062
Qualcomm Inc.	$	32,393,866
UTC Venture, LLC	$	11,462,417
Host Hotels and Resorts, LP	$	10,810,827
IQHQ Pacifiq, ILLC	$	10,210,635
Kilroy Realty LP	$	9,968,486
Sorrento West Properties Inc	$	9,545,244
BSK Del Partners, LLC	$	9,368,350
Pacific Bell Telephone	$	7,670,259
Fashion Valley Mall, LLC	$	7,416,256

Source: County of San Diego Auditor and Controller, Property Tax Services Division as of June 30, 2025.

FISCAL YEAR 2024-25 ASSESSED VALUE	$716.1 billion

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

LAND USE: (in descending order)	
	2024 Acres
Parkland	1,413,345
Vacant or Undeveloped Land	553,079
Residential	388,051
Public/Government	119,793
Agriculture	109,930
Other Transportation	109,315
Commercial/Industrial	34,332
Total	**2,727,845**

The acres available for land use may vary year to year due to survey updates that include tide level changes.

Source: San Diego Association of Governments.

AGRICULTURAL PRODUCTION:			
		2023 Value	2023 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$	1,177,552,435	10,755
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$	66,637,466	-
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$	292,644,242	23,967
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$	89,665,332	2,847
Livestock & Poultry (e.g., cattle & calves, chickens, hogs & pigs, etc.)	$	19,709,840	-
Apiary (e.g., firewood and timber)	$	4,749,866	-
Field Crops (e.g., pastures, ranges, hay, etc.)	$	4,489,288	173,162
Timber Products (e.g., firewood and timber)	$	888,792	-
Grand Total	**$**	**1,656,337,261**	**210,731**

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

2023 ESTIMATED TOTAL HOUSING UNITS:	1,262,043

Source: U.S. Census Bureau, San Diego County Housing Units, July 1, 2023 (V2023).

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 San Diego 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	San Diego
Naval Base San Diego (Homeport of the Pacific Fleet Surface Navy, includes Naval Medical Center San Diego)	San Diego
United States Coast Guard Sector San Diego	San Diego

Source: Department of Defense facilities websites.

TOURIST ATTRACTIONS:	
Anza-Borrego Desert State Park*, 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

*Anza-Borrego Desert State Park is primarily in San Diego County but also in Imperial and Riverside Counties.

Source: San Diego Tourism Authority.

TOTAL VISITORS 2024:	32,500,000

Source: San Diego Tourism Authority. San Diego Visitor Industry

San Diego County Profile and Economic Indicators

History and 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 the present 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 international border shared with Mexico. Riverside and Orange counties form the northern border. It is the most southwestern county in the contiguous 48 States.

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

The explorer Juan Rodriguez Cabrillo arrived by sea in the region on September 28, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and, it is said, his favorite saint, San Diego de Alcalá. San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert. The Cleveland National Forest occupies much of the interior portion of the County. The climate is mild in the coastal and valley regions, where most resources and population are located. The average annual rainfall totals roughly 10 inches on the coast and more than 33 inches in the inland mountains.

County Population

San Diego County is the southernmost major metropolitan area in the State and remains the second most populous in California and the fifth-largest county by population in the nation, as measured by the U.S. Census Bureau based on the 2023 population estimate. According to the most recent State of California Department of Finance estimates, the County's population for 2025 as of January 1 was 3.33 million, reflecting a 0.4 percent increase from the 2024 population of 3.31 million.

The San Diego region is home to more than 3.3 million residents, the second-largest county in California, accounting for 8.4 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: 2020–2023, accessed on August 3, 2024). Population estimates from the San Diego Association of Governments (SANDAG) for the year 2040 indicate that the regional population will grow to approximately 3.43 million, a 22.0 percent increase from calendar year 2000 and an increase of 4.3 percent compared to 2023.

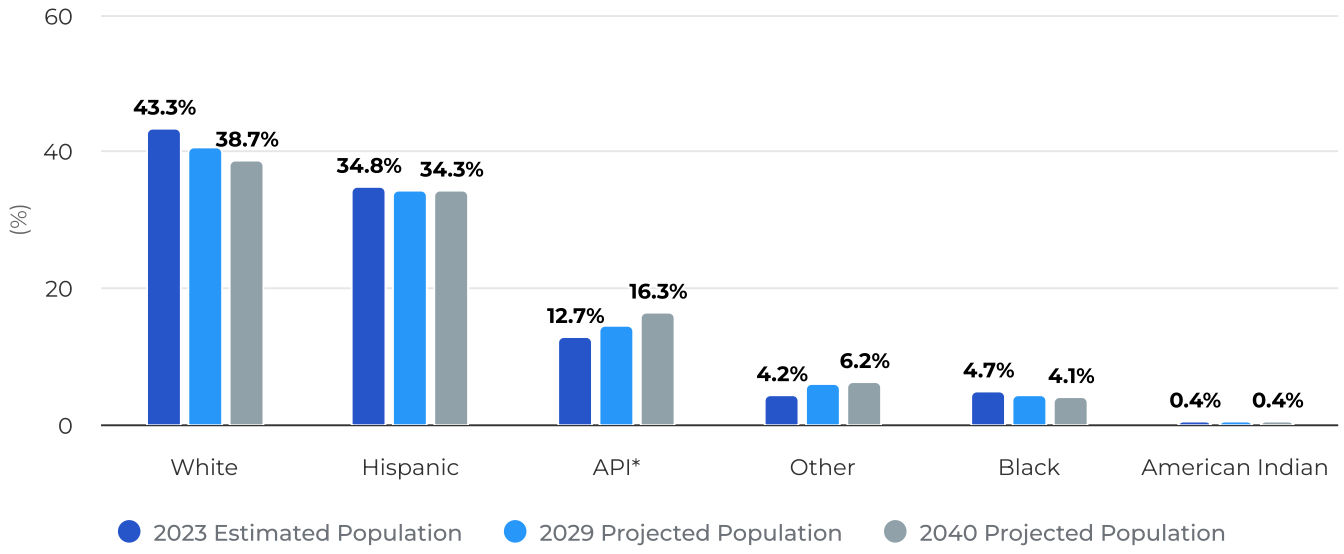
SAN DIEGO COUNTY POPULATION

	2000	2024	2025	Year Incorporated
Carlsbad	78,247	116,652	116,368	1952
Chula Vista	173,556	280,840	281,401	1911
Coronado	24,100	21,812	22,610	1890
Del Mar	4,389	3,948	3,950	1959
El Cajon	94,869	105,429	104,932	1912
Encinitas	58,014	61,851	61,956	1986
Escondido	133,559	151,386	150,425	1888
Imperial Beach	26,992	26,462	26,369	1956
La Mesa	54,749	61,072	60,908	1912
Lemon Grove	24,918	27,903	28,163	1977
National City	54,260	58,924	58,965	1887
Oceanside	161,029	173,569	174,340	1888
Poway	48,044	49,948	50,379	1980
San Diego	1,223,400	1,394,317	1,408,937	1850
San Marcos	54,977	97,261	97,123	1963
Santee	52,975	59,928	59,568	1980
Solana Beach	12,979	13,054	12,986	1986
Vista	89,857	101,740	101,599	1963
Unincorporated	442,919	509,266	509,160	1850
Total	**2,813,833**	**3,315,362**	**3,330,139**	

Sources: U.S. Census 2010 data; California Department of Finance population estimates as of January 1, 2024 and 2025.

The accompanying charts show the most recent race, ethnicity, and age composition for the regional population, and the changes projected through 2040. SANDAG projects that in 2040, the region's population will continue to grow in its diversity with: 38.7 percent White; 34.3 percent Hispanic; 16.3 percent Asian and Pacific Islander (API); 4.1 percent Black; and 6.6 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 and Ethnicity
2023, 2029 and 2040 Projection | Percentage of Total Population

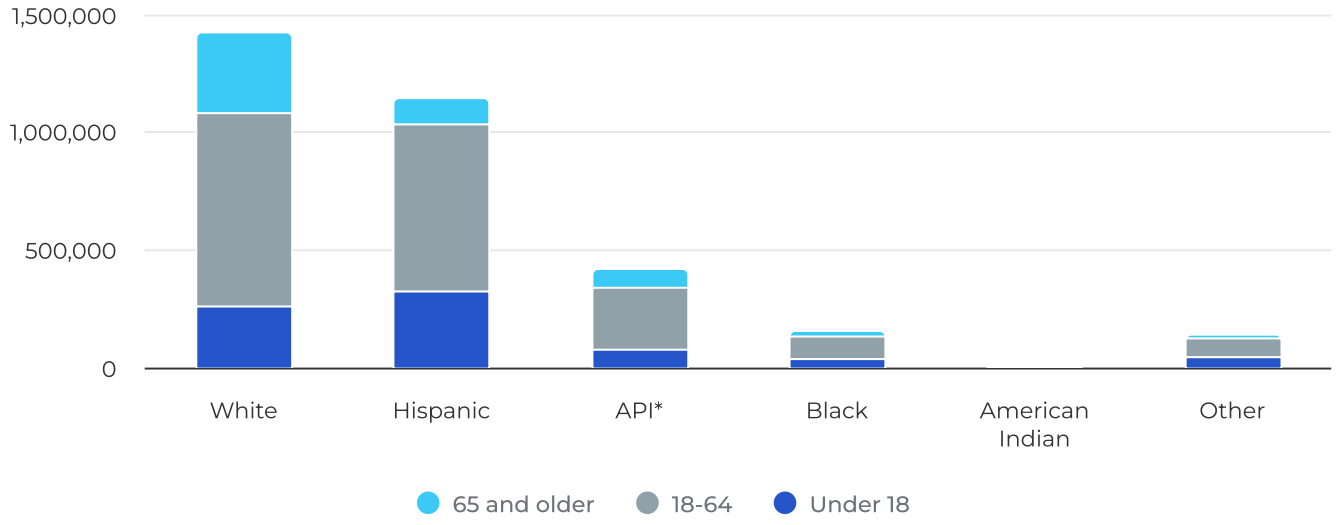


Note: Percentages represent the share of each group compared to the total population; the sum of individual percentages may not total 100% due to rounding.

Source: SANDAG Series 15 Regional Growth Forecast, as of July 2024 for 2029 and 2040 projections and San Diego Association of Governments 2023 Demographic & Socio Economic Estimates, as of December 2024 for 2023 estimates.

***Asian and Pacific Islander (API)**

San Diego County Population Distribution by Race, Ethnicity and Age
2023 Total Population: 3,290,423

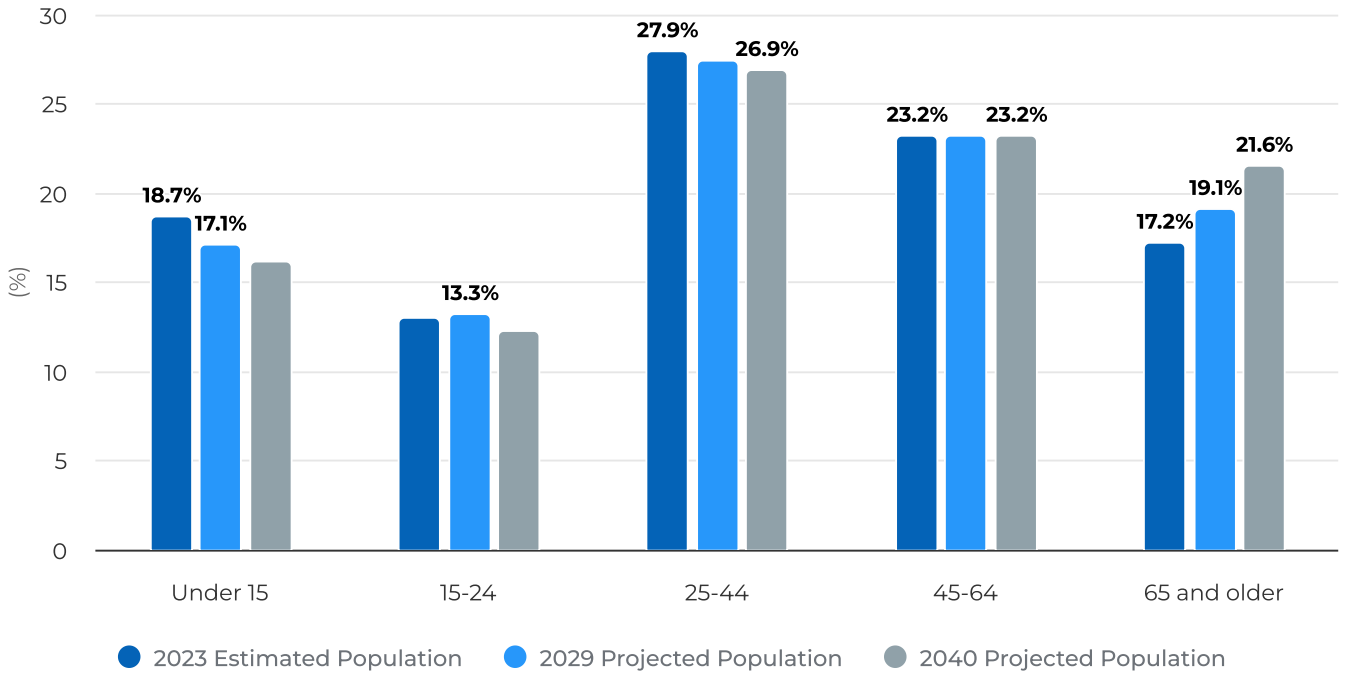


Source: SANDAG 2023 Demographic & Socio Economic Estimates, as of December 2024

***Asian and Pacific Islander (API)**

The accompanying chart shows the change in regional population trends in various age segments, with the number of individuals 65 and older estimated to increase, while all other age segments are estimated to either slightly decrease or remain unchanged by 2040.

San Diego County Population Distribution by Age
2023, 2029 and 2040 Projection

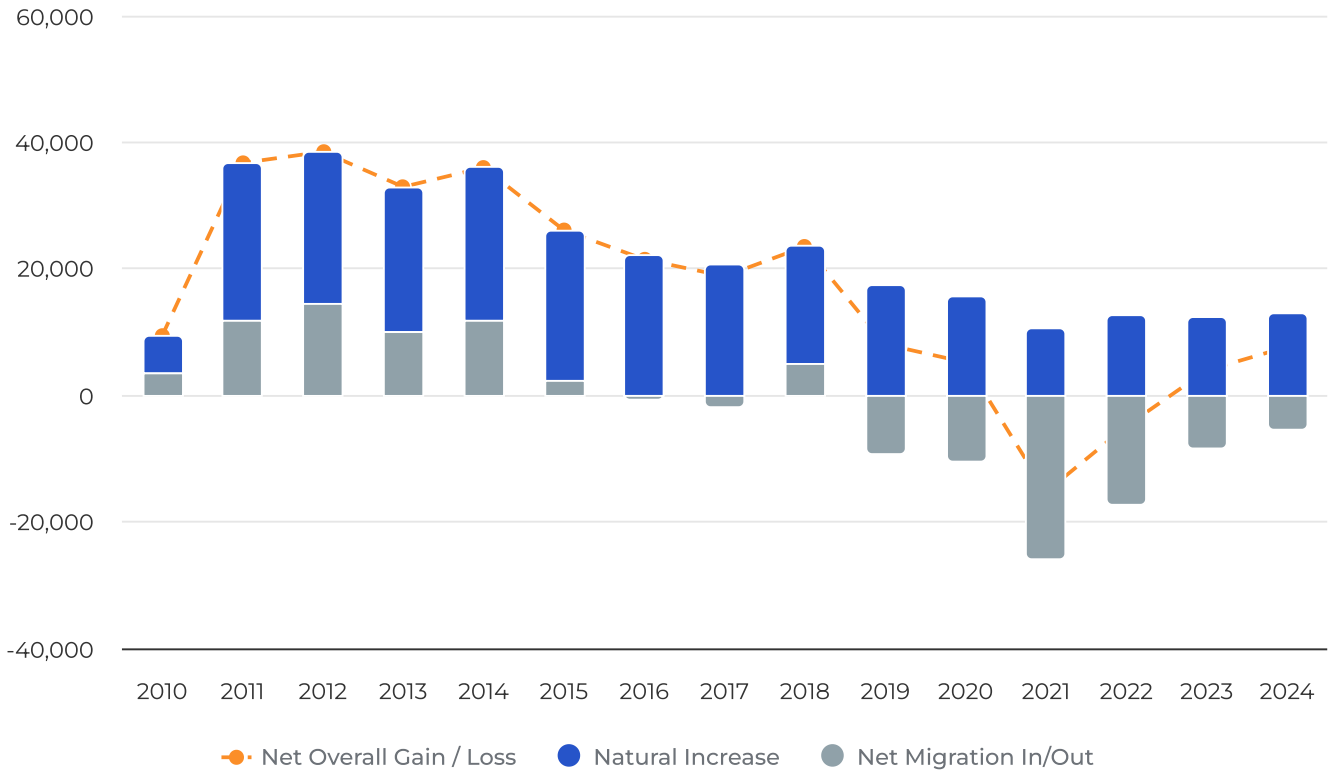


Note: Percentages represent the share of each group compared to the total population; sum of individual percentages may not total 100% due to rounding.

Source: San Diego Association of Governments Series 15 Regional Growth Forecast, as of July 2024 for 2029 and 2040 projections and San Diego Association of Governments 2023 Demographic & Socio Economic Estimates, as of December 2024 for 2023 estimates.

San Diego County's population has grown an average of 0.5 percent annually since 2010, despite a constant decline in net migration since 2020. As of July 2024, the slight increase in population is primarily driven by natural increase (numbers of local births minus deaths) and a continued influx of international immigration, which has more than offset the decline in net domestic migration.

San Diego County Population Change: 2010 through 2024



Notes: Natural Increase reflects the number of births minus deaths; Net Migration is a measure of people moving into and away from San Diego County, both international 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, 2020-2024, December 2024.

Economic Indicators

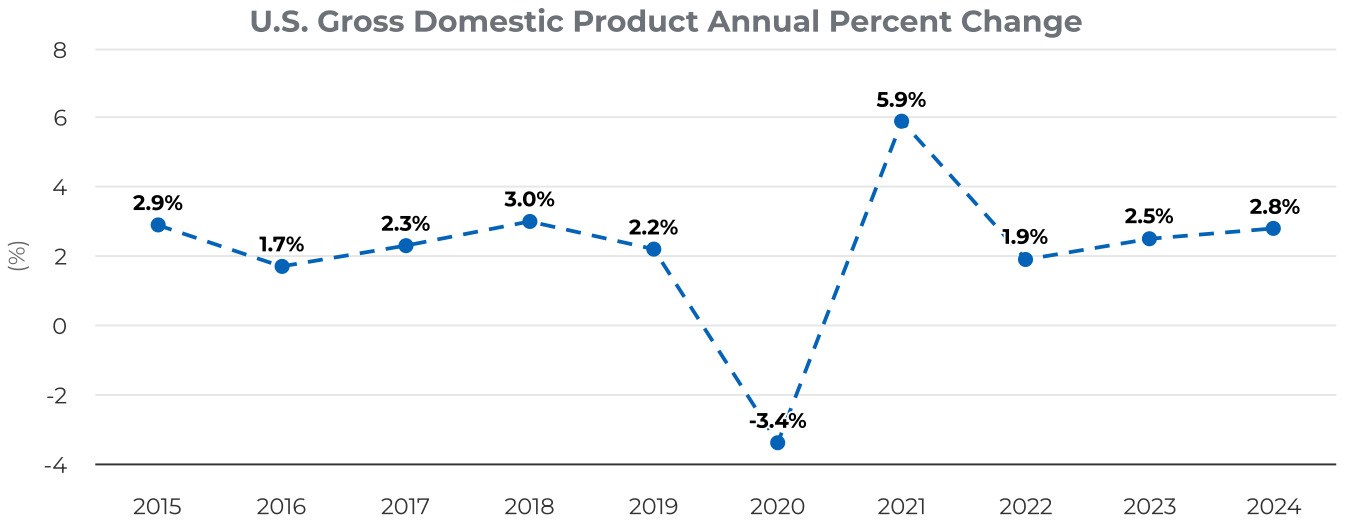
U.S. Economy

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.

As 2025 headed into summer, the U.S. economy continued to show stability in short-term outlook, despite a "rising probability that the nation could face a sudden economic decompression," with the probability of recession within the next 12-months projected at 20% as of July, influenced by low consumer sentiment and continued weakness in the dollar (The Beacon Outlook United States, Summer 2025). According to the U.S. Department of Commerce Bureau of Economic Analysis (BEA), GDP in 2024 increased 2.8 percent, compared to an increase of 2.5 percent in 2023 (BEA, Gross Domestic Product, Fourth Quarter and Year 2024 (Second Estimate), January 2025). The increase in GDP in 2024 primarily reflects increases in both consumer and government spending. Imports, which are a subtraction in the calculation of GDP, decreased. Quarter over quarter, the percent changes in 2024 also show increases in GDP and was strong in the third quarter with an increase of 3.1 percent before decelerating in the fourth quarter but still at an increase of 2.3 percent (ibid).

With the current presidential administration, there is uncertainty regarding the U.S. economic outlook for the remainder of 2025 and 2026. According to the UCLA Anderson Forecast, "the current economic forecast is subject to numerous risks, given the unprecedented levels of economic and geopolitical uncertainty. (UCLA Anderson Forecast, Summer 2025 Economic Forecast). Looking at GDP, the UCLA Anderson Forecast projects that "consumption and investment growth will remain weak," slowing economic growth and affecting the labor market, resulting in projected "tepid

growth continuing into 2026" (ibid). GDP is projected for slight growth of 1.3 percent in 2025, with more modest 0.8 percent growth projected in 2026. (ibid).



Notes: The percent change in Gross Domestic Product (GDP) is measured by calendar year based on chained 2012 dollars. Prior year data is restated.

Source: Bureau of Economic Analysis

According to the Federal Reserve ("the Fed") press release issued July 30, 2025, "recent indicators suggest that growth of economic activity moderated in the first half of the year. The unemployment rate remains low, and labor market conditions remain solid. Inflation remains somewhat elevated. (Federal Open Market Committee (FOMC) July 30, 2025, Federal Reserve Press Release). Seeking "to achieve maximum employment and inflation at the rate of 2 percent over the longer run" and facing elevated uncertainty about the economic outlook, in July the Fed decided to maintain the target range for the federal funds rate at 4-1/4 to 4-1/2 percent (ibid). The Federal Reserve Board has projected the Federal funds rate to decrease to approximately 3.9 percent in 2025, 3.6 percent in 2026 and 3.4 percent in 2027 (Federal Reserve System. Summary of Economic Projections, June 18, 2025).

The Federal Government produces two major inflation measures for the consumption of 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 nationalCPI, produced by the Bureau of Labor Statistics (BLS), is the most widely used aggregate price index, as well as the major source of information. According to the BLS, the Consumer Price Index for All Urban Consumers (CPI-U) increased 3.0 percent for the 12 months ending January, after rising 2.9 percent over the 12 months ending in December (BLS Economic News Release, CPI, January 2025). According to UCLA Anderson, inflation will be impacted by costs of new federal tariffs, costs of which are anticipated to "be passed through into prices and propagate through supply chains over the summer, fall, and winter" somewhat mitigated by a weakening economy overall, resulting in inflation projected at 4 percent quarterly in the second half of 2025, falling through 2026 and approaching 2 percent in 2027 (UCLA Anderson Forecast, Summer 2025 Economic Outlook). UCLA forecasts CPI at 3.2 percent in 2025 and 3.4 percent in 2026 (ibid). The second major measurement of inflation, the PCE index, is produced by the BEA and is the Fed's preferred measure of inflation. According to the BEA, the preliminary PCE price index for December 2024 increased 2.6 percent from the same month one year ago and this is due to increases in services (BEA, Personal Income and Outlays December 2024, January 31, 2024). UCLA projects the PCE index at 3.1 percent in 2025, and 3.2 percent in 2026 (UCLA Anderson Forecast, Summer 2025, Economic Outlook).

The price of energy skyrocketed in 2022, and as we transition into 2025, energy markets face a mix of economic recovery, geopolitical uncertainty, and evolving energy dynamics (GasBuddy Fuel Price Outlook 2025). While the global economy is on a modest recovery path, external factors such as shifting U.S. foreign policies, the Organization of the Petroleum Exporting Countries (OPEC) crude production strategies, and the globally accelerating energy transition create a complex outlook for oil and refined products (ibid). "As we look toward 2025, the buzzword of 'energy independence' will undoubtedly be a political talking point, but the truth remains the same: the fundamentals of supply and demand—not policy promises—drive the energy market. The U.S. continues to break records in crude oil production, and while the Strategic Petroleum Reserve has been partially replenished, its influence on prices remains minimal. It's crucial to focus less on rhetoric and more on the global interplay of refining capacity, OPEC decisions, and

economic growth to understand where fuel prices are headed" said Patrick De Haan, head of petroleum analysis at GasBuddy (ibid). GasBuddy projects that the yearly national average in 2025 will be $3.22 per gallon. On a yearly basis, a total of nearly $411 billion will be spent on gasoline in the U.S., dropping $12 billion from the $423.1 billion spent in 2024, and more than $115 billion less than in 2022 when the post-pandemic economy was surging (ibid).

In the housing market, the U.S. Department of Housing and Urban Development (HUD) January monthly update shows that overall activity improved. The Federal Housing Finance Agency (FHFA) seasonally adjusted purchase-only house price index for November estimated that home values rose 0.26 percent month-over-month and 4.26 percent year-over-year, up from an annual gain of 4.5 percent in October (U.S. Department of Housing and Urban Development, Housing Market Indicators Monthly Update, January 2025). With respect to the nation's home sales, purchases of new single-family homes, which are based on purchase agreements, increased 3.6 percent month-over-month in December and were 6.7 percent higher year-over-year. As for existing homes, sales rose nationally for a third consecutive month to the fastest pace since February 2024. This is an improvement from 2024 when the National Association of REALTORS® reported that existing home sales dropped 0.7 percent and that 2024 recorded the slowest annual sales rate since 1995 (ibid).

Mortgage interest rates began to rise in 2022 as the Fed raised interest rates, peaking at 7.79 percent in October 2023. According to HUD, mortgage interest rates fluctuated at a relatively high level and declined somewhat with expectations of future Fed interest rate cuts. The average 30-year fixed rate mortgage (FRM) as of February 20, 2025, was at 6.85 percent (ibid). The Mortgage Bankers Association (MBA) forecasts that the average 30-year FRM will decrease to 6.5 percent in 2025 compared to the average in 2024 of 6.7 percent, and will continue to decrease to 6.4 percent in 2026 and 2027 (MBA Mortgage Finance Forecast, January 19, 2025).

As for unemployment, the national unadjusted unemployment rate in 2024 increased to 4.0 percent compared to 3.6 percent in 2023, and in May 2025, the nation's unemployment rate remained at 4.0 percent (BLS, [Unadj] Unemployment Rate Series as of July 2025). The Federal Reserve Board has projected the unemployment rate to increase to 4.3 percent in 2025, 2026, and 2027 (Federal Reserve System, Summary of Economic Projections, December 18, 2024). The UCLA Anderson Forecast, "[does] not anticipate the current strength of the labor market to persist, given the substantial headwinds facing the U.S. economy," including the impact of high tariffs on the manufacturing sector, associated reductions in trade flow, generally elevated economic uncertainty and rising interest rates curtaining hiring and investment activity. (UCLA Anderson Forecast, Summer 2025). UCLA projects slow recovery, with the unemployment rate remaining elevated through 2026 and 2027, "as the economy continues to feel the lingering effects of the shift to a higher tariff and interest rate regime" (ibid).

Taken together, the U.S. economy entered 2025 with a solid foundation. Inflation, while still somewhat elevated, has shown signs of moderation, GDP growth has remained resilient, consumer spending has experienced steady growth, and unemployment levels remain relatively low. But despite these positive indicators, the current administration brings with it a number of economic policies that could cause significant upheavals nationwide. While the specific details and scope of these policies are still being finalized, three issues continue to stand out as being particularly impactful: imposing tariffs on imported goods and services; restricting immigration; and freezing government grants and assistance (Los Angeles Economic Development Corporation (LAEDC), LAEDC 2024 Economic Forecast, February 2025).

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 food for the world. With high real incomes, high economic output, and globally significant industries, California remains the world's fifth-largest economy, contributing 14 percent to the nation's GDP (The Beacon Outlook California, Winter 2024). In 2024, economic growth in California reached 3.6 percent, exceeding the national growth rate of 2.8 percent (LAEDC, LAEDC 2025 Economic Forecast, February 2025). The state's economic growth over the next two years is expected to track more closely to national levels, with a 1.9 percent growth rate in 2025 and a 1.6 percent growth rate in 2026 (ibid).

At the beginning of 2024, the State of California faced a severe budget shortfall of $37.9 billion for the upcoming Fiscal Year (FY). These shortfalls were expected to continue, with multi-billion dollar operating deficits projected through the 2027-28 FY. However, stronger economic performance in 2024, coupled with budget actions taken last year by the Governor and Legislature, have improved the budget outlook for the 2025-26 FY, largely due to an estimated $16.5 billion increase in revenues compared to earlier projections and a planned withdrawal of $7.1 billion from state reserves. The Governor's 2025-26 proposed budget, which was released on January 10, projects a small General Fund surplus of $363 million while the Legislative Analyst's Office (LAO) presents a more cautious assessment, estimating a $2 billion deficit instead. Despite the roughly balanced budget in the short

term, the state faces substantial structural deficits in the coming years. The Governor's multiyear forecast projects annual deficits ranging from $13 billion to $19 billion through 2028-29 (ibid).

There are two measures of employment mainly 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 reported that the number of people employed in October was 2.1 percent below the number employed at the pre-pandemic peak (UCLA Anderson Forecast, December 2024 Economic Outlook). The labor force decline can be attributed to retirements, out-of-state migration, and individuals engaged in non-market activities such as child raising (ibid). As for the enterprise survey metric, California increased its number of nonfarm payroll jobs by 224,600 in 2024 to a total of just over 18 million. This represented an increase of 1.3 percent, and an improvement over the prior year's 154,300 job gains (LAEDC, LAEDC 2025 Economic Forecast, February 2025). In 2025 and 2026, California will see slower job growth consistent with a slowing economy. LAEDC projects annual growth rates of 0.9 percent in 2025 and 0.7 percent in 2026, or 162,300 additional jobs and 124,700 additional jobs, respectively (ibid).

A decline in employment, over and above the decline in the labor force, led to an increase in the unemployment rate. The unemployment rate in California as of December rose to 5.5 percent, a year-over-year increase of 0.4 percent (California Employment Development Department, Employment by Industry Data for California, accessed on February 26, 2025). On an annual basis, unemployment in 2024 reached 5.3 percent, up from 4.8 percent the previous year and higher than the U.S. unemployment rate of 4.0 percent in 2024. Over the next two years, LAEDC expects California's unemployment rate to tick higher to 5.5 percent in 2025 as the economy slows, but it should plateau at this level in 2026 (LAEDC, LAEDC 2025 Economic Forecast, February 2025).

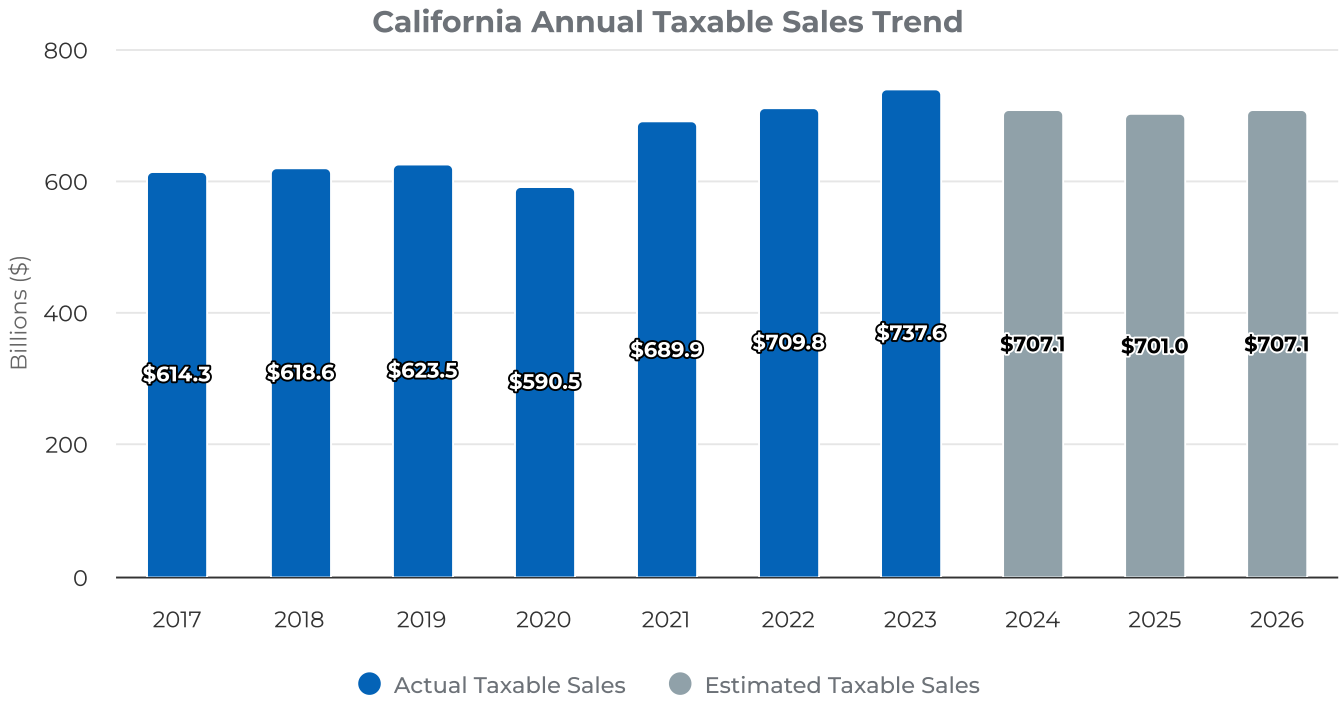
California's housing market will continue to be challenged in addressing the need for new home construction, influenced by reductions in the construction workforce due to deportations and federal immigration changes, persistent inflation and increasing costs related to changing tariff policies (UCLA Anderson Forecast, Summer 2025). Therefore, UCLA Anderson is forecasting a slow start to new home construction in 2025 as well as a relatively weak 2026 (ibid).

As for home sales, in 2024, sales of existing statewide homes were up 4.3 percent from last year, with the annual median price up 6.3 percent from 2023 (California Association of Realtors® (C.A.R.), December home sales and price report, January 17, 2025). Despite a double-digit annual growth rate, sales of existing single-family homes remained below the pre-pandemic norm of 400,000 units on a seasonally adjusted and annualized basis (ibid). Starting the year 2025, California home sales retreated in January as the effects of elevated interest rates depressed housing demand to the lowest level in more than a year (C.A.R., January home sales and price report, January 17, 2025). January's existing single-family home sales totaled 254,110, down 10.0 percent from December and down 1.9 percent from a year ago.

In terms of affordability, 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 (California Legislative Analyst's Office (LAO), California Housing Affordability Tracker, January 2025). 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. Payments for a mid-tier home were nearly $5,800 a month in December 2024, an 84 percent increase since January 2020. Payments for a bottom-tier home were over $3,500 per month, an 88 percent increase since January 2020 (ibid). According to the C.A.R., the statewide median home price for a single-family home was at $838,850 in January, which is down 2.6 percent from the December home price of $861,020, but an increase of 6.3 percent from the $789,480 in January 2024 (C.A.R., January home sales and price report, January 17, 2025). Annual household income needed to qualify for a mortgage on a mid-tier California home in September 2024 was about $231,000, over 2 times the median California household income in 2023. For a bottom-tier home, about $142,000 in annual income is needed to qualify for a mortgage, almost 50 percent higher than the state's median household income in 2023 (LAO, California Housing Affordability Tracker, January 2025). Also, the gap between the monthly costs of purchasing a bottom-tier home versus renting are near levels that have not been seen since the housing bubble in the mid-2000s. Monthly rents have also grown significantly in recent years, but not as quickly as monthly payments needed to purchase a home. Monthly payments for a 2-bedroom home are about $1,960, or 73 percent more than renting an apartment or home (ibid).

With regard to sales tax, California's local one-cent sales and use tax receipts during the months of July through September were 2.3 percent lower than the same quarter one year ago after adjusting for accounting anomalies (HdL Companies, San Diego County Sales Tax Update 3Q 2024, January 2025). The third quarter of the calendar year is traditionally noted for pleasant weather and statewide tourism. However, revenue from sales taxes fell when compared to a year ago. As such, it also means a weak start to the FY 2024-25 for many California agencies. Auto-transportation receipts took a hit and declined 4.8 percent, marking the seventh consecutive quarter of downturn for the sector. The summer season is usually an advantageous time for home repairs and construction work. However, this industry is also struggling with high consumer interest rates and limited access to equity

for homeowners. Sales at brick-and-mortar general retailers pulled back 3.8 percent, the food-drugs category declined 2.8 percent, and a combination of consumption declines and falling fuel prices thrust comparisons down by 13 percent. Although statewide tourism appears to have improved, revenue from restaurants experienced a modest gain of 0.7 percent, which included a dramatic drop in fine dining establishments (ibid). This negative outlook reflects a second year of statewide revenue declines (HdL Companies, California Forecast Salex Tax Trends & Economic Drivers, December 2024). Contributing factors in this uncertain economy include higher business operating costs and to what extent the Fed funds interest rate may decline further into 2025. Looking ahead, though consumer confidence and sentiment recently soared, future policy decisions could exert upward pressure on prices, resulting in fewer sales transactions. HdL Companies project the statewide sales tax would decrease slightly by 0.8 percent in FY 2024-25 and increase by 2.6 percent in FY 2025-26 (ibid).



Note: Real taxable sales are stated in calendar year 2017 dollars. Prior year data is restated.

Source: UCLA Anderson Forecast, Summer 2025

Overall, the California economy is anticipated to grow more slowly than the U.S. through 2025, with recovery anticipated to begin in 2026 (UCLA Anderson Forecast, Summer 2025). Moreover, there are many new unknowns, and therefore, uncertainty with respect to the current forecast is elevated (ibid). The State's reliance on legal immigration to sustain and grow its workforce cannot be overstated, while proposed tariffs threaten to raise prices for consumers and cut into profits for domestic producers relying on imported inputs. So, as we look ahead, California finds itself walking a tightrope—balancing innovation, policy, and economic resilience (The Beacon Outlook California, Winter 2024).

San Diego Economy

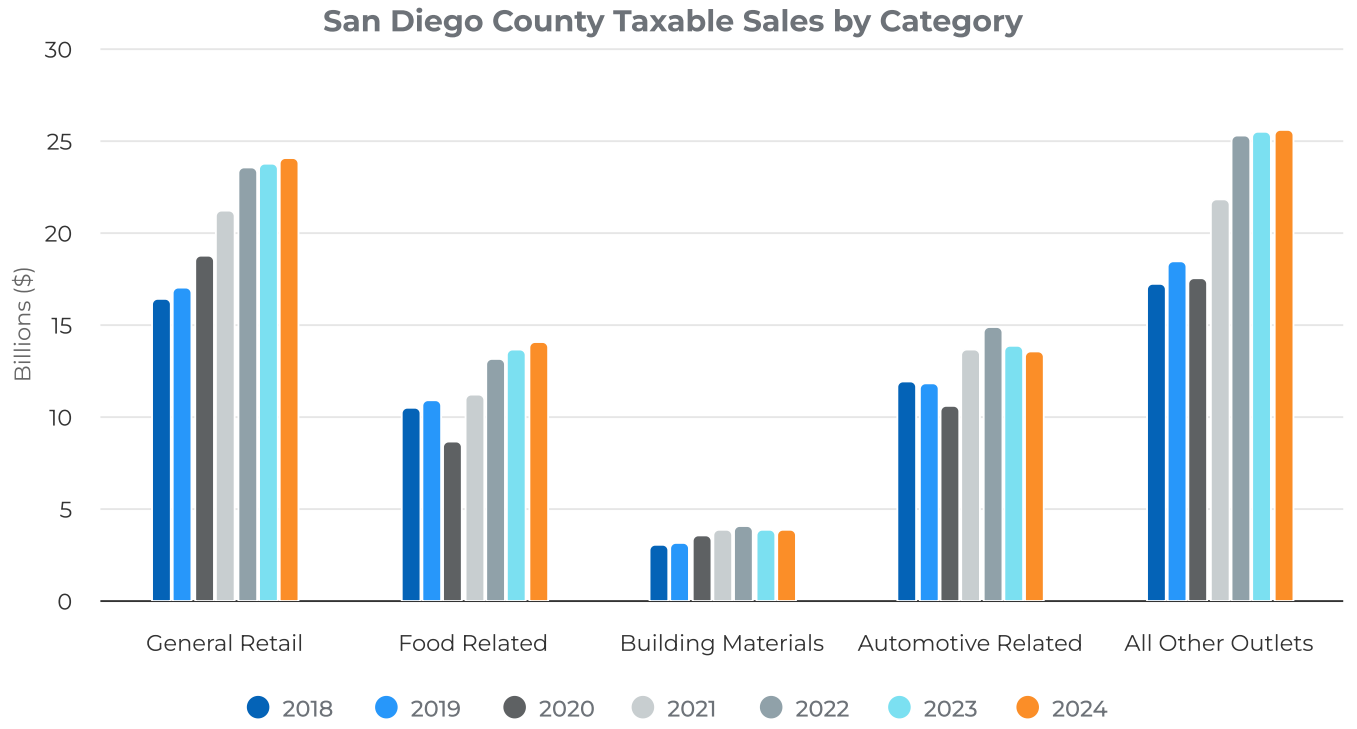
The San Diego region boasts one of the largest economies in the nation, surpassing the economic output of 25 states and 163 countries (San Diego Workforce Partnership, Navigating San Diego's economic future: Insights from the 41st Annual Economic Roundtable, January 31, 2025). With breakthrough technology 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 U.S.. The region's quality of life attracts a well-educated, talented workforce and well-off retirees, which have contributed to local consumer spending. In 2023, San Diego County accumulated a real GDP of $261.7 billion, an increase of 1.4 percent from 2022 which accounts for 8.1 percent of California's 2023 GDP, based on data from the BEA (BEA, Real Gross Domestic Product by County, December 4, 2024).

In the San Diego Business Journal (SDBJ) 2025 Economic Trends, Mark Cafferty, President and Chief Executive Officer of the San Diego Regional Economic Development Corporation (EDC), offered a look at strengths, weaknesses, opportunities and threats in the San Diego County economy (SDBJ, Economic Trends 2025, February 3, 2025). According to Cafferty, there is a significant decline in the San Diego labor force and there are many reasons why, but the cost of living in this region, the opportunity for remote work, and the ways in which different places around the nation reopened coming out of the pandemic are all contributing factors. California, Southern California and San Diego have become a very difficult place for people to afford to live, grow and thrive (ibid). During the 41st Annual San Diego Economic Roundtable, Daniel Enemark, Chief Economist at the San Diego Regional Policy & Innovation Center, stated that nearly 35 percent of San Diego County residents struggle to meet San Diego County's Self Sufficiency Standard, which is earning approximately $58,745 per year, or about $4,895 per month for a single adult and around $97,861 per year, equating to roughly $8,155 per month for a household comprising two adults, one preschool-aged child, and one school-aged child (San Diego Workforce Partnership, Navigating San Diego's economic future: Insights from the 41st Annual Economic Roundtable, January 31, 2025). This highlights a growing affordability crisis, where the cost of living is pricing many out of the region. San Diego's job growth is lagging behind the State, with a concerning trend of young people leaving the region due to high living costs (ibid). Conversely, San Diego continues to be a capital for attraction of venture funding, and billions have been invested in manufacturing, with San Diego being a key recipient of a lot of the investment that has come in (SDBJ, Economic Trends 2025, February 3, 2025). Because of the size and scope of the military and defense industries along with research and development in the region, San Diego will likely be better off than most regions in continuing to see sustained funding come into the region that can be game-changing for job growth (ibid).

In San Diego, small businesses constitute 98 percent of the economic landscape. Ryan Ratcliff, economics professor at the University of San Diego, highlights that certain government policies can generate considerable uncertainty and impose restrictions, while others may adopt a more lenient regulatory approach, facilitating a more conducive environment for business growth (San Diego Workforce Partnership, Navigating San Diego's economic future: Insights from the 41st Annual Economic Roundtable, January 31, 2025). Kenia Zamarripa, Vice President at the San Diego Regional Chamber of Commerce, emphasized the importance of binational trade and policy in economic development. The complexity of local, state and federal guidelines is further complicated in San Diego's binational region, where regulatory frameworks in Mexico introduce additional layers of complexity. In her discussion of the Cali Baja Binational Economy, Zamarripa emphasizes the importance of considering the broader binational economy when discussing San Diego. Trade with Mexico plays a critical role in San Diego's economy, with 17 percent of California exports heading south. Each year, more than $60 billion in trade crosses the border through land ports in San Diego alone, emphasizing the importance of binational cooperation (ibid).

When there is an increase in consumer purchases, more sales tax revenue is collected by the County of San Diego. Tracking consumer spending as of the third quarter of 2023, HdL reports a decrease in San Diego County sales tax receipts by 2.3 percent with the unincorporated area increasing by 19.1 percent (HdL Companies, San Diego County Sales Tax Update 3Q 2024, January 2025). Allocations from the countywide use-tax pool surged in the third quarter of 2024. Additionally, business-industry related revenue increased significantly. On the downside, revenue from local service stations dropped. Lower gasoline prices this year, compared to last year's high levels driven by OPEC production cuts and geopolitical conflicts, negatively impacted these outlets. Sales of building materials and contractor supplies also struggled, reflecting the stagnant housing market. Homeowners are reluctant to refinance or move and give up their favorable mortgage rates, reducing the demand for home improvement projects and related work. HdL forecast that sales tax receipts in San Diego County will decrease slightly by 0.08 percent in FY 2025-26 and increase by 3.2 percent in FY 2026-27 (ibid).

As of the Third Quarter Economic Update to the Board of Supervisors in May 2025, the County projected a positive variance in Sales & Use Tax revenue of $11.0 million compared to the FY 2024–2 budgeted amount. Since the Great Recession, the County's reliance on sales tax revenue has increased. Combined with 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 third quarter, the County Public Safety Proposition 172 receipts were expected to be lesser than the FY 2024–25 budgeted levels. Consumer activity also supports the County's program revenue for road repair activities through the State Gas Tax. The accompanying San Diego County Taxable Sales by Category chart provides annual and actual data and does not reflect the discussion above.

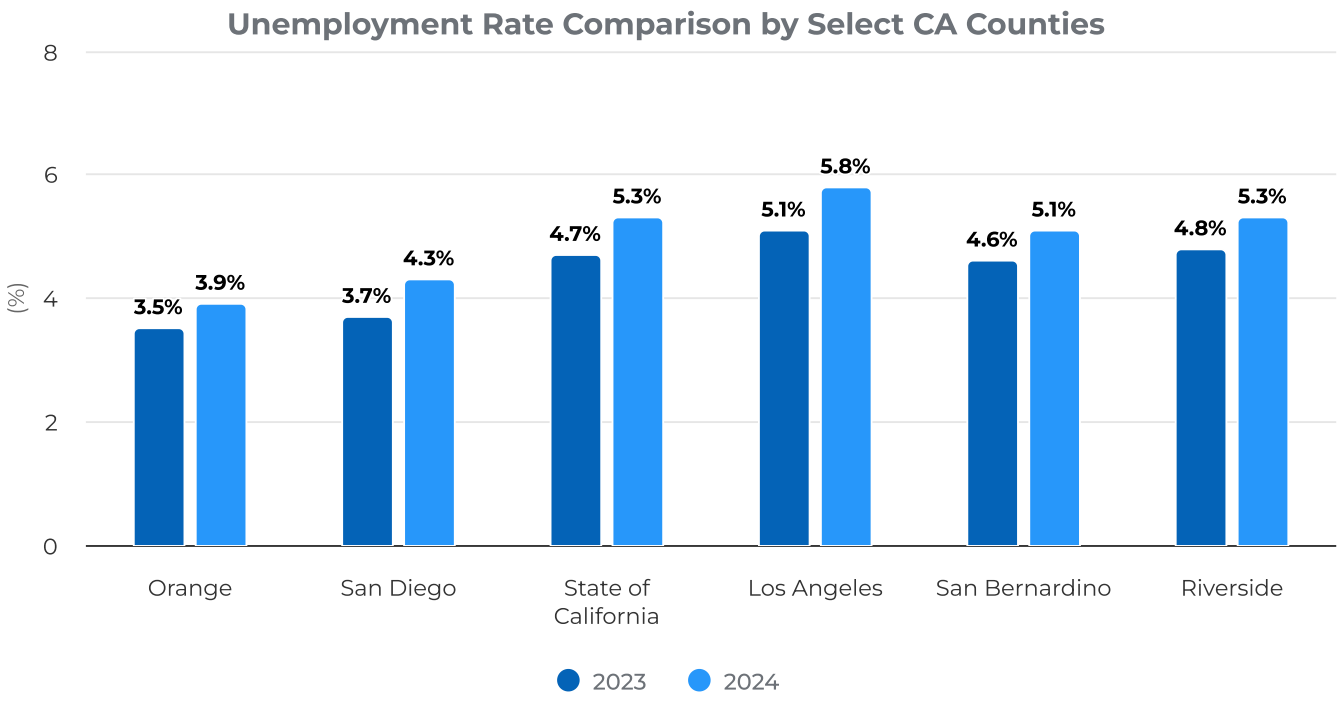


Note: Prior year data is restated.

Source: California Department of Tax and Fee Administration, July 21, 2025.

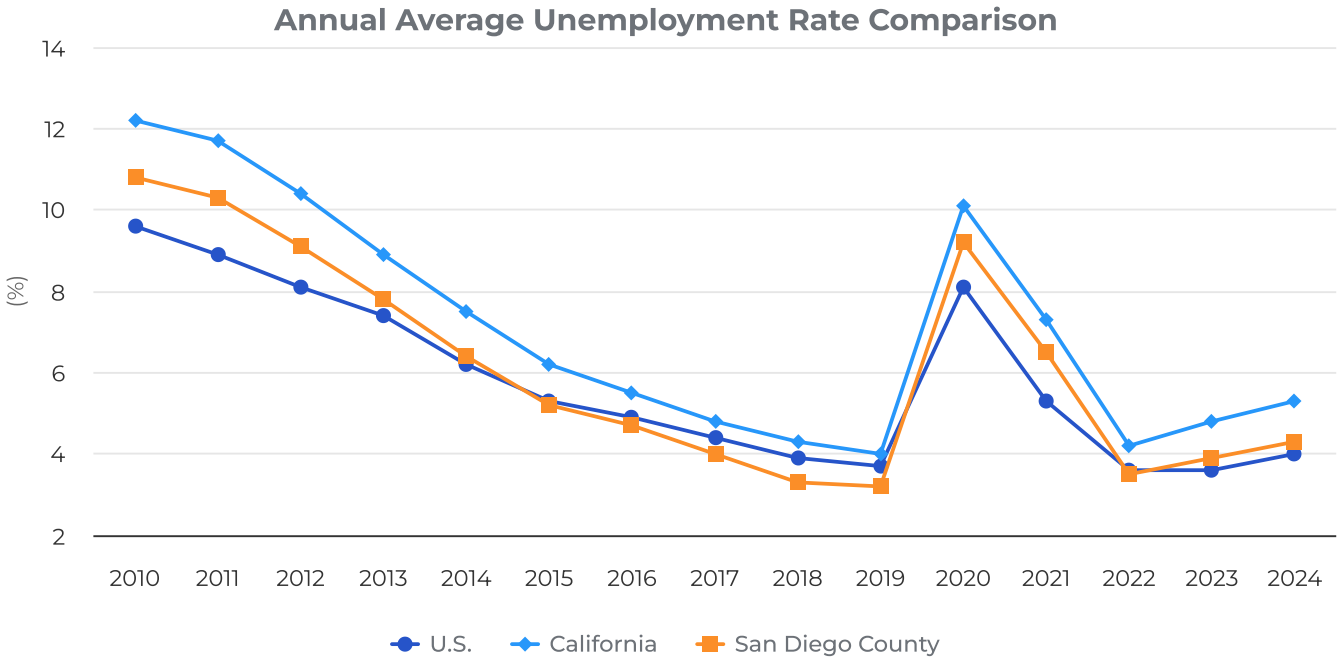
According to the San Diego Tourism Authority (SDTA), San Diego's reputation as a premier destination for travelers, conventions, and events also garnered national recognition this year. Condé Nast Traveler's annual Reader's Choice Awards ranked San Diego as the No. 2 Best Big City in the U.S. for the second consecutive year – surpassing popular cities like Honolulu, New York, San Francisco, and Los Angeles (SDTA Press Release, 70th Annual Meeting). San Diego's bustling tourism in FY 2024 fueled unprecedented regional economic growth, supported quality jobs, and contributed to essential services and well-being of local communities. The total economic impact generated by tourism reached $22 billion and the industry supported 1 in 8 jobs in San Diego (ibid). In the most recent SDTA travel forecast, San Diego is estimated to have welcomed 32.2 million visitors in 2024 (SDTA, San Diego Travel Forecast, January 2025). This represents a 1.4 percent increase from 31.8 million visitors in 2023. Projected visitor volume in 2024 equals 92 percent of 2019 volume, while 2024 spending is forecast to reach 127 percent of the pre-pandemic benchmark. Full recovery in visitation is not expected within the forecast horizon. Growth in both visits and spending is expected to accelerate modestly in 2025, projecting a 32.9 million this year, a 2.0 percent increase from 2024. Visitor spending is projected to total $15.3 billion, up 3.7 percent from $14.8 billion in 2024. In the hotel sector, San Diego room revenue is estimated to increase 3.0 percent in 2024 and projected to increase 3.7 percent in 2025 (ibid). When there is an increase in hotel demand in the unincorporated area of San Diego, the County's receipt of Transient Occupancy Tax (TOT) also increases. TOT is a tax collected, a percentage of the rent, from guests staying in hotels, motels, inns, and similar lodging establishments. In FY 2024–25, TOT revenue was budgeted similar to the prior year's level. But as of the third quarter of FY 2024–25, TOT revenue is projected to be $1.7 million higher than the budgeted amount based on prior year receipts and continued growth in the hotel industry and tourism as a whole.

Unemployment rose sharply at the start of the pandemic from 3.2 percent in February 2020 to 16.0 percent in April 2020, before starting to slowly decline (California Employment Development Department (EDD), San Diego-Carlsbad MSA Industry Employment & Labor Force - By Month, accessed on March 1, 2025). In June 2025, the local San Diego unemployment rate was 4.9 percent, up from a revised 4.0 percent in May 2025, and higher than the year-ago estimate of 4.4 percent. This compares with an unadjusted unemployment rate of 5.7 percent for California and 4.4 percent for the nation during the same period (California EDD, San Diego-Carlsbad Metropolitan Division Labor Force Data, July 18, 2025. An increase in unemployment constraints consumer spending and associated County revenues, while inversely increasing the County's costs due to demand for the County's essential safety net services that residents rely upon in times of uncertainty and need.



Source: California Employment Development Department, by Annual Average, March 2024 Benchmark

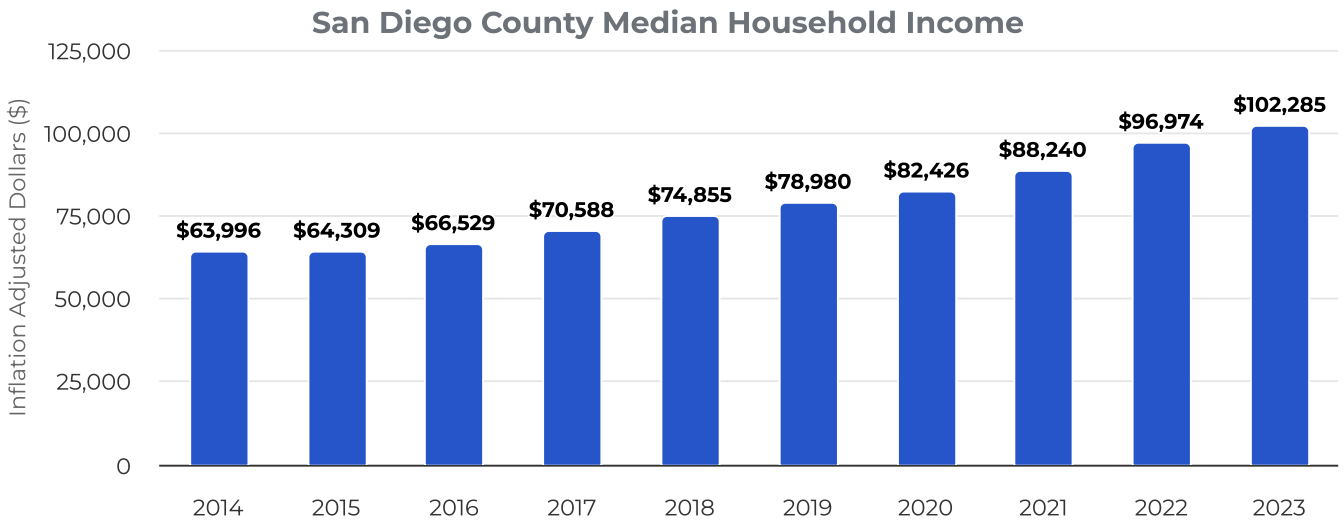
Note: Data not seasonally adjusted.



Notes: Unemployment rates are measured by calendar year. Data not seasonally adjusted. Prior year data is restated.

Sources: California Employment Development Department and Bureau of Labor Statistics, U.S. Department of Labor

When it came to wages, low and middle wage San Diego County workers make about the same as State wages. However, high earners made less than State wages in 2023 (California EDD, Occupational Employment Statistics, accessed March 1, 2025). The chart shows the median household income for San Diego County in 2023 was $102,285, but diminishing factors, including inflation and the real estate market, can reduce that overall buying power.

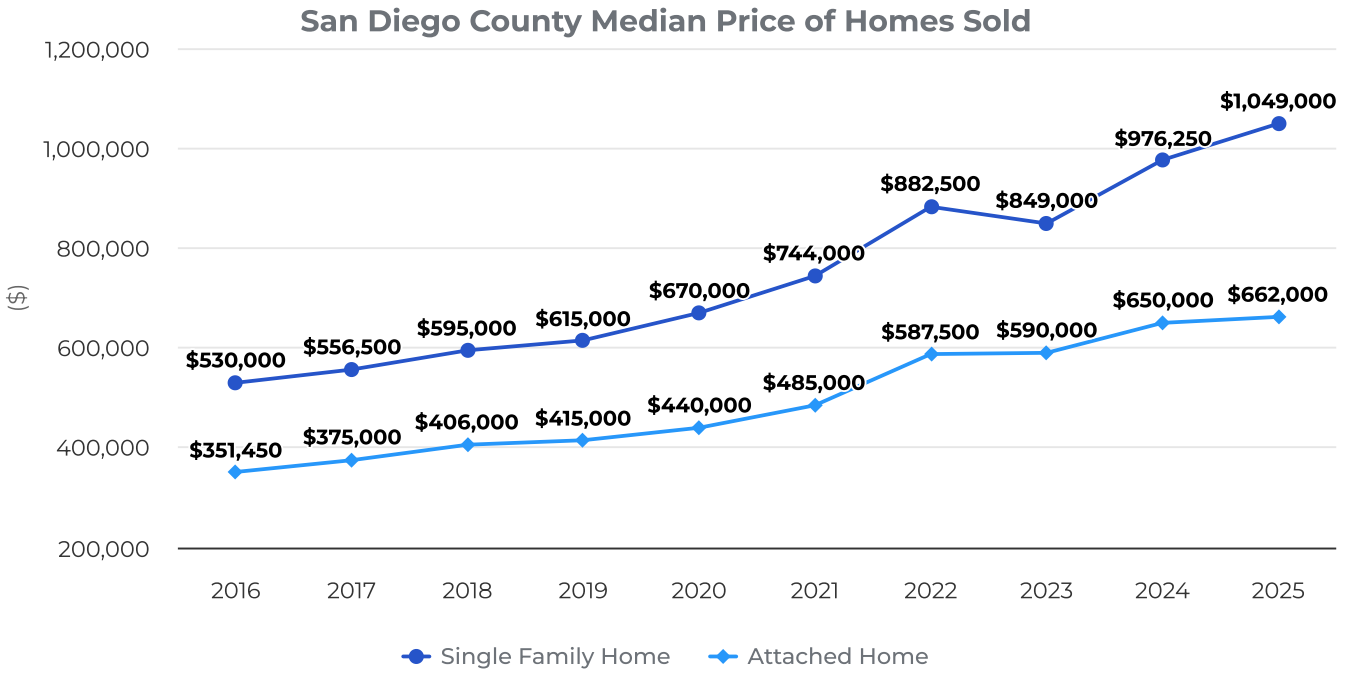


Note: Median Household Income is measured by calendar year and is presented in inflation adjusted dollars. Prior year data is restated.

Source: U.S. Census Bureau

Although inflation has significantly decreased from the high levels in previous years, it remains elevated and consumers still feel the pressure from high prices. San Diego County's inflation rate was back to where it started in January 2024, despite declining for the better part of 12 months (The San Diego Union-Tribune, San Diego inflation hits highest point in a year, February 12, 2025). Prices in the San Diego area, as measured by the Consumer Price Index for All Urban Consumers (CPI-U), were up 1.6 percent from November 2024 to January 2025 and advanced 3.8 percent for the 12 months ending in January (BLS, Consumer Price Index, San Diego Area. January 2025). San Diego's rise was led by increased food prices, namely for eggs. The meats, poultry, fish and eggs category was up 6.4 percent in December and January, the two-month period. A national egg shortage caused by bird flu has led to price increases in all metro areas. Prices in San Diego County also were up for private transportation, which includes automobile maintenance, vehicle parts and car insurance, rising 3.1 percent in the two-month period. Recreation costs, for things like gyms, was up 2.1 percent. Rent was up 1.6 percent; and food away from home, such as a restaurant, rose 1.4 percent (ibid).

San Diego is one of the least affordable areas for housing 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 affordability 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 2024, median single-family home prices pushed past $1.0 million reaching a peak in May 2024 of $1.09 million, exceeded only one year later in May 2025 when the region's median single-family home price reached $1.1 million. Attached home prices also have been growing steadily, reaching a median price of $690,000 in May 2025, up from $682,250 one year ago. (San Diego Association of Realtors, June 2025 Monthly Indicators). In December, the San Diego metropolitan area's home prices increased 5.51% annually, according to the S&P Case-Shiller Indices report (The San Diego Union-Tribune, San Diego ends the year No. 5 in nation for home price gains. Will it last?, February 25, 2025). The index is delayed by several months and several analysts said most markets were experiencing price depreciation to start this year. But even if home inventory increases in San Diego, and other markets, experts cautioned still-high home prices and mortgage rates would make things difficult for first-time buyers (ibid).



Note: Median price of all single family and attached homes as reported in January of each year. Prior year data is restated

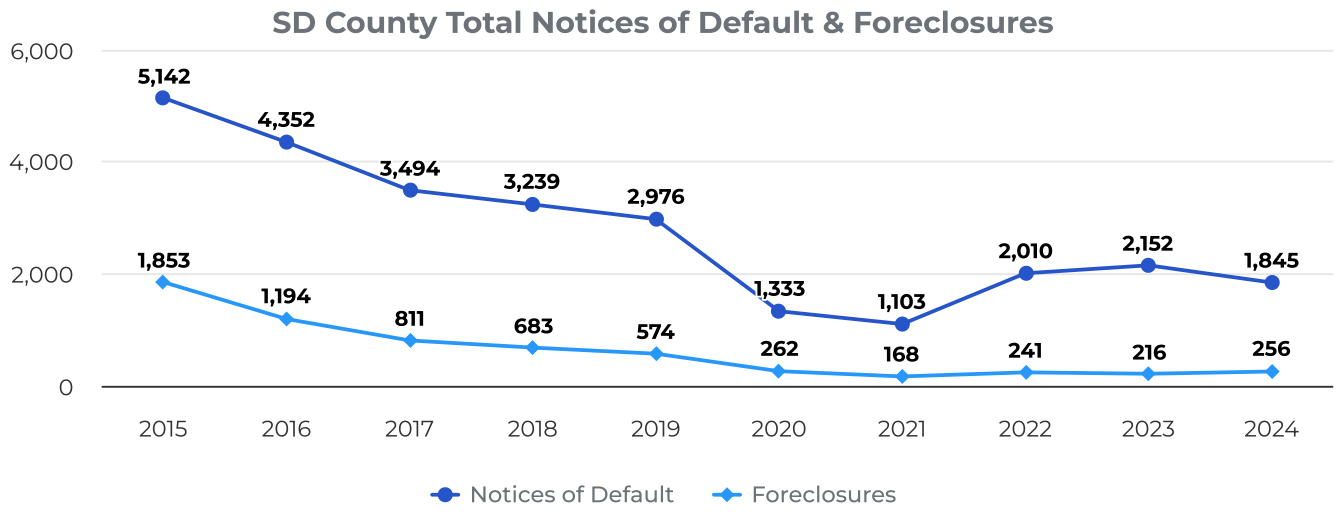
Source: San Diego Association of Realtors and San Diego Regional Chamber of Commerce

The San Diego housing market is very competitive. According to Redfin, homes in San Diego receive three offers on average and sell in around 37 days in January compared to 27 days last year (Redfin, San Diego, CA Housing Market, accessed March 1, 2025). There were only 635 homes sold in January this year, up from 607 last year (ibid). Pending sales in San Diego were up 5.2 percent overall for the 12-month period spanning February 2024 through January 2025 (Greater San Diego Association of Realtors, Housing Supply Overview, January 2025). Market-wide, inventory levels were up 28.8 percent and the property type with the largest gain was the condos and townhomes, where they increased 40.7 percent (ibid). Our county's housing inventory as of January stands at 3.4 months of supply, still below the six-month supply that is considered balanced, and a notably low figure that compares unfavorably to the statewide average of 4.1 (California Association of Realtors, Unsold Inventory Index (UII) of Existing Single Family Homes, accessed March 2, 2025). Lisa Sturtevant, chief economist at Bright MLS, said "It is expected that we will see slower price growth in early 2025 and inventory increases and affordability continues to be a constraint" (San Diego Union-Tribune, San Diego ends the year No. 5 in nation for home price gains. Will it last?, February 25, 2025). While the housing market demonstrates resilience, elevated affordability constraints persist, creating significant barriers to homeownership for the average household in the county, particularly given current interest rate levels.

December saw softer than seasonally expected rent growth across the country, following several months of rent growth returning to its pre-pandemic norm (Zillow, December 2024 Rental Market Report, January 22, 2025). Rent growth is being fueled by single-family rents, as would-be buyers face significant up-front costs and high and fast-changing mortgage rates that are ultimately keeping them in the rental market (ibid). According to Zillow's observed rent index for all homes plus multifamily, the average rent in San Diego is about $3,000 as of January 2025, higher by 52.9 percent compared to the national average, making San Diego one of the most expensive regions in the nation for renters. Year-over-year, the rental rate in January increased 3.5 percent, comparable to the year-over-year increase a year ago at 3.3 percent. This is a far cry from the year-over-year rent increases of 17.9 percent and 8.8 percent in January 2022 and January 2023 respectively (Zillow Research, Zillow Observed Rent Index, accessed on March 1, 2025).

According to the Assessor/Recorder/County Clerk, foreclosures compared to total deeds recorded averaged 0.3 percent over a three-year period from 2003 through 2005, then rose significantly reaching 16.9 percent in 2008 during the Great Recession. Currently, foreclosures compared to total deeds recorded slightly decreased to 0.26 percent in 2024 compared to 0.29 percent in 2023. Total deeds recorded in 2024 was 86,964, an increase of 4.1 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. In comparison, San Diego County saw 1,845 notices of default in 2024, down 1.4 percent from

2023. The percentage of properties with delinquent mortgage loans that went into foreclosure averaged at approximately 11.6 percent from 2003 through 2005, with this indicator peaking at 57.5 percent in 2008. In 2024, the percentage is at 13.9 percent, which is an increase of 3.8 percent and an overall increase in terms of the number of foreclosures from 2023. 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.



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

Adopted Operational Plan and Economic Conditions

Current Economic Conditions, Risks, and Mitigation Strategies

As noted in the Budget at a Glance Section and throughout this document, the FY 2025–26 budget is increasing by $104.1 million or 1.2 percent to $8.63 billion. The budget is balanced for FY 2025–26 and FY 2026–27, and conveys the notable investments in the community planned for the near-term. The County's process to maintain a balanced budget follows best practices and California Government Code.

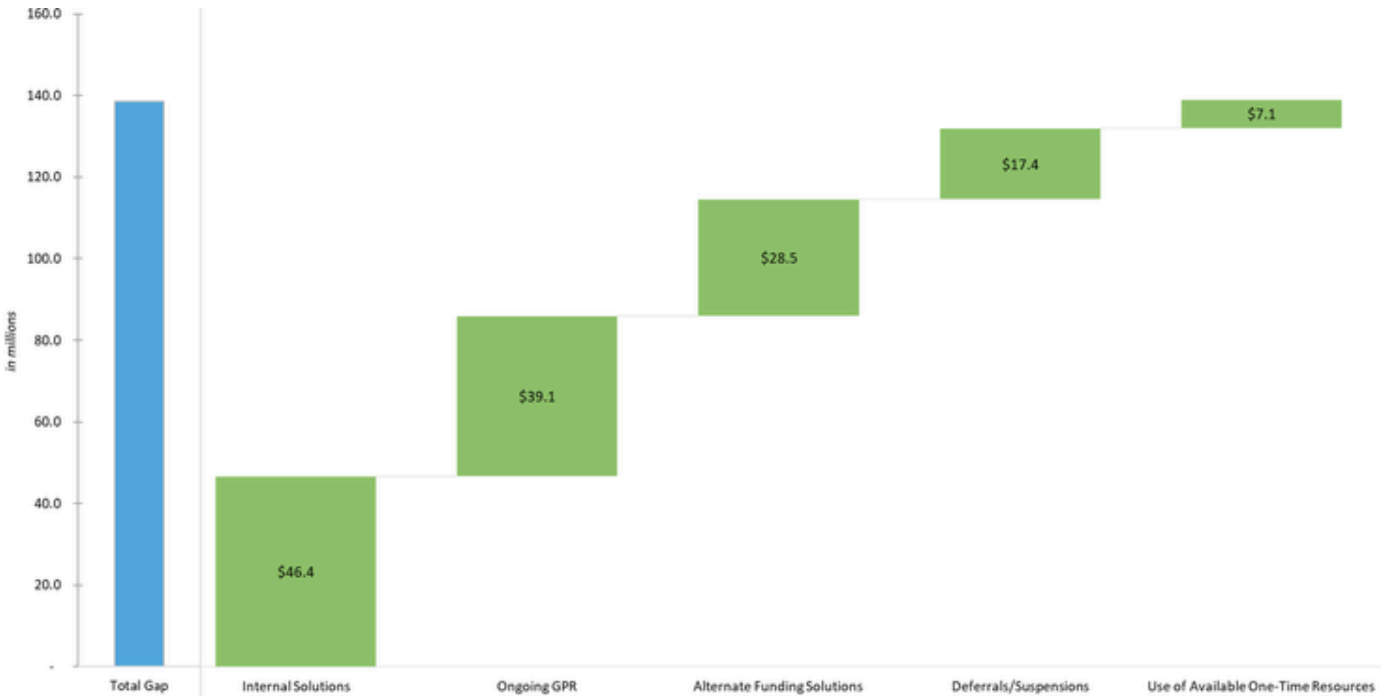
California Government Code Section 29040 requires County department heads to submit itemized requests to the CAO, detailing financing sources and financing uses; the CAO is then required to compile such budget requests (Government Code Section 29060) and submit the CAO Recommended budget to the Board on or before June 30 for consideration (Government Code 29062-29063). During the FY 2025–26 budget build, after County Department heads submitted itemized requests to the CAO as a part of the Five Year Financial Forecast, there was a projected $138.5 million gap between the funding requests received and the anticipated resources available within the General Fund in FY 2025-26.

To present a balanced budget, best practices, including mitigation strategies were implemented to reduce costs, reallocate resources, and streamline services while ensuring full compliance with federal and State mandates and requirements, as well as meeting needs in the region. The Adopted Operational Plan for FY 2025–26 includes the following budget mitigation strategies:

- Internal Solutions ($46.4 million) which includes operational reductions and repurposing of existing budgets across various departments to be able to absorb costs.
- Allocation of ongoing General Purpose Revenue (GPR) ($39.1 million) for essential ongoing operational activities, most especially for public safety services and Health and Human Services Agency general relief, In-Home Support Services, and Local Rental Subsidy programs. Ongoing GPR also is allocated to address structural gaps within the Health and Human Services Agency.
- Alternate Funding Solutions ($28.5 million) to maximize the use of program revenues.
- Deferral or suspensions ($17.4 million) of new requests.

- Use of available one-time resources ($7.1 million). GPR will be allocated on a one-time basis until further analysis is done to justify the requests as ongoing.

Fiscal Year 2025–26 Mitigation Strategy



The overall mitigation strategies position the County for long-term financial sustainability with an intentional management of risk, tied to current economic assumptions in future years and State and federal funding level uncertainty. The County's prudent management of risk will allow for the continued delivery of essential services to the public.

The County's forecast model makes assumptions about Assessed Value (AV) growth, sales tax growth, and full cost recovery. The scenario assumes that AV growth of 5.0 percent from FY 2025–26 through FY 2029–30. Over the past 10 years, actual AV growth has averaged about 5.9 percent, and the County is assuming a lower growth rate for the 5-year outlook, anticipating a slowdown in residential real estate market activity due to low inventory, high home prices, and elevated interest rates. It also assumes sales tax will grow at close to 3.0% from FY 2025–26 through FY 2029–30. Over the past 10 years, actual sales tax growth has averaged about 4.6 percent, and the County is projecting a lower growth in San Diego County sales tax receipts for the next five 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 services to maintain cost recovery.

As noted in the General Fund Reserves and Resources section, the County projects that it will be below the minimum General Fund Reserve requirement based on budgetary projections shared with the Board of Supervisors on May 20, 2025. In accordance with the Code of Administrative Ordinances 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 FY 2025–26 Adopted Operational Plan, the restoration plan to replenish the General Fund Reserve Minimum Balance is based on prior year costs anticipated to be reimbursed by FEMA in FY 2025-26 and future operating results and over-realized AV growth for GPR in FY 2026-27 and 2027-28. These projections are subject to change due to projected operating results from departments and key assumptions regarding the timing of FEMA reimbursement and AV growth. In the past, the Board of Supervisors has strategically used the General Fund reserve to help adjust to times of economic uncertainty. While

this is still an option, any proposed use of General Fund fund balance while below the required Reserve minimum amount will require four votes of approval from the Board of Supervisors.

As for potential impacts of policy and budget changes at the federal and State levels, the County implemented an Incident Command Structure that is closely monitoring changes and direct impacts to County programs. If major funding streams become identified as a risk, mitigation plans will be proposed for consideration by the Board of Supervisors.

Over the coming years, the County will continue to observe economic uncertainty and ensure the budget is structurally balanced in accordance with California Government Code and best practices. In addition, the Office of Economic Development and Government Affairs will continue to monitor budget and policy actions at the federal and State levels to determine impacts to the County. The County will need to consider additional cost reduction and/or revenue generating strategies such as: 1) adjusting service levels, 2) reorganization, 3) leveraging resources outside of local revenue, 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

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.

COUNTY OF SAN DIEGO

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, enterprise-wide collaboration, and employee connection.

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

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

Context for Strategic and Operational Planning

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

Vision:

A just, sustainable, and resilient future for all.

Mission:

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

Values:

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

Integrity

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

Equity

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

Excellence

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

Sustainability

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

Access

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

Belonging

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

Equitable County Government

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

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

Strategic Planning

The County ensures operations are strategically aligned across the organization by developing a five year Strategic Plan that sets forth the priorities it will accomplish with its resources. The Strategic Plan is developed by the Chief Administrative Officer (CAO) collaborating with the General Managers of the County's four business groups (Public Safety, Health and Human Services, Land Use and Environment, and Finance and General Government) 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, Enterprise-Wide 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 County annually assesses the long-term fiscal health of the County and review a five year forecast of revenues and expenditures to which each County department contributes. This process leads to the development of preliminary short- and medium-term operational objectives and the resource allocations necessary to achieve them. The complete Strategic Plan is available online at: www.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 and the respective departments within each group develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two fiscal years. They communicate core services and organizational priorities. The objectives include measurable targets for accomplishing specific goals plus a discussion of the resources necessary to meet those goals. The Operational Plan also details each department's major accomplishments during the past fiscal year.

Performance Measurement

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

Evaluation and Accountability

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

Continuous Collaboration

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

Employee Investment and Engagement

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

Strategic Framework and Alignment

Strategic Framework

The County of San Diego 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, Organizational Values, and the Strategic Plan. The Strategic Plan includes five Strategic Initiatives: Equity, Sustainability, Community, Empower, and Justice. It also includes Strategic Goals which assist departments in aligning with and supporting the County's Vision and Mission and provide a framework for what the County aims to achieve through its operations. Within the Operational Plan, department objectives demonstrate how departments contribute to the larger Strategic Goals.

Strategic Alignment

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

- **Strategic Initiatives**—serve as a guide for departments to set internal goals and help translate the County's Vision into action.
- **Strategic 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 Enterprise-Wide Goals. They measure the individual department's contribution.

Updating the County's Strategic Plan

The County is currently updating its strategic plan to include Key Performance Indicators and Strategic Vision Statements. While Strategic Initiatives provide the framework for the County to set measurable goals there is a need to establish enterprisewide benchmarks and indicators to measure overall success. This is accomplished with the introduction of Strategic Vision Statements which are outcome statements aligned to each Strategic Initiative that define success as the County moves toward achieving its Strategic Goals. Key Performance Indicators will be used to demonstrate the level of success in achieving the Strategic Vision Statements and, where possible, are aligned to departmental objectives and performance measures reported through the Operational Plan. Implementing these changes in the Fiscal Year 2026–27 CAO Recommended Operational Plan will further break down operational silos and define overall success for the County in its pursuit of a just, sustainable, and resilient future for all.

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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Awards and Recognition 2024–25

Serving and improving communities by expanding programs and services, streamlining services or processes, maintaining budgets, finding ways to reduce taxpayer costs, and incorporating new technologies is a continual goal for the County of San Diego workforce. As a rewarding by-product, the County is often recognized for its efforts in this regard.

California State Association of Counties (CSAC)

The County of San Diego won two **California State Association of Counties 2024** Challenge Awards for its Equity Impact Grant Program, which selects 20 small businesses for operating grants and training to seek additional funding, and the Library's Raising a Reader program for incarcerated adults with a program that encourages early literacy. The Challenge Awards are presented to the most innovative government programs that are effective and cost-saving.

National Association of Counties (NACo)

The County of San Diego received 51 Achievement Awards from the National Association of Counties, which recognizes standout county government programs from across the nation each year.

In 2025 the NACO winners were:

- The **Antimicrobial Resistance Laboratory Section** testing platform was implemented to address the threat of multi-drug resistant yeast that impacts vulnerable populations. The platform gives doctors results within 48 hours, 2 to 7 days faster than traditional testing.
- The **Illicit Fentanyl and Overdose Prevention Public Messaging** program is a series of public campaigns focusing on raising awareness about the dangers of illicit fentanyl and promoting the availability of naloxone, a life-saving medication capable of reversing opioid-related overdoses. Recent campaigns specifically focused on educating youth, their parents and caregivers about the dangers of illicit fentanyl hiding within the local counterfeit drug supply, and another focused on ensuring San Diegans know what naloxone can do and where to obtain it at no cost.
- The **LGTBQIA+ Health Telebriefing Series and Gender-Affirming Care Initiative** helped reduce mpox cases and increased vaccination rates among high-risk groups. The telebriefing series offered equitable access to public health information. It later expanded to other relevant issues.
- The **Narcan Education Program** for Juveniles educates youth in juvenile institutions about how to use Narcan to save someone having an opioid overdose. The program provides the youth with knowledge that can be applied during emergencies when they return to the community.
- The **No-Cost Transportation Program for Older Adults** allows older adults to stay connected to their communities, services they need, and people they care about. It provides free, on-demand transportation for people over 60 years of age who live in health equity zip codes.
- **Social Media Story Telling: Maximizing Partner Successes for Community Engagement** is a social media campaign that invited Live Well San Diego partner organizations to "Fill Our Socials" by sharing their stories of community impact as a social media post.
- The **TB Elimination Community of Practice**, is a public-private partnership, that developed a system for healthcare organizations in the region to enhance capacity and strategies to prevent latent tuberculosis Infections from becoming active TB cases.
- The **Rural Health Post-Hospital Discharge Program** has a County Public Health Nurse, and a Firefighter-Paramedic visit patients recently discharged from Sharp Grossmont Hospital. The nurse reinforces medical directions, reconciles medications, makes follow up visits with primary care providers, and links patients to social service programs. The paramedic conducts voluntary defensible space inspections and looks for other household dangers.
- The Sheriff's **Contraband Narcotics Interdiction Team** was created, specially trained and assigned to the San Diego Central Jail intake area to identify potential drug smuggling and prevent narcotics and contraband from getting into the facility. The process includes looking into the arrestee's criminal history, and various searches and scans.
- The **EBT Theft Fraud Prevention** program implemented efforts to reduce Electronic Benefit Transfer theft fraud. The process has been successful in reducing the number of fraudulent claims to replace and/or re-pin EBT cards.
- The **Youth Development Academy Fire Program** is a 19-week academic and physical training program for youth who are committed to a secure youth treatment facility. The fire program is a fuels crew and vegetation management program that allows them to do community service projects and might serve as a pathway to a career in the fire service.
- The **Systems Approach for Nursery Certification** is a voluntary certification program that helps identify pest hazards at all stages in the plant production system to prevent the spread and establishment of destructive pests and diseases.

- The **Reimagining a Child Protective System to a Child and Family Well Being System Focused on Equity and Prevention to Strengthen Families** program increases protective factors to reduce the likelihood of child abuse, neglect, and improve child and family well-being through strengths-based, family-centered, trauma-informed, and culturally responsive services.
- The **Sheriff's Junior Women's Academy** is a three-day academy for high school-aged girls to introduce them to the many and varied employment opportunities within the San Diego Sheriff's Office. The coursework included information on public safety careers, wellness and personal safety tips.
- The **Community Corrections Program** is a way for County human resources to establish meaningful dialogue with residents to identify and address perceived barriers to county employment. This approach allows the County to make employment practices inclusive, equitable and accessible.
- **Rise Above** is a new free 8-week program developed and taught by San Diego County Sheriff Office staff for 9- to 12-year-olds and their parents that focuses on connecting youth with positive role models, conflict resolution, leadership and involvement in community service projects and events.
- The **Vector Control Program Media Campaign Translation** project translated English mosquito prevention information into Spanish, Arabic, Chinese, Korean, Persian, Somali, Filipino, and Vietnamese. Educational materials on their website could be easily viewed with Google translation and live public meetings offered translation services. Public outreach is one tool the County Department of Environmental Health and Quality uses to prevent vector-borne diseases and protect public health.
- The **Red Envelope with Birth Certificate Issued During the 2024 Lunar New Year** offers new parents a free decorative red envelope with every birth certificate issued for children born in 2024, the Year of the Dragon. This San Diego County Assessor/Recorder/County Clerk's initiative honors the cultural heritage of families celebrating the Year of the Dragon.
- The **Strengths-Based Case Management Art Show** showcases artwork created by program participants. It promotes recognition, networking, and collaboration opportunities for individuals, families, and local government agencies, offering a platform for participants to be seen as artists rather than defined by their behavioral health conditions. It helps foster personal growth and improves health outcomes.
- **Bridging Distances: Learning Podcasts for Rural Health and Community** is a series of six pre-recorded podcasts, developed by Live Well San Diego recognized partners in 2024. These podcasts are released quarterly via the Virtual Connection Hub, an online engagement platform. It serves as a vital resource for dialogue, education, and collaboration. Each episode addresses issues facing the County's expansive rural areas, spotlighting local voices, sharing resources, and inspiring collective action to drive change in rural areas.
- The **Engaging Businesses for a Healthy Tomorrow** is a Live Well San Diego Business Certificate Program that equips business leaders with tools, best practices, resources and actionable strategies to enhance social impact and community engagement in their workforce and community on health-related topics.
- The **Levant Senior Cottages** development provides 126 new affordable homes for very low- and extremely low-income seniors, marking it the first affordable housing project on County-owned land. The development incorporates services and design features intended to improve the lives of its residents.
- The **San Diego County Department of Child Support Services Annual CSAM Super Saturday** is an event held every August in support of Child Support Awareness Month. A resource fair features a back-to-school backpack giveaway. The resource fair provides connections to services and support that promote long-term stability and economic self-sufficiency, while the backpacks address immediate needs by equipping children with essential school supplies.
- The **Strengthening Food Security Through Farmers' Markets** combats rising nutrition insecurity, which currently impacts 25% of county residents. The County's Agriculture, Weights and Measures staff identified the need to expand CalFresh and other nutrition acceptance programs at Certified Farmers Markets. This was done by familiarizing the vendors with the application process and developing marketing materials to raise awareness about locations that accept CalFresh.
- The **Strengthening Kinship Care: Grandparents Raising Grandchildren** ongoing initiative is dedicated to supporting and uplifting over 3,300 kinship families within San Diego County who are grandparents and relative caregivers who are raising children without the presence of a parent. The support includes resources to increase access to critical services, sharing information about community activities, guiding families through government assistance programs, and offering respite care for family well-being.
- The **Archives Traveling Lecture Series** program is a community outreach initiative in collaboration with local history and heritage organizations. Two professionally trained County archivists designed and delivered free educational presentations providing insights into utilizing archival resources, conducting personal research, and engaging with the Archives' collections.
- The **Farming Liaisons** initiative established this critical position to foster understanding, streamline processes, and ensure that the agricultural community can navigate County regulations efficiently and effectively. This role is pivotal in bridging the gap between County regulatory processes and the unique needs of the farming community.

- The **Justice, Equity, Diversity, Inclusion (JEDI) Program** are JEDI teams established in each department to operationalize equity, racial justice, and belonging throughout the enterprise while also focusing on departmental outcomes. The Office of Equity and Racial Justice developed equity tools and trainings to support JEDIs in their work towards interrupting cycles of marginalization and improving life outcomes for all residents in San Diego County.
- The **Navigating Loss Program** assists individuals after the passing of a loved one who owned property in San Diego County. It provides essential information and step-by-step instructions to help manage and settle the deceased's affairs. As a part of the program, a dedicated landing page was created on the ARCC website, a specific email address was established, and staff training was conducted. ARCC's Taxpayer Advocate coordinates with designated Navigating Loss Ambassadors to support individuals throughout the entire process, ensuring they complete all necessary steps and apply for all relevant property-tax saving programs.
- **Rebuilding Public Health Infrastructure and Workforce After the Pandemic** creatively expanded infrastructure including workforce development and training efforts to build back its department after the pandemic. A grant opportunity allowed Public Health to fill critical gaps in local public health funding and staffing. This new revenue source, $27 million over 5 years, will improve the administration of its Offices of Workforce Development, Performance Improvement and Management, Health Equity and Climate Change, Border Health, Community Health Statistics Unit, the Public Health Lab, and provide epidemiological and surge capacity for infectious diseases, emergencies and more.
- The **Professional Development Training Series** is a quarterly professional development training series focusing on skills training and career advancement for County Parks and Recreation field staff. The series reinforced field staff skills, knowledge, and expertise in various duties critical to parks and recreation operations while also preparing employees for future career growth opportunities.
- The **Recorder/County Clerk Staffing Plan** established a staffing plan to mitigate the impact of a decrease in recorded documents and an accompanying revenue drop by repurposing tenured staff for projects and identifying underutilized resources. These actions brought significant cost reductions and enhanced efficiency without layoffs.
- **The Agency Promise: A Foundation for Future Success** is a strategic five-step planning process that operates on a two-year cycle to develop and monitor priority initiatives across the County's Health and Human Services Agency's 14 service delivery and support departments. Rooted in best practices, The Agency Promise aligns key processes and priorities uniformly from County-level initiatives to HHSA departments and prioritizes employee engagement through a comprehensive communication and engagement plan with relevant tools and materials.
- The **BenefitsCal Call Me and Web Chat** are features of the County Access self-sufficiency program call center. These new features allow customers to connect with a live agent via a call back or web chat when requesting help to apply or maintain food, cash, and health coverage benefits without exiting the portal. The portal is used by approximately 500,000 San Diegans each month. Customers receive service in under one minute for BenefitsCal Call Me and within seconds for Web Chats, providing first contact resolution and general assistance information in chats.
- The **Coordinated Eviction Prevention System** uses data and targeted outreach activities to identify extremely low-income, at or below 40% of the Area Median Income, households at-risk of being evicted and provides 12-months of supportive services to help stabilize them and prevent them from losing their housing.
- The **Delivering Disaster CalFresh Benefits at FEMA Disaster Response Centers** are a transformative approach to enhance service delivery for vulnerable residents in a disaster. It introduced immediate face-to-face processing and on-the-spot Electronic Benefit Transfer issuance, filling critical gaps in accessibility and service delivery for residents. Core response teams concurrently operated at two sites to ensure comprehensive support and engagement in impacted communities and were supported by a remote Command Center.
- The **Encampment Resolution Funds Program** are $22 million from the state to address homelessness along the banks of the Sweetwater River in the Plaza Bonita area and throughout the San Diego Riverbed. This is done with programs that focus on providing intensive outreach, engagement, and delivering person-centered, wraparound resources, low-barrier emergency housing, supportive services, housing navigation and rental subsidies to 300 encampment residents living in these areas.
- The **LGBTQ+Affirming Services: People At Risk or Experiencing Homelessness** are three support programs developed for people who identify as LGBTQ+, a group which is over-represented within the homeless system. The Capacity Program provides training development for the regional homeless service providers. The Enhanced Services Program provides enhanced case management services within a large network of existing providers. The Innovative Housing Program provides wrap around case management services, referrals to housing and shelter resources and referrals to other services that help improve housing stability including medical services, behavioral health services, economic development such as employment preparation and services and access to self-sufficiency and/or disability services.
- The **SAR Courtesy Callback** project assists customers in completing Semi-Annual Status Report 7 forms, which are critical for maintaining self-sufficiency benefits. Agents identified customers who had not returned the form and called them to guide the customer to complete the form. This ensures timely benefit continuation. This initiative reduced call center congestion at the end of the month, lowered text messaging volumes, and improved overall customer service.

- The **CARE Act Program** creates a new pathway to deliver mental health and substance use services to individuals who are diagnosed with schizophrenia or other psychotic disorders, are not engaged in treatment, and are at risk of more restrictive placements such as conservatorship or incarceration. The CARE Act program uses frequent outreach and engagement to build relationships and trust with these individuals and connect them to the services they need for stability in a community-based setting.
- The **Digital Platform for Staff Training** was created to train and challenge Planning and Development Services staff in customer service. This platform allows for support of colleagues' training opportunities as a group, as well as offering a place to store recorded training sessions. This new platform helps to guide new and seasoned staff to a consistent solution, even when the project at hand may not fit into any one box.
- **Using Automation for Quick Customer Address Correction** is a new process to report, create tasks, create journal entries and create electronic file uploads for returned mail that originated from CalSAWS Central Print for Self-Sufficiency Services. Self-Sufficiency's customers move frequently, and the volume of undeliverable mail returned to the County and Central Print is significant. This new process saves direct and indirect staffing costs, at an estimated 4-8 Full-Time Equivalents, expedites the processing of returned mail, introduces a new way of receiving return mail notifications via the National Correction of Address service and Coding Accuracy Support System offered by the U.S Postal Service, and allows for returned mail information to be delivered to the County the day after a document is mailed to the customer so it can be updated faster.
- The **Combating Regional Hunger and Low Access Food Areas** are multiple food security programs designed to combat regional hunger and low access food areas. A partnership between the County Library and several regional organizations offer food pantries, summer meals, afterschool snacks, and senior meals at 14 library branches and provides access to long term self-sufficiency programs that primarily serve rural and high-need communities.
- The **Sustainable Libraries Initiative Certification** program provides a structured framework to integrate environmental, social, and economic sustainability into SDCL's practices. By addressing climate change, resource depletion, and social inequities, SDCL demonstrated how libraries could model sustainable behaviors and inspire collective action. By leveraging its central role, SDCL has positioned itself as a leader in promoting sustainable practices and fostering environmental awareness. Achieving SLI certification reinforced SDCL's dedication to fostering a culture of environmental stewardship while positioning itself as a leader in sustainable community development.
- The **Waterfront Park Active Recreation** project was designed to increase active recreation opportunities to residents in the downtown area. The project improved an underused portion of passive open space, revitalizing approximately 1.5 acres, and engaged Downtown area residents to inform its design.
- The **Neurodivergent Excellence: Inclusive Interviewing** is an innovative initiative to expand equity in hiring practices and to better serve neurodivergent applicants and County employees by creating a more accessible, supportive, and inclusive interview process. This program's universal design not only supports neurodivergent applicants, but all applicants.
- The **Campo Road Corridor Revitalization Specific Plan** is a community-driven initiative that will transform Campo Road from a four-lane to a two-lane road to create additional amenities for pedestrians, cyclists, and drivers. It strives to improve the quality of life, ensure public safety, and stimulate economic development in Casa de Oro. Alongside changes in land use, the plan introduces specific design standards for mixed-use and commercial development, reduced parking requirements, and the incorporation of gateway and public art elements.
- The **Voluntary Conservation and Land Management Assistance Annual Workshop** connects property owners, farmers, and land managers with programs that provide funding opportunities and technical assistance for conservation efforts and sustainable land management practices. County Planning and Development Services staff and their regional partners also produce a workbook with a comprehensive list of available funding and assistance programs for the benefit of the region's natural resources.
- The **Continuity of Operations Program** for the San Diego Recorder/County Clerk was augmented to ensure the sustainability of essential services during a disaster or other emergency. This proactive approach helped identify areas of improvement and provided a clear framework for maintaining critical functions and organizational integrity.
- The **Fire Fuel Reduction and Restoration Program** is a County Parks and Recreation program implemented with a $3,450,000 grant that accomplished extensive fuel reduction and habitat restoration efforts across multiple properties. Since San Diego County has many threatened and endangered species that rely upon local habitat to survive, it is imperative that wildfire risk be minimized without substantially impacting the environment.

Other Awards:

- The County of San Diego Department of Parks and Recreation won a **National Apex Awards** Grand Award in the Campaigns, Programs and Plans category for its 'Get Out There' Theme Exhibit at the San Diego County Fair in July 2024. In 2025, the department also won a Facility award from the **California Parks and Recreation Society, District 12** for the Waterfront Park Active Recreation in the category of Parks Make Life Better for the Waterfront Park Active Recreation project. This project also won an Honor Award from the **American Public Works Association**.

- The County Communications Office won 9 **National Association of Telecommunications Officers and Advisors awards** in the government programming category in 2025 including an Award of Excellence, 7 Awards of Distinction and one Award of Honor.
- The County's Southeastern Live Well Center won the National Project of the Year in 2024 by the editors of **Engineering News-Record**. The project was submitted as the best of the best in their western region.
- The **American Bar Association (ABA)** awarded its prestigious Curtin-Maleng Award to Assistant District Attorney Dwain Woodley in 2025 for his work as a prosecutor in seeking justice for his clients. The Curtin-Maleng Award is given to prosecutors who embody the principles in the ABA Standards for Criminal Justice, Prosecution Function, particularly "to seek justice, not merely to convict."
  The Chief Probation Officers of California awarded Yvonne Salgado, a Probation Youth Development and Community Services special projects supervisor, with the **California Probation Employee of the Year in 2024**. She was selected for her dedication as a forward-thinking leader.
- The Ramona Community Resource Center received a **Design-Build Institute of America 2025 National Award of Merit** in the Federal/County/State and/or Municipal category.

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

The intent of the Five-Year Financial 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, demographic trends, economic indicators, and federal and State policy changes.

Review of Economic Indicators and Demographic Trends

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

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

Forecast of Revenues

Property tax revenue is the main driver of the County's General Purpose Revenue (GPR), so assessed value of real property (land and improvements) is monitored closely. GPR is the only form of revenue which the Board has complete discretion on how to spend. Assessed Value is analyzed in conjunction with Five-Year Financial Forecast activities and ongoing planning activities, which in turn provides direction for the budget. Assessed Value is forecasted to grow at 5.00% in Fiscal Year 2025–26 and 5.00% in Fiscal Year 2026–27.

Other funding sources (i.e. program revenues) are received for specific purposes such as to provide services on behalf of federal or State government. For more information about 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, 2024 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 and planned Salary & Benefits increases in place at the time of the forecast. In addition, departments project ongoing costs of doing business, including contracts, services, supplies, information technology, maintenance, liability, insurance, an assessment of future needs, and any organizational or strategic changes based on policy or anticipated changes in State or federal funding.

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. County-owned structures which are greater than 40 years old are considered for replacement or major renovation and may be included during 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 2025–26 are detailed in the Capital Program section.

Debt

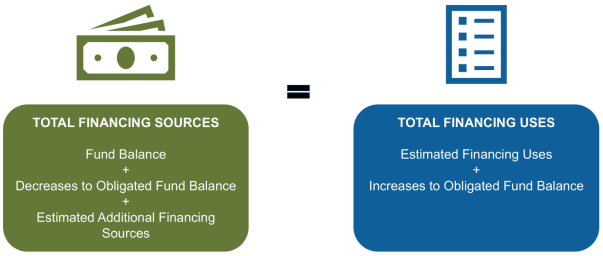
The County's long-term financial obligations are issued and administered according to San Diego County Administrative Code, Board Policy and other guidelines. For information on the County's long-term obligations, including debt management policies, credit ratings and debt service payments, refer to 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 set aside 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 this restricted fund balance to help support payments of the POBs, ongoing discretionary revenue is made available to help absorb the anticipated annual costs of retirement, which are expected to be impacted by actual investment performance and 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

Balanced Budget

Provisions of Government Code section 29009 require the County to achieve a balanced budget for the recommended, adopted and final phases of the budget each fiscal year. Simply stated, a balanced budget means total financing sources (revenues) are equal to total financing uses (expenses). The Chief Administrative Officer's Recommended Operational Plan and Adopted budget present the County's balanced budget according to essential services, current organizational priorities based on core values and future investments that address anticipated economic and regional challenges. The following graphic from the California State Controller's Office County Budget Guide illustrates a balanced budget.



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 spending and operations for the next two fiscal years. It is submitted to the Board 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 and a glossary

Public Review and Hearing

Prior to adopting a budget, the CAO presents the Board and the public with an overview of the information contained in the CAO Recommended Operational Plan. The operational plan presentation takes place in June and is an opportunity for the Board and the public to hear key changes from year to year and ask questions. In addition, pursuant to Sections 116 and 117 of the San Diego County Code of Administrative Ordinances, 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, 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. The CAO Change Letter updates the CAO Recommended Operational Plan with information that becomes available after the latter document is presented to the Board. 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 tables 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 any 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/recommendations 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.

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. Any changes to the CAO Recommended Operational Plan received after the close of the public budget hearings, but prior to the Board's budget adoption require a four-fifths vote of approval by the Board. Budget adoption occurs in June pursuant to Sections 116 and 117 of the San Diego County Code of Administrative Ordinances.

Adopted Operational Plan

The Adopted Operational Plan shows the Board'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 levels 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 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 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 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: 2025 Dates

Calendar Year 2025

Feb 3	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 10	PB Closes to Departments for CAO Recommended Operational Plan for Group Review
Mar 14	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 14	Due date for Groups to submit the following sections to OFP: All Funds: Total Appropriations, and All Funds: Total Staffing
Mar 21	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 11	Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Financial Officer
Apr 16	Final day for critical edits to Recommended budget
April 18	Draft copy of balanced CAO Recommended Operational Plan sent to the Chief Administrative Officer Run Legal Ad notifying public of hearing dates and the date available and location of the CAO Recommended budget documentation
Apr 22	PB opens for Change Letter development
May 1	CAO Recommended Operational Plan released to the public
May 14	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 sends request to Groups for Referrals to Budget
May 21	Due date for Groups and Departments to submit CARs for Change Letter to Department of Human Resources
May 23	Final day for critical edits to Revised Recommended budget
Jun 3	Presentation and Public Hearing on CAO Recommended Operational Plan (9:00 AM)
Jun 3–12	Budget Hearings at the County Administration Center
Jun 9	Public Hearing on CAO Recommended Operational Plan (5:30 PM)
Jun 12	Last day for written testimony on budget to the Clerk of the Board, including Change Letter, Budget board letter, resolution(s) to adopt budget, and any referrals to budget
Jun 12	Revised Recommended Budget document available online
Jun 24	Budget Deliberations and Adoption
Aug 1	Due date for Groups and Departments to submit all final Adopted Operational Plan narratives to OFP
Post Budget Adoption	Quarterly opportunities to amend budget based on State/federal actions
Individual Board Item	Amend budget after County has all impacts from State/ federal actions

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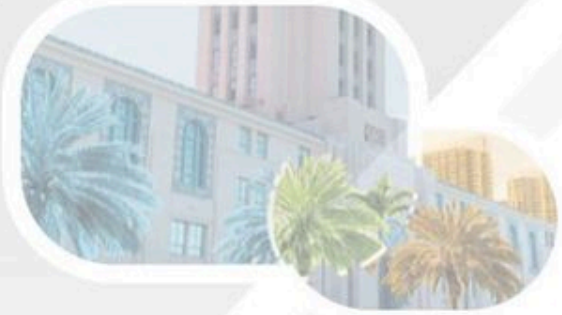
ALL FUNDS: TOTAL APPROPRIATIONS



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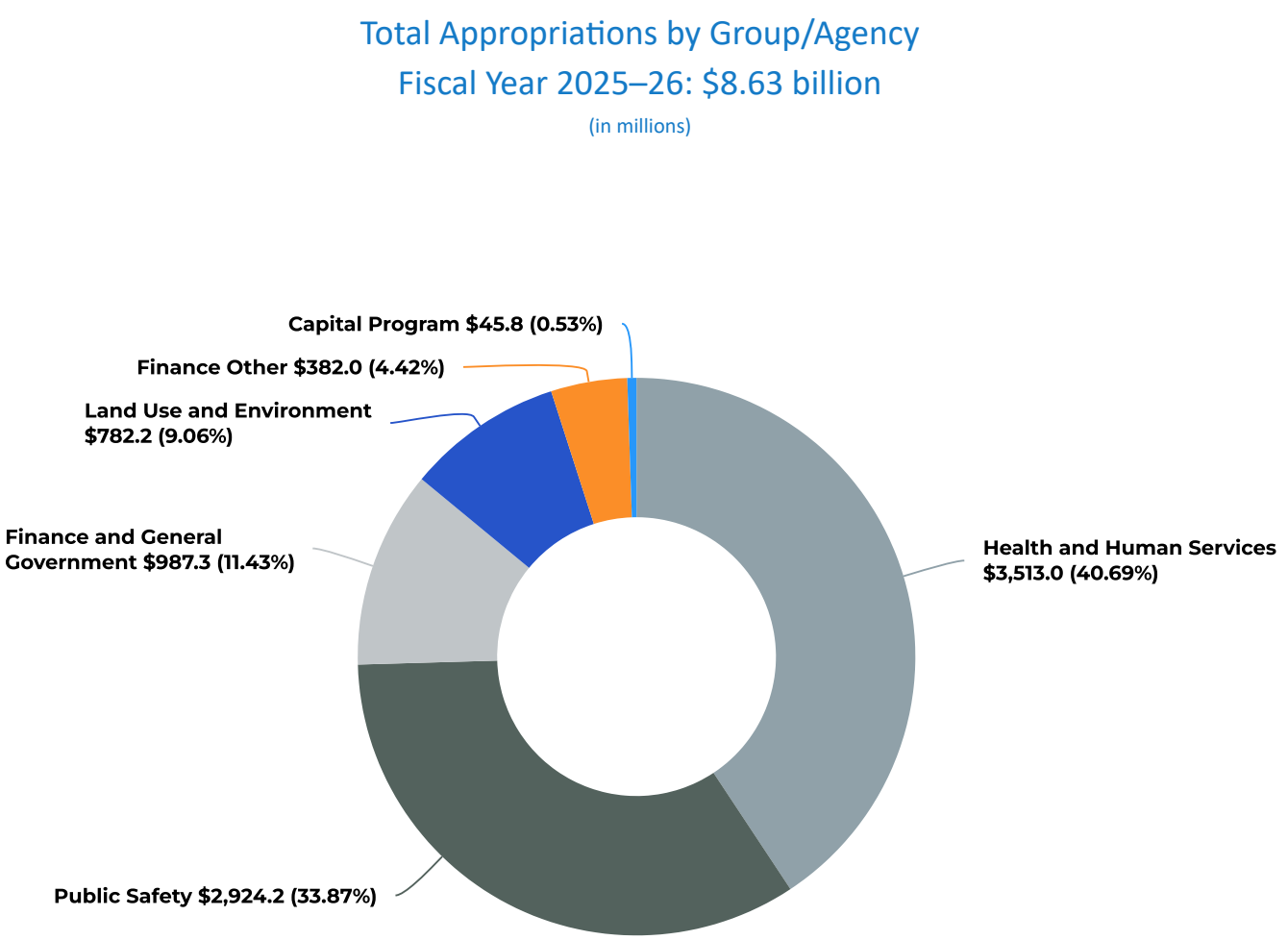
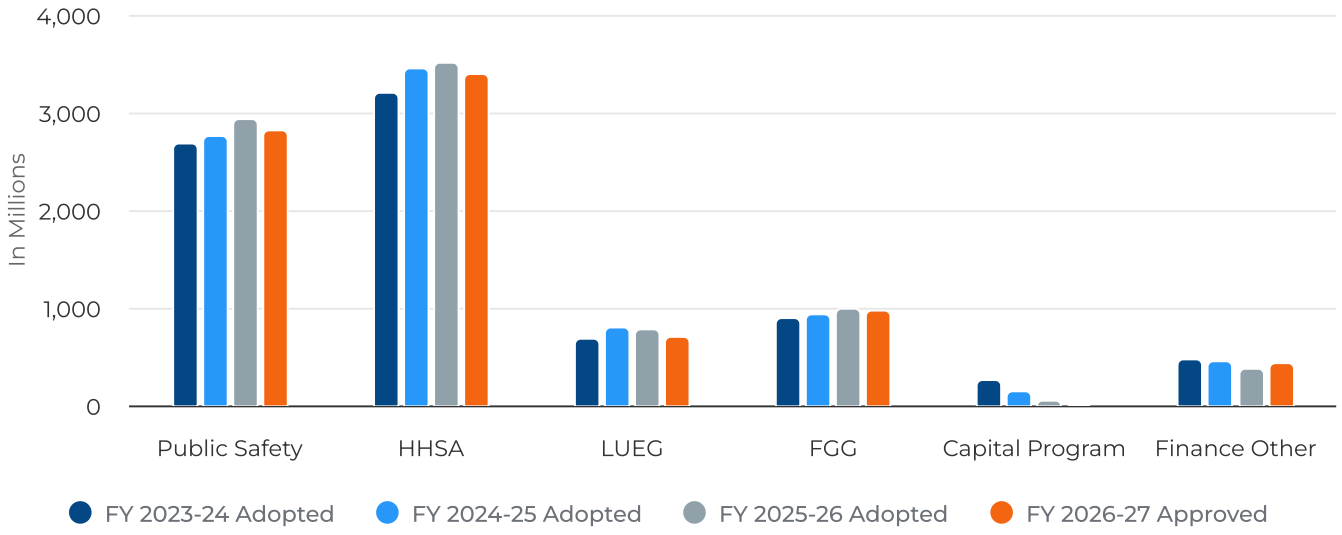
Total Appropriations by Group/Agency

Appropriations total **$8.63 billion in the Adopted Budget for Fiscal Year 2025–26** and $8.35 billion in the Approved Budget for Fiscal Year 2026–27. This is an increase of $104.1 million or 1.2% for Fiscal Year 2025–26 from the Fiscal Year 2024–25 Adopted Budget. Looking at the Operational Plan by Group/Agency, there are appropriation increases in all groups except for Land Use and Environment Group, Capital Program and Finance Other.



The chart above shows each Group/Agency's share of the Fiscal Year 2025–26 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2025–26 and 2026–27 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between the Fiscal Year 2025–26 Adopted Budget and the Fiscal Year 2024–25 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2025–26 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 2023–24 through 2026–27



Total Appropriations by Group/Agency (in millions)

	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	% Change	Fiscal Year 2026–27 Approved Budget
Public Safety	$ 2,683.4	$ 2,761.8	$ 2,924.2	5.9	$ 2,818.5
Health and Human Services	3,197.9	3,446.7	3,513.0	1.9	3,403.1
Land Use and Environment	674.4	797.3	782.2	-1.9	710.1
Finance and General Government	889.6	937.4	987.3	5.3	971.5
Capital Program	258.9	136.1	45.8	-66.3	7.3
Finance Other	461.7	451.0	382.0	-15.3	438.1
Total	**$ 8,165.9**	**$ 8,530.4**	**$ 8,634.5**	**1.2**	**$ 8,348.5**

Public Safety Group (PSG)

A net increase of $162.3 million or 5.9% from the Fiscal Year 2024–25 Adopted Budget. This includes an increase in salaries and benefits costs of $103.3 million due to negotiated labor agreements for Safety members, salary and benefit growth related to ancipated labor agreements with General members, and the addition of staff years to support: Alternatives to Incarceration work plan; law enforcement services requested by City of Vista, which is partially offset by a decrease of one staff year due to reduced law enforcement services requested in the City of Imperial Beach; reentry and wireless communications systems; the establishment of a Recovery and Community Engagement Unit to enhance regional disaster response and recovery efforts; and a Detention Investigations Unit and to the Canine Narcotic Detection Team; State and federal security initiatives. The staffing increases are partially offset by decreases to align operations with reduced caseload and current State and federal funding and decreased need to support programs for Health and Human Services Agency. In addition, costs also include adjustments to reflect normal staff turnover.

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

- Overall fire and emergency medical services including enhancing fire and emergency medical services in Dulzura, Pauma Valley and East Otay Mesa areas in San Diego County Fire Protection District (SDCFPD) as approved by the Board on October 8, 2024 (item #9);
- One-time purchase of fire equipment and ambulances;

- A Biometric Health Monitoring system to enhance safety of youth in custody;
- Continued support for medical services for incarcerated youth and adults;
- Overall operational cost increases such as in animal care, decedent transportation costs, Contributions for Trial Courts, public liability, facilities and other Internal Service Fund costs; and
- Major maintenance improvements for safety, compliance requirements and system upgrades in various facilities including:
    - East Mesa Juvenile Detention
    - Probation's Youth Less Restrictive Placement facility
    - North County Animal Shelter
    - Renovation and upgrades to detention facilities: Las Colinas, Vista, East Mesa and South Bay
- Pre-release services and behavioral health implementation
- To train and to purchase canines.
- Efforts will continue to support the Opioid Enforcement Program to help fight the fentanyl overdose epidemic.

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

PSG will continue to provide core services, supporting the County's Strategic Initiatives, operating efficiently, effectively and responsively to the needs of our community. PSG and its nine departments remain committed to ensuring the continued delivery of mandated life, safety, and justice services to the community despite current budget limitations. Priorities include:

- Providing opportunities to young adults ages 18–24 through the Transitional Age Youth Diversion Initiative by engaging community-based organizations to address root causes of criminogenic factors while preventing further crime and victimization.
- Additional efforts such as crisis intervention, victim support, and community outreach aim to enhance public safety. A new community learning opportunity will also offer legal education on criminal defense and justice issues.
- Providing vital documentation, healthcare connections, job training, and housing support through the Resource and Reentry Hub. Utilizing data-driven strategies and community partnerships to help formerly incarcerated individuals successfully reintegrate, reducing recidivism and enhancing public safety.
- Expanding veterinary access in underserved areas through a mobile surgical unit, free spay/neuter services, and pet wellness support, reducing shelter intake and improving pet retention.
- Addressing the significant medical and mental healthcare needs of people in the Sheriff’s care by evaluating individuals upon intake to assess medical needs and determine required support. Advancing correctional facility practices to enhance health and safety, while expanding data integration among emergency medical services agencies to improve coordination and efficiency.
- Expanding the Rise Above Program, a gang prevention, life awareness, and empowerment initiative for grade school youth and their parents. Engaging families with Sheriff’s staff and community resources in a free, 8-week series of weekly sessions.
- Strengthening disaster resilience by expanding emergency response capacity, updating preparedness plans, and integrating climate considerations into hazard mitigation. Assessing infrastructure improvements and expanding Community Emergency Response Team outreach to promote inclusivity. Establishing a new Recovery and Community Engagement Unit to enhance regional disaster preparedness, response, and recovery.
- Expanding efforts to prevent and respond to gun violence through the Gun Violence Reduction Work Plan, addressing suicide, domestic violence, and community violence, while continuing to host Gun Safety Events with partners such as the District Attorney’s Office, community organizations, and Project ChildSafe.
- Enhancing trauma recovery services for victims by establishing a South County Family Justice Center, providing case management, trauma therapy, forensic medical exams, and legal assistance in collaboration with justice and community organizations.
- Delivering critical emergency services by staffing 22 County fire stations and operating over 180 emergency vehicles, including fire trucks, aircraft, and ambulances. Focusing wildfire prevention and disaster preparedness efforts on evacuation planning, expanded training, and programs like the Home Hardening Pilot and Wildfire Prepared Homes certification.
- Collaborating with the Health and Human Services Agency under the Medi-Cal Transformation (CalAIM) initiative to ensure justice-involved youth receive continuity of care upon reentry into the community.
- Continuing to partner with law enforcement agencies to address organized criminal enterprises engaging in Electronic Benefit Transfer (EBT) theft and preventing further loss to recipients.
- Advancing technology and transparency by assessing case management systems to improve efficiency and collaboration. Enhancing public access to information through a searchable decedent database and timely media updates, while ensuring accurate case processing through

clear death reporting guidelines.

- Strengthening legal representation and competency services, assisting clients in immigration proceedings, and accelerating juvenile case processing.
- Providing pre-arraignment representation to ensure arrested individuals receive legal support early in the justice process.
- Providing fire protection and emergency medical services across unincorporated San Diego County including: planning for the Descanso Fire Station upgrades and repairs; and collaborating with CAL-FIRE to explore opportunities to utilize livestock to mitigate fire risk and providing two staffed water tenders in the San Diego County Fire Protection District.
- Capital facility improvements include:
    - To support lease payments and tenant improvements for the temporary location during the design and construction of the Ramona Sheriff Station
    - Construction of the San Diego County Fire Training Tower
    - Planning for Probation's Youth Less Restrictive Placement facility

Health and Human Services Agency (HHSA)

A net increase of $66.3 million or 1.9% from the Fiscal Year 2024–25 Adopted Budget. During last year's budget process several strategies were employed to help bridge essential services in the face of a projected State budget deficit, slowing growth in Realignment revenue driven by sales tax receipts, and overall escalating costs to continue existing services. Heading into Fiscal Year 2025–26, conditions remain very similar but now with added significant uncertainty around federal funding streams which represent over 37% of HHSA's budget. While HHSA has been preparing and adjusting to the budget constraints that have been on the horizon, the full impact of changes at the federal level as well as potential impacts from the State's budget are not yet known.

The proposed HHSA Fiscal Year 2025–26 budget continues to deploy multiple categories of budget mitigations to make resources available for core mandated services. This includes implementing strategies to reallocate discretionary funds through streamlining operations, including restructuring departments in some areas; de-prioritizing and reducing discretionary services; and aligning to State performance requirements in areas where the County exceeds required processing timeframes. While the intent of these strategies is to protect and prioritize delivery of mandated safety net services, reductions in budgeted staffing levels will impact service delivery in some areas. For example, in Self Sufficiency Services (SSS), 104.00 staff years will be reduced through attrition that would otherwise help support the enrollment of people onto safety net services like CalWORKs, CalFresh, and Medi-Cal. SSS is currently able to enroll people much more quickly than required by the State, often taking only half the time allotted by the State. With this staffing reduction, as caseloads continue to grow in some areas, wait times will likely increase for the public bringing us in line with the State's required performance. However, HHSA will continue to focus on innovating and advancing service delivery models to minimize the impact to the largest extent possible. In other areas of HHSA, discretionary programs providing a range of services to community members will be reduced in order to focus funding on core mandated services. Some examples include reductions in the availability of tenant legal services, Alzheimer's prevention and educational support services, nurse home visiting services, and respite care to foster family caregivers. While they are being reduced now given funding constraints, efforts continue to find ways to develop new funding strategies.

Overall, the budget supports anticipated salaries and benefits growth with an accompanying reduction of 168.00 staff years in order to align to available funding. Of the $66.3 million proposed budget increase, $29.1 million, or almost 44%, is in salaries and benefits. Another $22.5 million, or 34%, is to reflect growth in the budget for cash assistance payments for CalWORKs and General Relief as the demand for mandated safety net services continues to increase. The remaining $13.8 million is made up of budget adjustments across multiple areas including a net increase of almost $90 million in services and supplies for Behavioral Health Services, offset by an almost equal decrease in services and supplies across all HHSA departments primarily to recognize the completion of one-time projects and programs that were covered with one-time funds that are now sunsetting. Additionally, there are reductions tied to operating efficiencies and reductions in discretionary services.

Behavioral Health Services is the one area with significant increased investment to continue work in building out the continuum of care, primarily funded through the availability of increased federal Medi-Cal revenue. There is inherent risk with some of this funding and these investments given the uncertainty at the federal level.

Risk with funding at the federal level, continued pressures at the State level, and constraints on availability of local funds to support escalating costs will need continued budget solutions into the out-years, and potentially mid-year budget adjustments depending on the magnitude of federal and State impacts. The proposed Fiscal Year 2025–26 budget for HHSA continues to rely on one-time bridge funding solutions for critical services allowing more time to build upon the longer-term solutions already started including realigning departments under Homeless Solutions and Equitable

Communities and merging Medical Care Services and Public Health Services. And while investments in homeless sheltering solutions continue in the proposed budget, these investments are also largely funded by one-time funds ending after Fiscal Year 2025–26 that will need alternate sustainable funding sources identified. Continued work is underway to develop further strategies and solutions to ensure a sustainable budget going forward.

Major changes include:

- Increases associated with anticipated salary and benefit growth, partially offset by a reduction of 168.00 staff years. Reductions include staff years associated with aligning to operational needs and achieving efficiencies with the restructure of Homeless Solutions and Equitable Communities and the merger of Medical Care Services and Public Health Services, and staff years tied to reallocating funding for discretionary programs to support mandated and core activities across departments. The majority, 104.00 staff years, are in Self Sufficiency Services (SSS) to align with available funding and State requirements around timely access to safety net services like CalWORKs, CalFresh, and Medical. SSS currently significantly exceeds State requirements around application disposition timeframes. In order to align available resources with funding, positions supporting eligibility determination for mandated programs will be reduced through attrition.
- Increases to support mandated CalWORKs and General Relief benefit payments to align with increased cost and caseload trends.
- Increases for the County's In-Home Supportive Services (IHSS) Maintenance of Effort tied to the annual statutory 4% increase in the County's share of program costs.
- Increases tied to an intergovernmental transfer agreement (IGT) approved by the Board of Supervisors on October 24, 2023 (item #5) between the County and Revive Pathway, wholly owned by the Viejas Band of Kumeyaay Indians (Viejas), to provide a comprehensive array for community-based behavioral health services to vulnerable populations with complex mental health and substance use conditions.
- Board and Care and Augmented Services Program (ASP) capacity increases supported through State Behavioral Health Bridge Housing (BHBH) funds and increases to support the preservation of licensed residential adult and senior care facilities using Community Care Expansion (CCE) funding.
- Rate increases for mental health and substance use disorder programs associated with payment reform as of Medi-Cal Transformation (formerly CalAIM) to provide a full continuum of care.
- Budget increases to align with increased need experienced in the current year for Institutions for Mental Diseases (IMD) that primarily provides diagnosis, treatment, or care for individuals with mental diseases, including substance use disorders and Skilled Nursing Facilities, as well as budget increases for escalating costs at the San Diego County Psychiatric Hospital.
- Increases in crisis stabilization unit capacity, housing and homeless assistance, and new partial hospitalization and intensive outpatient slots for children and adults that are Medi-Cal eligible in Behavioral Health Services.
- Increases in prevention programs funded through the Mental Health Services Act (MHSA), including the youth engagement ambassador program, support services such as education and advocacy services, and supplemental security income advocacy services program.
- Increase for Complex Care Capacity Building services to support implementation of the Children's Crisis Continuum Pilot Program that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.
- Inclement Weather Program budgetary increase for temporary housing support.
- Numerous decreases across multiple departments to reflect sunsetting of one-time funds including grants in Public Health Services infused during the pandemic, projects completed as part of the American Rescue Plan Act Framework, one-time State funded Housing and Disability Advocacy services, to name a few.
- Reductions in discretionary services across departments to reallocate funds to mandated and core services.
- Increase for the Domestic Violence Shelter Based Program to create one-time capacity to support domestic violence shelters over two years based on reallocation of available General Purpose Revenue through the American Rescue Plan Act (ARPA) framework originally allocated for affordable housing construction costs that will come in under budget.
- Increase for Tenant Legal Services to support one-time capacity for legal services for tenants facing eviction including counseling, outreach,and prevention activities based on reallocation of available General Purpose Revenue through the ARPA framework originally allocated for affordable housing construction costs that will come in under budget.
- Leveraging of existing appropriations to fund LGBTQ+ Innovative Housing and Supports to reprogram and extend the LGBTQ+ Innovative Housing and Supports contract under the Homeless Services Component of the ARPA Framework. These contracted activities providing case management and assistance with housing stabilization and connections to housing resources are currently funded through December 31, 2025, and the additional funding will allow work to continue through the end of the fiscal year, June 30, 2026.
- Leveraging of existing appropriations to extend the ¡Mas Fresco! Plus program based on savings from closed maintenance projects. Those funds will carry forward into FY 2025-26 and will be reprogrammed to extend the program based on reprioritized GPR.

Continued investments in behavioral health services, selective reductions in discretionary programs to focus constrained resources on core services, and continued one-time bridge strategies for critical services, reinforce the Agency's commitment to improving outcomes for the most vulnerable people, while 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; the Substance Use Disorder (SUD) OCP that outlines goals toward achieving more optimal system capacity within substance use care, Senate Bill (SB) 43 on January 1, 2025, through a multi-sectoral planning process, and the new Elevate Public Behavioral Health Workforce program to train, recruit, and retain the workforce within County-funded mental health and substance use programs.
- 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; 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.
- 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 pathways to housing to continue expanding emergency housing for the unincorporated communities and through collaborative efforts regionwide.
- Focusing on County 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.
- Supporting the community with the implementation of tools and resources to develop supports for families to stay together and thrive. Including the community in shaping the department and services through inclusive contracting practices, community forums, and incorporating the voice of lived experience in policies and practice.
- Enhancing service delivery and reducing administration and infrastructure costs through efforts to maximize telework opportunities and reduce HHSA's facilities footprint, 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 decrease of $15.1 million or 1.9% from the Fiscal Year 2024–25 Adopted Budget. This decrease primarily relates to the County aligning available funding with priorities and increases in costs which results in reductions in discretionary activities with minimal impacts to mandated services and service levels. Other decreases relate to the Watershed Protection Program, maintenance projects for Closed Landfills and the completion of a number of major maintenance projects.

Major changes include:

- The net reduction of 9.00 staff years to align available funding with priorities, addresses the increases in costs in the following departments: Agriculture, Weights and Measures reduction of 4.00 staff years in the Integrated Pest Control program, Land Use and Environment Group Executive Office reduction of 1.00 staff year, Parks and Recreation reduction of 2.00 staff years, Planning & Development Services net decrease of 1.00 staff year, and Public Works decrease of 1.00 staff year.
- Ongoing maintenance projects at various County Park facilities include funding for ADA improvements, tree planting programs, and increasing park sustainability to reduce carbon footprint for a total increase of $7.3 million.
- Purchase of vehicles for road resurfacing projects to replace aging and inefficient equipment for an increase of $10.9 million.
- Watershed Protection Programs and Closed Landfill Program completed one-time projects that resulted in a total decrease of $38.0 million.
- Road program reductions of $9.4 million in contracted road services and consultant contracted services due to completion of one-time funding for capital projects within the Road Program.
- Additional bike lanes and sidewalk improvements to support transportation and the environment with an increase of $14.0 million.
- Increase of $6.7 million to support services within the Sanitation District.
- The completion of one-time projects and procurements such as information technology upgrades and major maintenance project completion resulted in a total decrease of $3.3 million.
- Increase in consultant contracts for various road improvements, such as bike lanes, new traffic signals and pedestrian enhancements.
- Increase in landscaping services for Flood Control Stormwater Maintenance Zones.
- Increase for biological management and sediment removal in the Keys Creek Channel in Fallbrook.

Key areas of focus include:

- 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.
- Commitment 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 on vehicles, enhance road safety and improve transportation facilities for customers.
- 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 $49.9 million or 5.3% from the Fiscal Year 2024–25 Adopted Budget. This increase is primarily due to the mid-year transfer of 2.00 staff years in the Chief Administrative Office in Fiscal Year 2024-25 from HHSA, anticipated salary and benefit growth, contract services and maintenance at County facilities, utilities and fuel, increased costs to replace vehicles and equipment, and modernization of the County's technology infrastructure.

Major changes include:

- Transfer of 2.00 staff years mid-year in Fiscal Year 2024-25 from HHSA to the Chief Administrative Office for additional policy development and implementation.
- 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 the implementation of Board Policy B-74, Contracting Standards for Janitorial, Landscaping, and Security Services Contracts.

- Modernize the County's technology infrastructure, including initiating the IT Outsourcing contract recompete process and continuing a project to migrate the County's enterprise resource planning (ERP) systems to cloud-based solutions.
- Provide increased support to strengthen financial and operational controls across the County.
- Conduct the June 2, 2026 Gubernatorial Primary Election.

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 budget visualization tool.
- Increase opportunities for local small businesses and enhance supplier diversity by implementing a small business procurement spend goal, changes to procurement policy, enhanced technical assistance and small business outreach, and a pilot program for bonding and insurance assistance.
- Administer all aspects of the County's property tax services, including property assessment, tax collection and apportionment. Continue to prepare for the launch 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.
- 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.
- Maintain and 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 $90.3 million or 66.3% from the Fiscal Year 2024–25 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 2025–26 Capital Program includes $38.5 million for capital projects and $7.3 million for the Edgemoor Development Fund to pay debt service on the 2014 Edgemoor Refunding Certificates of Participation for a total of $45.8 million. The projects included in the Capital Program funds are as follows:

- $6.9 million for the major renovation of an administrative space at Polinsky Children's Center into a 16-bed Children's Crisis Residential facility;
- $3.0 million for design, environmental analysis, and construction of a new Ramona Sheriff Station;
- $2.3 million for the EV Roadmap/Green Fleet Action Plan to install electric vehicle charging infrastructure at various locations;
- $1.5 million for design, environmental analysis, and construction of the San Diego County Fire Training Tower;
- $0.7 million for design, environmental analysis, and construction of the Probation's Youth Less Restrictive Placement facility; and
- $24.1 million for various major maintenance projects to be capitalized.

In Fiscal Year 2026–27, appropriations decrease by $38.5 million from Fiscal Year 2025–26 and the program includes funding of $7.3 million for the Edgemoor Development Fund.

Finance Other

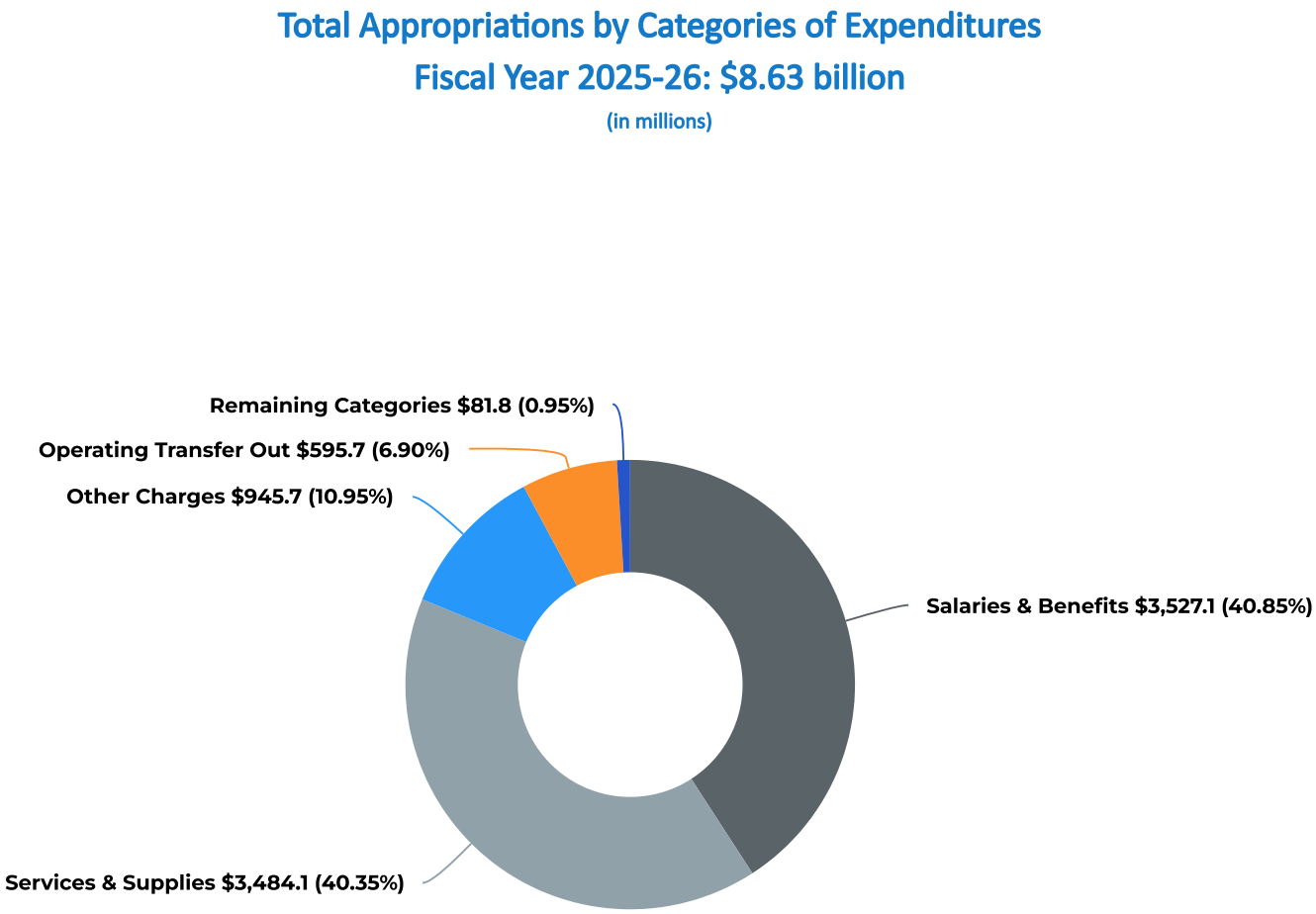
A net decrease of $69.0 million or 15.3% from the Fiscal Year 2024–25 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some are one-time and can fluctuate significantly.

Major changes include:

- Decrease in Countywide General Expenses due to the reduction of one-time appropriations, as well as the non-recurrence of appropriations for contingencies.
- Decrease in Contributions to Capital Program and lower appropriations for Lease Payments due to increased interest earnings which are used to offset lease payments.
- Increases in Countywide Shared Major Maintenance due to one-time critical major maintenance projects across the enterprise.
- Increases in the Public Liability ISF due to anticipated increases in settlements relating to liability payments.
- Increases in Employee Benefits ISF due to a combination of anticipated increase in Excess Workers' Compensation insurance, actual claims/trends, and increased contract and software costs.
- Increases in Insurance ISF to support insurance premiums for Mexican Auto (non-emergency and emergency), Government Crime Bonds, Property, U.S. Custom Bonds, Cyber Liability, Aircraft, and Airport.
- Increases in appropriations to fund the cost of financing the County's short-term cash borrowing program.
- Increases in appropriations for the Community Enhancement program.

Total Appropriations by Categories of Expenditures

The chart below shows the Adopted Budget detailed by categories of expenditures. As noted previously, the Fiscal Year 2025–26 Adopted Budget is **increasing overall by $104.1 million or 1.2%** to $8.63 billion from the Fiscal Year 2024–25 Adopted Budget and decreasing by $286.0 million or 3.3% to $8.35 billion in Fiscal Year 2026–27.

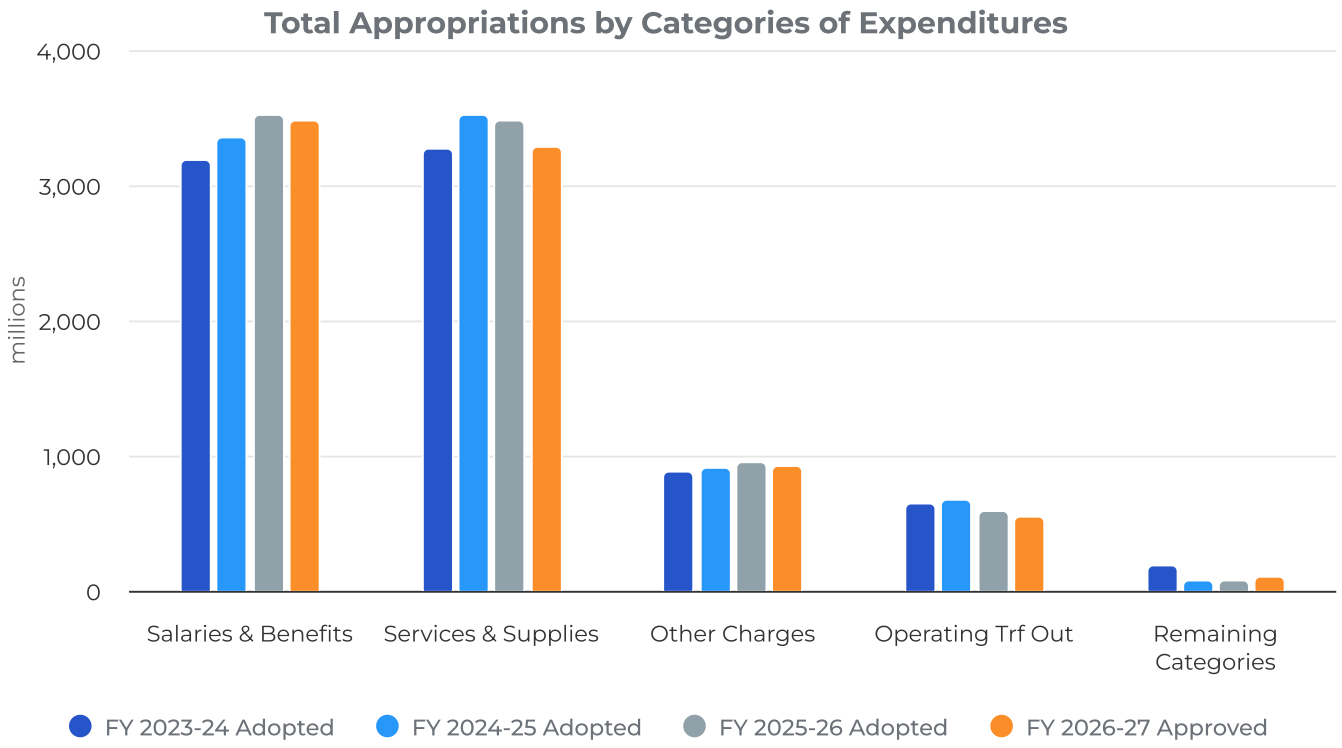


Note: In the chart and table, the sum of individual amounts may not total due to rounding.

Salaries & Benefits

Salaries & Benefits are **increasing by $169.7 million or 5.1%** in Fiscal Year 2025–26. This change is primarily due to negotiated labor agreements and increased retirement contributions for safety members, anticipated growth for planning purposes for general members, and operational needs in State and federal security initiatives, offset by a net staffing decrease of 191.00 staff years and salary adjustments to reflect normal staff turnover. This net decrease is attributable to primarily aligning service levels with mandated levels with available resources, and includes decreased staffing in the Public Safety Group (PSG), the Health and Human Services Agency (HHSA) and the Land Use and Environment Group (LUEG), partially offset by increased staffing in the Finance and General Government Group (FGG) due to Fiscal Year 2024–25 mid-year transfer of staffing to increase capacity for policy development and implementation.

In Fiscal Year 2026–27, Salaries & Benefits are decreasing by $43.0 million or 1.2% primarily due to reduced retirement contributions, partially offset by anticipated growth included primarily for planning purposes for both general and safety members. No change in staffing is recommended in Fiscal Year 2026–27. See the All Funds: Total Staffing section for a summary of staffing changes by business group.



Total Appropriations by Categories of Expenditures (in millions)

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$ 3,182.9	$ 3,357.4	$ 3,527.1	5.1	$ 3,484.0
Services & Supplies	3,268.8	3,521.2	3,484.1	(1.1)	3,283.2
Other Charges	888.2	907.3	945.7	4.2	924.8
Operating Transfers Out	642.3	672.6	595.7	(11.4)	548.6
Remaining Categories:					
Capital Assets/Land Acquisition	290.6	154.6	42.6	(72.4)	107.5
Capital Assets Equipment	53.3	58.6	81.4	38.8	42.6
Capital Assets Software	1.2	0.1	0.6	1,000.0	0.1
Expenditure Transfer & Reimbursements	(161.5)	(141.3)	(42.7)	(69.8)	(42.3)
Contingency Reserves	-	-	-		-
Fund Balance Component Increases	-	-	-		-
Management Reserves	-	-	-		-
Total	**$ 8,165.9**	**$ 8,530.4**	**$ 8,634.5**	**1.2**	**$ 8,348.5**

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

Services & Supplies

Services & Supplies are **decreasing by a net of $37.0 million or 1.1%** in Fiscal Year 2025–26. 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, there are decreases of $51.5 million in Finance Other primarily due to the reduction of one-time appropriation in Countywide General Expenses partially offset by anticipated increases in public liability and insurance premiums; $39.8 million in the Land Use and Environmental Group (LUEG) due to the completion of one-time projects primarily in the Department of Public Works Watershed Protection Program and Closed Landfill Program, and a reduction in the use of consultant contracts associated with completion of one-time projects in Planning and Development Services; and $0.3 million in the Finance and General Government Group (FGG) primarily due to completion of prior year one-time expenditures across FGG departments, and a decrease in the Information Technology ISF based on one-time and ongoing IT expenditures projected by departments. Despite the decrease, there are increases in the Department of General Services to align with projected spending for contracted services, maintenance at County facilities, utilities, and fleet services including fuel, parts, and commercial and accident repair, and increased costs associated with the Cost Allocation Plan to align with IT costs; and in the Assessors/Recorder/County Clerk associated with mainframe roadmap projects and maintenance of the Assessor's legacy system.

These decreases are partially offset by an increase of $53.2 million in the Public Safety Group (PSG) mainly due to increased costs for contributions to ISFs across various PSG departments, but largely in the Sheriff's Office, for public liability and property insurance, facilities management, fleet services, and IT software licenses. There are also significant increases in the Sheriff’s Office mainly due to State and federal security initiatives supported by grant revenue and Medi-Cal Transformation to support pre-release services and behavioral linkage implementation; in the Probation Department due to a major maintenance project to renovate living spaces at the East Mesa Juvenile Detention Facility and to develop a Less Restrictive Placement Facility for youth clients as part of the implementation of Senate Bill 823, Juvenile Justice Realignment, and for services to clients, primarily to support contract cost increases related to youth health care services; and in the San Diego County Fire to enhance fire and emergency medical services in Dulzura, Pauma Valley and East Otay Mesa areas in San Diego County Fire Protection District (SDCFPD) as approved by the Board on October 8, 2024 (item #9), and for contracted services for the Community Risk Reduction’s Home Hardening and Community Wildfire Defense programs. Health and Human Services Agency (HHSA) also reflects an increase of $1.4 million with almost $90 million in Behavioral Health Services mainly to continue building out the continuum of care, expanding behavioral health programs throughout the region, offset by an almost equal decrease across all other HHSA departments to recognize the completion of time limited projects and programs that were covered with one-time federal and State funds that are now sunsetting such as COVID related activities.

A decrease of $201.0 million or 5.8% in Fiscal Year 2026–27 is primarily due to the anticipated completion of one-time purchases and projects and a reduction to reflect an anticipated overall enterprise-wide gap in Fiscal Year 2026–27 driven by slowing revenue streams including Realignment revenue based on sales tax receipts, and overall increasing costs and demand for services. The projected gap is being displayed in HHSA given the impact of slowing Realignment revenue, but planning continues Countywide to address the gap over multiple years.

Other Charges

Other Charges are i**ncreasing by a net of $38.4 million or 4.2%** in Fiscal Year 2025–26. 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 $22.5 million in HHSA primarily in Self-Sufficiency Services to align various benefit payments with increased cost and caseload trends, $11.5 million in Finance Other mainly due to an anticipated increase in settlements relating to liability, and $6.2 million in PSG mainly in the Sheriff's Office to support medical and mental health services contracts.

These are partially offset by decreases of $1.2 million in LUEG primarily due to right-of-way costs of Road Program Projects in the Department of Public Works as well as vehicle replacement costs in the Department of Environmental Health and Quality, and 0.6 million in FGG due to the full depreciation of the Contract Lifecycle Management System (CLMS) and the former Federated Records Management System systems in the Department of Puchasing and Contracting.

A decrease of $20.9 million or 2.2% is projected in Fiscal Year 2026–27 primarily due to completion of one-time costs, and the final debt service payment in Fiscal Year 2026-27 for Pension Obligation Bonds (POBs).

Operating Transfers Out

Operating Transfers Out, the transfer of resources from one fund to pay for activities in another, is **decreasing by a net $76.9 million or 11.4%** in Fiscal Year 2025–26.

Decreases include $38.9 million in PSG primarily related to prior year one-time capital major maintenance projects in the Sheriff's Office and Probation Department, partially offset by an increase in the use of Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional law enforcement services and public safety focused services including one-time costs for information technology, facilities, and other operations. Additionally, the decrease in PSG is also due to a decrease in one-time costs in the San Diego County Fire for purchase of equipment and ambulances, and for the construction of the County Fire Training tower.

Further decreases include $25.0 million in Finance Other primarily due to the completion of prior year one-time expenditures in Contributions to Capital Program, $21.9 million in LUEG mainly due to the completion of one-time transfer from Watershed Protection Program to the Road Program, Flood Control District, and Sanitation District for capital projects in the Department of Public Works and for major maintenance projects in the Department of Parks and Recreation, $1.7 million in FGG due to one-time expenditures in Fiscal Year 2024–25 for the Zero Carbon Portfolio Plan and decrease in transfers to the Fleet Management and Major Maintenance Internal Service Funds in the Department of General Services, and $1.3 million in the Capital Program due to the reduction in the Edgemoor Development Fund to pay debt service on the 2014 Edgemoor Refunding Certificates of Participation.

These are partially offset by an increase of $11.9 million in HHSA primarily driven by an additional annual draw of funds from the Tobacco Securitization fund to support public behavioral health workforce development costs, previously funded from the Evergreen Component of the American Rescue Plan Act (ARPA) Framework. This will allow for a redirection of funding to help bridge services for programs supported by realignment revenue driven by sales tax receipts which have not kept pace with cost increases.

A decrease of $47.1 million or 7.9% is projected for Fiscal Year 2026–27 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 $112.0 million or 72.4%** in Fiscal Year 2025-26.

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 $89.0 million. In addition, decreases of $4.9 million in LUEG is for the completion of capital projects in the Sanitation District and the Airports Program, and $18.3 million in Finance Other primarily due to nonrecurrence of expenditures to address capital, IT and emergency response efforts enterprisewide. These are partially offset by an increase of $0.2 million in FGG due to lease space improvements for payment processing equipment and personnel in the Treasurer-Tax Collector.

An increase of $64.9 million or 152.5% is projected for Fiscal Year 2026–27 for future one-time allocations such as planned capital projects.

Capital Assets Software

Capital Assets Software is **increasing by $0.5 million or 1,000%** in Fiscal Year 2025–26. This category includes multi-year license agreements and internally generated software. This increase is in the Sheriff's office for the conversion of the automated fingerprint identification system associated with the Cal-ID program.

A decrease of $0.5 million or 90.9% is projected for Fiscal Year 2026–27 due to completion of one-time costs.

Capital Assets Equipment

Capital Assets Equipment is **increasing by a net $22.8 million or 38.8%** in Fiscal Year 2025–26. This account primarily includes routine Internal Service Fund (ISF) purchases of replacement vehicles and heavy equipment. It also includes appropriations for information technology hardware and communications equipment.

While the amounts may vary from year to year, the most significant increase of $14.3 million in Finance Other is for a one-time purchase of a helicopter, an additional increase of $10.4 million in LUEG is primarily due to the one-time purchase of vehicles and equipment in the Department of Public Works, and $9.0 million in FGG is for the replacement of vehicles and equipment in the Department of General Services; and $1.1 million in PSG is mainly for the one-time purchase of a biometric monitoring system for youth custody in the Probation department and equipment purchases related to State and federal security initiatives in the Sheriff's Office. These increases are partially offset by a decrease of $12.0 million in HHSA and $1.0 million in PSG due to the completion of prior year one-time purchases for the newly opened County Public Health Laboratory, partially offset by an increase for the one-time purchase of a biometric monitoring system for youth custody in the Probation Department.

A decrease of $38.8 million or 47.7% is anticipated in Fiscal Year 2026–27 primarily due to completion of one-time purchases.

Expenditure Transfer & Reimbursements

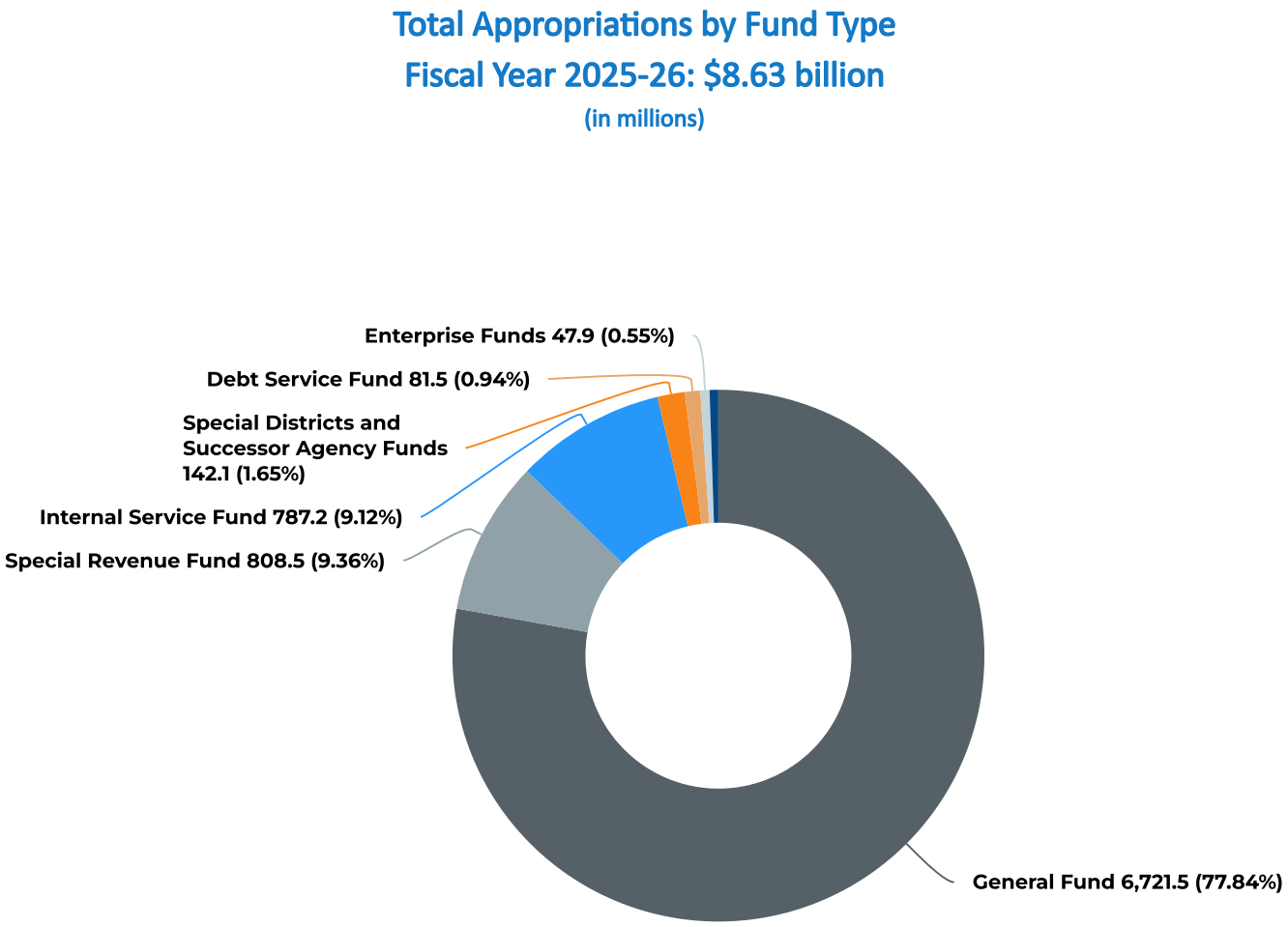
Expenditure Transfer & Reimbursements are **increasing by $98.6 million or 69.8%** in Fiscal Year 2025–26. Activity in this account reflects the transfer of expenses for services provided to another department within the same fund. A transfer may occur because a department's funding source requires the 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. For the Fiscal Year 2025–26, one example is the agreement between the Health and Human Services Agency (HHSA) and the Department of Child Support Services (DCSS) for Bureau of Public Assistance Investigations services. The DCSS investigates suspected fraudulent public assistance cases for the HHSA. The DCSS offsets the budgeted expenses with a negative amount in the Expenditure Transfer & Reimbursements account. HHSA budgets the expense for that activity in a Services & Supplies account offset by the appropriate State or federal revenue account.

An increase of $0.4 million or 0.9% is anticipated in Fiscal Year 2026–27.

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 and fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also “Measurement Focus and Basis of Accounting” in the Summary of Financial Policies section).

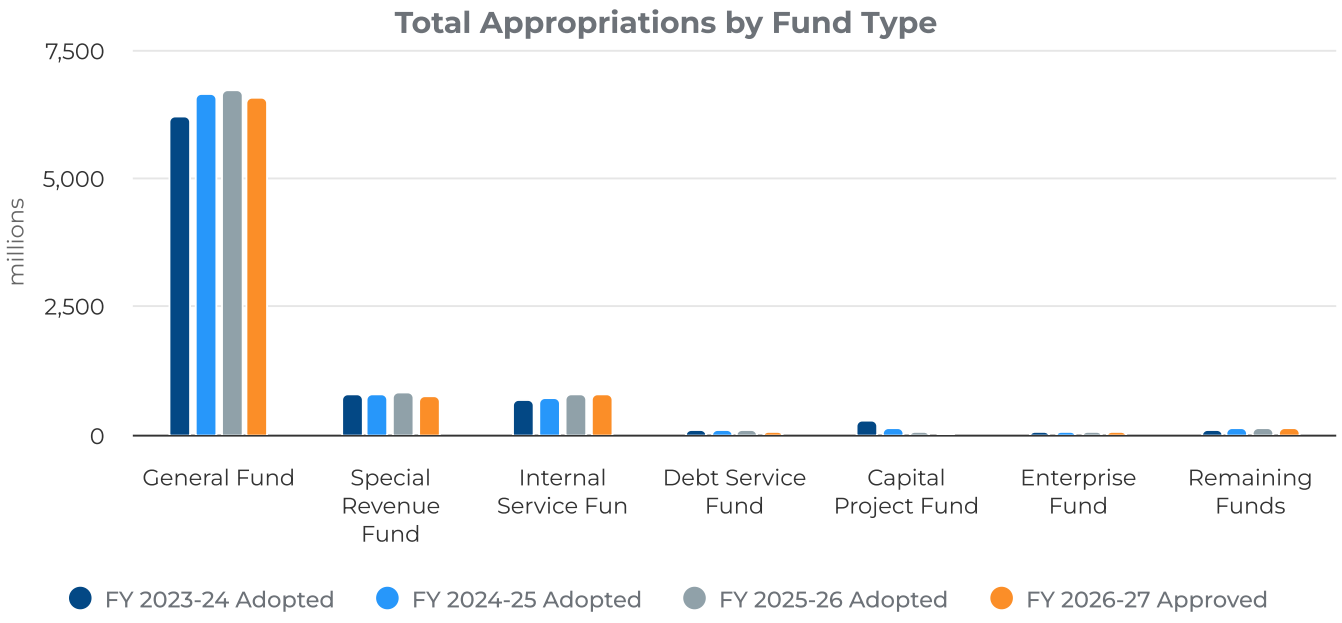


Note: In the chart and table, the sum of individual amounts may not total due to rounding.

Governmental Fund Types

The General Fund is the County's primary operating fund and accounts for all financial resources except those required to be accounted for in another fund. Special Revenue Funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Tobacco Settlement and Proposition 172 funds. Debt Service Funds account for

the accumulation of resources for the payment of principal and interest on 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 (in millions)

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Approved Budget
General Fund	$ 6,211.5	$ 6,627.7	$ 6,721.5	1.4	$ 6,581.7
Special Revenue Funds	791.2	789.1	808.5	2.5	743.5
Internal Service Funds	673.7	720.2	787.2	9.3	776.2
Debt Service Funds	81.5	81.5	81.5	(0.0)	67.2
Capital Project Funds	258.9	136.1	45.8	(66.3)	7.3
Enterprise Funds	44.2	49.3	47.9	(2.9)	47.0
Remaining Funds	104.9	126.5	142.1	12.3	125.6
Total	**$ 8,165.9**	**$ 8,530.4**	**$ 8,634.5**	**1.2**	**$ 8,348.5**

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, Insurance, 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.

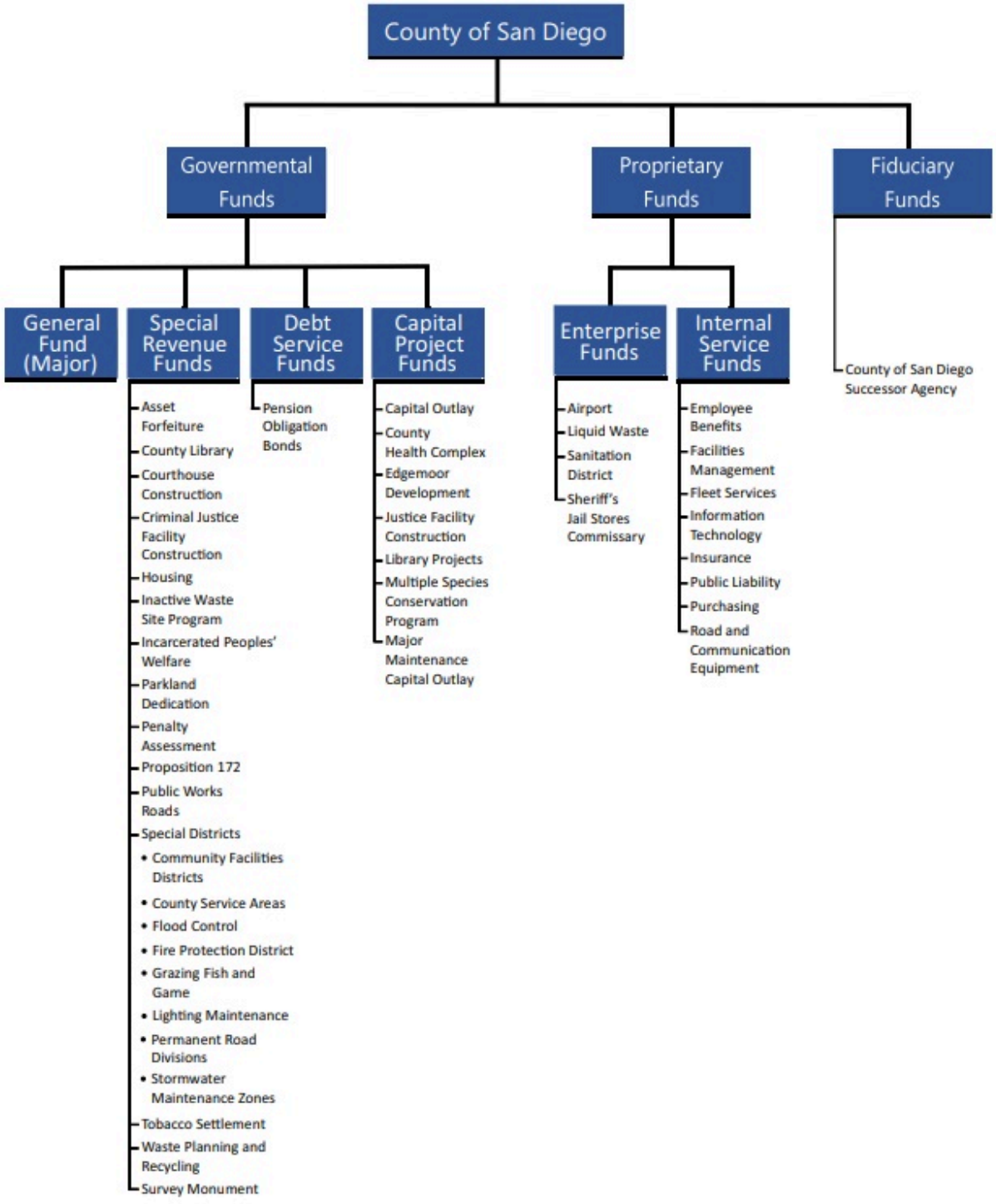
Examples include the Airport, Liquid Waste and Jail Commissary Funds.

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 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, 2025. Funds are summarized by fund type and categorized as governmental, proprietary or fiduciary.

Department Fund Relationship

	GOVERNMENTAL				PROPRIETARY		FIDUCIARY
Public Safety Group (PSG)	**General Fund**	**Special Revenue Fund**	**Debt Service Funds**	**Capital Project Funds**	**Enterprise Funds**	**Internal Service Funds**	**Successor Agency Funds**
Animal Services	x						
Child Support Services	x						
District Attorney	x	x					
Medical Examiner	x						
Office of Emergency Services	x						
Probation	x	x					
Public Defender	x						
PSG Executive Office	x	x					
San Diego County Fire	x	x					
Sheriff	x	x			x		
Health and Human Services Agency (HHSA)							
Administrative Support	x						
Aging & Independence Services	x						
Behavioral Health Services	x						
Child and Family Well-Being	x						
Housing and Community Development Services	x						x
Homeless Solutions and Equitable Communities	x						
Medical Care Services	x						
Public Health Services	x						
Self-Sufficiency Services	x						
Land Use and Environment Group (LUEG)							
Agriculture, Weights & Measures	x	x					
County Library		x					
Environmental Quality	x						
LUEG Executive Office	x						
Parks and Recreation	x	x					
Planning & Development Services	x						
Public Works	x	x			x	x	
Finance and General Government (FGG) Group							
Assessor/Recorder/County Clerk	x						
Auditor and Controller	x						
Board of Supervisors	x						
Clerk of the Board of Supervisors	x						

Chief Administrative Office	x						
Citizens' Law Enforcement Review Board	x						
Civil Service Commission	x						
County Counsel	x					x	
County Communications Office	x						
County Technology Office	x					x	
FGG Group Executive Office	x						
General Services						x	
Grand Jury	x						
Human Resources	x					x	
Purchasing and Contracting						x	
Registrar of Voters	x						
Treasurer-Tax Collector	x						
County of San Diego Successor Agency*							x
Capital Program	x			x			
Finance Other	x		x		x		

* Effective July 1, 2025, administrative duties for the County Successor Agency will shift from Health & Human Services Agency to the Finance & General Government Group's Office of Economic Development & Government Affairs (EDGA) under the Chief Administrative Office.

Appropriations Limit

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 2020-21	Fiscal Year 2021-22	Fiscal Year 2022-23	Fiscal Year 2023-24	Fiscal Year 2024-25
Gann Limit	$ 5,982	$ 6,301	$ 6,772	$ 7,063	$ 7,326
Appropriations subject to the limit	$ 2,201	$ 2,369	$ 3,289	$ 3,471	$ 2,631

All Funds Total Staffing

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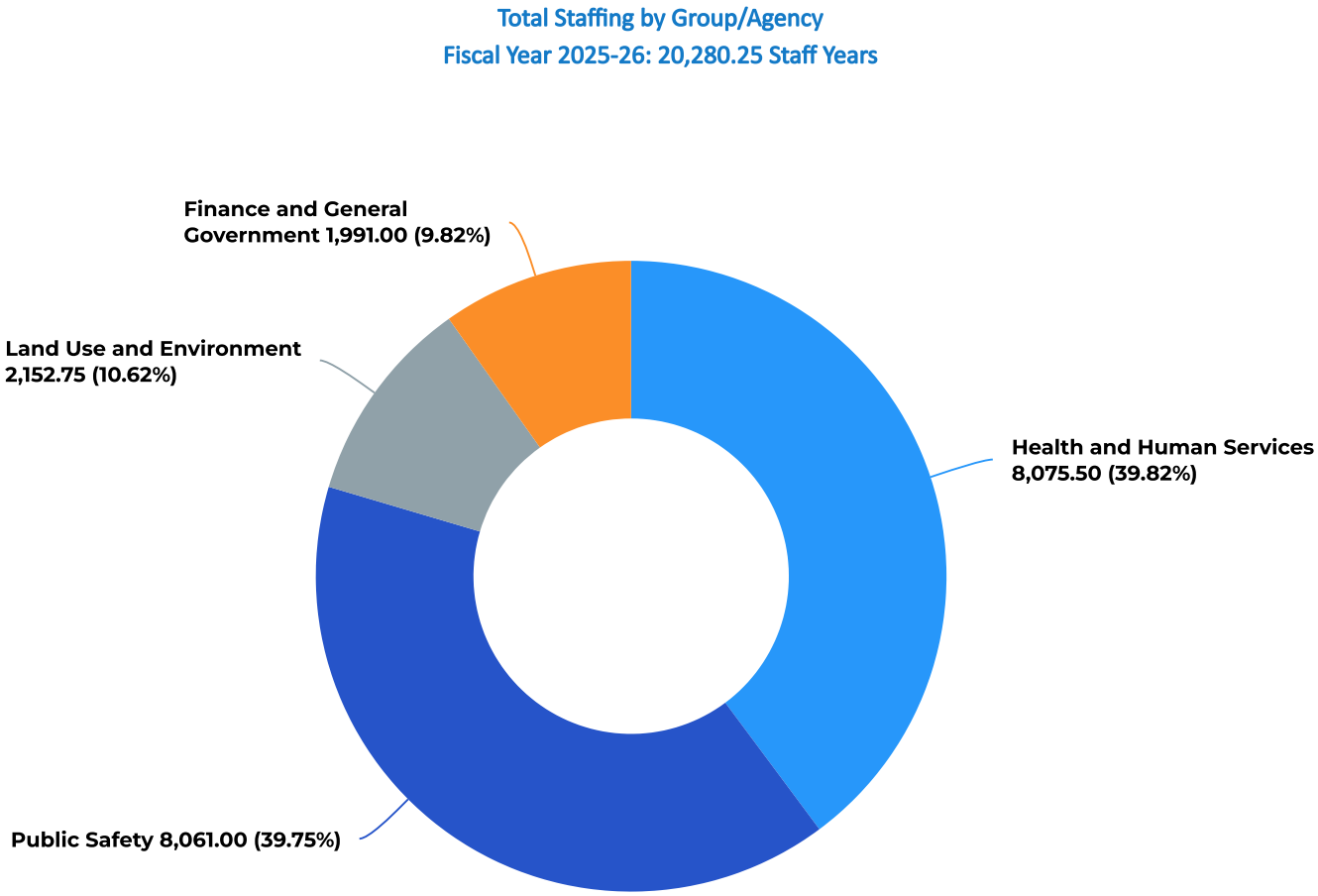
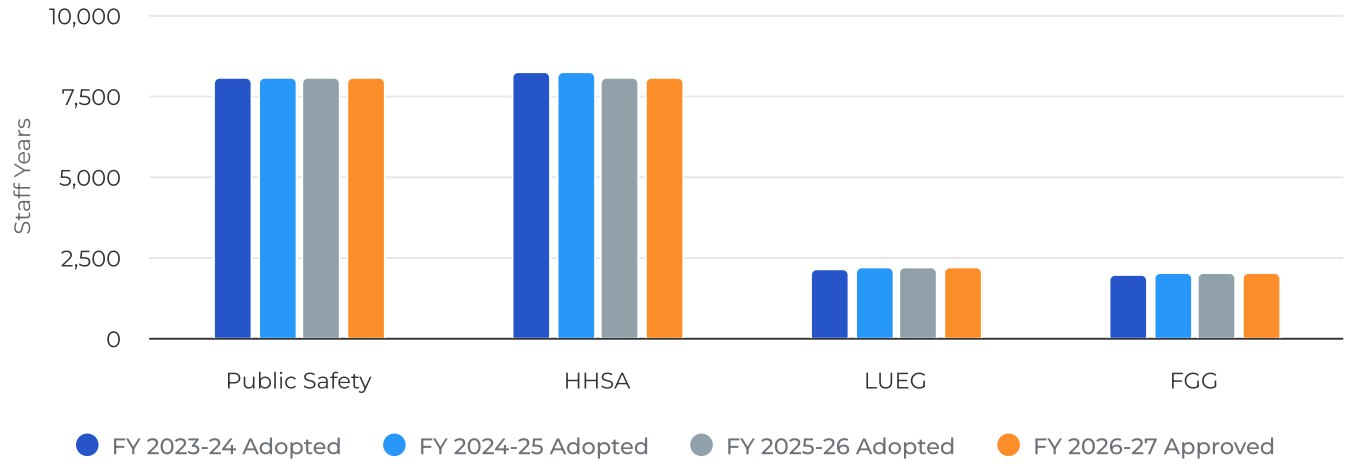
Total Staffing by Group/Agency

Total staff years for Fiscal Year 2025–26 decreased by 191.00 from the Adopted Budget for Fiscal Year 2024–25, a decrease of 0.9% to a total of 20,280.25 staff years. Health and Human Services, Public Safety, and Land Use and Environment see a net decrease, while Finance and General Government sees a net addition of two staff years. The staffing changes are summarized by business group in the chart below.



Total Staffing by Group/Agency
Fiscal Years 2023-24 Through 2026-27



Total Staffing by Group/Agency (staff years)

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Change	% Change	Fiscal Year 2026-27 Approved Budget
Public Safety	8,065.00	8,077.00	8,061.00	(16.00)	(0.2)	8,061.00
Health and Human Services	8,233.50	8,243.50	8,075.50	(168.00)	(2.0)	8,075.50
Land Use and Environment	2,117.75	2,161.75	2,152.75	(9.00)	(0.4)	2,152.75
Finance and General Government	1,971.00	1,989.00	1,991.00	2.00	0.1	1,991.00
Total	20,387.25	20,471.25	20,280.25	(191.00)	(0.9)	20,280.25

Public Safety Group (PSG)

PSG has a **net decrease of 16.00 staff years, or 0.2%**, to address key initiatives and operational requirements.

- Sheriff's Office increases by 8.00 staff years to expand in-custody rehabilitative programming under the Alternatives to Incarceration work plan, for law enforcement services requested by City of Vista, for reentry programming Information Technology support, for administrative and financial support of the wireless communications systems and decrease in law enforcement services requested by City of Imperial Beach.
- Child Support Services decreases by 35.00 staff years to align operations with reduced caseload and current State and federal funding with no impact to service delivery and for the decreased need from the Bureau of Public Assistance Investigation to support programs for Health and Human Services Agency.
- Emergency Services increases by 7.00 staff years to establish a Recovery and Community Engagement Unit to enhance regional disaster response and recovery efforts and the transfer of staff from San Diego County Fire to support the management and fiscal oversight of ambulance transport services.
- Probation increases by 6.00 staff years for a Detention Investigations Unit to conduct proactive investigative support for detention facilities and for the addition of staff to the Canine Narcotic Detection Team.
- County Fire decreases by 2.00 staff years due to the transfer of staff to Emergency Services.

In Fiscal Year 2026–27, there is no change in staffing.

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

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Change	% Change	Fiscal Year 2026-27 Approved Budget
Public Safety	**8,065.00**	**8,077.00**	**8,061.00**	**(16.00)**	**(0.2)**	**8,061.00**
Public Safety Executive Office	20.00	21.00	21.00	-	-	21.00
District Attorney	1,050.00	1,052.00	1,052.00	-	-	1,052.00
Sheriff	4,748.00	4,702.00	4,710.00	8.00	0.2	4,710.00
Child Support Services	424.00	424.00	389.00	(35.00)	(8.3)	389.00
Office of Emergency Services	36.00	36.00	43.00	7.00	19.4	43.00
Animal Services	63.00	66.00	66.00	-	-	66.00
Medical Examiner	77.00	78.00	78.00	-	-	78.00
Probation	1,040.00	1,087.00	1,093.00	6.00	0.6	1,093.00
Public Defender	547.00	547.00	547.00	-	-	547.00
San Diego County Fire	60.00	64.00	62.00	(2.00)	(3.1)	62.00

Health and Human Services Agency (HHSA)

HHSA has a **net decrease of 168.00 staff years or 2%** from the Fiscal Year 2024–25 Adopted Budget. During last year's budget process positions were largely held flat given the projected State budget deficit, slowing growth in Realignment revenue driven by sales tax receipts, and overall escalating costs to continue existing services. As background, HHSA - particularly in Self Sufficiency Services - has outperformed State required metrics for enrolling people in safety net services like CalWORKs, CalFresh, and Medi-Cal. Position decreases reflected for Fiscal Year 2025–26 represent part of ongoing efforts to streamline operations, including restructuring in some areas; de-prioritize discretionary services in order to allocate local funds to mandated services; and align to State performance requirements in areas where we exceed required processing timeframes. However, the demand for safety net services continues to increase. HHSA will be closely monitoring performance metrics to ensure State requirements are met in the budget year and will work with the County enterprise to bring forward solutions to adjust if needed. All recommendations to reduce positions are anticipated to be made through current and upcoming vacancies and transfers among HHSA departments. Heading into Fiscal Year 2025–26, overall conditions remain very similar to the prior year but now with added significant uncertainty around federal funding streams which represent over 37% of HHSA's budget. While HHSA has been preparing and adjusting to the budget constraints that have been on the horizon, the full impact of changes at the federal level as well as potential impacts from the State's budget are not yet known. Position decreases will help to balance HHSA's Fiscal Year 2025–26 budget, but further mid-year reductions to positions may be needed if there are significant decreases in federal and State funding that HHSA uses to administer mandated programs.

- Self Sufficiency Services (SSS): net decrease of 96.00 staff years. This includes a decrease of 104.00 staff years to align with available funding and State requirements around timely access to safety net services like CalWORKs, CalFresh, and Medi-Cal. SSS currently significantly exceeds State requirements around application disposition timeframes. In order to align available resources, positions supporting eligibility determination for mandated programs will be reduced through attrition. Offsetting the decrease in eligibility determination positions is the increase of 7.00 staff years to transfer the Office of Immigrant and Refugee Affairs from Homeless Solutions and Equitable Communities to align service efficiency and 1.00 staff year due to a transfer from Administrative Support to support operational needs.
- Aging & Independence Services (AIS): net decrease of 3.00 staff years; 4.00 staff years that support Alzheimer's prevention and support programs, Aging Roadmap and Intergenerational activities, and the Senior Volunteer Program (SVP)/Retired Senior Volunteer Program (RSVP) are decreasing, offset by an increase of 1.00 staff year due to a transfer from Child and Family Well-Being to support operational needs. The areas of decrease are associated with reallocating funding for discretionary programs to support mandated activities.
- Child and Family Well-Being (CFWB): decrease of 11.00 staff years; 10.00 staff years tied to an overall decline in out-of-home placements with no impact to existing services and a transfer of 1.00 staff year to Aging & Independence Services to support operational needs.
- Public Health Services (PHS): increase of 206.00 staff years. This includes an increase of 5.00 staff years due to transfers from Administrative Support to support operational needs and 216.00 staff years due to a merger with Medical Care Services (MCS). Beginning Fiscal Year 2025–26, MCS and PHS are uniting as a single department to continue serving the most vulnerable communities. These increases are offset by a decrease of 4.00 staff years to restructure clinical leadership and streamline clinical quality assurance through the integration of departments and 11.00 staff years tied to reallocating funding for discretionary programs to support mandated activities. The 11.00 staff years will result in fewer families served in the Home Visiting Program, de-prioritization of Border Health Activities, refocusing of the Cure TB program on local care coordination, and a reduction in departmental administrative legislative and policy work.
- Medical Care Services (MCS): decrease of 216.00 staff years due to the merger with Public Health Services.
- Administrative Support: net increase of 26.00 staff years; increase of 48.00 staff years to transfer the work of the Office of Equitable Communities from Homeless Solutions and Equitable Communities to the Department of Strategy and Community Engagement (formerly known as the Office of Strategy and Innovation), offset by a decrease of 16.00 staff years tied to mitigations with overall County funding sources, 5.00 staff years transferred to Public Health Services to support operational need, and 1.00 staff year transferred to Self Sufficiency Services to support operational needs. The 16.00 staff years tied to budget mitigation will result in the postponement of any significant new projects in Information Technology and reduced community engagement while maintaining priority for the most critical areas.
- Housing & Community Development Services (HCDS): net increase of 86.00 staff years; increase of 91.00 staff years to transfer the Office of Homeless Solutions from Homeless Solutions and Equitable Communities to better address the full continuum of homelessness needs, offset by a decrease of 5.00 staff years for non-core direct services within the Office of Homeless Solutions associated with reallocating funding to support core activities.
- Homeless Solutions and Equitable Communities (HSEC): decrease of 160.00 staff years associated with restructuring. Effective December 13, 2024, HSEC operations have transitioned and integrated under several Agency departments to better streamline services and maximize efficiencies. The following programs and 146.00 staff years are now operationally realigned as follows: The Office of Homeless Solutions is now part of Housing and Community Development Services which received 91.00 staff years, the work of the Office of Equitable Communities is

reflected under Administrative Support under the Department of Strategy and Community Engagement which received 48.00 staff years, and the Office of Immigrant and Refugee Affairs has joined Self Sufficiency Services which received 7.00 staff years. Additionally, as part of the restructure, 2.00 staff years were transferred to the Chief Administrative Office to support recent enhancements to key staffing capabilities, and 12.00 staff years were eliminated tied to efficiencies gained as part of the restructure.

In Fiscal Year 2026–27, there is no change in staffing.

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

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Change	% Change	Fiscal Year 2026-27 Approved Budget
Health and Human Services	**8,233.50**	**8,243.50**	**8,075.50**	**(168.00)**	**(2.0)**	**8,075.50**
Self-Sufficiency Services	2,845.00	2,846.00	2,750.00	(96.00)	(3.4)	2,750.00
Aging & Independence Services	651.00	654.00	651.00	(3.00)	(0.5)	651.00
Behavioral Health Services	1,332.50	1,332.50	1,332.50	-		1,332.50
Child and Family Well-Being	1,670.00	1,672.00	1,661.00	(11.00)	(0.7)	1,661.00
Public Health Services	764.00	775.00	981.00	206.00	26.6	981.00
Administrative Support	438.00	430.00	456.00	26.00	6.0	456.00
Housing & Community Development Services	156.00	158.00	244.00	86.00	54.4	244.00
Medical Care Services Department	215.00	216.00	-	(216.00)	(100.0)	-
Homeless Solutions and Equitable Communities	162.00	160.00	-	(160.00)	(100.0)	-

Land Use and Environment Group (LUEG)

LUEG has a **decrease of 9.00 staff years or 0.4%** from the Fiscal Year 2024–25 budget. The decrease in staff years is primarily due to reductions in discretionary activities, and ongoing efforts to streamline operations, with minimal impacts to mandated services and service levels in order to align available resources with priorities and increases in County costs.

- Land Use and Environment Executive Office decreases by 1.00 staff year.
- Agriculture, Weights and Measures decreases by 4.00 staff years.
- Parks and Recreation decreases by 2.00 staff years.
- Public Works decreases by 1.00 staff year.
- Planning & Development Services decreases by 1.00 staff year. This includes an increase of 2.00 staff years in Building Services, added during Fiscal Year 2024–25, to support the County's Comprehensive Broadband Plan and prioritize project applications and a decrease of 3.00 staff years in administration, long range planning and project planning.

In Fiscal Year 2026–27, there is no change in staffing.

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

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Change	% Change	Fiscal Year 2026-27 Approved Budget
Land Use and Environment	**2,117.75**	**2,161.75**	**2,152.75**	**(9.00)**	**(0.4)**	**2,152.75**
Land Use and Environment Executive Office	33.00	33.00	32.00	(1.00)	(3.0)	32.00
Executive Office	*20.00*	*21.00*	*20.00*	*(1.00)*	*(4.8)*	*20.00*
Office of Sustainability and Environmental Justice	*13.00*	*12.00*	*12.00*	-	-	*12.00*
Agriculture, Weights and Measures	199.00	199.00	195.00	(4.00)	(2.0)	195.00
County Library	300.75	301.75	301.75	-	-	301.75
Environmental Health and Quality	344.00	346.00	346.00	-	-	346.00
Parks and Recreation	299.00	304.00	302.00	(2.00)	(0.7)	302.00
Planning and Development Services	314.00	318.00	317.00	(1.00)	(0.3)	317.00
Public Works	628.00	660.00	659.00	(1.00)	(0.2)	659.00

Finance and General Government Group (FGG)

FGG has an **increase of 2.00 staff years** or 0.1%.

- Finance and General Government Group Executive Office: Net decrease of 11.00 staff years due to moving Economic Development & Government Affairs (EDGA) and the Chief Financial Officer function to the Chief Administrative Office to improve alignment with related County operations.
- Chief Administrative Office: Net increase of 11.00 staff years including Fiscal Year 2024–25 mid-year transfer of staffing from HHSA to increase capacity for policy development and implementation, and the transfer of the Chief Financial Officer, related finance staff and EDGA from the Finance & General Government Group Executive Office. This is offset by decreases due to the reduction and transfer of the Office of Equity & Racial Justice into the Finance & General Government Executive Office and the transfer of the Enterprise Integrated Data Platform operations from the Office of Evaluation, Performance, and Analytics to the County Technology Office.
- County Technology Office: Increase of 2.00 staff years to support Enteprise Information Data Platform operations.

In Fiscal Year 2026–27, there is no change in staffing.

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

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Change	% Change	Fiscal Year 2026-27 Approved Budget
Finance and General Government	**1,971.00**	**1,989.00**	**1,991.00**	**2.00**	**0.1**	**1,991.00**
Finance & General Government Executive Office	43.00	43.00	32.00	(11.00)	(25.6)	32.00
Board of Supervisors	82.00	83.00	83.00	-	-	83.00
Assessor / Recorder / County Clerk	448.50	448.50	448.50	-	-	448.50
Treasurer - Tax Collector	124.00	125.00	125.00	-	-	125.00
Chief Administrative Office	52.00	53.00	64.00	11.00	20.8	64.00

Executive Office	*7.00*	*8.00*	*11.00*	*3.00*	*37.5*	*11.00*
Office of Ethics, Compliance and Labor Standards	*17.00*	*17.00*	*17.00*	-	-	*17.00*
Office of Equity and Racial Justice	*8.00*	*8.00*	-	*(8.00)*	*(100.0)*	-
Office of Evaluation, Performance and Analytics	*20.00*	*20.00*	*18.00*	*(2.00)*	*(10.0)*	*18.00*
Economic Development & Government Affairs	-	-	*18.00*	*18.00*	-	*18.00*
Auditor and Controller	234.50	236.50	236.50	-	-	236.50
County Technology Office	17.00	18.00	20.00	2.00	11.1	20.00
Citizens' Law Enforcement Review Board	10.00	10.00	10.00	-	-	10.00
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	185.00	197.00	197.00	-	-	197.00
Grand Jury	-	-	-	-	-	-
Human Resources	137.00	137.00	137.00	-	-	137.00
County Communications Office	23.00	23.00	23.00	-	-	23.00
General Services	430.00	430.00	430.00	-	-	430.00
Purchasing and Contracting	77.00	77.00	77.00	-	-	77.00
Registrar of Voters	75.00	75.00	75.00	-	-	75.00

COUNTY OF SAN DIEGO

ALL FUNDS:
TOTAL FUNDING SOURCES

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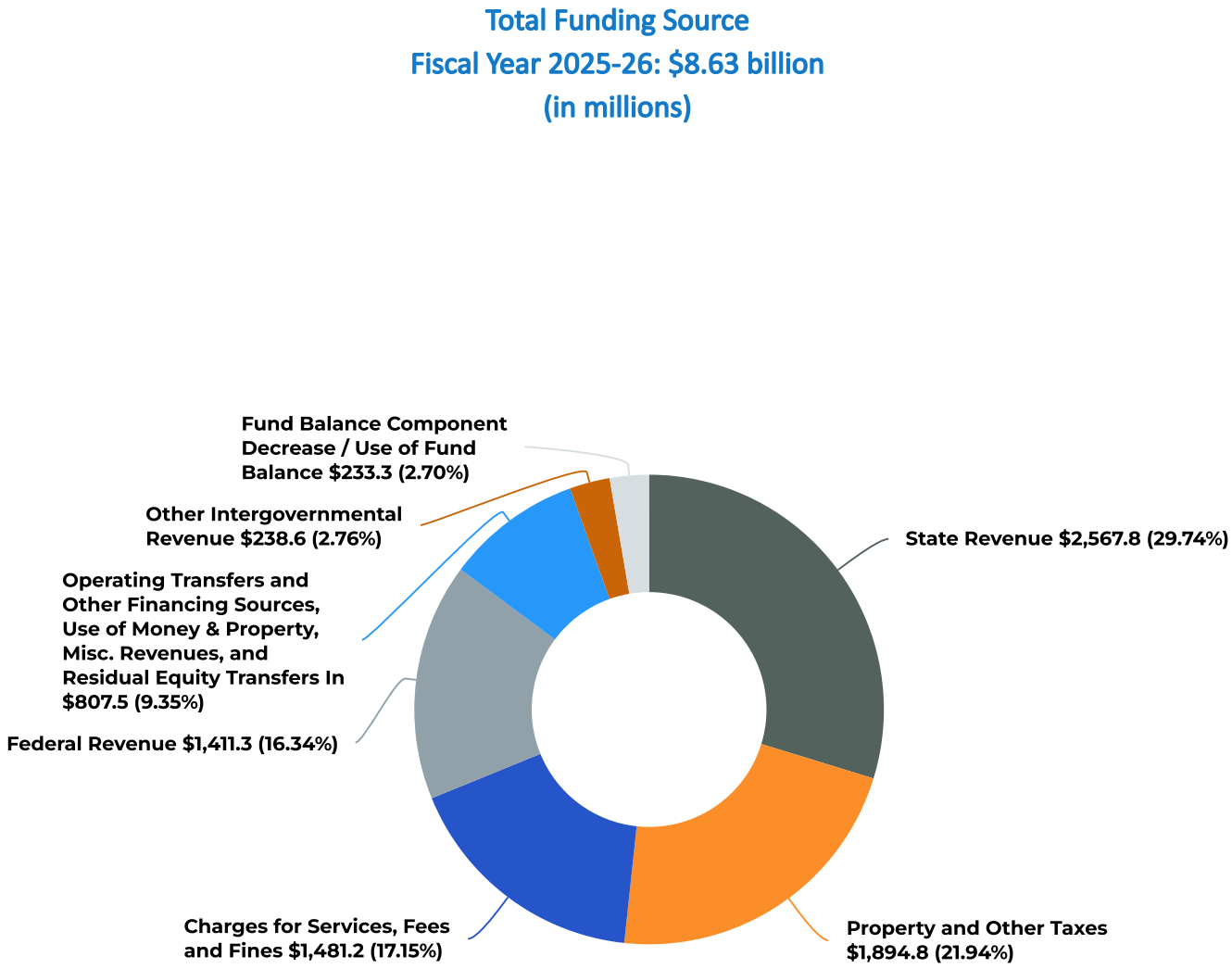
Total Funding by Source

Total resources available to support County services for **Fiscal Year 2025–26 are $8.63 billion, an increase of $104.1 million or 1.2% from the Fiscal Year 2024–25 Adopted Budget.** Total resources decrease by $286.0 million or 3.3% to $8.35 billion in Fiscal Year 2026–27. For Fiscal Year 2025–26, the combination of State Revenue ($2.57 billion), Federal Revenue ($1.41 billion) and Other Intergovernmental Revenue ($238.6 million) supplies 48.8% 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 9.4% of the funding sources ($807.5 million). Another 17.2% ($1.48 billion) comes from Charges for Current Services, and Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases supply 2.7% ($233.3 million) of the funding sources.

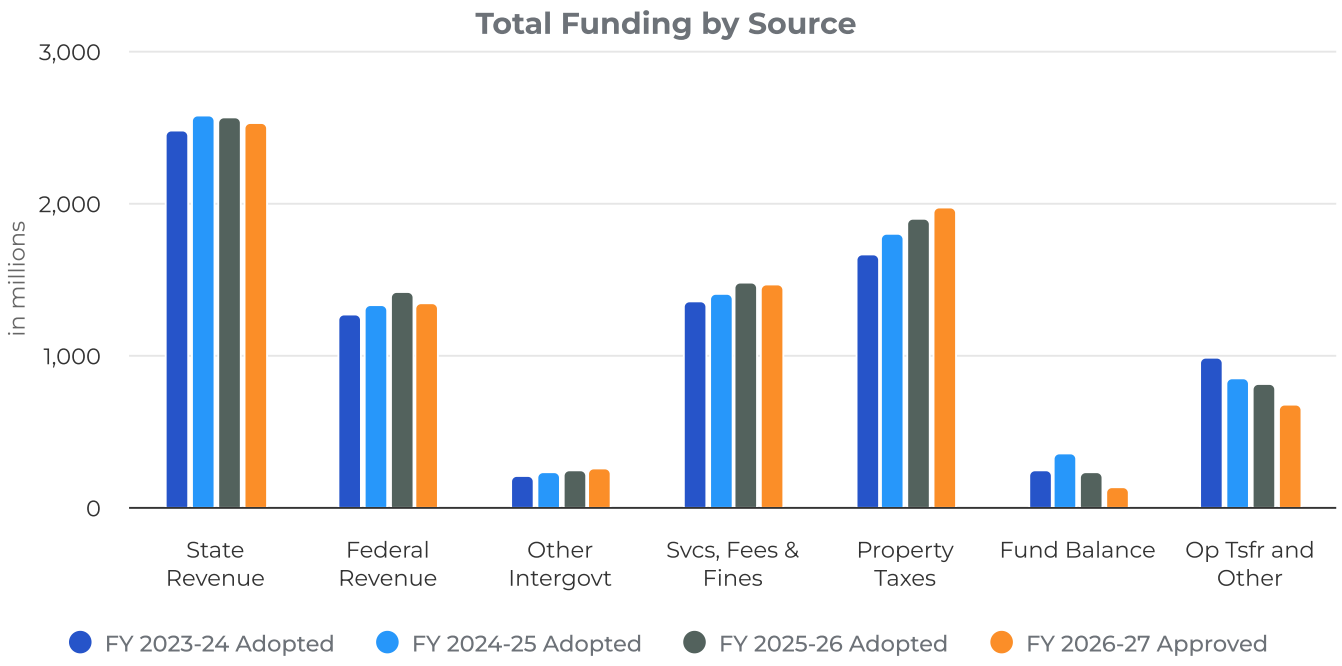


Note: In the chart and table, the sum of individual amounts may not total due to rounding

Finally, revenues in the Property and Other Taxes category, received from property taxes, Property Tax in lieu of Vehicle License Fees, the Teeter program, Sales & Use Tax, Real Property Transfer Tax, Transient Occupancy Tax and miscellaneous other revenues account for 22.0% ($1.89 billion) of the financing sources for the County's budget. The majority of the revenues in this category (94.0%) are in the General Fund with the balance in the Library Fund, the Road Fund and other miscellaneous funds.

Total Funding by Source (in millions)

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Approved Budget
Program Revenue	$ 6,111.4	$ 6,203.1	$ 6,323.0	1.9	$ 6,056.7
Use of Fund Balance / Fund Balance Component Decrease	239.7	354.2	233.3	(34.1)	127.0
General Purpose Revenue	1,814.8	1,973.1	2,078.2	5.3	2,164.8
Total	**$ 8,165.9**	**$ 8,530.4**	**$ 8,634.5**	**1.2**	**$ 8,348.5**



Total Funding by Source (in millions)

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Approved Budget
State Revenue	$ 2,471.6	$ 2,573.7	$ 2,567.8	(0.2)	$ 2,521.3
Federal Revenue	1,260.1	1,331.6	1,411.3	6.0	1,333.6
Other Intergovernmental Revenue	203.2	223.2	238.6	6.9	253.4
Operating Transfers and Other Financing Sources, Use of Money & Property, Misc. Revenues and Residual Equity Transfers In	981.4	849.4	807.5	(4.9)	677.2
Charges for Services, Fees, and Fines	1,354.5	1,401.4	1,481.2	5.7	1,463.6
Property and Other Taxes	1,655.2	1,796.9	1,894.8	5.4	1,972.4
Fund Balance Component Decrease	51.4	68.3	53.4	(21.9)	35.9
Use of Fund Balance	188.3	285.9	179.9	(37.1)	91.1
Total	**$ 8,165.9**	**$ 8,530.4**	**$ 8,634.5**	**1.2**	**$ 8,348.5**

Overall Change

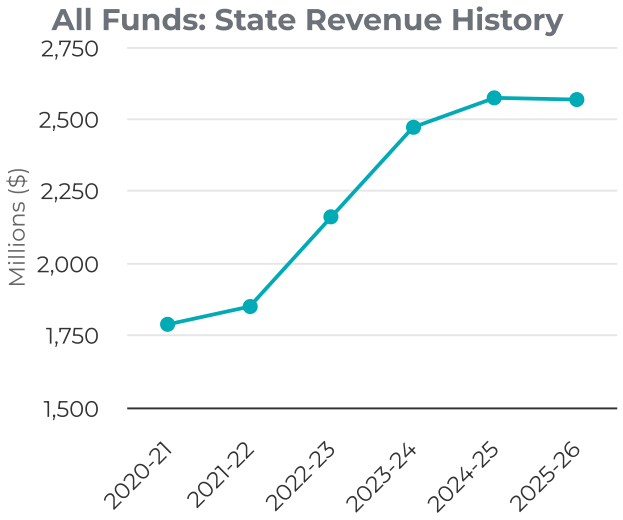
In the Total Funding by Source table, the $104.1 million increase in the Fiscal Year 2025–26 Adopted Budget shows increases in total funding sources. The General Fund section addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **decreases by a net of $6.0 million or 0.2%** overall in Fiscal Year 2025–26. The decreases in State Revenue are in the Health and Human Services Agency (HHSA) of $62.6 million. These are partially offset by the increases in the Public Safety Group (PSG) of $42.0 million, in the Land Use and Environment Group (LUEG) of $6.0 million, in the Finance and General Government Group (FGG) of $1.7 million and in the Capital Program of $6.9 million. The decrease of $23.7 million is in the General Fund and is described in the next section.

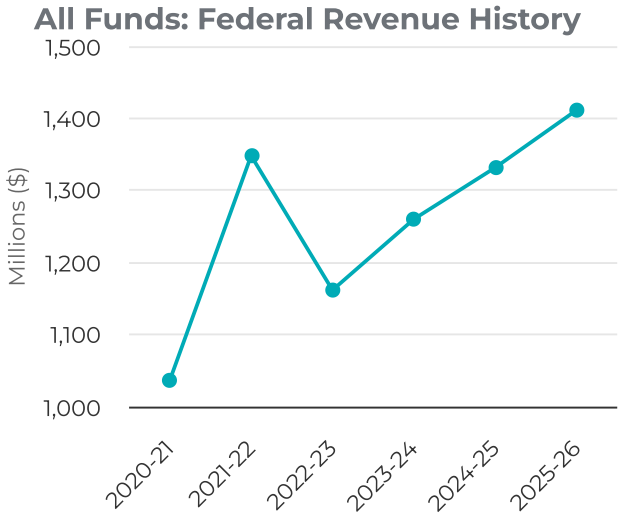
State revenue outside of the General Fund increases by a net of $17.7 million. The increase is mainly due to a $7.1 million increase in Public Safety Executive Office in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, $6.9 million in the Capital Program due to Proposition 1 for the Children's Crisis Residential facility for youth and $3.7 million in Public Works due to anticipated gas tax receipts from the Highway User's Tax Account and Road Repair Accountability Act of 2017, grant funding for capital projects in the Road Program and Flood Control District.



Federal Revenue

Federal Revenue **increases by a net of $79.8 million or 6.0%** overall in Fiscal Year 2025–26. Of the increases in Federal Revenue, $96.1 million are in the General Fund and is described in the next section.

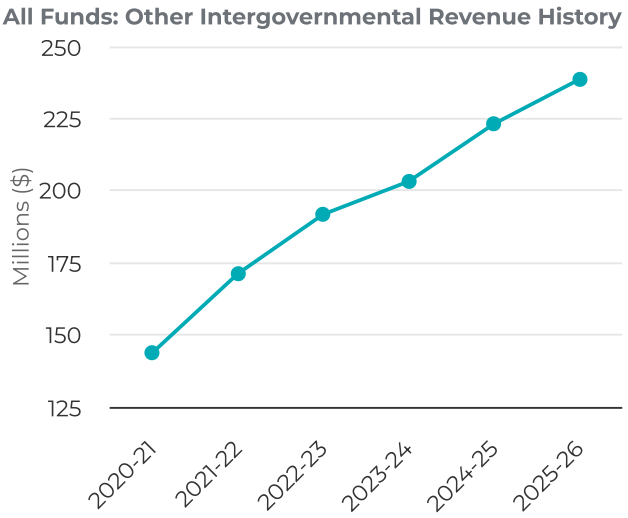
The overall decrease of $16.3 million outside of the General Fund includes net decreases of $12.2 million in the Capital Program due to a reduction of one-time funding from the Judicial Council of California for the Hall of Justice Major Systems Renovation Projects and a $4.1 million decrease in federal revenue in the LUEG Department of Public Works Road Program and Airport Enterprise Fund due to completion of capital projects in the Airport Enterprise Fund.



Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $15.5 million or 6.9%** overall in Fiscal Year 2025-26. Of the increases, $14.1 million are in the General Fund and is described in the next section.

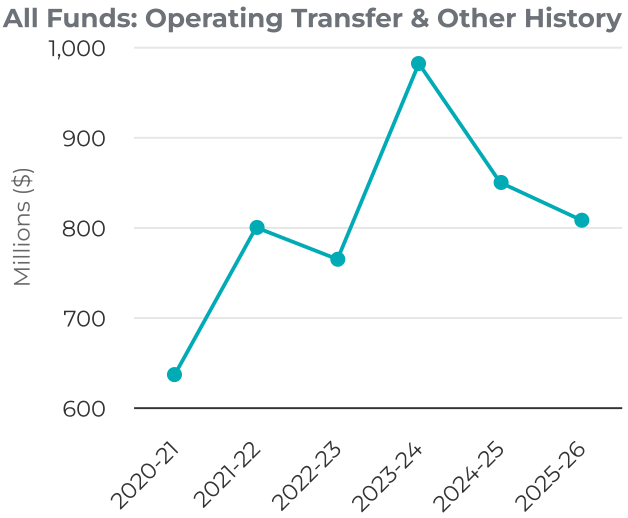
The overall increase of $1.4 million outside the General Fund is tied to an increase of $0.8 million in County Library due to Aid from Redevelopment Successor Agencies revenues, $0.3 million in Public Works due to state grant funding for Flood Control District and $0.3 million in General Services due to payments related to facilities occupied by State courts.



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 $42.0 million or 4.9%** overall in Fiscal Year 2025–26.

- Other Financing Sources (primarily Operating Transfers between funds) decreases by a net of $14.0 million or 2.2%. The General Fund increases by $66.0 million and is described in the next section. A net decrease of $80.0 million is outside of the General Fund mainly due to a decrease of $87.0 million in the Capital Program for reductions in prior year one-time capital projects

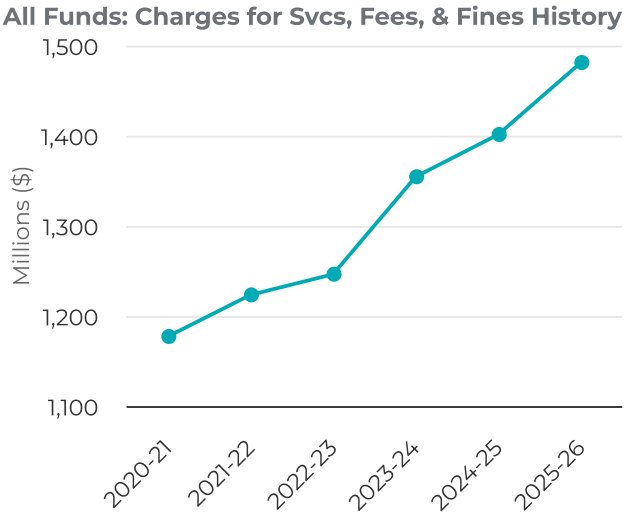


and $2.0 million in General Services due to the completion of one-time projects associated with Zero Carbon Portfolio Plan. This is partially offset by increases of $9.0 million in Public Works Equipment ISF Program for one-time vehicle purchases, one-time transfers for capital projects requiring capitalization and Campo Hills Water District maintenance projects.

- Revenue from Use of Money & Property increases by $6.0 million or 5.5% in Fiscal Year 2025-26. The General Fund decreases by $7.9 million and is described in the next section. Outside of the General Fund, there is an overall increase of $13.9 million and the most significant increase of $9.5 million is in LUEG Department of Public Works due to Interest on Deposits & Investments to align budget with historical actuals, vehicle rental usage in the Equipment ISF Program, and revenues from County Airports rents, leases, and landing fee; $2.8 million is in Finance Other due to an increase in Worker's Compensation ISF and in Public Liability ISF; $1.0 million in General Services to align with projected revenue related to interest earnings; and $0.6 million in the Capital Program due to one-time capital projects funded by program revenue.
- Miscellaneous Revenues decrease by $34.0 million or 31.9% in Fiscal Year 2025–26. The General Fund decreases by $33.8 million and is described in the next section. Outside of the General Fund, the overall decrease is $0.2 million. This is primarily due to an anticipated decrease of $0.2 million in sales of commissary goods to incarcerated people housed within detention facilities in the Sheriff's Office.
- 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 $79.8 million or 5.7%** overall in Fiscal Year 2025–26.



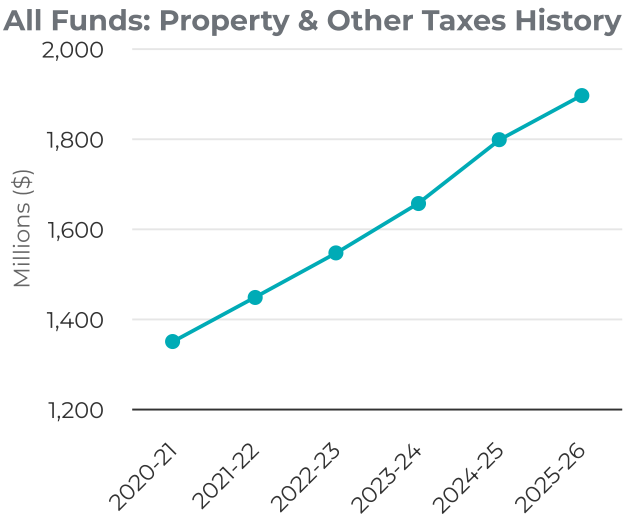
- Charges for Current Services increase by a net of $71.7 million or 5.6% in Fiscal Year 2025–26. There is an overall increase of $17.8 million in the General Fund and is described in the next section. Outside of the General Fund, the overall increase is $53.9 million. An increase of $32.5 million is in FGG Department of General Services associated with the cost of services provided to client departments, an increase of $14.8 million in Public Liability ISF, an increase of $9.8 million in Public Works mostly due sewer service charges in the Sanitation District and capital projects in Road Fund Program and work funded by various districts and funds, and increase of $4.6 million in the Insurance ISF, $2.0 million in Purchasing and Contracting ISF revenue due to an increase in operating costs and a decrease in the Use of Fund Balance to stabilize the procurement rate, an increase of $0.7 million in Workers Compensation ISF and an increase of $0.2 million in San Diego County Fire due to fees associated with ambulance transports and trauma center and base hospital designation. These are partially offset by a decrease of $10.7 million in the County Technology Office primarily due to decrease in departmental IT operation, maintenance, and one-time costs.
- Licenses, Permits & Franchises increase by $3.2 million or 4.5% in Fiscal Year 2025–26. There is an overall $2.8 million increase in the General Fund and is described in the next section. The increase of $0.4 million outside of the General Fund is in Parks and Recreation due to projected revenue from Park Land Dedication Fees.

- Fines, Forfeitures & Penalties increase by a net of $4.9 million or 10.8%% in Fiscal Year 2025–26. There is an overall $5.3 million increase in the General Fund and is described in the next section. A decrease of $0.4 million outside of the General Fund is mainly in the PSG Executive Office due to a decrease of collections in penalty assessment revenues for the completion of the Hall of Justice debt service.

Property and Other Taxes

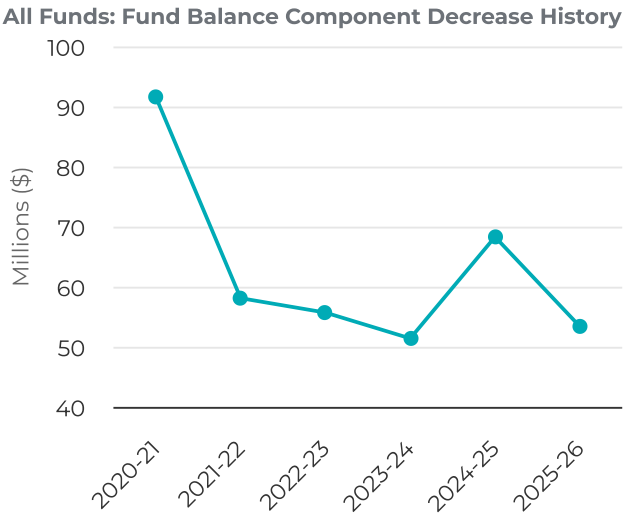
Property and Other Taxes **increase by $97.9 million or 5.4%** in Fiscal Year 2025–26.

The overall increase of $98.0 million is in the General Fund and is described in the next section. Outside of the General Fund, there is a decrease of $0.1 million. The most significant decrease of $5.2 million is in LUEG Department of Public Works due to the reduction of TransNet-funded projects in the Road Fund. This is offset by increases of $2.5 million in County Library from revenue from property taxes, $2.3 million is in PSG San Diego County Fire due to property tax collections in the San Diego County Fire Protection District, and $0.3 million in Parks and Recreation due to property tax collections.



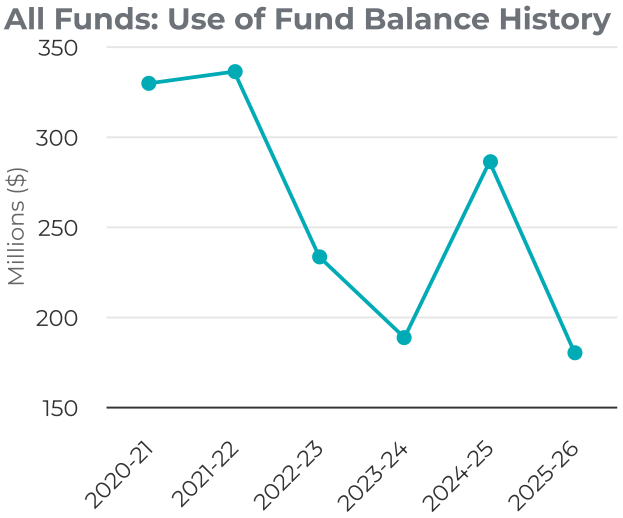
Fund Balance Component Decreases

The Use of Fund Balance Component Decreases **decrease by $14.9 million or 21.9%** in Fiscal Year 2025–26. A total of $53.4 million is budgeted in the General Fund for existing Pension Obligation Bonds ($42.8 million), to support the SB 43 Program ($9.2 million), for the Domestic Violence Shelter Based Program ($0.6 million), fund balance restricted for the Department of Environmental Health and Quality ($0.5 million), for Tenant Legal Services ($0.3 million), and for the Community Enhancement Program ($0.02 million).



Use of Fund Balance

Finally, the Use of Fund Balance **decreases by a net of $106.0 million or 37.1%** in Fiscal Year 2025–26. A total of $179.9 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 $179.9 million includes:



- $75.8 million in LUEG mainly in the Department of Public Works ($67.0 million) for investments in several capital and maintenance projects primarily in the Road Fund, Airports Program and various districts, purchase of vehicles in the Equipment Acquisition ISF, specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program and asset management improvements in the Street Lighting District. Fund balance is budgeted in the County Library Fund for one-time projects ($8.5 million) which primarily includes the purchase of books and library, procure information technology catalog items, and support MMCOF and major maintenance projects. In addition, fund balance is budgeted in Parks and Recreation for increased operations and maintenance costs ($0.3 million).
- $34.3 million in PSG for Proposition 172 Special Revenue Fund for one-time costs related to regional law enforcement services, public safety focused services, IT and facility costs ($17.6 million); in Asset Forfeiture Funds for law enforcement activities and project costs and for the transfer to the General Fund for investigative expenses, and in the Incarcerated Peoples' Welfare Fund to support core services ($13.8 million); and for the construction of the County Fire training tower ($2.9 million).
- $33.6 million in HHSA associated with the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
- $30.8 million in FGG to fund the Department of General Services Fleet Management ISF countywide replacement acquisition program ($27.7 million) and in Purchasing and Contracting for one-time project for a new Records Management system and to stabilize procurement ISF rates ($3.1 million).
- $4.7 million in Finance Other for Worker's Compensation ISF ($3.8 million), and scheduled principal and interest payments and related administrative expenses for the 2004 and the 2008 taxable Pension Obligation Bonds ($0.9 million).
- $0.7 million in the Capital Program associated with the Edgemoor Development Fund.

Fiscal Year 2025–26 All Funds by Department & Funding Source

Public Safety Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Departmental Total
Public Safety Executive Office	$ 32,995,478	$ 405,275,559	$ 69,839,506	$ 508,110,543
Animal Services	1,062,485	-	10,103,131	11,165,616
Child Support Services	433,092	56,112,587	-	56,545,679
District Attorney	96,814,516	32,286,799	161,240,237	290,341,552
Medical Examiner	851,446	1,057,034	22,152,578	24,061,058
Office of Emergency Services	1,303,550	4,301,712	6,741,934	12,347,196
Probation	40,382,251	181,989,975	122,561,346	344,933,572
Public Defender	2,675,415	11,266,960	139,541,530	153,483,905
San Diego County Fire	61,381,039	5,525,800	81,505,143	148,411,982
Sheriff	556,340,456	130,947,562	687,479,802	1,374,767,820
Group Total	**$ 794,239,728**	**$ 828,763,988**	**$ 1,301,165,207**	**$ 2,924,168,923**

Health and Human Services Agency

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Departmental Total
Administrative Support	$ 60,148,364	$ 132,288,023	18,303,828	$ 210,740,215
Aging & Independence Services	5,938,238	263,507,710	42,740,641	312,186,589
Behavioral Health Services	120,398,134	1,104,241,998	32,578,466	1,257,218,598
Child and Family Well-Being	7,464,970	404,235,745	77,378,463	489,079,178
Housing & Community Development Services	5,560,502	105,715,818	21,720,875	132,997,195
Public Health Services	12,816,538	215,107,210	39,346,467	267,270,215
Self-Sufficiency Services	5,861,282	748,761,057	88,902,386	843,524,725
Group Total	**$ 218,188,028**	**$ 2,973,857,561**	**$ 320,971,126**	**$ 3,513,016,715**

Land Use and Environment Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Departmental Total
Land Use and Environment Executive Office	$ 2,371,182	$ -	$ 9,495,314	$ 11,866,496
Agriculture, Weights and Measures	6,559,087	14,328,780	12,289,589	33,177,456
County Library	60,144,942	8,988,167	-	69,133,109
Department of Environmental Health and Quality	60,814,704	4,493,940	3,811,057	69,119,701
Parks and Recreation	25,064,864	3,148,352	50,476,370	78,689,586
Planning and Development Services	30,645,424	3,263,394	31,499,599	65,408,417
Public Works	279,476,024	149,610,195	25,699,207	454,785,426
Group Total	**$ 465,076,227**	**$ 183,832,828**	**$ 133,271,136**	**$ 782,180,191**

Finance and General Government Group

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Departmental Total
Finance & General Government Executive Office	$ 4,182,391	$ -	$ 28,027,630	$ 32,210,021
Board of Supervisors	295,291	-	18,352,542	18,647,833
Assessor/Recorder/County Clerk	55,737,818	-	37,787,095	93,524,913
Treasurer-Tax Collector	18,277,225	-	8,820,496	27,097,721
Auditor and Controller	8,339,644	1,100,000	37,464,018	46,903,662
Chief Administrative Office	1,071,607	50,000	17,069,283	18,190,890
Citizens' Law Enforcement Review Board	37,916	-	2,160,243	2,198,159
Civil Service Commission	66,974	-	627,543	694,517
Clerk of the Board of Supervisors	816,346	-	4,993,291	5,809,637
County Communications Office	252,392	-	4,633,292	4,885,684
County Counsel	26,288,085	-	24,854,755	51,142,840
County Successor Agency	8,444,024	-	-	8,444,024
County Technology Office	210,701,247	-	12,264,334	222,965,581
General Services	350,884,308	4,737,181	2,550,000	358,171,489
Grand Jury	-	-	797,072	797,072
Human Resources	16,987,329	-	18,567,350	35,554,679
Purchasing and Contracting	21,047,372	-	-	21,047,372
Registrar of Voters	3,680,405	7,363,883	27,997,236	39,041,524
Group Total	**$ 727,110,374**	**$ 13,251,064**	**$ 246,966,180**	**$ 987,327,618**

Capital Program

Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Departmental Total
Capital Program	$ 38,336,010	$ 7,503,495	$ -	$ 45,839,505
Group Total	**$ 38,336,010**	**$ 7,503,495**	**$ -**	**$ 45,839,505**

Finance Other

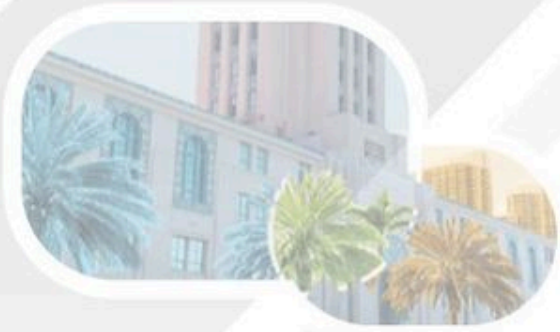
Revenues	Fees & Other Revenues	Intergovernmental Revenues	General Purpose Revenue Allocation	Departmental Total
Cash Borrowing Program	$ -	$ -	$ 2,700,000	$ 2,700,000
Community Enhancement	20,124	-	6,328,145	6,348,269
Contributions to Capital Program	-	-	3,000,000	3,000,000
Countywide General Expense	48,650,000	-	37,332,325	85,982,325
Insurance ISF	14,958,934	-	-	14,958,934
Lease Payments-Bonds	7,602,100	-	15,857,437	23,459,537
Local Agency Formation Commission Administration	-	-	682,716	682,716
Neighborhood Reinvestment Program	-	-	10,000,000	10,000,000
Pension Obligation Bonds	81,495,400	-	-	81,495,400
Public Liability ISF	86,998,080	-	-	86,998,080
Workers Compensation Emp Ben ISF	66,350,744	-	-	66,350,744

Group Total	**$ 306,075,382**	**$ -**	**$ 75,900,623**	**$ 381,976,005**

Countywide Totals

Revenues				
	Fees & Other Revenues	**Intergovernmental Revenues**	**General Purpose Revenue Allocation**	**County Total**
Group Total	**$ 2,549,025,749**	**$ 4,007,208,936**	**$ 2,078,274,272**	**$ 8,634,508,957**

GENERAL FUND



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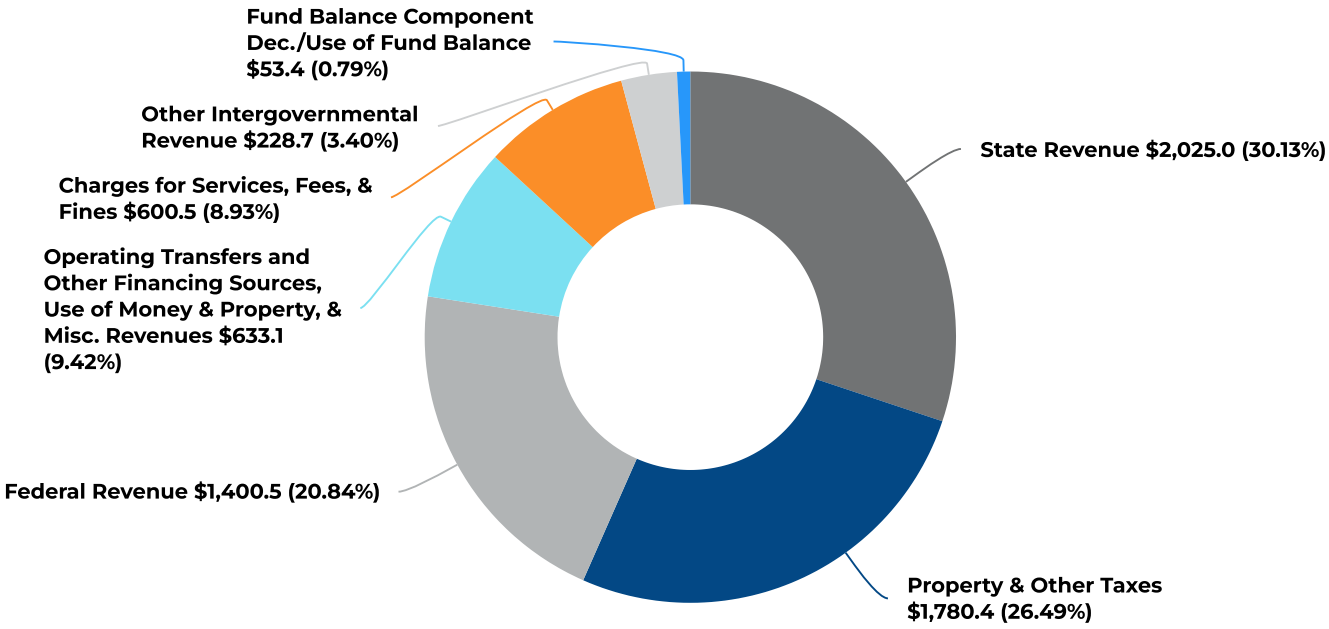
Overview of General Fund Financing Sources

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 Adopted Operational Plan, General Fund Financing Sources total $6.72 billion for Fiscal Year 2025–26, a **$93.9 million or 1.4% increase** from the Fiscal Year 2024–25 Adopted Budget.

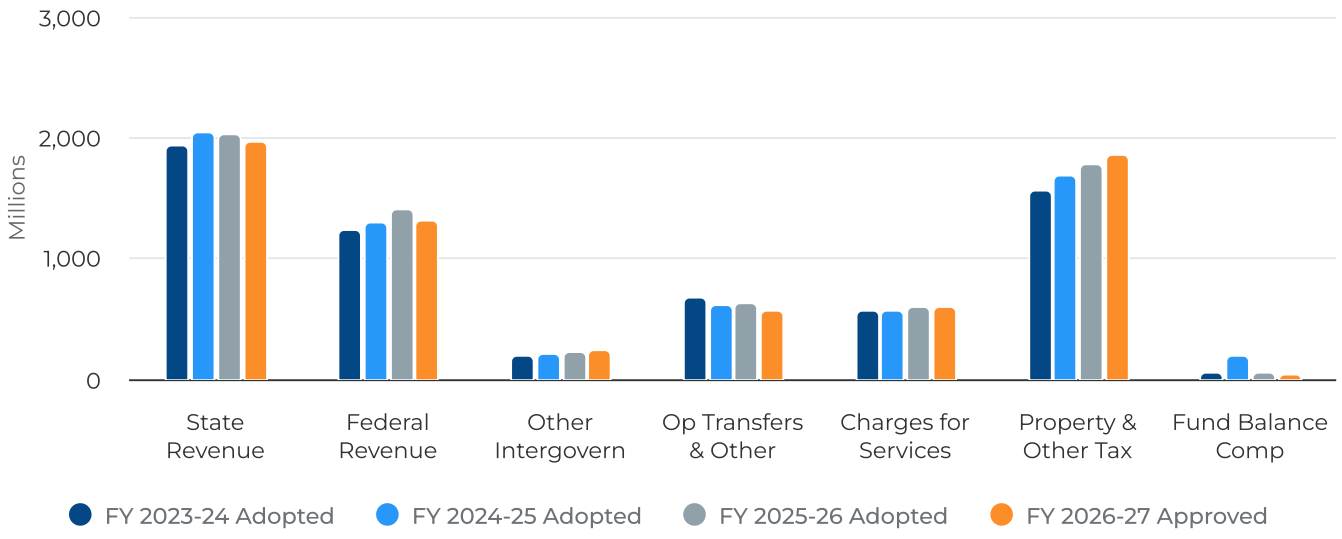
General Fund Financing Sources
Fiscal Year 2025–26: $6.72 billion



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

The increase in General Fund funding is mostly in Finance Other and primarily due to increases in Assessed Value growth, from bond proceeds, continuing growth in passthrough distributions, and recognition of higher residual revenue from the distribution of former redevelopment funds. These increases are partially offset by decreases in one-time contributions to the Capital Program and lease payment bonds. There are also increases in the Public Safety Group (PSG) and in the Finance and General Government Group (FGG). In PSG, the increase is mainly from the Local Revenue Fund 2011, Community Corrections Subaccount to support Probation's staffing cost increases, the renovation of East Mesa Juvenile Detention Facility, for Probation's Youth Less Restrictive Placement facility, for housing and income navigators, work force development, behavioral health services, youth mentoring, a biometric monitoring system, medical staffing support at the Community Transition Center, the addition of new staff for the Canine Narcotic Detection Team and for the Detention Investigations Unit, to support the Holistic Services Unit, for Sheriff's staffing cost increases, for security initiatives, and expansion of programming under the Alternatives to Incarceration work plan; and in PSG Executive Office to support services for the Alternative to Incarceration programs. Other notable increases are in the Probation Department in State funds to support of youth programs and client supervision; the Sheriff's Office due to increases in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993,* to support regional public safety services and operational needs, planned expenditures for the Cal-ID program, and from contracted law enforcement services to other agencies; and in the San Diego County Fire from grant funds to support Community Risk Reduction's Home Hardening and Community Wildfire Defense programs, one-time purchase of fire equipment and ambulances, and one-time funding to support vehicle maintenance costs. These increases are partially offset primarily by decreases in the Use of Fund Balance due to completion of one-time facilities and major maintenance projects. The increase in FGG is mainly from the Assessor/Recorder/County Clerk due to increases in property tax administration fees, use of Recorder trust fund revenues for various projects, and higher Recorder fees resulting from the increased requirements by governments for vital records; the Treasurer-Tax Collector's Banking Services Pooled Money due to increases in salary and benefit expenses, costs of administering the program, and one-time leasehold improvements; and County Counsel due to an anticipated increase in reimbursable staff costs for public liability and workers' compensation legal services.

General Fund Financing by Sources
Fiscal Years 2023–24 through 2026–27



The increases in the General Fund are partially offset by decreases in the Land Use and Environment Group (LUEG) and in the Health and Human Services Agency (HHSA). The decrease in LUEG is mainly in the Department of Public Works due to completion of prior year one-time major maintenance and capital projects, slightly offset by an increase in the Planning and Development Services to align anticipated fees based on current year fiscal projections, projected fee updates, and the elimination of fee waivers associated with the Homeowner's Relief Act, and grant funded projects in Sustainability Planning and Code Enforcement. The decrease in HHSA is primarily due to the slowing growth in Realignment revenue driven by sales tax receipts and the loss of available one-time Realignment revenues for various HHSA departments. Additional decreases in HHSA are in the Public Health Services due to reductions in State and federal funding, specifically the Epidemiology and Laboratory Capacity grants, due to the winding down of COVID related activities; in the Behavioral Health Services associated with a prior year one-time project funded by the Behavioral Health

Impact Fund, the rebudgeting of the Senate Bill (SB) 43 program in Fiscal Year 2025–26, and the ending of governmental grants; in Self-Sufficiency Services tied to prior year one-time funding for the Federal Emergency Management Agency Shelter and Services Program; and in Housing & Community Development Services tied to the completion of affordable housing developments funded by the Innovative Housing Trust Fund and from prior year one-time use of fund balance and State and American Rescue Plan Act funding for various housing programs. These decreases are partially offset by increases mainly in Behavioral Health Services due to increases in federal and State mental health services funding driven by increased mental health services and payment reform, and in Tobacco Securitization fund to help offset the impacts of slowing Realignment revenue; in Self Sufficiency Services to align State and federal revenues with estimated CalWORKs cash benefit payments; and in Child and Family Well-Being to support the transition of the San Pascual Academy to a continuum of care multipurpose campus.

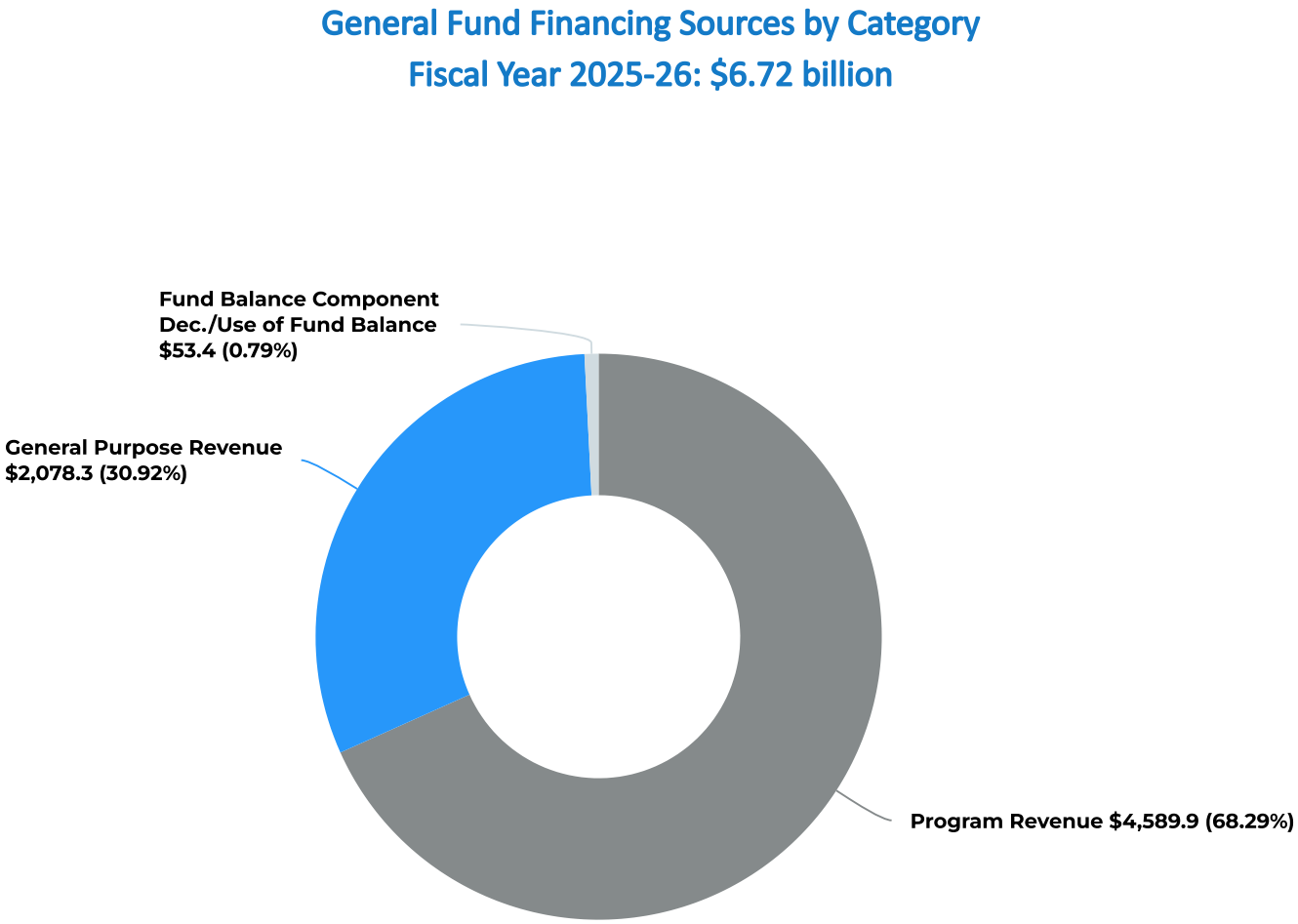
General Fund Financing Sources decrease by $139.9 million or 2.1% in Fiscal Year 2026–27 mostly due to non-recurrence of prior year one-time resources and a reduction in HHSA of $47.0 million to reflect an anticipated gap in Realignment revenue in Fiscal Year 2026–27 for services being bridged with one-time funds in the current year, and for projected completion of various projects supported with one-time funds. The budget gap of $47.0 million is being driven by slowing revenue streams including Realignment revenue based on sales tax receipts and overall increasing costs and demand for services. Planning will continue within HHSA in coordination with the enterprise over multiple years to address the gap. Various mitigations include alignment of service levels that minimizes community impacts to the greatest extent possible.

General Fund Financing Sources (in millions)

	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	% Change	Fiscal Year 2026–27 Approved Budget
State Revenue	$ 1,928.3	$ 2,048.7	$ 2,025.0	(1.2)	$ 1,968.3
Federal Revenue	1,233.2	1,304.4	1,400.5	7.4	1,319.5
Other Intergovernmental Revenue	193.8	214.7	228.7	6.5	243.5
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	675.3	608.7	633.1	4.0	564.8
Charges for Services, Fees, & Fines	566.9	574.6	600.5	4.5	594.4
Property & Other Taxes	1,562.7	1,682.4	1,780.4	5.8	1,855.2
Fund Balance Component Decreases	51.4	68.3	53.4	(21.9)	35.9
Use of Fund Balance	—	125.9	—	(100.0)	—
Total	**$ 6,211.5**	**$ 6,627.7**	**$ 6,721.5**	**1.4**	**$ 6,581.7**

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. 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).



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

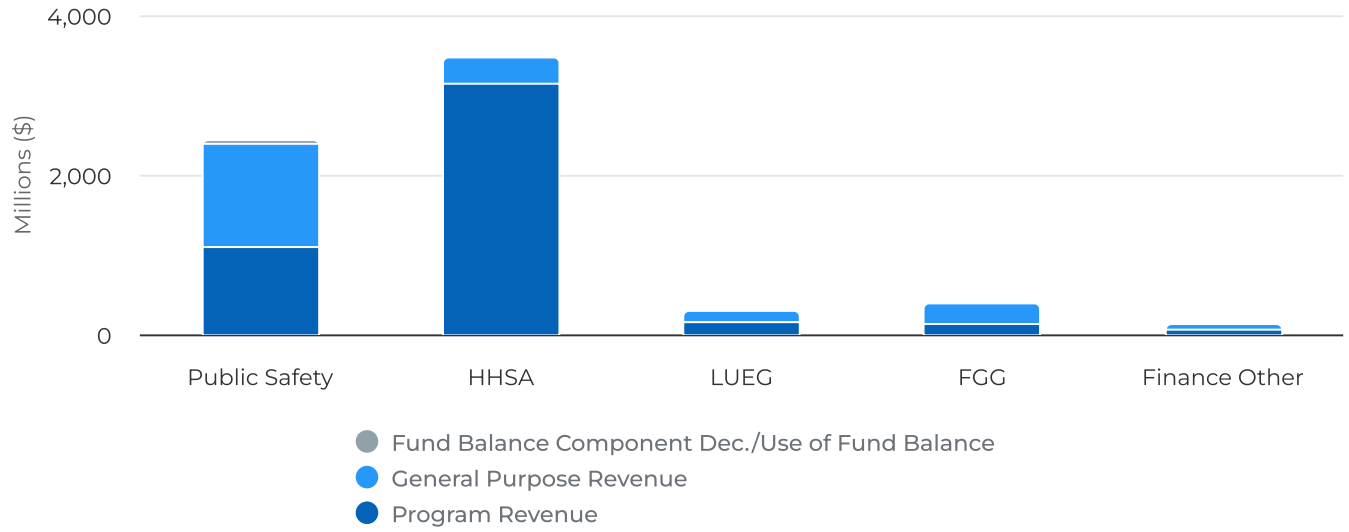
In Fiscal Year 2025-26, Program Revenue increases by $129.5 million or 2.9%, General Purpose Revenue (GPR) increases by $105.1 million or 5.3%, and the Use of Fund Balance decreases by $140.8 million or 72.5% from the Fiscal Year 2024-25 Adopted Budget. In Fiscal Year 2026-27, Program Revenue decreases by 4.6% (208.9 million), GPR increases by 4.2% ($86.5 million), and the Use of Fund Balance decreases by 32.8% (17.5 million).

General Fund Financing Sources by Category (in millions)

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Adopted Budget
Program Revenue	$ 4,345.4	$ 4,460.4	$ 4,589.9	2.9	$ 4,381.0
Fund Balance Component Decreases/Use of Fund Balance	51.4	194.2	53.4	(72.5)	35.9
General Purpose Revenue	1,814.8	1,973.0	2,078.3	5.3	2,164.8
Totals	**$ 6,211.5**	**$ 6,627.7**	**$ 6,721.5**	**1.4**	**$ 6,581.7**

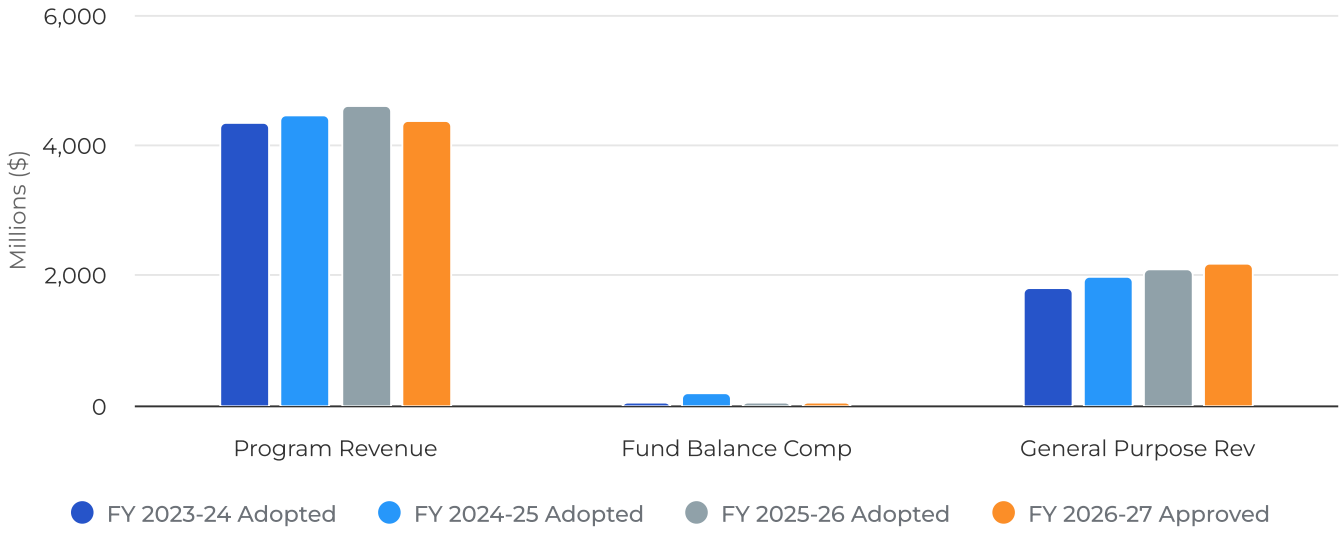
General Fund Financing by Group and Category

Fiscal Year 2025-26: $6.72 billion



General Fund Financing Sources by Category

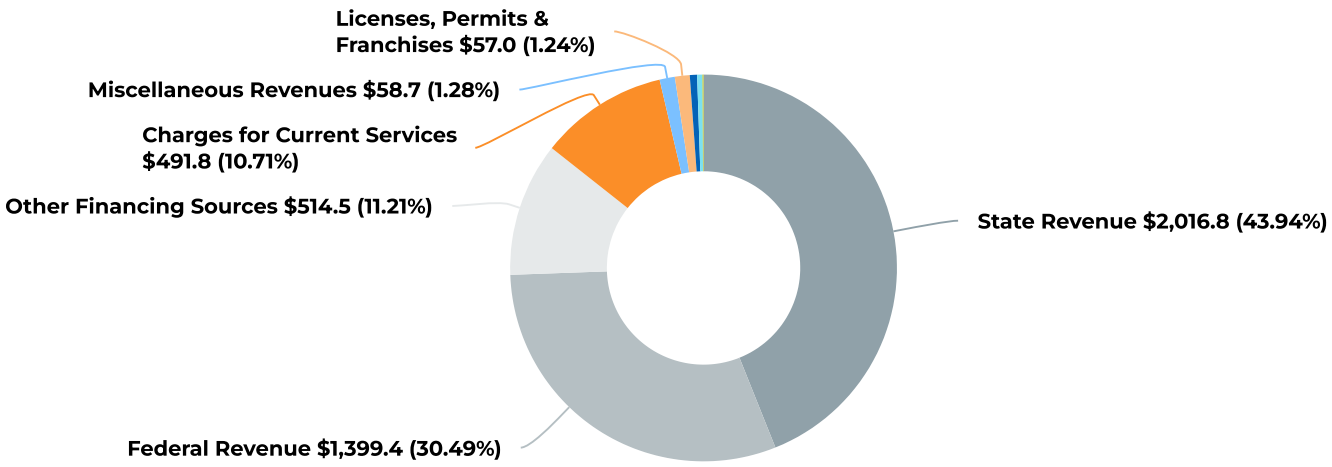
Fiscal Years 2023-24 through 2026-27



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 68.3% of General Fund financing sources in Fiscal Year 2025–26, 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 68.5%, Public Safety Group manages 23.9%, and the balance is managed across the County's other business groups. Program Revenue is expected to increase by 2.9% ($129.5 million) from the Fiscal Year 2024–25 Adopted Budget compared to an average annual growth for the last ten years of 5.1%.

General Fund Program Revenue by Source
Fiscal Year 2025-26: $4.59 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 2023–24 Adopted Budget	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	% Change	Fiscal Year 2026–27 Adopted Budget
State Revenue	$ 1,921.2	$ 2,040.6	$ 2,016.8	(1.2)	$ 1,960.2
Federal Revenue	1,232.1	1,303.3	1,399.4	7.4	1,318.4
Other Financing Sources	517.9	448.4	514.5	14.7	452.0
Charges For Current Services	466.6	473.9	491.8	3.8	491.5
Other Intergovernmental Revenue	25.9	27.1	27.5	1.4	27.6
Fines, Forfeitures & Penalties	18.2	16.6	20.7	24.8	13.4
Licenses, Permits & Franchises	52.5	54.0	57.0	5.5	57.7
Miscellaneous Revenues	107.2	92.5	58.7	(36.5)	56.6
Revenue From Use of Money & Property	3.6	4.0	3.6	(10.5)	3.6
Taxes Other Than Current Secured	0.1	—	—	—	—
Total	**$ 4,345.4**	**$ 4,460.4**	**$ 4,589.9**	**2.9**	**$ 4,381.0**

General Fund Change in Program Revenue

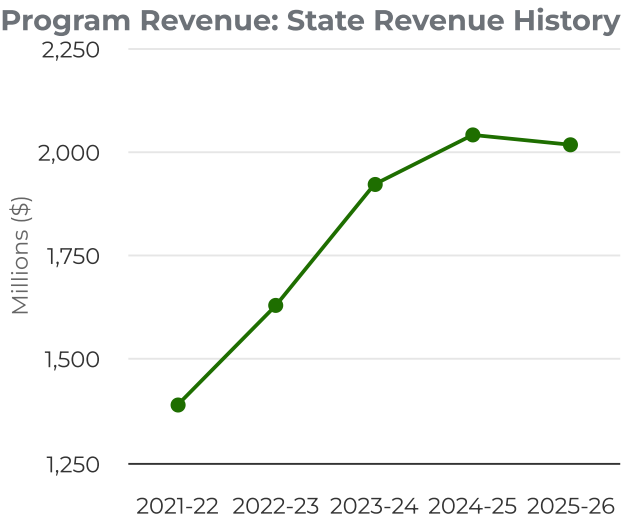
The $129.5 million increase in Program Revenue in the Fiscal Year 2025–26 Adopted Budget is the result of increases and decreases in various funding sources, as indicated in the General Fund Program Revenue by Source table. These changes are highlighted below.

General Fund Change in Program Revenue by Source

State Revenue

State revenue **decreases by a net of $23.7 million or 1.2%.**

There is a net decrease of $62.6 million in the Health and Human Services Agency (HHSA) largely due to a decrease in Realignment revenues to align with available receipts and the loss of available one-time Realignment revenues for multiple HHSA departments. Additional decreases are in Behavioral Health Services due to the ending or rightsizing of programs to align with costs for one-time-only programs funded by the Mental Health Services Act (MHSA), Substance Abuse and Mental Health Services Administration (SAMHSA), Crisis Care Mobile Units Program Grant (CCMU), and State funding for the Youth Suicide Prevention Program; and in the Housing & Community Development Services associated with one-time Permanent Local Housing Allocation (PLHA) grant funds for affordable housing efforts, completion of activities as part of the Prohousing Incentive Pilot Program (PIP) award, one-time allocation tied to State funding for the Housing and Disability Advocacy Program, and for prior year one-time funding tied to the Encampment Resolution funding for the San Diego



Riverbed and Plaza Bonita encampments. These decreases are partially offset by increases in Behavioral Health Services from State mental health services funding driven by increased mental health services and payment reform, and in Self-Sufficiency Services to align State revenues with estimated CalWORKs cash benefit payments.

A net increase of $34.9 million in the Public Safety Group (PSG) is primarily from the Local Revenue Fund 2011, Community Corrections Subaccount to support Probation's staffing cost increases, the renovation of East Mesa Juvenile Detention Facility, for Probation's Youth Less Restrictive Placement facility, for housing and income navigators, work force development, behavioral health services, youth mentoring, a biometric monitoring system, medical staffing support at the Community Transition Center, the addition of new staff for the Canine Narcotic Detection Team and the Detention Investigations Unit, to support the Public Defender's Holistic Services Unit; for Sheriff's staffing cost increases and expansion of programming under the Alternatives to Incarceration work plan; and in PSG Executive Office to support services for the Alternative to Incarceration programs. Other State funded increases are related to the support of youth programs and client supervision, reimbursements from the Department of State Hospitals for costs of providing a jail-based competency program, and California Highway Patrol Grant Program for toxicology supplies and instruments. These increases are partially offset by a decrease in Pretrial Services program due to the completion of one-time housing and community support services, in Post Release Community Supervision due to completion of one-time costs related to behavioral health services for adult clients, and due to the completion of one-time costs related to the implementation of CalAIM.

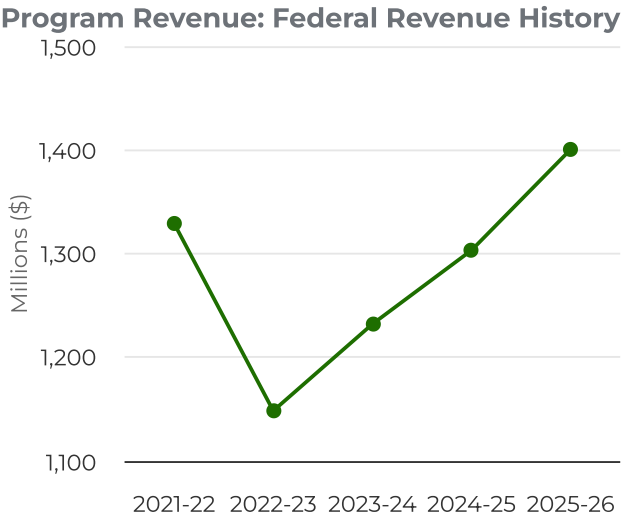
An increase of $2.3 million in the Land Use and Environmental Group (LUEG) is in the Planning & Development Services tied to grant funded projects in Sustainability Planning (Sustainable Agricultural Lands Conservation Grant) and Code Enforcement (Prop 64 Grant) and in Agriculture, Weights & Measures related to increase in Agricultural Gas Tax revenues.

An increase of $1.7 million in the Finance and General Government Group (FGG) Registrar of Voters is due to the use of State funding for reimbursable costs tied to the June 2026 Gubernatorial Primary Election, partially offset by a decrease in one-time State funding for the Election Management System replacement.

Federal Revenue

Federal revenue **increases by a net of $96.1 million or 7.4%.**

There is a net increase of $81.8 million in HHSA is largely due to increases in dedicated federal revenues in Behavioral Health Services, such as Short Doyle Medi-Cal, Drug Medi-Cal and Mental Health Services, driven by increased mental health services and payment reform. There are additional increases in Aging & Independence Services due to In-Home Support Services federal revenues tied mainly to increases in health benefit contributions to caseload growth and in Self Sufficiency Services to align federal funding with benefit payments and one-time federal funding for Refugee Support Services. These increases are partially offset by decreases in Public Health Services associated with the Epidemiology and Laboratory Capacity grants tied to the winding down of COVID related activities, in prior year one-time funding for the Federal Emergency Management Agency Shelter and Services Program, and in Self-Sufficiency Services due to prior year one-time funding for the Federal Emergency Management Agency Shelter and Services Program.



A net increase of $15.0 million in PSG is primarily related to federal security initiatives, grant funding to support Community Risk Reduction's Home Hardening and Community Wildfire Defense programs, the reimbursements for participating in federal task forces and Edward Byrne Memorial Justice Grant.

A decrease of $0.7 million in FGG is in the Registrar of Voter due to the Help America Vote Again (HAVA) funding not being renewed, and in the FGG Exec Office due to the reduction of the American Rescue Plan Act (ARPA) funds.

A slight net decrease in LUEG is in the Planning and Development Services due to an increase in the Energy Efficiency Conservation Block Grant for Sustainability Planning, partially offset by decreases in the Department of Environmental Health and Quality Homeland Security grant funding for fixed asset purchases and in the Agriculture, Weights & Measures related to federal funding for pest detection and prevention.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of $66.0 million or 14.7%.**

There is a net increase of $46.3 million in Finance Other is from a $48.7 million bond proceeds that will fund critical major maintenance and stormwater projects, as well as the purchase of transportation equipment, partially offset by a decrease of $2.4 million as a result of scheduled and interest lease payments decreasing due to increased interest earnings used to offset lease payments.

An increase of $10.0 million in HHSA is tied to the Tobacco Securitization Fund mainly to help offset the impact of slowing Realignment revenue based on projected sales tax receipts in Behavioral Health Services and in Child and Family Well-Being.

A net increase of $9.6 million in PSG is mainly from increases of $6.0 million in Proposition 172 fund, *the Local Public Safety Protection and Improvement Act of 1993*, to support regional public safety services and operational needs. In addition, increases of $2.5 million in the San Diego County Fire is due to an operating transfers from the San Diego County Fire Protection District for one-time purchase of equipment and ambulances, and to support vehicle maintenance costs, $1.2 million in the Sheriff's Office due to transfer from the Criminal Justice Facility Construction Fund to

support one-time major maintenance projects and increase in funds to be transferred from the Incarcerate Peoples' Welfare Fund and Jail Commissary Enterprise Fund to the General Fund, and $0.3 million in Emergency Services to reimburse administrative staff costs supporting County Fire activities; partially offset by a decrease of $0.3 million in the Probation Criminal Justice Facility Fund due to the completion of a one-time facilities maintenance project.

An increase of $0.1 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 $17.8 million or 3.8%**.

There is an increase of $7.9 million in PSG due to increases of $7.4 million in the Sheriff's Office from contracted law enforcement services to nine contract cities, transit entities, a community college district, the State of California 22nd Agricultural Association and tribes, from the Local Revenue Fund 2011, Trial Court Security Subaccount, Trial Court Security Growth Account and Supplemental Trial Court Security, and from the Civil Automation Trust Fund; $0.2 million in the San Diego County Fire due to increases in fees; $0.1 million from the California Department of Child Support Services; $0.1 million in the Probation Department for the Work Furlough and Work Projects programs; and $0.1 million in the PSG Executive Office for collections in Contribution for Trial Courts.

A net increase of $4.2 million in LUEG is due to increases of $2.9 million in Planning and Development Services to align with current year fiscal projections, projected fee updates, and the elimination of fee waivers associated with the Homeowner's Relief Act; $0.8 million in the Department of Public Works for charges funded outside the General Fund such as the Permanent Road Districts, Road Fund, and Special Districts; and $0.6 million in the Department of Environmental Health and Quality due to increases in the use of Vector Trust fund related to increased services and in solid waste fee revenue related to the department's Fiscal Year 2025-26 Cost Recovery Proposal. These increases are partially offset by $0.1 million in the LUEG Executive Office due to a decrease in the Cost Allocation Plan.

A net increase of $3.9 million in FGG is due to increases of $2.1 million in the Assessor/Recorder/County Clerk property tax administration fee to align with anticipated property tax revenue, Recorder trust fund revenues due to various Recorder projects, Recording Document and Duplicating and Filing and Recording Fees due to higher recording and filing documents and vital records resulting from increased requirements by governments for vital records, and Marriage Ceremony Fees due to higher number of marriage ceremonies conducted, partially offset by decreases in AB 2890 supplemental property tax revenues and Notary Public fees; $1.5 million in the Human Resources, Auditor and Controller, and Chief Administrative Office for Cost Allocation Plan amounts for reimbursement of services provided by other County departments; $1.2 million in the Treasurer-Tax Collector's Office primarily due to an increase in Banking Services Pooled Money for increases in salary and benefit expenses, costs of administering the program, and one-time leasehold improvements, partially offset by decreases in Tax Sale Party interest fees and Tax Sale County Auction fees; $1.2 million in County Counsel primarily due to an anticipated increase in reimbursable staff costs for public liability and workers' compensation legal services; $0.9 million in the FGG Executive Office due to the increase in indirect costs distributed through the County's Cost Allocation Plan; $0.1 million in the Chief Technology Office associated with the cost of services provided to client departments; and $0.1 million in the Clerk of the Board of Supervisors due to increases in property tax system administration, passport photo, and service fees. These increases are partially offset by $3.2 million from the Registrar of Voters due to a decrease in the number of billable jurisdictions that will participate in the June 2026 Gubernatorial Primary Election compared to the prior year's Presidential General Election.

A net increase of $1.8 million in HHSA is mainly due to increases of $1.2 in the Behavioral Health Services inpatient care revenue to align with operational costs in Edgemoor Distinct Part Skilled Nursing Facility, $0.4 million in Public Health Services primarily tied to Vital Records Improvement Project Trust Fund to support one-time Vital Records IT upgrades, $0.1 million in Aging & Independence Services tied to Public Administrator Estate Fees, and $0.1 million in Administrative Support under the Department of Strategy and Community Engagement due to increase in dispute resolution fees.

Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $0.4 million or 1.4%.**

There is a net increase of $0.3 million in HHSA due to an increase of $0.4 million in Behavioral Health Services due to an increase in aid from the City of San Diego for Safe Haven Housing program, partially offset by a decrease of $0.1 million in Housing & Community Development Services tied to lower Housing Authority administrative revenues.

An increase of $0.3 million in PSG primarily in the Sheriff's Office related to Network Operating Costs fees collected from the Regional Communication System partner agencies.

A decrease of $0.2 million in LUEG Planning & Development Services is due to expiring San Diego Association of Governments (SANDAG) grants.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **increases by $4.1 million or 24.8%.**

There is an increase of $3.7 million in PSG due to increases of $3.5 million in the Sheriff's Office for planned expenditures for the Cal-ID program, and $0.2 million in Contributions for Trial Courts.

An increase of $0.2 million in HHSA Self Sufficiency Services is due to an increase in Physician Provider Payment anticipated revenue to align with expenditures.

An increase of $0.2 million in LUEG Planning & Development Service is due to an increase in fines in Code Compliance.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by a net of $3.0 million or 5.5%.**

There is an increase of $3.4 million in LUEG due to increases of $1.6 million in the Department of Environmental Health and Quality from fee revenue increases related to the department's Fiscal Year 2025–26 Cost Recovery Proposal, $1.6 in Planning & Development Services to align with projected fee updates and the elimination of fee waivers associated with the Homeowner's Relief Act, and $0.2 million in Agriculture, Weights and Measures due to an increase in revenue related to cost recovery proposals.

A decrease of $0.4 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 $33.8 million or 36.5%.**

There is a net decrease of $32.9 million in HHSA due to decreases of $25.0 million in Behavioral Health Services associated with prior year one-time Behavioral Health Impact Fund (BHIF) revenues and $9.7 million in the Housing & Community Development Services primarily tied to the completion of affordable housing developments funded by the Innovative Housing Trust Fund partially offset by remaining available funds to support affordable housing efforts. These decreases are partially offset by increases of $1.2 million in Opioid Settlement Funds for the Primary Prevention Program in Behavioral Health Services and for the Nursing Homeless Outreach Team and to support various opioid remediation in Public Health Services; and $0.6 million in Public Health Services due to increases in the Managed Care Plan revenues to support staffing costs tied to the Community Health Assessment and Improvement program, and to align with anticipated Pharmacy medication dispensing fee revenues.

A net decrease of $2.5 million in PSG is due to decreases of $2.2 million in the Sheriff's Office for planned expenditures funded by the Regional Communication Service Trust Fund and $0.4 million in Animal Services due to the decrease in availability of funds in the Animal Shelter trust funds.

These decreases are partially offset by an increase of $0.1 million in the Medical Examiner for expanded services by the Opioid Settlement Framework.

An increase of $1.2 million in LUEG is due to increases of $1.1 million in the Department of Public Works for Closed Landfills facility maintenance projects funded by the Environmental Trust Fund, and $0.1 million in the LUEG Executive Office due to revenue from an agreement with the San Diego Regional Energy Network (SDREN).

An increase of $0.4 million in FGG is due to increases of $0.3 million in the Department of Human Resources due to reimbursements from the Employee Benefits Internal Service Fund for its portions of the Workers' Compensation and Unemployment 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 **decreases by $0.4 million or 10.5%** and is mainly in the LUEG Department of Public Works Closed Landfill program due to decreases in rents and leases.

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 ($815.2 million in Fiscal Year 2025–26 and $770.9 million in Fiscal Year 2026–27) 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 2025–26, it is projected that 23.4% of HHSA's General Fund budget is funded with Realignment Revenues as compared to only 13.6% in Fiscal Year 2010–11, the year prior to the implementation of 2011 Realignment. This assumes an underlying statewide sales tax increase of 2.4% and Vehicle License Fee (VLF) increase of 3.1% for Fiscal Year 2025–26 to reflect the slowing growth in the economic forecast. Available revenue is projected to decrease by 7.3% ($64.0 million) compared to the Fiscal Year 2024–25 Adopted budget ($879.2 million) which included the use of over $100 million in one-time available Realignment funds to help bridge essential services with the projected slowing growth in Realignment. The net decrease includes a baseline adjustment to align with projected statewide sales tax & vehicle license fees, anticipated to be received during Fiscal Year 2025-26, and the use of approximately $43 million in one-time Realignment funds made available to carry over from Fiscal Year 2024-25 by leveraging alternative funding sources including Tobacco Settlement Funds, Opioid Settlement Funds, and General Purpose Revenue programmed under the American Rescue Plan Act Framework in order to create capacity in Realignment revenue to help bridge essential services with the projected slowing growth in Realignment. In addition, the Fiscal Year 2025–26 HHSA budget assumes ongoing cost savings measures throughout all departments, additional revenue maximization in Behavioral Health services, and an additional allocation of ongoing General Purpose Revenue in order to help close the Realignment gap. Fiscal Year 2026–27 is projected to decrease by 5.4% or $44.3 million compared to Fiscal Year 2025–26 to align with projected sales tax & vehicle license fees receipts and the loss of available one-time realignment funds. In Year 2 of the budget, there is also a significant bridge funding strategy for HHSA to reflect a $47 million Realignment funding shortfall. This gap will be structurally fixed in the future by anticipated future growth of Realignment revenue, additional cost saving measures, and additional revenue opportunities.

2011 Public Safety Realignment Revenues

2011 Public Safety Realignment revenues ($275.4 million in Fiscal Year 2025–26 and $264.2 million in Fiscal Year 2026–27) are budgeted to support adult and youth justice-related 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 youth offenders; and other services promoting a justice reinvestment strategy.

These budgeted revenues increase in Fiscal Year 2025–26 by 20.6% ($47.0 million) compared to Fiscal Year 2024–25. The projected increase in sales tax revenue and VLF is due to stabilizing of the economy and based on formulaic assumptions provided by the State of California and assumes an underlying statewide sales tax increase of 2.4% for Fiscal Year 2025– 26.

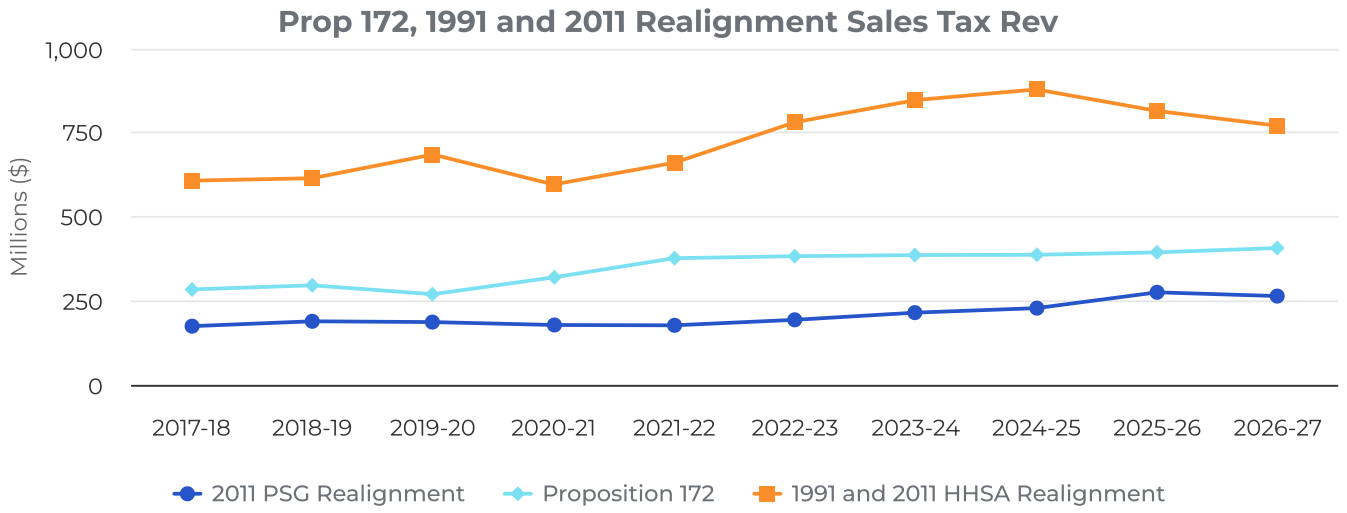
2011 Realignment for Public Safety includes the following subaccounts: Enhancing Law Enforcement Activities (various programs), Trial Court Security, Community Corrections, District Attorney and Public Defender Revocation activities and Juvenile Justice (Youthful Offender Block Grant and Juvenile Reentry).

Proposition 172, Public Safety Sales Tax Revenues

Proposition 172, Public Safety Sales Tax Revenues ($394.3 million in Fiscal Year 2025–26 and $407.3 million in Fiscal Year 2026–27) supports regional public safety services provided by three Public Safety Group departments and/or offices: 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 2025–26, this revenue increases by 1.8% ($7.2 million) from the Fiscal Year 2024–25 Adopted budget. This assumes an underlying statewide sales tax increase of 2.4% for Fiscal Year 2025–26. It is anticipated that these revenues will have a minimal growth in Fiscal Year 2026–27 as the economy remains stable.

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



Tobacco Settlement Revenues

Tobacco Settlement Revenues ($35.3 million in Fiscal Year 2025–26 and $25.3 million in Fiscal Year 2026–27) 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 $35.3 million budgeted in Fiscal Year 2025–26 reflects Securitized Tobacco funds for Operating Transfers to fund various Health and Social Services programs. This is a proposed one-time increase of $10.0 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 for one-time contracted public behavioral health workforce development efforts initially 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) using Committed Fund Balance. As this body of work is eligible to be covered by Tobacco Settlement Funds, the previously allocated Fund Balance will be used to help support services in Child and Family Well-Being impacted by slowing realignment revenue.

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 30.9% of the General Fund Financing Sources. Please see the separate discussion of GPR in the following section.

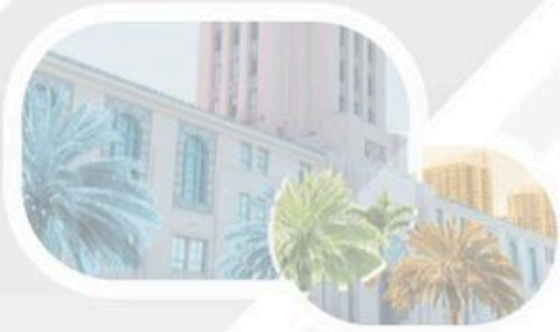
Use of Fund Balance, including Fund Balance Component Decreases, ($53.4 million in Fiscal Year 2025–26 and $35.9 million in Fiscal Year 2026–27), represents 0.8% of General Fund Financing Sources in Fiscal Year 2025–26. Fund Balance is the result of careful management of resources Countywide in past 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 $53.4 million in Fiscal Year 2025–26 consists of:

- $42.8 million from the 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.
- $9.2 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.
- $0.6 million for the Domestic Violence Shelter Based Program to create one-time capacity to support domestic violence shelters over two years.
- $0.5 million from the fund balance restricted to the Department of Environmental Health and Quality for increased need of Environmental Health commitment.
- $0.3 million for Tenant Legal Services to support one-time capacity for legal services for tenants facing eviction including counseling, outreach, and prevention activities
- $0.02 million for the Community Enhancement Program to provide grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions.

There is no General Fund Use of Fund Balance in Fiscal Year 2025–26.

GENERAL PURPOSE REVENUE



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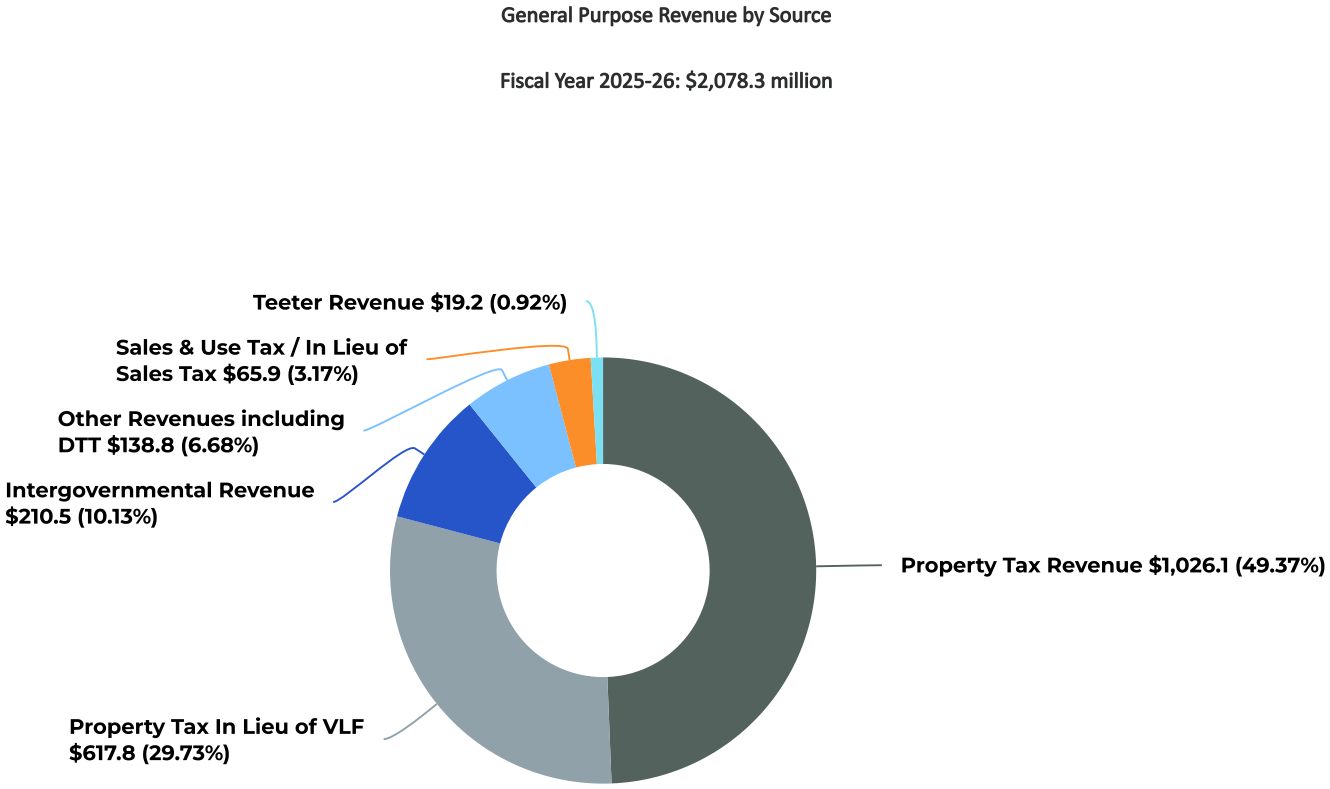
General Purpose Revenue by Source

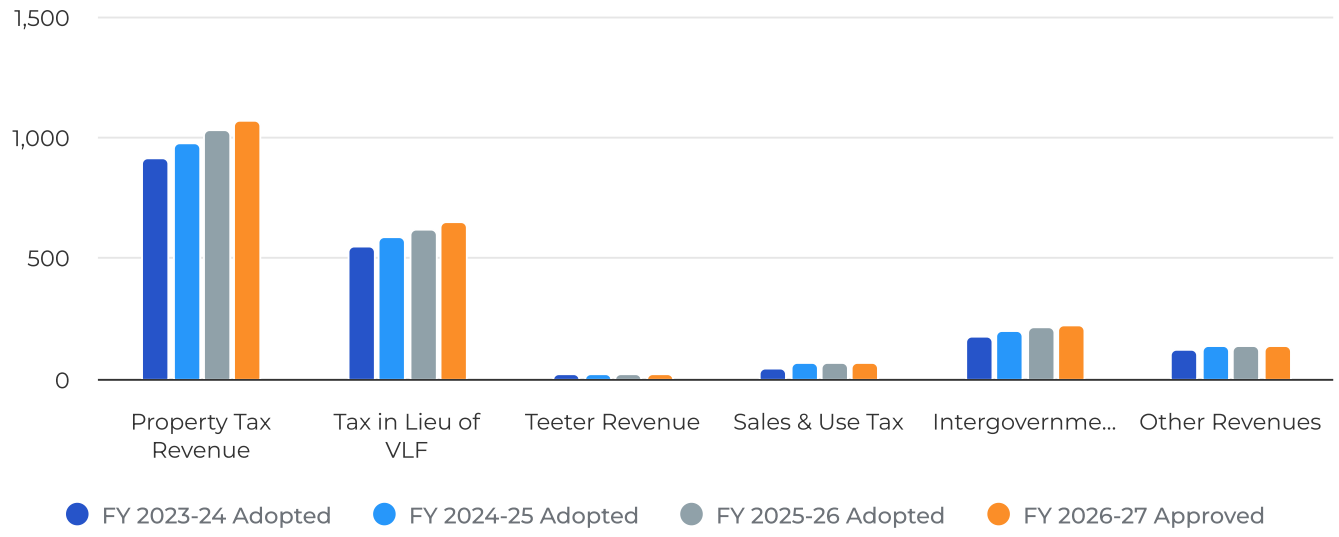
General Purpose Revenue (GPR) represents approximately 30.92% of the General Fund's financing sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales & use tax, intergovernmental revenue and Other revenues including Documentary Transfer 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.



For Fiscal Year 2025-26, the $2,078.3 million budgeted for GPR is an increase of $105.1 million or 5.3% from the Fiscal Year 2024-25 budgeted amount of $1,973.1 million primarily due to increase in AV growth, 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 $2,164.8 million in Fiscal Year 2026-27. 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.

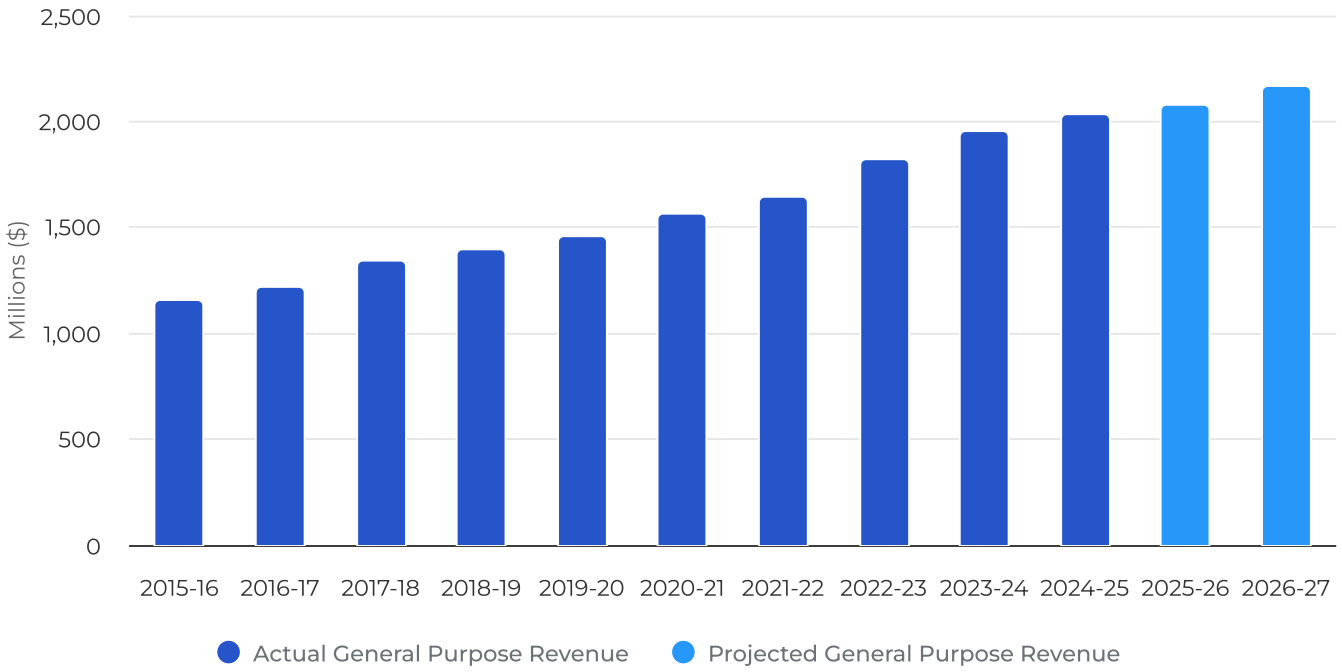
General Purpose Revenue by Source

Fiscal Year 2023-24 through 2026-27



General Purpose Revenue History

Fiscal Year 2015-16 to Fiscal Year 2026-27



Notes: General Purpose Revenue (GPR) for Fiscal Years 2015-16 through 2024-25 represents actual revenue. For Fiscal Years 2025-26 to 2026-27, the projections are included in the Fiscal Years 2025-27 Recommended Operational Plan.

General Purpose Revenue

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Approved Budget
Property Taxes Current Secured	$ 881,072,375	$ 938,450,045	$ 986,717,172	5.1%	$ 1,031,774,709
Property Taxes Current Supplemental	8,694,758	8,651,284	8,608,028	-0.5%	8,564,988
Property Taxes Current Unsecured	20,022,240	28,936,748	30,683,012	6.0%	30,599,250
Property Taxes Current Unsecured Supplemental	58,897	59,781	60,678	1.5%	61,588
Total Property Tax Revenue	**$ 909,848,270**	**$ 976,097,858**	**$ 1,026,068,890**	**5.1%**	**$ 1,071,000,535**
Total Property Tax In Lieu of VLF	**$ 547,134,262**	**$ 583,666,613**	**$ 617,824,831**	**5.9%**	**$ 647,758,680**
Teeter Tax Reserve Excess	11,256,008	10,837,168	10,820,860	-0.2%	10,711,652
Teeter Prop Tax All Prior Years	6,095,687	6,004,252	8,414,188	40.1%	6,355,047
Total Teeter Revenue	**$ 17,351,695**	**$ 16,841,420**	**$ 19,235,048**	**14.2%**	**$ 17,066,699**
Sales & Use Taxes	45,098,087	62,315,121	65,865,659	5.7%	67,776,406
Total Sales & Use Tax / In Lieu of Sales Tax	**$ 45,098,087**	**$ 62,315,121**	**$ 65,865,659**	**5.7%**	**$ 67,776,406**
State Motor Vehicle In-lieu	-	1,000,000	1,000,000	0.0%	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/St. 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	-	-100.0%	-
Aid from Red. Agencies/Aid from Red. Successor Agencies	165,363,606	185,043,327	201,214,033	8.7%	215,884,095
Total Intergovernmental Revenue	**$ 176,138,673**	**$ 196,818,394**	**$ 210,489,100**	**6.9%**	**$ 225,159,162**
Property Taxes Prior Secured	400,000	400,000	1,400,000	250.0%	1,400,000
Property Taxes Prior Secured Supplemental	8,353,787	8,312,018	12,924,370	55.5%	12,859,747
Property Taxes Prior Unsecured	150,000	150,000	150,000	0.0%	150,000
Property Taxes Prior Unsecured Supplemental	400,000	400,000	900,000	125.0%	900,000
Other Tax Aircraft Unsecured	2,168,332	2,135,807	2,603,769	21.9%	2,603,769
Transient Occupancy Tax	6,203,455	6,265,490	7,328,145	17.0%	7,391,426
Documentary Transfer Taxes (DTT)	25,458,711	25,713,298	25,970,431	1.0%	26,230,135
Cannabis Tax	-	100,000	100,000	0.0%	100,000
Franchises, Licenses, Permits	4,696,662	3,750,654	3,563,122	-5.0%	3,384,966
Fees, Fines & Forfeitures	812,335	771,718	733,132	-5.0%	696,475
Penalties & Cost Delinquency Taxes	21,949,245	23,465,811	24,660,865	5.1%	25,639,648
Interest On Deposits & Investments	46,052,058	61,835,588	54,356,910	-12.1%	50,598,266
Interfund Charges/Miscellaneous Revenues	2,600,000	4,100,000	4,100,000	0.0%	4,100,000
Total Other Revenues including DTT	**$ 119,244,585**	**$ 137,400,384**	**$ 138,790,744**	**1.0%**	**$ 136,054,432**
Total General Purpose Revenue	**$ 1,814,815,572**	**$ 1,973,139,790**	**$ 2,078,274,272**	**5.3%**	**$ 2,164,815,914**

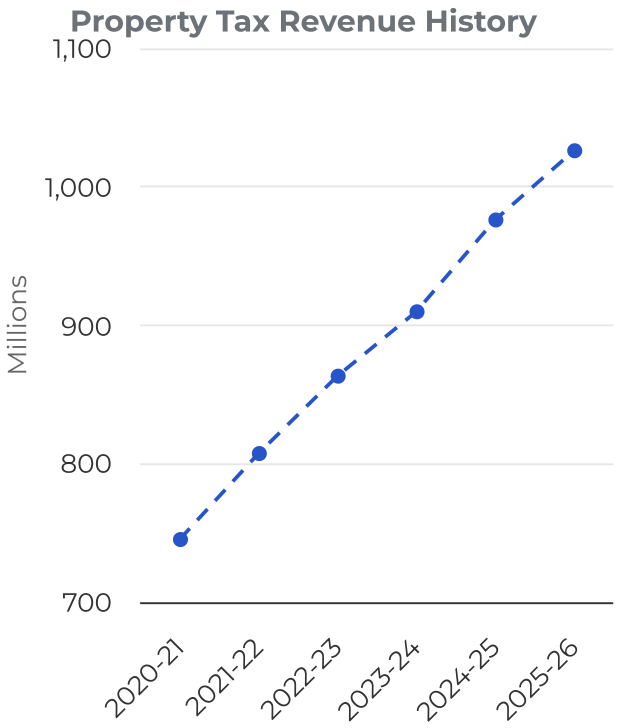
Property Tax Revenue

Property Tax Revenue, **($1,026.1 million in Fiscal Year 2025-26 and $1,071.0 million in Fiscal Year 2026-27)**, including current secured, current supplemental, current unsecured and current unsecured supplemental, represents 49.4% of the total General Purpose Revenue in Fiscal Year 2025-26 and 49.5% in Fiscal Year 2026-27.

The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year. For Fiscal Year 2025-26, property tax revenue is budgeted to be $50.0 million or 5.1% higher than the budget for Fiscal Year 2024-25. The increase is mainly due to the anticipated 5.00% Assessed Value (AV) growth in Fiscal Year 2025-26. Property Tax Revenue is projected to increase 4.4% or $44.9 million for Fiscal Year 2026-27.

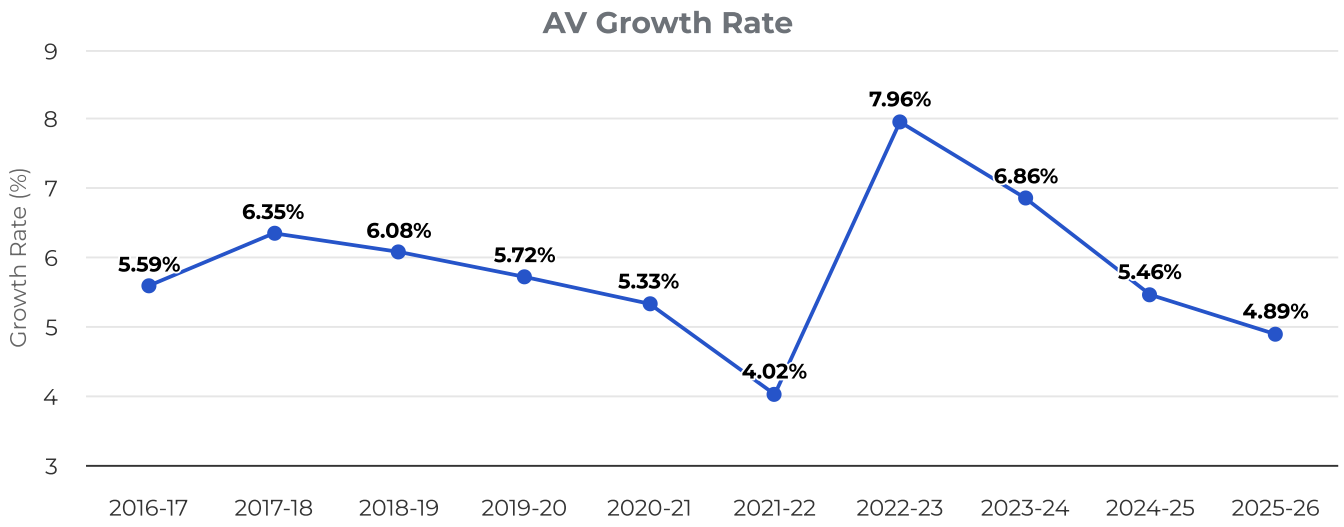
Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation, whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business 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.

For Fiscal Year 2025-26, an assumed rate of 5.00% is projected in overall assessed value of real property. The Fiscal Year 2026-27 revenue is estimated using a 5.00% assessed value growth. This is based on an average growth rate of 5.9% over the past 10 years.



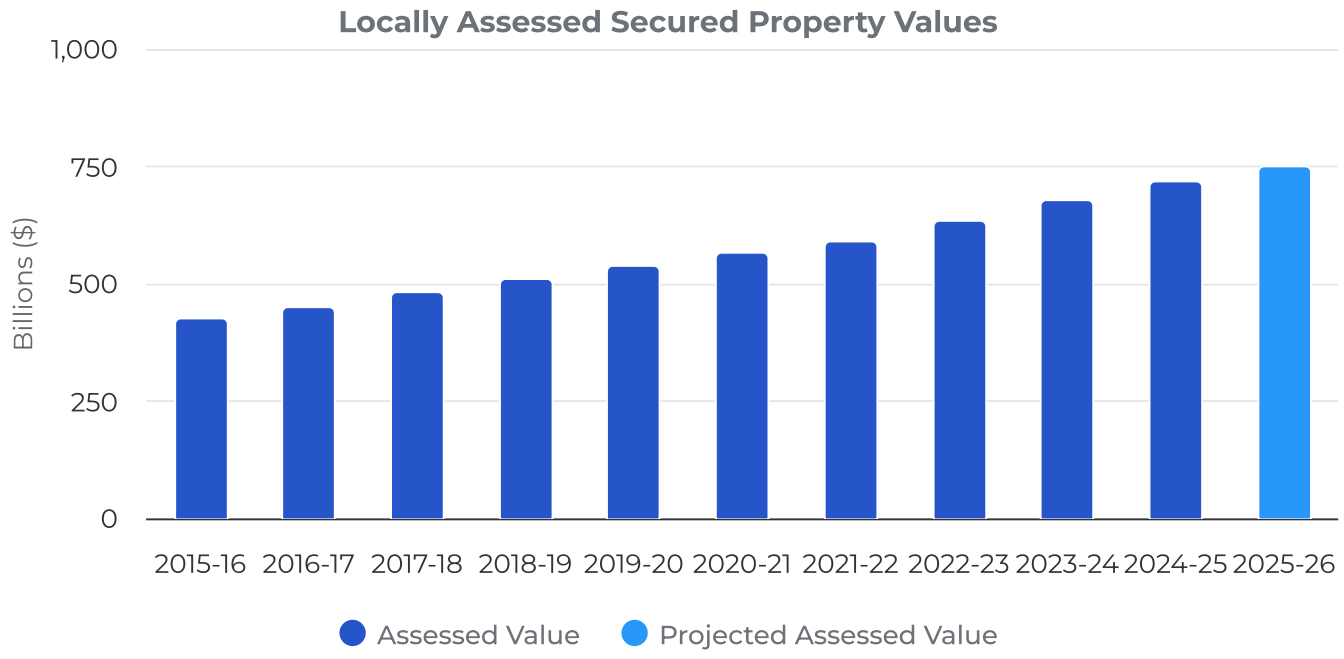
AV Growth Rate

Fiscal Year 2015-16 to Fiscal Year 2024-25



Locally Assessed Secured Property Values

Fiscal Year 2015-16 to Fiscal Year 2025-26



Note: The projected locally assessed secured values assume a 5.00% growth rate for Fiscal Year 2025-26.

Source: San Diego County Auditor and Controller

Current Secured Property Tax Revenue

Current Secured property tax revenue ($986.7 million in Fiscal Year 2025-26 and $1,031.8 million in Fiscal Year 2026-27) is expected to increase by $48.3 million in Fiscal Year 2025-26 from the adopted level for Fiscal Year 2024-25.

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 2025-26 revenue amount assumes an increase of 5.00% in the local secured assessed value compared to the actual current local secured assessed value amount for Fiscal Year 2024-25 of 5.46%. The Fiscal Year 2024-25 current secured revenue assumed a 4.63% increase in the local secured assessed value over the actual local secured assessed value amount for Fiscal Year 2023-24; however, the actual current local secured assessed value increased by 5.46% (gross less regular exemptions). For Fiscal Year 2026-27, local secured assessed value is assumed to grow by 5.00%. 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 ($8.6 million in Fiscal Year 2025-26 and $8.6 million in Fiscal Year 2026-27) is expected to slightly decrease by $0.1 million in Fiscal Year 2025-26 from the adopted level for Fiscal Year 2024-25. 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 ($30.7 million in Fiscal Year 2025-26 and $30.6 million in Fiscal Year 2026-27) is not based on a lien on real property and is expected to increase by $1.7 million in Fiscal Year 2025-26 from the adopted level for Fiscal Year 2024-25 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.

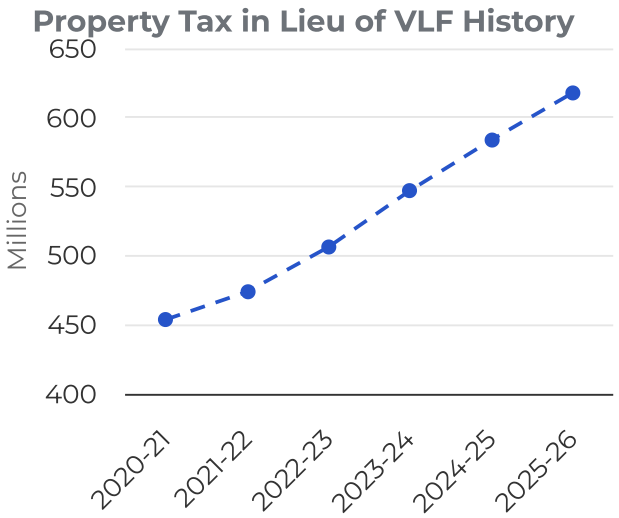
Current Unsecured Supplemental Property Tax Revenue

Current Unsecured Supplemental property tax revenue ($0.1 million in Fiscal Year 2025-26 and $0.1 million in Fiscal Year 2026-27) 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.

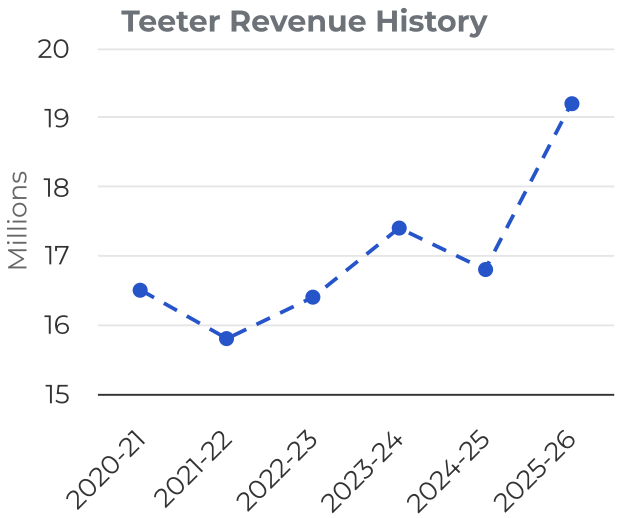
Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 29.7% ($617.8 million) of the General Purpose Revenue amount in Fiscal Year 2025-26 and 29.9% of the projected amount ($647.8 million) in Fiscal Year 2026-27.

Beginning in Fiscal Year 2004-05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value. With a projected 5.00% increase in the combined taxable unsecured and local secured assessed value in Fiscal Year 2025-26, revenues are anticipated to be $34.2 million higher than budgeted for Fiscal Year 2024-25. The budgeted increase is partially associated with the change in actual assessed value in Fiscal Year 2024-25 which increased by 5.46% compared to a budgeted increase of 4.63%. The Fiscal Year 2026-27 revenue is estimated using a 5.00% assessed value growth.



Teeter Revenue



Teeter Revenue ($19.2 million in Fiscal Year 2025-26 and $17.1 million in Fiscal Year 2026-27) represents approximately 0.9% of General Purpose Revenue in Fiscal Year 2025-26 and 0.8% of the projected amount in Fiscal Year 2026-27. Teeter Revenue is expected to increase by $2.4 million in Fiscal Year 2025-26 from the adopted level for Fiscal Year 2024-25 primarily due to projected lower collections from prior year receivables. Teeter Revenue is expected to decrease by $2.2 million in Fiscal Year 2026-27 from the recommended level for Fiscal Year 2025-26 primarily due to improving delinquency rates, indicating the strength of the local real estate market.

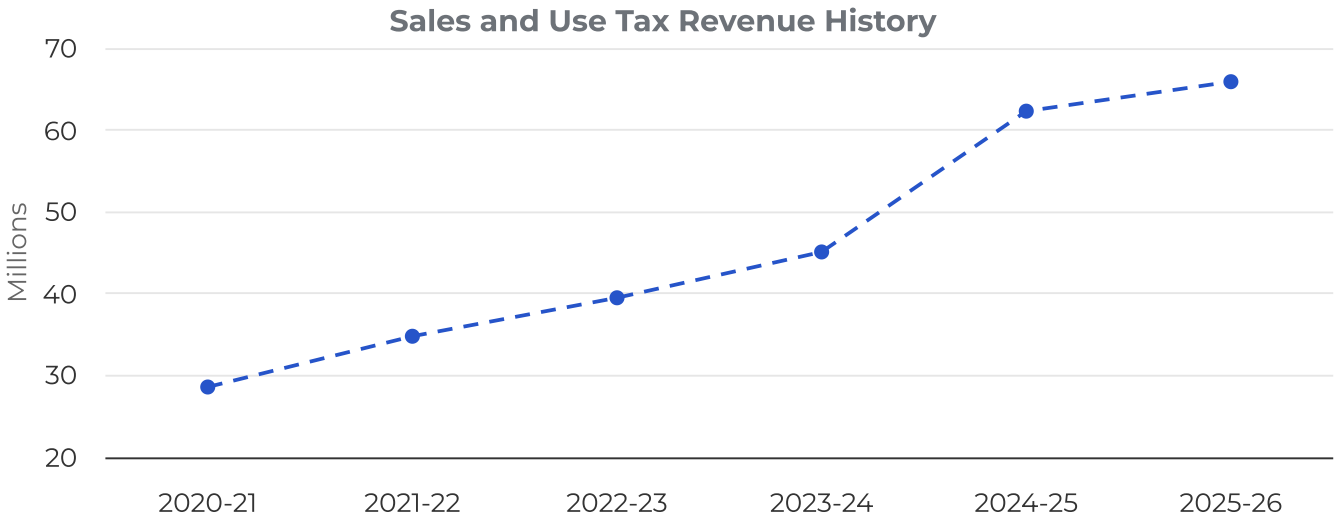
In Fiscal Year 1993-94, the County adopted the alternative method of secured property tax apportionment available under Chapter 3, Part 8, Division 1, of the Revenue and Taxation Code of the State of California (also known as the "Teeter Plan," named after its author). This alternative method provides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

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

Sales & Use Tax Revenue

Sales & Use Tax Revenue ($65.9 million in Fiscal Year 2025-26 and $67.8 million in Fiscal Year 2026-27) represents approximately 3.2% of General Purpose Revenue in Fiscal Year 2025-26 and 3.1% in Fiscal Year 2026-27. 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.

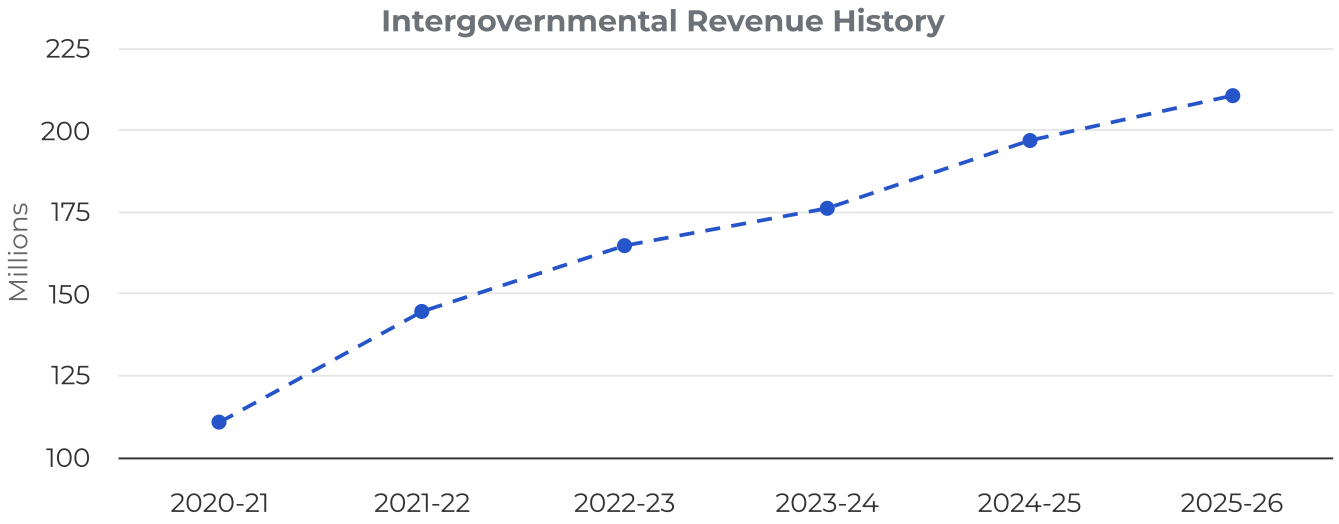
Sales & Use Tax Revenue in Fiscal Year 2025-26 is estimated to be $3.6 million or 5.7% higher than the Fiscal Year 2024-25 Adopted Operational Plan and is estimated to be $1.9 million higher in Fiscal Year 2026-27. The increase in Fiscal Year 2025-26 is primarily due to the continued growth activities in the unincorporated area which increases the County's share of the Pool going forward.



Intergovernmental Revenue

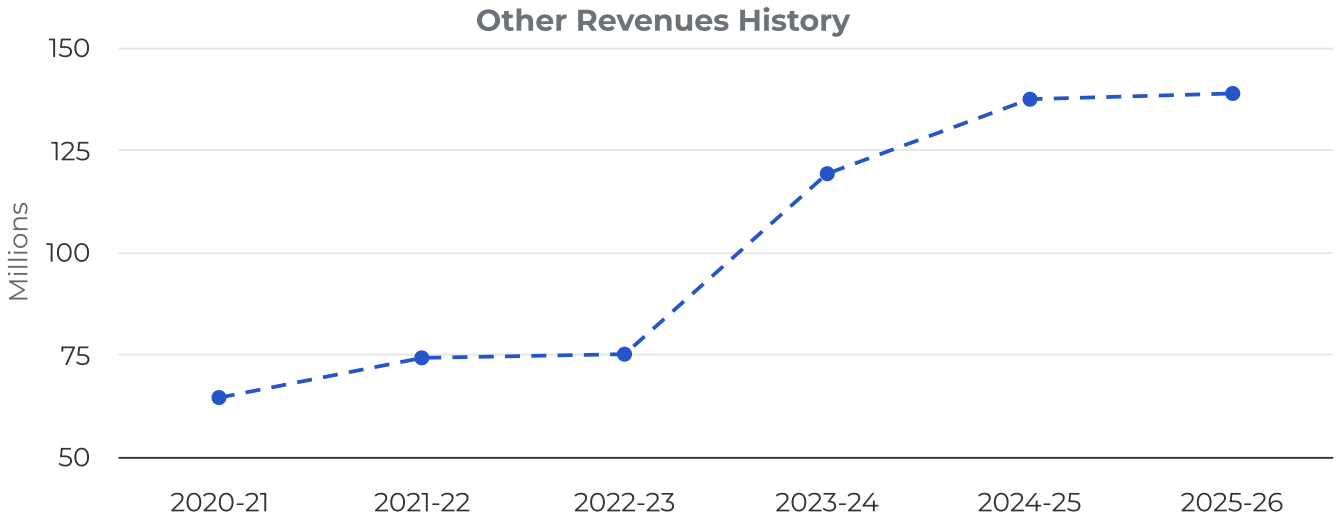
Intergovernmental Revenue ($210.5 million in Fiscal Year 2025-26 and $225.2 million in Fiscal Year 2026-27) comprises 10.1% of the General Purpose Revenue amount in Fiscal Year 2025-26 and 10.4% of the projected amount in Fiscal Year 2026-27. For Fiscal Year 2025-26, the amount budgeted is $13.7 million or 6.9% higher than the Fiscal Year 2024-25 Adopted Operational Plan due to continuing growth in passthrough 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 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, 33492.140, 33607, 33607.5, 33607.7 or 33676. These "residual funds" not allocated for specific purposes will be distributed to affected taxing agencies under Section 34183 of the Health and Safety Code. The County General Fund and Library Fund, as affected taxing entities, receive a share of this "residual fund" tax distribution.



Other Revenues

Other Revenues for Fiscal Year 2025-26 total $138.8 million and decrease to $136.1 million in Fiscal Year 2026-27 and are approximately 6.7% of the total General Purpose Revenue amount in Fiscal Year 2025-26 and 6.3% in Fiscal Year 2026-27. The Fiscal Year 2025-26 amount represents a 1.0% or $1.4 million increase from the Fiscal Year 2024-25 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 ($54.4 million in Fiscal Year 2025-26 is $7.5 million or 12.1% lower than the Fiscal Year 2024-25 Adopted Operational Plan and $50.6 million in Fiscal Year 2026-27) is expected to decrease due to both a lower projected cash balance in various funds in the County Pool applied to an interest rate also projected to slightly decline. 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 ($26.0 million in Fiscal Year 2025-26 and $26.2 million in Fiscal Year 2026-27) is anticipated to increase by $0.3 million or 1.0% from the Fiscal Year 2024-25 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 transactions in incorporated areas.

Penalties & Cost Delinquency Taxes

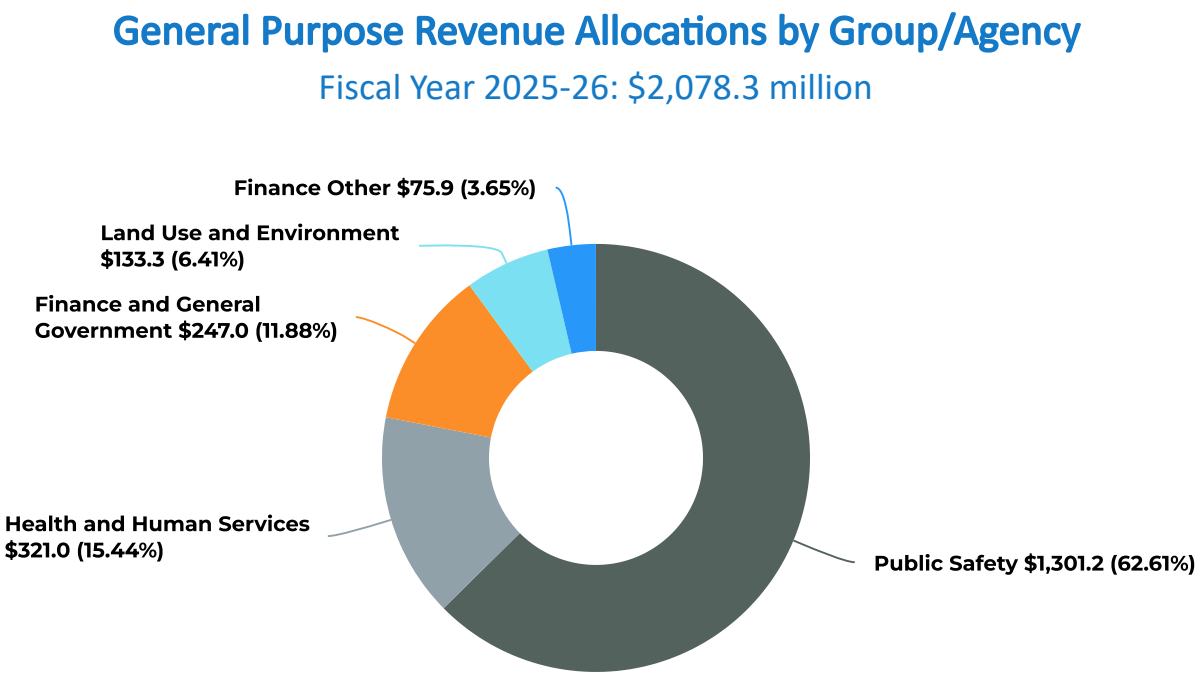
Penalties and cost on delinquency taxes ($24.7 million in Fiscal Year 2025-26 and $25.6 million in Fiscal Year 2026-27) are projected to increase by $1.2 million or 5.1% higher than the Fiscal Year 2024-25 Adopted Operational Plan based on prior year receipts and AV growth assumption which could increase 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 $33.8 million in Fiscal Year 2025-26 and $33.6 million in Fiscal Year 2026-27, which is an increase of $7.4 million or 28.1% from the Fiscal Year 2024-25 Adopted Operational Plan. This increase is primarily due to the anticipated higher Property Taxes Prior Secured Supplemental.

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 2025-26 budget for the Public Safety Group represents 33.9% of total County expenditures, the allocation of GPR for services in that Group equals 62.6% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 40.7% of total County expenditures, however due to significant amounts of funding from program revenues, it is allocated only about 15.4% of total GPR.



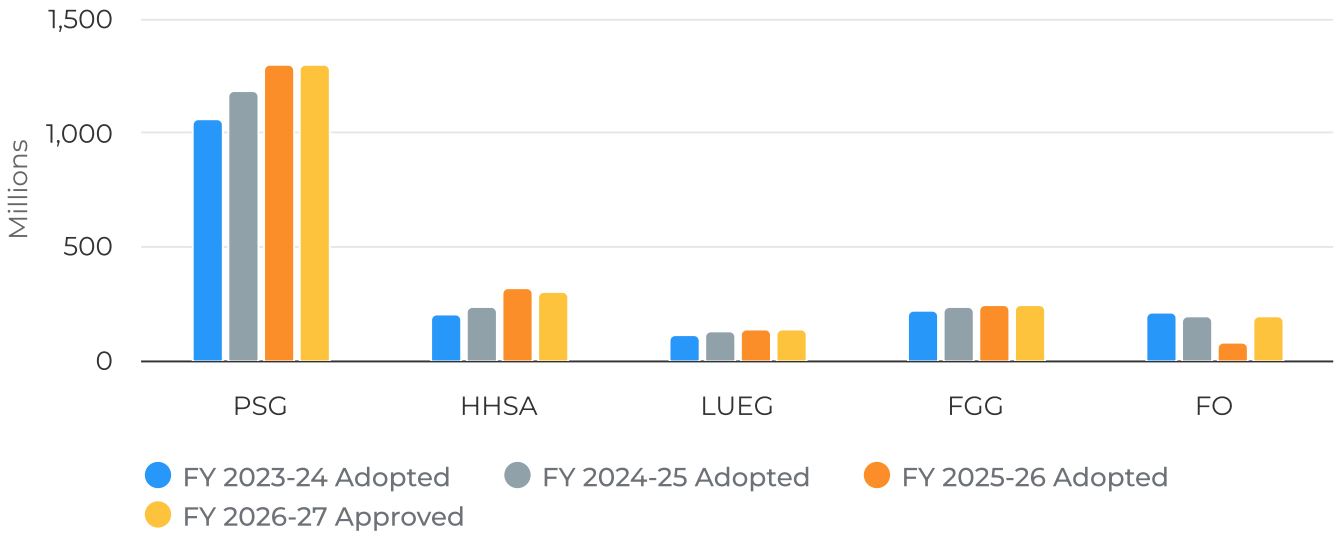
Note: In the chart and table, the sum of individual amounts may not total due to rounding.

The allocation of GPR for Fiscal Years 2025-26 and 2026-27 reflects a multi-year strategy to manage County resources within an economic environment marked by slower growth and significant uncertainty. The primary goals of this strategy are to continue the Countywide stabilization strategy which will meet local revenue requirements for negotiated and planned labor agreements, required retirement contributions, and capital infrastructure. Allocations in Fiscal Year 2025-26 seeks to preserve essential core services to the public. However, as of the March 11, 2025, Second Quarter Economic Update to the Board, it was reported that a funding gap of $138.5 million would occur in Fiscal Year 2025-26 based on the December 2024 projection. While the County's GPR continues to grow, the costs of doing business is outpacing available County funding sources, primarily caused by slowing sales tax revenue, which has only continued to worsen with impacts felt most acutely in HHSA. Slowing sales tax revenues will also impact the Public Safety Group. The County budget strategy for Fiscal Year 2025-26 includes a review of core services and discretionary GPR is budgeted at $2,078.3 million in Fiscal Year 2025-26, an increase from $1,973.1 million in Fiscal Year 2024-25. While in Fiscal Year 2024-25 employer contributions to the retirement fund are budgeted to increase by 1.4%, the annual rate of increase beyond Fiscal Year 2025-26 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 2025-26, the assumed rate of return used for budget remain at 6.50%.

investments to reduce costs, reallocate resources, and streamline services to ensure a budget that is balanced.

General Purpose Revenue by Group/Agency

Fiscal Years 2023-24 through 2026-27



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

	Fiscal Year 2023-24 Adopted Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	% Change	Fiscal Year 2026-27 Approved Budget
Public Safety	$ 1,062.8	$ 1,184.9	$ 1,301.2	9.8%	$ 1,297.3
Health and Human Services	205.1	237.1	321.0	35.4%	298.7
Land Use and Environment	113.6	128.5	133.3	3.7%	133.8
Finance and General Government	221.3	231.9	247.0	6.5%	239.5
Finance Other	212.0	190.7	75.9	-60.2%	195.5
Total	**$ 1,814.8**	**$ 1,973.1**	**$ 2,078.3**	**5.3%**	**$ 2,164.8**

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

- The Fiscal Year 2025-26 Adopted Operational Plan allocates $219.8 million of GPR to fund growth in salary and benefit costs including retirement ($108.5 million) as well as allocation for programs ($111.3 million). GPR stabilization remaining as of Fiscal Year 2024-25 was $128.2 million. The Fiscal Year 2025-26 GPR stabilization balance decreased by $97.7 million, to reflect the use of stabilization, leaving total stabilization resources of $30.5 million. In Fiscal Year 2025-26, these resources will be spent on a one-time basis to support capital, retirement, and other various one-time operational expenses.
- The Fiscal Year 2026-27 Approved Operational Plan allocates back a net of $26.9 million of GPR to Finance Other primarily to reflect the one-time GPR provided to the Groups/Departments in FY2025-26, offset by a slight increase to support anticipated salary and benefit growth. GPR stabilization is anticipated to increase to $48.6 million in Fiscal Year 2026-27. In subsequent budget years these amounts will be used to address anticipated increases in retirement costs, negotiated labor agreements, and to support capital.

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

Summary of Financial Policies

Background

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

Financial Planning and Budget

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

- With the GMS as a guide for fiscal management practices, the County will:
  - 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 adds Section 800.1, requiring that once the Board of Supervisors has appropriated funds for pension stabilization, these funds shall not be used for any other purpose than pension-related liabilities.

The San Diego County Administrative Code Section 91.5, *Auditor and Controller Records and Reports*, calls for the provision of periodic updates related to fund status, General Fund cash flow, and budget status reports. Section 113.5, *Management Practices*, provide guidelines for use of 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 one-time over-realized general purpose revenue generated by greater-than-anticipated assessed value growth to restore the General Fund Reserve to the minimum required balance. If the General Fund Reserve minimum required balance is satisfied, the

County shall invest one-time overrealized 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 Chief Financial Officer.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Chief Financial Officer, except for Road Projects, Operating Transfers between departmental budget units, Capital Projects and considered 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 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 one-time over-realized General Purpose Revenue generated by greater-than-anticipated assessed value growth to replenish the General Fund Reserve to the minimum requirement; if the General Fund Reserve minimum requirement is met, any remaining amounts shall be used to accelerate payment of pension unfunded actuarial accrued liability.
    - 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 https://www.sdttc.com/content/ttc/en/treasury.html
- The Treasurer-Tax Collector prepares a monthly investment report to be posted on the Treasurer-Tax Collector's website at https://www.sdttc.com/content/ttc/en/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 Countywide 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.

Propriety 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, 2024, 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, 2024)
Nonspendable	**$50,711**
Restricted	1,051,899
Committed	570,514
Assigned	634,858
Unassigned	691,768
Total General Fund Balance	**$2,999,750**

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, 2024 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 Opioid Settlement Framework, the No Place Like Home program, local community corrections, protection of consumer fraud 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, 2024 annual report are amounts committed for capital projects in progress including:

- 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 Office 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, 2024, 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, 2024 annual report include:

- Contracted services for: health, mental health and social services; planning, land use, watershed and parks; park and recreation 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 2025–26 Adopted Use of Fund Balance

The Fiscal Year 2025–26 total $233.3 million uses of fund balance and fund balance components includes amounts within and outside of the General Fund. Outside of the General Fund, $179.9 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, Public Liability ISF, Workers' Compensation Employee Benefits ISF, Parks and Recreation, and Pension Obligation. Details of these planned uses are included in the General Fund section of this document.

Decreases (Uses) in Fund Balance Commitments and Assignments

Fund balance component decreases of $53.4 million are included for Fiscal Year 2025–26. 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 2025–26 Adopted Budget	Source
Restricted: Pension Stabilization	**$42.8**	Restricted
Committed: SB 43 Program	9.2	Committed
Assigned: Domestic Violence Shelter Based Program	0.6	Assigned
Restricted: Environmental Health	0.5	Restricted
Assigned: Tenant Legal Services	0.3	Assigned
Assigned: Community Enhancement Program	0.02	Assigned
Total	**$53.4**	

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, 2024, which was $691.8 million, through various mid-year actions the Board of Supervisors has approved the use of $32.0 million. As of 3rd Quarter projections (May 20, 2025), the Fiscal Year 2024–25 projected year end operating results in the General Fund are $52.6 million and $32.0 million towards the General Fund Unassigned Fund Balance due to the University of California, San Diego East Campus Medical Center agreement that did not materialize, which results in a projected General Fund Balance amount of $744.4 million. This projected amount is measured against the General Fund Reserve minimum requirement of $973.5 million per the latest Financial Statements as of June 30, 2024. Financial Statements for Fiscal Year 2024–25 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 at the time of budget adoption 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 $744.4 million, which means it is not projected to meet the General Fund Reserve requirement of $973.5 million.

Restoration of Funds 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. In the Fiscal Year 2025–26 Adopted Operational Plan, the restoration plan to replenish the General Fund Reserve Minimum Balance will be based on prior year costs anticipated to be reimbursed by FEMA in Fiscal Year 2025-26 and future operating results and over-realized Assessed Value (AV) growth for general purpose revenue in Fiscal Year 2026-27 and 2027-28. If FEMA reimbursements do not come in as projected, additional resources will be required in order to meet the minimum.

Restoration of Fund Balance & Reserves (in millions)	
Fiscal Year	**Amount**
2025-26	$138.8
2026-27	45.2
2027-28	45.1
	$229.1

DEBT MANAGEMENT POLICIES AND OBLIGATIONS

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Debt Management Policies and Obligations

Debt Management

The County of San Diego uses debt financing to: (i) fund certain capital assets that support the 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, *Financial Management and Long-Term Obligations 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. The policy was updated in 2024 to include flexibility for the issuance of debt for non-capital projects and Enhanced Infrastructure Financing Districts that are allowable by tax law; expansion of the use of one-time over-realized General Purpose Revenue generated by greater-than-anticipated assessed value growth to include replenishment of the General Fund Reserve minimum balance requirement as needed, and changing the title of the policy from *Long-Term Financial Management Policy* to *Financial Management and Long-Term Obligations 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 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.
- 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 June 2025, in accordance with Board Policy B-65, *Financial Management and Long-Term Obligations Policy*. In June 2025, the rating agencies performed a full credit review of the County of San Diego as a result of the refunding of the 2016 County Operations Center Lease Revenue Bonds that closed in July 2025. As a result of this review, Moody's and Standard and Poor's and Fitch affirmed the County of San Diego's ratings and Pension Obligation Bonds Ratings. The County also received ratings for its 2025 Series Tax and Revenue Anticipation Notes (TRANs) shown on the table below. The last time the County issued TRANS before the Series 2025 was in 2013.

The County of San Diego's credit ratings as of June 30, 2025, 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	AAA
Tax and Revenue Anticipation Notes	MIG 1	SP-1+	F1+

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 2021–22	**Fiscal Year 2022–23**	**Fiscal Year 2023–24**	**Fiscal Year 2024–25**	**Fiscal Year 2025–26**
Net Bonded Debt (in millions)[1]	$ 608.4	$ 577.7	$ 498.4	$ 576.6	$ 487.3
Net Bonded Debt per Capita[2]	$ 182	$ 174	$ 152	$ 176	$ 146
Ratio of Net Bonded Debt to Assessed Value[3]	0.10%	0.08%	0.07%	0.08%	0.06%

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

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

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

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

General Fund Debt Service Ratios

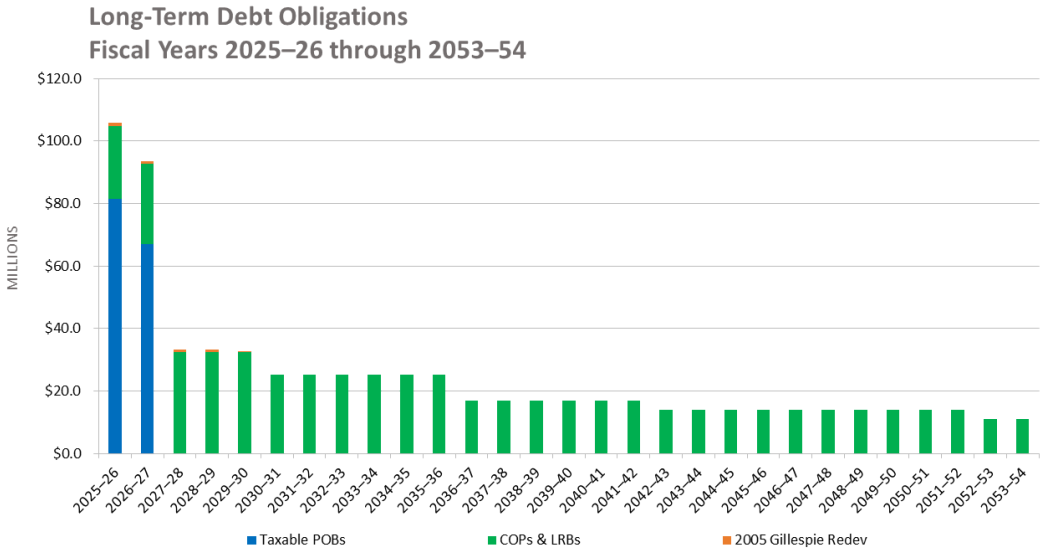
The total debt service reported in the Components of General Fund Debt Service Ratio table is composed of payments on the County's General Fund long-term financial obligations, which includes Certificates of Participation, Lease Revenue and Pension Obligation Bonds. They are described in the following 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 2022–23 Adopted Budget	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025–26 Adopted Budget	Fiscal Year 2026–27 Aprpoved Budget
General Fund Revenue[1]	$ 5,531.0	$ 6,160.1	$ 6,433.5	$ 6,668.2	$ 6,545.8
Total Debt Service	$ 107.9	$ 107.6	$ 107.0	$ 104.8	$ 91.1
Ratio of Total Debt Service to General Fund Revenue	1.95%	1.75%	1.66%	1.57%	1.39%
General Fund Share of Debt Service Cost[2]	$ 83.1	$ 88.7	$ 90.5	$ 89.5	$ 77.8
Ratio of General Fund Share of Debt Service to General Fund Revenue	1.50%	1..44%	1.41%	1.34%	1.19%

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

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

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



[1]Represents principal and interest due until final maturity on outstanding obligations of the County as of June 30, 2025. Details of these obligations are provided in the Outstanding County Financings table nearby.

Outstanding Principal Bonded Debt (in millions)			
	Actuals as of June 30, 2024	Actuals as of June 30, 2025	Projected as of June 30, 2026
Certificate of Participation	$299.2	$280.4	$270.3
Lease Revenue Bonds	75.4	70.7	65.7
Pension Obligation Bonds	211.2	140.4	65.2

Outstanding Principal Bonded Debt (in millions)			
Redevelopment Successor Agency Bonds	4.3	3.6	2.8
Total	**$590.1**	**$495.1**	**$404.0**

Long-Term Obligations

The County's actual outstanding General Fund secured long-term principal bonded debt as of June 30, 2024, June 30, 2025, and projected principal bonded debt for June 30, 2026, 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, 2025, the County is anticipated to have $351.1 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, 2025, the County will have $140.4 million of taxable POBs outstanding.

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

will serve as an alternative to GPR as a funding source for POB costs. Fiscal Year 2017–18 is the first year that these committed amounts were used, and portions will be appropriated each year until the final maturity of the POBs.

Redevelopment Successor Agency Tax Allocation Bonds (TABs)

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

General Obligation Bonds (GO Bonds)

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

The Long-Term Debt Obligations chart shows the County’s scheduled long-term obligation payments through final maturity of Fiscal Year 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			
2016 COC Refunding, issued March 2016	2035	$105,330	$70,675
2019 Justice Facility Refunding, issued September 2019	2025	19,450	1,890
2020 CAC Waterfront Park Refunding, issued November 2020	2041	21,910	19,125
2020 Cedar, Kettner Development Refunding, issued November 2020	2041	23,815	19,895
2021 Youth Transition Campus, issued November 2021	2051	49,060	47,480

Outstanding County Financings (in thousands)			
2023 Public Health Lab and Capital Improvements, issued December 2023	2053	160,910	160,910
2024 Edgemoor Refunding, issued July 2024	2029	31,090	31,090
Total Certificates of Participation and Lease Revenue Bonds		**$411,565**	**$351,065**
Taxable Pension Obligation Bonds			
Series 2008	2026	$343,515	$140,370
Total Pension Obligation Bonds		**$343,515**	**$140,370**
Redevelopment Successor Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2029	$16,000	$3,585
Total Redevelopment Successor Agency Tax Allocation Bonds		**$16,000**	**$3,585**
This table reflects the County's outstanding financings as of June 30, 2025.			

Short-Term Obligations

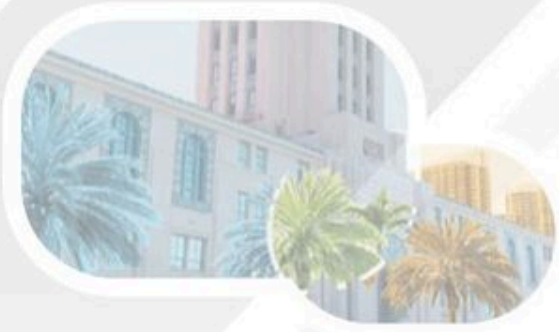
During the ordinary course of business, local governments, including the County, typically experience temporary mismatches in cash flow due to the timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely focused on months surrounding tax payment dates. 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. In July 2025, for the first time since June 2013, the County issued $200 million in TRANs on its behalf to help meet General Fund expenditures, including current expenses, capital expenditures and the discharge of other obligations. This will be an obligation of the County and payable from revenues received by the County in Fiscal Year 2025-26.

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 nonprofit agencies specializing in these conduit programs, the County has discontinued its conduit program. The County will continue to administer the remaining outstanding conduit issuances until the debt mature. As of June 30, 2025, the County will have three outstanding conduit issuances and has not issued a conduit financing since 2015.

GROUPS AND DEPARTMENTS



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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. 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 8,061.00 staff years and a budget of $2.92 billion.

PSG Departments

- District Attorney
- Sheriff
- Animal Services
- Child Support Services
- 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, enterprise-wide 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 fostering a just community and supporting public 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."

PSG departments remain committed to ensuring the continued delivery of mandated life, safety, and justice services to the community and aligning available funding with priorities and increases in County costs. To preserve core mandated services and minimize service disruptions, PSG proactively realigned resources from discretionary programs, identified operational improvement opportunities, repurposed funding, deferred facility maintenance, and identified manageable vacancy levels within departments to achieve savings. There is some risk to departments if vacancies do not materialize and costs continue to increase. To avoid the elimination of certain programs due to lack of County resources, PSG also evaluated using funding sources other than General Purpose Revenue to fund those programs.

These efforts enabled the investment in and continuation of some key programs and allowed limited resources to be repurposed and redirected toward immediate prioritized operational needs in this upcoming budget—including expanded fire and medical response in the unincorporated areas of Dulzura, Pauma Valley and East Otay Mesa, and increases in the Sheriff's and Probation medical care services contracts for incarcerated adults and detained youth.

Resources are also being allocated to strengthen youth diversion and rehabilitation initiatives, including career training and literacy programs, while expanding adult reentry and supportive services that provide access to healthcare connections, job training, and housing support. These efforts help reduce recidivism and promote long-term stability. Additional investments also support the use of mobile services in underserved communities. A new Recovery and Community Engagement Unit will be launched to strengthen regional disaster preparedness and resilience. An additional K9 unit is being added to improve the detection and deterrence of narcotics in youth detention facilities, enhancing safety and security while potentially saving lives.

While this strategic approach has helped avoid some service reductions, program impacts still remain. For example, the Department of Animal Services will hold five currently vacant staff positions, which may need to be reevaluated in the future if workload and field response times are impacted. County Fire must defer major maintenance at aging facilities and will reduce discretionary funding for post-hospital discharge support services which address health disparities in rural communities.

The Public Defender's Fresh Start criminal record relief program will also be reduced, limiting support for individuals seeking to overcome barriers to housing, education, and employment. This reduction is primarily due to prioritizing constitutionally mandated indigent legal defense cases over discretionary programs. These cases involve clients whose constitutional rights to legal representation and due process must be protected and therefore take priority over Fresh Start services. Additional funding is also being provided to address growing caseloads, which will continue to be monitored over the next year to assess impacts on staffing and service delivery.

Probation also identified the need to reduce services at the Community Transition Center and its Housing & Income Navigators program due to insufficient general purpose revenue. This would have impacted hundreds of justice-involved individuals who rely on mental health, housing, and job support to succeed upon reentry into the community. Additionally, Probation youth programs such as Workforce Development, Resilience Community Mentoring, and Transitional Housing were identified to be scaled back, reducing access to critical services for dozens of at-risk youths. Alternative realignment funding has been identified to sustain these critical Probation programs, demonstrating PSG's continued focus on innovation and community-centered solutions in the face of fiscal constraints.

Below are some highlights of how PSG departments will continue to carry out and support the County's Strategic Initiatives, mission, and vision.

Equity

Serving and Protecting All Residents

PSG departments seek to serve and protect all residents by implementing justice reform initiatives, expanding trauma-informed responses, and improving support systems for vulnerable populations. Efforts such as crisis intervention, victim support, and community outreach aim to enhance public safety. A new community learning opportunity will also offer legal education on criminal defense and justice issues. Additionally, the Transitional Age Youth Diversion Initiative will provide young adults aged 18-24 an opportunity to engage with community-based organizations to address root causes of criminogenic factors while preventing further crime and victimization.

To promote equity, PSG is expanding access to stable housing, career paths, and essential resources for those experiencing homelessness or re-entering the community. Navigators with lived experience will connect individuals to services, while interim housing and employment programs will support long-term stability. Initiatives like child support reliability and college savings programs will further strengthen financial security and educational opportunities for families.

Collaborative public health and community safety efforts focus on harm prevention strategies and improving emergency medical response systems. Expanded partnerships and data-driven strategies will help improve outcomes, while system improvements will enhance ambulance services and coordination of emergency care.

Animal welfare initiatives will expand veterinary access in underserved areas through a mobile surgical unit, free spay/neuter services, and pet wellness support, reducing shelter intake and improving pet retention.

Finally, PSG remains committed to innovation and systemic improvements. Advances in correctional facility practices will enhance health and safety for justice-involved individuals, while expanded data integration among emergency medical services agencies will improve coordination and efficiency in emergency response.

Sustainability

Supporting a Sustainable and Resilient Future

PSG departments are committed to supporting a sustainable and resilient future by integrating technology, reducing environmental impact, enhancing efficiency, and strengthening resilience. Efforts will focus on digitizing records, expanding paperless processes, and increasing virtual services to minimize paper use and client travel. Initiatives such as electronic case file archiving, digital court reporting, and online service expansion will improve accessibility and streamline operations.

To reduce environmental impact, departments will continue transitioning to electric and plug-in hybrid fleet vehicles, constructing a LEED Gold and Zero Net Energy-certified animal shelter, and supporting wildfire prevention through vegetation treatment and community chipping events. Community gardens in adult and juvenile facilities will promote local food sources and provide hands-on agricultural education.

PSG will further strengthen disaster resilience by expanding emergency response capacity, updating preparedness plans, and integrating climate considerations into hazard mitigation efforts. Infrastructure improvements will be assessed, and outreach for the Community Emergency Response Team will be expanded to promote greater participation and inclusivity. Additionally, a new Recovery and Community Engagement Unit is being established to further enhance emergency services in the areas of regional disaster response, recovery, and overall resilience in San Diego County.

Through these initiatives, PSG will advance sustainability, innovation, and resilience, ensuring a safer and more sustainable future for all communities.

Community

Improving Community Safety and Well-being

PSG departments are committed to improving community safety and well-being through supportive programs, effective communication, and collaborative partnerships. This work includes strengthening prevention, diversion, and reentry efforts under the Alternatives to Incarceration (ATI) framework. A key initiative is the Resource and Reentry Hub, which will provide vital documentation, healthcare connections, job training, and housing support. Through data-driven strategies and community partnerships, PSG will help formerly incarcerated individuals successfully reintegrate, reducing recidivism and enhancing public safety.

Efforts to prevent and respond to gun violence will be expanded through the Gun Violence Reduction Work Plan, which addresses issues such as suicide, domestic violence, and community violence. PSG will also continue its collaborative approach to fighting drug use through outreach, awareness campaigns, school-based interventions, and overdose prevention programs. Additionally, trauma recovery services will be provided to victims and community members at the South County Family Justice Center, including, but not limited to, case management, trauma therapy, forensic medical exams, and legal assistance in partnership with community organizations and justice partners.

PSG will enhance community outreach and accessibility, participating in Homeless Court Pop-up Resource Fairs, expanding data-driven engagement strategies, and increasing public communication through diverse media options. Attendance at community events will foster connections with residents and inspire preparedness actions.

PSG, through a cooperative agreement with CAL FIRE, delivers critical emergency services, staffing 21 County fire stations and 18 State fire stations and operating over 180 emergency vehicles, including fire trucks, aircraft, and ambulances. Wildfire prevention and disaster preparedness efforts will focus

on improving evacuation planning, expanding wildfire training, and advancing fire prevention initiatives like the Home Hardening Pilot Program and Wildfire Prepared Homes certification. In addition, rural firefighting and emergency response efforts will continue to be prioritized through significant infrastructure improvements as well as enhanced fire response and emergency medical services in the unincorporated areas of the community.

Public safety efforts will also prioritize rehabilitation and support services. Mobile Probation Service Centers will expand access to case management, and intervention programs will reduce recidivism. Collaboration with the Health & Human Services Agency under the Medi-Cal Transformation (CalAIM) initiative will ensure justice-involved youth receive continuity of care upon reentry into the community.

Animal welfare and safety initiatives will continue with the opening of a new shelter, rapid response for animal welfare cases, and expanded support for pet owners in underserved communities.

PSG will further strengthen communication and transparency by enhancing emergency messaging, expanding public outreach, and fostering community engagement through volunteer programs and recognition events. In addition, a new Community Engagement Unit is being established to support emergency services and enhance regional disaster preparation, response, and recovery across San Diego County. These efforts will ensure PSG remains responsive to community needs while fostering a safer and more connected region.

Empower

Achieving Organizational Excellence

PSG departments support staff and operations through transparency, accountability, and innovation to achieve organizational excellence. Employee development and engagement will be strengthened through training programs, mentorship opportunities, and leadership development. Retention and recruitment efforts will focus on career advancement, workplace support, and recognition programs to reduce turnover and foster an inclusive culture.

To advance technology and transparency, departments will assess case management systems to improve efficiency and collaboration. Public access to information will be enhanced with a searchable decedent database and timely media updates.

To ensure operational preparedness and accountability, emergency services and response will be further enhanced through additional training to improve public messaging and collaboration with community partners. By fostering a culture of innovation and inclusion, PSG will continue to support a high-performing workforce while enhancing service to the community.

Justice

Supporting Fairness and Reducing Disparities in the Justice System

PSG departments, both collectively and independently, support fairness and reducing disparities in the justice system by prosecuting and defending crimes, supporting victims, and reducing disparities, while contributing to restorative justice efforts to repair harm in the community. PSG will continue post-conviction relief and juvenile record sealing efforts to remove barriers to education and employment.

Efforts to reduce incarceration and support rehabilitation will be enhanced through alternatives to incarceration, including work furlough and reentry programs, as well as expanded mental health and substance use treatment. Youth rehabilitation will focus on career training, structured residential programming, and literacy programs to equip justice-involved youth with reentry skills.

PSG remains committed to public safety and protecting vulnerable populations through Gun Violence Restraining Order training, combating organized retail theft and Electronic Benefit Transfer fraud, and supporting elder justice initiatives. Victim services will ensure individuals are informed of their rights and can provide impact statements, while coordination with Adult Protective Services will help investigate elder deaths and suspected neglect.

PSG will strengthen legal representation and competency services, assist clients in immigration proceedings, and accelerate juvenile case processing. Pre-arraignment representation will also ensure arrested individuals receive legal support early in the justice process.

Through these initiatives, PSG will promote justice system fairness, public safety, and rehabilitation, ensuring equitable legal processes while strengthening community support systems.

Related Links

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

- https://www.sandiegocounty.gov/public_safety

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

Staffing

No net change in staffing

- Public Safety Executive Office—decrease of 4.00 staff years due to the transfer of staff to the Office of Community Safety to support Alternatives to Incarceration programs.
- Office of Community Safety—increase of 4.00 staff years due to the transfer of staff from the Public Safety Executive Office to support Alternatives to Incarceration programs.

Expenditures

Net increase of $11.0 million

- Salaries & Benefits—increase of $0.5 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net increase of $3.5 million primarily due to increases in the County property insurance, groupwide supported projects, and Alternatives to Incarceration programs including a resource and reentry hub.
- Other Charges—increase of $0.9 million for payment to the Courts for enhanced collection activities.
- Expenditure Transfer & Reimbursements— decrease of $1.0 million due to the completion of one-time prior year projects supported by the centralized General Fund. Since these are transfers of expenditures, it has the effect of a $1.0 million increase in total expenditures.
- Operating Transfers Out—net increase of $5.1 million.
    - Increase of $6.0 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, and other operational costs.
    - Increase of $0.9 million in Criminal Justice Facility Construction Fund to support facility projects for the Sheriff's Office and the Probation Department.
    - Decrease of $1.1 million in Courthouse Construction Fund due to the completion of Hall of Justice debt service payments.
    - Decrease of $0.7 million due to the completion of one-time capital major maintenance projects.

Revenues

Net increase of $11.0 million

- Fines, Forfeitures & Penalties—net decrease of $0.2 million.
    - Decrease of $0.6 million for collections in penalty assessment revenues due to the completion of the Hall of Justice debt service.
    - Increase of $0.2 million for collections in Contribution for Trial Courts.
    - Increase of $0.2 million for penalty assessment revenues for the Criminal Justice Facility Construction Fund.
- Revenue From Use of Money & Property—decrease of $0.2 million for interest revenues in the penalty assessment fund.
- Intergovernmental Revenues—increase of $12.5 million.
    - Increase of $7.2 million in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993,* which supports regional law enforcement services.
    - Increase of $5.3 million in Local Revenue Fund 2011, Community Corrections Subaccount for Alternative to Incarceration programs.
- Charges For Current Services—increase of $0.1 million for collections in Contribution for Trial Courts.

- Fund Balance Component Decrease—increase of $22,632. A total of $0.1 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—decrease of $0.8 million. A total of $17.6 million is budgeted.
    - $16.4 million in Proposition 172 fund*, the Local Public Safety Protection and Improvement Act of 1993,* for costs related to regional law enforcement services, public safety focused services, information technology, and facility costs.
    - $0.7 million in the Criminal Justice Facility Construction Fund to support facility projects for the Sheriff's Office and the Probation Department.
    - $0.3 million in Courthouse Construction Special Revenue Fund to support San Diego Central Jail debt service payments.
    - $0.2 million in Penalty Assessment Special Revenue Fund to support the Maddy Emergency Medical Services Fund.
- General Purpose Revenue Allocation—net decrease of $0.4 million to provide support to Public Safety departments for operational needs, partially offset by anticipated salary and benefit increases, property insurance costs and to support enhanced collection activities in Contribution for Trial Courts.

Executive Office Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Group Staffing by Department

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Public Safety Executive Office	21.00	21.00	21.00
District Attorney	1,052.00	1,052.00	1,052.00
Sheriff	4,702.00	4,710.00	4,710.00
Animal Services	66.00	66.00	66.00
Child Support Services	424.00	389.00	389.00
Office of Emergency Services	36.00	43.00	43.00
Medical Examiner	78.00	78.00	78.00
Probation	1,087.00	1,093.00	1,093.00
Public Defender	547.00	547.00	547.00
San Diego County Fire	64.00	62.00	62.00
Total	**8,077.00**	**8,061.00**	**8,061.00**

Group Expenditures by Department

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Public Safety Executive Office	$536,700,646	$497,077,607	$543,866,276	$494,432,955	$508,110,543	$502,526,868
Office of Emergency Services	$29,390,191	$11,958,230	$28,988,050	$19,483,765	$12,347,196	$12,182,909
San Diego County Fire	$128,890,298	$134,625,593	$161,750,957	$133,330,569	$148,411,982	$146,872,250
District Attorney	$262,925,941	$280,783,265	$304,952,096	$290,885,914	$290,341,552	$289,153,037
Child Support Services	$52,504,156	$57,218,788	$57,472,499	$54,833,402	$56,545,679	$56,545,679
Public Defender	$136,020,886	$137,237,189	$144,348,357	$139,962,998	$153,483,905	$148,572,272
Sheriff	$1,239,636,852	$1,288,954,933	$1,444,543,194	$1,301,331,006	$1,374,767,820	$1,309,212,148
Probation	$266,744,050	$321,495,911	$355,793,663	$306,428,082	$344,933,572	$319,343,761
Medical Examiner	$18,138,790	$21,190,505	$23,278,089	$20,769,444	$24,061,058	$23,038,291
Animal Services	$10,702,895	$11,291,522	$11,341,022	$10,625,927	$11,165,616	$11,081,959
Total Expenditures	**$2,681,654,704**	**$2,761,833,543**	**$3,076,334,202**	**$2,772,084,061**	**$2,924,168,923**	**$2,818,529,174**

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Public Safety Executive Office	18.00	14.00	14.00
Office of Community Safety	3.00	7.00	7.00
Total	**21.00**	**21.00**	**21.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Public Safety Executive Office	$17,811,448	$18,256,623	$27,341,128	$15,297,318	$15,682,180	$14,712,785
Office of Community Safety	$121,243	$573,159	$573,159	$1,269,211	$7,521,488	$7,502,649
Contribution for Trial Courts	$67,631,621	$67,954,011	$69,654,011	$68,950,302	$68,842,531	$68,842,531
Public Safety Proposition 172	$433,464,083	$404,690,714	$433,426,674	$399,933,699	$410,672,419	$408,339,953
Penalty Assessment	$3,128,950	$3,128,950	$3,128,950	$3,128,950	$3,128,950	$3,128,950
Criminal Justice Facility Construction	$14,543,300	$850,000	$8,118,204	$4,229,325	$1,700,000	-
Courthouse Construction	-	$1,624,150	$1,624,150	$1,624,150	$562,975	-
Total Expenditures	**$536,700,646**	**$497,077,607**	**$543,866,276**	**$494,432,955**	**$508,110,543**	**$502,526,868**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$4,247,316	$5,064,986	$5,350,055	$5,340,808	$5,625,045	$5,534,129
Services & Supplies	$15,606,247	$14,330,004	$21,800,559	$11,325,516	$17,820,251	$16,922,933
Other Charges	$70,579,678	$70,859,853	$72,961,744	$72,349,335	$71,729,853	$71,729,853
Capital Assets Equipment	-	-	$17,352	$17,352	-	-
Expenditure Transfer & Reimbursements	-$1,739,979	-$1,000,000	-$1,000,000	-$773,732	-	-
Operating Transfers Out	$448,007,383	$407,822,764	$444,736,567	$406,173,676	$412,935,394	$408,339,953
Total Expenditures	**$536,700,646**	**$497,077,607**	**$543,866,276**	**$494,432,955**	**$508,110,543**	**$502,526,868**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$101,052	$87,660	$87,660	$87,660	$110,292	$91,472
Use of Fund Balance	$63,862,622	$18,353,397	$64,442,066	$18,740,470	$17,588,217	$1,328,570
Fines, Forfeitures & Penalties	$9,509,596	$9,057,150	$9,557,150	$10,292,531	$8,818,596	$7,436,866
Revenue From Use of Money & Property	$773,247	$590,950	$590,950	$405,107	$413,173	$392,514
Intergovernmental Revenues	$387,109,509	$392,821,399	$392,821,399	$388,355,505	$405,275,559	$417,424,122

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Charges for Current Services	$6,091,880	$5,935,200	$6,135,200	$6,317,623	$6,037,200	$6,037,200
Miscellaneous Revenues	$125,665	$25,000	$25,000	$27,207	$28,000	$28,000
General Purpose Revenue Allocation	$69,127,075	$70,206,851	$70,206,851	$70,206,851	$69,839,506	$69,788,124
Total Revenues	**$536,700,646**	**$497,077,607**	**$543,866,276**	**$494,432,955**	**$508,110,543**	**$502,526,868**

COUNTY OF SAN DIEGO

District Attorney

Mission Statement

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

Department Description

The Office of the District Attorney serves the citizens of San Diego County by seeking justice through the prosecution of criminal violations of State law and County ordinances, protecting crime victims and maintaining safe neighborhoods in the 18 cities and the unincorporated areas of San Diego County. Eight 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 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 $290.3 million.

2024–25 Accomplishments

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Continued development of an implementation strategy for the Transitional Age Youth Diversion Initiative (TAYDI), for adults 18 to 24 years. The initiative promotes accountability and addresses the barriers and impacts of justice system involvement.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Continued to work with local law enforcement agencies to implement the e-Submission Portal, a system that allows local law enforcement agencies to reduce the use of paper and upload case information directly to the District Attorney's Office.
    - Implemented the District Attorney's Archive Project (DAAP) that digitizes and archives stored paper case files, making them immediately accessible to staff.
    - Established an automated paperless fiscal approval system. The system allows 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:

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

- Developed and began initial implementation of the shelter bed network mobile application in collaboration with stakeholders and partnering agencies. The application utilizes technology to connect individuals experiencing homelessness in real-time to emergency shelters and safe parking.
- Collaborated 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.
- Conducted Public Safety Talks that spread awareness and educated parents of students on topics such as fentanyl use, marijuana use, gun violence/storage, and human and child trafficking.
- Continued 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.
  - Continued to host Pathways to HOPE Project, a therapeutic mentorship program for children who have experienced abuse and/or violence-related trauma at the North County Family Justice Center (NCFJC).
  - Partnered 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.
  - Continued 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.
  - Continued the expansion of online submission forms for abuse and misconduct in areas such as Hate Crimes and Student Safety.
  - Issued a Request for Proposal for 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.
  - Reviewed requests related to California Penal Code 1172.6 which authorizes previously sentenced individuals to petition for resentencing.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Continued to provide training to regional law enforcement officers on best practices of de-escalation tactics with a focus on intervening during mental health crises.
  - Implemented a case review process in accordance with Assembly Bill (AB) 2778, *Race-Blind Charging*. This process requires prosecutors to make an initial charging decision using redacted case-identifying information, followed by a second decision based on complete case details.
- 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.
  - Continued 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.

2025–27 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Administer the Transitional Age Youth Diversion Initiative (TAYDI), for adults 18 to 24 years, which encourages accountability while addressing the obstacles and effects 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.
    - Further expand regionalized systems to address trauma and the intersection with public safety. Develop a plan to expand offerings for acute crisis-care, case management, counseling, forensic medical exams, restraining order assistance and linkages to justice system and supportive services to improve outcomes for victims and community members in East County.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Advance the progress of the District Attorney's Archive Project (DAAP) to digitize and archive stored paper case files, making them immediately accessible to staff.
    - Make the automated paperless fiscal approval system available to all divisions, which will support electronic signature approvals and tracking of requests.
    - Expand the use of technology to reduce the number of new 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.
    - Sustain collaboration with justice and community partners to host Homeless Court Pop-up Resource Fairs for the unsheltered members of our community who have committed low-level offenses. The events provide essential services and resources and make the justice system more accessible.
    - Continue to partner with stakeholders, justice partners, and the community to advance the fight against fentanyl abuse through outreach, awareness campaigns, community events, and school-based intervention and overdose prevention programs.
    - Provide comprehensive trauma recovery services to victims and community members in North and South regions, including, but not limited to, case management, trauma therapy, forensic medical exams, and legal assistance. The services will be housed under one roof at the NCFJC and the SCFJC, and the continuum of care and supportive services will be provided in partnership with community organizations and justice partners.
    - Expand comprehensive consumer protection strategies in our communities through expanded prevention initiatives, enhanced law enforcement activities, and targeted community engagement and outreach.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    -
    - In collaboration with stakeholders and partnering agencies, implement the next phase of the shelter bed network mobile application and expand the network of participating agencies. The mobile application leverages technology to combat homelessness and allows for real-time connections to emergency shelter and safe parking programs.
    - Expand and enhance services provided to the underserved, older adult victims of abuse, ages 50 years-old or older, through outreach and by providing mobile advocacy services. Mobile advocates will directly engage with the older adult victims in the community to help safely connect them with services at the Family Justice Centers and provide emergency assistance.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Continue provision of classes for DA University, which is an internal training program that promotes staff engagement, leadership development, job productivity, and efficiency.
    - Maintain the ServeWell program, which aims to enhance service to the public by enhancing the well-being of employees. The program promotes positive behaviors, mental health, and safety awareness.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.

- Begin implementing the modernization of the District Attorney's case management system. The project incorporates the storage of digital evidence, integration with justice partners, and will allow for flexibility to meet the office's current and future needs.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
  - Implement Proposition 36, *Drug and Theft Crime Penalties and Treatment-Mandated Felonies Initiative*, in collaboration with justice partners and the community. The proposition addresses three key public safety issues: repeat retail theft, fentanyl and methamphetamine dealers, and untreated drug addiction and related behavioral health issues causing overdose deaths.
  - Collaborate with the San Diego City Attorney's Office to train law enforcement and attorneys in the North, South, and East regions on how to file and represent Gun Violence Restraining Order (GVRO) petitions, with the goal of increasing GVRO filings in these regions when appropriate and necessary to prevent gun violence and protect victims and public safety.
  - Continue to combat the organized retail theft crisis through collaboration with the business community and justice partners, implementation of laws that hold repeat theft offenders accountable, and leveraging best practices and developed protocols that focus on addressing the impacts of retail theft on businesses and public safety.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Continue to enhance the case review process that complies with Assembly Bill (AB) 2778, *Race-Blind Charging,* by leveraging technology. This process requires prosecutors to determine an initial charging decision using redacted race-identifying information, before making a second determination based on the full case information.
  - Augment the efforts of the Elder Justice Task Force through continued collaboration with local and federal law enforcement and Adult Protective Services (APS), and through continued participation in outreach and awareness campaigns focused on elder fraud. The task force is the only initiative in the nation that is responding to elder fraud cases in real-time through tracking fraud reports collected by local police, the Federal Bureau of Investigation (FBI), and APS to identify transnational criminal networks targeting elder victims.
- 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.
  - Expand the Homeless Enhanced Legal Program (HELP)/Severe Co-occurring Pilot East (SCOPE) program in collaboration with Drug Court, justice partners, and community organizations. The HELP/SCOPE program utilizes a higher level of treatment and fills the gap left by other available programs that cannot currently accommodate the level of treatment needed for individuals with both severe mental illness and severe drug addiction.

Related Links

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

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

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Total grant and other revenues dedicated to consumer fraud activities (in millions)	$19.3	$20	$21	$20	$20

Community	Total number of victims served by the District Attorney's Victim Assistance Program	17,018	16,000	15,295	16,000	16,000
	Achieve a conviction on felony cases (defendants) prosecuted[1]	91% of 11,143	90%	91% of 10,352	90%	90%
	Recidivism rate for participants in District Attorney led adult diversion programs[2,3]	4% of 24	N/A	N/A	N/A	N/A
	Recidivism rate for participants in District Attorney led youth diversion programs[2,4]	9% of 327	8%	9% of 430	8%	8%

Table Notes

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

[2] "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.

[3] This measure was discontinued in Fiscal Year 2024–25 due to changes in legislation.

[4] For youth recidivism rates, filed charges may be in either or both juvenile and adult criminal justice system.

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

Staffing

No net change in staffing

- General Criminal Prosecution—increase of 9.00 staff years due to transfers from Specialized Criminal Prosecution and Juvenile Court to meet operational needs.
- Specialized Criminal Prosecution—decrease of 4.00 staff years due to transfers to General Criminal Prosecution to meet operational needs.
- Juvenile Court—decrease of 5.00 staff years due to transfers to General Criminal Prosecution to meet operational needs.

Expenditures

Net increase of $9.6 million

- Salaries & Benefits—net increase of $5.5 million primarily for negotiated labor agreements for Safety members and for planning purposes associated with anticipated salary and benefit increases for General members, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—increase of $4.1 million.
    - $3.7 million increase related to Internal Services Funds (ISFs) costs such as facilities, property insurance, utilities and vehicle maintenance.
    - $0.4 million increase for law enforcement activities.

Revenues

Net increase of $9.6 million

- Other Financing Sources—decrease of $2.1 million in Proposition 172, *The Local Public Safety Protection and Improvement Act of 1993*, revenue primarily due to the completion of one-time activities.
- Fund Balance Component Decreases—decrease of $0.1 million. A total of $5.5 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 cost through Fiscal Year 2026-27.

- Use of Fund Balance—increase of $0.3 million. A total of $2.4 million is budgeted in Asset Forfeiture for law enforcement activities.
- General Purpose Revenue Allocation—increase of $11.5 million for negotiated labor agreements for Safety members, for planning purposes associated with anticipated salary and benefit increases for General members and property insurance costs.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Criminal Prosecution	687.00	696.00	696.00
Specialize Criminal Prosecution	263.00	259.00	259.00
Juvenile Court	44.00	39.00	39.00
District Attorney Administration	58.00	58.00	58.00
Total	**1,052.00**	**1,052.00**	**1,052.00**

Expenditures by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
District Attorney Administration	$14,194,389	$14,288,053	$14,317,920	$15,720,867	$15,177,880	$15,006,874
Juvenile Court	$11,399,834	$13,295,722	$13,501,014	$11,509,705	$13,242,802	$13,128,780
Specialized Criminal Prosecution	$65,679,438	$66,765,300	$68,043,669	$73,024,849	$68,436,484	$67,835,645
General Criminal Prosecution	$171,553,452	$184,284,190	$206,455,771	$190,278,076	$191,084,386	$190,781,738
District Attorney Asset Forfeiture Program	$98,828	$2,150,000	$2,633,721	$352,418	$2,400,000	$2,400,000
Total Expenditures	**$262,925,941**	**$280,783,265**	**$304,952,096**	**$290,885,914**	**$290,341,552**	**$289,153,037**

Expenditures by Object Summary

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$212,675,600	$232,532,682	$227,325,943	$223,923,390	$238,031,371	$234,977,046
Services & Supplies	$42,220,082	$45,777,489	$69,571,331	$60,840,959	$49,789,587	$51,655,397
Other Charges	$2,160,954	$2,266,594	$4,244,480	$4,144,794	$2,281,594	$2,281,594
Capital Assets/Land Acquisition	$4,639,066	-	-	-	-	-
Capital Assets Equipment	$1,610,979	$481,500	$1,592,493	$1,579,016	$481,500	$481,500
Capital Assets Software	$88,352	$50,000	$750,000	$749,353	$50,000	$50,000
Expenditure Transfer & Reimbursements	-$732,525	-$325,000	-$325,000	-$354,063	-$292,500	-$292,500
Operating Transfers Out	$263,432	-	$1,792,848	$2,465	-	-
Total Expenditures	**$262,925,941**	**$280,783,265**	**$304,952,096**	**$290,885,914**	**$290,341,552**	**$289,153,037**

Revenues by Object Summary

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$6,485,176	$5,638,282	$5,638,282	$5,638,282	$5,492,220	$4,601,401
Use of Fund Balance	-$9,204,106	$2,150,000	$26,318,830	$15,572,341	$2,400,000	$2,400,000
Fines, Forfeitures & Penalties	$444,820	-	-	$183,161	-	-
Revenue From Use of Money & Property	$174,255	-	-	$191,026	-	-
Intergovernmental Revenues	$36,785,151	$32,286,799	$32,286,799	$37,199,605	$32,286,799	$32,286,799
Charges for Current Services	$1,447,577	$1,393,312	$1,393,312	$1,402,031	$1,393,312	$1,393,312
Miscellaneous Revenues	$3,631,498	$5,337,164	$5,337,164	$8,832,821	$5,337,164	$5,337,164
General Purpose Revenue Allocation	$135,424,368	$149,717,696	$149,717,696	$149,717,696	$161,240,237	$160,329,222
Other Financing Sources	$87,737,202	$84,260,012	$84,260,012	$72,148,950	$82,191,820	$82,805,139
Total Revenues	**$262,925,941**	**$280,783,265**	**$304,952,095**	**$290,885,914**	**$290,341,552**	**$289,153,037**

COUNTY OF SAN DIEGO

Sheriff

Mission Statement

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

Department Description

The Sheriff's Office is the chief law enforcement agency in the County of San Diego, covering over 4,200 square miles and a population of over 3.3 million. The Sheriff, elected by the residents of San Diego County, is the chief executive of the department. The Office 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 over 900,000 County residents, including those in nine contract cities. The Office is responsible for booking arrestees and releasing incarcerated persons, ensuring court appearances, and providing necessary daily care for an average of 3,892 incarcerated persons per day in 2024. The Sheriff's detention facilities processed 51,905 unduplicated bookings. Services provided to the San Diego Superior Court include weapons screening and courtroom security. The Sheriff's Office 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 Office has 4,710.00 staff years and a budget of $1.4 billion.

2024–25 Accomplishments

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Successfully serving jail populations includes completing required facility upgrades and building new facilities with an emphasis on re-entry, programming, and medical services. One of the recommendations of the Sheriff's detention facility strategic plan is to renovate or replace the Vista Detention Facility (VDF). The VDF Master Plan includes a detailed needs assessment and programming analysis, which includes reentry services, basis of design with concept drawings to address the existing space limitations, and scoping documents for replacement of VDF. Renovations at George Bailey Detention Facility (GBDF) are in the process of being completed in late 2025. Additionally, facility improvements include addressing Americans with Disabilities Act (ADA) needs. The Sheriff's ADA Unit team members hold ADA Coordinator Certification, and numerous facility improvements have been completed, especially at the San Diego Central Jail (SDCJ).
    - The Sheriff's Office continues to advance innovation in practice and technology to enhance the safety and health of incarcerated persons.
        - The Body Worn Camera (BWC) program implementation wascompleted across the Sheriff's detentions facilities..
        - To address the significant medical and mental healthcare needs of people in our care, doctors and nurse practitioners are evaluating individuals immediately upon intake (or when they are booked into our facilities) to better understand their medical needs and identify if more intensive support is required. The goal is to have all patients displaying symptoms of conditions or identified as having a history of chronic illness be seen by a provider prior to housing assignment.
        - Communication accessibility has been significantly enhanced across our detention facilities, with all facilities offering devices and services for individuals who are deaf or hard of hearing. The Sheriff's Office has added Video Relay Services (VRS) and caption phone features to video visit kiosks. Additionally, the office developed an Incarcerated Persons ADA Information Brochure, which is distributed to individuals with disabilities to inform them of their rights.
        - To better combat contraband and narcotics in our facilities, in July 2024, the Contraband and Narcotics Interdiction Team (CNIT) became a permanent program at Sheriff's booking facilities. Each team is led by a sergeant and staffed by specially trained deputies dedicated to interdiction efforts. CNIT deputies conduct thorough screenings of each individual entering our facilities. This includes

interviews, detailed reviews of criminal history, comprehensive pat-downs and body scans, and collaboration with detectives. The goal is to prevent drugs or contraband from entering County jails. In calendar year 2024, CNIT deputies conducted over 60,000 screenings and found contraband over 700 times. This included 516 drug seizures, 32 weapon seizures, and 206 other items.

- The Sheriff's Office is in the process of modernizing the radio systems within our seven jail facilities. County jails have been using legacy radio systems that were stand-alone and incompatible across facilities and external communications. The Office implemented the new 700 MHz jail system at the East Mesa Reentry, GBDF, and Rock Mountain Detention Facilities in 2024; and in 2025, implementation will be completed at SDCJ, Las Colinas Detentions and Reentry Facility (LCDRF), and South Bay Detention Facility. This upgrade now allows for communication between the jail facilities, all patrol stations, and the entire RCS operational network in mutual aid scenarios. This greatly enhances our safety and responsiveness during crises or emergencies.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - The Sheriff's Office explored and delivered virtual opportunities for enhanced services.
    - The Sheriff's Office began a pilot program of its Career Path App with all its sworn applicants who were in the background check process in April 2024. The Career Path App was fully implemented and made available to all applicants as well as any employee interested in promotion in August 2024. Since its implementation, it has been downloaded over 1,000 times from the Google Play Store and Apple App Store and is being used by those currently in the hiring/background process. The Career Path App allows users to: apply for job openings, track application progress, contact the recruiting unit for any questions, connect with background investigators, connect with the Sheriff's Office on our social media, and view our recruiting events calendar. Future updates will enable current employees to review their personnel files, submit transfer requests, and apply for promotions or specialized positions, all directly from their phones.
    - The Carry Concealed Weapons (CCW) Pro application was created in-house by the Sheriff's Office and is designed to streamline the process of obtaining CCW licensing.

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.
  - Our community engagement initiatives and partnerships are keys to our success. They enable us to collaboratively address the complexities of criminal justice. Our goals include engaging youth through outreach programs.
    - One such program is Rise Above, a new youth empowerment initiative developed by Sheriff's staff from the San Marcos and Vista Stations. This eight-week program for 9 to 12-year-olds focuses on connecting youth with positive role models and providing workshops on conflict resolution, leadership, and community service involvement. A joint graduation ceremony for over 70 graduates was held on November 8, 2024, celebrating the achievements of participants and their families from both sessions. The Rise Above program kicked off its second iteration in Vista and San Marcos in the Spring of 2025 and the Sheriff's Office expanded Rise Above to South County in February 2025 through the Rancho San Diego Sheriff's Station.
    - Another longstanding initiative is the RESPECT Project. The first RESPECT Project Academy began in September 2014, graduating nine students from its mentorship-style program aimed at at-risk youth. As of May 2025, a total of 297 students have completed the RESPECT Project Academy , which has evolved to include an evidence-based curriculum, wraparound family services, and daily after-school support at our San Marcos facility. During this fiscal year, two academies were completed..

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - The Sheriff's Office's collaboration with our community partners has broadened and enriched department services.
    - The Sheriff's Office partnered with a language interpretation service and implemented Language Line, a Video Remote Interpreting (VRI) service, available at multiple patrol stations and on employee phones.
    - The Sheriff's Office held its 7th session of the Sheriff's Spanish Academy in Encinitas in the Fall of 2024 and its 8th session in Ramona in the Spring of 2025. During each 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, Sheriff's staff reinforced that we do not enforce immigration and that we do not ask immigration status.
        - The Sheriff's Office hosted three Gun Safety Events during this fiscal year, collecting 408 firearms. At these events, the department partnered with the District Attorney's Office, community partners, and Project Childsafe. At these events, community members anonymously exchange a firearm for gift cards and also received information related to gun safety and obtained gun locks and gun safes.

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 opportunities for career development, personal progress, and engagement for employees.
        - The Sheriff's Office provided career seminars and mentorship programs to current employees to encourage professional growth and provide opportunities for advancement. In January 2025, the Sheriff's Office hosted a *Leadership for a Lifetime* training session provided by Paul Butler, which was one of the most well-received training. During the fiscal year, over 450 employees participated in these seminars, mentorship programs, and leadership training.
        - Achieved organizational excellence by ensuring a workplace that encourages all County employees as they deliver the County's services to the public. The Office's Inclusion, Diversity, Equity, and Access (IDEA) Committee hosted its second "Around-the-World Potluck" in November 2024. The vision of the committee is to empower a workplace of diverse voices that cultivates informed decisions, connections, and transformations.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Pursued a multitude of approaches to maximize the retention and recruitment of sworn and professional personnel.
        - The Sheriff's Office has successfully continued to attract, recruit, and retain a diverse representation of sworn and professional personnel that reflects the demographics of the communities of our region. As of January 2025, the demographics of our organization are 1% American Indian/Alaska Native, 16% Asian, 5% Black/African American, 35% Hispanic/Latino, 2% Native Hawaiian/Other Pacific Islander, and 41% White. During this fiscal year, 424 new hires were successfully recruited and onboarded into the organization.

2025–27 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Advance innovation in practice and technology to enhance the safety and health of incarcerated persons.
    - Efforts will continue to support the Opioid Enforcement Program to help fight the fentanyl overdose epidemic.

Sustainability

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

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.

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
    - 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 the retention and recruitment of sworn and professional personnel.

Related Links

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

- www.sdsheriff.net

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Homeless Service Referrals[1]	4,016	4,000	5,143	4,500	4,500
Sustainability	Percentage of Converted Sheriff's Fleet[2]	5%	N/A	N/A	N/A	N/A
Community	Community Engagement Events[3]	1,274	1,300	1,312	1,300	1,300
Empower	Number of New Hires[4]	483	550	424	550	550
Justice	Public Calls for Service[5]	200,758	215,000	194,621	200,000	200,000
	Family Violence Victim Assistance[6]	123	N/A	N/A	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 was 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 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 was discontinued for Fiscal Year 2024–25 as a reportable measure moving forward as it is not tied to an Operational Plan Goal.

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

Staffing

Increase of 8.00 staff years

- Detention Services Bureau—net decrease of 7.00 staff years.
  - Decrease of 13.00 staff years due to transfers to the Human Resource Services Bureau (8.00), the Management Services Bureau (3.00) and the Sheriff's ISF/IT Bureau (1.00) based on operational needs and decrease of 1.00 staff year due to restructuring efforts for the redaction and release of records.
  - Increase of 6.00 staff years to expand in-custody rehabilitative programming under the Alternatives to Incarceration work plan.
- Law Enforcement Services Bureau—net decrease of 4.00 staff years.
  - Decrease of 4.00 staff years due to transfers to the Management Services Bureau based on operational needs (5.00) offset by an increase of 1.00 staff year due to restructuring efforts for the redaction and release of records.
  - Net 0.00 staff years due to an increase in law enforcement services requested by the City of Vista offset by a decrease in law enforcement services requested by the City of Imperial Beach.
- Human Resource Services Bureau—increase of 8.00 staff years due to transfers from the Detention Services Bureau based on operational needs.
- Management Services Bureau—increase of 10.00 staff years.
  - Increase of 8.00 staff years due to transfers from the Law Enforcement Services Bureau (5.00) and the Detention Services Bureau (3.00) based on operational needs.
  - Increase of 2.00 staff years for reentry programming Information Technology (IT) support and administrative and financial support of the wireless communications systems.
- Sheriff's ISF/IT Bureau—increase of 1.00 staff year due to a transfer from the Detention Services Bureau based on operational needs.

Expenditures

Net increase of $85.8 million

- Salaries & Benefits—net increase of $71.5 million.
  - Increase of $55.4 million primarily for negotiated labor agreements for Safety members, for planning purposes associated anticipated salary and benefit increases for General members, the addition of 8.00 staff years as described above and for operational needs.
  - Increase of $17.4 million due to the lower salary adjustments to reflect projected staffing vacancies and to leverage normal attrition and other enterprise priorities.
  - Decrease of $1.3 million for one-time negotiated salary and benefit payments.
- Services & Supplies—net increase of $22.6 million.
  - Increase of $19.6 million for increased costs for contributions to Internal Services Funds (ISF) for public liability insurance and other insurances, facilities management, fleet services, IT software licenses and one-time projects and major maintenance projects.

    - Increase of $7.1 million related to State and federal security initiatives primarily for contracted services, software licenses and equipment maintenance.
    - Increase of $3.1 million primarily for a mobile fingerprint identification system associated with the Cal-ID program.
    - Increase of $2.2 million for temporary medical staffing, medication courier services and billing services.
    - Increase of $1.3 million for service contracts related to toxicology instruments, controlled substances instruments, DNA cases backlog, consumables, and narcotics disposal.
    - Increase of $1.3 million to expand transportation access to individuals released from detention and reentry facilities and to provide high level programming under the Alternatives to Incarceration work plan.
    - Increase of $0.7 million primarily related to contracts for educational and psycho-social programs associated with the Incarcerated Peoples' Welfare Fund.
    - Increase of $0.5 million in sales of commissary goods to incarcerated people housed within detention facilities.
    - Increase of $0.2 million for start-up costs related to a staff year added to the City of Vista as well as annual software licenses for license plate recognition cameras reimbursed by the contract cities.
    - Increase of $0.2 million in Edward Byrne Memorial Justice Assistance Grant (JAG) funding for training and to purchase canines.
    - Increase of $0.1 million for travel, replenishment, refurbishment, and medications to provide a jail-based competency treatment program.
    - Decrease of $13.7 million for prior year one-time projects including major maintenance, IT and Regional Communication System (RCS) projects.
- Other Charges—net increase of $6.6 million.
    - Increase of $5.7 million to support medical and mental health services contracts.
    - Increase of $1.2 million due to increased costs for planned replacement vehicle purchases.
    - Decrease of $0.3 million to align the NextGen RCS interest payment with anticipated actuals.
- Capital Assets Software—increase of $0.5 million for the conversion of the automated fingerprint identification system associated with the Cal-ID program.
- Capital Assets Equipment—net increase of $2.4 million.
    - Increase of $4.2 million primarily related to State and federal security initiatives for equipment purchases.
    - Decrease of $1.8 million due to prior year one-time purchases of equipment.
- Expenditure Transfer & Reimbursements—net decrease of $23.8 million in expenditure reimbursements. Since these are transfers of expenditures, it has the effect of a $23.8 million increase in total expenditures.
    - Decrease of $24.1 million related to prior year one-time capital major maintenance projects ($8.6 million) and medical and mental health services contracts ($15.5 million) supported by centralized General Fund.
    - Increase of $0.3 million for law enforcement security services to the San Diego County Psychiatric Hospital; and to a North Coastal community-based crisis stabilization unit from the Health and Human Services Agency; and to provide dispatch services to the Probation Department.
- Operating Transfers Out—decrease of $41.6 million.
    - Decrease of $40.9 million related to prior year one-time capital major maintenance projects, which included improvements to the George Bailey Detention Facility, the San Diego Central Jail, and detention facility modifications as required by the Americans with Disabilities Act.
    - Decrease of $0.6 million related to transfers among the Jail Commissary Enterprise Fund, Incarcerated Peoples' Welfare Fund and the General Fund.
    - Decrease of $0.1 million related to the Department of General Services Fleet Services ISF for the one-time purchase of vehicles.

Revenues

Net increase of $85.8 million

- Licenses, Permits & Franchises—increase of $0.1 million in license fees to align the budget with anticipated actuals.
- Fines, Forfeitures & Penalties—increase of $3.4 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 $15.5 million.
    - Increase of $10.4 million related to State and federal security initiatives to align the budget with actuals.

  - Increase of $4.0 million in State revenue allocated from the Local Revenue Fund 2011, Community Corrections Subaccount for increasing staffing costs and for the expansion of programming under the Alternatives to Incarceration work plan.
  - Increase of $2.0 million from the Department of State Hospitals to reimburse costs of providing a jail-based competency program.
  - Increase of $0.5 million in reimbursement for participating in federal task forces.
  - Increase of $0.4 million in Citizen's Options for Public Safety to align the budget with anticipated actuals.
  - Increase of $0.3 million in federal grant revenue through the High Intensity Drug Trafficking Areas (HIDTA) program for reimbursement of lease space, overtime and equipment and supplies.
  - Increase of $0.3 million from the U. S. Department of Justice, Office of Justice Programs Edward Byrne Memorial JAG passed through the City of San Diego for overtime and training costs, and to purchase canines.
  - Increase of $0.2 million in services for backlogged DNA cases to be reimbursed from the DNA Identification Fund II trust fund.
  - Decrease of $1.4 million from the Department of Health Care Services Medi-Cal Transformation PATH for adult justice involved population pre-release services and behavioral health linkage implementation.
  -
  - Decrease of $0.8 million in grant revenue for the California Highway Patrol Cannabis Tax Fund grant program.
  - Decrease of $0.4 million in the Early Access and Stabilization Services program to align with the level of security services provided.
- Charges for Current Services—increase of $7.4 million.
  - Increase of $6.8 million due to negotiated salaries and 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 $0.3 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.
  - Increase of $0.3 million for increased software license costs for an IT upgrade from the Civil Automation Trust Fund.
- Miscellaneous Revenues—decrease of $2.4 million.
  - Decrease of $2.2 million due to a reduction in planned expenditures from the RCS Trust Fund.
  - Decrease of $0.2 million due to anticipated decrease in sales of commissary goods to incarcerated people housed within detention facilities.
- Other Financing Sources—net increase of $7.8 million.
  - Increase of $7.3 million due to an increase in projected receipts ($5.0 million) and use of fund balance available for one-time projects ($2.3 million) in the Proposition 172 Fund, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services. A total of $13.4 million is budgeted for IT projects and to provide one-time funding for operational costs.
  - Increase of $1.0 million in the use of fund balance available in the Criminal Justice Facility Construction Fund to support one-time major maintenance projects.
  - Increase of $0.2 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.
  - Decrease of $0.7 million due to a reduction of funds to be transferred from the Sheriff's Jail Commissary Enterprise Fund to the Incarcerated Peoples' Welfare Fund.
- Use of Fund Balance—net decrease of $24.0 million. A total of $11.4 million is budgeted.
  - $6.5 million in the Asset Forfeiture Fund for law enforcement project costs and the transfer to the General Fund for investigative expenses.
  - $4.9 million in the Incarcerated Peoples' Welfare Fund to support core services.
- General Purpose Revenue Allocation—increase of $77.8 million due to negotiated labor agreements for Safety members, for planning purposes associated with anticipated salary and benefit increases for General members ($52.5 million); in addition, there is ongoing investments for medical contract escalation costs ($22.9 million), as well as additional amounts for fleet replacement vehicles, public liability costs, helicopter insurance and property insurance costs ($17.4 million). This is offset by the removal of one-time allocation from the prior year for San Diego Central Jail improvements ($15 million).

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Detention Services	2,402.00	2,395.00	2,395.00
Law Enforcement Services	1,472.00	1,468.00	1,468.00
Sheriff's Court Services	458.00	458.00	458.00
Human Resource Services	140.00	148.00	148.00
Management Services	181.00	191.00	191.00
Sheriff's ISF / IT	18.00	19.00	19.00
Office of the Sheriff	31.00	31.00	31.00
Total	**4,702.00**	**4,710.00**	**4,710.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Office of the Sheriff	$8,627,345	$9,994,393	$9,615,341	$9,310,223	$10,045,881	$9,282,443
Sheriff's Court Services	$84,514,541	$89,670,094	$95,401,979	$92,774,976	$95,800,530	$93,691,354
Management Services	$52,734,665	$43,010,032	$50,549,164	$42,560,392	$44,987,580	$43,264,039
Human Resource Services	$43,863,613	$40,627,490	$45,912,840	$43,438,857	$45,645,207	$44,996,156
Law Enforcement Services	$387,123,664	$378,336,085	$398,184,661	$387,377,236	$408,759,999	$360,167,577
Detention Services	$468,009,665	$500,688,132	$512,263,262	$508,771,927	$564,796,020	$557,373,149
Sheriff's ISF / IT	$178,959,469	$203,481,971	$308,228,656	$200,972,862	$180,994,099	$183,102,343
Sheriff's Asset Forfeiture Program	$527,770	$6,500,000	$6,843,935	$2,231,901	$6,500,000	-
Sheriff's Incarcerated Peoples' Welfare Fund	$5,686,010	$7,387,709	$8,171,356	$5,804,776	$8,216,957	$8,298,513
Countywide 800 MHZ CSA's	$255,870	$312,660	$312,660	$302,412	$253,180	$242,067
Jail Commissary Enterprise Fund	$9,334,239	$8,946,367	$9,059,340	$7,785,445	$8,768,367	$8,794,507
Total Expenditures	**$1,239,636,852**	**$1,288,954,933**	**$1,444,543,194**	**$1,301,331,006**	**$1,374,767,820**	**$1,309,212,148**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$890,573,557	$925,126,571	$951,134,404	$949,049,394	$996,642,843	$973,058,535
Services & Supplies	$241,564,114	$259,277,104	$307,420,135	$250,450,558	$281,836,199	$246,720,853
Other Charges	$63,550,394	$81,295,042	$95,995,839	$86,571,742	$87,856,669	$90,208,685
Capital Assets Equipment	$27,038,446	$6,723,549	$9,933,318	$6,539,586	$9,139,341	$352,022
Capital Assets Software	$11,734	-	$145,926	$90,056	$500,000	-
Expenditure Transfer & Reimbursements	-$15,020,602	-$30,970,181	-$33,654,532	-$24,507,861	-$7,151,980	-$7,124,216
Operating Transfers Out	$31,919,207	$47,502,848	$113,568,104	$33,137,532	$5,944,748	$5,996,269
Total Expenditures	**$1,239,636,852**	**$1,288,954,933**	**$1,444,543,194**	**$1,301,331,006**	**$1,374,767,820**	**$1,309,212,148**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$21,534,298	$20,240,403	$20,240,403	$20,240,403	$20,240,403	$16,973,602
Use of Fund Balance	$25,818,891	$35,343,735	$152,429,328	$61,361,746	$11,360,069	$4,931,450
License Permits & Franchises	$798,391	$545,512	$545,512	$949,363	$607,892	$607,892
Fines, Forfeitures & Penalties	$5,823,239	$5,027,900	$8,300,603	$4,974,051	$8,480,767	$1,238,593
Revenue From Use of Money & Property	$1,991,124	$1,301,365	$1,301,365	$1,921,062	$1,471,108	$1,466,994
Intergovernmental Revenues	$104,292,665	$115,481,887	$124,567,411	$103,784,488	$130,947,562	$87,653,128
Charges for Current Services	$183,386,446	$190,014,836	$190,014,836	$189,759,312	$197,425,753	$201,922,065
Miscellaneous Revenues	$27,495,496	$19,196,905	$20,408,087	$15,099,938	$16,797,345	$15,464,092
General Purpose Revenue Allocation	$553,411,960	$609,642,852	$609,642,852	$609,642,852	$687,479,802	$684,117,625
Other Financing Sources	$315,084,341	$292,159,538	$317,092,798	$293,597,790	$299,957,119	$294,836,707
Total Revenues	**$1,239,636,852**	**$1,288,954,933**	**$1,444,543,194**	**$1,301,331,006**	**$1,374,767,820**	**$1,309,212,148**

COUNTY OF SAN DIEGO

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) is dedicated to protecting public safety, preventing animal cruelty and neglect, and saving the lives of thousands of lost, abandoned, or unwanted pets each year. Annually, approximately 6,500 animals from the county's unincorporated areas enter DAS's two shelters, where they receive compassionate care, medical treatment, and opportunities for adoption.

DAS provides animal-related law enforcement, sheltering, veterinary care, and adoption services, ensuring that all treatable or manageable medical and behavioral conditions are addressed so animals can thrive in new homes or with rescue partners. DAS does not euthanize for time or space and is committed to the highest standards of animal care, with expert veterinary professionals dedicated to every pet's well-being.

To sustain these vital services, DAS operates with 66.00 staff years and a budget of $11.2 million.

2024–25 Accomplishments

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Provided 516 subsidized spay/neuter surgeries to pet owners in underserved communities, helping to prevent unplanned litters, reduce shelter intake, and support individuals facing financial hardship. Without intervention, a single unspayed female dog and her offspring can produce up to 508 puppies in seven years, while a single unspayed female cat and her offspring can lead to as many as 4,948 kittens. The goal of 700 was not met primarily because only one full-time veterinarian was available throughout the year due to a nationwide shortage. Additionally, performance was impacted by the unexpected unavailability of a new mobile veterinary surgical unit, which required repairs. The mobile unit became fully operational in Spring 2025, and the department is in the final stages of recruiting an additional veterinarian, which should improve this measure in the upcoming fiscal year.
    - Ensured that every pet receiving subsidized spay/neuter services also received a free microchip for permanent identification. This, along with other animal care initiatives and several free microchip events, resulted in the distribution of 664 microchips. The goal of 700 was not met primarily because only one full-time veterinarian was available throughout the year due to a nationwide shortage. Additionally, performance was impacted by a delay in the delivery of a new mobile veterinary surgical unit not becoming fully operational until Spring 2025.
    - Fully deployed a mobile veterinary surgical unit to the unincorporated areas with the greatest need in Spring 2025. This provided accessible spay/neuter and basic pet wellness services directly to underserved communities.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - The department was unable to proceed with the new case management system, as it did not fully meet operational needs. The department is moving forward with an upgraded version of the existing system, which will enhance current functionality while minimizing disruptions to staff and operations.

    - Expanded online and paperless service options for its dog licensing program, to improve accessibility and convenience while reducing client travel and environmental impact.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
    - Increased staffing and recruited 41 skilled volunteers to train and serve in critical disaster response and recovery roles, including Emergency Operations Center responders, 2-1-1 operators, shelter workers/managers, and recovery support personnel, significantly strengthening the department's capacity to respond to emergencies and support community recovery efforts.

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

- Continued planning and construction of the new Santee shelter, ensuring completion by Summer 2026 while achieving LEED Gold and Zero Net Energy certification goals.
- Prioritized plug-in hybrid or electric options where applicable. While electric Animal Control vehicles are not yet available to meet operational needs, all other eligible fleet vehicles (SUVs, trucks) will be replaced with electric models as they reach the end of their service life.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Used the existing case management system's 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.
    - Continued 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 took place in 2024 and shelter opening is scheduled for Summer 2026.
    - Ensured that 89% (4,730 of 5,318) of sheltered dogs, cats and rabbits are reunited with their owner, adopted into a new home, or transferred to a rescue partner, effectively meeting national standards and best practices for companion animal sheltering. This fell just short of the goal of 90% due to increased shelter inventory and longer-than-normal lengths of stay for sheltered animals. These challenges are largely driven by a rise in pandemic pet returns and the current trend of shelter intakes outpacing outcomes.
    - Responded to 94% (5,411 of 5,765) 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. The goal of 98% was not met due to unanticipated staff shortages in DAS' Animal Control Officer and Supervising Animal Control Officer classifications for significant portions of the fiscal year. Efforts are ongoing to improve efficiency through staff recruitment and operational adjustments.

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. In support of this, continued monthly all-staff and biannual offsite meetings; provided supervisors support through training, coaching, and mentoring; and hosted staff and volunteer service recognition events.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Updated the department's website to improve the digital experience for our customers, including improved readability and navigation, and expanded social media usage.

2025–27 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 subsidized spay/neuter surgeries to pet owners in underserved communities, preventing unplanned litters, reducing shelter intake, and supporting individuals facing financial hardship. Without intervention, a single unspayed female dog and her offspring can produce up to 508 puppies in seven years, while a single unspayed female cat and her offspring can lead to as many as 4,948 kittens.
- Ensure every pet receiving subsidized spay/neuter services also receives a free microchip for permanent identification, with a minimum of 700 microchips distributed.
- Deploy a mobile veterinary surgical unit to the highest-need unincorporated areas, delivering accessible spay/neuter and basic pet wellness services directly to underserved communities.
- Provide free pet food to members of the public in need. This service is designed to support pet owners facing financial hardship, ensuring their pets receive the nourishment they need. The pantry is stocked through donations and partnerships and is available to eligible individuals on a regular basis while supplies last at an easily accessible location.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Expand online and paperless service options to enhance accessibility and convenience while reducing client travel and environmental impact, with a primary focus on implementing DocuPet for dog licensing.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Strengthen disaster response capabilities by increasing staffing and recruiting at least 20 skilled volunteers to serve in critical roles, including Emergency Operations Center responders, shelter workers/managers, field transport for strays and wildlife, and recovery support personnel.
  - Achieve LEED Gold and Zero Net Energy certification standards in construction of the new Santee shelter.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Leverage the advanced reporting capabilities of the new case management system to analyze community trends and departmental operations, including intake and outcome data by species, age, and type. Use these insights to identify high-need areas and implement targeted community support and outreach initiatives.
  - Open the new Santee shelter, designed to provide accessible, high-quality animal care and control services for the unincorporated community, improve animal welfare outcomes, and support the health and well-being of both residents and their pets.
  - Achieve a 90% live outcome rate for sheltered dogs, cats, and rabbits through reunification with owners, adoption, or transfer to rescue partners, aligning with national best practices for companion animal sheltering.
  - Maintain a 98% on-time response rate for patrol calls, prioritizing cases based on urgency to ensure rapid emergency response and timely investigation of all reported animal welfare concerns.

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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Reduce staff turnover from 65.5% to 35% through improved retention strategies and workplace support initiatives.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Encourage innovation by implementing best practices in social media and website management to enhance communication, outreach, and overall organizational excellence.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Provide subsidized spay/neuter surgeries to underserved pet owners[1]	406	700	516	700	800
	Provide free-to-the-public pet microchipping[2]	406	700	664	700	800
Sustainability	New Emergency/Disaster response volunteers recruited & trained[3]	25	10	41	20	20
Community	Sheltered dogs, cats and rabbits either adopted, reunited with owners, or transferred to rescue partners[4]	87% of 5,994	90%	89% of 5,318	90%	90%
	On-time patrol response[5]	93% of 6,241	98%	94% of 5,765	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. The department fell short of the goal of providing 700 spay/neuter surgeries primarily because only one full-time veterinarian was available throughout the year due to a nationwide shortage. Additionally, performance was impacted by the unexpected unavailability of a new mobile veterinary surgical unit, which required repairs.

[2] This measure reflects 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. Animal Services exceeded this goal by strengthening its capacity to respond to emergencies and support community recovery efforts.

[4] This measure ensures that 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.

[5] 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: 2025–26 to 2026–27

Staffing

No change in staffing

Expenditures

Net decrease of $0.1 million

- Salaries & Benefits—decrease of $0.3 million primarily for salary adjustments to reflect normal staff turnover, partially offset by increases associated with anticipated salary and benefit costs for planning purposes.
- Services & Supplies—increase of $0.2 million primarily for animal care costs such as animal food and medical expenses due to higher animal populations at the shelters, increases in public liability insurance and other Internal Service Fund costs.
- Capital Assets Equipment—decrease of $0.1 million due to prior year one-time vehicle purchases.
- Expenditure Transfer & Reimbursements—decrease of $0.4 million due to the one-time purchase of mobile unit and vehicle replacement, supported by the centralized General Fund. Since this is a transfer of expenditures, it has a net effect of $0.4 million increase in total expenditures.
- Operating Transfers Out—decrease of $0.3 million due to final payment related to veterinary mobile unit.

Revenues

Net decrease of $0.1 million

- Licenses, Permits & Franchises—decrease of $0.1 million to align with revenue trends.
- Miscellaneous Revenues—decrease of $0.4 million due to the decrease in availability of funds in the Animal Shelter trust funds.
- Fund Balance Component Decreases—decrease of $24,545. A total of $.01 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.
- General Purpose Revenue Allocation—increase of $0.4 million for anticipated salary and benefit increases, animal care costs and property insurance costs.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Animal Services	66.00	66.00	66.00
Total	**66.00**	**66.00**	**66.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Animal Services	$10,702,895	$11,291,522	$11,341,022	$10,625,927	$11,165,616	$11,081,959
Total Expenditures	**$10,702,895**	**$11,291,522**	**$11,341,022**	**$10,625,927**	**$11,165,616**	**$11,081,959**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$8,181,508	$8,385,435	$8,385,435	$7,769,453	$8,112,316	$8,028,659
Services & Supplies	$2,712,071	$2,906,087	$2,955,587	$2,856,585	$3,053,300	$3,053,300
Other Charges	-	-	$317,953	$198,000	-	-
Capital Assets Equipment	-	$119,953	-	-	-	-
Expenditure Transfer & Reimbursements	-$190,684	-$392,083	-$590,083	-$470,242	-	-
Operating Transfers Out	-	$272,130	$272,130	$272,130	-	-
Total Expenditures	**$10,702,895**	**$11,291,522**	**$11,341,022**	**$10,625,927**	**$11,165,616**	**$11,081,959**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$232,502	$165,216	$165,216	$165,216	$140,671	$118,598
Use of Fund Balance	$879,482	-	$49,500	$39,245	-	-
License Permits & Franchises	$452,307	$569,482	$569,482	$412,547	$467,800	$467,800
Fines, Forfeitures & Penalties	$9	$200	$200	$987	$200	$200
Intergovernmental Revenues	$70,741	-	-	-	-	-
Charges for Current Services	$294,392	$363,988	$363,988	$310,772	$309,675	$309,675
Miscellaneous Revenues	$409,571	$514,139	$514,139	$18,663	$144,139	$14,139
General Purpose Revenue Allocation	$8,363,891	$9,678,497	$9,678,497	$9,678,497	$10,103,131	$10,171,547
Total Revenues	**$10,702,895**	**$11,291,522**	**$11,341,022**	**$10,625,927**	**$11,165,616**	**$11,081,959**

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 389.00 staff years and a budget of $56.5 million.

2024–25 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 participating in homeless outreach pop-up events, two Veterans Stand Down events and Homeless Court, improving customer service and accessibility for unhoused participants, including those individuals who may require further services and follow-up.
    - Revised awareness campaigns of the College Savings Account program, generating participation of one dependent of a child support customer to help advance academic success and facilitate self-sufficiency in adulthood. This fell short of the goal of five dependents due to improvements to the Statewide Debt Reduction Program, which provides more options to reduce or eliminate child support debt.
    - Collaborated with the San Diego County Library to award one scholarship to enable a participant to earn a high school diploma, improving employment opportunities and aiding in breaking the cycle of intergenerational poverty. This fell short of the goal of eight scholarships due to less interest than expected and those interested did not complete the requirements for a scholarship.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
    - Established parentage on 93% (41,105 of 44,022) of children in the caseload. This fell short of the 97% goal, primarily due to legislative changes, which directed additional income and guideline calculation reviews for initial pleadings and the replacement of the automated application format.
    - Achieved 87% (48,512 of 55,803) of open cases with a child support order, ensuring children receive equitable care and support from both parents. Although there was an increase of more than 1% over the previous fiscal year, the department fell short of the 90% goal due to various factors, including changes to the State's child support guideline calculation and establishing a new vendor contract for delivering legal documents, which led to fewer orders being established than expected.
    - Achieved a 66% ($130 of $196 million) collection rate of current support owed, making child support a reliable source of income for those families. This fell short of the 70% goal, primarily due to legislative changes that reduced available enforcement methods, as well as income fluctuations among case participants, leading to lower-than-expected collections. This fell short of the 70% goal, primarily due to

legislative changes that reduced available enforcement methods, as well as income fluctuations among case participants, leading to lower-than-expected collections.
    - Increased the average annual dollar amount of collections per case to $4,792, surpassing the goal of $4,300, ensuring that children are financially sustained, increasing opportunities for physical and emotional enrichment.
    - Increased the total amount of current support and arrears distributed to families to $181 million, achieving the goal of at or above $180 million, increasing the financial, emotional, and physical well-being of children.
    - The percentage of cases not paying current support increased to 18% (25,429 out of 31,110), falling short of the goal of 14% or lower primarily due to legislative changes that reduced available enforcement methods, as well as income fluctuations among case participants, leading to lower-than-expected collections.
    - Collected $3.29 in child support for every $1.00 spent on operations. Although this fell short of the goal of $3.75 due to an increase in costs to run the program, it continues to show that the child support program is a good investment.

Sustainability

Short-term commitments:

- 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) to increase the percentage of staff in designated DSW roles with revised awareness campaigns.
    - Increased the percentage of DSW assigned roles to 29% (93 of 318) 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.
    - Increased 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:

- Implemented an electronic filing system for programs and work products where feasible to reduce paper use and waste in accordance with County's retention policy.
- Converted all existing fleet vehicles due for replacement to a plug-in hybrid/electric.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Continued to provide virtual options for extended hours in the evening and offered 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.
    - Partnered with organizations that specialize in parenting workshops, employment services, career training, fatherhood specific services and more to ensure entire family unit is supported.
    - Sought and strengthened partnerships with Your Safe Place, PATH San Diego, YMCA, Metropolitan Area Advisory Committee On Anti-Poverty, and others to ensure that each case participant receives support in a way that meets their needs.
    - Collaborated with County partners within HHSA, Sheriff, and the District Attorney 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 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.
    - Engaged in open dialogue with the community by communicating services and resources through texting, emailing, and social media platforms.
    - Grew following on social media platforms by an average of 44% 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.
    - Continued 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.
    - Engaged staff to develop and implement strategies to promote diversity, belonging, and inclusiveness through voluntary participation in the Department's Equity Diversity and Inclusion committee activities and Training and Communication Idea Exchange Sessions.
    - Maintained and enhanced 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.
    - Continued to partner with law enforcement agencies to address organized criminal enterprises engaging in Electronic Benefit Transfer (EBT) theft to prevent further loss to recipients.
    - Established and strengthened partnerships with mentorship programs such as Second Chance, GEO Reentry Services, and Lighthouse Recovery Centers, that serve families of incarcerated individuals, including guidance to children of this population.
    - Made DCSS more accessible for parents on probation or parole by the department's Justice Involved Parents and Children (JIPC) team on-site monthly at the Probation office, sustaining a relationship with the region’s criminal justice partners.

2025–27 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.
    - Continue to address issues surrounding the unhoused population by participating in homeless outreach pop-up events, Veterans Stand Down events, Homeless Court, 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 through partnerships with the CalKIDS accounts and Baby Bonds programs to generate participation for at least five dependents of child support customers to help advance academic success and facilitate self-sufficiency in adulthood.
    - Continue to collaborate with the San Diego County Library to award at least five 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 order to facilitate the equitable care of children and to 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.
- Decrease the percentage of cases not paying current support to 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 $3.50 in child support for every $1.00 spent on operations, further illustrating the child support program is a good investment.

Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Maintain at least 25% of department staff in a DSW assigned role through continual 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.
  - Convert at least two existing fleet vehicles due for replacement to plug-in hybrid/electric.

Community

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Partner with organizations that specialize in fatherhood-specific services and more to ensure the entire family unit is supported.
  - Seek new partnerships and strengthen the 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.
  - Continue to increase attendance at community-based events to foster greater connection to the communities served by the department.
  - Continue to grow a following by parents 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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Continue to engage staff through developing and implementing internal mentorship and collaborative opportunities, and participation at various child support and leadership conferences for all staff.

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 and strengthen partnerships with mentorship programs that serve families of incarcerated individuals, including guidance to children of this population.
  - Continue to make department services 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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Current support collected (federal performance measure #3) (in millions)[1,2]	66% of $193	70%	66% of $196M	70%	70%
	Cases with an enforceable order (federal performance measure #2)[1,3]	86% of 58,342	90%	87% of 55,803	90%	90%
	Total Collections (in millions)[1]	$179	$180	$181	$180	$180
	Maintain or lower the percentage of cases not paying current support[2]	18% of 31,839	14%	18% of 31,110	14%	14%
	Increase the annual average dollar amount of collections per case	$4,868	$4,300	$4,792	$4,300	$4,300
Sustainability	Increase the number of staff trained to assume Disaster Service Worker roles	25% of 424	25%	29% of 318	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

[2] This goal was not met due to legislative changes that reduced available enforcement methods, as well as income fluctuations among case participants, leading to lower-than-expected collections.

[3] This goal was not met due to changes to the State's child support guideline calculation and delays associated with new service of process vendor contracts, which led to fewer orders being established than expected.

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

Staffing

Decrease of 35.00 staff years which were vacant to align with State and federal funding and operational needs. There will be no impact to services.

- Production Operations—decrease of 18.00 staff years to align operations with reduced caseload and current State and federal funding with no impact to service delivery. This decrease included 21.00 staff years, offset by the transfer of 3.00 staff years from the Bureau of Public Assistance Investigations to align with administrative needs.
- Recurring Maintenance and Operations—increase of 4.00 staff years due to the transfer from the Bureau of Public Assistance Investigations to realign information technology classifications for the purposes of supervision and training.
- Legal Services—increase of 1.00 staff year due to the transfer of 2.00 staff years from the Bureau of Public Assistance Investigations to support legal services, offset by decrease of 1.00 staff year to align with service needs.
- Bureau of Public Assistance Investigation—decrease of 22.00 staff years. A decrease of 13.00 staff years due to a decreased need to support programs for Health and Human Services Agency (HHSA) and the transfer of 9.00 staff years to Production Operations, Recurring Maintenance and Operations, and Legal Services, as stated above.

Expenditures

Net decrease of $0.7 million

- Salaries & Benefits—increase of $0.3 million primarily for planning purposes associated with anticipated salary and benefit increases, offset by salary and benefit costs related to decrease of 35.00 staff years.
- Services & Supplies—decrease of $0.3 million in information technology Internal Service Fund costs due to decreased need to support programs for HHSA.
- Capital Assets Equipment— decrease of $0.3 million due to the completion of vehicle 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 total expenditures. A total of $10.4 million is budgeted for services provided to HHSA.

Revenues

Net decrease of $0.7 million

- Intergovernmental Revenues—decrease of $0.8 million due to allocation reduction by the California Department of Child Support Services.
- Charges For Current Services—increase of $0.1 million due to funding from the California Department of Child Support Services related to collections on arrears cases.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Production Operations	311.00	293.00	293.00
Recurring Maintenance and Operations	12.00	16.00	16.00
Legal Services	33.00	34.00	34.00
Bureau of Public Assistance Investigation (BPAI)	68.00	46.00	46.00
Total	**424.00**	**389.00**	**389.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Production Operations	$43,435,426	$47,532,974	$47,786,685	$44,813,292	$45,726,796	$45,794,924
Legal Services	$6,896,874	$7,252,837	$7,252,837	$7,266,164	$7,578,073	$7,495,705
Bureau of Public Assistance Investigation (BPAI)	-$657,346	-	-	-$669,901	-	-
Administrative Services	$565,975	$483,705	$483,705	$394,814	$513,308	$513,308
Recurring Maintenance and Operations	$2,263,227	$1,949,272	$1,949,272	$3,029,033	$2,727,502	$2,741,742
Total Expenditures	**$52,504,156**	**$57,218,788**	**$57,472,499**	**$54,833,402**	**$56,545,679**	**$56,545,679**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$52,762,484	$55,823,445	$56,074,515	$54,706,125	$56,155,072	$55,728,624
Services & Supplies	$11,058,096	$11,040,254	$11,199,512	$10,058,608	$10,700,222	$11,138,220
Other Charges	$61,165	$43,910	$53,508	$53,507	$31,442	$19,892
Capital Assets/Land Acquisition	$90,112	$100,000	$100,000	-	$100,000	$100,000
Capital Assets Equipment	$364,487	$250,000	$527,349	$373,056	-	-
Expenditure Transfer & Reimbursements	-$11,832,188	-$10,038,821	-$10,487,355	-$10,362,864	-$10,441,057	-$10,441,057
Operating Transfers Out	-	-	$4,970	$4,970	-	-
Total Expenditures	**$52,504,156**	**$57,218,788**	**$57,472,499**	**$54,833,402**	**$56,545,679**	**$56,545,679**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$1,595,880	-	-	-$1,827,646	-	-
Intergovernmental Revenues	$53,570,563	$56,896,367	$57,150,078	$56,163,557	$56,112,587	$56,112,587
Charges for Current Services	$403,935	$322,421	$322,421	$457,877	$433,092	$433,092
Miscellaneous Revenues	$5,461	-	-	-	-	-
Other Financing Sources	$120,077	-	-	$39,613	-	-
Total Revenues	**$52,504,156**	**$57,218,788**	**$57,472,499**	**$54,833,402**	**$56,545,679**	**$56,545,679**

COUNTY OF SAN DIEGO

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 oversees 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 between 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 national 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 43.00 staff years and a budget of $12.3 million.

2024–25 Accomplishments

Sustainability

Short-term commitments:

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
    - Managed and trained 65 new County Disaster Service Workers to assume disaster response or recovery roles for the Ready Disaster Service Worker (Ready DSW) program, exceeding goal of 50 due to enterprise outreach efforts and recruitment campaigns. Continued 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.
    - Ensured procurement of environmentally preferable, energy-efficient equipment and recycled, recyclable and compostable supplies when purchasing goods.
    - Utilized 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:

- Continued to 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.
- Continued to pursue plug-in hybrid/electric options for any new purchases and for replacement of existing vehicles at end of useful life.
- Established a framework for implementing the Board of Supervisors' (BOS) recommendations on community response and recovery (October 22, 2024 (Item #22)) as well as recommendations from the County's November 2024 *Severe Storm and Flooding After Action Report* (AAR). This included assembling a workgroup to close out the AAR response, further strengthening our regional capabilities in the four phases of emergency

management. Accomplishments from that effort include collaboration with over 20 trusted partner networks and more than 25 Community Emergency Response Teams (CERTs) to foster a unified approach to disaster preparedness, response, and recovery.

- Collaborated with County Fire to implement recommendations from the comprehensive review of fire protection strategies and infrastructure and worked with regional partners and County departments to enhance fire prevention and preparedness, emergency response coordination, and insurance and financial recovery. Efforts focused on public education, communication, and exploring the establishment of a disaster relief fund to support residents with recovery, ultimately enhancing preparedness, response, and community resilience during disasters.

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Enhanced community preparedness, particularly to underserved communities, and contributed to an increase in the prior fiscal year's number of SD Emergency mobile application downloads of 305,220 by 18% (53,293). The goal of 7% was exceeded due to increased social media campaigns and community awareness that resulted in additional preparedness steps taken by residents during wildfire disasters in Southern California. OES has also planned two multi-lingual public outreach campaigns for emergency preparedness using Urban Area Security Initiative (UASI) grant funds. These efforts further enhanced community awareness and readiness across diverse populations.
  - Directed four regional exercises with external partners to improve OES' overall coordination, collaboration, and response to a widespread natural or human-caused disasters. Developed and coordinated a regional Tabletop Exercise simulating a 6.9 magnitude earthquake on the Rose Canyon Fault, with approximately 140 participants from over 40 entities. This exercise tested and improved coordination, communication, and response strategies, resulting in better awareness, understanding, and feedback on the roles and responsibilities of the County and partner agencies in working together during times of disaster.
- 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.
  - Implemented 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.
  - Promoted a healthy lifestyle through a staff-led monthly newsletter on physical fitness that is inclusive and accessible to all, raising awareness and encouraging colleagues to incorporate regular exercise into their routines.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Equipped newly hired Emergency Service Coordinators with essential knowledge and skills through the seven-month Staff Duty Officer Training Program, which includes modules on Emergency Operation Center procedures, Alert and Warning, and onsite tours of partner agencies, including the Port of San Diego, utilities providers, and the Sheriff's Communication Center. This program ensures that our workforce and operations receive the support and excellent customer service necessary for maintaining continuity of operations at its best.

2025–27 Objectives

Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Establish a new Recovery and Community Engagement Unit to enhance regional disaster response, recovery, and overall resilience in San Diego County.
  - Update multiple planning documents, including those related to dams, Safety Element of the County General Plan, Standard Operating Procedures (SOPs), and Concept of Operations (CON OPS), finalizing 10 planning updates to continue the San Diego County region's

disaster readiness. These updates ensure effective coordination and response protocols in accordance with State and federal standards, best practices, and legislative compliance, to meet the needs of all communities in the region.

- Evaluate the Capital Improvement Needs Assessment (CINA) results related to the Emergency Operations Center/Sheriff's Communications Center to contribute to resiliency by ensuring the capability to respond and recover to immediate needs for individuals, families, and the region.
- Update the San Diego Operational Area Emergency Plan to support a proactive, well-integrated approach to resilience, enhancing collaboration and resources to strengthen infrastructure, protect the economy, and ensure a coordinated response to disasters inclusive of all stakeholders and communities.
- Continue to 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.

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.
  - Further develop community preparedness and resilience resources by conducting 12 public outreach presentations, ensuring disaster preparedness and emergency information is made available to the community.
  - Collaborate with County Communications and the County Technology Office to enhance emergency messaging through website updates, social media expansion, and integrating a unified partner contact list into the Genasys Emergency Management (GEM) system, enabling rapid, community-specific notifications and amplification through culturally and linguistically appropriate channels.
- 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.
  - Establish a new Community Engagement Unit to further enhance regional disaster preparedness, response, and recovery, across San Diego County.
  - Attend community events throughout the region to connect with residents and inspire preparedness actions.
  - Increase public communications by leveraging diverse media types and outreach strategies.
  - Enhance community preparedness and regional readiness by participating in at least 12 informational Strategic Engagement meetings with Emergency Management partner agencies, including community-based organizations, military, special districts, universities, and tribes.

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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Develop the Multi-Year Integrated Preparedness Plan, which defines all trainings and exercises the office will conduct over a three-year period, to ensure continuity of operations.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Promote organizational excellence by equipping Emergency Service Coordinators with training in public speaking and community engagement, ensuring effective communication and robust community relationships.

Related Links

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

- www.sandiegocounty.gov/oes
- www.AlertSanDiego.org

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Number of County disaster service workers trained through the Ready Disaster Service Worker program[1]	212	50	65	75	75
	Number of plan updates completed to continue the San Diego County region's disaster readiness[2]	N/A	N/A	N/A	10	10
Community	Percentage increase of SD Emergency mobile application downloads[3]	38% (220,789 to 305,220)	7%	18% (305,220 to 358,513)	N/A	N/A
	Number of countywide exercises (full-scale, functional or tabletop) directed to continue San Diego County region's disaster readiness[4]	4	4	4	N/A	N/A
	Number of public opportunities for input and engagement on OES plans, programs, and processes[5]	4	4	4	N/A	N/A
	Number of multi-lingual public outreach campaigns.[6]	2	2	2	N/A	N/A
	Number of emergency management partner agency Strategic Engagement informational meetings[7]	N/A	N/A	N/A	12	12
	Number of public outreach presentations directed to boost community preparedness and resilience[8]	N/A	N/A	N/A	12	12

Table Notes

[1] The goal was exceeded due to enterprise outreach efforts and recruitment campaigns.

[2] In an effort to support safety for all communities, the Office of Emergency Services relies on multiple planning documents, including those related to dams, Emergency Operations Plans (EOP), Safety Element of the County General Plan, Standard Operating Procedures (SOPs), and Concept of Operations (CON OPS). This is a new measure for Fiscal Year 2025–26 to more accurately reflect efforts to update emergency management planning documents in accordance with State and federal standards, best practices and legislative compliance to ensure effective coordination and response protocols to meet the needs of all communities in the region.

[3] The goal of 7% was exceeded due to increased social media campaigns and community awareness that resulted in additional preparedness steps taken by residents during wildfire disasters in Southern California. This measure will be discontinued in Fiscal Year 2025-26 and replaced with a measure that more accurately reflects efforts to improve communication during all phases of emergency management.

[4] This measure will be discontinued in Fiscal Year 2025–26 and replaced with a measure that more accurately reflects efforts to boost disaster management coordination with Emergency Management partner agencies and stakeholders, including the Military, Port of San Diego, and Tribes.

[5] This measure will be discontinued in Fiscal Year 2025–26 and replaced with a measure that more accurately reflects efforts to update emergency management planning documents in accordance with state and federal standards, best practices and legislative compliance to ensure effective coordination and response protocols to meet the needs of all communities in the region.

[6] This measure will be discontinued in Fiscal Year 2025–26 and replaced with a measure that more accurately reflects efforts to enhance public awareness and education to enhance the community's capacity to respond to and recover from emergencies.

[7] This is a new measure for Fiscal Year 2025–26 to reflect efforts to enhance community preparedness and regional readiness through quarterly informational Strategic Engagement meetings with Emergency Management partner agencies, including community-based organizations, Military, Port of San Diego, and Tribes.

[8] This is a new measure for Fiscal Year 2025–26 to reflect efforts to ensure disaster preparedness and emergency information is made available to the community.

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

Staffing

Increase of 7.00 staff years

- Increase of 5.00 staff years as the initial step to establish a Recovery and Engagement Unit that will enhance regional disaster response, recovery, and overall resilience in San Diego County. Increase of 2.00 staff years to support the management and fiscal oversight of ambulance transport services in San Diego County Fire Protection District Ambulance Service Area by transferring staff from County Fire to Office of Emergency Services.

Expenditures

Net increase of $0.4 million

- Salaries & Benefits—increase of $1.1 million primarily for planning purposes associated with anticipated salary and benefit increases, the transfer of staff from County Fire to Office of Emergency Services, and the addition of 5.00 staff years for a Recovery and Engagement Unit. This is partially offset by a salary adjustment to reflect normal staff turnover.
- Services & Supplies—decrease of $1.4 million due to the completion of one-time major maintenance and Information Technology (IT) projects in the prior fiscal year.
- Expenditure Transfer & Reimbursements—decrease of $1.0 million due to completion of one-time projects for operational costs supporting emergency services activities, such as emergency full-scale/tabletop exercises, temporary staff for administrative support, IT maintenance, and public outreach supported by the centralized General Fund. Since this is a transfer of expenditures, it has a net effect of $1.0 million increase in total expenditures. A total of $0.2 million is budgeted for emergency services activity costs transferred to the Sheriff's Office.
- Operating Transfers Out—decrease of $0.3 million due to the completion of one-time major maintenance projects.

Revenues

Net increase of $0.4 million

- Intergovernmental Revenues—decrease of $0.2 million due to reduced allocation in State Homeland Security Program grant.
- Other Financing Sources—increase of $0.3 million from San Diego County Fire Protection District to reimburse administrative staff costs supporting County Fire activities.
- Fund Balance Component Decreases—increase of $3,604. A total of $0.1 million is budgeted to support a portion of the department costs of the County's existing person 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 $1.3 million due to the completion of one-time major maintenance projects.

- General Purpose Revenue Allocation—increase of $1.6 million for anticipated salary and benefit increases, property insurance costs, and the addition of 5.00 staff years for the establishment of a Recovery and Engagement Unit.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Office of Emergency Services	36.00	43.00	43.00
Total	**36.00**	**43.00**	**43.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Office of Emergency Services	$29,390,191	$11,958,230	$28,988,050	$19,483,765	$12,347,196	$12,182,909
Total Expenditures	**$29,390,191**	**$11,958,230**	**$28,988,050**	**$19,483,765**	**$12,347,196**	**$12,182,909**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$5,821,301	$6,379,207	$6,474,207	$6,471,638	$7,499,037	$7,563,416
Services & Supplies	$23,583,432	$4,914,892	$21,585,558	$12,469,172	$3,545,128	$3,316,462
Other Charges	$1,754,212	$1,500,031	$1,500,031	$1,498,363	$1,500,031	$1,500,031
Capital Assets Equipment	$97,784	-	$264,155	$158,491	-	-
Expenditure Transfer & Reimbursements	-$1,866,538	-$1,178,000	-$1,178,000	-$1,128,458	-$197,000	-$197,000
Operating Transfers Out	-	$342,100	$342,099	$14,560	-	-
Total Expenditures	**$29,390,191**	**$11,958,230**	**$28,988,050**	**$19,483,765**	**$12,347,196**	**$12,182,909**

Budget by Category of Revenues

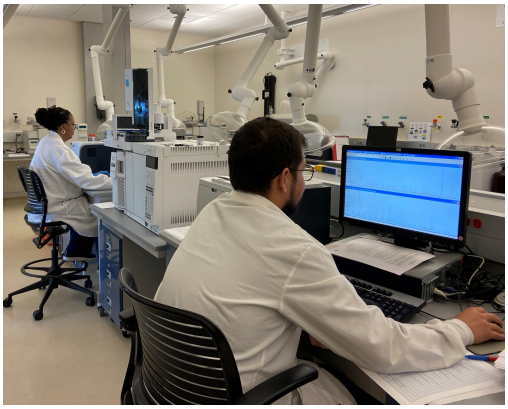
Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$155,297	$134,941	$134,941	$134,941	$138,545	$117,561
Use of Fund Balance	$19,197,949	$1,250,000	$17,163,586	$8,882,248	-	-
Revenue From Use of Money & Property	-	-	-	$34,790	-	-
Intergovernmental Revenues	$4,210,699	$4,486,264	$5,602,497	$4,424,007	$4,301,712	$4,101,712
Charges for Current Services	$284,132	$247,460	$247,460	$280,600	$247,460	$247,460
Miscellaneous Revenues	$11,796	-	-	-	-	-
General Purpose Revenue Allocation	$4,787,810	$5,172,020	$5,172,020	$5,172,020	$6,741,934	$6,798,631
Other Financing Sources	$742,509	$667,545	$667,545	$555,160	$917,545	$917,545
Total Revenues	**$29,390,191**	**$11,958,230**	**$28,988,050**	**$19,483,765**	**$12,347,196**	**$12,182,909**

COUNTY OF SAN DIEGO

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 certain 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 citizens of San Diego County, as mandated by State law. In 2024, the Medical Examiner had initial jurisdiction over about 38% of the 24,120 deaths that were registered in the County, or 9,140 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 $24.1 million.

2024–25 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 and provided epidemiology information to address public health issues and partnered 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.
    - 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. The Medical Examiner, in partnership with HHSA's Public Health Officer, sent informational letters to prescribers whose patients' deaths were related to opioid toxicity. Furthermore, the department worked to start and 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.
    - 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 Diver Death Review Team, the Medical Examiners and Coroners Alert Project (MECAP), and the San Diego Substance Use and Overdose Prevention Task Force.

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; 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.
    - Evaluated and created a plan for conversion of fleet vehicles to hybrid/electric vehicles.
    - Evaluated and determined 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:

- Began the process of identifying opportunities to expand virtual customer service, including increased 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 option will also increase efficiency in reimbursement for document production and civil court testimony.
- Implemented 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.
    - 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 goals were updated in Fiscal Year 2024-25 to accurately reflect caseload and operational trends as a result of complexity and increased caseload. The department experienced a major reporting backlog in 2022 and 2023 due to a surge in drug overdose deaths, primarily driven by illicit fentanyl. To address this, the Medical Examiner implemented several measures, including increased staffing, upgraded toxicology equipment, and contracted with forensic pathologist vendors. As a result of these improvements, calendar year 2024 was a positive transition period for the department. While performance measures were still impacted in the first half of 2024, which impacts Fiscal Year 2024–25 actual results, as the Medical Examiner focused on clearing backlogs and improving timeframes, the measures improved in the second half of the calendar year, which will be reflected in next year's Operational Plan narrative. The department expects to return to regular service levels during calendar year 2025. The following information in support of this goal was gathered by calendar year (January-December 2024).
        - Notified 90% (3,468 of 3,873) of next of kin for identified Medical Examiner cases within 24 hours.
        - Completed 57% (2,233 of 3,890) of investigative reports in 60 days or less, which did not meet the goal of 85% due to staff turnover and training requirements for new staff. The intake of new cases was prioritized, which resulted in some reports being completed after 60 days.
        - Completed 66% (1,844 of 2,814) of toxicology reports in 60 days or less, which did not meet the goal of 75% due to backlog challenges. These challenges have been addressed and the Toxicology Laboratory's performance improved in the second half of 2024. The laboratory has been completing 90% of reports in 60 days or less and will continue to improve its performance throughout calendar year 2025.
        - Completed 60% (2,350 of 3,892) of examination reports in 60 days or less.
        - Provided 43% (3,358 of 7,732) of case report requests within seven days or less, which did not meet the goal of 75% due to backlog challenges. To address this, one employee has been assigned to fulfill report requests, which will decrease service time.
        - Performed 95% (3,686 of 3,892) of postmortem examinations within 48 hours, exceeding the goal of 90%
        - Completed 48% (51 of 106) of homicide examination reports in 60 days or less, exceeding the goal of 30% due to a continued focus on addressing backlog challenges.
    - Continued to provide 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 99.7% (3,457 of 3,466) of decedents ready for release in seven days or less, exceeding the goal of 97%.
- Identified 84% (1,020 of 1,220) of John and Jane Does within 72 hours, exceeding the goal of 80%.
- 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. In support of this, the department implemented employee engagement action plans that included all-hands meetings, employee recognition awards, staff-to-staff direct awards to encourage peer recognition throughout the department and held open staff "coffee time" with the Chief Medical Examiner. The department utilized 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, continued to publish death statistical information on the County's open data portal and continues to develop a webpage with individual decedent information search capability.
  - Updated media interest cases on website within 12 hours of incident or media requests 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.

2025–27 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 continue to co-chair a 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), the San Diego Substance Use and Overdose Prevention Task, and the Overdose Fatality Review Team.

Sustainability

- 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; 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.
    - Further expand the use of virtual customer service by increasing the 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.

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.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
    - 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.
    - Continue to provide a guideline questionnaire on death reporting criteria to physicians and hospital/care facility staff for 100% of deaths reported by phone.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
    - The Medical Examiner, as a leader in governmental transparency, will develop a 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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Empower	Decedents ready for release in seven days or less[1,2]	99.8% of 3,672	97%	99.7% of 3,466	97%	97%
	Investigative reports completed in 60 days or less[1,3]	85% of 4,161	85%	57% of 3,890	85%	90%
	Toxicology reports completed in 60 days or less[1,3]	67% of 2,961	75%	66% of 2,814	90%	90%
	Examination reports completed in 60 days or less[1]	51% of 4,154	60%	60% of 3,892	60%	90%

	Homicide examination reports completed in 60 days or less[1,4]	15% of 106	30%	48% of 106	60%	90%
	Next-of-kin notification completed in 24 hours or less, upon next of kin being identified[1]	87% of 4,146	90%	90% of 3,873	90%	90%
	Case reports completed in seven days or less[1,3,5]	66% of 10,090	75%	43% of 7,732	N/A	N/A
	Postmortem examinations performed within 48 hours[1]	99% of 3,671	90%	95% of 3,892	90%	90%
	Case report requests fulfilled in ten days or less[1,6]	N/A	N/A	N/A	75%	95%

Table Notes

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

[2] This measure was updated to replace the term "bodies" with "decedents" to more accurately reflect how individuals are referred to when coming under the jurisdiction of the medical examiner.

[3] This goal was not met in Fiscal Year 2024-25 due to prior year case complexity and increased caseload resulting in a backlog of cases for the first half of 2024. Due to a continued focus on addressing the backlog, the department has seen improvements in the second half of 2024. As data is collected on a calendar year basis, further improvements are expected in 2025.

[4] The goal for this measure was exceeded due to continued focus on addressing backlog challenges.

[5] This measure will be discontinued in Fiscal Year 2025–26 and replaced with a measure that aligns with the California Public Records Act (CPRA) requirement of 10 days.

[6] This is a new measure for Fiscal Year 2025–26 to align with the CPRA requirement of 10 days.

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

Staffing

No change in staff years

Expenditures

Net increase of $2.9 million

- Salaries & Benefits—increase of $0.7 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—increase of $0.8 million primarily due to increases in public liability insurance and toxicology supplies and instruments.
- Capital Assets Equipment—decrease of $0.5 million due to the completion of prior year one-time equipment purchases.
- Expenditure Transfer & Reimbursements—decrease of $1.9 million for one-time cost for decedent transportation services and toxicology equipment supported by the centralized General Fund. Since this is a transfer of expenditures, it has a net effect of $1.9 million increase in expenditures.

Revenues

Net increase of $2.9 million

- Intergovernmental Revenues—increase of $1.0 million primarily from the California Highway Patrol Grant Program for toxicology supplies and instruments.

- Miscellaneous Revenues—increase of $0.1 million in Opioid Settlement Framework funds to expand surveillance and data collection of emerging drug trends.
- Fund Balance Component Decrease—increase of $33,697. A total of $0.3 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.
- General Purpose Revenue Allocation—increase of $1.8 million due to anticipated salary and benefit increases, decedent transportation services contract, and property insurance costs.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

		Fiscal Year 2024-25 Adopted Budget			Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Approved Budget
Decedent Investigations		78.00			78.00	78.00
Total		**78.00**			**78.00**	**78.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Decedent Investigations	$18,138,790	$21,190,505	$23,278,089	$20,769,444	$24,061,058	$23,038,291
Total Expenditures	**$18,138,790**	**$21,190,505**	**$23,278,089**	**$20,769,444**	**$24,061,058**	**$23,038,291**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$11,652,765	$15,559,317	$13,957,317	$13,831,964	$16,280,965	$16,212,225
Services & Supplies	$6,741,791	$6,939,688	$9,969,515	$7,181,200	$7,780,093	$6,826,066
Other Charges	-	-	$146,939	$90,939	-	-
Capital Assets Equipment	$636,289	$521,500	$1,608,365	$1,152,279	-	-
Expenditure Transfer & Reimbursements	-$892,054	-$1,872,500	-$2,446,547	-$1,486,938	-	-
Operating Transfers Out	-	$42,500	$42,500	-	-	-
Total Expenditures	**$18,138,790**	**$21,190,505**	**$23,278,089**	**$20,769,444**	**$24,061,058**	**$23,038,291**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$336,515	$278,889	$278,889	$278,889	$312,586	$262,144
Use of Fund Balance	-$7,681,973	-	$410,827	-$1,555,594	-	-
Intergovernmental Revenues	$8,266,108	$59,073	$1,735,830	$1,268,163	$1,057,034	$67,614
Charges for Current Services	$175,556	$179,000	$179,000	$228,307	$179,000	$179,000
Miscellaneous Revenues	$37,467	$276,725	$276,725	$149,297	$359,860	$372,420
General Purpose Revenue Allocation	$17,005,117	$20,396,818	$20,396,818	$20,396,818	$22,152,578	$22,157,113
Other Financing Sources	-	-	-	$3,564	-	-
Total Revenues	**$18,138,790**	**$21,190,505**	**$23,278,089**	**$20,769,444**	**$24,061,058**	**$23,038,291**

COUNTY OF SAN DIEGO

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 2024–25, a weekly average of 8,419 adults and 747 youth were under probation supervision and 1,263 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 exit 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 1,093.00 staff years and a budget of $344.9 million.

2024–25 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 that focuses on a policy-systems approach to ensure equitable and inclusionary practices/outcomes for employees, clients and the community we serve.
    - Implemented an Integrated Healthcare Services unit, under the clinical direction and leadership of a medical director, dedicated to enhancing the care and support provided to youths in our detention facilities and clients under Probation supervision.
    - Partnered with a new integrated healthcare services provider for youth in the facilities, expanding services to include physical healthcare, behavioral healthcare, pharmacy services, pre-release/reentry services, and wellness services to provide youth with the healthcare they need to be healthy, safe and thriving.
    - Partnered with Child and Family Well-Being to implement the Children's Crisis Continuum Pilot Program, which provides a framework for a highly integrated continuum of care for foster youth to enable a seamless transition between service settings and to provide stabilization and treatment to foster youth with high acuity needs within the least restrictive setting.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
    - Provided interim housing to 1,776 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.

- Utilized housing and resource navigators with lived experience to actively engage with 276 clients who were 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.
  - Enhanced the Master Gardener program at the Youth Transition Campus to fully plant the new community garden area, teach the youths about the benefits of local food sources and demonstrate the farm-to-table food model to provide youths with fresh, healthy produce while developing their culinary skills. A new community garden was opened at the East Mesa Juvenile Detention Facility that provides a restorative justice approach to organic gardening and horticulture, with training in landscaping and environmental sustainability.
  - Reduced vehicle miles traveled by staff to lower greenhouse gas emissions by utilizing hybrid work schedules combining both in-office and teleworking options.
  - Continued organic waste recycling at the gardens in the youth facilities to divert organic waste from landfills and recycle it into new materials to reduce greenhouse gas emissions and offset climate change.
  - Reduced the use of paper by expanding the functionality of the Justice Electronic Library System through the automated electronic distribution of court documents to include the San Diego City/County School Districts and streamlined the process for sealing juvenile records and notifying victims.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Employed 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, with 1,164 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 and expanded training for staff on the department's Continuity of Operations Plan that is used to prepare for, respond to, and recover from major disasters.

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

- Began implementing the Radio Frequency identification technology in the youth facilities, which is a user-friendly electronic tracking system that will enhance the safety and security of youth and staff by improving the monitoring of youth for safety checks and during programming while reducing the use of paper.
- Procured Mobile Probation Service Centers to increase community outreach by delivering case management services and providing 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.
- Increased 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.

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.
  - Participated in 143 community engagement events, including youth recreation, crime prevention, resource fairs, public safety, fitness/health, sporting, parades, fundraisers, recruitment/job fairs and forums that provided 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.

- Ensured that 84% (3,758 of 4,492) of clients on adult supervision completed their probation without being convicted of new crimes, exceeding the goal of 75%.
- Ensured that 95% (399 of 421) of clients on Mandatory Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 85% due to the comprehensive services provided by the Mandatory Supervision Collaborative Court.
- Ensured that 71% (884 of 1,239) of clients on Post Release Community Supervision completed their supervision without being convicted of new crimes, exceeding the goal of 60% by providing a balance of opportunities and accountability to help clients succeed.
- Ensured that 86% (703 of 820) of clients on juvenile supervision completed their probation without new sustained law violations, exceeding the goal of 85%.
- The Pretrial Services Unit monitored 4,936 clients released on supervised own recognizance during the year for an average success rating of 89% (1,460 of 1,634 on average each month). To support client success, service delivery was expanded to include interim housing, case management focused on housing and resource navigation, and transportation services, with accountability ensured through alcohol/drug testing and Global Positioning System monitoring.

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Linked 100% (940) of clients on Post Release Community Supervision to appropriate intervention services to improve their 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 their likelihood of completing probation without being convicted of new crimes, exceeding the goal of 95%.
  - Linked 99.5 (199 of 200) of youth supervised as high-risk to community-based services to improve their likelihood of completing probation without new sustained law violations, exceeding the goal of 95%.
  - Continued to collaborate with the Health & Human Services Agency to plan for the implementation of the Medi-Cal Transformation - CalAIM Justice Involved initiative to advocate for clients in the youth facilities to enroll in and receive services that focus on continuity of care during reentry and enhanced care coordination to advance health equity and improve health outcomes.
  - Collaborated with Child and Family Well-Being in the planning of Family Connection Hubs, which will offer all families in the County of San Diego connections to prevention resources, support networks and services.
- Communications: Create proactive communication that is accessible and transparent.
  - Continued our communication strategy for both employees, clients and their families to be more inclusive and transparent in how we engage using townhalls, listening sessions and collaborative efforts with grassroots organizations in the community.
  - Hosted Family Engagement/Information Nights at the youth facilities and at the Youth Development Center so that youth on probation and their families can learn about services and supports while engaging with probation staff and community partners.

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.
  - Improved engagement in the department and continued 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 publishing newsletters department wide and focusing on Diversity & Inclusion topics.
  - Continued 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.
  - Launched a Wellness app for department employees and their families, which offers a comprehensive wellness toolkit, covering more than 60 mental and physical health topics with connections to the Probation Department's Peer Support Team and virtual mental health services.
  - Implemented 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.
  - Upgraded major systems, infrastructure and safety/security features of the East Mesa Juvenile Detention Facility to improve facility operations and provide a safe and secure environment for staff and youth.

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 99.8% (8,751 of 8,765) of victims of adult crime were contacted and informed of their rights to restitution and provided with the opportunity to issue victim impact statements, exceeding the goal of 92%.
    - Ensured that 100% (1,057) of victims of juvenile crime were contacted and informed of their rights to restitution and provided with the opportunity to issue victim impact statements, exceeding the goal of 92%.
    - Provided alternatives to incarceration for individuals through the Community Transition Center, Work Furlough and Residential Reentry Center programs that allow adult clients to live and work in the community without having to be in a traditional jail setting, saving an estimated 27,270 jail days.
    - Added a canine to the Canine Narcotic Detection Team, primarily assigned to the youth facilities, to conduct random and targeted drug searches that provide greater safety and security at the facilities and potentially save lives.
- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
    - Ensured that 7% (310 of 4,136 on average each month) of adult probationers on general caseloads were supervised according to their assessed risk levels and that overrides to be supervised at higher levels did 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.
    - Supported family and community engagement so that 82% (3,341 of 4,079) of youth in custody receive visits each month to improve youth outcomes through stronger support systems, family visitation and community engagement, exceeding the goal of 80%.
    - Completed updates to the interior design and furnishings of the Youth Development Academy units at the East Mesa Juvenile Detention Facility so that the physical space is more home-like, supports positive youth development, provides functional space to meet programming goals and encourages pro-social interactions between staff and youth.
    - Ensured that 96% (543 of 567) of youths enrolled in the Alternatives to Detention program successfully completed the program without any new sustained law violations, exceeding the goal of 94%.
    - Provided youth in custody with opportunities to experience prosocial recreational and cultural events and learn new skills as incentives for positive behavior.
    - Provided reentry services to 2,096 adult clients as they were transitioning back to the community upon release from custody to ensure the continuity of care while improving client outcomes.
    - Implemented a Reunification Readiness Assessment tool that helps to guide appropriate and timely services to increase family reunification for our foster care youth.
    - Expanded the incentive program for youth on supervision and in the facilities to provide officers with more tools to motivate youth to make behavior changes in support of their rehabilitation and wellness.

2025–27 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Collaborate with the Sports Training, Academics, & Recreation/Police Athletic League (STAR/Pal) to implement the “Let’s Be Pals” anti-bullying curriculum in the department’s adopted elementary schools to teach 3rd through 5th grade students about bullying with positive mentorship provided by probation staff.
- 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.
    - Utilize housing and resource navigators with lived experience to actively engage 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

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Reduce the use of paper by utilizing the Electronic Health Record system in the juvenile facilities, which supports the implementation of the Medi-Cal Transformation - CalAIM Justice Involved initiative.
    - Reduce the use of paper and increase efficiency by expanding the use of the Justice Electronic Library System to process court reports electronically.
    - Minimize paper usage and the distance clients travel by vehicle while enhancing access to services through virtual customer support available via the Pretrial Services mobile app.
- 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.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
    - Enhance the community gardens at the juvenile facilities to teach the youth about the benefits of local food sources and demonstrate the farm-to-table food model to provide youths with fresh, healthy produce while developing their culinary and horticultural skills.

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.
    - Deploy Mobile Probation Service Centers that will increase community outreach by delivering case management services and providing linkages to care directly to vulnerable clients throughout the County, improving equitable access to services.
    - Host Citizens Academies, which allow community members to gain an increased understanding of the role, operations and practices of the Probation Department.
- 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 90% 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.
- 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.
    - Collaborate with the Health & Human Services Agency to implement the Medi-Cal Transformation - CalAIM Justice Involved initiative to ensure that youth in the facilities receive services that provide continuity of care during reentry and enhanced care coordination to advance health equity and improve physical and behavioral health outcomes.
- Communications: Create proactive communication that is accessible and transparent.
    - Engage in proactive and transparent communications with employees, clients and their families using quarterly newsletters, Family Engagement Nights, Youth Advisory Councils and listening sessions.

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.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
    - Enhance our quality assurance measures to look at outcomes to ensure that the services provided by the department and collaborating organizations are promoting safer communities through restoration and rehabilitation.

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 and 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.
    - Expand the programming offered in the youth facilities with a focus on increasing the availability of Career and Technical Education to provide students with training, skills and certifications for specific careers and industries.
    - Ensure that residential programs in the youth facilities are structured to provide the optimal amount of rehabilitative services to improve outcomes while utilizing the least restrictive settings.
    - Provide youth in custody with opportunities to experience prosocial recreational and cultural events and learn new skills as incentives for positive behavior.
    - Improve literacy of youths at the Youth Transition Campus through implementation of a research-based foundational skills reading curriculum that was developed in collaboration with partner agencies.
    - 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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Community	Clients on adult supervision who complete their probation without being convicted of a new crime	84% of 4,542	75%	84% of 4,492	78%	78%
	Clients on juvenile supervision who complete their probation without a new law violation	86% of 693	85%	86% of 820	85%	85%
	Youth supervised as high risk linked to community-based services	100% of 162	95%	99.5% of 200	95%	95%
Justice	Visitation rate for youth in custody	79% of 4,140	80%	82% of 4,079	80%	80%
	Successful completion of the Alternatives to Detention Program	99% of 509	94%	96% of 567	94%	94%
	Table Notes					

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

Staffing

Increase of 6.00 staff years

- Adult Reintegration & Community Supervision Services—decrease of 19.00 staff years due to transfers to Youth Detention & Development based on operational needs.
- Youth Detention & Development—increase of 25.00 staff years.
    - Increase of 1.00 staff year for the Canine Narcotic Detection Team to increase the Department's ability to search for and detect narcotic contraband.
    - Increase of 5.00 staff years to support the Detentions Investigation Unit, which conducts proactive and investigative support for the Department's detention facilities.
    - Increase of 19.00 staff years due to transfers from Adult Reintegration & Community Supervision Services based on operational needs.

Expenditures

Net increase of $23.4 million

- Salaries & Benefits—increase of $14.5 million primarily for negotiated labor agreements for Safety members, for planning purposes associated with anticipated salary and benefit increases for General members, and the addition of 6.00 staff years described above.
- Services & Supplies—increase of $12.3 million.
    - Net increase of $9.0 million in major maintenance to renovate living spaces at the East Mesa Juvenile Detention Facility and to develop Probation's Youth Less Restrictive Placement facility as part of the implementation of Senate Bill 823, *Juvenile Justice Realignment*, partially offset by costs associated with the completion of one-time projects.
    - Increase of $9.0 million for services to clients, primarily to support contract cost increases related to youth health care services.
    - Increase of $4.3 million for facilities, fleet, mail, and insurance Internal Service Fund costs.
    - Decrease of $10.0 million to the Pretrial Services program due to the completion of one-time purchases.
- Other Charges—decrease of $1.1 million due to a reduced number of youths in foster care.
- Capital Assets Equipment—increase of $3.0 million for the one-time purchase of a biometric monitoring system for youth in custody.
- Expenditure Transfer & Reimbursements—decrease of $0.1 million primarily due to the termination of an agreement with Health and Human Services Agency. Since this is a transfer of expenditures, it has a net effect of $0.1 million increase in total expenditures.
- Operating Transfers Out—decrease of $5.4 million due to the completion of one-time capital major maintenance projects and vehicle purchases.

Revenues

Net increase of $23.4 million

- Intergovernmental Revenues—net increase of $24.2 million.
    - Increase of $22.1 million in Local Revenue Fund 2011, Community Corrections Subaccount to support staffing cost increases and for the following programs:
        - Increase of $20.7 million for the renovation of East Mesa Juvenile Detention Facility, for Probation's Youth Less Restrictive Placement facility, a biometric monitoring system, housing and income navigators, workforce development, behavioral health services, and youth mentoring.
        - Increase of $1.2 million for the addition of 1.0 staff year for the Canine Narcotic Detection Team and 5.0 staff years for the Detention Investigations Unit.
        - Increase of $0.2 million for contracted services for a nurse at the Community Transition Center.
    - Increase of $12.2 million in State revenues to support youth programs.
    - Increase of $1.1 million from the Community Corrections Performance Incentive Grant to support client supervision.
    - Increase of $0.2 million from the Office of Traffic Safety for additional support for the Intensive Supervision Program for High-Risk Drinking Under the Influence Offenders.
    - Increase of $0.2 million from the Board of State and Community Corrections for Standards and Training for Corrections.
    - Increase of $0.1 million in federal revenues to support youth foster care.

    - Decrease of $9.9 million for the Pretrial Services program due to the completion of one-time services related to housing and community support.
    - Decrease of $1.0 million in State revenues for Post Release Community Supervision due to the completion of one-time costs related to behavioral health services for adult clients.
    - Decrease of $0.8 million in State revenues due to the completion of one-time costs related to technical assistance for the implementation of the CalAIM Providing Access and Transforming Health Justice-Involved initiative.
- Charges For Current Services—increase of $0.1 million for the Work Furlough and Work Projects programs.
- Other Financing Sources—net increase of $0.4 million.
    - Increase of $0.7 million fromthe Proposition 172 fund*, the Local Public Safety Protection and Improvement Act of 1993*, to support regional public safety services and operational needs.
    - Decrease of $0.3 million in the Criminal Justice Facility Construction Fund due to the completion of a one-time facilities maintenance project.
- Fund Balance Component Decrease—increase of $0.2 million. A total of $4.3 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—decrease of $6.3 million due to the completion of one-time facilities maintenance projects. A total of $0.1 million is budgeted in Asset Forfeiture to support law enforcement purposes permissible by the guide to equitable sharing and Health and Safety Code 11489.
- General Purpose Revenue Allocation—net increase of $4.8 million for negotiated labor agreements for Safety members, for planning purposes associated with anticipated salary and benefit increases for General members, for medical services for youth and property insurance. This includes a $5.7 million reduction in General Purpose Revenue which was transferred within the Public Safety Group as a budget mitigation strategy. Other funding resources were identified to offset this reduction, resulting in no impact to service delivery.

Budget Changes and Operational Impact: 2025–26 to 2026–27

A net decrease of $25.6 million is primarily due to the completion of one-time Pretrial Services projects and facilities maintenance projects.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Adult Reintegration&Com Serv	403.00	384.00	384.00
Youth Detention & Development	426.00	451.00	451.00
Youth Development & Com Serv	145.00	145.00	145.00
Department Administration	113.00	113.00	113.00
Total	**1,087.00**	**1,093.00**	**1,093.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Department Administration	$28,896,648	$25,786,555	$29,131,898	$29,921,485	$30,116,782	$29,808,267
Adult Reintegration&Com Serv	$94,668,405	$129,698,222	$138,742,035	$100,319,571	$120,061,643	$110,032,597
Youth Detention & Development	$99,386,665	$112,454,638	$133,180,966	$129,277,546	$138,662,141	$125,129,342
Youth Development & Com Serv	$43,596,829	$53,454,496	$54,291,896	$46,873,724	$55,991,006	$54,271,555
Probation Asset Forfeiture Program	-	$100,000	$100,000	-	$100,000	$100,000
Probation Incarcerated Peoples' Welfare Fund	-	$2,000	$2,000	-	$2,000	$2,000
Institutional Services	$195,504	-	$344,868	$35,757	-	-
Total Expenditures	**$266,744,050**	**$321,495,911**	**$355,793,663**	**$306,428,082**	**$344,933,572**	**$319,343,761**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$159,249,053	$179,797,727	$189,639,585	$189,639,584	$194,370,031	$193,558,953
Services & Supplies	$104,508,824	$132,479,793	$150,870,712	$112,379,577	$144,734,047	$122,923,167
Other Charges	$1,316,806	$4,978,106	$3,561,986	$3,488,574	$3,878,106	$3,878,106
Capital Assets Equipment	$87,836	-	$1,407,174	$1,406,300	$3,000,000	-
Expenditure Transfer & Reimbursements	-$3,878,621	-$1,189,715	-$3,849,513	-$3,628,764	-$1,048,612	-$1,016,465
Operating Transfers Out	$5,460,152	$5,430,000	$14,163,719	$3,142,812	-	-
Total Expenditures	**$266,744,050**	**$321,495,911**	**$355,793,663**	**$306,428,082**	**$344,933,572**	**$319,343,761**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$4,293,543	$4,091,910	$4,091,910	$4,091,910	$4,257,950	$3,560,901
Use of Fund Balance	$7,163,595	$6,367,000	$24,970,278	$5,700,768	$102,000	$102,000
Revenue From Use of Money & Property	$39,473	-	-	$41,001	-	-
Intergovernmental Revenues	$122,100,068	$157,765,997	$173,460,471	$138,107,729	$181,989,975	$155,869,248
Charges for Current Services	$646,746	$527,117	$527,117	$743,636	$633,585	$642,099
Miscellaneous Revenues	$100	$1,000	$1,000	$140	$1,000	$1,000
General Purpose Revenue Allocation	$95,339,535	$117,721,075	$117,721,075	$117,721,075	$122,561,346	$122,474,137
Other Financing Sources	$37,160,991	$35,021,812	$35,021,812	$40,021,824	$35,387,716	$36,694,376
Total Revenues	**$266,744,050**	**$321,495,911**	**$355,793,663**	**$306,428,082**	**$344,933,572**	**$319,343,761**

COUNTY OF SAN DIEGO

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 contempt, 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 $153.5 million.

2024–25 Accomplishments

Equity

- 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 1,004 clients, falling short of the goal of 2,000 clients due to increased workloads, which required reassigning attorneys from Fresh Start to support constitutionally mandated legal defense. Fresh Start is a discretionary 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.
    - Achieved relief for 96% (870 of 906) of Fresh Start conviction relief petitions, exceeding the goal of 90%.

Sustainability

Short-term commitments:

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Transitioned from paper flipboards to electronic PDF files for Felony Transition Training, replacing approximately 12 flipboards per year.
    - 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.
    - Continued to train additional staff to assume disaster response or recovery roles such as Emergency Operations Center responders, 2-1-1 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:

- Implemented a plan for the conversion of fleet to plug-in hybrid/electric vehicles and began the process of replacing 24 older vehicles with hybrid vehicles, resulting in an initial order of two plug-in hybrid vehicles.
- 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.
- Finalized the review of office and cleaning supply protocols with procurement staff and contract managers and assessed which products can be replaced with sustainable alternatives.

Community

- Engagement: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
  - Hosted 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.
  - Received 48,455 hours of volunteer service, falling short of the goal of 60,000 due to a temporary decrease in intern recruiting activity as a result of staffing changes. Volunteer hours have since increased.
  - Conducted zero Fresh Start clinics, falling short of the goal of 40 due to increases in constitutionally mandated work requiring reassigning attorneys away from Fresh Start. These clients have constitutional rights that take priority over Fresh Start goals.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - 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. In support of this, action plan engagement activities included all-hands meetings, employee recognition, and quarterly communications to ensure employees were informed of issues impacting the department.
  - Utilized 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. Created 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.
  - Completed an office-wide diversity assessment to determine the level of openness and appreciation of individual differences within the department. Based on the assessment, a training curriculum was developed. Training activities were conducted, with more planned for the upcoming fiscal year.

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.
  - Created 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, since 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 assigned one attorney to start the PC 1368 Competency Unit to handle these matters with the help of additional support staff.
  - Created 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 assigned one attorney to start the RJA unit to handle these matters with the help of additional support staff.
  - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment or to participate in training and/or education programs, for 99% (379 of 382) of requests, falling just short of the goal of 100% due to some clients being ineligible for record sealing under current statutes.
  - Maintained the number of elapsed days between admission of wrongdoing and sentencing in 100% of juvenile cases at 28 days or less, when doing so benefited the client, so that rehabilitation was accelerated.

- Resolved 96% (20,587 of 21,350) of misdemeanor cases prior to trial when doing so benefited the client more than engaging in litigation, exceeding the goal of 90%.
- Resolved 35% (5,288 of 14,956) of felony cases prior to preliminary hearing when doing so benefitted the client more than engaging in litigation, falling short of the goal of 60% due to recent changes in settlement offers not being in the best interest of the client to resolve prior to the preliminary hearing.

- 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.
  - Diligently provided pre-arraignment representation and services to all clients arrested.
  - Expanded pre-trial services provided by the Pre-trial Advocacy and Community Connections (PACC) unit into all branch offices.

2025–27 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.
  - Create the Community Defense Alliance (CDA). The CDA will put on presentations in the community regarding current legal issues affecting criminal defendants. The presentations will be conducted by volunteer attorneys who are subject-matter experts.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - 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.
  - Continue to convert older fleet vehicles due for replacement 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.
  - Recruit and receive 60,000 hours of volunteer 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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
- 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 continue to include all-hands meetings, employee recognition, and quarterly communications to ensure employees are informed of issues impacting the department.
  - Continue to 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. Continue to implement the 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.
  - Expand the 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.
  - Assist 100% of clients referred to the Competency Unit to reduce State hospital commitments.
  - Expand the 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.
  - Assist and serve 1,200 clients through the internal Public Defender Immigration Unit.
  - 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 100% 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.
  - 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.

Related Links

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

- www.sandiegocounty.gov/public_defender

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	% of mental health treatment plans completed for referred individuals about to be released from custody within two weeks[1]	100% of 2,858	N/A	N/A	N/A	N/A
	Number of clients served by Fresh Start[2,3]	2,907	2,000	1,004	900	900
	% of Fresh Start clients conviction relief petitions granted[3]	97% of 2,701	90%	96% of 906	85%	85%
	% of felony clients assisted and offered community connections at arraignment as an alternative to incarceration[4]	N/A	N/A	N/A	90%	90%
Community	Total volunteer hours	49,287	60,000	48,455	60,000	60,000
Justice	Juvenile record requests sealed	100% of 378	100%	99% of 382	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
% of referred clients assisted by Competency Unit to reduce State hospital commitments[5]	N/A	N/A	N/A	100%	100%
Number of clients assisted and served by the internal Public Defender Immigration Unit[6]	N/A	N/A	N/A	1,200	1,200
Misdemeanor cases resolved prior to trial when doing so benefits the client more than engaging in litigation[7]	97% of 19,663	90%	96% of 21,350	N/A	N/A
Felony cases resolved prior to the preliminary hearing when doing so benefits the client more than engaging in litigation[7]	55% of 15,715	60%	35% of 14,956	N/A	N/A

Table Notes

[1] Licensed mental health clinicians conduct psychosocial case assessments and provide case management plans for referred individuals about to be released from custody. This results in comprehensive discharge planning, and improved continuity of treatment. The objective is to eliminate gaps in mental health services for at-risk clients. Homelessness and recidivism should be reduced, which will result in safer communities. This measure was 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] The Fresh Start Comprehensive Criminal Record Relief Program is a discretionary program 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 a detailed Fresh Start case plan and seek the appropriate method of conviction relief. The goal of assisting 2,000 clients was not met due to increased workloads, which required reassigning attorneys from Fresh Start to support constitutionally mandated legal defense.

[3] This goal will be reduced beginning in Fiscal Year 2025–26 due to the continued prioritization of constitutionally required legal defense over discretionary programs. To manage rising caseloads and meet core legal obligations, the Public Defender's Office is receiving additional funding, and some Deputy Public Defenders will continue shifting focus away from discretionary efforts like Fresh Start.

[4] This is a new measure for Fiscal Year 2025-26. The department will track the number of clients assisted and offered community connections at arraignment as an alternative to incarceration.

[5] This is a new measure for Fiscal Year 2025-26. The Competency Unit addresses 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.

[6] This is a new measure for Fiscal Year 2025-26 to track the number of individuals assisted and served through the department's Immigration Unit.

[7] This measure will be discontinued beginning Fiscal Year 2025-26. Settling cases requires an individualized assessment of the case facts, mitigating factors and beneficial settlement terms. Continuing to use this goal undermines the individualized assessment that is required by the law.

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

Staffing

No change in staff years.

- Primary Public Defender—net increase of 3.00 staff years.
  - Increase of 4.00 staff years due to a transfer from Administration for the Pre-trial Advocacy and Community Connections (PACC) program.
  - Increase of 2.00 staff years due to a transfer from the Multiple Conflicts Office for trial support needs.
  - Decrease of 3.00 staff years due to a transfer to the Alternate Public Defender for indigent defense and investigative needs.
- Alternate Public Defender—increase of 3.00 staff years due to a transfer from the Primary Public Defender for indigent defense and investigative needs.
- Multiple Conflicts Office—decrease of 2.00 staff years due to a transfer to the Primary Public Defender for trial support needs.
- Administration—decrease of 4.00 staff years due to a transfer to the Primary Public Defender for the Pre-trial Advocacy and Community Connections (PACC) program.

Expenditures

Net increase of $16.2 million.

- Salaries & Benefits—increase of $9.0 million primarily for planning purposes associated with anticipated salary and benefit increases offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—increase of $3.3 million.
  - Increase of $0.9 million primarily due to public liability insurance.
  - Increase of $2.4 million due to the implementation of NICE application subscriptions and increasing professional and expert service costs.
- Expenditure Transfer & Reimbursements—decrease of $3.9 million. Since this is a transfer of expenditures, it has a net effect of $3.9 million increase in total expenditures.
  - Decrease of $1.3 million due to one-time funding for temporary help and Penal Code 3051 Youthful Offender Parole Hearing & 1437 Felony Murder Rule Retro supported by the centralized General Fund.
  - Decrease of $2.3 million for PACC program activities reimbursed by Probation.
  - Decrease of $0.3 million for Holistic Services Unit due to expiration of the Memorandum of Agreement with the Health and Human Services Agency which funded two (2) licensed mental health clinicians.

Revenues

Net increase of $16.2 million

- Intergovernmental Revenues—increase of $2.9 million primarily due to an increase in Local Revenue Fund 2011, Community Corrections Subaccount to support the Holistic Services Unit ($3.3 million), offset by a decrease for Senate Bill 90, *Sexually Violent Predators* and Program 380 Juveniles: Custodial Interrogation State mandated program reimbursements ($0.4 million).
- Fund Balance Component Decrease—decrease of $0.1 million. A total of $2.7 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.
- General Purpose Revenue Allocation—increase of $13.4 million for anticipated salary and benefit increases, to support operational structural needs and property insurance costs.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Decrease of $4.9 million due to the end of the grant period for programs supported by the Public Defense Pilot Program, Edward Byrne Memorial Justice Assistance Grant, and Community Assistance, Recovery and Empowerment.

Staffing by Program					
		Fiscal Year 2024-25 Adopted Budget		**Fiscal Year 2025-26 Adopted Budget**	**Fiscal Year 2026-27 Approved Budget**
Primary Public Defender		446.00		449.00	449.00
Office of Assigned Counsel		5.00		5.00	5.00
Alternate Public Defender		58.00		61.00	61.00
Multiple Conflicts Office		13.00		11.00	11.00
Administration		25.00		21.00	21.00
Total		**547.00**		**547.00**	**547.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration	$10,902,379	$19,818,108	$18,783,630	$9,187,815	$21,480,722	$21,989,042
Office of Assigned Counsel	$6,232,739	$9,415,641	$14,710,496	$10,087,066	$10,049,913	$10,038,924
Primary Public Defender	$100,783,119	$91,507,900	$93,736,168	$102,357,630	$104,162,423	$98,922,290
Alternate Public Defender	$14,879,243	$13,444,572	$14,066,565	$15,276,154	$14,795,007	$14,678,309
Multiple Conflicts Office	$3,223,406	$3,050,968	$3,051,498	$3,054,333	$2,995,840	$2,943,707
Total Expenditures	**$136,020,886**	**$137,237,189**	**$144,348,357**	**$139,962,998**	**$153,483,905**	**$148,572,272**

Budget by Category of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$114,159,835	$113,633,599	$115,559,199	$115,559,179	$122,597,436	$117,200,980
Services & Supplies	$23,197,035	$27,447,721	$32,570,396	$27,974,605	$30,799,185	$31,281,208
Other Charges	$122,284	$81,635	$144,528	$143,695	$87,284	$90,084
Capital Assets Equipment	$63,794	-	-	-	-	-
Expenditure Transfer & Reimbursements	-$1,522,063	-$3,925,766	-$3,925,766	-$3,714,482	-	-
Total Expenditures	**$136,020,886**	**$137,237,189**	**$144,348,357**	**$139,962,998**	**$153,483,905**	**$148,572,272**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$3,336,283	$2,793,400	$2,793,400	$2,793,400	$2,675,415	$2,257,352
Use of Fund Balance	-$74,566,234	-	$7,111,168	$3,369,608	-	-
Intergovernmental Revenues	$92,121,142	$8,305,032	$8,305,032	$7,661,172	$11,266,960	$6,341,960
Charges for Current Services	$134	-	-	$1	-	-
Miscellaneous Revenues	$54,034	-	-	$60	-	-
General Purpose Revenue Allocation	$115,067,111	$126,138,757	$126,138,757	$126,138,757	$139,541,530	$139,972,960
Other Financing Sources	$8,415	-	-	-	-	-
Total Revenues	**$136,020,886**	**$137,237,189**	**$144,348,357**	**$139,962,998**	**$153,483,905**	**$148,572,272**

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.

The San Diego County Fire Protection District (SDCFPD) provides critical emergency services by staffing 21 County fire stations and operating over 180 apparatus. The Department promotes community preparedness through the implementation of a cohesive pre-fire strategy focused on public education, defensible space inspections, structure hardening, fuels management projects and protecting evacuation corridors. County Fire also provides ambulance transportation services in the San Diego County Fire Protection District Ground Ambulance Service Area (ASA) with the management of 31 ambulances (25 front line and 6 reserve) throughout SDCFPD, along with the communities of Alpine, Valley Center, Deer Springs and a portion of the San Miguel 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 LEMSA and managing contracts for ambulance transportation in areas where the County has the responsibility for delivering this service.

To ensure these critical services are provided, San Diego County Fire has 62.00 staff years and a budget of $148.4 million.

2024–25 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 healthcare 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.
    - Supported 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.

- Implemented a plan to expand the department's supply of electric powered tools from 50% to 75% at County Fire Stations and aboard emergency vehicles.
- Sought opportunities and implemented 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.
  - 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 included providing emergency preparedness 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, youth, limited English proficient and those who are geographically isolated with low broadband internet. The 105 volunteers of County Fire's CERT reached over 3,200 residents during the fiscal year.

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

- Continued to ensure all vegetation treatments to lands, whether by hand crew, mechanized application or prescribed burn, are compliant with the California Environmental Quality Act.
- Continued 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. County Fire has 23 volunteers for the program, 3 were trained during the fiscal year.

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 32 Volunteer Reserve Firefighters through 14 public outreach events. Of the 32 recruits, 10 were Southwestern College Fire Academy students who were brought on through a partnership with the academy.
  - Enhanced the ability of the department to mitigate wildfire hazards by partnering with the Probation Department to carry out a Fuels Crew Program to provide youths 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.
  - Partnered with the Sheriff's Office, CERT program, Department of Environmental Health and Quality, and Office of Emergency Services to hold two open house events at Julian Station 56 and Jamul Station 36 to promote fire services, fire safety, and to engage with the 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.
  - Engaged with six communities (Ramona, Julian, Campo, Lakeside, Boulevard, and Jamul) on evacuation planning, working together to identify primary, secondary, alternative, and emergency options, continuing a multi-year effort to create and maintain customized evacuation maps and guides, to further public education in this critical area.
  - Provided evacuation training courses, such as Wildland Urban Interface and Last Chance Survival, to 10 communities at risk of wildfire.
  - Strengthened wildfire protection in 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.
  - Strengthened evacuation readiness and the ability for emergency personnel to respond to wildfires by maintaining 20 feet of hazardous fuels reduction along the 277 lane miles of key evacuation corridors identified under the Roadside Vegetation Management Program.
  - Continued to leverage grant funding from the United States Forest Service and the California Governor's Office of Planning and Research to perform 20 feet of hazardous fuels reduction along an additional 1,096 lane miles of key evacuation corridors. Grant funding was used for mechanical vegetation removal and 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.
  - Leveraged grant funding from the California Governor's Office of Emergency Services to perform retrofits at County Fire Stations by providing defensible space, Zone Zero and ember vents.
  - Reviewed 93% (5,469 of 5,871) 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. Staff exceeded the goal of 75% by improving community outreach and internal process improvements to the credentialing review process.

    - Continued to develop the Home Hardening Pilot Program, which provides financial assistance to qualifying low- and moderate-income households in the socially vulnerable communities at high risk to wildfire of Dulzura, Potrero and Campo, so that homeowners can retrofit, harden, and create defensible space around their properties to make them better protected against wildfire. This three-year pilot project has conducted 38 home assessments for potential applicants and completed 3 home retrofit projects in FY2024-25.
    - Provided assistance to homeowners through The Wildfire Prepared Homes certification program, created by the Insurance Institute for Business & Home Safety (IBHS). This program offers homeowners actionable steps to better protect their homes from wildland fires. The certification is available in two tiers: Wildfire Prepared Home Base and Wildfire Prepared Plus.
    - Adopted the latest version of the California Fire Code with amendments to include a new section on battery energy storage systems (BESS).
    - Continued to implement staffing enhancements in alignment with the County Fire 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.
    - Continued to address and reduce health disparities in the unincorporated communities by responding to 18,691 emergency medical service calls and providing 12,830 transports to area hospitals through an ambulance transportation system and front-line resources within the SDCFPD Ground Ambulance Service Area.
    - Reduced the potential for fire to spread from wildland to structures and vice versa by performing defensible space inspections on one-third of the total homes in the SDCFPD annually, maintaining a three-year cycle, benefiting the homeowner, neighbors, responders, and surrounding lands and achieving a 94% (17,535 of 18,643) voluntary compliance rate with defensible space standards on all parcels inspected, exceeding the goal of 90%.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Continued 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. The program has 160 active pass holders with 23 new passes issued during the fiscal year. Assisted the City of Poway in establishing their own Ag Pass program where there are currently 9 active passholders.
    - Continued 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. The Community Chipping Program held 10 events with Fire Safe Councils in the SDCFPD.

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 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:
        - Created focus groups to discuss various topics surrounding the department and County of San Diego.
        - Provided trainings and information sessions for staff development during quarterly meetings.
        - Celebrated employee recognition and achievements during divisional staff meetings.
        - Continued 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.
    - Provided exceptional emergency services by responding to 90% (5,783 of 6,425) 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.

2025–27 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Fully implement the EMS Corp program to increase training and employment opportunities for juvenile justice and child welfare impacted transitional age youth between the ages of 18-26 from traditionally underserved communities.
    - The EMS Office to continue to make pilot changes to both the base station hospital and trauma center catchment area designation systems, through collaborative and transparent working groups that include impacted stakeholders. These changes are intended to improve quality assurance, quality improvements, medical control, and countywide comprehensive system coordination.
    - The EMS Office to continue to engage with the public and private ambulance agencies not utilizing our Local Emergency Medical Services Information System (LEMSIS) platform to have them adopt LEMSIS. Having all agencies in the County reporting their data on the same platform will lead to better data integration, bring us into compliance with the State's guidelines for Ambulance Patient Offload Timeline (APOT), and improve overall EMS services for the public.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Continue to pursue plug-in hybrid/electric vehicle options for any new purchases and for replacement of existing vehicles at end of useful life.
    - Continue to ensure all vegetation treatments to lands, whether by hand crew, mechanized application or prescribed burn, comply with the California Environmental Quality Act.
    - Continue hosting Community Chipping events to help homeowners safely dispose of vegetation and reduce hazardous wildfire fuels.
    - Collaborating with CAL-FIRE to explore opportunities to utilize livestock to mitigate fire risk and providing two staffed water tenders in the San Diego County Fire Protection District.
- 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.

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.
    - Achieve 80% of active Volunteer Reserve Firefighters (VRFF) meeting their shift requirements on a monthly basis.
    - Provide ongoing support and development of the Ramona High School Fire Technology Program to support students for future careers in fire and emergency medical services.
    - 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 youths 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.
    - County Fire will continue providing fire protection and emergency medical services across unincorporated San Diego County including: planning for the Descanso Fire Station upgrades and repairs.
- 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 multi-year 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 United States Forest Service, and the California Governor's Office of Planning 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.
- Continue 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 will assist homeowners within the communities of Dulzura, Potrero and Campo.
- Adopt the latest version of the California Fire Code with amendments to include a new section on battery energy storage systems (BESS).
- Provide assistance to homeowners through The Wildfire Prepared Homes certification program, created by the Insurance Institute for Business & Home Safety (IBHS). The program offers homeowners actionable steps to better protect their homes from wildland fires. The certification is available in two tiers; Wildfire Prepared Home Base and Wildfire Prepared Plus.
- Continue to implement staffing enhancements in alignment with the County Fire Strategic Plan and existing financial resources 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 to spread from wildland to structures and vice versa by performing defensible space inspections on one-third 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 into restricted areas during emergencies, with law enforcement approval, to care for their animals and crops while preserving their livelihoods.

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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Continue using focus groups to discuss various topics surrounding the department and County of San Diego.
  - Provide training and information sessions for staff development during quarterly meetings.

Related Links

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

- www.sdcountyfire.org

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Community	Number of Volunteer Reserve Firefighter (VRFF) Program recruitment public outreach events[1]	12	12	14	N/A	N/A

	Credential rate of emergency medical services personnel within 2 business days[2]	72% of 5,537	N/A	N/A	N/A	N/A
	Review rate of emergency medical services personnel within 2 business days[3]	N/A	75%	93% of 5,871	85%	90%
	Voluntary compliance rate with defensible space standards on all parcels inspected	88% of 38,280	90%	94% of 18,643	90%	90%
	Installation of residential lock boxes to support timely access by County Fire during emergencies[4]	183	100	50	100	100
	Provide 10 no-cost chipping events [5]	N/A	N/A	N/A	10	10
	Retrofit, harden and create defensible space to fire stations [6]	N/A	N/A	N/A	5	5
Empower	Respond to emergency calls within the 9:00 minute “Total Response Time” standard for Urban areas	78% of 3,503	90%	95% of 2,881	90%	90%
	Respond to emergency calls within the 14:00 minute “Total Response Time” standard for Rural areas	85% of 3,645	90%	89% of 3,587	90%	90%
	Respond to emergency calls within the 24:00 minute “Total Response Time” standard for Outlying areas	94% of 937	90%	94% of 921	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard[7]	75% of 12,303	N/A	N/A	N/A	N/A
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard for Urban areas[8]	N/A	90%	90% of 3,500	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard for Rural areas[8]	N/A	90%	90% of 3,500	90%	90%
	Response rate of emergency incidents with the optimal number of firefighters associated with the “Response Force” standard for Outlying[8]	N/A	90%	95% of 950	90%	90%

Table Notes

[1] This measure will be discontinued in Fiscal Year 2025-26 as department recruitment levels remain steady.

[2] This measure was discontinued in Fiscal Year 2024–25 and replaced with a measure that more accurately reflects the time required to review recertification applications.

[3] This was a new measure for Fiscal Year 2024–25 to more accurately reflect the time required to review recertification applications. Staff exceeded the goal of 75% by improving community outreach and internal process improvements to credentialing review process.

[4] The goal of installing 100 lockboxes was not met for Fiscal Year 2024-25 due to a limited number of eligible applicants. Outreach efforts in prior years were very successful due to partnerships with multiple community organizations, Fire Safe Councils and other County departments. Most homes in the district that are eligible for a Knox Box have already received one. Over 550 lockboxes have been installed by County Fire since the inception of the program.

[5] This is a new measure for Fiscal Year 2025-26. The department will 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.

[6] This is a new measure for Fiscal Year 2025-26. The department will leverage grant funding from the California Governor's Office of Emergency Services to perform retrofits at County Fire Stations by providing defensible space, Zone Zero and ember vents.

[7] 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. This measure was discontinued in Fiscal Year 2024–25 and replaced with a measure that more accurately reflects "Response Force" based on regional categories (Urban, Rural, and Outlying).

[8] This was a new measure for Fiscal Year 2024–25 to more accurately reflect "Response Force" based on regional categories (Urban, Rural, and Outlying). The goal of responding to 90% of emergency incidents with the "Response Force" standard for the regional land use categories of urban, rural, and outlying could not be calculated for Fiscal Year 2024-25 due to data tracking system limitations to report Response Force. In the upcoming fiscal year, the department will remove the response force performance measures until a new data system is available to effectively track this metric.

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

Staffing

Decrease of 2.00 staff years

- Decrease of 2.00 staff years due to the transfer of County Fire staff to Office of Emergency Services to support the management and fiscal oversight of ambulance transport services in San Diego County Fire Protection District Ambulance Service Area.

Expenditures

Net increase of $13.8 million

- Salaries & Benefits—increase of $0.3 million for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and the transfer of 2.00 staff years to the Office of Emergency Services.
- Services & Supplies—net increase of $8.2 million.
    - Increase of $3.5 million to enhance fire and emergency medical services in Dulzura, Pauma Valley and East Otay Mesa areas in San Diego County Fire Protection District (SDCFPD) as approved by the Board on October 8, 2024 (item #9).
    - Increase of $2.2 million to continue the level of support to fire and emergency medical services in SDCFPD.

    - Increase of $2.1 million for contracted services for the Community Risk Reduction's Home Hardening and Community Wildfire Defense programs.
    - Increase of $0.9 million for vehicle maintenance costs.
    - Increase of $0.4 million for ambulance services in SDCFPD.
    - Increase of $0.2 million associated with various Internal Service Fund (ISF) charges and operational costs.
    - Decrease of $1.1 million due to the completion of one-time major maintenance projects in prior fiscal year.
- Other Charges—decrease of $0.1 million due to one-time vehicle purchase in prior fiscal year.
- Capital Assets Equipment—decrease of $3.5 million associated with one-time apparatus purchases in prior fiscal year.
- Expenditure Transfer & Reimbursements—decrease of $5.3 million due to one-time major maintenance and Information Technology projects, apparatus purchase and equipment acquisition supported by the centralized General Fund. Since this is a transfer of expenditures, it has a net effect of $5.3 million increase in total expenditures. A total of $0.3 million is budgeted for Youth Development Academy training costs transferred to the Probation Department.Operating Transfers Out—net increase of $3.6 million.
    - Increase of $2.2 million for the purchase of equipment and ambulances.
    - Increase of $1.5 million for the construction of the County Fire training tower.
    - Decrease of $0.1 million associated with the completion of one-time major maintenance project in the prior fiscal year.

Revenues

Net increase of $13.8 million

- Taxes Current Property—increase of $2.3 million in property tax collections in the SDCFPD.
- Revenue From Use of Money & Property—decrease of $0.1 million in interest revenues.
- Intergovernmental Revenues—increase of $2.1 million in grant funding to support Community Risk Reduction's Home Hardening and Community Wildfire Defense programs.
- Charges For Current Services—increase of $0.5 million due to fees associated with ambulance transports and trauma center and base hospital designation.
- Other Financing Sources—increase of $2.5 million due to operating transfer from SDCFPD for one-time ambulance and equipment purchase and support vehicle maintenance costs.
- Fund Balance Component Decreases—increase of $62,619. A total of $0.2 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 $1.1 million for the construction of the County Fire training tower based on San Diego County Fire Protection District Fire Mitigation Fund.
- General Purpose Revenue Allocation—increase of $5.3 million to enhance fire and emergency medical services in Dulzura, Pauma Valley and East Otay Mesa areas, continue the level of support to fire and emergency medical services in SDCFPD, for anticipated salary and benefit increases and property insurance costs.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Net decrease of $1.5 million due to the one-time funding allocation in prior year for the construction of a capital project.

Staffing by Program

		Fiscal Year 2024-25 Adopted Budget			Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2025-26 Approved Budget
San Diego County Fire		64.00			62.00	62.00
Total		**64.00**			**62.00**	**62.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
San Diego County Fire	$86,201,760	$87,121,425	$108,896,253	$89,839,639	$97,336,694	$97,296,962
San Diego County Fire Protection District	$33,201,890	$38,954,168	$43,423,283	$35,529,995	$42,525,288	$41,025,288
County Service Areas - Emergency Services	$9,486,648	$8,550,000	$9,431,420	$7,960,935	$8,550,000	$8,550,000
Total Expenditures	**$128,890,298**	**$134,625,593**	**$161,750,957**	**$133,330,569**	**$148,411,982**	**$146,872,250**

Budget by Category of Expenditures

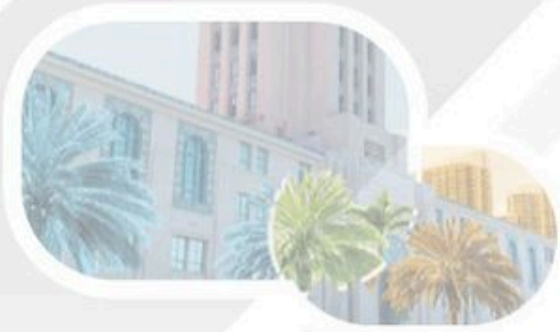
Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$10,678,515	$12,113,070	$11,753,070	$11,657,343	$12,367,160	$12,325,638
Services & Supplies	$98,288,855	$108,070,094	$117,537,063	$107,592,507	$116,303,638	$116,453,638
Other Charges	$6,508,676	$1,502,373	$1,703,330	$1,160,375	$1,389,145	$1,389,145
Capital Assets Equipment	$5,500,078	$6,629,593	$18,513,087	$6,977,003	$3,162,446	$3,014,236
Expenditure Transfer & Reimbursements	-$4,552,517	-$5,570,000	-$5,570,000	-$5,625,768	-$315,000	-$315,000
Operating Transfers Out	$12,466,691	$11,880,463	$17,814,407	$11,569,107	$15,504,593	$14,004,593
Total Expenditures	**$128,890,298**	**$134,625,593**	**$161,750,957**	**$133,330,569**	**$148,411,982**	**$146,872,250**

Budget by Category of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$650,000	$175,239	$175,239	$175,239	$237,858	$198,910
Use of Fund Balance	$3,844,031	$1,774,000	$19,508,094	-$9,747,303	$2,874,000	$1,374,000
Taxes - Current Property	$16,419,065	$13,868,000	$16,468,000	$18,901,207	$16,160,500	$16,160,500
Taxes - Other Than Current Secured	$2,815,825	$2,751,555	$151,555	$190,756	$2,721,555	$2,721,555
License Permits & Franchises	$226,295	$246,340	$246,340	$231,938	$282,000	$282,000
Fines, Forfeitures & Penalties	$2,407,319	$2,247,000	$2,247,000	$2,300,100	$2,243,000	$2,243,000
Revenue From Use of Money & Property	$941,668	$451,000	$451,000	$1,205,849	$390,000	$390,000
Intergovernmental Revenues	$7,549,380	$3,390,000	$6,731,269	$5,313,660	$5,525,800	$5,525,800
Charges for Current Services	$15,646,961	$22,464,679	$24,464,679	$24,607,232	$22,965,429	$22,965,429
Miscellaneous Revenues	$3,664,788	$419,649	$1,089,649	$2,981,297	$419,649	$419,649
General Purpose Revenue Allocation	$64,234,568	$76,251,083	$76,251,083	$76,251,083	$81,505,143	$81,504,359
Other Financing Sources	$10,490,398	$10,587,048	$13,967,048	$10,919,511	$13,087,048	$13,087,048
Total Revenues	**$128,890,298**	**$134,625,593**	**$161,750,956**	**$133,330,569**	**$148,411,982**	**$146,872,250**

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 six 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 residents through mental health and alcohol and other drug services to assist individuals and families to achieve stability and mental and emotional well-being.
- **Child and Family Well-Being (CFWB)**—delivers prevention and protection services through child and family-focused programs.
- **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, delivers supportive services to those at risk of and/or experiencing homelessness, and improves neighborhoods through community development opportunities.
- **Public Health Services (PHS)**—promotes health and wellness, healthy behaviors, and equitable access to quality care; prevents injuries, disease, and disabilities; and protects against public health threats, including respiratory viruses, foodborne outbreaks, environmental hazards, and disasters.
    - **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. Effective July 1, 2025, MCS will be merged with PHS to align with operational needs.
- **Self-Sufficiency Services (SSS)**—connects children, adults, and seniors to federal and State services to meet basic needs, such as 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 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.

Effective December 13, 2024, the offices previously under Homeless Solutions and Equitable Communities were reorganized: the Office of Homeless Solutions was transferred to Housing and Community Development Services, the Office of Immigrant and Refugee Affairs was moved to Self-Sufficiency Services, and the Office of Equitable Communities was shifted to the Department of Strategy and Community Engagement Division, formerly known as the Office of Strategy and Innovation, to better align with operational functions.

With a budget of $3.5 billion derived from federal, state, and local funding, HHSA provides services directly and indirectly through 8,075.50 employees (staff years) located across 63 facilities, with more than 360 contracted providers, and alongside hundreds of volunteers committed to providing excellent customer service. In Fiscal Year 2025-26 there is uncertainty around federal funding which represents 37% of HHSA's budget. Leading up to release of the recommended budget, federal action was taken to terminate the Epidemiology and Laboratory Capacity (ELC) grant utilized to fund a

range of items in Public Health Services, which was subsequently tied up in court action. Federal actions will continue to be monitored and updates to funding sources and other budgetary adjustments will be made or in subsequent budget adjustments as needed.

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
- Housing & Community Development 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 of San Diego County residents, particularly those with the greatest need.

Equity

HHSA ensures all residents have equitable access to opportunities to enhance health safety, housing, and well-being. The expansion of behavioral health programs throughout the region, referred to as the "Continuum of Care," is critical to this effort. HHSA will continue to open crisis stabilization units this year that provide immediate mental health support and treatment to those who need it the most. Programs to help address substance use disorders will also expand, so more clients of all ages can equitably access the appropriate level of care. To address the variety of housing needs people in our region face, HHSA will support new emergency housing options like safe sleeping cabins and conduct outreach to people experiencing homelessness in unincorporated areas of the County. Hundreds of permanent affordable homes that HHSA provides funding for will open their doors to give more San Diegans, including seniors, families, and veterans, a safe place to live.

Sustainability

HHSA is committed to promoting a resilient economy, environment, and region while protecting future generations' ability to flourish and thrive. Each department follows a specific Sustainability Plan involving efforts like expanding the use of hybrid and electric vehicles, incorporating remote work when feasible, and offering more services over the phone and online to reduce the need for employees and the public to travel. To promote economic sustainability for residents, HHSA continues to identify new strategies to make it easier to enroll eligible residents in safety net programs such as CalFresh food assistance, Medi-Cal health insurance, and 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 as an organization, HHSA continues to align available resources from local, State, and federal sources to sustain core functions that treat, assist, and protect the community.

Community

HHSA prioritizes the community by making services easier to access, creating meaningful engagement opportunities, and building partnerships. Not only will HHSA's Live Well Centers continue to be one-stop shops for dozens of services, but HHSA will also continue to bring the Live Well on Wheels Mobile Office to neighborhoods that are harder to reach. Two more Mobile Offices will be added in 2025, meaning County staff can be at hundreds of events annually across the region, and more residents can get the services they need without leaving their community. To gauge customer satisfaction and ensure service delivery meets the needs of the community, HHSA will expand the collection of the HEART Customer Satisfaction Surveys and

maintain an average score of at least 4 out of 5. HHSA will also strengthen Community Health Worker efforts and partnerships with trusted community-based organizations to continue growing awareness and access to safety net programs in underrepresented communities. These efforts will leverage the resources of nearly 600 recognized Live Well San Diego partners.

Empower

HHSA is committed to engaging employees so they feel valued, have a sense of belonging, and are motivated to work together toward HHSA's vision, mission, and Strategic Plan, also known as The Agency Promise. 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 innovate continually and engage with employees to implement new and 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 housing and 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.

Justice

HHSA prioritizes systems that are fair and equitable in the investigation of abuse and neglect. The HHSA Child and Family Well-Being continues to transform the County's child protection and foster care system into a child well-being system. CFWB will expand its 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 to ensure 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

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

Overview

The Health and Human Services Agency's (HHSA) Fiscal Year 2025–26 budget includes appropriations of $3.5 billion, a net increase of $66.3 million or 1.9% from the Fiscal Year 2024–25 Adopted Budget. During last year's budget process several strategies were employed to help bridge essential services in the face of a projected State budget deficit, slowing growth in Realignment revenue driven by sales tax receipts, and overall escalating costs to continue existing services. Heading into Fiscal Year 2025–26, conditions remain very similar but now with added uncertainty around federal funding streams which represent over 37 percent of HHSA's budget. While HHSA has been preparing and adjusting to the budget constraints that have been on the horizon, the full impact of changes at the federal level as well as potential impacts from the State's budget are not yet known.

The proposed HHSA Fiscal Year 2025–26 budget continues to deploy multiple categories of budget mitigations to make resources available for core mandated services. This includes implementing strategies to reallocate discretionary funds through streamlining operations, including restructuring departments in some areas; de-prioritizing and reducing discretionary services; and aligning to state performance requirements in areas where we exceed required processing timeframes. While the intent of these strategies is to protect and prioritize delivery of mandated safety net services, reductions in budgeted staffing levels will impact service delivery in some areas. For example, in Self Sufficiency Services (SSS), SSS is currently able to enroll people much more quickly than required by the State, often taking only half the time allotted by the State. 104.00 staff years will be reduced through attrition that would otherwise help support the enrollment of people onto safety net services like CalWORKs, CalFresh, and Medi-Cal bringing service levels in line with State requirements. SSS is currently able to enroll people much more quickly than required by the State, often taking only half the time allotted by the State. With this staffing reduction, as caseloads continue to grow in some areas, wait times will likely increase for the

public bringing us in line with the State's required performance. However, HHSA will continue to focus on innovating and advancing service delivery models to minimize the impact to the largest extent possible. In other areas of HHSA, discretionary programs providing a range of services to community members will be reduced in order to focus funding on core mandated services. Some examples include reductions in the availability of tenant legal services, Alzheimer's prevention and educational support services, nurse home visiting services, and respite care to foster family caregivers. These non-mandated services provide valuable support to the community and to HHSA customers and families. While they are being reduced now given funding constraints, efforts continue to find ways to develop new funding strategies that may allow for restoration in the future.

Overall, the budget supports anticipated salary and benefit increases with an accompanying reduction of 168 positions in order to align to available funding. Of the $66.3 million proposed budget increase, $29.1 million, or almost 44%, is in salaries and benefits. Another $22.5 million, or 34%, is to reflect growth in the budget for cash assistance payments for CalWORKs and General Relief as the demand for mandated safety net services continues to increase. The remaining $14.7 million is made up of budget adjustments across multiple areas including a net increase of almost $90 million in services and supplies for Behavioral Health Services, offset by an almost equal decrease in services and supplies across all HHSA departments primarily to recognize the completion of one-time projects or programs that were covered with one-time funds that are now sunsetting. Additionally, there are reductions tied to operating efficiencies as well as reductions in discretionary services.

Behavioral Health Services is the one area with significant increased investment to continue work in building out the continuum of care, primarily funded through the availability of increased federal Medi-Cal revenue. There is inherent risk with some of this funding and these investments given the uncertainty at the federal level.

- Risk with funding at the federal level, continued pressures at the State level, and constraints on availability of local funds to support escalating costs will need continued budget solutions into the out-years, and potentially mid-year budget adjustments depending on the magnitude of federal and State impacts. The proposed Fiscal Year 2025–26 budget for HHSA continues to rely on one-time bridge funding solutions for critical services allowing more time to build upon the longer-term solutions already started including realigning departments under Homeless Solutions and Equitable Communities and merging Medical Care Services and Public Health Servies. And while investments in homeless sheltering solutions continue in the proposed budget, these investments are also largely funded by one-time America Rescue Plan Act (ARPA) funds ending after Fiscal Year 2025–26 that will need alternate sustainable funding sources identified. Continued work at the County Enterprise is underway to develop further strategies and solutions to ensure a sustainable budget going forward.

Staffing

Decrease of 168.00 staff years while maintaining key mandated services, aligning service levels to ensure state requirements are achieved and transfer and consolidation efforts:

- Decrease of 104.00 staff years to align service levels to state requirements. Current staffing levels have exceeded state requirements.
  - Decrease of 104.00 staff years to align with available funding and State requirements around timely access to safety net services like CalWORKs, CalFresh, and Medi-Cal, resulting in a reduction in performance measures but the adjusted staffing levels aim to meet requirements set by the State.
- Decrease in 46.00 staff years due to alignment of resources with slowing revenue streams within discretionary programs.
  - Decrease of 11.00 staff years due to reduced community engagement while maintaining priority for the most critical areas.
  - Decrease of 10.00 staff years tied to an overall decline in out-of-home placements in Child and Family Well-Being with no impact to existing services.
  - Decrease of 8.00 nursing staff years associated with a reduction in the Home Visiting Program resulting in fewer families served.
  - Decrease of 5.00 staff years results in a decrease in non-core direct service work in Office of Homeless Solutions.
  - Decrease of 5.00 staff years due to the postponement of any significant new projects in Information Technology.
  - Decrease of 2.00 staff years associated with the reduction in intergenerational activities and reducing Age Well community projects and a reduction in Aging Roadmap development work.
  - Decrease of 1.00 staff year associated with de-prioritization of Border Health Activities relating to the Queso Fresco Taskforce and EMS Cross-border Taskforce.
  - Decrease of 1.00 staff year associated with a reduction in the Cure TB program to focus solely on locally occurring cases in care coordination.
  - Decrease of 1.00 staff year associated with additional reduction in staffing through the elimination of non-core Public Health functions.
  - Decrease of 1.00 staff year associated with the reduction in Alzheimer's Prevention and support.
  - Decrease of 1.00 staff years due to a reduction in Senior Volunteer Program/Retired Senior Volunteer Program.

- Decrease in 18.00 staff years due to internal transfer of positions, consolidation efforts, efficiencies created with better staffing alignment and focus on core mandated functions.
    - Decrease of 14.00 staff years in Homeless Solutions and Equitable Communities (HSEC) tied to efficiencies gained as part of restructuring with no impact to services. Of the 14.00 staff years, 12.00 staff years were eliminated and 2.00 staff years were transferred mid-year to the Chief Administrative Office to increase capacity for policy development and implementation.
    - Decrease of 4.00 staff years to restructure clinical leadership and streamline clinical quality assurance through the integration of Public Health Services and Medical Care Services.

Expenditures

Net increase of $66.3 million

- Salaries & Benefits—increase of $29.1 million is primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and reduction of 168.00 staff years due to align to available funding to overall County funding sources not keeping pace with the cost of doing business.
- Services & Supplies—net increase of $1.4 million.
    - Increase of $26.2 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 $17.6 million for Board and Care and Augmented Services Program (ASP) capacity by using State Behavioral Health Bridge Housing (BHBH) funds to add new capacity and increase rates for existing contracts.
    - Increase of $17.2 million for mental health and substance use disorder program rate increases associated with payment reform as of Medi-Cal Transformation (formerly CalAIM) to provide a full continuum of care.
    - Increase of $15.0 million for Institutions for Mental Diseases (IMD) that primarily provides diagnosis, treatment, or care for individuals with mental diseases, including substance use disorders and Skilled Nursing Facility associated with increased capacity needs experienced in the Fiscal Year 2024-25.
    - Increase of $14.6 million tied to increase capacity for East County and Chula Vista crisis stabilization units to serve adults experiencing mental health and substance use emergencies.
    - Increase of $13.1 million for housing and homelessness program mainly to provide short-term rental assistance funded by Mental Health Services Act (MHSA).
    - Increase of $11.6 million for temporary contract help to support the San Diego County Psychiatric Hospital and Polinsky Children's Center (PCC).
    - Net increase of $9.4 million primarily in various ISF accounts tied to operating costs associated with facilities, public liability, security guard services, and insurance costs.
    - Increase of $7.1 million for new partial hospitalization and intensive outpatient slots for children and adults who are Medi-Cal eligible in order to enhance access to care for people with serious mental illness (SMI) and children with serious emotional disturbance (SED).
    - Increase of $5.5 million for MHSA prevention programs, including the youth engagement ambassador program, support services such as education and advocacy services, and supplemental security income advocacy services program.
    - Increase of $5.3 million to support the preservation of licensed residential adult and senior care facilities using Community Care Expansion (CCE) funding.
    - Increase of $3.2 million for children and youth services, including presumptive transfer related to placement of children and youth in foster care into out-of-county short-term facilities, Center for Child and Youth Psychiatry and Children's Crisis Residential program.
    - Increase of $3.1 million in Refugee Support Services, including Ukrainian and Afghan Refugees primarily to align with one-time additional funding. Ukrainian Refugee Funded programs provide resettlement and housing assistance services to individuals displaced due to the war in Ukraine.
    - Increase of $2.8 million to fund direct patient care, mental health treatment, outreach, promotion and transportation services contracts supported by various federal and State grants.
    - Increase of $2.6 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 $2.5 million in CalSAWS customer correspondence postage costs due to increased USPS rates.

- Increase of $1.5 million in contracted information, referral, and legal advocacy services due to the annual cost of living adjustments per contract negotiations.
- Increase of $1.4 million in Complex Care Capacity Building services to support implementation of the Children's Crisis Continuum Pilot Program (CCCPP) that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.
- Increase $1.1 million for adult mental health transitional residential program funded by Short Doyle Medi-Cal.
- Increase of $0.9 million tied to outreach and education contracts aligned with the California Home Visiting Program (CHVP) Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program.
- Increase of $0.8 million for vaccination contracts focused on high opportunity populations.
- Net increase of $0.5 million tied to the Inclement Weather Program for temporary housing support.
- Increase of $0.5 million for project costs related to the new and enhanced Rental Assistance case management system.
- Increase of $0.4 million to support In-Home Supportive Services (IHSS) required background checks and fraud investigations tied to increasing caseloads via transfers from the IHSS Public Authority.
- Increase of $0.3 million for Tenant Legal Services to support one-time capacity for legal services for tenants facing eviction, including counseling, outreach, and prevention activities based on reallocation of available General Purpose Revenue through the ARPA framework originally allocated for affordable housing construction costs that will come in under budget.
- Net increase of $0.3 million for the Local Rental Subsidy Program (LRSP) tied to the increased costs of housing supported by additional funding through Homeless Housing, Assistance and Prevention (HHAP).
- Increase of $0.3 million for supplies in the California Home Visiting Program (CHVP) to enhance program participation.
- Net increase of $0.2 million for the Domestic Violence Shelter Based Program reflects an increase of $0.6 million in Fiscal Year 2025–26 Recommended Change letter, partially offset by a $0.4 million reduction in Fiscal Year 2025–26 Recommended Operational plan to align with available funding through the collection of fees for marriage licenses. The $0.6 million increase will create one-time capacity to support domestic violence shelters over two years based on reallocation of available General Purpose Revenue through the American Rescue Plan Act (ARPA) framework originally allocated for affordable housing construction costs that will come in under budget. This will restore the $0.4 million reduction and set aside $0.2 million to support Fiscal Year 2026–27 allowing for additional time to transition and explore alternate funding sources.
- Decrease of $25.0 million for prior year one time project to increase capacity to serve more clients for longer periods of time by community-based organizations funded by the Behavioral Health Impact Fund (BHIF). Unspent appropriations will be carried over through year-end actions.
- Decrease of $19.9 million primarily due to the winding down of COVID related activities supported by the Epidemiology and Laboratory Capacity, COVID-19 Health Disparities, and Epidemiology and Laboratory Enhancing Detection Expansion and Centers for Disease Control and Prevention Community Health Workers for COVID Response and Resilient Communities grants.
- Decrease of $17.1 million mainly in behavioral health contracted services associated with prior year one-time only program and rightsizing and sunsetting programs to align with current service needs.
- Decrease of $12.6 million in prior year one-time costs for the Federal Emergency Management Agency Shelter and Services Program. Program was never developed due to change in available funding.
- Decrease of $12.6 million in prior year one-time costs for the completion of the one-time allocation tied to Housing Disability Advocacy Program that provides housing and services for individuals at risk of experiencing homelessness, adjusting one-time Permanent Local Housing Allocation (PLHA) grant for affordable housing efforts, and the completion of Prohousing Incentive Pilot Program (PIP) award.
- Net decrease of $10.9 million primarily due to align to available fundingCounty funding sources not keeping pace with the cost of doing business. The decrease in Services & Supplies results in the following impacts:
  - Decrease of $2.2 million in various Services & Supplies expenditures in Administrative Support due to operational reduction to align appropriations to spending trends and forecasted needs in various operating accounts and available funding including reductions in technical assistance to small businesses, employment services, and kinship family services.
  - Decrease of $1.9 million for Child and Family Team (CFT) which will reduce CFT services via vendor, shifting responsibility to protective services worker with no impact to clients anticipated.
  - Decrease of $1.0 million in deprioritizing COVID testing and genome sequencing to high vulnerability situations such as significant increases in case counts at skilled nursing facilities or within a small geographic zone or population group.
  - Decrease of $1.0 million in public assistance fraud investigation services provided by the Department of Child Support Services.
  - Decrease of $0.6 million for the Family Support Liaison Program (FSLP) reflecting an effort to reprioritize support services where the need is greatest, while continuing to address disproportionality within CFWB.

- Decrease of $0.6 million through efficiencies of utilizing the new Public Health Lab as our primary lab and reduction of onsite IT support as it comes online to full operational activity.
- Decrease of $0.5 million for Respite Services which reduces the number of hours available each month to provide temporary relief for resource families from the ongoing responsibilities of foster parenting. Despite this reduction, the program will continue to be one of the most supportive of its kind in the state.
- Decrease of $0.4 million in underwriting services related to affordable housing efforts. Capacity will remain to support some underwriting efforts with additional services to be funded on an as needed basis as funding is identified for new projects.
- Decrease of $0.3 million in the Landlord Incentives program with $0.1 million remaining to be focused on security deposit assistance to help reduce barriers faced by Veterans with Veterans Affairs Supportive Housing (VASH) vouchers in securing rental housing with anticipated longer wait times for County Housing Authority voucher holders to secure a lease and move into housing.
- Decrease of $0.3 million to realign resources with continued critical messaging provided by County Communications Office resulting in reduced capacity for advertising services used for family recruitment and public safety messaging through iHeart Media.
- Decrease of $0.3 million in contracted Strengths Based Training which will result in the termination of non-essential contracted training services. Training will be supplemented with in-house training resources.
- Decrease of $0.2 million associated with a reduction in temporary contracted Pharmacy staff.
- Decrease of $0.2 million ends contracted support of the ChooseWell website and access to the Residential Care Facilities for the Elderly (RCFE) rating system.
- Decrease of $0.2 million eliminates supplies and intern support for Intergenerational games and gardening, support to kinship family day at the Zoo, Sea World and gramping, and planning and support for community partners to establish their own intergenerational activities.
- Decrease of $0.2 million reduces allocations in AIS for underutilized programs with little to no impact to current services.
- Decrease of $0.1 million to eliminate evaluation of Tobacco Retail Licensing (TRL) program. Core data on the trends regarding the number of retailers that sell to minors would continue to be tracked.
- Net decrease of $0.1 million due to the phasing out of Nursing Family Partnership (NFP) to align spending with available funding resulting in no anticipated impact to services.
- Decrease of $0.1 million for student workers, certified temporary staff, and temporary contract staff in Healthcare Outreach and Education to health professionals working in underserved areas. Reduction of these staff could limit monthly newsletters, eBlasts, monthly Health Professional Telebriefings, and the monthly Grand Rounds Education Alliance and Transformation (GREAT) program offered to County clinicians.
- Decrease of $0.1 million limits updates and reduces hardcopies of the Handbook for Grandparents Raising Grandchildren and Other Relative Caregivers, with no impact to providing emergency financial assistance for kinship families by identifying alternate funding to support current contracted services
- Decrease of $0.1 million in reduction of services and supplies related to community education on preventing dementia and how to work with and care for people with dementia.
- Decrease of $0.1 million due to alternate funding identified for Project Care with no impact to services.
- Decrease of $0.1 million for fraud recovery services with minimal to no impacts anticipated to actual recoveries through targeting highest priority cases.
- Decrease of $0.1 million for the removal of the Homeless Outreach Integration Application used for referrals. An alternate method of referring has been identified.
- Decrease of $0.1 million for Foster, Adoptive, and Kinship Care Education (FAKCE) services for Resource Families, reflecting a shift toward prioritizing the most heavily utilized trainings. While overall offerings will be reduced, the core training necessary to ensure resource parents are well-prepared to support the educational, behavioral, and developmental needs of children in their care will remain in place.
- Decrease of $0.1 million in Office of Military and Veterans Affairs Newsletter Services.

- Decrease of $10.6 million tied to the completion of affordable housing developments funded by the Innovative Housing Trust Fund and one-time Evergreen component of the American Rescue Plan Act (ARPA) Framework funding.
- Decrease of $10.1 million resulting from the postponement of planned investments in IT systems and resources for data analysis, information management, and integrated care coordination. Significant new investments will not move forward without dedicated program revenue.

- Decrease of $5.7 million primarily due to prior year one-time costs associated with implementation of the Family First Prevention Services Act (FFPSA) Program, Transitional Housing Program Plus, and Community Response Guide.
- Decrease of $5.6 million for San Pasqual Academy (SPA) to align funding with actual expenditures and reflect the ongoing transition of SPA from a group home to a Foster Family Agency (FFA) in alignment with Continuum of Care Reform (CCR) goals. This shift supports a more family-based and trauma-informed approach to care for youth, consistent with statewide efforts to reduce reliance on congregate care settings.
- Decrease of $5.2 million in CalWORKs Family Stabilization due to a technical budgetary adjustment to shift from contracted-services costs to assistance payment benefits reflected in the Other Charges category.
- Net decrease of $3.8 million associated with adjusting one-time Encampment Resolution Program funding in the San Diego Riverbed and Plaza Bonita areas that provide services to address the immediate needs of those experiencing homelessness.
- Decrease of $3.3 million in the California Department of Aging (CDA) America Rescue Plan Act (ARPA), due to one-time only funding ending September 30, 2024, supporting mainly expanded family caregiver respite, health promotion activities, and ombudsman visits.
- Decrease of $2.6 million tied to completed American Rescue Plan Act (ARPA) projects including Tenant Legal Services Department of General Services (DGS) support for the acquisition of facilities for the Compassionate Emergency Solutions and Pathways to Housing projects, and Child Care Bridge.
- Decrease of $2.6 million primarily due to ending of one-time only Older Adults' Recovery and Resilience Act (OARR) funding supporting expanded family caregiver respite and intergenerational activities and Modernization of the Older Californian's Act (MOCA), in addition to the reduction in ongoing allocations mainly from the Older Americans Act (OAA) relating to the senior nutrition and other aging programs, due to roll out of MOCA programs over future fiscal years.
- Decrease of $2.5 million to align CalWORKs support services and Home Visiting Program with current allocations.
- Decrease of $2.3 million prior year one-time costs associated with the ending of the Youth Suicide Reporting and Crisis Response Pilot Program due to end of a California Department of Public Health grant.
- Net decrease of $2.2 million tied to prior year PATH CITED consultant services and Data Management and PATH Justice Involved Health modifications to County Information Exchange and County Information Technology systems.
- Decrease of $2.1 million due to removal of prior year one-time Major Maintenance Improvement Projects (MMIP) across facilities.
- Decrease of $1.9 million in ARPA Community-Based Child Abuse Prevention (CBCAP) funding, tied to the completion of the one-time allocation, and associated programs. These funds were used to support contracted services for CFWB's Family Support Liaison Program, as well as a one-time evaluation of the Foster Care Cash Transfer Program.
- Decrease of $1.2 million for Family First Preservation Act (FFPSA) contracted technical assistance to better match the current level of need in implementing San Diego's prevention program.
- Decrease of $1.2 million for Access to Technology (ATT), completion of prior year one-time IT projects in Public Health Services, including Electronic Health Record (EHR), Persimmony, Single Sign On integration and Electronic Incident Reporting system, offset by increases for IT system upgrades and software to support County Technology Office mandates relating to constituent relationship management (CRM) applications and ongoing IT initiatives such as Vital Records Information system upgrades and server costs, Public Health Lab Information Inventory Management system and EHR Case management.
- Decrease of $1.0 million in County Medical Services Passthrough funding to align with current service needs resulting in no anticipated impact to services.
- Decrease of $0.6 million in the Family Urgent Response System (FURS) program reflects an effort to reprioritize contracted services to better align with utilization and current needs of the program.
- Decrease of $0.5 million associated with prior year one-time costs for the extension of the MasFresco! More Fresh Nutrition Incentive Program and Nutrition Incentives Beyond the Supplemental Nutrition Assistance Program (SNAP, also known as CalFresh).
- Net decrease of $0.5 million due to service alignment of Specialized Funding for Imminent Needs Program which helps to reduce immediate barriers to housing. No impacts to current service levels are anticipated.
- Leverage $0.8 million in existing appropriations to fund LGBTQ+ Innovative Housing and Supports. The Board of Supervisors took action on May 20, 2025 (16) to re-allocate $0.8 million available in the ARPA Framework to support one-time utility infrastructure work at the Rosecrans Shelter which is no longer needed. Those funds will continue to carry forward into Fiscal Year 2025–26 and will be reprogrammed to extend the LGBTQ+ Innovative Housing and Supports contract under the Homeless Services Component of the ARPA Framework. These contracted activiti es providing case management and assistance with housing stabilization and connections to housing resources are currently funded through December 31, 2025, and the additional $0.8 million will allow work to continue through the end of the fiscal year, June 30, 2026.

    - Leverage $0.5 million in existing appropriations to extend the ¡MasFresco! Plus program based on savings from closed maintenance projects. Those funds will carry forward into FY 2025-26 and will be reprogrammed to extend the program based on reprioritized GPR.
- Other Charges—net increase of $22.5 million.
    - Net increase of $21.5 million in various benefit payments including CalWORKs, CalWORKs Welfare to Work, General Relief, and Cash Assistance Program for Immigrants (CAPI), Adoptions, Foster Care, and Maintenance of Wards to align with increased costs primarily tied to State mandated grant increases and caseload trends, offset by decreases in CalWORKs Child Care Program Stage One and EBT Skimming to align with current expenditures, prior year one-time funding for Complex Care Capacity Building, and Approved Relative Caregiver (ARC) to align with caseload trends.
    - Increase of $0.8 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.
    - Increase of $0.2 million in Support & Care of Persons relating to increase in indigent burials.
- Capital Assets Equipment— decrease of $12.0 million tied to the winding down of activities supported by the Enhanced Laboratory Capacity Expansion grant offset by a similar decrease in anticipated revenues.
- Expenditure Transfer & Reimbursements—net decrease of $13.4 million. Since this is a transfer of expenditures, it has a net effect of a $13.4 million increase in appropriations. Net decrease of $13.4 million associated with centralized General Fund support for the following:
    - Decrease of $10.6 million in one-time funding for the transition of the San Pasqual Academy to a continuum of care multipurpose campus.
    - Decrease of $2.0 million in one-time funding for MMIP projects.
    - Decrease of $0.5 million in one-time funding to support the MasFresco! More Fresh Nutrition Incentive Program and Nutrition Incentives Beyond the Supplemental Nutrition Assistance Program (SNAP, also known as CalFresh).
    - Decrease of $0.3 million in one-time funding for the Senior No Cost Transportation extension. The Senior No Cost Transportation program will begin to wind down in Fiscal Year 2025–26, utilizing MOCA funding, with the program planned to end on or before March 31, 2026.
- Operating Transfers Out—net increase $11.9 million.
    - Increase of $10.0 million driven by an additional annual draw of funds from the Tobacco Securitization fund to support public behavioral health workforce development costs, previously funded from the Evergreen Component of the American Rescue Plan Act (ARPA) Framework. This will allow for a redirection of funding to help bridge services for programs supported by realignment revenue driven by sales tax receipts which have not kept pace with cost increases.
    - Net increase of $6.2 million to align IHSS provider health benefit cost reflected in the Public Authority with anticipated caseload growth and partially offset by increases in background checks and fraud investigation costs.
    - Decrease of $4.3 million for prior year one-time only Major Maintenance Capital Outlay Fund (MMCOF).

Revenues

Net increase of $66.3 million

- Licenses Permits & Franchises—no net change.
- Fines, Forfeitures & Penalties—increase of $0.2 million in Physician Provider Payment anticipated revenue to align with expenditures.
- Revenue From Use of Money & Property—no change
- Intergovernmental Revenues—net increase of $19.5 million.
    - Net increase of $150.3 million in federal and State mental health services funding driven by increased mental health services and payment reform offset by decrease due to ending of grant and rightsized programs to align to costs.
    - Net increase of $12.3 million in State and federal revenue funding in safety net programs to align with estimated benefit payments and caseload.
    - Net increase of $7.1 million in social services State and federal revenues to primarily 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.
    - Increase of $6.4 million in IHSS federal and State revenue tied mainly to the increases in health benefit contributions due to caseload growth.
    - Increase of $3.7 million in one-time State and federal funding in Refugee Support Services, including Ukrainian and Afghan Refugees.
    - Increase of $3.1 million in HHAP State grant revenue to support LRSP previously funded by one-time ARPA funding.
    - Net Increase of $2.7 million in various Public Health federal and State revenues to primarily support Salaries & Benefits and Services & Supplies offset by decrease to align with the State's revised allocation.

- Increase of $1.1 million for the Department of Healthcare Services (DHCS) Wraparound Services Grant, which supports individualized, community-based programs to strengthen family stability and prevent out-of-home placements.
- Net decrease of $75.2 million in realignment mainly tied to prior year one-time funding for Salaries & Benefits, the IHSS MOE Behavioral Health Services, increased child welfare caseload costs, and other operating costs.
- Net decrease of $31.5 million primarily associated with the Epidemiology and Laboratory Capacity, CDC Health Disparities and CDC Prevention Community Health Workers grants tied to the winding down of COVID related activities.
- Decrease of $13.1 million in prior year one-time funding for the Federal Emergency Management Agency Shelter and Services Program.
- Decrease of $12.4 million primarily tied to the winding down of one-time funding for the Funding Certainty Grant, federal Family First Transition Act (FFTA) Grant, federal Family First Transition Act (FFTA) Grant revenue Transitional Housing Program Plus revenue.
- Decrease of $7.0 million associated with one-time State funding for PLHA and PIP.
- Net decrease of $6.9 million associated with ARPA funding for prior year Tenant Legal Services, Specialized Funding for Imminent Needs Program and DGS Support and Child Care Bridge program offset by increase for the Inclement Weather Program.
- Decrease of $6.8 million in State ATT, OARR, MOCA and CDA funding due to the completion one-time grant funding.
- Decrease of $5.6 million for prior year one-time allocation tied to State funding for Housing Disability Advocacy Program.
- Decrease of $3.5 million in State revenue for prior year one-time funding tied to Encampment Resolution funding for the San Diego Riverbed and Plaza Bonita encampments.
- Decrease of $2.5 million in federal revenues that supported prior year PATH CITED consultant services and IT system modifications for Justice Involved Health.
- Decrease of $1.9 million in prior year onetime funding for the American Rescue Plan Act (ARPA) Community-Based Child Abuse Prevention (CBCAP).
- Net decrease of $0.4 million in MAA/TCM Trust fund tied to completion of prior year one-time projects partially offset to support vaccination contracts.
- Decrease of $0.4 million in Community Services Block Grant revenue to align with funding allocation.

- Charges For Current Services—net increase of $1.8 million.
  - Net increase of $1.2 million in inpatient care revenue to align with operational costs in Edgemoor Distinct Part Skilled Nursing Facility.
  - Increase of $0.5 million primarily tied to Public Health Vital and Health Statistics Trust Fund to support one-time Vital Records IT upgrades.
  - Increase of $0.1 million tied to Public Administrator Estate Fees.
- Miscellaneous Revenue—net decrease of $32.9 million.
  - Decrease of $25.0 million associated with prior year one-time only Behavioral Health Impact Fund (BHIF) revenue
  - Net decrease of $9.7 million primarily tied to the completion of affordable housing developments funded by the Innovative Housing Trust Fund as supported by the one-time Evergreen component of ARPA Framework funding partially offset by remaining available funds to support affordable housing efforts.
  - Increase of $1.2 million in Opioid Settlement Funds for Primary Prevention Program, the Nursing Homeless Outreach Team, and Salaries & Benefits supporting various opioid settlement remediation activities.
  - Net increase of $0.3 million primarily associated with Medi-Cal Managed Care Plan revenues to support staffing costs tied to Community Health Assessment and Improvement program.
  - Increase of $0.2 million to capture the Back Up Provider System and Advisory Committee allocations for the IHSS Public Authority from the California Department of Social Services aligning with the increase in Public Authority operational cost.
  - Increase of $0.1 million primarily to align pharmacy medication dispensing fee revenue.
- Other Financing Sources—net increase of $10.0 million.
  - Increase of $10.0 million in Securitization fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The increase of $10.0 million to replace the commitment for the Behavioral Health Workforce.
- Fund Balance Component Decreases—net decrease of $14.9 million.
  - Decrease of $10.0 million swapped with use of Tobacco Securitization Fund as noted above to fund the Behavioral Health Workforce commitment.
  - Decrease of $5.8 million associated with the rebudget of the SB 43 program in Fiscal Year 2026–27 to align with program needs.
  - Increase of $0.9 million in Fund Balance Component Decreases in the General Fund based on reallocation of available General Purpose Revenue through the American Rescue Plan Act (ARPA) framework originally allocated for affordable housing construction costs that will come in under budget to support the Domestic Violence Shelter Based Program and Tenant Legal Services.

- Use of Fund Balance—Net decrease of $1.3 million. A total of $33.6 million is budgeted for the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support to support health-related services.
- General Purpose Revenue Allocation—net increase of $83.9 million.
    - Increase of $23.9 million to support increased Salaries & Benefits tied to negotiated labor agreements.
    - Increase of $15.1 million to support the IHSS MOE.
    - Increase of $14.8 million to back-fill the use of one-time realignment used as a bridge strategy for Salaries & Benefits and benefit payments for Foster Care and Adoptions in the Fiscal Year 2024-25 budget.
    - Increase of $12.0 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus. This helps offset the loss of Centralized General Fund support.
    - Increase of $8.5 million supporting increased costs in the General Relief program.
    - Increase of $5.0 million for one-time funding to help bridge services that rely on realignment revenue.
    - Increase of $2.9 million for work associated with the Public Housing Physical Needs Assessment (PHPNA).
    - Increase of $1.5 million for Tenant Legal Services.
    - Increase of $0.5 million for property insurance.
    - Decrease of $0.3 million tied to a shift in resources to the County Communications Office for staffing support.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Net decrease of $109.9 million is primarily in Services & Supplies tied to projected completion of various projects supported with one-time funds, as well as a reduction of $3.6 million for homeless outreach services, and a reduction of $47.0 million to reflect an anticipated overall gap in Fiscal Year 2026–27. Planning will occur to restructure homeless outreach services to focus on the unincorporated areas of the County and to determine whether existing or new funding sources that come online may be a fit to sustain a portion of homeless outreach services outside of the unincorporated area. The overall anticipated budget gap of $47.0 million is being driven by slowing growth in Realignment revenue based on sales tax receipts and overall increasing costs and demand for services. Planning will continue at the Enterprise level over multiple years to address the gap. Various mitigations include alignment of service levels that minimizes community impacts to the greatest extent possible.

Group Staffing by Department

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Self-Sufficiency Services	2,846.00	2,750.00	2,750.00
Aging & Independence Services	654.00	651.00	651.00
Behavorial Health Services	1,332.50	1,332.50	1,332.50
Child and Family Well-Being	1,672.00	1,661.00	1,661.00
Public Health Services	775.00	981.00	981.00
Medical Care Services Department	216.00	-	-
Administrative Suppprt	430.00	456.00	456.00
Housing & Community Development Services	158.00	244.00	244.00
Homeless Solutions and Equitable Communities	160.00	-	-
Total	**8,243.50**	**8,075.50**	**8,075.50**

Group Expenditures by Department

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administrative Support	$158,875,579	$198,926,748	$221,335,054	$181,655,012	$210,740,215	$142,596,345
Public Health Services	$198,518,678	$236,791,482	$245,578,540	$184,806,661	$267,270,215	$244,269,097
Behavioral Health Services	$1,003,421,875	$1,156,628,861	$1,294,926,446	$1,167,754,787	$1,257,218,598	$1,254,711,715
Aging & Independence Services	$267,180,676	$304,806,525	$308,735,377	$297,972,218	$312,186,589	$315,554,203
Child and Family Well-Being	$466,082,660	$479,010,650	$518,857,614	$483,325,576	$489,079,178	$490,930,331
Medical Care Services Department	$50,171,318	$55,000,096	$64,426,300	$53,054,098	-	-
Self-Sufficiency Services	$790,276,146	$812,153,773	$825,507,803	$810,939,240	$843,524,725	$839,209,632
Housing & Community Development Services	$50,259,742	$90,946,535	$290,957,229	$109,680,891	$132,997,195	$115,843,313
Homeless Solutions and Equitable Communities	$101,206,456	$112,437,908	$163,185,519	$90,571,437	-	-
Strategic Planning & Operational Support	$211,584	-	-	$5,293	-	-
Regional Operations	$329,396	-	$6,613	$1,386	-	-
Total Expenditures	**$3,086,534,110**	**$3,446,702,578**	**$3,933,516,493**	**$3,379,766,598**	**$3,513,016,715**	**$3,403,114,636**

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 many 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, through the Agency Promise, 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 reviews 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.
- **Department of Strategy and Community Engagement**—supports HHSA's priorities and the regional Live Well San Diego vision by integrating strategic planning, communications, data analytics, and community and partner engagement, as well as overseeing anti-poverty initiatives through the Community Action Partnership (CAP), ensuring all San Diegans have opportunities to thrive.
- **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.

Effective December 13, 2024, the efforts of the Office of Equitable Communities (OEQC), previously under Homeless Solutions and Equitable Communities, were transferred to Administrative Services under the Department of Strategy and Community Engagement, previously known as the Office of Strategy and Innovation, to align with operational functions. OEQC accomplishments for Fiscal Year 2023–24 and 2024–25 can be found in the Homeless Solutions and Equitable Communities narrative.

To ensure HHSA departments can provide critical and essential services, Administrative Support has 456.00 staff years and a budget of $210.7 million.

2024–25 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 reflected principles of cultur al 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.
  - Implemented remote and hybrid work environments to reduce emissions and office footprints through desk sharing and creating work hu b spaces. Assessed 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.
  - Achieved a 3.53 rating (on a scale of one to four) for overall contractor satisfaction with the HHSA contracting experience as part of the annual Contractor Satisfaction Survey by strengthening customer partnerships and engagement.
  - Coordinated and attended 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 wi th the knowledge to make better-informed decisions.
  - Supported HHSA departments in implementing their Workforce Action Plans based upon the 2022 Employee Engagement survey results a nd staff input from survey and focus groups. Assessed 2024 Employee
    Engagement Survey results to identify strengths and opportunities for improvement. Experienced a 3 percent increase in employee engagement scores upon assessment of the 2024 Employee Engagement survey results.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Conducted 28 comprehensive financial reviews of HHSA contractors to ensure compliance with standards and financial controls. Each review tested financial materials and contractor financial systems, activities, and processes to help ensure contractors met contractual obligations and the County maintained 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 identified best practices and areas for improvement to maintain program and fiscal integrity.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Trained 527 HHSA contract administration and fiscal staff on contracting policies and procedures under funding source requirements. The training fostered new ideas and implemented proven best practices to achieve organizational excellence.
  - Provided 123,325 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 proactively needs through available demographic, economic, behavioral, and health information.

2025–27 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.

- Implement remote and hybrid work environments to reduce emissions and office footprints through desk sharing and creating work hub 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.
  - 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' efforts in implementing their Workforce Action Plans to enhance employee engagement and promote a culture of belonging. Provide analysis, tools, and resources to HHSA departments to assess the 2024 Employee Engagement survey results and solicit staff input from survey and focus groups to identify areas of strengths and opportunities for improvement.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered belonging.
- 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 13 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 unique website visitors (LiveWellSD.org) access to timely and relevant information to connect people to the Live Well San Diego vision and each other. The website includes access to the Live Well San Diego Top 10 Data Indicators as well as other community-level data to better equip partners and stakeholders in identifying and addressing community needs. Relevant, easy to use tools and dashboards provide an array of information and include local, State and federal benchmarks where available.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Empower	Average rating for contractors' satisfaction with contracting experience	3.63	3	3.53	3	3
	HHSA financial literacy events	8	8	8	8	8
	Comprehensive financially focused review for HHSA contractors	33	30	28	30	30
	Quality Assurance Reviews of contracting policies and procedures completed for HHSA departments[1]	15	15	15	13	13

	Staff Trained on Contract Administration	507	500	527	500	500
Community	Unique visitors to the *Live Well San Diego* website[2]	168,293	155,000	123,325	155,000	155,000

Table Notes

[1] In Fiscal Year 2025–26, the projection for comprehensive financial reviews was lowered to reflect the reorganization of HHSA departments.

[2] In Fiscal Year 2024–25, there was a significant drop in unique visitors to the Live Well San Diego website, primarily due to the absence of the Live Well 5K event and related campaign promotions.

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

Staffing

Net increase of 26.00 staff years

- Increase of 48.00 staff years due to the transfer from Homeless Solutions and Equitable Communities (HSEC) to align efforts around community and organizational engagement in support of Live Well San Diego.
- Decrease of 5.00 staff years due to a transfer to Public Health Services (PHS) to align with operational needs.
- Decrease of 1.00 staff year due to a transfer to Self-Sufficiency Services (SSS) to support operational needs.
- Decrease of 16.00 staff years due to aligning available funding with priorities. The decrease in staff years results in postponement of any significant new projects in Information Technology and reduced community engagement and outreach which will be focused on the most critical areas.

Expenditures

Net decrease of $11.8 million

- Salaries & Benefits—net increase of $8.3 million
  - Net increase of $6.8 million due to the transfer of staff years from HSEC.
  - Increase of $3.7 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
  - Decrease of $2.2 million due to a reduction in staff years, as described above.
- Services & Supplies—net decrease of $4.2 million
  - Decrease of $10.1 million resulting from postponement of planned investments in IT systems and resources for data analysis, information management, and integrated care coordination. Significant new investments would not move forward without dedicated program revenue.
  - Decrease of $2.2 million due to the transfer of San Diego Health Connect (SDHC) contracted services to Public Health Services to align with operational function.
  - Decrease of $2.1 million due to removal of prior year one-time Major Maintenance Improvement Projects (MMIP) across facilities.
  - Decrease of $1.7 million in Contracted Services primarily tied to the completion of one-time COVID response efforts funded by Epidemiology and Laboratory Enhancing Detection Expansion and Centers for Disease Control and Prevention Community Health Workers for COVID Response and Resilient Communities grant, and to align appropriations to spending trends and forecasted needs in various operating accounts.
  - Decrease of $1.3 million primarily due to aligning available funding with priorities. The decrease in Services & Supplies results in reductions tied to service level alignments to available funding including technical assistance to small businesses, employment services, and kinship family services.
  - Increase of $8.1 million due to the transfer from HSEC, as noted above.

- Net increase of $5.1 million in public liability, property and cyber liability insurance, offset by a decrease in facility ISF costs.
- Expenditure Transfer & Reimbursement—decrease of $2.0 million associated with prior year one-time MMIP projects funded by centralized General Fund support. Since this is a transfer of expenditure, it has a net effect of a $2.0 million increase in appropriations.
- Operating Transfer Out—net increase of $5.7 million.
  - Increase of $10.0 million driven by an additional annual draw of funds from the Tobacco Securitization fund to support public behavioral health workforce development costs, previously funded from the Evergreen Component of the American Rescue Plan Act (ARPA) Framework. This will allow for a redirection of funding to help bridge services for programs supported by realignment revenue driven by sales tax receipts which have not kept pace with cost increases.
  - Decrease of $4.3 million for prior year one-time only Major Maintenance Capital Outlay Fund (MMCOF).

Revenues

Net increase of $11.8 million

- Intergovernmental Revenues—net decrease of $2.3 million
  - Decrease of $9.5 million in Realignment revenue tied to decreased operating costs noted above and a redirection to support increased costs in service departments.
  - Decrease of $2.5 million in Epidemiology and Laboratory Enhancing Detection Expansion grant, CDC Health Disparities grant and CDC Prevention Community Health Workers for COVID Response and Building Resilient Communities grant tied to the winding down of COVID related activities.
  - Decrease of $1.2 million tied to Future of Public Health (FOPH) revenue aligning with the State's revised allocation.
  - Decrease of $0.4 million in Community Services Block Grant revenue to align with funding allocation.
  - Increase of $11.3 million due to the transfer from HSEC.
- Charges For Current Services—increase of $1.8 million primarily due to the transfer from HSEC.
- Other Financing Sources—increase of $0.2 million due to the transfer from HSEC.
- Use of Fund Balance—net increase of $5.6 million.
  - Increase of $10.0 million to reflect the Securitized Tobacco Settlement Special Revenue Fund under Administrative Support for health-related services.
  - Decrease of $4.4 million primarily tied to prior year one-time only MMCOF projects.
- General Purpose Revenue—net increase of $6.5 million
  - Increase of $4.8 million due to the transfer of costs from HSEC as noted above.
  - Increase of $1.5 million to partially offset increases in Salaries & Benefits noted above.
  - Increase of $0.5 million for property insurance.
  - Decrease of $0.3 million tied to a shift in resources to the County Communications Office for staffing support.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Net decrease of $68.1 million is due to a decrease in Services and Supplies primarily tied to a reduction of $47.0 million to reflect an anticipated gap in realignment revenue in Fiscal Year 2026–27 for services being bridged with one-time funds in the current year, and for projected completion of various projects supported with one-time funds. The budget gap of $47.0 million is being driven by slowing growth in Realignment revenue based on sales tax receipts and overall increasing costs and demand for services. Planning will continue at the Enterprise level over multiple years to address the gap. Also reflected in Administrative Support is a reduction of $3.6 million attributed to a reduction in costs for homeless outreach services as part of continued efforts to address budget gaps in the out years. Planning will occur to restructure services to focus on the unincorporated areas of the County and to determine whether existing or new funding sources that come online may be a fit to sustain a portion of homeless outreach services outside of the unincorporated area.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Agency Executive Office	29.00	30.00	30.00
Agency Contract Support	26.00	26.00	26.00
Financial Services Division	202.00	203.00	203.00
Human Resources	95.00	94.00	94.00
Management Support	30.00	24.00	24.00
Office of Strategy and Innovation	48.00	-	-
Department of Strategy and Community Engagement	-	79.00	79.00
Total	**430.00**	**456.00**	**456.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Management Support	$34,648,432	$52,084,409	$50,044,095	$28,060,562	$39,736,961	$27,172,218
Agency Executive Office	$25,243,145	$31,529,200	$31,711,946	$32,465,267	$34,959,525	$10,000,000
Office of Strategy and Innovation	$11,637,386	$11,778,670	$11,848,768	$10,607,093	-	-
Agency Contract Support	$4,566,477	$5,213,090	$5,226,635	$4,971,289	$5,292,508	$5,256,125
Financial Services Division	$50,833,498	$55,463,364	$75,256,361	$58,767,622	$55,655,638	$35,301,879
Human Resources	$16,700,718	$17,343,391	$17,432,625	$17,038,624	$18,230,333	$18,222,770
Office of Military & Veterans Affairs	$102	-	-	-	-	-
Tobacco Settlement Fund	$15,245,822	$25,514,624	$29,814,624	$29,744,697	$35,514,624	$25,469,689
Regional Administration	-	-	-	-$141	-	-
Department of Strategy and Community Engagement	-	-	-	-	$21,350,626	$21,173,664
Total Expenditures	**$158,875,579**	**$198,926,748**	**$221,335,054**	**$181,655,012**	**$210,740,215**	**$142,596,345**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$62,586,122	$66,411,563	$66,411,563	$64,713,202	$74,770,782	$71,162,864
Services & Supplies	$81,164,927	$104,900,561	$120,805,230	$82,833,273	$100,654,809	$46,163,792
Other Charges	$404,463	-	-	$356,148	-	-
Expenditure Transfer & Reimbursements	-$3,845,718	-$2,000,000	-$17,321,910	-$3,564,164	-	-
Operating Transfers Out	$18,565,785	$29,614,624	$51,440,171	$37,316,553	$35,314,624	$25,269,689
Total Expenditures	**$158,875,579**	**$198,926,748**	**$221,335,054**	**$181,655,012**	**$210,740,215**	**$142,596,345**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$2,370,714	$2,370,714	$2,370,714	$2,370,714	$2,370,714	$1,988,081
Use of Fund Balance	$1,578,611	$28,014,624	$50,395,921	$31,973,386	$33,614,624	$23,569,689
Fines, Forfeitures & Penalties	-	-	-	-	$38,232	$38,232
Revenue From Use of Money & Property	$8,804,145	$1,900,000	$1,900,000	$7,377,852	$1,900,000	$1,900,000
Intergovernmental Revenues	$125,349,049	$134,610,626	$134,637,635	$127,898,698	$132,288,023	$80,415,076
Charges for Current Services	$36,211	$20,121,000	$20,121,000	$8,165	$21,874,794	$21,874,794
Miscellaneous Revenues	$64,746	$100,000	$100,000	$216,413	$100,000	$100,000
General Purpose Revenue Allocation	$20,672,103	$11,809,784	$11,809,784	$11,809,784	$18,303,828	$12,460,473
Other Financing Sources	-	-	-	-	$250,000	$250,000
Total Revenues	**$158,875,579**	**$198,926,748**	**$221,335,054**	**$181,655,012**	**$210,740,215**	**$142,596,345**

COUNTY OF SAN DIEGO

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 and primary resource on matters concerning older adults and persons with disabilities. AIS plays a vital role in serving nearly 710,000 San Diego County residents aged 60 and older, a population that is projected to grow to more than 824,500 by 2029. AIS provides assistance, information, referral, and support to older adults, persons with disabilities, and their families to help them remain safe and independent at home. AIS services include, but are not limited to the following:

- **In-Home Supportive Services (IHSS)**—provides access to home-based and caregiver services for over 47,000 adults and children.
- **Adult Protective Services (APS)**—investigates allegations of abuse and neglect of older and dependent adults and provides connections to resources that may assist them.
- **Health and Social Services for Older Adults**—improves the nutritional and social health of older adults in need by providing approximately 1.5 million meals and health promotion and prevention programs such as assisted transportation, care coordination, and caregiver support.
- **Community Engagement**—collaborates with the community and a network of more than 9,000 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 the 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 Administrator also provides final disposition arrangements for indigent decedents who pass away in the County.
    - **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 illness or injury.

The Aging Roadmap is San Diego County's Regional Plan, adopted by the San Diego County Board of Supervisors in 2019 and updated annually, that actively engages residents to guide County service delivery efforts and ensure services meet the older adult community's needs. The Aging Roadmap effort aligns with the State of California Master Plan on Aging and includes community teams composed of residents, community-based organizations, businesses, and County staff working toward an age-friendly region. The Roadmap's priority areas include health and community support, housing, social participation, transportation, dementia, caregiver support, safety, preparedness, silver economy, and medical and social services system. These priority areas align with and advance the HHSA strategic plan, also known as the Agency Promise and the County's Strategic Plan.

To deliver these critical and essential services, AIS has 651.00 staff years, numerous volunteers, and a budget of $312.2 million.

2024–25 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 96% (21,574 of 22,941) 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.

- Ensured 99% (39,845 of 40,211) of IHSS reassessments for home-based caregiver services are completed every 12 months so older adults and persons with disabilities continue receiving appropriate care to remain safely in their homes. This exceeds the State performance expectation of 80% completion every 12 months.
- Provided 2,150,355 meals to older adults and helped address food insecurity and social isolation.

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Ensured 98% (98 of 100) of Feeling Fit Club participants surveyed reported increased energy, felt better overall, and were more able to conduct activities of daily living. A survey was given to at least 100 Feeling Fit Club participants.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Promoted opportunities to save electricity and be more energy efficient within AIS facilities. This included reviewing office equipment to reduce underutilized printers and computers, focusing on ordering eco-conscious office supplies, and increasing energy-efficient options as opportunities for updates occur (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 included using smart conference rooms and laptops with remote connectivity and increasing the use of drop-in workstations and desk and office sharing. AIS consolidated operations to building 5560 at the County Operations Center (COC) and reduced its office footprint within the COC campus by 19,000 sq ft.
- Environment: Cultivate a natural environment for residents, visitors and future generations to enjoy.
  - 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 69% (of 11,628) 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 99% (83 of 84) of skilled nursing facilities (SNFs), which provide medical care quarterly through the Long-Term Care Ombudsman program per federal guidance to strengthen protections for vulnerable older adults and persons with disabilities.
  - Visited 74% (422 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.
  - Answered in under five minutes 99.97% (75,230 of 75,251) of calls to the AIS Call Center, which performs centralized intake for various programs.
  - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for AIS employees as they delivered their services to the public. Improved employee engagement by implementing recommendations from staff focus groups to increase agreement with the 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 the effectiveness of referrals.
  - Issued the Customer Experience survey to all AIS customers and achieved a minimum average satisfaction rating of 4.5 (one to five scale). This was achieved through a commitment to using a positive service-delivery approach to provide all customers with a positive experience.

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% (11,543 of 11,787) of face-to-face APS contacts promptly to ensure assistance and resources that help adults meet their own needs.
    - Filed 83% (10 of 12) 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 provided information necessary for proper oversight of conservatorship and decedent affairs.

2025–27 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 80% (29,600 of 37,000) of reassessments for home-based caregiver services through IHSS are completed every 12 months so older adults and persons with disabilities receive the appropriate level of care to remain safely in their own homes, meeting 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.
    - Use energy-saving behavior techniques such as power-saving settings on computers and equipment when not in use; turning off lights when leaving the room; turning off all underutilized equipment such as copiers; reviewing office equipment to reduce underutilized printers and computers; closing shades.
    - Continue to support remote and hybrid work environments to reduce vehicle emissions and department footprint. Department efforts will include using smart conference rooms and laptops with remote connectivity and increasing the use of drop-in workstations and desk and office sharing.
    - Communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a quarter.

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 65% (8,125 of 12,500) of older adult abuse and dependent adult abuse victims with supportive services such as housing and relocation services, referrals to in-home assistance, legal services, or ongoing case management.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Train 1,000 mandated reporters on older adult and dependent adult abuse and reporting. These efforts will enhance protection for vulnerable populations. Early detection and reporting improve the safety and well-being of older and dependent adults in at-risk situations.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Answer 80% (55,200 of 69,000) of calls to the AIS Call Center in under five minutes, which performs centralized intake for various programs.
    - Promote a culture of inclusion and belonging among County staff as they serve the public with excellence. Based on the 2024 biennial employee engagement survey feedback, HHSA departments will conduct focus groups and collaborate with employees to create action plans to enhance employee engagement and maintain and strengthen an engaged and empowered workforce.
    - Issue the Customer Experience survey to all AIS 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.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered belonging.

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% (12,125 of 12,500) 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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Initial IHSS assessments certified timely (Within 45 Days)	96% of 20,108	90% of 19,800	96% of 22,491	90% of 19,800	90% of 19,800
	Annual IHSS assessments recertified timely[1]	99% of 36,271	97% of 37,000	99% of 40,211	80% of 37,000	80% of 37,000
	Meals to older adults who are home-bound or in congregate care[2]	1,840,970	1,500,000	2,150,355	1,500,000	1,500,000
	Feeling Fit participants reporting better overall health	97% of 100	90% of 100	98% of 100	90% of 100	90% of 100

Community	Vulnerable Adults with Supportive Services	78% of 9,144	70% of 12,300	68% of 11,628	65% of 12,500	65% of 12,500
	Skilled Nursing Facilities visited quarterly[3]	93% of 84	100% of 84	99% of 84	N/A	N/A
	Residential Care Facilities visited quarterly[3]	73% of 570	90% of 570	74% of 570	N/A	N/A
	Trained Mandated Reporters[4]	N/A	N/A	N/A	1,000	1,000
Empower	AIS Call Center calls answered under 5 minutes[5]	90% of 76,707	80% of 69,000	99.97% of 75,251	80% of 69,000	80% of 69,000
	Customer Experience[6]	N/A	N/A	4.5	4	4
Justice	Face-to-face APS investigations conducted within 10 days of referral	97% of 10,372	97% of 12,050	98% of 11,787	97% of 12,500	97% of 12,500
	Timely PA/PG Accountings Filed with Probate Court within 90 days	100% of 40	N/A	N/A	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[7]	N/A	100% of 30	83% of 12	100% of 30	100% of 30

Table Notes

[1] In Fiscal Year 2024-25, there was an increase in the number of In-Home Supportive Services applications received due to the growing older adult population.

[2] In Fiscal Year 2024–25, additional funding has allowed AIS to serve more meals to more participants and is not expected to continue.

[3] In Fiscal Year 2024–25, the performance measures for Skilled Nursing Facilities and Residential Care Facilities for the Elderly were not met due to a shortage of volunteers. These performance measures will be retired and replaced with trained mandated reporters to provide a broader focus on elder and dependent adult abuse and enhancing protection for vulnerable populations.

[4] In Fiscal Year 2025–26, this is a new performance measure to provide a broader focus on the health and safety of older adults by training mandated reporters.

[5] In Fiscal Year 2024–25, the target was exceeded due to AIS Call Center volume being higher than anticipated due to the increase in IHSS and APS clients.

[6] In Fiscal Year 2024–25, this is a new performance measure to ensure a focus on the AIS customer experience.

[7] The total number of Inventory and Appraisals completed is based on Probate Court appointments. In Fiscal Year 2024–25, the number of Inventory and Appraisals completed was lower than expected, due to a decrease in probate appointments. Court filings within specified timeframes were impacted due to an increase in referrals for potential conservatees without estates to manage and other various factors beyond PA/PG's control.

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

Staffing

Net decrease of 3.00 staff years

- Decrease of 4.00 staff years due to aligning available funding with priorities. The decrease in staff years results in the following impacts:
  - Decrease of 1.00 staff year in Alzheimer's Prevention and Support reducing available opportunities for education and sharing of resources and tools for people who are living with dementia.
  - Decrease of 1.00 staff year in the Senior Volunteers in Action (SVA)/Retired Senior Volunteer Program (RSVP) reducing the size of the program overall.
  - Decrease of 1.00 staff year for epidemiology administrative support reducing reporting and work to identify patterns and causes and effects of disease and other health-related conditions specific to older adults and people with disabilities. It is anticipated much of this work will be continued by the Community Health Statistics Unit in Public Health Services.
  - Decrease of 1.00 staff year for intergenerational administrative support ending intergenerational program activities.
- Increase of 1.00 staff year due to a transfer from Child and Family Well-Being to support operational needs.
- Additionally, staff were transferred among related programs within Aging & Independence Services to manage operational needs.

Expenditures

Net Increase of $7.4 million

- Salaries & Benefits—increase of $4.7 million
  - Increase of $5.5 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
  - Decrease of $0.8 million associated with the decrease of 4.00 staff years noted above and a decrease in temporary staff costs due to overall aligning available funding with priorities.
- Services & Supplies—net decrease of $4.0 million
  - Decrease of $3.3 million in CDA American Rescue Plan Act, due to one-time only funding that ended September 30, 2024, mainly supporting expanded family caregiver respite, health promotion activities, and ombudsman visits, with no reductions to prior level services.
  - Decrease of $1.1 million in Access to Technology (ATT) due to one-time only funding that ended September 30, 2024, supporting in-person and virtual technology instruction to homebound, isolated older adults and adults with disabilities.
  - Decrease of $1.0 million in Older Adults' Recovery and Resilience Act (OARR) due to one-time only funding that ended September 30, 2024 supporting one-time senior nutrition infrastructure projects, intergenerational activities including gardening training and supplies, fall prevention, and expanded family caregiver respite which is returning to prior service levels.
  - Decrease of $0.9 million due to a reduction in ongoing allocations mainly from the Older Americans Act (OAA) through the California Department of Aging (CDA) relating to the senior nutrition and other aging programs.
  - Decrease of $0.7 million in Modernization of the Older Californian's Act (MOCA) prior year one-time only allocations, due to roll out of MOCA programs over future fiscal years.
  - Decrease of $0.5 million associated with reallocating funding for discretionary programs to support mandated activities. The decrease in services and supplies results in the following impacts:
    - Decrease of $0.2 million ends contracted support of the ChooseWell website and access to the Residential Care Facilities for the Elderly (RCFE) rating system.

        - Decrease of $0.2 million eliminates supplies and intern support for Intergenerational games and gardening, support to kinship family day at the Zoo, Sea World and gramping, eliminates activity planning, promotion, logistics for activities, and eliminates technical support to community partners to establish their own intergenerational activities.
        - Decrease of $0.1 million in reduction of services and supplies related to community education on preventing dementia and how to work with and care for people with dementia.
    - Net decrease of $0.2 million to align overall anticipated operating expenses through cost saving strategies with no impact to services, partially offset by increases in Facilities Management ISF costs.
    - Increase of $2.6 million for the County's In-Home Supportive Services (IHSS) Maintenance of Effort (MOE) tied to prior year negotiated provider wage increases and the annual statutory 4% increase in the County's share of program costs.
    - Increase of $0.7 million primarily in information technology system upgrades and software to support County Technology Office mandates relating to customer relationship management (CRM) applications offset by prior year one-time only allocations.
    - Increase of $0.4 million to support IHSS required background checks and fraud investigations tied to increasing caseloads via transfers from the IHSS Public Authority.
- Other Charges—Increase of $0.2 million in Support & Care of Persons relating to increase in indigent burials.
- Expenditure Transfer & Reimbursements—decrease of $0.3 million in prior year one-time centralized General Fund support for the No Cost Transportation for Seniors extension. Since this is a transfer of expenditures, it has a net effect of a $0.3 million increase in appropriations. The No Cost Transportation for Seniors program will begin to wind down in Fiscal Year 2025–26, utilizing MOCA funding, with the program planned to end on or before March 31, 2026.
- Operating Transfers Out—net increase of $6.2 million to align IHSS provider health benefit costs reflected in the Public Authority with anticipated caseload growth, partially offset by increases in background checks and fraud investigation costs.

Revenues

Net increase of $7.4 million

- Intergovernmental Revenues—net decrease of $13.2 million.
    - Decrease of $12.5 million in the loss of prior year one-time Realignment revenue supporting the IHSS MOE.
    - Decrease of $3.5 million in State ATT, OARR, and MOCA funding due to the completion of one-time grant funding as noted above.
    - Decrease of $3.3 million due to partial completion of the CDA American Rescue Plan Act allocation.
    - Decrease of $2.6 million in realignment revenues primarily tied to reallocation within HHSA programs.
    - Net decrease of $0.1 million primarily due to a reduction in the OAA Area Plan federal Nutrition Services Incentive Program allocation.
    - Increase of $6.4 million in IHSS federal and State revenue tied mainly to the increases in health benefit contributions due to caseload growth.
    - Increase of $2.4 million in federal and State social services administrative revenue to align with anticipated administrative allocations and support of increased operating costs for IHSS and Adult Protective Services.
- Charges for Current Services—increase of $0.1 million tied to Public Administrator Estate Fees.
- Miscellaneous Revenues—increase of $0.2 million to capture the Back Up Provider System and Advisory Committee allocations for the IHSS Public Authority from the California Department of Social Services aligning with the increase in Public Authority operational cost.
- Other Financing Sources Revenues—decrease of $0.2 million in Tobacco Securitization Fund due to a budget adjustment to align funds with costs in Behavioral Health Services.
- General Purpose Revenue Allocation—increase of $20.5 million.
    - Increase of $15.1 million to support the IHSS MOE.
    - Increase of $5.4 million primarily to support increased Salaries & Benefits tied to negotiated labor agreements and operating cost increases.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes other than projected increase in Operating Transfers Out for IHSS provider health benefit costs reflected in the Public Authority with anticipated caseload growth offset by a decrease in services and supplies tied to one-time projects.

Staffing by Program

		Fiscal Year 2024-25 Adopted Budget			Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
In-Home Supportive Services		328.00			329.00	329.00
Senior Health and Social Services		43.00			42.00	42.00
Protective Services		200.00			200.00	200.00
Administrative and Other Services		45.00			43.00	43.00
Public Administrator/ Guardian/Conservator		38.00			37.00	37.00
Total		**654.00**			**651.00**	**651.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administrative and Other Services	$9,236,968	$14,379,443	$17,647,079	$10,284,530	$12,031,148	$11,196,462
Protective Services	$31,797,296	$37,511,968	$37,048,521	$34,371,373	$38,971,623	$38,941,881
Senior Health and Social Services	$25,974,020	$34,547,107	$35,065,792	$33,017,637	$30,590,141	$30,149,203
In-Home Supportive Services	$193,165,531	$211,970,773	$212,574,676	$212,193,808	$223,506,645	$228,226,779
Public Administrator/Guardian/Conservator	$7,006,862	$6,397,234	$6,399,308	$8,104,871	$7,087,032	$7,039,878
Total Expenditures	**$267,180,676**	**$304,806,525**	**$308,735,377**	**$297,972,218**	**$312,186,589**	**$315,554,203**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$88,262,902	$96,152,395	$96,152,395	$98,087,175	$100,900,014	$100,674,503
Services & Supplies	$135,699,891	$159,567,065	$162,920,795	$151,050,535	$155,506,932	$154,391,208
Other Charges	$541,550	$467,128	$566,949	$678,314	$717,128	$759,628
Expenditure Transfer & Reimbursements	-$47,789	-$250,000	-$374,699	-$313,723	-	-
Operating Transfers Out	$42,724,122	$48,869,937	$49,469,937	$48,469,918	$55,062,515	$59,728,864
Total Expenditures	**$267,180,676**	**$304,806,525**	**$308,735,377**	**$297,972,218**	**$312,186,589**	**$315,554,203**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$187,539	-	$3,583,684	$2,311,187	-	-
License Permits & Franchises	$64,806	$57,772	$57,772	$65,700	$57,772	$57,772
Fines, Forfeitures & Penalties	$332,452	$172,489	$172,489	$323,873	$172,489	$172,489
Revenue From Use of Money & Property	$10,000	$85,000	$85,000	$116,000	$85,000	$85,000
Intergovernmental Revenues	$241,009,671	$276,689,976	$277,213,477	$268,201,848	$263,507,710	$267,629,999
Charges for Current Services	$951,839	$730,000	$730,000	$987,345	$790,000	$790,000
Miscellaneous Revenues	$2,257,281	$4,401,398	$4,401,398	$3,468,899	$4,562,977	$4,600,087
General Purpose Revenue Allocation	$22,389,543	$22,249,890	$22,249,890	$22,249,890	$42,740,641	$41,948,856
Other Financing Sources	$352,622	$420,000	$241,666	$247,475	$270,000	$270,000
Total Revenues	**$267,180,676**	**$304,806,525**	**$308,735,377**	**$297,972,218**	**$312,186,589**	**$315,554,203**

COUNTY OF SAN DIEGO

Behavioral Health Services

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

Department Description

Behavioral Health Services (BHS) advances the HHSA mission by providing essential mental health and substance use services to Medi-Cal eligible individuals of all ages, including those experiencing justice involvement and/or homelessness. BHS remains committed to the vision of transforming the system from one driven by crisis to one rooted in chronic and continuous care and prevention. This is achieved through the regional distribution and coordination of services, and integration with primary healthcare, to keep people connected, stable, and healthy.

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. The COC is guided by data, focused on equity, and designed to increase collaboration within and outside government. The broad aim of the COC strategy applies to all ages to ensure that integrated and preventative services are the key to improved outcomes over time and should be tailored in ways that reduce health disparities.

In Fiscal Year 2023–24, the Behavioral Health Continuum of Care served 112,000 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 services through a coordinated system of care that includes approximately 350 contracts and 330 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 forensic services, the Public Conservator, the Community Assistance, Recovery & Empowerment (CARE) Act, and the San Diego County Psychiatric Hospital and Edgemoor Distinct Part Skilled Nursing Facility, 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,** advancing the region's behavioral health at a population level.

BHS remains committed to the vision of transforming the system from one driven by crisis to one rooted in chronic and continuous care and prevention. This is 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, aligning 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 prioritizing 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.

BHS provides an array of services in the six following areas:

Prevention, Outreach & Community Engagement

- **Public Awareness and Media Campaigns**—improves community understanding, literacy, and access to care by promoting mental health, reducing stigma, and encouraging help-seeking for mental health and substance use issues.
    - **Early Intervention**—services designed to address the needs of people at the earliest onset of a behavioral health condition, with a focus on children and youth.
    - **Incredible Years**—promotes wellness for elementary school students using the Incredible Years Evidence-Based Model.
    - **Screening to Care**—provides a screening and social-emotional support program for 39 middle schools countywide to promote wellness.
- **Harm Reduction**—delivers approaches that directly engage people who use drugs to prevent overdose and infectious disease transmission and improve the well-being of those served. The Naloxone Distribution Program disseminated over 63,000 naloxone kits and over 83,000 fentanyl test strips directly to community members.
- **Outreach and Community Engagement**—promotes available services, helps individuals navigate the system of care, and connects with historically underserved and unserved communities. BHS ensures stakeholder participation in identifying and prioritizing behavioral health issues to improve the overall well-being of the community. Recent efforts include stakeholder engagement for the Community Assistance, Recovery, and Empowerment (CARE) Act program, *Senate Bill 43* program, crisis response services, suicide prevention, and population health data.

Outpatient & Support Services

- **Acute Withdrawal Management**—services for medical and psychological care of nearly 21,600 individuals who are experiencing withdrawal symptoms resulting from ceasing or reducing the use of their drug dependence.
- **Behavioral Health Links**—coordinates behavioral health services for individuals in correctional facilities for up to 90 days before release to ensure appropriate behavioral health links are in place.
- **Collaborative Courts**—provides over 500 individuals with court-directed substance use and mental health treatment services as an alternative to incarceration.
- **Full-Service Partnership (FSP) Programs**—embraces a “whatever it takes” approach through assertive community treatment and other intensive treatment services that include linkages to housing and employment services to provide services for nearly 14,500 County residents with a serious mental illness, including those who were homeless or at-risk of homelessness. Wraparound Programs support over 250 children and youth with complex behavioral health needs.
- **In-Home Outreach Team (IHOT) and Assisted Outpatient Treatment (AOT)**—offers services for people with mental illness who have been historically difficult to engage in treatment per Laura’s Law. IHOT/AOT receives more than 970 referrals annually and has accepted nearly 700 individuals into the programs.
- **Pathways to Well Being**—connects over 1,600 youth involved in Child and Family Well-Being and Probation, 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, Intensive Home-Based Services, and the Child and Family Team.
- **SchooLink**—provides outpatient mental health treatment for more than 300 designated schools throughout the County.
- **Substance Use Outpatient Programs—**
    - **Adult Substance Use Outpatient**—provides outpatient substance abuse treatment, recovery and ancillary services to over 6,700 adults aged 18 and older with substance abuse issues, including co-occurring mental health conditions.
    - **Teen Substance Use Outpatient**—provides outpatient substance use disorder treatment services to over 650 youth aged 12-17 through regionally-based clinic locations and 20 school-based facilities. Services include treatment, 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**—provide treatment services to more than 4,500 persons with Opioid Use Disorder, including medications for addiction treatment (MAT), detoxification and/or maintenance, medical evaluations, and rehabilitative services.
    - **Perinatal Substance Use Outpatient Programs**—offer outpatient treatment and recovery services to 1,000 individuals, including genderspecific, trauma-informed specialized programming for pregnant and parenting women and adolescents and services for their young children.

Crisis Services

- **Access and Crisis Line**—provides crisis intervention and referrals using licensed clinical staff, answering more than 93,000 calls annually for the new 9-8-8 national crisis number.
- **Crisis Residential Services**—provides mental health services to over 2,750 adults experiencing a crisis and requiring treatment.

- **Crisis Stabilization Units (CSUs)**—provide 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, one serves children and youth, and planning is underway for two additional adult CSUs in the East Region and South Region.
- **Mobile Crisis Response Teams (MCRTs)**—provide over 5,700 community-based crisis interventions to individuals of all ages to reduce law enforcement interventions when clinically appropriate.
- **Psychiatric Emergency Response Teams (PERT)**—pair 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 almost 10,300 crisis intervention incidents.

Hospital-Like Services

- **Acute Inpatient Psychiatric Services**—provides 24/7 psychiatric care in a hospital setting and connection to step-down services through:
  - **San Diego County Psychiatric Hospital**— provides 60 beds that serve over 5,500 adults through psychiatric evaluations and nearly 1,100 inpatient services. Over 18,000 bed days were provided in Fiscal Year 2023–24 for patients.
  - **Tri-City Psychiatric Health Facility**—provides 24/7 short-term inpatient care within a new 16-bed facility for adults experiencing a mental health crisis to support them in stabilizing and moving to a less restrictive level of care. Services are slated to begin mid Fiscal Year 2025–26.
  - **Contracted providers**—offer 542 licensed inpatient beds for adults, 16 beds for children and youth, and out-of-county in-patient hospital services for clients. In Fiscal Year 2023–24, over 72,600 bed days were provided for adults and children.

Residential & Long-Term Services

- **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 available due to the construction of the new acute inpatient unit.
- **Recovery Residences**—privately-owned homes or living situations that provide housing to nearly 2,800 unique individuals with open admission to substance use outpatient services or recovery services.
- **Residential Treatment Facilities**—provides community-based specialty licensed mental health services to over 1,880 adults through 82 shortShort term crisis residential treatment beds and 29 transitional residential treatment beds as an alternative to acute psychiatric hospitalization and institutional care.
- **Short-Term Residential Therapeutic Programs (STRTPs)**—offer a therapeutic environment for approximately 257 children and youth annually placed in a congregate care setting through a placing agency.
- **Adult Residential Facilities (ARF)/Residential Care Facility for the Elderly (RCFE)**—licensed facilities offer 309 dedicated slots that provide care, supervision, and additional rehabilitative services and support in a facility or home-like setting to adults with behavioral health conditions to prevent unnecessary use of higher-level resources.
- **Subacute Care**—provides 299 beds in Mental Health Rehabilitation Centers and 118 Skilled Nursing Facilities (SNFs)/Special Treatment Programs, with an additional 57 SNF beds with County SNF patches for psychiatric acuity.

Other Behavioral Health Services

BHS also provides necessary services in alignment with State mandates and initiatives and our statutory role as a Mental Health Plan. These programs include:

- **Community Assistance, Recovery & Empowerment (CARE) Act**—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 under Senate Bill 1338.
- **Involuntary Behavioral Health Treatment**—Senate Bill 43 expands the definition of “gravely disabled” under the Lanterman-Petris-Short Act by including severe substance use disorder as an allowable category for someone to be compelled into involuntary behavioral health evaluation and treatment, and if clinical standards are met, placed under conservatorship. BHS established a multi-sectoral implementation planning process that included key parties and agencies impacted.
- **Office of the Public Conservator**—investigates over 500 referrals annually 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. Referrals are received from hospitals, jails, state hospitals, and the court, and approximately 1,480 individuals have been placed in Conservatorship.

BHS has prioritized extensive pre-planning and groundwork to enhance service delivery across System Development, System Transformations, and Cross-Departmental and Community Collaborations:

Enhancing Service Delivery through System Development

- The new County-owned Children's Crisis Residential Care and the Substance Use Residential & Treatment Services (SURTS) facilities were approved by the Board of Supervisors as candidates for Proposition 1 Behavioral Health Continuum Infrastructure Program (BHCIP) grant Infrastructure Funds. The department received $29.1M in May 2025 for capital improvements for these facilities that provide Medi-Cal services.
- BHS was awarded $12.4 million of Behavioral Health Bridge Housing Round 3 grant funds to establish recuperative care beds that serve people with behavioral health conditions. A portion of the funding will be utilized for capital infrastructure to build recuperative care beds within the County-owned SURTS facility.
- The East County Crisis Stabilization Unit broke ground in July 2024 and is anticipated to open by the end of 2025. It will build out critical crisis services in the East region, providing short-term psychiatric stabilization services and connections to care.
- BHS implemented SmartCare, a new electronic health record system for outpatient mental health and substance services. This supports enhanced data aggregation and aligns with the States' goal of improving data sharing efforts and population health management.
- BHS was awarded funding of $8.0 million of Prop 47 Cohort 4 Grant Funding to create a Forensic Assertive Community Treatment Program (FACT) model to serve individuals with serious mental illness who are justice-involved.
- Planning is underway to redesign services within the San Diego Psychiatric Hospital to better align with the needs of patients being served, which includes shifting existing psychiatric inpatient beds to long-term care beds and care for patients deemed Incompetent to Stand Trial (IST). BHS was conditionally awarded over $21.0 million of IST infrastructure grant funding from the Department of State Hospitals.
- BHS implemented the Public Behavioral Health Workforce Innovation program that provides $75.0 million of funding over five years to support upskilling, training, certification, and tuition reimbursement for people currently working or interested in working in County-funded behavioral health programs.

Enhancing Service Delivery through System Transformations

- BHS continues implementing the Behavioral Health Transformation, a state initiative designed to improve Californians' quality of life and health outcomes through delivery system, program, and behavioral health payment reform across Medi-Cal services. The department has transitioned almost 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. The shift to this reimbursement model allows BHS to optimize additional federal revenue.
- Behavioral Health Community-Based Organized Networks of Equitable Care and Treatment (BH-CONNECT) is a Medicaid Section 1115 Demonstration program designed to enhance behavioral health services for Medi-Cal members. The County has opted in, with the program launching on January 1, 2025. BH-CONNECT aims to improve access to care, promote evidence-based practices, and strengthen community-based services. Key initiatives include improving health outcomes, expanding services for children and youth, and incentivizing counties to participate in innovative care models .
- The department will implement the Behavioral Health Services Act (BHSA) on July 1, 2026, which modernizes the Mental Health Services Act (MHSA). Under BHSA, the system will undergo significant changes, including shifting away from clinical services to housing, shifting Prevention funds to the State, and establishing new data and financial reporting requirements to support increased transparency.

To deliver these critical services, BHS has 1,332.50 staff years, including medical professionals, and a budget of $1.3 billion that includes payments made to care providers.

2024–25 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 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.
- Tracked and analyzed connections 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. In Fiscal Year 2024–25, this performance measure will be discontinued due to the transition of new statewide electronic health record.

- 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 services are data and evidence-informed, cost-effective, culturally responsive, reflective of community needs, and expected to deliver high-quality care to individuals being served prior to implementation or procurement. BHS reviewed 100% of the 25 identified contracts that met the criteria.

Sustainability

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Diverted 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.
  - Provided 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. In Fiscal Year 2025–26, this performance measure will be retired as a part of ongoing efforts to maximize resources.
- 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.
  - Advanced efforts around harm reduction, treatment, and prevention across the continuum of care to prevent overdose deaths and support access to services for people who use drugs in alignment with the Harm Reduction Strategy. These efforts launched new efforts that:
    - Raised awareness about opioid misuse, promoted overdose prevention strategies, and connected people to resources through community-informed public health messaging. This includes $1.0 million in funding from the City of San Diego to develop new materials for the It's Up to Us campaign and enhance overdose prevention and naloxone messaging.
    - Monitored overdose trends, investigated clusters, and coordinated community responses through the Overdose Surveillance and Response Program, a collaboration between Public Health and Behavioral Health Services.
    - Provided 24/7 peer support from behavioral health specialists in select emergency departments through the San Diego Relay Program.
    - Offered information on drug contents alongside peer-led interventions to support informed decisions and access to care services through the Drug Checking Services Program.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Answered 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 maintains five out 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.
    - Achieved 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 InService videos to share best practices, and implementing a revised Employee Engagement and Reorganization SharePoint pages and newsletter.
- 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).

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 are 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.
    - Ensured 90% (180 of 200) of CARE petitions referred will submit an initial Investigation Report, as ordered by the court, within 14 court days.

2025–27 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.

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

- 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 InService videos to share best practices, and implementing a revised Employee Engagement and Reorganization SharePoint pages and newsletter.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered belonging.
- 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.

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 the initial assessment 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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	SDCPH patients not readmitted within 30 days[1,10]	93% of 1,103	90% of 1,300	90% of 1,300	90% of 1,300	90% of 1,300
	FSP/ACT participants who decreased use of emergency service[2, 10]	87% of 2,600	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 [10]	79% of 2,672	80% of 2,700	80% of 2,700	80% of 2,700	80% of 2,700
Sustainability	Mobile Crisis Response Team Diversions from a higher level of care[3, 10]	86% of 5,699	80% of 4,200	80% of 4,200	80% of 4,200	80% of 4,200
Community	Community members receiving suicide prevention training[4, 10]	26,311 of 35,000	35,000	35,000	N/A	N/A
	PERT Interventions not resulting in hospitalization or incarceration[5, 10]	66% of 8,900	50% of 12,000	50% of 12,000	50% of 12,000	50% of 12,000
Empower	Access and Crisis Line answered within an average of 60 seconds [10]	97% of 67,427	95% of 72,000	95% of 72,000	95% of 72,000	95% of 72,000
	Edgemoor CMS Rating System [10]	5	5	5	5	5
	Individuals with an outpatient SUD appointment within 10 days per TNAA metric[6, 10]	89% of 16,599	N/A	N/A	N/A	N/A
	Customer Experience[7, 10]	N/A	N/A	N/A	4	4
Justice	Justice referred clients transferred to another level of care within 30 days of SUD discharge[8, 10]	45% of 3,330	50% of 2,200	50% of 2,200	50% of 2,200	50% of 2,200
	PC initial assessments completed within 10 days [10]	94% of 468	95% of 450	95% of 450	95% of 450	95% of 450
	Operationalize CARE Act and establish performance measures[9, 10]	Yes	N/A	N/A	N/A	N/A
	Timely CARE Investigative Reports [10]	N/A	90% of 200	90% of 200	90% of 200	90% of 200

Table Notes

[1] In Fiscal Year 2023–24, the number of SDCPH patients not readmitted was lower due to an increase in daily inpatient census and length of stay.

[2] In Fiscal Year 2023–24, the percentage of enrolled participants not utilizing emergency services may mainly be attributed to extended direct service hours for weekend and evening coverage to meet high fidelity standards.

[3] In Fiscal Year 2023–24, 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.

[4] In Fiscal Year 2025–26, this performance measure will be retired as a part of ongoing efforts to maximize resources.

[5] In Fiscal Year 2023–24, the percentage 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.

[6] In Fiscal Year 2023–24, BHS provides mental health and substance use disorder services to San Diego County residents based on need and can only estimate the number expected to be served due to the inability to project the exact demand for behavioral health services each year. In Fiscal Year 2024–25, this performance measure was discontinued due to the transition of a new statewide electronic health record.

[7] In Fiscal Year 2025–26, this is a new performance measure to provide a focus on the customer experience.

[8] In Fiscal Year 2023–24, the number of justice involved individuals with referrals was higher than expected due to multiple factors, including increased outreach and more access to substance use disorder programs and services.

[9] In Fiscal Year 2024–25, this performance measure was retired and converted to timely CARE Investigative Reports.

[10] Updated data for these performance measures will be provided in the Fiscal Year 2026–28 Recommended Op Plan due to data reporting timelines.

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

Staffing

No overall change in staff years

Expenditures

Net increase of $100.6 million

- Salaries & Benefits—net increase of $10.2 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net increase of $89.6 million.
    - Increase of $26.2 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 $17.6 million for Board and Care and Augmented Services Program (ASP) capacity by using State Behavioral Health Bridge Housing (BHBH) funds to add new capacity and increase rates for existing contracts.
    - Increase of $17.2 million for mental health and substance use disorder program rate increases associated with payment reform as of Medi-Cal Transformation (formerly CalAIM) to provide a full continuum of care.
    - Increase of $15.0 million for Institutions for Mental Diseases (IMD) that primarily provides diagnosis, treatment, or care for individuals with mental diseases, including substance use disorders and Skilled Nursing Facility associated with increased capacity needs experienced in the Fiscal Year 2024–25.
    - Increase of $14.6 million tied to increase capacity for East County and Chula Vista crisis stabilization units to serve adults experiencing mental health and substance use emergencies.
    - Increase of $13.1 million for housing and homelessness program mainly to provide short-term rental assistance funded by MHSA.
    - Increase of $8.1 million for the San Diego County Psychiatric Hospital mainly in temporary contracted services to provide physician staffing, including coverage of clinical and administrative physician functions funded by Short Doyle Medi-Cal.
    - Increase of $7.1 million for new partial hospitalization and intensive outpatient slots for children and adults who are Medi-Cal eligible in order to enhance access to care for people with serious mental illness (SMI) and children with serious emotional disturbance (SED).
    - Increase of $5.5 million for MHSA prevention programs, including the youth engagement ambassador program, support services such as education and advocacy services, and supplemental security income advocacy services program.
    - Increase of $5.3 million to support the preservation of licensed residential adult and senior care facilities using Community Care Expansion (CCE) funding.
    - Increase of $3.2 million for children and youth services, including presumptive transfer related to placement of children and youth in foster care into out-of-county short term facilities, Center for Child and Youth Psychiatry and Children's Crisis Residential program.
    - Increase $1.1 million for adult mental health transitional residential program funded by Short Doyle Medi-Cal.
    - Decrease of $25.0 million for prior year one time project to increase capacity to serve more clients for longer periods of time by community-based organizations funded by the Behavioral Health Impact Fund (BHIF). Unspent appropriations will be carried over

through year-end actions.
    - Decrease of $17.1 million mainly in contracted services associated with prior year one-time only program and rightsizing and sunsetting programs to align with current service needs.
    - Decrease of $2.3 million prior year one-time costs associated with the ending of the Youth Suicide Reporting and Crisis Response Pilot Program due to end of a California Department of Public Health grant.
- Other Charges—increase of $0.8 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.

Revenues

Net increase of $100.6 million

- Intergovernmental Revenue—increase of $131.2 million.
    - Net increase of $163.3 million in federal and State mental health services funding driven by increased mental health services and payment reform.
        - Increase of $45.9 million in Short Doyle Medi-Cal and Drug Medi-Cal revenues increases mentioned above to align with projected billable units of services and rate increase for payment reform to provide a full continuum of care from mental health services and substance use disorder services.
        - Net increase of $30.8 million in Short Doyle Medical, Drug Medi-Cal, State aid and Mental Health Services Act (MHSA) directly associated with payment reform as a part of Medi-Cal Transformation (formerly CalAIM) mainly to align with projected billable units of services.
        - Increase of $26.2 million Drug Medi-Cal revenue associated IGT between the County and Revive Pathway approved on October 24, 2023.
        - Increase of $17.6 million in other State revenue mainly associated with Behavioral Health Bridge Housing (BHBH) grant to add more capacity and increasing rates for existing contracts.
        - Increase of $16.0 million in Behavioral Health Community-Based Organized Networks of Equitable Care and Treatment (BH-Connect) revenue for the demonstration option to receive Federal Financial Participation (FFP) for Specialty Mental Health Services (SMHS) in institutions for Institutions for Mental Diseases.
        - Net increase of $15.0 million in Mental Health Services Act revenue to support community and engagement; crisis diversion and housing and homelessness program mentioned above.
        - Net Increase of $6.9 million State aid revenue to align with increase in mental health and substance use program.
        - Increase of $4.9 million CCE revenue to support the preservation of licensed residential adult and senior care facilities.
    - Decrease of $19.0 million in Realignment revenue tied to a base adjustment to align with available receipts and adjustments for prior year costs and revenue mitigation. The reduction does not result in impact to service delivery to the community and will be offset by projected revenue increases in Short Doyle Medi-Cal or Drug Medi-Cal mentioned above.
    - Net decrease of $13.1 million due to ending of grant and rightsized programs to align to costs.
- Charges for Current Services—net increase of $1.2 million inpatient care revenue to align with operational costs in Edgemoor Distinct Part Skilled Nursing Facility.
- Miscellaneous Revenues—net decrease of 24.2 million.
    - Decrease of $25.0 million associated with prior year one time only Behavioral Health Impact Fund (BHIF) revenue as noted above.
    - Increase of $0.8 million in Opioid Settlement Funds for Primary Prevention Program.
- Other Financing Sources—net increase of $8.2 million in Tobacco Securitization fund to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. This includes an increase of $10.0 million to replace the commitment for the Behavioral Health Workforce offset by a decrease of $1.8 million primarily due to transfer to Child and Family Well-being for health-related services. 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—net decrease of $15.8 million due to $10.0 million swapped with use of Tobacco Securitization Fund as noted above to fund the Behavioral Health Workforce commitment and $5.8 million associated with the rebudget of the SB 43 program in FY 2025–26 to align with program needs.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Alcohol and Other Drug Services	32.00	32.00	32.00
Mental Health Services	322.50	324.50	324.50
Inpatient Health Services	618.00	618.00	618.00
Behavioral Health Svcs Administration	360.00	358.00	358.00
Total	**1,332.50**	**1,332.50**	**1,332.50**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Inpatient Health Services	$126,848,384	$125,276,137	$126,384,497	$131,273,686	$141,240,521	$140,239,675
Behavioral Health Svcs Administration	$88,942,477	$102,414,037	$108,005,167	$89,878,986	$97,047,958	$77,593,014
Mental Health Services	$581,900,933	$670,961,079	$801,718,848	$703,748,667	$723,845,207	$737,192,144
Alcohol and Other Drug Services	$205,730,082	$257,977,608	$258,817,933	$242,853,448	$295,084,912	$299,686,882
Total Expenditures	**$1,003,421,875**	**$1,156,628,861**	**$1,294,926,446**	**$1,167,754,787**	**$1,257,218,598**	**$1,254,711,715**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$183,415,180	$207,809,190	$207,809,190	$200,580,311	$218,039,975	$216,357,165
Services & Supplies	$807,289,224	$963,868,876	$1,014,546,655	$910,249,308	$1,053,485,828	$1,052,661,755
Other Charges	$190,064	$738,000	$646,000	$268,585	$1,480,000	$1,480,000
Capital Assets Equipment	$14,612	$186,500	$560,904	$438,582	$186,500	$186,500
Expenditure Transfer & Reimbursements	-$14,656,454	-$15,973,705	-$15,973,705	-$12,586,579	-$15,973,705	-$15,973,705
Operating Transfers Out	$2,169,250	-	$25,188,314	$6,655,492	-	-
Fund Balance Component Increases	$25,000,000	-	$62,149,087	$62,149,087	-	-
Total Expenditures	**$1,003,421,875**	**$1,156,628,861**	**$1,294,926,446**	**$1,167,754,787**	**$1,257,218,598**	**$1,254,711,715**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	-	$25,000,000	$68,332,018	$68,332,018	$9,200,000	-
Use of Fund Balance	$3,307,002	-	$77,342,684	-$21,691,490	-	-
Revenue From Use of Money & Property	$64,543	-	-	$683,972	-	-
Intergovernmental Revenues	$894,638,899	$973,047,535	$973,047,535	$984,814,384	$1,104,241,998	$1,132,372,685
Charges for Current Services	$57,532,923	$73,688,934	$73,688,934	$72,657,189	$74,855,516	$74,847,776
Miscellaneous Revenues	$3,266,409	$32,913,926	$49,524,206	$9,967,645	$8,692,618	$8,882,134
General Purpose Revenue Allocation	$34,133,161	$32,578,466	$32,578,466	$32,578,466	$32,578,466	$20,959,120
Other Financing Sources	$10,478,940	$19,400,000	$20,412,603	$20,412,603	$27,650,000	$17,650,000
Total Revenues	**$1,003,421,875**	**$1,156,628,861**	**$1,294,926,446**	**$1,167,754,787**	**$1,257,218,598**	**$1,254,711,715**

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) delivers prevention and protection services through child and family-focused programs. Within CFWB, the Office of Child Safety and the Office of Child and Family Strengthening provide the following services with a holistic approach to engaging the community.

- **Office of Child Safety**—includes 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 42 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 41,300 reports from the community about the safety and well-being of children, 24 hours a day, seven days a week, representing 71,118 children.
  - **Core Operations**—ensures the safety and well-being of children by assessing and investigating allegations of abuse or neglect. These services assist families with developing plans to maintain children at home safely and place 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 and 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 a monthlyaverage of 268 youths aged 18 to 21 years of age to help support the youth's transition toward adult independence.
  - **Placement and Supportive Services**—provides support services to resource families (a relative, a close family friend, and foster families) and works 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 multipurpose continuum of care to meet the diverse needs of youth. This includes comprehensive resources to a monthly average of 48 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 1,661.00 staff years and a budget of $489.1 million, which includes assistance payments.

2024–25 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 48% (561 of 1,171) 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 64% (18,282 of 28,686) of First 5 children in Home Visiting and Quality Early Learning Education programs with comprehensive developmental screenings before they enter school to help detect concerns at an early age when interventions are most effective and less expensive. In Fiscal Year 2024–25, the number of children reported to have received a comprehensive developmental screening (ASQ-3) appears lower than the target due to administrative changes resulting in data limitations. The actual number of screenings conducted may be higher. In Fiscal Years 2025–27, this performance measure will be retired as a part of ongoing efforts to maximize resources.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Communicated 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:** Continued 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.
    - Implemented 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.

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 a monthly average of 1,601resource families were ready and available to receive placement of foster children to minimize trauma and support child safety, permanency, and well-being. As more children are placed with kin caregivers, the majority of the approved families are kinship caregivers. Once permanency is established, the kin caregivers often surrender or forfeit their approvals.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Ensured 91% (223 of 245) 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.
    - c
    - Provided 100% (4,768 of 4,768) 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. In Fiscal Year 2025–26, this performance measure will be retired as a part of ongoing efforts to maximize resources.

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.
    - Improved employee engagement by increasing opportunities for staff to safely provide input and feedback and established a clear communication loop to address their feedback regarding CFWB. Using Survey Monkey, staff were able to submit feedback (anonymously if desired), and a tracking system was put in place to ensure all input was followed up on. Additionally, supervisors and managers have been trained to respond to these suggestions in a productive and supportive manner.

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 31.4% (170 of 541) of children who were removed from the home due to safety concerns with parent(s) achieve permanency.

2025–27 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.

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 1,900 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.

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 to enhance employee engagement by expanding opportunities for staff to safely share input and feedback and maintain a clear communication loop to address their feedback about CFWB. Additionally, staff will continue to receive training on how to make

constructive suggestions, while supervisors and managers will be trained to respond to these suggestions in a productive and supportive manner.

- Issue the Customer Experience survey to all 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. In Fiscal Year 2025–26, this is a new performance measure to ensure a focus on the customer experience.
- Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered belonging.

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% (211 of 600) of children who are removed from the home due to safety concerns with parent(s) achieve permanency.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Foster care child placed with relatives or close non-family members	44% of 1,509	35% of 1,500	48% of 1,171	35% of 1,500	35% of 1,500
	First 5 Developmental Screenings[1]	59% of 26,331	82% of 17,000	64% of 28,686	N/A	N/A
Sustainability	Completed calls to the Child Abuse Hotline[2]	70% of 65,350	N/A	N/A	N/A	N/A
Community	Resource Families ready and available to receive placement of foster children[3]	1,720	1,820	1,601	1,900	2,100
	Children who do not reenter foster care within 12 months of going home[4]	92% of 227	94% of 375	91% of 245	94% of 375	94% of 375
	Placement moves per 1,000 days for all children in Foster Care[5]	4.7	4.48	5	4.48	4.48
	Educational services to First 5 parents or caregivers[6]	100% of 6,289	92% of 6,500	100% of 4,768	N/A	N/A
Empower	Customer Experience[7]	N/A	N/A	N/A	4	4
Justice	Children removed from home who are screened for mental health needs[2]	74% of 802	N/A	N/A	N/A	N/A

Children achieving permanency within 12 months[8]	30.5% of 583	35.2% of 850	31.4% of 541	35.2% of 600	35.2% of 600

Table Notes

[1] In Fiscal Year 2024–25, the number of children reported to have received a comprehensive developmental screening (ASQ-3) appears lower than the target due to administrative changes resulting in data limitations. The actual number of screenings conducted may be higher. In Fiscal Years 2025–26, this performance measure will be retired as a part of ongoing efforts to maximize resources.
2 In Fiscal Year 2024–25, this performance measure was retired as the department moved towards an outcome-oriented approach.
3 As more children are placed with kin caregivers, the majority of the approved families are kinship caregivers. Once permanency is established, the kin caregivers often surrender or forfeit their approvals. ~~4~~
4 In Fiscal Year 2023–24, children in foster care were lower than expected due to existing family strengthening efforts.
5 In Fiscal Year 2023–24, although CFWB had fewer youths in care than in previous years, there was a higher proportion of youths with complex needs requiring support. These youths more often need multiple placement changes, resulting in a slightly higher ratio of placement moves per 1,000 days than anticipated.
6 In Fiscal Year 2025–26, this performance measure will be retired as part of ongoing efforts to optimize resources.
7 In Fiscal Year 2025–26, this is a new performance measure to ensure a focus on the customer experience.
8 In Fiscal Year 2024–25, the target for children achieving permanency within 12 months was lower than expected due to staff turnover resulting in limited and inconsistent family-finding 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.

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

Staffing

Decrease of 11.00 staff years

- Decrease of 10.00 staff years tied to an overall decline in out-of-home placements with no impact to existing services.
- Decrease of 1.00 staff years due to a transfer to Aging & Independence Services 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 $10.1 million

- Salaries & Benefits—net increase of $10.9 million
  - Net increase of $14.4 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and staff year reductions noted above.
  - Decrease of $3.5 million tied to a salary savings shift to temporary contract help at the Polinsky Children's Center (PCC) to help address ongoing challenges with recruiting permanent staff.
- Services & Supplies—net decrease of $11.4 million
  - Decrease of $5.6 million for San Pasqual Academy (SPA) to align funding with actual expenditures and reflect the ongoing transition of SPA from a group home to a Foster Family Agency (FFA) in alignment with Continuum of Care Reform (CCR) goals. This shift supports a

more family-based and trauma-informed approach to care for youth, consistent with statewide efforts to reduce reliance on congregate care settings.

- Decrease of $3.7 million associated with reallocating funding for discretionary programs to support mandated activities. The decrease in services and supplies results in the following impacts:
  - Decrease of $1.9 million for Child and Family Team (CFT) which will reduce CFT services via vendor, shifting responsibility to protective services worker with no impact to clients anticipated.
  - Decrease of $0.6 million for the Family Support Liaison Program (FSLP) reflecting an effort to reprioritize support services where the need is greatest, while continuing to address disproportionality within CFWB.
  - Decrease of $0.5 million for Respite Services which reduces the number of hours available each month to provide temporary relief for resource families from the ongoing responsibilities of foster parenting. Despite this reduction, the program will continue to be one of the most supportive of its kind in the state.
  - Decrease of $0.3 million for iHeart Media reducing capacity for advertising services used for resource family recruitment and public safety messaging. County Communications Office will be leveraged to continue critical messaging.
  - Decrease of $0.3 million in contracted Strengths Based Training contracts which will result in the termination of non-essential contracted training services. Training will be supplemented with in-house training resources.
  - Decrease of $0.1 million for Foster, Adoptive, and Kinship Care Education (FAKCE) services for Resource Families, reflecting a shift toward prioritizing the most heavily utilized trainings. While overall offerings will be reduced, the core training necessary to ensure resource parents are well-prepared to support the educational, behavioral, and developmental needs of children in their care will remain in place.
- Decrease of $3.2 million associated with a prior year Family First Transition Act one-time allocation tied to the implementation of the Family First Prevention Services Act (FFPSA) Program.
- Decrease of $2.3 million associated with prior year one-time funding for the Transitional Housing Program Plus for housing navigator and other enhanced services and to support increases in housing rates. The services will be provided under a different funding source and will still be available to clients.
- Decrease of $1.9 million in ARPA Community-Based Child Abuse Prevention (CBCAP) funding, tied to the completion of the one-time allocation, and associated programs. These funds were used to support contracted services for CFWB's Family Support Liaison Program, as well as a one-time evaluation of the Foster Care Cash Transfer Program.
- Decrease of $1.2 million for Family First Preservation Act (FFPSA) contracted technical assistance to better match the current level of need in implementing San Diego's prevention program
- Decrease of $0.6 million in the Family Urgent Response System (FURS) program reflects an effort to reprioritize contracted services to better align with utilization and current needs of the program.
- Decrease of $0.5 million associated with prior year one-time funding for the American Rescue Plan Act (ARPA) Child Care Bridge tied to completion of ARPA project. Non-ARPA funded Child Care Bridge services will still continue.
- Decrease of $0.3 million in Wraparound SB163 assistance payments reflects a realignment of funding to better match the current number of participating youth. As the caseload has declined, less funding is needed to support the program at this time.
- Decrease of $0.2 million associated with prior year one-time funding for the Community Response Guide.
- Decrease of $0.1 million in Survey Administration and Evaluation which will terminate evaluation services for the Components for Enhancing Clinician Experience and Reducing Trauma (CE-CERT) pilot program. The evaluation is no longer needed, as sufficient information has already been collected to assess the program's success and inform future decision-making.
- Increase of $3.5 million in PCC Temporary Contract Help, to offset Salaries & Benefits noted above, to support the increased acuity of youth.
- Increase of 3.3 million in operating costs primarily associated with security guard services, and facility costs.
- Increase of $1.4 million in Complex Care Capacity Building services to support implementation of the Children's Crisis Continuum Pilot Program (CCCPP) that will provide therapeutic interventions, specialized programming, and short-term crisis stabilization that will effectively transition the foster youth to the appropriate treatment between placement settings and health care programs.

- Other Charges—no net overall change
  - Decrease of $2.6 million associated with prior year one-time funding for Complex Care Capacity Building.
  - Decrease of $0.9 million in Approved Relative Caregiver (ARC) to align with caseload trends.
  - Increase of $1.8 million in Adoptions benefit payments to align with caseloads trends and increased grant amount.
  - Net increase of $1.1 million in Foster Care benefit payments to align with caseloads trends.

- Net increase of $0.6 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.

- Expenditure Transfer & Reimbursement—decrease of $10.6 million associated with the centralized General Fund funding supported by resources in Countywide Finance Other to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus. Since this is a transfer of expenditures, it has a net effect of a $10.6 million increase in appropriations.

Revenues

Net increase of $10.1 million

- Intergovernmental Revenues—net decrease of $31.1 million
  - Net decrease of $23.2 million in realignment revenues primarily tied to the loss of prior year one-time Realignment and to align with available receipts.
  - Decrease of $5.7 million primarily tied to the winding down of one-time funding for the Funding Certainty Grant that supports 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 $3.2 million in prior year onetime funding for federal Family First Transition Act (FFTA) Grant revenue noted above.
  - Decrease of $2.3 million in prior year onetime funding for Transitional Housing Program Plus as noted above.
  - Decrease of $1.9 million in prior year onetime funding for the American Rescue Plan Act (ARPA) Community-Based Child Abuse Prevention (CBCAP) as noted above.
  - Net decrease of $1.2 million Complex Care funding primarily tied to the removal of one-time Capacity Building funding.
  - Decrease of $0.5 million in prior year one-time funding for the County's ARPA Framework for Child Care Bridge programs as noted above.
  - Net increase of $4.5 million in federal and State revenue to align with projected reimbursement for assistance payments.
  - Net increase of $2.2 million in social services administrative revenue allocations supporting increases in operating costs and Salaries & Benefits noted above.
  - Increase of $0.2 million for Title IV-E Legal Representation funding.
- Other Financing Sources—increase of $2.6 million tied to a transfer of Tobacco Securitization funds, primarily from Behavioral Health Services, to help offset the impacts of slowing Realignment revenue based on projected sales tax receipts. The transferred funds will be used in Child and Family Well-being for contracted services tied to reducing violence and abuse that would otherwise need to be reduced.
- General Purpose Revenue Allocation—Increase of $38.6 million
  - Increase of $12.5 million to back-fill the use of one-time realignment used as a bridge strategy for Salaries & Benefits in the Fiscal Year 2024–25 budget.
  - Increase of $12.0 million to support the transition of the San Pasqual Academy to a continuum of care multipurpose campus. This helps offset the loss of Centralized General Fund support referenced above that was included as part of the Fiscal Year 2024–25 budget.
  - Increase of $6.8 million primarily to support increased costs for Salaries & Benefits.
  - Increase of $5.0 million for one-time funding to help bridge services that rely on realignment revenue.
  - Increase of $2.3 million to back-fill the use of one-time realignment used as a bridge strategy to support Foster Care and Adoptions benefit payments in the Fiscal Year 2024–25 budget.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

		Fiscal Year 2024-25 Adopted Budget			Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Child Safety		1,504.00			1,479.00	1,479.00
CFWB Eligibility		64.00			63.00	63.00
Child & Family Strengthening		19.00			25.00	25.00
Adoptions		85.00			94.00	94.00
Total		**1,672.00**			**1,661.00**	**1,661.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Foster Care	-	-	-	$226	-	-
Child Safety	$287,579,970	$298,416,460	$337,837,174	$299,965,121	$302,503,052	$304,371,632
Adoptions	$11,792,497	$12,003,418	$12,005,934	$13,301,926	$14,347,390	$14,278,850
CFWB Eligibility	$5,604,607	$6,539,556	$6,568,603	$5,709,155	$6,436,889	$6,522,070
CFWB Assistance Payments	$158,024,837	$158,665,546	$159,060,232	$159,022,585	$161,249,803	$161,249,803
Child & Family Strengthening	$3,080,749	$3,385,670	$3,385,670	$5,326,563	$4,542,044	$4,507,976
Total Expenditures	**$466,082,660**	**$479,010,650**	**$518,857,614**	**$483,325,576**	**$489,079,178**	**$490,930,331**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$203,555,821	$221,267,319	$225,201,602	$224,241,026	$232,153,351	$231,998,593
Services & Supplies	$100,650,614	$104,575,120	$146,084,255	$113,016,447	$93,187,718	$95,193,629
Other Charges	$161,853,198	$163,770,928	$164,165,614	$162,570,771	$163,730,109	$163,730,109
Capital Assets Equipment	$23,026	-	$8,860	$73,409	$8,000	$8,000
Expenditure Transfer & Reimbursements	-	-$10,602,717	-$16,602,717	-$16,576,078	-	-
Total Expenditures	**$466,082,660**	**$479,010,650**	**$518,857,614**	**$483,325,576**	**$489,079,178**	**$490,930,331**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	$4,305,223	-	$19,516,421	$14,190,152	-	-
Revenue From Use of Money & Property	$376,198	$681,211	$681,211	$242,405	$681,211	$681,211
Intergovernmental Revenues	$436,090,808	$435,381,853	$451,412,395	$422,422,174	$404,235,745	$410,251,681
Charges for Current Services	$3,870,304	$3,961,444	$3,961,444	$3,176,032	$3,961,444	$3,961,444
Miscellaneous Revenues	$62,242	$187,510	$187,510	$196,181	$187,510	$187,510
General Purpose Revenue Allocation	$21,377,884	$38,798,632	$38,798,632	$38,798,632	$77,378,463	$73,213,680
Other Financing Sources	-	-	$4,300,000	$4,300,000	$2,634,805	$2,634,805
Total Revenues	**$466,082,660**	**$479,010,650**	**$518,857,614**	**$483,325,576**	**$489,079,178**	**$490,930,331**

COUNTY OF SAN DIEGO

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

Effective December 13, 2024, efforts for Office of Homeless Solutions (OHS) were transferred to the Housing & Community Development Services, the efforts for Office of Equitable Communities (OEqC) were transferred to Administrative Services under the Department of Strategy and Community Engagement, formerly known as the Office of Strategy and Innovation, and the efforts for Office of Immigrant and Refugee Affairs (OIRA) were transferred to Self-Sufficiency Services to align with operational functions.

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:

- **Office of Homeless Solutions (OHS)**—coordinates services, resources, and efforts in alignment with the Homelessness Solutions and Prevention Action Plan, which advances the County of San Diego Framework for Ending Homelessness strategic vision to prevent at-risk individuals from becoming homeless and provide those experiencing homelessness access to more stable housing.
- **Office of Equitable Communities (OEqC)**—engages with each community to create positive change to strengthen equity, health, safety, economic inclusion, and access for all.
- **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.

2024–25 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.
    - Engaged with over 51,940 residents countywide and provided 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.
    - Connected 320 individuals previously residing in encampments along the unincorporated areas of the San Diego Riverbed and Plaza Bonita areas to temporary or permanent housing, and linked them to resources and services, including case management, housing navigation, and housing subsidies through the California Encampment Resolution Funding Program. In Fiscal Year 2025–26, these efforts will be retired due to contract sunset and a reduction in State funding.
    - Provided 369 low-income rent-burdened seniors with a monthly rental subsidy of $500 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.
    - Provided 126% (290 of 230) of Refugee Employment Services (RES) participants with unsubsidized employment to support self-sufficiency. In Fiscal Year 2024–25, this performance measure was lower than expected due to refugee challenges in obtaining employment authorizations.
    - Improved and expanded existing immigrant and refugee programs by engaging community stakeholders in gathering feedback and ideas through one listening session to develop focused priorities for the Office of Immigrant and Refugee Affairs Strategic Plan and annual report.
    - Supported economic opportunities through a strategic hiring fair in the harder to recruit area of North County, providing 60 attendees with information on County jobs, hiring processes, and job readiness resources.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Engaged over 2,800 individuals by connecting them to services and resources through the Immigrant and Refugee Welcome Center located at the South Region Live Well Center in National City in a culturally sensitive manner focused on economic inclusion and poverty reduction.
  - Ensured 101% (1,401 of 1,390) of Communities in Action (CinA) Program goals were 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 communities such as black, Indigenous, and other people of color (BIPOC), low-income, unhoused, and immigrant and refugees. In Fiscal Year 2024–25, CAP program goals were reduced due to changes in contracted services.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Ensured 91% (173 of 190) households were enrolled in the Coordinated Eviction Prevention System program to avoid eviction and become stabilized in their housing. Effective July 1, 2025, this performance measure will be retired due to the sunset of ARPA funding.
  - Supported 250 households on any given night with non-congregate emergency housing through the Regional Homeless Assistance Program while they secured more permanent housing solutions.
  - Ensured 59% (86 of 145) of households who received non-congregate emergency housing through the Regional Homeless Assistance Program secured more permanent housing solutions.
  - Ensured 86% (255 of 283) 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 81% (62 of 77) 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 5,424 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.
  - Provided 1,332 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-led Regional Community Leadership Teams (five (5) across the HHSA Regions) along with community co-chairs and developed community enrichment plans to advance equity based on the unique priorities identified through monthly engagements with over 295 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 97% (146 of 150) 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.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Ensured 67% (68 of 101) of participants up to the age of 24 who are experiencing or at risk of homelessness are temporarily or permanently housed through the Housing Our Youth program. In Fiscal Year 2024–25, the number of youth participants housed was exceeded due to enhanced community outreach and support to engage and maintain youth participation.
  - Completed 42,548 outreach and case management engagements countywide with individuals experiencing or at risk of homelessness to connect them to resources, housing navigation, and other services.
  - Increased the number of connections to public assistance programs such as access to food, medical insurance, and cash benefits by 16% (from 5,000 to 5,800)for people at risk or experiencing homelessness directly in the field (streets and encampments) during outreach events countywide.

- Ensured 54% (35 of 65) of participants enrolled in the Safe Parking Programs for at least 30 days successfully exited to a more stable housing option. In Fiscal Year 2024–25, the projected number of participants for the Bancroft parking site was lower than expected due to the completion of the project being moved to the following fiscal year in July 2025.
- Provided 237 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.
- Ensured 116% (488 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.
- Promoted 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.

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.
  - Dedicated efforts to address a key focus area identified in the 2022 Biennial Employee Survey of "Departmental Leadership: Keeping Me Informed" aim to enhance two-way information communication between leadership and line staff. The department will achieve this by leading an employee-led committee to identify key priorities and action items, improving 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.
  - Established 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.
  - Maintained 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.

2025–27 Objectives

Ongoing Fiscal Year 2025–26 Objectives for OHS can be found in the Housing and Community Development Services narrative, ongoing efforts for OEqC can be found in the Administrative Services narrative under the Department of Strategy and Community Engagement, formerly known as the Office of Strategy and Innovation, and ongoing efforts for OIRA can be found in the Self-Sufficiency Services narrative.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Outreach and education provided to residents [1, 2]	62,264	60,000	51,940	N/A	N/A
	Encampment Individuals connected to housing and resources [3,4]	N/A	200	320	N/A	N/A
	Refugee Employment Services participants in unsubsidized employment [2, 5]	32.5% of 880	55% of 230	126% of 230	N/A	N/A

Sustainability	Communities in Action program goals met [1, 6]	N/A	96% of 1,890	101% of 1,390	N/A	N/A
	Coordinated Eviction Prevention System Program households avoiding eviction and having stable housing [7]	72% of 172	75% of 100	91% of 190	N/A	N/A
	RHAP Emergency households placed in non-congregate shelters on any given night [4]	250	250	250	N/A	N/A
	RHAP households securing permanent housing [4,8]	39%	35%	59% of 145	N/A	N/A
	Housing Disability Advocacy Program participants housed [4,9]	80% of 358	60%	86% of 283	N/A	N/A
Community	Resident Leadership Academy (RLA) Graduation Rate [1,10]	86% of 148	90% of 100	81% of 77	N/A	N/A
	Unique subscribers receiving regional Community Newsletters[1]	3,597	3,850	42,548	N/A	N/A
	Grandparents Raising Grandchildren Participants[1,11]	N/A	1,200	1,332	N/A	N/A
	Regional Community Leadership Team Meetings Engagement[1]	N/A	270	295	N/A	N/A
	CCC Veterans immediately housed [12]	97% of 130	90% of 75	97% of 150	N/A	N/A
	HOY Participants Housed [4,13]	65% of 110	50% of 78	67% of 101	N/A	N/A
	Outreach and engagements made to individuals at risk or experiencing homelessness [4,14]	50,576	50,000	42,548	N/A	N/A
	Public assistance program applications submitted for people at risk of or experiencing homelessness during outreach [4,14]	7,395	7,000	5,800	N/A	N/A
	Safe Parking Program Participants staying at least 30 days, exiting to a more stable housing option [4,15]	49% of 70	40% of 176	54% of 65	N/A	N/A
	Households receiving financial support through the Specialized Funding Imminent Needs program [4,16]	N/A	100	237	N/A	N/A
	Older Adult Refugees receiving supportive services [17]	N/A	90% of 420	116% of 420	N/A	N/A

Table Notes

[1] Effective July 1, 2025, these efforts were transferred to the Department of Strategy and Community Engagement, formerly known as the Office of Strategy and Innovation.

[2] In Fiscal Year 2024–25, the total outreach conducted was less than anticipated due to organizational and budgetary changes, which led to shifting priorities and realignment of outreach staff.

[3] In Fiscal Year 2024-25, the projection for encampment individuals connected to housing and resources was exceeded due to expanded collaborative outreach and deeper engagement with chronically homeless residents, which encouraged participation from others, revealing a greater number of those in need than originally estimated.

[4] Effective July 1, 2025, these efforts were transferred to Housing and Community Development Services.

[5] The previously published Fiscal Year 2024-25 target covers 6 months. The intended target of 460 for the fiscal year results in 63% (290 of 460).

[6] In Fiscal Year 2024–25, CAP program goals were reduced due to changes in contracted services.

[7] In Fiscal Year 2024–25, the number of households enrolled in the Eviction Prevention system was higher than projected due to a lower projection to reflect programs' initial implementation. Effective July 1, 2025, this performance measure will be retired due to the sunset of ARPA funding.

[8] In Fiscal Year 2024-25, the number of RHAP households securing permanent housing was exceeded due to the availability of new housing vouchers through the Local Rental Subsidy Program.

[9] In Fiscal Year 2024-25, the number of Housing Disability Advocacy Program participants housed was exceeded due to increased housing placement efforts by the contracted administrator for homeless housing and support services.

[10] In Fiscal Year 2024–25, the percentage of participants who successfully graduated was less than anticipated due to the number of participants, including some youths, who initially joined but were unable to complete the program.

[11] In Fiscal Year 2024–25, the projection of participants provided access to resources through the Grandparents Raising Grandchildren Initiative was exceeded due to a shift from a regional model to a collaborative, countywide model.

[12] In Fiscal Year 2024-25, the projection for CCC Veteran program participants was exceeded due to enhanced coordination with the Sheriff's Department, leading to an increase in earlier post-release intervention with eligible clients than was previously available. Effective Fiscal Year 2025–26, the performance measure for CCC Veterans will be retired as new C3 programs will have expanded criteria to capture justice involved individuals and will include veterans.

[13] In Fiscal Year 2024–25, the number of youth participants housed was exceeded due to enhanced community outreach and support to engage and maintain youth participation.

[14] In Fiscal Year 2024–25, the number of outreach and engagements made to individuals at risk or experiencing homelessness is lower than expected due to region-wide adjustments in staffing levels and assignments.

[15] In Fiscal Year 2024–25, the projected number of participants for the Bancroft parking site was lower than expected due to the completion of the project being moved to the following fiscal year in July 2025. The number of participants exiting to more stable household was exceeded due to the availability of new housing vouchers through the Local Rental Subsidy Program.

[16] In Fiscal Year 2024–25, the projection for participants to receive SFIN was exceeded due to increased outreach.

[17] In FIscal Year 2024-25, additional funding was received and added to the contract for this program, which allowed an increase to individual served.

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

Staffing

Net decrease of 160.00 staff years

- Decrease of 91.00 staff years due to position transfers of Office of Homeless Solutions (OHS) to Housing and Community Development Services (HCDS) to better address the full continuum of homelessness needs.
- Decrease of 48.00 staff years due to position transfer of Office of Equitable Communities and Homeless Solutions and Equitable Communities Administration (HSEC Admin) to the Department of Strategy and Community Engagement (DSCE), formerly known as the Office of Strategy and Innovation, to align efforts around community and organizational engagement in support of *Live Well San Diego.*
- Decrease of 12.00 staff years due to workforce adjustment as part of the organizational restructuring to align resources with strategic priorities.
- Decrease of 7.00 staff years due to position transfers of Office of Immigrant and Refugee Affairs (OIRA) to Self Sufficiency Services (SSS) to better streamline services.
- Decrease of 2.00 staff years due to position transfer to the Chief Administrative Office to support recent enhancements to key staffing capabilities.

Expenditures

Net decrease of $112.4 million

- Salaries & Benefits—decrease of $31.0 million
  - Decrease of $14.3 million due to the transfer of staff years to HCDS, as described above.
  - Decrease of $6.8 million due to the transfer of staff years to DSCE, as described above.
  - Decrease of $6.1 million due to restructuring of HSEC tied to salary adjustments.
  - Decrease of $2.1 million due to workforce adjustments as described above.
  - Decrease of $1.5 million due to the transfer of staff years to SSS, as described above.
  - Decrease of $0.2 million due to the transfer of staff years to the Chief Administrative Office, as described above.
- Services & Supplies—decrease of $81.4 million
  - Decrease of $55.3 million due to the transfer to HCDS, as described above.
  - Decrease of $18.0 million due to the transfer to SSS, as described above.
  - Decrease of $8.1 million due to the transfer to DSCE, as described above.

Revenues

Decrease of $112.4 million

- Licenses Permits & Franchises—Decrease of $0.6 million
  - Net decrease of $0.6 million due to a transfer from OHS to HCDS.
- Intergovernmental Revenues—Decrease of $93.2 million.
  - Net decrease of $61.6 million due to OHS budget transfer to HCDS. The overall net decrease in OHS is the result of a reduction in State Aid and ARPA funding due to the removal of one-time only programs offset by increases for approved ongoing projects and the Local Subsidy Program.
  - Net decrease of $20.3 million in various federal and State revenues due to OIRA transfer to SSS.
  - Net decrease of $11.3 million in various federal and State revenues due to Community Action Partnership (CAP)/Community Services Block Grant (CSBG) transfer to DSCE.
- Charges for Current Services—Decrease of $2.7 million
  - Net decrease of $1.6 million due to a transfer from Dispute Resolution/CHP to DSCE.
  - Net decrease of $1.1 million due to a transfer from OHS to HCDS.
- Other Financing Sources—Decrease of $0.2 million
  - Net decrease of $0.2 million due to a transfer of Tobacco Securitization funding Gang Prevention from Equitable Communities to DSCE.
- General Purpose Revenue—Decrease of $15.7 million
  - Decrease of $8.0 million due to transfer from HSEC Admin and OHS to HCDS.

- Decrease of $4.8 million due to transfer of CAP/CSBG to DSCE.
- Decrease of $2.1 million due to workforce adjustments as described above.
- Decrease of $0.8 million due to transfer of OIRA to SSS.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Homeless Solutions and Equitable Communities Administration	16.00	-	-
Equitable Communities	52.00	-	-
Homeless Solutions	87.00	-	-
Immigrant and Refugee Affairs	5.00	-	-
Total	**160.00**	**-**	**-**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Homeless Solutions and Equitable Communities Administration	$3,767,008	$3,814,669	$4,178,965	$2,102,246	-	-
Homeless Solutions	$71,948,998	$70,994,830	$117,486,277	$68,943,207	-	-
Equitable Communities	$15,501,018	$17,019,373	$18,660,246	$12,052,335	-	-
Immigrant and Refugee Affairs	$9,989,432	$20,609,036	$22,860,031	$7,473,685	-	-
Strategy and Innovation	-	-	-	-$36	-	-
Total Expenditures	**$101,206,456**	**$112,437,908**	**$163,185,519**	**$90,571,437**	**-**	**-**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$26,758,340	$31,026,253	$30,795,928	$26,479,895	-	-
Services & Supplies	$75,532,768	$81,411,655	$132,041,197	$61,615,980	-	-
Other Charges	$188,144	-	-	$109,650	-	-
Expenditure Transfer & Reimbursements	-$4,192,435	-	-$15,227,827	-$2,113,834	-	-
Operating Transfers Out	$2,919,640	-	$15,576,221	$4,479,746	-	-
Total Expenditures	**$101,206,456**	**$112,437,908**	**$163,185,519**	**$90,571,437**	**-**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	$5,082,465	-	$16,021,807	-$1,658,371	-	-
License Permits & Franchises	$686,967	$654,000	$654,000	$654,000	-	-
Fines, Forfeitures & Penalties	$38,334	$38,232	$38,232	$38,258	-	-
Intergovernmental Revenues	$76,631,943	$93,192,595	$127,556,643	$72,708,019	-	-
Charges for Current Services	$2,092,732	$2,672,145	$3,052,651	$2,967,344	-	-
Miscellaneous Revenues	$184	-	-	-	-	-
General Purpose Revenue Allocation	$16,423,831	$15,630,936	$15,630,936	$15,630,936	-	-
Other Financing Sources	$250,000	$250,000	$231,250	$231,250	-	-
Total Revenues	**$101,206,456**	**$112,437,908**	**$163,185,519**	**$90,571,437**	**-**	**-**

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 & Community Development Services (HCDS) advances the HHSA mission by coordinating County efforts in addressing homelessness, improving the quality of life in low-income neighborhoods, and providing pathways to affordable housing to help vulnerable populations achieve stability and self-sufficiency. HCDS does this by:

- *Provide services and resources to people at-risk of or experiencing homelessness.*
- *Create affordable and permanent supportive housing.*
- *Provide housing resources for vulnerable populations.*
- *Enhance neighborhoods through community development projects*

HCDS services are provided through the following programs: Affordable Housing, Community Development, the Housing Authority and Homeless Services.

***Affordable Housing**: Increase the inventory of HCDS supported affordable housing opportunities (to over 9,500 in 2025) for low-income and special needs residents who are at risk-of or experiencing 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 individuals who are living with a serious mental illness and have a history of chronic homelessness.
- **Innovative Housing Trust Fund (IHTF)**—increases affordable housing opportunities throughout San Diego County using local trust funds for the construction, acquisition, rehabilitation, and loan repayment of affordable multifamily rental housing.
- **HOME Investment Partnership (HOME)**—supports the creation and preservation of multifamily 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 PBVs available as ongoing operating subsidies.

***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 approximately 11,832 low-income families, emancipated youth, families participating in substance abuse treatment, and veterans who have a history of chronic homelessness 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 approximately 10,500 households each month, allowing very low-income families, veterans, older adults, and people with disabilities to obtain decent, safe, and affordable housing.
- **Tenant-Based Rental Assistance**—provides rental assistance for vulnerable populations that includes persons experiencing homelessness in the county's unincorporated areas, families participating in the Child and Family Well-Being reunification program, transitioned aged youth and persons living with HIV/AIDS.
- **Public Housing**—owns and operates 121 housing units for eligible low-income families, older adults, persons with disabilities, and 38 farmworker units.

***Homeless Services**: Through the Office of Homeless Solutions, and federal entitlement programs, HCDS provides supportive services designed to enable residents to maintain stable housing, prevent homelessness and obtain services and resources to address and end homelessness. This is achieved through the following programs:*

- **Emergency Solutions Grant (ESG)**—provides rapid rehousing, emergency housing, street outreach, and homeless prevention to individuals and families at-risk of *or* experiencing homelessness.
- **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 Care Coordination (C3) Programs**—provides comprehensive care service navigation, peer support and housing-related assistance to individuals who are justice involved to prevent homelessness upon release.
- **Building Partnerships Program**—offers a grant program for private entities to apply for funds to purchase sleeping cabins and establish them as emergency housing on their private property.
- **Capital Emergency Housing Solutions Grant Program**—expands emergency housing options across five local jurisdictions by adding shelter beds and safe parking spaces.
- **Domestic Violence Shelter Based Programs (DVSBP)**—supports domestic violence shelters that provide information, referrals, linkage to services, and shelter beds for survivors of domestic violence and their children.
- **Encampment Resolution Funding (ERF) Program**—leverages funding to resolve specific homeless encampments in the Plaza Bonita and San Diego Riverbed areas in partnership with Caltrans and the cities of Santee, Chula Vista, San Diego, and National City. The program provides outreach, emergency, and permanent housing.
- **Innovative Housing and Services for People Identifying as LGBTQ+**—provides a range of innovative and diverse housing, affirming supports, and access to resources for people identifying as LGBTQ+.
- **Housing and Disability Advocacy Program (HDAP)**—provides people experiencing homelessness who have disabilities and are likely eligible for Social Security Administration benefits with outreach, case management, time-limited housing and benefit advocacy.
- **Housing Our Youth (HOY)**—connects transitional-age youth (18-24) with services, emergency housing, housing support, case management, and connections to permanent housing.
- **Housing Stability Case Management Program**—provides housing stability case management for people within the Local Rental Subsidy Program.
- **Inclement Weather Program (IWP)**—provides short-term hotel accommodation for people experiencing homelessness in the county's unincorporated areas during inclement weather events.
- **Local Rental Subsidy Program (LRSP)**—provides rental subsidies for up to 24 months for people in Compassionate Emergency Solutions and Pathways to Housing programs.
- **Pilot Shallow Rental Subsidy Program (SRSP)**—provides $500 subsidies for 18 months to 380 low-income older adults who are rent-burdened and at-risk of homelessness.
- **Regional Homeless Assistance Program (RHAP)**—provides non-congregate emergency housing, case management, housing navigation, and support to unsheltered households in the County's unincorporated areas.
- **OHS Regional Homeless Services**—supports individuals and families through street outreach, case management, housing navigation, and homelessness prevention by a multidisciplinary team. This program works in partnership with the Specialized Funding for Imminent Needs Program.
- **Safe Parking Program**—offers safe overnight spaces and onsite services for people experiencing homelessness in their vehicles from the unincorporated areas of the County.
- **Specialized Funding for Imminent Needs (SFIN)**—administers flexible funding to remove barriers to temporary and permanent housing, expedite housing placements, prevent homelessness, and increase housing stabilization.

Effective December 13, 2024, HCDS and the Office of Homeless Solutions were combined to align operational functions. These efforts advance the County of San Diego Framework for Ending Homelessness' strategic vision to prevent at-risk individuals from becoming homeless and provide those

experiencing homelessness access to more stable housing. This transition will provide a more integrated continuum of services for prevention and street outreach to those at-risk of *or* experiencing homelessness to permanent housing.

To ensure these critical services are provided, Housing & Community Development Services has 244.00 staff years and a budget of $132.1 million.

2024–25 Accomplishments

Equity

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
    - Provided 936 veteran households rental assistance through the Veteran Affairs Supportive Housing (VASH) program, exceeding the target of 875. 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.
    - Expanded affordable housing opportunities throughout the region through the Innovative Housing Trust Fund (IHTF). Seven developments were completed in Fiscal Year 2024–25, while 17 are currently under construction. Another 20 developments are planned to begin within the next 2 to 5 years. Beyond IHTF funds, additional support was provided through state, federal, and other funding sources.
- 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 monthly occupancy of 92% of 332 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.
    - Explored and identified existing County-owned excess property sites that may no longer be needed for business purposes or for affordable housing viability.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Improved 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.
    - Ensured energy and water-efficient purchases at Public Housing sites when renovating out-of-date fixtures and appliances by replacing 36 refrigerators, 18 stoves, 62 showerheads, 30 faucets, 4 water heaters, and 6 toilets.

Community

- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Engaged 332 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.
    - 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.
    - Increased the County Employee Engagement Survey score by 1 percent regarding the flow of information from leadership to staff. This was 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 adapted and implemented by HCDS.

2025–27 Objectives

Equity

- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
    - Provide 900 veteran households with rental assistance through the Veteran Affairs Supportive Housing (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 (IHTF).
- 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.
    - Maintain 90% monthly 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.
    - 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.
    - Connect 200 individuals previously residing in encampments along the unincorporated areas of the San Diego Riverbed and Plaza Bonita areas to permanent housing and link them to resources and services, including case management, housing navigation, and housing subsidies, through the California Encampment Resolution Funding Program. Effective Fiscal Year 2026–27 the performance measure related to the Encampment Resolution Fund (ERF) will be retired due to contract sunset and limited funding.
    - Provide 260 low-income, rent-burdened seniors with a monthly rental subsidy of $500 for 18 months through the Shallow Rental Subsidy Program (SRSP) to support their housing stability. This performance measure will be discontinued in Fiscal Year 2026–27 as all subsidies will be allocated and participants will be exiting the program.

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 or 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 can 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.
- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
    - Support up to 250 households on any given night with non-congregate emergency housing through the Regional Homeless Assistance Program (RHAP) so they can secure more permanent housing solutions.

- Ensure 40% of households that receive non-congregate emergency housing through the Regional Homeless Assistance Program (RHAP) secure more permanent housing solutions.
- Ensure 60% of participants enrolled in the Housing Disability Advocacy Program (HDAP) are connected to temporary or permanent housing at exit.

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.
  - Ensure 50% of transition aged youth (up to 24 years old), who are at-risk of or experiencing homelessness and enrolled in the Housing Our Youth (HOY) program, are temporarily or permanently housed.
  - Complete 50,000 engagements countywide through case management and outreach to individuals at-risk of and/or experiencing homelessness, and connect them to resources, housing navigation and other services.
  - Enroll individuals in the field and/or at outreach events who are at-risk of or experiencing homelessness, and provide 7,000 connections to public assistance programs that provide medical insurance, access to food and cash benefits.
  - Ensure 40% of individuals enrolled in Safe Parking Programs for at least 30 days successfully exit to a more stable housing option.
  - Provide over 250 households who are at-risk of or experiencing homelessness, with financial support through the Specialized Funding for Imminent Need Program (SFIN), which assists with a wide range of critical direct and indirect expenses, such as security deposits, rental payments, auto-repairs, healthcare expenses and more.
  - Ensure 75% of households enrolled in the Coordinated Eviction Prevention System program avoid eviction and become stabilized in their housing.

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 Diversity, Equity, and Inclusion (DEI) training and/or open discussion forums to empower the workforce, increase employee engagement, and promote diverse and equitable hiring practices.
  - Increase the 2026 County Employee Engagement Survey score by 2% on information flow from leadership to staff, aiming to enhance two-way communication, build trust, and improve overall employee engagement and satisfaction. Key strategies include employee-led committees, lunch and learn, staff advisory meetings, and a strengths-based, person-centered communication approach.
  - Ensure the customer experience survey link is included in the signature link of all HCDS staff to achieve a minimum average satisfaction rating of four. Develop and implement an improvement plan for areas with a rating lower than four.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource (ERGs), events and/or activities to continue a workplace centered belonging.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Maintain the Countywide inventory of homeless and housing programs under the County's Framework for Ending Homelessness. This includes quarterly program updates and an annual inventory of expenditures, outputs, and outcomes for programs in the inventory.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	VASH Veterans	828	875	936	900	950
	Maximize the IHTF to Increase Affordable Housing	Yes	Yes/No	Yes	Yes/No	Yes/No
	Random Fair Housing Compliance Site Tests	40	40	40	40	40
	PBV Unit Occupancy Rate [1]	90% of 239	90% of 340	92% of 332	90% of 332	90% of 332
	Encampment Individuals Connected to Housing and Resources [2,3]	N/A	200	320	200	N/A
	Shallow Rental Subsidy Program (SRSP) [2,4]	N/A	N/A	N/A	260	N/A
Sustainability	RHAP Households Placed in Non-Congregate Shelters On Any Given Night [2]	250	250	250	250	250
	RHAP Permanent Housing Exits [2,5]	39%	35%	59% of 145	40%	40%
	HDAP Participants Housed [2,6]	80% of 358	60%	86% of 283	60%	60%
Community	Landlords interested in renting to individuals experiencing homelessness, low-income residents, and other vulnerable populations[-7]	355	250	332	250	250
	HOY Participants Housed [2,8]	65% of 110	50% of 78	67% of 101	50%	50%
	Outreach and Engagements Made to Individuals At Risk or Experiencing Homelessness [2,9]	50,576	50,000	42,548	50,000	50,000
	Public Assistance Applications Submitted for People At Risk or Experiencing Homelessness [2,9]	7,395	7,000	5,800	7,000	7,000
	Safe Parking Participants with Stable Housing Options[2,10]	49% of 70	40% of 176	54% of 65	40% of 138	40% of 138
	SFIN Households with Financial Assistance [2,11]	N/A	100	237	200	200
	Coordinated Eviction Prevention Households Stabilized [2, 12]	72% of 170	75% of 100	91% of 190	75%	75%
Empower	Customer Experience[13]	N/A	N/A	N/A	4	4

Table Notes

[1] In Fiscal Year 2024–25, the projected number of units occupied was exceeded due to the opening of additional locations

[2] Effective July 1, 2025, these efforts were transferred to Housing and Community Development Services from Homeless Solutions and Equitable Communities.

[3] In Fiscal Year 2024–25 the projection for encampment individuals connected to housing and resources was exceeded due to expanded collaborative outreach and deeper engagement with chronically homeless residents which encouraged participation from others, revealing a greater number of those in need than originally estimated.

[4] The performance measure will be discontinued in Fiscal Year 2026–27 as all subsidies will be allocated and participants will be exiting the program.

[5] In Fiscal Year 2024–25 the number of RHAP households securing permanent housing was exceeded due to the availability of new housing vouchers through the Local Rental Subsidy Program.

[6] In Fiscal Year 2024-25 the number of Housing Disability Advocacy Program participants housed was exceeded due to increased housing placement efforts by the contracted administrator for homeless housing and support services

[7] In Fiscal Year 2024–25, the number of new landlords was exceeded due to an increase in communication and engagement activities. This is not expected to continue.

[8] In Fiscal Year 2024–25, the number of youth participants housed was exceeded due to enhanced community outreach and support to engage and maintain youth participation.

[9] In Fiscal Year 2024-25, the number of outreach and engagements made to individuals at risk or experiencing homelessness is lower than expected due to region-wide adjustments in staffing levels and assignments.

[10] In Fiscal Year 2024–25, the projected number of participants for the Bancroft parking site was lower than expected due to the completion of the project being moved to the following fiscal year in July 2025. The number of participants exiting to more stable household was exceeded due to the availability of new housing vouchers through the Local Rental Subsidy Program.

[11] In Fiscal Year 2024–25, the projection for participants to receive SFIN was exceeded due to increased outreach.

[12] In Fiscal Year 2024–25, the number of households enrolled in the Eviction Prevention system was higher than projected due to a lower projection to reflect programs' initial implementation. Effective July 1, 2025, this performance measure will be retired due to the sunset of ARPA funding.

[13] In Fiscal Year 2025–26, this is a new performance measure to ensure a focus on the customer experience.

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

Staffing

Net increase of 86.00 staff years

- Increase of 91.00 staff years due to transfer of positions from Homeless Solution and Equitable Communities (HSEC), Office of Homeless Solutions (OHS) to Housing and Community Development Services (HCDS) to better address the full continuum of homelessness needs.
- Decrease of 5.00 staff years due to aligning available resources to priorities. The reduction in staff years results in a decrease in non-core direct services within HSEC-OHS.

Expenditures

Net increase of $42.0 million

- Salaries & Benefits—net increase of $15.8 million

- Increase of $14.3 million due to the transfer of staff years from HSEC-OHS, as described above.
- Increase of $2.0 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Decrease of $0.5 million due to a reduction in staff years, as noted above.

- Services & Supplies—net increase of $26.2 million
  - Increase of $55.3 million to transfer operating costs from HSEC-OHS, as described above.
  - Net increase of $0.5 million tied to the Inclement Weather Program for temporary housing support.
  - Increase of $0.5 million for project costs related to the new and enhanced Rental Assistance case management system.
  - Increase of $0.3 million for Tenant Legal Services to support one-time capacity for legal services for tenants facing eviction, including counseling, outreach, and prevention activities based on reallocation of available General Purpose Revenue through the ARPA framework originally allocated for affordable housing construction costs that will come in under budget.
  - Net increase of $0.3 million for the Local Rental Subsidy Program (LRSP) tied to the increased costs of housing supported by additional funding through Homeless Housing, Assistance and Prevention (HHAP)
  - Net increase of $0.2 million for the Domestic Violence Shelter Based Program reflects an increase of $0.6 million in Fiscal Year 2025–26 Recommended Change letter, partially offset by a $0.4 million reduction in Fiscal Year 2025–26 Recommended Operational plan to align with available funding through the collection of fees for marriage licenses. The $0.6 million increase will create one-time capacity to support domestic violence shelters over two years based on reallocation of available General Purpose Revenue through the American Rescue Plan Act (ARPA) framework originally allocated for affordable housing construction costs that will come in under budget. This will restore the $0.4 million reduction and set aside $0.2 million to support Fiscal Year 2026–27 allowing for additional time to transition and explore alternate funding sources.
  - Decrease of $10.6 million tied to the completion of affordable housing developments funded by the Innovative Housing Trust Fund through the American Rescue Plan Act (ARPA) Framework.
  - Decrease of $5.6 million tied to the completion of services utilizing prior year one-time allocated funds for the Housing and Disability Advocacy Program that provides housing and services for individuals at risk of experiencing homelessness. Funds carried over from the prior year will be available to continue to spend in the budget year.
  - Decrease of $4.6 million associated with adjusting for prior year one-time Permanent Local Housing Allocation (PLHA) grant funds for affordable housing efforts. Funds carried over from the prior year will be available to continue to spend in the budget year.
  - Net decrease of $3.8 million associated with adjusting for prior year one-time Encampment Resolution Program funding in the San Diego Riverbed and Plaza Bonita areas that provide services to address the immediate needs of those experiencing homelessness.
  - Decrease of $2.4 million to align with the completion of activities as part of the Prohousing Incentive Pilot Program (PIP) award.
  - Net decrease of $1.5 million for Tenant Legal Services tied to completion of one-time ARPA funding. Services are proposed to continue on a smaller scale with a focus on the region's most vulnerable households.
  - Decrease of $0.9 million due primarily to aligning available funding with priorities. The reduction in Services & Supplies will result in the following impacts:
    - Decrease of $0.4 million in underwriting services related to affordable housing efforts. Capacity will remain to support some efforts with additional services to be funded on an as needed basis as funding is identified for new projects.
    - Decrease of $0.3 million in the Landlord Incentives program with $0.1 million remaining to be focused on security deposit assistance to help reduce barriers faced by Veterans with Veterans Affairs Supportive Housing (VASH) vouchers in securing rental housing.
    - Decrease of $0.1 million for fraud recovery services with minimal to no impacts anticipated to actual recoveries through targeting highest priority cases.
    - Decrease of $0.1 million for the removal of the Homeless Outreach Integration Application used for referrals. An alternate method of referring has been identified.
  - Decrease of $0.6 million due to the completion of one-time ARPA allocation tied to Department of General Services (DGS) support for the acquisition of facilities for the Compassionate Emergency Solutions and Pathways to Housing projects.
  - Net decrease of $0.5 million to align the budget for the Specialized Funding for Imminent Needs Program which helps to reduce immediate barriers to housing. No impacts to current service levels are anticipated.
  - Decrease of $0.4 million in various operating costs including security guard services, utilities and rents and leases.
  - Leverage $0.8 million in existing appropriations to fund LGBTQ+ Innovative Housing and Supports. The Board of Supervisors took action on May 20, 2025 (16) to re-allocate $0.8 million available in the ARPA Framework to support one-time utility infrastructure work at the Rosecrans Shelter which is no longer needed. Those funds will continue to carry forward into Fiscal Year 2025–26 and will be

reprogrammed to extend the LGBTQ+ Innovative Housing and Supports contract under the Homeless Services Component of the ARPA Framework. These contracted activities providing case management and assistance with housing stabilization and connections to housing resources are currently funded through December 31, 2025, and the additional $0.8 million will allow work to continue through the end of the fiscal year, June 30, 2026.

Revenues

Net increase of $42.0 million

- Licenses Permits & Franchises—increase of $0.6 million due to a transfer from HSEC-OHS
- Intergovernmental Revenues—net increase of $40.6 million
  - Increase of $61.6 million in various Federal and State revenues due to transfer from HSEC-OHS, as noted above.
  - Increase of $3.1 million in HHAP State grant revenue to support LRSP previously funded by one-time ARPA funding.
  - Increase of $0.1 million in State Emergency Shelter Grant revenue to support the Landlord Incentive program.
  - Decrease of $7.0 million associated with one time State funding for PLHA and PIP as noted above.
  - Net decrease of $6.5 million associated with ARPA funding for prior year Tenant Legal Services, LRSP, Specialized Funding for Imminent Needs Program and DGS Support for acquisition of facilities, offset by an increase for the Inclement Weather Program as noted above.
  - Decrease of $5.6 million for prior year one-time allocation tied to State funding for the Housing and Disability Advocacy Program.
  - Decrease of $3.5 million in State revenue for prior year one-time funding tied to Encampment Resolution funding for the San Diego Riverbed and Plaza Bonita encampments.
  - Decrease of $0.8 million primarily in social services administrative revenue to align with current allocation.
  - Decrease of $0.8 million in Realignment tied to base adjustments to align with available receipts and decreased Salaries & Benefits as noted above.
- Charges for Current Services—increase of $1.1 million due to a transfer from HSEC-OHS.
- Miscellaneous Revenues—net decrease of $9.7 million primarily tied to the completion of affordable housing developments funded by the Innovative Housing Trust Fund as supported by the one-time Evergreen component of ARPA Framework funding partially offset by remaining available funds to support affordable housing efforts.
- Fund Balance Component Decreases—increase of $0.9 million in Fund Balance Component Decreases in the General Fund based on reallocation of available General Purpose Revenue through the American Rescue Plan Act (ARPA) framework originally allocated for affordable housing construction on costs that will come in under budget to support the Domestic Violence Shelter Based Program and Tenant Legal Services.
- Use of Fund Balance—net decrease of $4.6 million.
  - Decrease of $2.9 million associated with the shift in funding for Public Housing Physical Needs Assessment (PHPNA) to one-time General Purpose Revenue.
  - Decrease of $1.7 million associated with the completion of prior year one-time implementation of the new Rental Assistance case management system.
- General Purpose Revenue—Net increase of $13.1 million
  - Increase of $8.0 million due to the transfer from HSEC-OHS.
  - Increase of $2.9 million for work associated with the PHPNA.
  - Increase of $1.5 million for Tenant Legal Services to replace one-time ARPA funding.
  - Net increase of $0.7 million to partially offset Salaries & Benefit increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes other than projected completion of various projects supported with one-time funds are reflected in HCDS. The planning gap for Fiscal Year 2026–27 for HHSA is reflected in the Administrative Support section of the HHSA narrative, and includes a reduction of $3.6 million attributed to a reduction in costs for homeless outreach services as part of continued efforts to address budget gaps in the out years. Planning will occur to restructure services to focus on the unincorporated areas of the County and to determine whether existing or new funding sources that come online may be a fit to sustain a portion of homeless outreach services outside of the unincorporated area.

Staffing by Program						
		Fiscal Year 2024-25 Adopted Budget			Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Housing & Community Development		158.00			158.00	158.00
Homeless Solutions		0.00			86.00	86.00
Total		**158.00**			**244.00**	**244.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Housing & Community Development	$36,068,115	$34,434,790	$109,192,949	$94,773,603	$33,320,703	$30,281,335
HCD - Multi-Year Projects	$14,175,237	$56,483,245	$181,135,779	$14,293,587	$38,883,245	$38,883,245
Homeless Solutions	-	-	$600,000	$600,000	$60,764,747	$46,650,233
County Successor Agency - Housing	$16,390	$28,500	$28,500	$13,700	$28,500	$28,500
Total Expenditures	**$50,259,742**	**$90,946,535**	**$290,957,229**	**$109,680,891**	**$132,997,195**	**$115,843,313**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$19,777,661	$23,697,112	$23,697,112	$22,036,394	$39,500,920	$39,671,434
Services & Supplies	$19,241,618	$62,595,148	$207,920,256	$24,605,765	$88,842,000	$71,517,604
Other Charges	$9,165,456	$4,758,800	$5,243,786	$5,808,529	$4,758,800	$4,758,800
Expenditure Transfer & Reimbursements	-$256,314	-$104,525	-$7,108,229	-$3,816,269	-$104,525	-$104,525
Operating Transfers Out	$2,331,321	-	$3,813,427	$3,655,595	-	-
Fund Balance Component Increases	-	-	$57,390,877	$57,390,877	-	-
Total Expenditures	**$50,259,742**	**$90,946,535**	**$290,957,229**	**$109,680,891**	**$132,997,195**	**$115,843,313**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	-	-	$384,809	$384,809	$900,000	-
Use of Fund Balance	-$43,978,119	$4,602,064	$90,068,401	$12,757,381	$2,064	$2,064
License Permits & Franchises	-	-	-	-	$654,000	$654,000
Revenue From Use of Money & Property	$17,600	$4,591	$4,591	$19,642	$4,591	$4,591
Intergovernmental Revenues	$62,978,868	$65,133,033	$132,796,357	$69,252,280	$105,715,818	$92,191,422
Charges for Current Services	$16,458	$3,000	$3,000	$9,774	$1,073,000	$1,073,000
Miscellaneous Revenues	$22,471,751	$12,606,183	$59,102,406	$18,659,341	$2,926,847	$2,926,847
General Purpose Revenue Allocation	$8,610,483	$8,597,664	$8,597,664	$8,597,664	$21,720,875	$18,991,389
Other Financing Sources	$142,702	-	-	-	-	-
Total Revenues	**$50,259,742**	**$90,946,535**	**$290,957,229**	**$109,680,891**	**$132,997,195**	**$115,843,313**

COUNTY OF SAN DIEGO

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 County's 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, Chief Pharmacy Officer, Chief Nursing Officer, Chief Pediatric 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 the home visiting program 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, mobile pharmacy 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, and identifying strategies with Behavioral Health Services to meet the needs of youth. The Chief Pediatric Officer also serves on the First 5 Commission for San Diego County and as Co-chair of the County's Future Generations Council to integrate, align, and co-create solutions focused on improving the wellbeing of future generations in San Diego County.
- **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 serves as the co-chair of the San Diego County Oral Health Coalition to improve oral health in non-traditional settings and with a trauma informed lens. Additionally, the Chief Dental Officer works closely with the Oral Health Program in Public Health Services 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. Individuals involved in the justice system experience significantly higher rates of infectious disease, chronic

physical and behavioral health conditions, and homelessness. 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 coordinates the local implementation of the State Medi-Cal Transformation initiative, also known as California Advancing and Innovating Medi-Cal (CalAIM), by partnering and collaborating with County departments, managed care plans, health and social care providers, community organizations, consumers, and advocates. Through a cross-sector collaborative approach, SDAIM strives to cultivate a more resilient, healthier region that fosters coordinated and equitable access to health and social services for Medi-Cal beneficiaries. The four priorities of SDAIM are to coordinate care, fortify the safety net, expand services, and innovate Medicaid.

In Fiscal Year 2025–26, Medical Care Services will be merged with Public Health Services to align operational functions.

2024–25 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 88% (1,750 of 1,980) 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 evaluate current medications, new medications, and their compatibilities to ensure a smooth transition to and from hospital care.
  - Conducted a CalAIM Enhanced Care Management (ECM) and Community Supports (CS) Readiness and Infrastructure Assessment with seven County departments. The assessment identified gaps and needs to meet the requirements to contract with Medi-Cal Managed Care Plans (MCPs) to provide and bill for ECM and CS services. This assessment identified fiscal opportunities, as well as the necessary infrastructure and administrative requirements needed to provide and bill for these services, such as contracting, staffing, data sharing, referral pathways, and invoicing. These findings will be used to apply for grant funding and to contract with local MCPs.
  - Conducted a CalAIM Community Capacity assessment to evaluate Enhanced Care Management (ECM) and Community Support (CS) capacity in San Diego County. The assessment findings identified caseload capacity, if services are available to eligible Medi-Cal members regardless of where they live in the County, and training needs for ECM and CS providers. These findings will be used to inform capacity and service delivery needs in San Diego County.
  - Maximized the future impact of healthcare for persons experiencing homelessness through a Street Medicine Initiative, a regionwide collaboration with over 28 community partners, providers, and Medi-Cal Managed Care Plans providers and 120 participants, including those with lived experience, to learn through shared information and drive innovative opportunities.
  - Advocated for Assembly Bill 2871, in partnership with County's Office of Economic Development and Government Affairs, Public Health Services, Medical Examiner's Office, and other County departments. This bill will establish an overdose fatality review team to assist local agencies in identifying and reviewing overdose fatalities, facilitate communication among the various persons and agencies involved in overdose fatalities, and integrate local overdose prevention efforts through strategic planning, data dissemination, and community collaboration.
  - Implemented the Medi-Cal in San Diego County dashboard, a publicly available data visualization tool that provides information about the Medi-Cal beneficiary population including demographics, engagement in certain programs, and outcomes. It provides valuable information for monitoring trends, understanding the population to inform program planning, and future policy and systems strategies.
  - Received the Senior Oral Health Partnership Grant of $5.0 million from the Delta Dental Community Care Foundation to develop educational and outreach materials for healthcare clinics and community-based organizations serving older adults. These materials will highlight the importance of oral health and provide information on accessing dental care, with the goal of improving accessibility and ensuring equitable care for older adults.
  - In collaboration with Public Health Services' Oral Health Program, facilitated three trainings for healthcare professionals and promoted education and outreach on Fluoride Varnish, which has been shown to decrease dental decay in high-risk children under the age of five and results in visiting a dentist sooner.

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 by seeking reimbursement for direct client services.
- Collaborated with stakeholders to increase equitable access to pharmacy services in County Public Health Centers through a pilot project that uses automated patient medication dispensing machine technology to eliminate transportation barriers by providing medications onsite, resulting in increased access to medications and ensuring sustainability through low operating costs. The project has been postponed due to funding.
- Expanded access to pharmacy services in at least one County Public Health Center through the automated patient medication dispensing machine pilot project. Although the project has been postponed due to funding, access to other pharmacy services was expanded through the opening of a new pharmacy and 60 community events hosted by the Mobile Pharmacy, which provided essential health services, including blood pressure screenings, health education, naloxone distribution, and vaccination administration. Data and information collected during the pilot project determined that the project would be postponed. As a result, expanding the automated patient medication dispensing machine program to at least one additional County Public Health Center will be on hold.
- Enhanced available resources and operational efficiency by relocating two sites in leased facilities, an administrative office and a Public Health Center to existing County-owned buildings to improve office space utilization.
- Received a $1.5 million grant from the Department of Health Care Services to support culturally relevant, responsive home-visiting services that prevent and address behavioral health challenges, promote children's well-being, and support the healthy development of both children and caregivers.

- Resiliency: Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.
  - Ensured nurses who attended the Public Health Nurse Residency and Nursing Essentials of Nursing Onboarding programs rated their overall satisfaction with the program as 4.73 (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.
  - Coordinated community forums to provide education and gather 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. Community partners were selected from a competitive solicitation to facilitate the five forums to be held in Fiscal Year 2025–26.
  - Revitalized 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 work groups 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.
  - Contributed to a customer-focused culture by holding 52 listening sessions to identify gaps, barriers, and challenges in providing care to nearly one million San Diego Medi-Cal recipients. As directed by the Medicaid Ad Hoc Subcommittee, listening sessions were held with 238 participants from healthcare professionals, hospitals, Federally Qualified Health Centers, healthcare workers, consumer advocacy organizations, state and local government leaders, and other community-based organizations.
- 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.
  - Distributed over 4,000 drug disposal bags across dental practices, non-dental practices, and pharmacies in the Central and East Region, areas with the highest overdose rates. These efforts were designed to help people safely dispose of unused prescription drugs, reducing risks of accidental poisoning, misuse, addiction, and overdose.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Ensured 99% (1,450 of 1,460) 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 to the home visiting program helps empower them to feel prepared and supported to make positive, healthy choices and establish a solid foundation for years to come.

    - The Mobile Pharmacy hosted over 140 community events in collaboration with Live Well on Wheels, UCSD Skaggs School of Pharmacy, harm reduction, and other community partners. These events provided essential health services, including blood pressure screenings, health education, naloxone distribution, and vaccination administration.
- Communication: Create proactive communication that is accessible and transparent.
    - Ensured 100% of community engagement opportunities had translation or interpretation services, eliminating barriers to resident engagement with County services and programs.
    - Developed 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.
    - Ensured 100% (5) of community engagement opportunities have translation or interpretation services, eliminating barriers to resident engagement with County services and programs.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Facilitated a visit from the Centers for Medicare and Medicaid Services (CMS) to share best practices and discuss how the County of San Diego, community-based partners, providers, and Managed Care Plans coordinate service delivery for 1.3 million local Medi-Cal members. The visit focused on innovation in service delivery, with the impact of federal policy implementation and local operationalization being a key takeaway for CMS.

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 Medical Care Services staff by implementing the employee engagement action plan, including creating a department-wide newsletter, adding additional opportunities for team building, and continuing to support professional development and resiliency.
    - Achieved a 71% response rate in the 2024 Employee Engagement Survey, a 14% increase compared to 2022. The results drive action planning to enhance employee engagement, which not only enhances the individual employee experience but also leads to better decision-making and improved individual and organizational performance.

Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
    - Worked with existing HHSA workgroups which included 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.

2025–27 Objectives

Fiscal Year 2025–27 Objectives for Medical Care Services can be found in the Public Health Services narrative.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Hospital Patients Receiving Pharmacy-Based Transitional Care[1]	85% of 2,060	95% of 1,660	88% of 1,980	N/A	N/A
	Overall Satisfaction Rate with PHN Residency and Nursing Essentials Program	4.5	4.65	4.73	N/A	N/A
Community	Referred Families to Nursing Home Visiting Contacted Timely (within 1 business day) [2]	81% of 2,050	90% of 2,020	99% of 1,460	N/A	N/A

Table Notes

1 The total number of encounters fluctuates year to year and is 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] The performance measure related to Home Visiting referrals reviewed timely was replaced with families contacted timely to provide a focus on healthcare accessibility. In Fiscal Year 2024–25, although the target of 90% was exceeded, the number of referrals was lower than expected due to a change in program requirements. This decrease in referrals is not expected to continue.

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

Staffing

Decrease in staffing of 216.00 staff years associated with the merging of Medical Care Services (MCS) into Public Health Services (PHS) to better align with operational functions.

Expenditures

Net decrease of $55.0 million

- Salaries & Benefits—net decrease of $42.3 million due to a transfer of staffing to PHS, as described above.
- Services & Supplies—net decrease of $12.7 million due to transfer to PHS as described above.

Revenues

Net decrease of $55.0 million

- Intergovernmental Revenues—net decrease of $43.5 million due to transfer to PHS as described above.
- Charges for Current Services—net decrease of $0.1 million due to transfer to PHS as described above.
- Miscellaneous Revenues—net decrease of $0.1 million due to transfer to PHS as described above.
- Other Financing Sources—net decrease of $0.5 million due to transfer to PHS as described above.
- General Purpose Revenue—Net decrease of $10.8 million due to transfer to PHS as described above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Medical Care Services Admin	25.00	-	-
Nursing	153.00	-	-
Pharmacy	30.00	-	-
SDAIM	8.00	-	-
Total	**216.00**	**-**	**-**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Medical Care Services Admin	$7,753,005	$9,014,194	$17,967,722	$7,426,340	-	-
Nursing	$31,298,560	$33,083,119	$33,225,633	$32,967,691	-	-
Pharmacy	$8,285,731	$8,433,415	$8,433,415	$9,129,827	-	-
SDAIM	$2,834,022	$4,469,368	$4,799,531	$3,530,239	-	-
Total Expenditures	**$50,171,318**	**$55,000,096**	**$64,426,300**	**$53,054,098**	**-**	**-**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$38,260,295	$42,256,242	$42,256,242	$39,542,932	-	-
Services & Supplies	$11,752,181	$12,743,854	$22,044,914	$13,371,453	-	-
Other Charges	$157,705	-	$124,522	$139,714	-	-
Capital Assets Equipment	$1,137	-	$623	-	-	-
Total Expenditures	**$50,171,318**	**$55,000,096**	**$64,426,300**	**$53,054,098**	**-**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$7,999,773	-	$8,708,941	$11,184,418	-	-
Intergovernmental Revenues	$30,515,615	$43,489,584	$44,133,444	$29,990,124	-	-
Charges for Current Services	$18,457,009	$77,032	$77,032	$53,177	-	-
Miscellaneous Revenues	$392,681	$139,500	$139,500	$458,996	-	-
General Purpose Revenue Allocation	$8,329,787	$10,817,980	$10,817,980	$10,817,980	-	-
Other Financing Sources	$476,000	$476,000	$549,404	$549,404	-	-
Total Revenues	**$50,171,318**	**$55,000,096**	**$64,426,300**	**$53,054,098**	**-**	**-**

COUNTY OF SAN DIEGO

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) is dedicated to improving the health of the community by providing high-quality services, as evidenced by achieving national public health accreditation recognition since May 2016. It provides services that span all 10 Essential Public Health Services 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. Medical Care Services (MCS) strives to ensure that San Diego County is home to America's premier local wellness delivery system, emphasizing quality, equity, sustainability, and transparency.

Beginning Fiscal Year 2025–26, MCS and PHS are uniting as a single department to continue serving the most vulnerable communities, committed to bringing together operations and administration to increase efficiency and address redundancies while continuing activities, programs, and initiatives to support the mutual mission of addressing the root causes of priority health issues to advance health, equity, and well-being for all San Diego County residents.

Achieving these goals involves a multidisciplinary and collaborative approach involving other County of San Diego groups and departments, healthcare provider networks, schools, businesses, community and faith-based partners, and residents. For example, we work with:

- The Office of Sustainability and Environmental Justice in developing the County's Climate Action Plan to reduce greenhouse gases, updating the General Plan's environmental justice and safety elements, 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).
- County departments and healthcare and community partners to address the elimination of HIV, Hepatitis C Virus (HCV), Tuberculosis (TB), and opioid overdoses.
- Health plans, hospitals, care providers, community groups, consumers, advocates, and other County departments to plan and address community needs, ensuring equal access to quality health and social care for Medi-Cal members.
- Public Safety Group and Self-Sufficiency Services to expand Medi-Cal enrollment for justice-involved individuals in local detention and reentry facilities, ensuring they have access to medical, dental, behavioral health, and social care services.
- Community partners to ensure that eligible clients are referred promptly to the County's Home Visiting program, helping families access care and resources to promote healthy births and childhood outcomes.

The department is committed to excellence in all essential public health services, as described here:

- **Regional Public Health Services:** Coordinate 100 nurses across regional public health centers to advance residents' health. This includes administering 75,000 vaccinations, such as influenza, Hep A, and MMR, and assisting with outreach and response to promote health or prevent disease. Support a home visitation program to help pregnant women and families with young children realize the best outcomes.
- **Prevention Services:** Link 239 pregnant women without prenatal care to providers and provide 1,000 refugees with basic health assessments, screenings, and referrals. Enabling vaccination education and outreach activities. Implement chronic disease prevention by advancing innovative approaches to healthy communities through policy, systems, and environmental change.
- **Surveillance:** Receive and register approximately 130,000 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. Testing

approximately 18,000 specimens for diseases through the Public Health Laboratory. Maintain the Vital Records of all County residents, surpassing statewide timeliness expectations in processing more than 37,000 birth and 24,000 death certificates.

- **Infectious Disease Control:** Investigate and provide case management for about 240 active TB cases, identifying over 3,000 contacts to infectious TB cases to interrupt the spread of the disease. Providing over 2,500 residents with sexually transmitted disease prevention and clinical services.
- **California Children Services:** Provide case management services to almost 14,900 children with chronic illness and/or disabilities and their families and deliver over 20,600 hours of physical and occupational therapeutic services.
- **Public Health Preparedness and Response:** Support emergency preparedness for all types of disasters—natural and man-made; manage the Medical Operations Center of the County's Incident Command System in response to regional and local medical and health responses. Collaborate with 360 community partners and organizations as part of the San Diego Healthcare Disaster Coalition to provide emergency preparedness and response information and manage medical surge and related resource requests. Supports medical and health preparedness for all types of emergencies impacting individuals and healthcare facilities. In addition, 800 community partners and 350 organizations are registered in the Partner Relay Network to provide emergency preparedness and response information in multiple languages, especially for the non-English speaking populations.
- **Pharmacy:** Provide direct services to 8,500 clients and dispense 50,000 prescriptions at various sites throughout San Diego County, including San Diego County Psychiatric Hospital, Edgemoor Distinct Part Skilled Nursing Facility, Public Health Services Sexual Health and Tuberculosis Clinics, Behavioral Health Clinics, Mobile Pharmacy events, and other programs. Coordinate with County programs to implement best practices and ongoing staff development to ensure safety and medication access in the County's pharmacies. Collaborate with County programs to bring pharmacy services through the County to those who cannot make it to a brick-and-mortar pharmacy.
- **Policy and Service Coordination:** Collaborate with County departments, community partners, and individuals to address the health needs of justice-involved individuals. Support California's CalAIM initiative, worked on strategies for children's services, identify oral health care gaps, and provide clinical expertise to County programs.

To ensure these critical services are provided, PHS has 981.00 staff years and a budget of $267.3 million. In Fiscal Year 2025–26, there is uncertainty around federal funding, which represent 36% of the PHS budget. Leading up to release of the recommended budget, federal action was taken to terminate the Epidemiology and Laboratory Capacity (ELC) grant utilized to fund a range of items in Public Health Services, which was subsequently tied up in court action. Federal actions will continue to be monitored and updates to funding sources and other budgetary adjustments will be made during the Change Letter process or in subsequent budget adjustments as needed.

2024–25 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 93% (1,116 of 1,200) of children in out-of-home placements received preventive health examinations to identify and correct medical issues per timeframes and targets established by the State.
    - Ensured that 85% (850 of 1,000 monthly) of children in out-of-home placements received routine dental examinations per timeframe and target established by the State.
    - Ensured 54% (701 of 1,305) of refugees 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 99% (17,665 of 17,692) 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 are 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 87% (90 of 104) 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.
    - Ensured 76% (184 of 242) of licensed tobacco retailers in the unincorporated area of San Diego County comply with youth access laws prohibiting sales to anyone under 21. In Fiscal Year 2025–26, this performance measure will be retired as part of ongoing efforts to

optimize resources.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Maintained a 23% average reduction in vehicle miles traveled by supporting remote and hybrid work environments to reduce emissions and the office footprint as Public Health Services migrated to alternate and new facilities and maximized 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.
    - Connected 76 (28 of 37) 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.
    - Screened 93% (471 0f 506) of individuals with childbearing potential who are diagnosed with any stage of syphilis for pregnancy status.
    - Investigated 100% (160) 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 97% (224 of 231) 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 98% (235 of 241) 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.
    - Increased 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.
    - 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% (3,220 of 3,320) 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 received timely coverage and family-centered care coordination. The performance target exceeded the State goal of 95% and is based on an audit of a sample of cases.
    - Registered 96% (36,255 of 37,691) 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) 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.

2025–27 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% (1,080 of 1,200) of children in out-of-home placement receive preventive health examinations to identify and correct medical issues per timeframes and targets established by the State.
- Ensure that 90% (900 of 1,000 each month) of children in out-of-home placements receive routine dental examinations per timeframe and target established by the State.
- Ensure 95% (228 of 240) of individuals diagnosed with TB complete treatment. These efforts are a key outcome measure for the TB program's work in interrupting the spread of TB, ensuring that all persons reported with active TB complete treatment.
- Immunize 99% (17,820 of 18,000) 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 are 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% (88 of 100) 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.
- Ensure 95% (1,860 of 1,960) of patient encounters include pharmacy-based transition of care when admitted or discharged from the San Diego County Psychiatric Hospital or the Edgemoor Distinct Part Skilled Nursing Facility to improve patient outcomes. This will be carried out by integrating a clinical pharmacy program to ensure pharmacists evaluate current medications, new medications, and their compatibilities to ensure a smooth transition to and from hospital care.

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
  - Engage five (5) neighborhood markets and/or convenience stores in CalFresh eligible communities annually to participate in fresh produce distribution to increase access to healthy produce.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Ensure 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.
- 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 rate 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 community forums to provide education and gather 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 about the challenges and opportunities around accessing CalAIM and impact the planning and implementation, with the ultimate goal of ensuring that all qualified Medi-Cal enrollees may benefit from Medi-Cal Transformation to achieve positive health outcomes and well-being.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Connect 94% (30 of 32) 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.
  - Screen 90% (296 of 329) of individuals with childbearing potential who are diagnosed with any stage of syphilis for pregnancy status.
  - Investigate 100% (170) of reported cases of select communicable diseases (hepatitis A and meningococcal) within 24 hours of receipt of the report, so steps can be taken to prevent the spread of the disease.
  - Ensure 98% (235 of 240) of active TB cases are reported by the community to Public Health Services within one business day from the start of treatment to prevent further transmission.

- Ensure 95% (228 of 240) of active tuberculosis cases are tested for HIV, per CDC guidelines, working towards meeting the national TB program 2025 goal of 99%.
- Ensure 90% (1,590 of 1,770) of referrals to the Home Visiting Program are contacted within one business day so that they may receive timely access to primary prevention, reduce disparities and improve health outcomes. Linking families to the home visiting program empowers them to feel prepared and supported to make positive, healthy choices and establish a solid foundation for years to come.

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.
  - Convene listening sessions and workgroups to engage employees in identifying opportunities to assess areas of overlap and implement efficiencies to streamline operations as Public Health Services and Medical Care Services integrate services into one department.
  - Issue the Customer Experience survey to all PHS and MCS customers and achieve a minimum average satisfaction rating of four (on a one to five scale). Develop and implement an improvement plan for areas with a rating lower than four.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource (ERGs), events and/or activities to continue a workplace centered belonging.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Maintain 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.
  - Ensure 97% (3,114 of 3,210) of children with serious physical limitations, chronic health conditions, and diseases referred to California Children's Services have their medical eligibility determined within the State required timeframe 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 seven (7) 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 are prepared to respond to emergencies.
  - Implement three strategies to increase revenue for core programs to ensure fiscal sustainability for essential health care and care coordination services.
  - Implement three strategies to strengthen collaboration between the Public Health Nurse Homeless Outreach Team and partners, including the City of San Diego, law enforcement agencies, and organizations working with unsheltered communities to improve trust in public health initiatives.
  - Invite oral health experts to provide training at four San Diego County Oral Health Coalition meetings to support dental care in non-traditional settings, with a focus on trauma-informed care.
  - Coordinate with Managed Care Plans, Street Medicine providers, and the Department of Health Care Services where applicable to support the growth and integration of street medicine services into the broader continuum of healthcare services, ultimately enhancing service delivery.
  - Implement a pilot program for the Transitions Clinic Network (TCN) to provide culturally and linguistically responsive health and social care services to justice-involved clients exiting San Diego County jails. Community Health Workers (CHWs) with lived incarceration experience build rapport, offer mentorship, and guide clients before and after release, helping them connect to necessary health and social services upon reentry.

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/livewell-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 comparisons to national targets, go to: https://www.sandiegocounty.gov/content/sdc/hhsa/programs/phs/community_health_statistics.html
- 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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Timely Preventive Health Examinations for Children in Out-Of-Home Placements[1]	93% of 1,379	90% of 1,400	93% of 1,200	90% of 1,200	90% of 1,200
	Timely Dental Examinations for Children in Out-Of-Home Placements[2]	81% of 1,237	90% of 1,300	85% of 1,000	90% of 1,000	90% of 1,000
	Refugees Completed the Health Assessment Process Within 90 Days[3]	60% of 1,197	90% of 1,000	54% of 1,305	N/A	N/A
	Patients Completing TB Treatment[4]	N/A	N/A	N/A	95% of 240	95% of 240
	Children With Age-Appropriate Vaccines[5]	99.9% of 44,178	99% of 25,000	99% of 17, 692	99% of 18,000	99% of 18,000
	Infants Served by Black Infant Health Program with a Normal Birth Weight[6]	92% of 51	88% of 44	87% of 104	88% of 100	88% of 100
	Tobacco Retailers in Compliance with Youth Access Laws[7]	60% of 260	85% of 260	76% of 242	N/A	N/A
	Hospital Patients receiving Pharmacy-Based Transitional Care[14]	80% of 2,060	95% of 1,660	88% of 1,980	95% of 1,960	95% of 1,960
	Neighborhood Market[8]	N/A	N/A	N/A	5 of 5	5 of 5
Sustainability	Public Health Nurse Residency and Nursing Essentials of Nursing Onboarding	4.5	4.65	4.73	4.65	4.65
Community	Clients With Newly Confirmed HIV Diagnosis with a Medical Visit Within 30 Days[9]	94% of 35	94% of 35	76% of 37	94% of 32	94% of 32

	Childbearing individuals diagnosed with syphilis screened for pregnancy status[10]	93% of 373	98% of 88	93% of 506	90% of 329	90% of 329
	Selected Communicable Diseases Cases Contacted/ Investigations Initiated Within 24 Hours[11]	100% of 171	100% of 190	100% of 160	100% of 170	100% of 170
	TB Cases Reported to PHS Within One Working Day from The Start of Treatment[12]	98% of 212	98% of 240	97% of 231	98% of 240	98% of 240
	Active TB Cases Tested For HIV	98% of 237	95% of 240	98% of 241	95% of 240	95% of 240
	Referred Families to Nursing Home Visiting Contacted Timely (within 1 business day)[15]	81% of 2,050	90% of 2,020	98% of 1,460	90% of 1,720	90% of 1,720
Empower	PHS Laboratory Compliance	100% of 10	100% of 10	100%	100%	100%
	CCS Medical Eligibility Determined Within Five Days	97% of 3,240	97% of 3,240	97% of 3,320	97% of 3,210	97% of 3,210
	Birth Certificates Registered Within 10 Days Of Event	94% of 37,949	95% of 37,800	96% of 37,691	95% of 37,800	95% of 37,800
	Quality Improvement Projects[13]	9 of 10	10 of 10	8 of 10	7 of 7	7 of 7
	Table Notes					

[1] The actuals for FY 2024–25 will be updated in the next year Recommended Operational Plan for FY 2026–28.

[2] Data represents a monthly average. The actuals for FY 2024–25 will be updated in the next year Recommended Operational Plan for FY 2026–28.

[3] In Fiscal Year 2024–25, performance was below target, due to a State waiver lifting the requirement to complete the assessment within 90 days. In Fiscal Year 2025–26, this measure will be retired.

[4] This is a new performance measure for Fiscal Year 2025–26 to demonstrate critical outcomes in interrupting the spread of TB, ensuring that all persons reported with active TB complete treatment.

[5] In Fiscal Year 2023–24, the number of children vaccinated at Public Health Clinics increased compared to previous years in which fewer children sought routine vaccinations during the pandemic. This includes routine childhood vaccines as well as influenza doses. Changes in methodology as well as a decrease in children seeking vaccinations overall refined the estimates for Fiscal Year 2024–25, which is why there was a decrease from the Recommended Op Plan to the Adopted Op Plan. The denominator for Fiscal Years 2025–27 was changed to match the actuals of Fiscal Year 2024–25.

[6] In Fiscal Year 2024–25, the number of infants served by the Black Infant Health Program is higher than projected due to the expansion of funding and service areas.

[7] The Tobacco Retail Licensing Ordinance went into effect on July 1, 2021, and applies only to tobacco retailers located in the unincorporated area of the County. An initial assessment of tobacco sales to minors conducted in March 2022 showed that outreach and education were needed before beginning the enforcement phase. Near the close of Fiscal Year 2023–24, retailers were informed of compliance expectations and penalties for violations through a community forum and information posted on the County website. In Fiscal Year 2024–25, there were 264 Tobacco Retail Licensing eligible retailers, but of those only 242 could be accessed for minor decoy operations. The actual percentage of tobacco retailers in compliance with youth access laws was below the expected target by 9% In Fiscal Year 2025–26, this performance measure will be retired as part of ongoing efforts to optimize resources.

[8] In Fiscal Year 2025–26, this is a new performance measure for the CalFresh Healthy Living program to demonstrate efforts to promote wellness and healthy behaviors in communities with limited access to full-service grocery stores. The goal is to increase access to produce for CalFresh eligible communities in areas with limited access to full-service grocery stores. This will lead to more residents purchasing and consuming healthy produce. The estimated population reach for each market is between 4,000 and 7,000, using the population of the census tract where the market is located. The target is to continually support five (5) neighborhood markets and/or convenience stores.

[9] The preliminary number of clients served is an estimate, and PHS has no way of knowing how many people will utilize services each year. Performance is below target because there was a low number of new HIV positives identified due to disease investigation challenges with patient compliance, which affects the 30-day timeframe to link patients to care.

[10] The baseline data for Fiscal Year 2023–24 was adjusted to reflect data for a full calendar year, in accordance with the standard reporting period for sexually transmitted infections and to provide the most accurate data available at the time. In Fiscal Year 2025-26, the target was adjusted to align with historical performance.

[11] The number of diseases requiring investigation fluctuates from year to year. Hepatitis A and meningococcal disease were selected because they pose a high enough risk to require an immediate response.

[12] Performance was slightly below the 98% target, mainly because of reporting delays that were longer than expected, likely caused by lingering effects of the pandemic on our healthcare partners. Delays have been assessed and did not present a risk to public health.

[13] A total of eight (8) QI projects were completed by June 2025. This falls short of the target of ten (10) QI projects to be completed. Several QI projects are on track to complete a Plan-Do-Study-Act cycle in late summer to early fall. The target is changing from ten (10) to seven (7) because of reduced grant funding to provide technical assistance for staff completing a QI project.

[14] The total number of encounters fluctuates year to year and is 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. 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.

[15] In Fiscal Year 2024–25, although the target of 90% was exceeded, the number of referrals was lower than expected due to changes in program requirements. Outreach of referring providers continues so eligible families will continue to receive care.

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

Staffing

Net increase of 206.00 staff years

- Increase of 216.00 staff years associated with the merging of Medical Care Services (MCS) and Public Health Services (PHS) to better align operational functions.
- Increase of 5.00 staff years due to transfers from Administrative Support to support operational need.
- Decrease of 4.00 staff years to restructure clinical leadership and streamline clinical quality assurance through the integration of departments.
- Decrease of 11.00 staff years due to reallocating funding for discretionary programs to support mandated and core activities. The decrease in staff years results in the following impacts.
    - Decrease of 8.00 staff years in nursing to reduce the Home Visiting program resulting in an annual decrease of 120 families served while efforts are underway to redesign the program model to maximize funding streams.
    - Decrease of 1.00 staff year associated with de-prioritization of Border Health Activities relating to the Queso Fresco Taskforce and EMS Cross-border Taskforce.
    - Decrease of 1.00 staff year associated with a reduction in the Cure TB program to focus solely on locally occurring cases in care coordination.
    - Decrease of 1.00 staff year associated with additional reduction in staffing through the reduction of non-core Public Health functions.

Expenditures

Net increase of $30.5 million

- Salaries & Benefits—net increase of $47.2 million
    - Increase of $42.3 million due to a transfer from MCS staffing, as described above.
    - Increase of $7.2 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
    - Decrease of $2.3 million tied to staff years reduction, as noted above.
- Services & Supplies—net decrease of $4.7 million
    - Decrease of $14.9 million tied to the winding down of COVID related activities such as temporary contracted help for disease response activities, laboratory and clinical equipment and supplies, and outreach and educational contracted services supported by the Epidemiology and Laboratory Capacity grants.
    - Decrease of $4.2 million tied to the completion of one-time COVID-19 Health Disparities grant and wind down of COVID related activities including Public Health staff training, upskilling and advanced degree and certification tuition support.
    - Net decrease of $2.2 million tied to prior year PATH CITED consultant services and Data Management and PATH Justice Involved Health modifications to County Information Exchange and County Information Technology systems.
    - Net decrease of $1.6 million due to aligning available resources with priorities and increases in County costs. The decrease in Services & Supplies results in the following impacts:
        - Decrease of $1.0 million in deprioritizing COVID testing and genome sequencing to focus on high vulnerability situations such as significant increases in case counts at skilled nursing facilities or within a small geographic zone or population group.
        - Decrease of $0.2 million associated with reduction of onsite IT support as the new Public Health Lab comes online to regular operational capacity.
        - Decrease of $0.2 million associated with a reduction in temporary contracted Pharmacy staff.

        - Decrease of $0.1 million tied to eliminating evaluation efforts to track the long-term population health impacts of the Tobacco Retail Licensing (TRL) program. Core data on the trends regarding the number of retailers that sell to minors would continue to be tracked.
        - Decrease of $0.1 million for student workers, certified temporary staff, and temporary contract staff in Healthcare Outreach and Education to health professionals working in underserved areas. Reduction of these staff could limit monthly newsletters, eBlasts, monthly Health Professionals Telebriefings, and the monthly Grand Rounds Education Alliance and Transformation (GREAT) program offered to County clinicians.
    - Net decrease of $0.8 million in various Facilities Internal Service Fund (ISF) accounts including security guard services, utilities, and rents and leases.
    - Net decrease of $0.7 million primarily due to completion of prior one-time IT projects, including Electronic Health Record (EHR), Persimmony, Single Sign On integration and Electronic Incident Reporting system, partially offset to support ongoing IT initiatives such as Vital Records Information system upgrades and server costs, Public Health Lab Information Inventory Management system and EHR Case management.
    - Decrease of $0.4 million through efficiencies of utilizing the new Public Health Lab as our primary lab as it comes online to full operational activity.
    - Net Decrease of $0.1 million due to the phasing out of the Nursing Family Partnership (NFP) Home Visiting Model being replaced by the Healthy Families America model.
    - Increase of $12.7 million due to transfer of operating costs from MCS, as described above.
    - Increase of $2.8 million to fund direct patient care, mental health treatment, outreach, promotion and transportation services contracts supported by various federal and State grants.
    - Increase of $2.2 million tied to the transfer of San Diego Health Connect (SDHC) contracted services from the Information Technology Department to better align with operations.
    - Increase of $0.9 million tied to outreach and education contracts aligned with the California Home Visiting Program (CHVP) Maternal, Infant, and Early Childhood Home Visiting (MIECHV) program.
    - Increase of $0.8 million for vaccination contracts focused on high opportunity populations.
    - Increase of $0.3 million for supplies in the California Home Visiting Program (CHVP) to enhance program participation.
    - Increase of $0.2 million to contract for Community Health Assessment and Community Health Improvement Plan data gathering funded through agreements with local Managed Care Plans.
    - Increase of $0.2 million to increase capacity of the Temporary Lodging program for high transmission risk individuals.
    - Increase of $0.1 million to support regulatory compliance and inspection fees associated with the opening of new Public Health Laboratory.
- Capital Assets Equipment—net decrease of $12.0 million tied to the one-time costs associated with building and outfitting the new Public Health Laboratory with updated equipment, expanded capacity relating to genomic sequencing dedicated Biosafety Level-3 dedicated lab space, and other diagnostic tools supported by the Epidemiology and Laboratory Capacity grant

Revenues

Net increase of $30.5 million

- Intergovernmental Revenues—net increase of $10.1 million
    - Increase of $43.5 million tied to transfer from MCS.
    - Increase of $3.2 million primarily in federal funding for Ryan White and Ending the HIV Epidemic and Syphilis Outbreak Strategy revenues to support direct patient care and other services, as noted above.
    - Increase of $1.1 million for the Department of Healthcare Services (DHCS) Wraparound Services Grant, which supports individualized, community-based programs to strengthen family stability and prevent out-of-home placements.
    - Increase of $0.7 million in various federal and State revenues to support Salaries & Benefits and Services & Supplies as noted above.
    - Decrease of $24.1 million associated with the Epidemiology and Laboratory Capacity grants tied to the winding down of COVID related activities.
    - Decrease of $6.5 million in Realignment revenue tied to base adjustments to align with available receipts.
    - Net decrease of $4.9 million in federal and State revenues tied to completion of one-time COVID-19 Health Disparities grant and winding down activities as noted above.

    - Decrease of $2.5 million in federal revenues that supported prior year PATH CITED consultant services and IT system modifications for Justice Involved Health.
    - Net decrease of $0.4 million in one-time MAA/TCM Trust fund tied to completion of prior year one-time projects partially offset by an increase to support vaccination contracts.
- Charges for Current Services—increase of $0.5 million primarily tied to Public Health Vital and Health Statistics Trust Fund to support one-time Vital Records IT upgrades.
- Miscellaneous Revenues—increase of $1.0 million
    - Increase of $0.5 million in Opioid Settlement Funds for the Nursing Homeless Outreach Team and Salaries & Benefits supporting various opioid remediation activities.
    - Net increase of $0.3 million primarily associated with Medi-Cal Managed Care Plan revenues to support staffing cost tied to Community Health Assessment and Improvement program.
    - Increase of $0.1 million to align Pharmacy medication dispensing fee revenue.
    - Increase of $0.1 million tied to transfer from MCS.
- Other Financing Sources—increase of $0.4 million primarily tied to Tobacco Settlement Funds transfer from MCS.
- General Purpose Revenue Allocation—increase of $18.5 million
    - Increase of $10.8 million tied to the transfer from MCS.
    - Increase of $7.7 million to partially offset increases in Salaries & Benefits and the decrease in Realignment revenue noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration and Other Services	76.00	76.00	76.00
Bioterrorism	25.00	25.00	25.00
Infectious Disease Control	154.25	154.25	154.25
Surveillance	219.00	221.00	221.00
Prevention Services	152.00	151.00	151.00
California Childrens Services	148.75	148.75	148.75
Medical Care Services Admin	-	24.00	24.00
Nursing	-	143.00	143.00
Pharmacy	-	30.00	30.00
SDAIM	-	8.00	8.00
Total	**775.00**	**981.00**	**981.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration and Other Services	$21,330,632	$22,634,810	$27,546,497	$22,276,722	$33,435,252	$22,255,634
Bioterrorism	$7,032,666	$8,386,124	$8,605,436	$7,031,141	$7,581,572	$7,403,164
Prevention Services	$43,611,209	$47,539,072	$50,042,380	$34,167,252	$40,465,908	$38,007,077
Infectious Disease Control	$47,980,279	$47,798,495	$49,270,256	$45,341,016	$50,669,999	$48,629,534
Surveillance	$50,367,451	$79,634,656	$78,914,778	$47,587,104	$51,434,631	$46,248,718
California Childrens Services	$28,190,018	$30,798,325	$30,819,194	$28,039,543	$30,630,449	$30,305,702
Medical Care Services Admin	-	-	-	-	$8,128,205	$7,579,806
Nursing	-	-	-	-	$34,376,809	$33,348,275
Pharmacy	-	-	-	-	$8,222,759	$8,162,395
SDAIM	-	-	-	-	$2,324,631	$2,328,792
Regional Public Health Services	$2,940	-	-	$4,119	-	-
Medical Care Services Division	$3,484	-	-	-$173	-	-
Ambulance CSA's - Health & Human Services	-	-	$380,000	$359,937	-	-
Total Expenditures	**$198,518,678**	**$236,791,482**	**$245,578,540**	**$184,806,661**	**$267,270,215**	**$244,269,097**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$123,295,127	$132,886,957	$132,886,957	$129,669,805	$180,032,039	$178,626,143
Services & Supplies	$70,659,312	$87,397,565	$92,741,851	$46,453,611	$82,703,782	$62,805,060
Other Charges	$3,804,647	$2,817,228	$2,817,228	$3,597,577	$2,806,894	$2,806,894
Capital Assets Equipment	$834,831	$13,689,732	$16,752,504	$4,830,545	$1,727,500	$31,000
Expenditure Transfer & Reimbursements	-$80,330	-	-	-$104,814	-	-
Operating Transfers Out	$5,089	-	$380,000	$359,937	-	-
Total Expenditures	**$198,518,678**	**$236,791,482**	**$245,578,540**	**$184,806,661**	**$267,270,215**	**$244,269,097**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$15,375,930	-	$12,807,354	-$10,347,846	-	-
License Permits & Franchises	$86,623	$80,000	$80,000	$86,729	$80,000	$80,000
Intergovernmental Revenues	$188,541,542	$204,986,348	$201,051,283	$164,707,251	$215,107,210	$192,572,600
Charges for Current Services	$3,128,508	$3,063,410	$3,063,410	$2,867,467	$3,590,442	$3,290,442
Miscellaneous Revenues	$1,898,039	$4,019,907	$4,019,907	$2,813,374	$5,036,277	$5,172,952
General Purpose Revenue Allocation	$16,970,222	$20,873,193	$20,873,193	$20,873,193	$39,346,467	$39,088,219
Other Financing Sources	$3,269,673	$3,768,624	$3,683,393	$3,806,493	$4,109,819	$4,064,884
Total Revenues	**$198,518,678**	**$236,791,482**	**$245,578,540**	**$184,806,661**	**$267,270,215**	**$244,269,097**

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 provide 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 with 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.
- **Office of Immigrant and Refugee Affairs –** collaborates with the community and State of California to provide resources and information regarding immigrant and refugee affairs.

Effective December 13, 2024, the Office of Immigrant and Refugee Affairs was transferred to Self-Sufficiency Services to align with operational functions.

To deliver these essential services, SSS has 2,750.00 staff years and a budget of $843.5 million, which includes assistance aid payments for residents.

2024–25 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.
  - Maintained at 99,591 the number of older adults who received CalFresh benefits through strategic partnerships with community-based organizations to reduce the number of food-insecure older adults.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Processed 98% (30,847 of 31,465) of CalWORKs applications within 45 days to ensure eligible families receive timely assistance to become more self-sufficient. This key metric, required by the State with a 90% target, is a critical first step in helping families achieve self-sufficiency.

- Provided 68,650 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: Sought ideas and recommendations to support legislative policies and collaborated with the Social Services Advisory Board (SSAB) and external stakeholders to enhance services that enabled 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: Implemented and supported 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.
  - Short-Term: Engaged in more community outreach by utilizing the Live Well Mobile Office and promoting online services to
    County residents, which reduced the need for individuals to travel to County locations, decreased emissions, and increased equitable acc ess to services.
  - Mid-
    Term: Collaborated with the Department of General Services to design new construction and major renovations in accordance with green policies wherever possible. Renovations and construction projects 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 methods for delivering essential services, including electronic, telephonic, in-
    person, and outreach options, to ensure equitable access. Worked with community partners to create flyers and share virtual announcements, increasing public awareness of these efforts and upcoming outreach events.
  - Processed 95% (142,018 of 149,447) of Medi-
    Cal applications timely, within 45 days. This is a key metric required by the State, with a 90% requirement, to help families meet their health insurance needs.
  - Processed 96% (232,335 of 242,912)
    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.
  - Ensured 306,530status 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).
  - Promoted an environment in which employees felt safe to challenge the way things are done. This was achieved by addressing this concept at monthly unit meetings and 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.

2025–27 Objectives

Equity

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

- Provide 90,000 older adults with CalFresh benefits through strategic partnerships with community-based organizations to reduce the number of food-insecure older adults.

- 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 within 45 days to ensure eligible families receive timely assistance to become more self-sufficient. This key metric, required by the State with a 90% target, is a critical first step in helping families achieve self-sufficiency.
  - 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: Provide 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.
  - Issued the Customer Experience survey to all SSS customers and achieved a minimum average satisfaction rating of four (one to five scale).
  - Promote an environment in which employees feel safe to challenge the way things are done. This was achieved by addressing this concept at monthly unit meetings and 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.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource (ERGs), events and/or activities to continue a workplace-centered belonging.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Older Adults on CalFresh	96,818	90,000	99,591	90,000	90,000
	Timely processing of CalWORKs applications[2]	97% of 30,558	90% of 33,000	98% of 31,465	90% of 33,000	90% of 33,000
	Veterans and dependents interviews for benefits counseling and referral services[3]	69,329	35,000	68,650	35,000	35,000
Sustainability	Timely processing of Medi-Cal applications[2]	88% of 131,247	90% of 160,000	95% of 149,447	90% of 160,000	90% of 160,000
	Timely processing of CalFresh applications	93% of 242,072	90% of 234,000	96% of 242,912	90% of 234,000	90% of 234,000
Empower	Status reports submitted through Benefits Cal	278,539	290,000	306,530	290,000	290,000
	Customer Experience [1]	N/A	N/A	N/A	4	4

Table Notes

[1] In Fiscal Year 2025–26, this is a new performance measure to provide a focus on the customer experience.

[2] This is a key metric required by the State, with a 90% performance requirement.

[3] In Fiscal Year 2024-25, the target for Veteran benefit counseling services was exceeded due to a new call center system implemented for OMVA, allowing for additional benefit counseling services.

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

Staffing

Net decrease of 96.00 staff years, while maintaining key mandated services and aligning service levels to ensure State requirements are achieved.

- Decrease of 104.00 staff years to align service levels to State requirements and available funding; current staffing levels have exceeded State performance requirements for CalWORKs, CalFresh, and Medi-Cal. The adjusted staffing levels aim to meet requirements set by the State.
- Increase of 7.00 staff years due to the transfer of the Office of Immigrant and Refugee Affairs from Homeless Solutions and Equitable Communities to Self-Sufficiency Services.
- Increase of 1.00 staff year due to a transfer from Administrative Support for operational needs in the Office of Immigrant and Refugee Affairs.
- Additionally, staff were transferred among related programs within Self-Sufficiency Services to support operational needs.

Expenditures

Net increase of $31.4 million

- Salaries & Benefits—net increase of $5.3 million
  - Increase of $3.8 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by staff year reductions noted above.
  - Increase of $1.5 million due to the transfer of Office of Immigrant and Refugee Affairs from Homeless Solutions and Equitable Communities to Self-Sufficiency Services.

- Services & Supplies—net increase of $4.1 million
  - Increase of $18.0 million due to the transfer of Office of Immigrant and Refugee Affairs from Homeless Solutions and Equitable Communities to Self-Sufficiency Services.
  - Increase of $3.1 million in Refugee Support Services, including Ukrainian and Afghan Refugees primarily to align with one-time additional funding. Ukrainian Refugee Funded programs provide resettlement and housing assistance services to individuals displaced due to the war in Ukraine.
  - Increase of $2.5 million in CalSAWS customer correspondence postage costs due to increased volume and USPS rates.
  - Increase of $1.9 million for operating costs primarily associated with increased security guard services and facilities costs to align with projected spending.
  - Increase of $1.5 million in contracted information and legal advocacy services due to the annual cost of living adjustments per contract negotiations.
  - Decrease of $12.6 million in prior year one-time costs for the Federal Emergency Management Agency Shelter and Services Program. Program was never developed due to change in available funding.
  - Decrease of $5.2 million in CalWORKs Family Stabilization due to a technical budgetary adjustment to shift from contracted-services costs to assistance payment benefits reflected in the Other Charges category below.
  - Decrease of $1.9 million in CalWORKs support services programs mainly tied to a reduction in employment services to align with current allocations.
  - Decrease of $1.1 million associated with reallocating funding for discretionary programs to support mandated activities. The decrease in services and supplies results in the following impacts:
    - Decrease of $1.0 million in public assistance fraud investigation services provided by the Department of Child Support Services.
    - Decrease of $0.1 million in Office of Military and Veterans Affairs Newsletter Services.
  - Decrease of $1.0 million in County Medical Services Passthrough funding to align with current service needs.
  - Decrease of $0.5 million associated with prior year one-time costs for the extension of the MasFresco! More Fresh Nutrition Incentive Program and Nutrition Incentives Beyond the Supplemental Nutrition Assistance Program (SNAP, also known as CalFresh).
  - Decrease of $0.4 million in the CalWORKs Home Visiting Program to align to program costs and current allocation.
  - Decrease of $0.2 million in the CalFresh Employment Training program to align with service needs.
  - Leverage $0.5 million in existing appropriations to extend the ¡MasFresco! Plus program based on savings from closed maintenance projects. Those funds will carry forward into FY 2025-26 and will be reprogrammed to extend the program based on reprioritized GPR.
- Other Charges—net increase of $21.5 million
  - Increase of $22.8 million in CalWORKs cash benefit payments to align with increased cost and caseload trends.
  - Increase of $8.5 million in General Relief benefit payments to align with increased cost and caseload trends.
  - Net increase of $4.6 million in CalWORKs Family Stabilization benefit payments due to an increase tied to shifting from contracted services to benefit payments offset by a decrease to align with current allocation.
  - Increase of $2.9 million in CalWORKs Welfare to Work benefit payments to align with caseload trends.
  - Increase of $0.2 million in Diaper Assistance benefit payments to align with service needs.
  - Decrease of $8.9 million in Child Care Program Stage One benefit payments to realign budget to actual expenditures.
  - Decrease of $6.6 million in EBT Skimming to align with expenditures being reflected in the State's budget versus the County's budget.
  - Decrease of $1.4 million in CalWORKs Expanded Subsidized Employment benefit payments to align with current allocation.
  - Decrease of $0.6 million in Trafficking and Crime Victims Assistance Program benefit payments to align with caseload trends.
- Expenditure Transfer & Reimbursements—decrease of $0.5 million associated with the prior year one-time centralized General Fund support of the MasFresco! More Fresh Nutrition Incentive Program and Nutrition Incentives Beyond the Supplemental Nutrition Assistance Program (SNAP, also known as CalFresh). Since this is a transfer of expenditure, it has a net effect of $0.5 million increase in appropriations.

Revenues

Net increase of $31.4 million

- Fines, Forfeitures & Penalties—increase of $0.2 million in Physician Provider Payment anticipated revenue to align with expenditures.
- Intergovernmental Revenues—net increase of $20.9 million.
  - Increase of $22.5 million in State and federal revenues to align with estimated CalWORKs cash benefit payments.
  - Increase of $20.3 million due to the transfer of the Office of Immigrant and Refugee Affairs from Homeless Solutions and Equitable Communities to Self-Sufficiency Services.

- Increase of $3.7 million in one-time State and federal funding in Refugee Support Services, including Ukrainian and Afghan Refugees.
- Net increase of $3.1 million in social services State and federal revenues primarily 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 $2.9 million in State and federal revenues to support CalWORKs Welfare to Work benefit payments.
- Increase of $0.1 million in Housing and Disability Advocacy Program revenue and Community Services Block Grant revenue funding the increased costs for contracted legal advocacy services noted above.
- Decrease of $13.1 million in prior year one-time funding for the Federal Emergency Management Agency Shelter and Services Program mentioned above.
- Decrease of $8.9 million in State and federal revenues to align with projected Child Care Program Stage One benefit payments.
- Decrease of $6.6 million in State revenue for EBT Skimming tied to projected expenditures.
- Decrease of $1.4 million in State and federal revenue funding for CalWORKs Expanded Subsidized Employment to align with current allocation.
- Decrease of $1.1 million based on projected statewide sales tax receipts and vehicle license fees that are dedicated to costs in Health and Human Services programs.
- Decrease of $0.6 million in State revenue for Trafficking and Crime Victims Assistance Program benefit payments.

- Other Financing Sources—decrease of $0.6 million in Tobacco Securitization Fund to align with anticipated County Medical Services expenditures due to lower service needs.
- Use of Fund Balance—decrease of $2.3 million associated with prior year one-time funding to bridge Medi-Cal Administrative funding.
- General Purpose Revenue Allocation—net increase of $13.2 million.
  - Increase of $8.5 million supporting increased costs and caseload trends in the General Relief program.
  - Increase of $3.9 million to support increased Salaries & Benefits and Services & Supplies increases noted above.
  - Increase of $0.8 million due to the transfer of Office of Immigrant and Refugee Affairs from Homeless Solutions and Equitable Communities to Self-Sufficiency Services.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Self-Sufficiency Administration	314.00	309.00	309.00
Regional Self-Sufficiency	2,508.00	2,406.00	2,406.00
Office of Military & Veterans Affairs	24.00	27.00	27.00
Office of Immigrant and Refugee Affairs	-	8.00	8.00
Total	**2,846.00**	**2,750.00**	**2,750.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Health Care Policy Administration	$4,943,804	$5,372,457	$4,568,765	$4,334,218	$4,375,856	$4,375,856
Regional Self-Sufficiency	$317,672,802	$318,752,478	$323,414,309	$319,201,535	$319,032,436	$321,411,157
Self-Sufficiency Administration	$64,133,352	$66,021,004	$66,538,677	$61,677,421	$69,362,741	$69,419,307
Assistance Payments	$399,221,914	$417,201,551	$426,112,769	$421,479,593	$440,979,323	$435,790,574
Office of Military & Veterans Affairs	$4,301,919	$4,806,283	$4,873,283	$4,246,827	$4,790,374	$4,847,835
Eligibility Operations Administration	$2,356	-	-	-$354	-	-
Office of Immigrant and Refugee Affairs	-	-	-	-	$4,983,995	$3,364,903
Total Expenditures	**$790,276,146**	**$812,153,773**	**$825,507,803**	**$810,939,240**	**$843,524,725**	**$839,209,632**

Budget by Categories of Expenditures

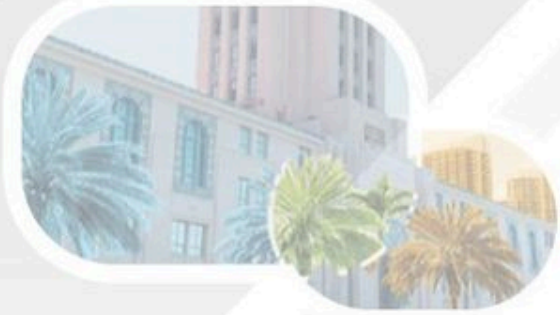
Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$308,677,129	$319,587,860	$319,587,860	$317,159,958	$324,838,756	$326,998,017
Services & Supplies	$163,231,312	$154,433,141	$159,439,203	$165,729,549	$158,521,888	$152,047,534
Other Charges	$312,556,926	$338,632,772	$343,547,014	$325,158,029	$360,164,081	$360,164,081
Capital Assets Equipment	$315,300	-	-	-	-	-
Expenditure Transfer & Reimbursements	-	-$500,000	-$500,000	-$500,000	-	-
Operating Transfers Out	$5,495,480	-	$3,433,725	$3,391,704	-	-
Total Expenditures	**$790,276,146**	**$812,153,773**	**$825,507,803**	**$810,939,240**	**$843,524,725**	**$839,209,632**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	$771,238	$2,290,000	$7,630,040	-$7,577,318	-	-
Fines, Forfeitures & Penalties	$3,232,738	$3,050,000	$3,050,000	$2,979,997	$3,250,000	$3,250,000
Revenue From Use of Money & Property	$642,846	$248,605	$248,605	$666,132	$248,605	$248,605
Intergovernmental Revenues	$727,163,109	$727,834,474	$736,652,156	$735,495,167	$748,761,057	$741,352,901
Charges for Current Services	$129,783	$170,000	$170,000	$132,858	$170,000	$170,000
Miscellaneous Revenues	$1,826,908	$1,792,677	$1,792,677	$3,278,078	$1,792,677	$1,792,677
General Purpose Revenue Allocation	$56,223,919	$75,768,017	$75,768,017	$75,768,017	$88,902,386	$91,995,449
Other Financing Sources	$285,604	$1,000,000	$196,308	$196,308	$400,000	$400,000
Total Revenues	**$790,276,146**	**$812,153,773**	**$825,507,803**	**$810,939,240**	**$843,524,725**	**$839,209,632**

COUNTY OF SAN DIEGO

LAND USE AND ENVIRONMENT GROUP



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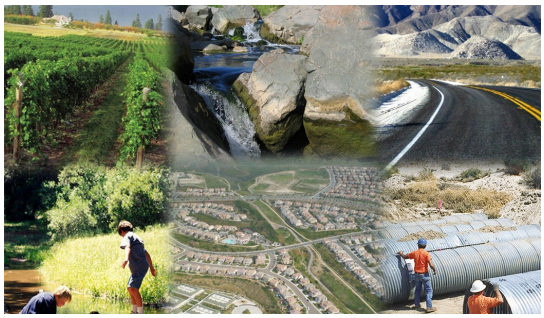
Land Use and Environment Group Summary & Executive Office

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 safety inspections or protecting consumers. When it comes to land use decisions, stormwater management, or roads, our services are limited to the unincorporated community. LUEG departments work collaboratively with constituents, community and advocacy groups, environment, economic, labor, workforce, and industry partners to improve water quality, encourage sustainable development that fosters viable and livable communities, and uplift under-resourced and environmental justice communities to have their voices part of the planning and decision-making process. We also preserve and enhance natural and agricultural resources, construct and maintain critical infrastructure, including parks and libraries, and ensure compliance with local, state, and federal laws that protect the public's health, safety, and quality of life for current and future generations. LUEG services are delivered through six departments:

- ***Agriculture, Weights and Measures*** *– protects human health and the food supply, supports the region's agricultural economy, ensures an equitable marketplace by justly upholding laws and regulations and advancing agricultural trade, consumer confidence, and a sustainable environment.*
- ***County Library*** *– supports learning, civic engagement, arts & culture, and serves as a platform for County services through its 33 branch libraries and the second-largest digital library in California. Library services include providing information in print, multimedia, and online formats; offering instruction and access to the Internet and other online services; providing diverse programs in multiple languages; and providing homework resources for students of all ages.*
- ***Environmental Health and Quality*** *– protects the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws.*
- ***Parks and Recreation*** *– provides accessible, high-quality parks and diverse recreational opportunities that improve the lives of residents and visitors in the region through its over 150 facilities, more than 58,000 acres of parkland, and more than 380 miles of trails.*
- ***Planning & Development Services*** *– creates and implements balanced land use plans, such as the General Plan, that protect natural resources and provide opportunities for housing for all.*
- ***Public Works*** *– 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.*

LUEG optimizes the use of resources and ensures compliance with federal, state, local, and County requirements through a robust centralized LUEG Executive Office (EO). The EO is also the home of the Office of Sustainability and Environmental Justice (OSEJ), which serves as a central point for advancing collaborative sustainability solutions throughout the organization and across the region to repair systemic inequities and environmental burdens. OSEJ intentionally works alongside communities to safeguard the health of people and natural systems as we collectively strive to achieve zero carbon emissions.

To ensure these critical services are provided, the Land Use and Environment Group has 2,152.75 staff years and a budget of $782.2 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

The Land Use and Environment Group continues its community-focused and data-driven approach to providing services and programs to the community. Our priorities are aligned with the Strategic Framework, and ensure we continue to provide our core and mandated services and services provided to the unincorporated area. We continued to prioritize resources in the most critical areas, including maintaining infrastructure, capital and stormwater improvements for the unincorporated area, providing mandated and regulatory program services, and community services such as Libraries and Parks.

This budget aligns spending plans with available resources while continuing to invest in programs and activities that respond to the community and provide services. Overall, the County is aligning available funding with priorities and increases in County costs. To preserve core mandated services and minimize service disruptions, LUEG proactively applied mitigation strategies, such as eliminating vacant positions, reducing as-needed contracts, reviewing previously funded one-time projects, and repurposing funding for these items to cover the increased County costs. Current programs and services may need to be adjusted to accommodate newly directed programs. Shifts may be seen in processing times for permits, application reviews and inspections; and moving from more innovative to mandated-only service levels. In addition, while there may have to be less community education and engagement, LUEG remains committed to delivering positive outcomes for the community.

Sustainability

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.

To support sustainability throughout the organization, OSEJ facilitates departmental sustainability commitments, which is one way the County is leading by example in the transition to a clean, greenhouse gas-free economy that protects health, well-being, water, ecosystems, habitats, and biodiversity, while also reducing pollution and waste.

Equity

Protecting and promoting the health and safety of residents is a key LUEG pillar. Whether protecting residents from the harmful effects of water pollution or monitoring and treating 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.

Our region is grappling with a housing crisis while balancing a climate crisis. LUEG departments work collaboratively across the enterprise on Housing initiatives, including implementing the Housing Blueprint. 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.

Community

LUEG strives to ensure our stakeholders have the information they need to engage and provide feedback on the programs and services that affect their community. 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 collaborating with stakeholders with the goal of empowering them so they can confidently participate and have equal access in the decision-making process.

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. We continue to identify efficiencies and innovations to improve our systems and make them more customer focused, enabling more opportunities to file permits, plan reviews, and more requests online, saving residents from having to travel to the Permit Center.

Empower

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. 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.

Justice

LUEG is leading a regional effort to focus on environmental and climate justice. OSEJ's work is centered on communities that have been disproportionately and negatively impacted by past and current practices, programs, and policies. One example of this is through the Food Justice Community Action Plan (FJCAP), a multi-departmental effort to develop guidance that can bolster momentum for collaborative change to improve food access and reduce food insecurity in the San Diego region. All actions in the FJCAP grew from community-identified priorities and recommendations.

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. For example, OSEJ facilitates the Environmental Justice Workgroup, which helps shape local government's sustainability policies, programs, and services with a social equity focus.

LUEG also prioritizes Tribal partnerships to foster cross-governmental relationships and mutual awareness on matters and opportunities for the health and well-being, quality of life, and sustainability of Tribes throughout the County.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at:

- www.sandiegocounty.gov/lueg

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

Staffing

Decrease of 1.00 staff year

- Decrease of 1.00 staff year due to aligning available funding with priorities and increases in County costs. The decrease will not impact operations.

Expenditures

Net decrease of $3.3 million

- Salaries & Benefits–decrease of $0.6 million due to a reduction in staffing costs for temporary staff and a reduction in staff year noted above.
- Services & Supplies–decrease of $5.6 million
    - Decrease of $3.2 million due to the completion of one-time information technology projects.
    - Decrease of $1.6 million due to the completion of one-time major maintenance projects.
    - Decrease of $0.8 million due to the reduction of one-time Regional Decarbonization Framework costs.
- Expenditure Transfer & Reimbursements–decrease of $3.7 million due to the completion of one-time Information Technology and 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 Countywide Finance Other.
- Operating Transfers Out–decrease of $0.8 million due to the completion of one-time major maintenance projects.

Revenues

Net decrease of $3.3 million

- Charges for Current Services–decrease of $0.1 million due to a decrease in the cost allocation plan.
- Miscellaneous Revenues–increase of $0.1 million due to revenue from an agreement with SDREN.
- Use of Fund Balance–decrease of $2.5 million due to the completion of one-time information technology and major maintenance projects in Fiscal Year 2024-25.
- General Purpose Revenue Allocation–decrease of $0.8 million due to aligning available funding with priorities and increases in County costs.

Executive Office Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Land Use and Environment Executive Office	33.00	32.00	32.00
Agriculture, Weights and Measures	199.00	195.00	195.00
County Library	301.75	301.75	301.75
Department of Environmental Health and Quality	346.00	346.00	346.00
Parks and Recreation	304.00	302.00	302.00
Planning & Development Services	318.00	317.00	317.00
Public Works	660.00	659.00	659.00
Total	**- 2,161.75**	**2,152.75**	**2,152.75**

Group Expenditures by Department

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Land Use and Environment Executive Office	$12,110,403	$15,139,422	$30,859,496	$13,995,335	$11,866,496	$11,748,776
Department of Environmental Health and Quality	$60,615,987	$67,543,548	$73,315,581	$61,217,614	$69,119,701	$69,467,178
Agriculture, Weights and Measures	$30,756,430	$32,144,967	$38,478,142	$30,856,789	$33,177,456	$33,234,964
Planning and Development Services	$52,072,048	$57,989,755	$112,762,820	$48,904,285	$65,408,417	$63,668,387
Public Works	$287,929,485	$480,779,763	$791,668,007	$341,492,597	$454,785,426	$384,516,418
Parks and Recreation	$75,872,788	$77,178,449	$113,127,351	$73,858,465	$78,689,586	$78,791,553
County Library	$65,444,720	$66,556,577	$73,627,702	$68,270,213	$69,133,109	$68,645,576
Total Expenditures	**$584,801,862**	**$797,332,481**	**$1,233,839,098**	**$638,595,298**	**$782,180,191**	**$710,072,852**

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Land Use and Environment Executive Office	21.00	20.00	20.00
Office of Sustainability and Environmental Justice	12.00	12.00	12.00
Total	**33.00**	**32.00**	**32.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Land Use and Environment Executive Office	$9,409,656	$11,373,646	$26,553,796	$11,057,816	$8,537,582	$8,486,372
Office of Sustainability and Environmental Justice	$2,700,747	$3,765,776	$4,305,700	$2,937,519	$3,328,914	$3,262,404
Total Expenditures	**$12,110,403**	**$15,139,422**	**$30,859,496**	**$13,995,335**	**$11,866,496**	**$11,748,776**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$7,186,179	$7,969,822	$7,969,822	$7,642,888	$7,376,200	$7,258,480
Services & Supplies	$4,311,637	$10,077,448	$31,053,787	$6,152,056	$4,490,296	$4,490,296
Expenditure Transfer & Reimbursements	-$3,868,118	-$3,677,848	-$9,002,054	-$572,001	-	-
Operating Transfers Out	$4,480,705	$770,000	$837,941	$772,391	-	-
Total Expenditures	**$12,110,403**	**$15,139,422**	**$30,859,496**	**$13,995,335**	**$11,866,496**	**$11,748,776**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$103,951	$75,244	$75,244	$75,244	$75,244	$63,100
Use of Fund Balance	$74,136	$2,500,000	$6,386,665	$1,187,014	-	-
Intergovernmental Revenues	$353,364	-	$11,673,409	$183,725	-	-
Charges for Current Services	$1,998,747	$2,291,784	$2,291,784	$2,257,672	$2,195,938	$2,195,938
Miscellaneous Revenues	-	-	$160,000	$19,286	$100,000	$100,000
General Purpose Revenue Allocation	$9,580,205	$10,272,394	$10,272,394	$10,272,394	$9,495,314	$9,389,738
Total Revenues	**$12,110,403**	**$15,139,422**	**$30,859,496**	**$13,995,335**	**$11,866,496**	**$11,748,776**

Agriculture, Weights & Measures

Mission Statement

Serve the community by justly upholding laws and regulations and advancing agricultural trade, consumer confidence, and a sustainable environment.

Department Description

Agriculture, Weights and Measures (AWM) protects human health and the food supply, supports the region's $1.66 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. 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 195.00 staff years and a budget of $33.2 million to ensure these critical services are provided.

2024–25 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 requested 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.
        - Used 7,500 outreach fliers to provide information in threshold languages 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 resulted in the increase of nutritional benefits used at CFMs and CSAs by $12,300, which reflects an increase of 4,920 servings of fresh fruits and vegetables. AWM saw an unexpected influx in new CFMs accepting nutritional benefits. This allowed for increased outreach in new areas and associated increases in nutritional benefit utilization.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
    - Decreased unfair business competition in underserved communities by reducing price overcharges for community members at retail businesses. Used 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.
    - Supported 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 enhanced economic activities for California's farmers and decreased the need for pesticide use.
        - Ensured 100% (930 of 930) of plant shipments from the San Diego region arrived 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.
    - Ensured that 100% (10,618 of 10,618) of plant shipments from the San Diego region arrived at their destination without delay because of export certificate errors. Accuracy in certificates issued saved 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 program service delivery 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 accomplished:

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Submitted two grant proposals and were informed that AWM was awarded one of the two grants. Once the grant contract is received and finalized, the funding provided will enhance department services to the community, boost sustainable initiatives with added resources, and maximize the impact of department investments.
    - Ensured that adequate resources were available to meet the evolving needs of our community programs. This included annual update of fees, 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 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 encompasses about 30,000 devices, including retail gas pumps, taximeters, retail water dispensers, computing scales, and counter scales. Completed 97.7% of inspections of jewelry scale inspections. The goal of inspecting 100% of jewelry scales was not met due to store closures during inspection visits, limited contact and response, and scales in use at traveling shows.
        - Continued to protect regional consumers who spend $6 billion annually at gas pumps through inspections and outreach that increased the accuracy of initial inspections of fuel dispensers by 120 pumps (98.5%) which decreased overcharges in the region by approximately $10,000.
        - Increased accessibility 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 continued to provide undercover inspections of recycling buyback centers to reduce shortages in the pay-outs recyclers receive. AWM reduced shortages in the pay-outs to recyclers by improving recycling centers' compliance with consumer protection laws by 2% (from 82% to 84% for 53 locations (44 of 53)), saving recyclers about $917,000 in losses each year.
        - Surpassed 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 (53 recycling locations).
        - Completed 100% (77 of 77) of mandated inspections of scales used by all 53 registered recycling locations to ensure they are accurate. Ensured scales have visible seals to promote public confidence and fair business practices. Inspections 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.
    - Moved toward more sustainable internal operations that contributed to enterprisewide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide Departmental Sustainability Plans. These supported efforts to reduce greenhouse gas emissions and supported initiatives in the Climate Action Plan and Regional Decarbonization Framework.
    - Department Sustainability Plan short-term goals for Fiscal Year 2024–25:
        - Consolidated facility footprint by salvaging file cabinets and other office furniture and donating laboratory equipment no longer in use to UCCE.
        - Converted 100% of gasoline-powered handheld equipment, which included three leaf blowers and two chainsaws to zero emission equivalents.

        - Integrated existing organic waste and recycling training into the onboarding process for all new hires, ensured 100% (22 of 22) completion within the first month of employment, and enhanced waste bin signage in all AWM facilities.
    - Continued to investigate and identify resources to implement mid- and long-term commitments:

      Mid-Term commitments for Fiscal Year 2024-25

    - Analyzed patterns of paper use utilizing data from each office printer and created a plan to reduce paper waste without compromising operations.

      Long-Term commitments for Fiscal Year 2024-25

    - Reduced GHG emissions by converting 12% (14 of 118) of the current fleet to hybrid or electric vehicles. The long-term goal is to convert at least 37% (44 of 118) of the department's fleet to hybrid or electric vehicles within 5 years (Fiscal Year 2027–28). Fleet conversion will include mostly mid-sized SUVs and trucks and will be coordinated with the 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. In 2023, the state saw fruit fly detections increase from approximately 75 detections annually to nearly 1,180 detections in 2023 (almost a 1,000% increase). To detect them, AWM maintained 6,612 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. 100% (32 of 32) of AWM staff were rated proficient at identifying invasive fruit flies.
    - Supported beekeepers in raising healthy bees by providing hands-on training to fivesmall-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. Improved 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.
    - Mitigated invasive pests that increase the cost of food and goods, and cost California more than $3 billion annually to control.
        - AWM's Detector Dog Teams are trained to find packages that contain plants, fruits, and vegetables. The Detector Dog Teams search thousands of packages at local postal sort facilities with the goal of finding invasive pests and diseases.
        - The Detector Dog Teams conducted 25 United States Post Office inspections and checked 1,068 packages containing plants, fruit, or vegetables to stop hitchhiking pests from entering the County through the mail.
            - In Fiscal Year 2024–25, the Detector Dog Teams found 12 insect and plant diseases preventing serious harm to the region's agricultural industry and landscaped environment.
    - Evaluated emerging pest management practices and organic alternatives through research and professional development and monitoring innovation. Identified, trialed, and evaluated one alternative rodent management practice for feasibility and potential implementation.
    - Partnered with UCCE to lead educational programs and applied research that helps protect agricultural and natural resources. UCCE:
        - Identified 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.
    - Collaborated with 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 of 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 multidisciplinary team uses a comprehensive approach to resolve large, complex compliance issues that may threaten the health and safety of the community.

Community

AWM enhanced the 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.
  - Redesigned AWM's Pest Detection Program brochure used to inform community members about the program. The new brochure explained the benefits of detecting invasive pests early and how the public can help. A QR code was used to provide quick access to more resources on Pest Detection's webpage and language services. The brochure also linked to UCCE's Master Gardener Program and explained how the community can use this program for their gardening and plant care questions. The new brochure was published in threshold languages.
  - Participated in seven 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 also presented to the UCCE Master Gardener Program to update them on developing pest issues and potential pests of concern. This informed them of what pests to be on the lookout for when fielding calls/identifications from residents.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
  - Increased the safety of pesticide applicators who performed work in and around residential and commercial buildings to protect human health and preserve economic value.
    - Improved on the previous three-year average compliance rate for the approximately 2,100 structural pesticide applicators wearing the required personal protective equipment from 98% to 98.5% through increased business headquarters inspections and new outreach material in threshold languages.
  - 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 community assessments to identify community needs; increased translated materials; and increased staff training on EDI principles.
  - Leveraged UCCE's unique relationship with the community to engage the public in programs that can inspire change. UCCE :
    - Enrolled 692 youths and adults in the 4-H program and provided 10 training activities in requested languages to deliver positive youth development experiences and provide leadership training to 80 4-H youths. 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
    - Enabled youth and families to become healthy, happy, thriving people who make a positive difference in their communities. Provided nutrition education for 78 low-income families and 1,338 youths, 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 760volunteers that contributed 111,955 volunteer hours. Goal of 300,000 volunteer hours not met due to the enrollment projections that did not account for declines in the number of 4-H clubs across the region.
  - Increased visibility, accessibility, and use of the Tell Us Now application for requests from unincorporated area residents. AWM participated in Land Use and Environmental Group (LUEG)-wide efforts to improve the Tell Us Now application that enhanced capabilities for users, including the ability to receive updates and track progress on issues they have reported.
- Communications: Create proactive communication that is accessible and transparent.
  - Increased 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.
    - Decreased the language barrier on public-facing materials and measured improvements using readability software.
    - Increased the use of social media to inform the public about department and County services and programs.

    - Safeguarded the health and safety of fieldworkers and ensured a sustainable food supply. Conducted seven 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 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.
        - Increased compliance rates during Annual Nursery Inspections from 95% to 96% by providing three outreach events.

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 continued to implement action plans that were developed from the 2022 and 2024 biennial employee engagement survey results, to improve engagement and foster an empowered workforce.
    - Engaged 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 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 enhanced their success.
        - Provided regular updates and communication through quarterly newsletters, divisional staff meetings and various other communication platforms to provide information on Board of Supervisors and departmental priorities that may impact 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.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
    - Empowered the community in shaping the programs and services that affect them by offering meaningful ways to engage with County government through the distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
    - Continued 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.
    - Completed the Financial Risk Assessment and Controls (FRAC) audit with zero findings demonstrating that AWM adheres to its financial and management controls in business processes pertaining to cash handling.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Created a mobile application, Pest Exclusion Inspector Application, that staff used for special surveys for pests. Special surveys arise when there is a need to determine the range of a pest or disease for exporting purposes. The survey app streamlined the paperwork and reporting process and reduced the time needed to conduct surveys by about 10% (about 6 minutes per inspection).
    - Implemented our five-year strategic plans, with short-term objectives that focused on preparedness for invasive agricultural pests, streamlining department communications using plain language, and ensuring strategic analysis of emerging state and local policies and

began planning for mid- and long-term objectives for future years to be able to ensure that we provide excellent service to 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 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.
    - Worked with the Office of Sustainability and Environmental Justice to increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.
    - 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.
        - Maintained a compliance rate of 98% (338 of 345) by conducting 44 undercover surveillance inspections, 328 unannounced field inspections and 17 employee safety and business records inspections of all companies headquartered in the region. AWM trained new staff and invested resources into these type of inspections that allowed the team to exceed the goal.

2025–27 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 community 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
        - Engage with 4,000 underserved and low-income and low-access community members using outreach flyers in threshold languages to enhance awareness of 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.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
    - Complete outreach and education about our Price Verification program to the underserved communities of Rolando, City Heights, and El Cajon, locations identified in needs assessment as benefiting from increased compliance assistance, by visiting at least 60% of the 140 businesses in these areas. Inspector visits will provide program information, address questions, and distribute resources to promote equitable access and ensure business compliance.
- 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 for pesticide use.
        - Inspect 100% of shipments (estimated 1,000 of 1,000) originating from San Diego County and headed to Northern California for the Glassy-winged Sharpshooter insect (GWSS). GWSS can spread a bacterial plant disease in vineyards, costing the California grape industry upwards of $104 million a year.

- Ensure 100% accuracy of export certificates to avoid any delays in plant shipments from San Diego to international destinations. AWM certifies approximately 8,350 shipments per year. Any errors in certificates 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 includes about 30,000 devices, such as retail gas pumps, taximeters, retail water dispensers, computing scales, and counter scales.
    - 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-outs recyclers receive by improving recycling centers' compliance with consumer protection laws by 2% (from 79% to 81% for 53 locations).
    - 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 (53 recycling locations).
    - Complete 100% (77 of 77) of the mandated inspections of scales used by all 53 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 enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization by implementing strategies and commitments from the Countywide 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 2025–26:

  - Short-Term:
    - Reduce GHG emissions from AWM fleet vehicles by limiting the amount that staff idle in their vehicles to 5 minutes per 1-hour. Training and education will be provided to staff to mitigate the need for idling of vehicles.
    - Save paper by developing QR code-accessible virtual outreach documents and provide as default at outreach events, reserving paper outreach documents only where needed to ensure accessibility.
    - Promote energy-saving techniques by conducting an internal Power Down campaign. Staff will receive training on unplugging devices not in use, using smart power strips, and using power-saving features on electronics to reduce phantom power drain. Monthly monitoring will compare progress among all divisions to encourage energy-saving behavior.

  - Long-Term:

        - Reduce GHG emissions by converting at least 37% (44 of 118) of the department's fleet to hybrid or electric vehicles by Fiscal Year 2027–28. Fleet conversion will include mostly mid-sized SUVs and trucks and will be coordinated with the 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. The state has seen a significant increase in fruit fly detections from approximately 75 detections annually to nearly 1,180 (almost a 1,000% increase). To detect these harmful invasive pests, AWM will maintain 6,600 invasive fruit fly traps throughout the region and inspect them weekly. 100% (34 of 34) of AWM field 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 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 1,000 packages containing plants, fruit, or vegetables to stop hitchhiking pests from entering the County through terminal facilities.
    - 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.
    - Collaborate with 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 3,400 total consultations, educational exhibits, and workshops.
- Resiliency: Ensure the capability to respond and recover to immediate needs of 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.

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

    - 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 in programs that can inspire change. UCCE will:
        - Enroll 700 youths 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 youths. 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 youths, 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 800 volunteers that will contribute 200,000 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 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 400 production nurseries when conducting nursery inspections.
        - Mitigate potential pest infestations in nurseries by inspecting 9,000 acres of nurseries in the County.

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.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and activities to continue a workplace centered around belonging.
    - 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 to improve engagement and foster an empowered workforce that are based on the 2024 biennial employee engagement survey results.
    - 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, such as AWM's internal quarterly newsletter to provide information on Board of Supervisor and departmental priorities that may impact department operations.
- 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 with County government through the 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.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Continue to implement our 5-year strategic plans, with short-term objectives that continue to focus on preparedness for invasive agricultural pests, making department communications more accessible by using plain language, and ensuring strategic analysis of emerging state and local policies and continue planning and strategizing for mid- and long-term objectives for future years to be able to ensure that we provide excellent service to 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 the 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 conduct outreach, compliance monitoring, and enforcement.
        - Continue to maintain a compliance rate of 98% (338 passing inspection out of 345 total inspections) 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 & Measures, refer to:

- https://www.sandiegocounty.gov/awm/
- https://cesandiego.ucanr.edu/

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Sales at Certified Farmers Markets using Public Benefits[1]	$5,412	$7,500	$12,300	N/A	N/A

	Plant Shipments certified by the Pierce's Disease Control Program that arrive at destination with no viable life stages of the glassy-winged sharpshooter[2]	100% of 1,042 shipments	100% of 1,400 shipments	100% of 930 shipments	100% of 1,000 shipments	100% of 1,000 shipments
	Plant Shipments certified by the Agricultural Export Program that arrive at destination without delays due to certification errors caused by AWM.[3]	100% of 11,733 shipments	100% of 7,500 shipments	100% of 10,618 shipments	100% of 8,350 shipments	100% of 8,350 shipments
Sustainability	Undercover recyclable beverage container test sales at CRV recyclers	100% of 53	100% of 55	100% of 53	100% of 53	100% of 53
	Protect individuals and businesses from price overcharges and unfair business competition:					
	Fuel Meter Accuracy[1]	95.0%	98.5%	98.5%	N/A	N/A
	Annual number of initial and new install inspections for these registered retail devices:					
	Fuel meters	100% of 21,782	100% of 20,866	100% of 21,151	100% of 21,151	100% of 21,151
	Taximeters	100% of 678	100% of 743	100% of 703	100% of 703	100% of 703
	Water dispensers	100% of 1,253	100% of 1,268	100% of 1,253	100% of 1,253	100% of 1,253
	Computing scales	100% of 5,711	100% of 5,641	100% of 5,679	100% of 5,679	100% of 5,679
	Counter scales[4]	100% of 880	100% of 605	100% of 909	100% of 909	100% of 909
	Jewelers Scales[1,8]	100% of 221	100% of 244	97.7% of 222	N/A	N/A
Community	UCCE provides nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety[5]	106 families/ 1,117 Youth	400 families/ 1,100 Youth	78 families/ 1,338 Youth	150 families/ 1,100 Youth	150 families/ 1,100 Youth
	UCCE staff provide coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours)[6,7]	638vol/ 115,754 hours	600 vol/ 300,000 hours	760vol/ 111,955 hours	800 vol/ 200,000 hours	800 vol/ 200,000 hours

	Safeguard the health of agricultural fieldworkers and ensure a sustained food supply by conducting fieldworker safety trainings with language access for employees that work in pesticide-treated fields	9	6	7	6	6
Justice	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	44	44	44	44
	Unannounced Structural Fumigation Field Inspections[9]	332	284	328	284	284

Table Notes

[1] AWM saw an unexpected influx in new CFMs accepting nutritional benefits. This allowed for increased outreach in new areas and associated increases in nutritional benefit utilization. This goal will be discontinued after Fiscal Year 2024–25.

[2] The decrease in the number of Pierce's Disease Control Program Certificates for Fiscal Year 2025–26 and Fiscal Year 2026–27 reflects an anticipated decrease in shipments of nursery plants to other parts of California.

[3] The higher than anticipated number of International and State Export Certificates for Fiscal Year 2025–26 and Fiscal Year 2026–27 reflects an anticipated stronger market for brokered produce and lumber in Mexico.

[4] The increase in the number of computing scale inventories is due to change in regulatory definitions of counter scales in AB 1304.

[5] Due to UCCE staff reductions, the number of families reached decreased for Fiscal Year 2024–25.

[6] Due to UCCE staff reductions, the number of volunteers and/or volunteer hours decreased in Fiscal Year 2023–24 and Fiscal Year 2024–25.

[7] Goal of 300,000 volunteer hours not met due to the enrollment projections that did not account for declines in the number of 4-H clubs across the region.

[8] Goal not met due to store closures during inspection visits, limited contact and response, and scales in use at traveling shows.

[9] Trained new staff and invested resources into these type of inspections that allowed the team to exceed the goal for Fiscal Year 2024-25.

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

Staffing

Decrease of 4.00 staff years.

- Decrease of 4.00 staff years in the Integrated Pest Control program due to aligning available funding with priorities and increases in County costs. The decrease in staff years will not impact operations.

Expenditures

Net increase $1.0 million.

- Salaries & Benefits–increase $0.9 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.

- Services & Supplies–increase of $0.1 million due to higher facilities and vehicle maintenance costs.

Revenues

Net increase of $1.0 million.

- Licenses, Permits & Franchises–increase of $0.2 million due to an increase in revenue related to cost recovery proposals
- General Purpose Revenue Allocation–increase of $0.8 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Agriculture, Weights and Measures	199.00	195.00	195.00
Total	**199.00**	**195.00**	**195.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Agriculture, Weights and Measures	$30,714,630	$32,144,967	$38,478,142	$30,780,128	$33,177,456	$33,234,964
Fish and Wildlife Fund	$41,800	-	-	$76,660	-	-
Total Expenditures	**$30,756,430**	**$32,144,967**	**$38,478,142**	**$30,856,789**	**$33,177,456**	**$33,234,964**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$23,721,103	$26,181,463	$24,465,963	$24,456,577	$27,066,285	$27,048,713
Services & Supplies	$7,337,833	$6,278,504	$11,530,650	$6,520,836	$6,426,171	$6,501,251
Other Charges	$58,166	$18,000	$1,596,500	$152,647	$18,000	$18,000
Capital Assets Equipment	$69,344	-	$203,774	$109,814	-	-
Expenditure Transfer & Reimbursements	-$429,980	-$333,000	-$333,000	-$459,258	-$333,000	-$333,000
Operating Transfers Out	-$36	-	$1,014,255	$76,173	-	-
Total Expenditures	**$30,756,430**	**$32,144,967**	**$38,478,142**	**$30,856,789**	**$33,177,456**	**$33,234,964**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$317,059	$252,158	$252,158	$252,158	$252,158	$211,460
Use of Fund Balance	$345,736	-	$6,333,175	-$2,771,607	-	-
License Permits & Franchises	$4,940,391	$5,186,200	$5,186,200	$5,590,764	$5,338,953	$5,481,422
Fines, Forfeitures & Penalties	$140,466	$70,717	$70,717	$138,054	$95,717	$95,717
Intergovernmental Revenues	$13,840,998	$14,278,584	$14,278,584	$15,018,856	$14,328,780	$14,154,154
Charges for Current Services	$859,339	$840,000	$840,000	$964,136	$860,000	$860,000
Miscellaneous Revenues	$67,700	$12,259	$12,259	$159,379	$12,259	$12,259
General Purpose Revenue Allocation	$10,244,741	$11,505,049	$11,505,049	$11,505,049	$12,289,589	$12,419,952
Total Revenues	**$30,756,430**	**$32,144,967**	**$38,478,142**	**$30,856,789**	**$33,177,456**	**$33,234,964**

County Library

Mission Statement

We celebrate our communities and dedicate our passion and expertise to help our customers create their own story. To learn, energize, read, and create are the building blocks we offer in support of the County's strategic initiatives of Sustainability, Community, Justice, Equity, and Empower. Library programs are designed based on providing compassionate service. We seek to recognize and advocate for the unique needs of our communities. We provide each library user with the tools for individual success.

Department Description

As a trusted community partner, the San Diego County Library (Library) supports learning, engagement, literacy, and inspiration through its 33 branch libraries, four Library Outreach Vehicles (formally Mobile Libraries), five MySDCL Library kiosks, 100 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 on 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 $69.1 million.

2024–25 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.
    - Assisted people to read, learn, and enjoy materials in languages that reflect their communities and/or support their knowledge and understanding of the languages they are learning.
    - The Library offered print materials in the languages identified as having a Substantial Number of Limited English-Speaking Persons. Additional languages for the collection were determined by use and in support of the needs of language learners in the community.
    - The Library's print and digital collection included items in 73 different languages with an active acquisition program for the threshold languages.
    - Materials were promoted by curating lists for each threshold language and culture on sdcl.org and via Libby, an e-book app, which highlights the books and resources available to readers. Non-English language materials were promoted via curated book lists and blog entries in the e-collection and/or website twice a month.
    - Measured the library customer interest in borrowing materials. Combined with digital library downloads, it allowed the Library to see how circulation moved 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 exceeded goals as compared to last year's objective by circulating a total of 11.8 million. Over six million items were downloaded from the Digital Library, a new high, surpassing checkouts of physical materials for the first time ever.
    - Completed an annual data analysis to review key performance indicators, objectives, and strategic plan goals, assessed progress towards those goals, and made adjustments, refinements, or refocused efforts as needed.

- Implemented a new organizational structure and added two (2.00) staff members dedicated to our small rural libraries, which increased the capacity for our branch managers at these locations to extend and deepen community engagement.
- Delivered 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 allowed the Program Specialist to respond to the customer within 48 hours and to connect them with resources based on their specific needs.
- Attended 15 community outreach events using the four new Library Outreach Vehicles. Reached 1,200 residents in underserved communities.
- Partnered with County agencies such as HHSA (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 Library Outreach Vehicles.
- Strengthened the Library's engagement and participation with industry membership groups such as the California Library Association's Advocacy Legislative Committee and the Schools, Health & Libraries Broadband Coalition, and proactively identified opportunities for policy advocacy and reform at both the State and National levels. On August 27, 2024, the Board formally supported AB-1825, the California Freedom to Read Act, and directed the County Library to enshrine an annual display and educational program highlighting Banned Book Week in October.
- Identified and applied for the Digital Equity Act grant that aimed to support community anchor institutions in connecting unserved and underserved populations with digital adoption and skills resources. Unfortunately, federal funding for the Digital Equity Act grant programs was terminated in May 2025.
- Advocated for the update and continuation of the Universal Services Fund which supports E-Rate, a federal program that offers discounts on telecommunications services and internet access to eligible schools and libraries in the United States. Library was active in the Schools, Health and Libraries Broadband Coalition, through participation in policy calls and working groups, and attendance at the annual conference with other community anchor institutions and government agencies. Developments in legislation and federal policy were communicated to the Library's and LUEG's executive teams, including the Group Information Technology Manager.
- Continued to offer an accredited high school diploma program to County residents who are 19 and older. 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 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 71 students graduate this year and distributed 10 Chromebooks to students who were in need of an internet-enabled device.
- In Fiscal Year 2024-2025, Jewish Family Service provided citizenship classes to 387 lawful permanent residents at 13 library sites, with participants ranging in age from 19 to 79 years old. The program was supported by 13 dedicated volunteers. Of the participants served, 75 are now U.S. citizens (at time of publishing) —32 of whom received JFS Immigration Legal Services during the naturalization process. San Diego County Library played a key role by hosting both classroom instruction and tutoring sessions, providing lawful permanent residents across the County with valuable opportunities to pursue U.S. citizenship and engage more fully in civic life.

Sustainability

The Regional Decarbonization Framework and the County's Climate Action Plan update provide technical and policy pathways to decarbonization in regional, County, and city governments. Building off the framework's technical pathways, the County Library's role is to adopt and demonstrate sustainability practices, such as: generating renewable energy, adopting electrification of its facilities and fleet, and reducing 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.
  - Continued to 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 the acquisition of additional materials for the library collection. These programs support the strategic goals of the County of San Diego and the mission of the County Library. Funding from the federal E-rate program was used to purchase and upgrade the circuits and firewalls for the Library's public internet connection to the California Research and Education Network's high-speed broadband service, at an 80% discount.
  - Established partnerships and continued to expand our collaboration with partnering emergency service providers (Food Banks, FEMA, SDGE) to function as emergency locations for the County. Held Community Resource Centers at Descanso, Valley Center, Ramona,

Fallbrook, and Borrego libraries to support communities during power safety shutoffs initiated by SDG&E. These centers provided emergency power and essential supplies to affected communities.
    - Continued to build flexibility in 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.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction, building maintenance, and hazard mitigation
    - The Library became the first on the West Coast to achieve Sustainable Libraries Initiative Certification and has successfully maintained this certification. In Fiscal Year 2024–25, the Library continued to implement and fulfill the sustainability plan and initiatives outlined in its certification application.

      Short-term commitments for Fiscal Year 2024–25

    - Supported existing seed libraries by distributing California native plant/vegetable garden seeds packets and providing educational programs on the benefits of native plants and gardening at eleven branches. The Library hosted 89 environmental sustainability programs this year with 2,632 attendees.
    - Partnered with County departments to grow awareness of sustainability initiatives such as the Regional Decarbonization Framework, Regional Water Equity, and the Climate Action Plan by providing access to residents through SDCL.org.
    - Piloted 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's initiative to proactively manage and reduce energy use in County-owned buildings.

      Mid-term commitments for Fiscal Year 2024–25

    - Converted approximately 50% (7 of 15) of the current fleet to electric vehicles with the receipt of all 4 new Electric Library Outreach Vehicles, while continuing to monitor the fleet buy plan for opportunities to convert longer-range delivery vehicles to electric.
      Long-term commitments for Fiscal Year 2024–25
    - Broke ground on the new Casa de Oro Library, which is designed to LEED Gold standards, providing a model of sustainable design that promotes community engagement and education. Construction is anticipated to finish by the first quarter of Fiscal Year 2026–27.

- Resiliency: Ensure the capability to respond and recover to the immediate needs of individuals, families, and the region.
    - Continued to expand departmental participation in “Team LUEG” to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus. Team LUEG comprises 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.
    - Energy-Saving Efforts on IT Equipment: Continued efforts to apply power energy policies to all library computer work stations to assist with energy-saving efforts. Staff follow these efforts by powering off peripheral devices, monitors, and printers at the end of the day. During business hours, printers and photocopiers enter sleep mode after 30 minutes of inactivity.
    - Continued to partner with the Office of Emergency Services (OES), Community Emergency Response Team (CERT), and CalFire to deliver 23 inclusive emergency preparedness trainings to the public, reaching 444 residents in FY 2024-2025, with a specific focus on priority populations in rural areas to ensure robust support for urgent and emergency needs within communities, especially during natural disasters, at library facilities.
    - Library staff partnered with the Office of Emergency Services, CalFire, and the American Red Cross to present on how partnerships, especially partnerships with libraries, can help prepare communities for disasters. The teams presented at the California Library Association Conference, the Live Well Advance Conference, and a special webinar for the California State Library.

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 in the 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.
    - Fostered community engagement by using a variety of tools to ensure continuous dialogue and input in shaping library programs and services. Eleven branches were included as pilot sites for the Library Outreach Vehicles test program to expand library outreach and build a foundation for a systemwide program.
    - Trained staff in the processes and techniques for Outreach and Community Engagement through the International Association of Public Participation (IAP2) program to ensure they have the necessary skills to include community voices in decision-making. Three Library staff members have received certificates in Public Participation from IAP2 and 20 Library staff members have completed the Planning for Effective Community Engagement training offered by County Communications.
    - Utilized the Branch and Community Assessment tool alongside the SDCL Strategic Plan to help branches assess demographics and feedback to make data-driven decisions emphasizing community-centered programming, outreach, engagement, and services.
    - Provided meeting and presentation space for 708 community organizations, County departments, and community sponsors and planning groups to promote community information and civic engagement. Implemented a new audio and video system at Valley Center Library and additional equipment at the Julian Library to support community events.
    - Captured and told the Library's stories by highlighting major branch events through publicity, media coverage, and photography in all threshold languages.
    - Hosted two youth-focused community engagement sessions to help inform the design of the Teen Space of the new Casa de Oro Library. Participated in community events to grow awareness of the new Casa de Oro Library building project, including a visit to a high school football game with the Library Outreach Vehicle, to talk about the new branch.
    - Fostered community and access to books by giving 55 Little Free Library kits to community partners at Reach Out & Read clinics, San Ysidro Schools, Hoover High School, and several other local organizations. Students at Hoover designed and built custom base pieces and installed Little Free Libraries at schools in City Heights. Library staff met the students at the start of the school year and attended their final presentations at the end. There are now a total of 100 SDCL Little Free Libraries throughout the County, completing the original project that began in 2021.
    - 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 six times for transaction and reference-based questions and 24 times for planned programs including American Sign Language (ASL) interpretation requested by customers. Additionally, the Library offered 23 ASL storytimes.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Provided educational opportunities through partnerships with local schools and community colleges —Southwestern College, Palomar College, and Cuyamaca College—that foster professional growth and personal success in our communities. In collaboration with these institutions, offered free, non-credit satellite classes—including ESL, Tai Chi, computing, and more—available across all regions of the County.
    - Offered a variety of library programs for all ages at all library branches. The Library works 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 held 14,907 programs in Fiscal Year 2024–25. Programs were held in multiple languages, such as Spanish, Mandarin, and Arabic.
    - Celebrated the many rich cultures found in the County through art exhibits, musical performances, storytelling, lectures, book events, and community festivals. Examples included the Lunar New Year festivals at 4S Ranch and Poway, a student art exhibit about the immigrant experience at the Majdal Center at El Cajon, and Ballet Folklorico at Ramona.
    - Promoted early childhood literacy by hosting Kindergarten Gear Up (KGU), a 10-session school readiness program for children and families that would not receive 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 served 426 participants in four branches.
    - Provided a Summer Learning Program at all 33 branches designed to support literacy and combine learning opportunities with entertainment and community engagement. Summer Learning programs areknown to lessen the effects of "Summer Slide" learning loss during the summer break and are designed to encourage reading for all ages, but especially for kids and teens. The Library provided summer learning activity logs in all threshold languages and served 23,682 participants, exceeding the Fiscal Year 2024–25 goal.
    - Offered free English as a Second Language (ESL) adult literacy programs at library branches by connecting trained volunteers and adult learners. Through partners such as Laubach Literacy Council of San Diego County, the Library offered one-on-one, small group, and small-

size classes at 14 library branches. Laubach tutors offered beginning, intermediate, and advanced levels of instruction and even book club reading or conversation groups. In Fiscal Year 2024–25, this partnership engaged 180 tutors with 500 learners in 1,109 tutoring sessions.

- Engaged with the community and offered library services through 989 outreach events across the region, exceeding the 2024-25 goal. 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.
- Launched four electric Library Outreach Vehicles to reach the community in underserved areas of San Diego County and areas with limited access to library services. Used data-driven decision making and community engagement methods to develop new approaches to community outreach services.
- 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 429 times during the fiscal year. Additionally, members of the community have used community room spaces 3,722 times during this same period. This effort increased the accessibility of information and services to residents where they live, work, and play.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Supported voting and civic engagement through the continued strong partnership with the Registrar of Voters (ROV) to promote election messaging and voter registration. The library hosted 16 ROV 2-week training sessions at 8 branches, 15 Vote Centers at 7 branches, and 6 Dispatch and Return Teams (DART) at 3 locations, in addition to 34 Ballot Drop Boxes.
    - Encouraged branch staff to actively engage in community groups and meetings, fostering their capabilities and skills to empower meaningful participation in local community development. Staff at all eleven municipal branch libraries attended and presented to their respective city councils.
    - Facilitated 673 school visits, where branch staff engaged with students in their classrooms or hosted class field trips to the library. These visits provided valuable learning experiences, introducing students to library resources. Notable programs included partnerships with the City of La Mesa, where students learned about various city departments in school and then visited them on a field trip, including the library, fire station, and police station. Continued collaboration with local schools to enhance educational opportunities, supporting both professional development and personal success within the community.
    - 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 27 Department of Parks and Recreation programs, including SD Nights and Birds of Prey, reaching a total of 1,776 attendees. Although the Library continued to support the mission of the Festival of Books to promote literacy and community engagement, it was not able to participate in 2024 due to the restructuring of the event. In the future, the Library looks forward to participating in the new San Diego Book Festival.

Empower

The Library is committed to providing services that focus on Justice, Equity, Diversity, Inclusion and Belonging for both 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.
    - Implemented training opportunities with opportunities to build communication skills into employee performance appraisals and goals reflective of the results of the County Engagement survey.
    - Continued to expand our collaboration with other County departments/offices in LUEG, HHSA, CAO, FG3, and Public Safety. Partnerships included work on projects, grants, County initiatives, and finding ways to leverage library communication to amplify County messages.
    - Worked with advocacy groups such as Readers First, Digital Public Library of America and others seeking better licensing terms for eBooks from the publishing industry.
    - Scheduled yearly preparedness drills for all library staff focused on teleworking and changing service models.
    - Completed a sample collection of digital artifacts from the Department of Public Works' Aerial Photograph collection. This work included developing procedures for handling digital artifacts and the application of new workflows. In conjunction with County Counsel, the Library developed several forms, such as a "Deed of Gift", "Licensing Language for Original Materials Submitted to SDCL for Publication", and a "Creative Commons License." These forms allow the Library to formally take possession of donated collections for digitization and for content creators to authorize use of their content enabling users to build upon the digital material for non-commercial purposes. Due to

the original project lead leaving the organization, the Library was unable to complete a second sample with a community partner, such as a local historical society.
    - Within the first year of their employment, 100% (17 of 17) 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 expands employee engagement in providing residents with services if called upon.
    - Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk, a quarterly newsletter that highlighted Library efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helps to bring the Library's essential work into a common space that benefits other departments.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Continued to innovate the curation of the digital library by evaluating licensing models and looking for the best value for each title to improve community access and wait times.
    - Enhanced the customer library experience with customized recommendations for library programs, books, and events.
    - Built and maintained an always available course catalog of professional library skills, Learn Explore And Develop (LEAD) – Course Catalog, available to all staff asynchronously.
    - Developed procedure for evaluating copyright and ownership of collections the library seeks to digitize.
    - Continued to update the Library's website to maximize customer usability, access and engagement with library resources. The Library used a new catalog feature that enhances the user experience by adding personalized and relevant content such as library programs, databases, and curated staff book lists to the user's search result.
    - The Library continued to offer free public Wi-Fi, 24/7, to residents with no library card required. The Library measured 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. Library customers used 719,317 free Wi-Fi sessions in Fiscal Year 2024–25.
    - The Library offered 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. Library customers accessed 157,540 Public-Use Computer sessions. Additionally, using self-check kiosks, customers checked out 2,895 laptops at nine libraries.
    - The Library had 2,765,399 people visit library branches in Fiscal Year 2024–25 to enjoy services, events, and materials.
    - Activated the Customer Relationship Management (CRM) email system to proactively engage with the communities of Fallbrook, Ramona, and El Cajon during their library closures for roof construction. This new tool proved highly effective, with 50% (5,693 of 11,288) of customers at El Cajon, 56% (9,586 of 16,894) at Fallbrook, and 60% (2,850 of 4,759) at Ramona opening their emails.
    - Achieved approximately $0.1 million in IT cost savings by transitioning from physical desktop phones to MS Teams virtual phones, eliminating branch generic accounts and MDM licenses for iPhones, identified unnecessary IT requirements in contracts, leveraged warranty renewal to replace 3D printers, and purchased privacy monitors for the public desktop PCs outside the County catalog.
    - Acquired and implemented an online incident reporting system to streamline and automate the process by which concerning or disruptive customer behaviors and other security issues are recorded and reported within the organization. This system makes the process more efficient and transparent, as well as enhancing the ability to analyze and identify potential problems faster, thereby preventing rapidly evolving situations from escalating.

Justice

Our libraries provide safe space and resources for 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 as provide inclusive opportunities for justice-involved individuals to contribute to the region.
    - Partnered 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 homelessness, mental illness, substance abuse, and domestic violence. Since its launch in 2022, the program has connected 200 community members to permanent housing.
    - The Library hosted the 24 Safe Destination Nights programs in partnership with DPR at San Diego County Library branches, serving 1,158 youths with healthy safe activities in all regions of San Diego County.
    - The Santee Branch continued 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, including providing donated books to support the opening of the East

Mesa Reentry Facility's first library. Library staff hosted twice-monthly literacy programs for 118 caregivers, "Raising A Reader," which teaches parents how to raise successful and confident readers. The Raising a Reader program was selected for the prestigious California State Association of Counties (CSAC) Challenge Award 2024 for its innovation and relevance. In addition, the Santee Library offers a reentry library service where individuals are given the opportunity to receive a library card and information about the services that the library provides. This program issued 300 cards across all six county incarceration facilities in the last year.

- 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.
    - Grew access to healthy, nutritious food by collaborating with Feeding San Diego to offer mobile food pantries, healthy meals, and snacks at 16 library branches in underserved and rural communities. Partnered with HHSA and the 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 2024. San Diego Cal Fire Community Emergency Response Team (SDCF CERT) taught 6 in-person events or training sessions at SDCL with a focus on priority populations and high-need locations. For FY 2024-25, SDCF CERT presented a total of 18 emergency preparedness activities, events, or training sessions at County libraries, with a total of 437 unincorporated area residents.
    - Since 2021, a team of staff from the San Diego Circuit consortium—which includes academic and public libraries across San Diego—has worked to raise community awareness on critical topics such as reliable health information and climate resilience. In FYr 2024–25, the team made significant progress on the strategic initiative of Climate Resilience, Sustainability, and Environmental Justice by creating community information guides, organizing resource fairs featuring author talks, training library staff to deliver climate resilience services, obtaining grant funding for outreach efforts, and launching a pilot podcast series highlighting local climate experts.
    - Partnered 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.
    - Refined community assessment tools and trainings to build staff knowledge of environmental justice and the impacts of racism as a public health crisis.
    - Involved 55 staff members from a variety of classifications in key decisions regarding procedures, implementation, training, and the introduction of services for Security Incident Reporting, Online Library Card Application and the Library Outreach Vehicle program.

2025–27 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 judgement in a safe space, where they can find community resources, and access a variety of library programs to further their education and awareness.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
    - Assist people to read, learn, and enjoy materials in languages that reflect their communities and/or support their knowledge and understanding of the languages they are learning. The Library's current print and digital collection includes items in 73 different languages, with an active acquisition program for the threshold languages. Materials will be promoted by curating lists for each threshold language and culture on sdcl.org and via Libby, an e-book app, 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 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 in circulation for digital items in Fiscal Year 2025–26.

- Complete a yearly data analysis reviewing Key Performance Indicators (KPI), objectives, and strategic plan goals, analyzing progress being made towards goals, and adjusting and refining or refocusing as needed.
- 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.
- Partner with County agencies such as HHSA (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 Library Outreach Vehicles.
- Strengthen the library's engagement and participation in professional advocacy groups such as the American Library Association's Public Policy & Advocacy and Schools, Health & Libraries Broadband Coalition, by identifying opportunities for policy advocacy and reform at both the State and National levels. Identify and apply for grants that support high-speed broadband, digital inclusion and computer skills classes for County residents who are 60 years of age or older; incarcerated individuals; veterans; persons with disabilities; members of a racial or ethnic minority group; rural residents; individuals with a language barrier, including those who are English learners or have low literacy levels; and individuals living in households with incomes not exceeding 150 percent of the poverty level.
- Partner with Jewish Family Service to provide accessible citizenship classes for 50 students at the library, supporting lawful permanent residents in their naturalization process through expert-led instruction, study materials, interview preparation, and community outreach.
- Advocate for the continuation and expansion of the Universal Services Fund, which supports E-Rate funding for high-speed broadband in libraries. Engage with professional advocacy groups such as the American Library Association, Schools, Health and Libraries Broadband Coalition, and Corporation for Education Network's Initiative in California (CENIC) to influence policy at state and federal levels. Utilize E-Rate funds to maintain high-speed broadband via the California Research and Education Network, update hardware, and provide 2,000 lending hotspots with unlimited data to support off-site internet access for those in need.
- Continue to offer an accredited high school diploma program to County residents who are 19 and older. 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 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 expects to enroll 8 students per month and have 25 graduates per year.
- Explore and identify new IT technologies, such as AI, so customers can become knowledgeable about and comfortable with the use of new technologies. Keep 3D printers at all 33 branches up-to-date with the latest technology. Exposure to new technologies strengthens the Library's role as an innovation hub, providing the community with easy access to tools for learning, creating, and exploring.

Sustainability

The Regional Decarbonization Framework and the County's Climate Action Plan update provide technical and policy pathways for 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, adopting electrification of its facilities and fleet, and reducing 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.
  - 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 the acquisition of additional materials for the library collection. These programs support the strategic goals of the County of San Diego and the mission of the County Library.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction, building maintenance, and hazard mitigation.

  Short-term commitments for Fiscal Years 2025–27
  - Continue to monitor and test a temperature standards project that will investigate standardizing and formalizing the temperature settings of interior library spaces to improve the process of energy management, in keeping with the County's initiative to proactively manage and reduce energy use in County-owned buildings.

  Mid-term commitments for Fiscal Years 2025–27

- Convert 65% (11 of 17) of the fleet to electric vehicles by Fiscal Year 2029–30, while actively monitoring the market for long-range electric options that align with operational requirements to achieve 100% (17 of 17) conversion.

Long-term commitments for Fiscal Years 2025–27

- Design and construct the new Casa de Oro Library to LEED Gold standards, providing a model of sustainable design that promotes community engagement and education. Construction is anticipated to finish by Fiscal Year 2026–27.

- Resiliency: Ensure the capability to respond and recover to immediate needs of 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; customer and stakeholder, and grants focus. Team LUEG comprises 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.
  - Allocate 200 mobile hotspots with unlimited data plans to assist Community Based Organizations and County departments in providing service to the community during emergency situations, such as a Local Assistance Center.
  - 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 resource locations for the County.
  - Continue to build flexibility in 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.

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 people 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 in the 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 assessment tools 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. Continue to update and/or install audio/visual systems in conference and community rooms to support community events.
  - 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 2025–26.
  - 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 providing the Kindergarten Gear Up program to 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 at all 33 branch locations for 17,000 participants, designed to support literacy and combine learning opportunities with entertainment and community engagement. Summer learning programs lessen the effects of "Summer Slide" learning loss during the summer break and is designed to encourage reading for all ages, especially for kids and teens.
- Offer 300 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 300 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.

- 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 the 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.

Empower

The Library is committed to providing services that focus on Justice, Equity, Diversity, Inclusion, and Belonging for both 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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and activities to continue a workplace centered around belonging.
  - Implement training 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. 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 yearly preparedness drills for all library staff focused on teleworking and changing service models.
  - Build the Library's digital archive collection by continuing to digitize and make available online the Department of Public Works Aerial Photograph collection. Identify a second project, preferably from a community partner, to begin the planning and acquisition process of digitizing their collection.
  - Within the first year of their employment, 100% (20 of 20) 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.
  - Implement and integrate new performance measurement tools, including new foot traffic counters, business analytics, and enhanced circulation reports to aid in creating and measuring progress towards goals outlined in the Library's roadmap. Real-time and aggregated data available via a dashboard will support evidence-based decision-making.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.

- Continue to innovate the curation of the digital library by taking advantage of 'unlimited download' licenses when available and prioritize increased investment in our eBook collection.
- Enhance individual's library experience with customized recommendations for library programs, books, and events.
- Build and maintain for staff, an always available course catalog of professional library skills available to all staff asynchronously.
- Develop procedures 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.
- 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 750,000 free Wi-Fi sessions in Fiscal Year 2025–26.
- Continue to offer 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.
- Continue to offer laptops for in-branch use via self-service kiosks. This service promotes privacy, as individuals can easily check-out and use laptops without staff interaction while addressing mobility and comfort, enabling users to access technology in a flexible and user-friendly manner, whether for work, study, or personal use.
- The Library expects over 3,300,000 visitors to its branches in Fiscal Year 2025–26, who will enjoy various services, events, and materials. To enhance the visitor experience, the Library is introducing a new 3D sensor-based occupancy management solution. This technology will provide more accurate visitor data and help library branches adjust desk schedules accordingly.

Justice

Our libraries provide safe space and resources. 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 as 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 ad 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 to 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. Distribute copies of OES's Personal Disaster Plan in the branches as well as through our library catalog and website.
  - Advance public health campaigns in underserved communities by sharing information and services at library branches. Collaborate with local health agencies to offer health education and services such as blood pressure screenings, flu shots, and vaccination clinics.
  - Partner with Aging & Independence 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:

- https://www.facebook.com/sdcountylibrary

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Library High School graduates[1]	30	25	71	25	25
	Citizenship Classes participants[2]	116	40	387	50	50
	Digital Library downloads[3]	5,522,745	6,000,000	6,121,733	6,000,000	6,500,000
	Annual circulation of all library items[4]	11,374,570	11,500,000	11,789,315	11,500,000	11,500,000
Community	Adult literacy tutorings[5]	1,158	70	1,109	300	300
	Annual SDCL programs[6]	13,800	15,000	14,907	15,000	15,000
	Summer Learning participants[7]	17,000	17,000	23,682	17,000	17,000
	Kindergarten Gear Up participants[8]	203	200	426	200	200
	Community Outreach Events[9]	829	200	989	300	300
Empower	Annual visits to the Library [10]	2,782,936	3,300,000	2,765,399	3,300,000	3,300,000
	Free Wi-Fi sessions[11]	620,882	700,000	719,317	750,000	750,000
	Public-use Computer access[12]	168,164	200,000	157,540	200,000	200,000

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 2024–25 Actual number of graduates is higher than the Fiscal Year 2024–25 Adopted Level due to an increase in interest as well as increased outreach efforts.

[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 2024–25 Actual number of Citizenship programs is higher than the Fiscal Year 2024–25 Adopted Level due to higher than expected participation and an increase in community outreach efforts.

[3] Measures the use of eBooks, eAudio and eMagazine 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 2024–25 Actual digital downloads increased from Fiscal Year 2024–25 adopted by 2.0% due to an increase in customers using the service and an increase in marketing and outreach efforts. Starting Fiscal Year 2024–25, the goal was 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 2024–25 Actual Circulation is higher than the Fiscal Year 2024–25 Adopted Level due to a 2.5% increase in physical and digital material circulation. Starting Fiscal Year 2024–25, the goal was moved from Sustainability to Equity initiative.

[5] SDCL will provide ESL literacy tutoring sessions to adult residents in San Diego County. The Fiscal Year 2024–25 Actual number of literacy tutorings is higher than the Fiscal Year 2024– 25 Adopted Level due to the success of the Adult ESL Literacy partnership with Laubach Literacy.

[6] SDCL programs offer customers of all ages the chance to learn, create, and connect through free events held at library branches and during outreach visits. From storytimes and after-school activities to health and wellness workshops, digital literacy classes, summer reading, and special events—our diverse programs are designed to meet the interests and needs of the entire community. The Fiscal Year 2024–25 actual number of programs is slightly lower than the adopted number due to extended construction-related closures at three of the busier branches (El Cajon, Fallbrook, and Ramona).

[7] Every summer, students – particularly those from low-opportunity communities – face a decline in reading and academic skills called the “summer slide” and SDCL offers a Summer Learning/Reading program meant to minimize this long-term negative impact. The Library also offers 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 2024–25 Adopted number of Summer Learning participants is higher than the Fiscal Year 2024–25 Adopted Level because of increased interest and a new Summer Learning software system.

[8] The first five years are critical for 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 2024–25 Actual number of Kindergarten Gear Up participants is higher than the Fiscal Year 2024–25 Adopted level due to higher than expected interest.

[9] Community Outreach Events measures the number of events attended by library staff outside the library, including school visits, tabling events, and presentations for community groups. The Fiscal Year 2024–25 Actual number of Community Outreach Events is higher than the Fiscal Year 2024–25 Adopted Level due to an increase in branch outreach efforts as well as the addition of the new Library Outreach Vans.

[10] The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from laser-based, manual “people counters” that are installed at the entrance of each branch library. Any increase shows the growth in the use of physical library services. The Fiscal Year 2024–25 Actual number of visitors is lower than the Fiscal Year 2024–25 Adopted Level due to extended construction-related closures at three of the busier branches (El Cajon, Fallbrook, and Ramona). All three branches are now fully operational and SDCL expects normal customer usage in Fiscal Year 2025-26. Starting in Fiscal Year 2025-26, the Library will switch to using a 3D sensor-based occupancy management solution, providing more accurate data moving forward.

[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 2024–25 Actual number of Wi-Fi sessions is higher than the Fiscal Year 2024–25 Adopted Level due to the increased demand for 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 2024–25 actual number of programs is slightly lower than the adopted number due to extended construction-related closures at three of the busier branches (El Cajon, Fallbrook, and Ramona).

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

Staffing

No change in staff years

Expenditures

Net increase of $2.6 million

- Salaries & Benefits–increase of $1.5 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies–increase of $2.5 million
    - Increase of $0.6 million for books and library materials
    - Increase of $0.6 million for facility and interdepartmental costs
    - Increase of $0.4 million for major maintenance projects
    - Increase of $0.2 million for IT ISF costs
    - Increase of $0.2 million for Insurance costs
    - Increase of $0.1 million for public liability insurance premium
    - Increase of $0.1 million for Mifi project service cost
    - Increase of $0.1 million for minor equipment
    - Increase of $0.1 million for rents and leases
    - Increase of $0.1 million for travel and training
- Capital Assets Equipment–decrease of $0.1 million due to the postponement of an IT project
- Operating Transfers Out–decrease of $1.3 million
    - Decrease of $1.1 million due to completion of capital projects
    - Decrease of $0.2 million due to the completion of maintenance projects

Revenues

Net increase of $2.6 million

- Taxes Current Property–increase of $2.4 million in revenue from property taxes
- Intergovernmental Revenues–increase of $0.8 million in Aid from Redevelopment Successor Agencies revenues

- Other Financing Sources–decrease of $0.8 million in Operating Transfer from General Fund for Library's major maintenance projects
- Use of Fund Balance–increase of $0.2 million for a total of $8.5 million in County Library Fund balance for one-time projects:
    - $3.2 million for the purchase of books and library materials
    - $2.1 million to procure information technology catalog items
    - $1.2 million to support MMCOF and major maintenance projects
    - $0.7 million to procure furniture, fixtures and equipment at Library facilities
    - $0.4 million in an increase in Department of General Services contracted services
    - $0.3 million to procure automated book sorters for Rancho San Diego and San Marcos
    - $0.3 million to provide matching funds for public donations for library materials
    - $0.1 million for costs associated with a social worker at the El Cajon Library
    - $0.1 million to procure self-check kiosks and a laptop kiosk for Valley Center
    - $0.1 million to provide service for E-rate Mifi project

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Library Operations and Administration	21.75	21.75	21.75
Library Professional & Technical Support Service	48.50	49.50	49.50
Library Branch Operations	231.50	230.50	230.50
Total	**301.75**	**301.75**	**301.75**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Library Operations and Administration	$6,184,657	$8,103,883	$9,409,229	$6,813,350	$8,707,149	$8,661,193
Library Professional & Technical Support Service	$20,236,313	$23,605,404	$24,690,156	$20,272,884	$25,514,024	$25,011,153
Library Branch Operations	$39,023,751	$34,847,290	$39,528,317	$41,183,979	$34,911,936	$34,973,230
Total Expenditures	**$65,444,720**	**$66,556,577**	**$73,627,702**	**$68,270,213**	**$69,133,109**	**$68,645,576**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$36,491,363	$37,830,154	$39,195,568	$39,195,568	$39,305,921	$39,333,388
Services & Supplies	$27,967,739	$26,746,385	$29,557,231	$27,787,351	$29,239,861	$28,974,861
Other Charges	$18,187	$5,038	$29,718	$29,543	$17,327	$17,327
Capital Assets Equipment	$326,037	$395,000	$286,074	$89,424	$320,000	$320,000
Operating Transfers Out	$641,395	$1,580,000	$4,559,112	$1,168,326	$250,000	-
Total Expenditures	**$65,444,720**	**$66,556,577**	**$73,627,702**	**$68,270,213**	**$69,133,109**	**$68,645,576**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$513,996	$8,308,848	$15,364,973	$2,659,898	$8,482,797	$5,444,004
Taxes - Current Property	$49,216,860	$47,882,107	$47,882,107	$51,892,174	$50,276,213	$52,790,023
Taxes - Other Than Current Secured	$1,349,944	$713,332	$713,332	$896,003	$748,999	$786,449
Revenue From Use of Money & Property	$559,664	$105,000	$105,000	$553,597	$105,000	$105,000
Intergovernmental Revenues	$11,441,659	$8,245,357	$8,245,357	$11,065,509	$8,988,167	$8,988,167
Charges for Current Services	$226,296	$238,112	$238,112	$284,326	$238,112	$238,112
Miscellaneous Revenues	$150,199	$293,821	$293,821	$148,706	$293,821	$293,821
Other Financing Sources	$3,014,095	$770,000	$785,000	$770,000	-	-

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total Revenues	**$65,444,720**	**$66,556,577**	**$73,627,702**	**$68,270,213**	**$69,133,109**	**$68,645,576**

COUNTY OF SAN DIEGO

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 $69.1 million, to enhance public health, prevent disease, and safeguard the environment.

2024–25 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 languages spoken by food facility staff, and reducing occurrences of food-borne illnesses that can cause sickness and death by responding to 99.7% (369 of 370) complaints at food facilities and restaurants within 3 business days, as one complaint could not be responded to within 3 days.
    - Provided timely response to complaints or requests for service to prevent vector-borne diseases and investigated 100% (87 of 87) of confirmed vector-borne disease referrals from County Public Health Services within one business day.
    - Investigated 100 % (42 of 42) 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).
    - Prevented 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, by responding to 100% (144 of 144)housing complaints within five business days.
- 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. The ddPCR testing method provides same-day and most precise test results to verify compliance with State laws for bacteria thresholds.
    - Conducted annual benchmarking and analysis of best practices for program evaluation to improve service delivery and ensure an equitable implementation of all programs.
    - Partnered with the County of San Diego Department of Planning and Development Services (PDS) to develop tools for removing barriers to housing initiatives for DEHQ/PDS systems, including identifying tools to help customers with obtaining septic permits when necessary.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
    - Implemented a community needs assessment in the Vector Control Program, which protects public health by educating people about vectors (pests that transmit disease), including distribution of educational materials in all threshold languages on how they can protect themselves from vectors and the diseases that they carry.
    - Implemented a community needs assessment in the Mobilehome Program that identified service gaps and needs in these underserved communities to better understand the diverse and unique needs of mobile home residents and better protect public health. Collected information from Mobilehome park contacts on preferred languages and preferred communication methods. Sent out packets of information that contained resources and information to ensure compliance.
    - Continued collaborative work between the Planning & Development (PDS) services and the Department of Public Works (DPW) 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. Completed a permit processing video that provides an overview of the permit center and provides tips on obtaining discretionary land use permits.
    - Ensured that 100% (129 of 129) of public notices for outreach events were translated to all threshold languages. Continued to collect information from regulated businesses and permit holders on preferred languages and translated materials based on that feedback.

Sustainability

DEHQ prioritized sustainability in the implementation of its operations and regulatory programs. DEHQ efforts highlight 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 the 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.
    - Continued to implement and evolve the Departmental Sustainability Plan, collaborating with the Office of Sustainability and Environmental Justice (OSEJ) to advance mid-term and long-term commitments that reduced the carbon footprint of County operations and programs, bolstered environmental justice, and created ripple effects for our communities, residents and businesses.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
    - Mitigated potential occurrences of recreational water illnesses by collecting 4,454 ocean and bay water samples for the 70 miles of the San Diego County coastline, notifying 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 ensured a positive customer experience. DEHQ 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.
    - Ensured strong collaboration through participation in the LUEG Compliance Team. This multidisciplinary 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 the best results were achieved in implementing our enterprise-wide 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.

    - Implemented short-term objectives in our 5-year strategic plan that will improve DEHQ's program and service delivery, benefiting all communities. Completed reorganization of land, water, food and housing programs to enhance staff training and maximize operational and financial efficiencies. Initiated updates to the DEHQ website to improve accessibility and clarity of information on programs and enhanced social media posts to increase information sharing with stakeholders and the greater community.
    - Ensured staff were trained and retained to provide a knowledgeable and empowered workforce that was agile and could respond to emergency needs of the region.
- Mid- and long-term commitments that could be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:
    - Mid-term: Coordinated with the Office of Sustainability and Environmental Justice to develop a department-level policy, metric setting, and development of tools for the implementation of sustainability practices and tracking systems.
    - Long-term: Evaluated options to convert all of DEHQ's medium and heavy-duty fleet vehicles (70% of DEHQ's total fleet) to EV within 8 to 9 years of market availability whenever feasible. We continued to evaluate new and emerging medium and heavy-duty fleet vehicle options to stay updated on market availability. We continued to assess whether there was sufficient charging infrastructure developed to support vehicle equipment loads, usage, and range.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Continually reviewed our fiscal practices to increase efficiencies. DEHQ also created an operational plan and budget for the department that was transparent and responsive to the community, including a special focus on those areas historically underserved. Remained committed to ensuring that adequate resources are available to meet the evolving needs of our community programs.
    - Ensuring proper stewardship of public funds is a responsibility of all County staff. DEHQ supervisors and fiscal staff were trained 100% (67 of 67)in financial literacy 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% (8 of 8) 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 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 the quality of life for San Diego residents and visitors by implementing regulatory programs to safeguard public health, safety, and the environment. DEHQ hosted community meetings with live translation in the County's threshold languages 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, 100% (43 of 43) 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 opportunities for charitable feeding in communities through safe food donation in the region by providing outreach to current and prospective operations. DEHQ also continued to register and permit 133 charitable feeding organizations to promote safe food donation and improve food security in the region for those who need it, which was an increase from 118 registered or permitted organizations in 2021 when the program began.

- Partnered with nonprofits to promote and support Microenterprise Home Kitchen Operations through outreach events and the management and distribution of a state-funded grant, expanding food access to local communities.
- 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 testing 44,165 mosquitoes, 149 dead birds, 805 rodents, and 4,215 ticks. Over 3,772 Polymerase Chain Reaction (PCR) or serological diagnostic tests were performed on these vectors to monitor for vector-borne diseases that can impact public health. These vector disease risks include, but are not limited to, West Nile virus (WNV), Zika virus, hantavirus, and tularemia.
- Ensured that the annual incidence of locally acquired WNV mosquito-borne disease remained below 1 WNV case per 100,000 persons per calendar year to protect public health, with 0 reported cases in 2024.
- Initiated investigation of 100% (308 of 308) of all complaint-based green swimming pools within 3 business days to reduce or eliminate mosquito breeding sources.
- Monitored mosquito populations through biweekly trappings of mosquitos 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) known mosquito breeding sites to reduce mosquito populations.
- Protected public health and the environment by regulating approximately15,000 facilities that handled hazardous materials, generated hazardous waste, and/or generated medical waste to ensure these materials were properly managed, stored, and disposed. Proactively communicated with facilities that had outstanding violations to ensure corrective actions were implemented, in order to promote safer communities throughout the region.
- Notified 100% (9,617 out of 9,617) of 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.
- Increased visibility, accessibility, and use of the Tell Us Now application for requests from unincorporated area residents. DEHQ continues to participate in Land Use and Environmental Group (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: Create proactive communication that is accessible and transparent.
  - Increased 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.
  - Ensured that 100% (102 of 102)of public notices for County-initiated projects and programs were translated into the threshold languages to 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. 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.
  - Reduced foodborne illness risk through compliance with state retail food law, utilized preferred language information to make data-driven decisions to prioritize translation of educational documents, as well as provided translation services and education in preferred languages at food facilities that had higher rates of foodborne illness risk factor violations.
  - Having promoted 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 sent monthly, customer-targeted messages via an email subscription service, which included messages translated into threshold languages.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
  - Continued to maintain open, two-way communication with communities throughout the region in support of community needs assessment work. Worked with Mobilehome park communities to obtain information and data to support the completion of the community needs assessment.
  - Continued to maintain open, two-way communication with regulated industries and businesses to strengthen service delivery and improve compliance. Facilitated events to directly engage with regulated facilities and to provide them with guidance on how to comply with State regulations related to the handling of hazardous materials.
  - Identified new partnership opportunities through evaluation of extensive stakeholder lists and partnerships within DEHQ and enterprise-wide. Collaborated with other County departments to promote DEHQ programs at outreach events. Continued to update stakeholder lists and partnerships.

- Continued to maintain and forge relationships with public agencies, regulated industry, and organizations that are resilient. Worked closely with local, state and federal agencies to further protect the public health of the communities that were disproportionately impacted by transboundary sewage flows.
- Continued Board of Supervisors-directed permit fee reduction and permit fee waiver programs to support compliance with public health and environmental regulations for non-profit and charitable organizations operating retail food service, swimming pools, housing, and temporary events in the community.

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.
  - Employees were more engaged when they felt valued and were provided training that prepared them for career advancement opportunities. 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, a 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.
  - Continued to foster 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 retain a workforce that has the skills, talent, and commitment to achieve organizational excellence.
  - Continued to develop the management team by providing training, skill-set building and ongoing coaching that enhanced leadership skills and further supports the workforce.
  - Supervisors continued to work with their staff during regular team meetings to identify and provide desired training and mentorship that enhanced their professional growth and success in their roles.
  - Provided ongoing training and development for technical staff to implement core programs and obtain Registered Environmental Health Specialist (REHS) certification. 11 team members received their REHS certification during Fiscal Year 2024-2025, bringing DEHQ's total REHS staff to 98.
  - Enhanced efforts to inspire and attract the 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. Attended 9 career fairs, interacting with a total of 503 students to discuss potential career opportunities.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Received and analyzed employee engagement feedback regularly and developed action plans with strategies for continuous improvement.
  - Empowered the community in shaping the programs and services that affected them by offering meaningful ways to engage with County government through the 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.
  - Implemented the DEHQ strategic plan that included long-term objectives, goals and implementing strategies, providing a roadmap for the protection of public health and the environment. Engaged and empowered all programs and staff to utilize the roadmap as a guide for planning, innovation, and service delivery.

- Provided opportunities for staff to work in specific communities that could 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.
- Analyzed employee engagement data regularly from focus groups, listening sessions and employee engagement surveys and implemented strategies to address feedback.
- Used data trends, predictive modeling, and analysis tools to forecast disease cycles and minimized 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 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.
  - Worked with the Office of Sustainability and Environmental Justice (OSEJ) to increase meaningful involvement and advancement of equal protection centered on communities that had been disproportionately impacted by systemic and environmental burdens. DEHQ partnered with OSEJ on the Food System Initiative to develop the final Food Justice Community Action Plan.
  - To further protect public health of the community disproportionately impacted by the cross-border pollution, DEHQ continued implementing the South County Enhance Beach Water Monitoring Program. As part of this program, DEHQ conducted beach water quality sampling at all south County beaches daily and performed 100% (365 of 365) daily review of the Tijuana River Slough area through remote data monitoring and/or field investigation. Ensured that daily communication with local jurisdictions, lifeguards, and beach managers occurred to collaborate on beach management actions and efforts to address the regional issue. Additionally, the public was consistently notified within 24 hours of any water contact advisories, warnings, or closures.
  - DEHQ 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. DEHQ continued the community needs assessment in the Certified Unified Program Agency (CUPA), and evaluated, analyzed, and identified 298 potential unpermitted facilities with hazardous materials, hazardous waste, and medical waste within underserved communities to decrease the risk of hazardous materials releases and mismanagement of hazardous waste.
  - Proactive identification of potentially unpermitted hazardous materials and/or waste facilities allowed DEHQ to protect the environment and public health. DEHQ brought 843 previously unpermitted businesses under permit and provided education on how to comply with regulations related to hazardous waste, medical waste, and hazardous materials.

2025–27 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 reducing occurrences of food-borne illnesses that can cause sickness and death by responding to complaints at food facilities and restaurants within 3 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, responding to housing complaints within 5 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. The 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 the County of San Diego Department of Planning and Development Services (PDS) to develop tools for removing barriers to housing initiatives for DEHQ/PDS systems, including the septic program, which issues permits for onsite wastewater treatment systems.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
  - Continue collaborative work with other departments and enterprise offices 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.
- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
  - 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

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.
  - Continually review of our fiscal practices to increase 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. 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 the 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.
- 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. DEHQ will notify the public within 24 hours if ocean water has bacteria levels above health standards established

in State law and may cause illness. DEHQ will use multiple notification tools, including a hotline, interactive website, social media, press releases, beach signage, and when necessary, public notification of water contact advisories, warnings, or closures.

- Resiliency: Ensure the capability to respond and recover to the immediate needs for individuals, families, and the region.
    - Team LUEG is comprised of all LUEG departments and seeks to provide a "service before self" organization that works seamlessly across departments to meet varying customer needs and ensure a positive customer experience. Continue to expand departmental participation in "Team LUEG" to leverage interdepartmental efforts in the areas of workforce development; communication and outreach; and customer and stakeholder focus.
    - Ensure strong collaboration with other LUEG departments to use 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 enterprise-wide sustainability goals. DEHQ will participate with County departments on committees, such as CEQA and Water, to ensure the County remains in alignment with the Climate Action Plan update and Regional Decarbonization Framework.
    - Continue implementation of our 5-year strategic plans, with short-term objectives that started 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:

- Conduct an evaluation of department waste streams to collect data and identify opportunities to reduce waste impacts, such as by improving diversion, preventing waste generation, and increasing recycling.
- Long-term: Continue to evaluate the implementation plan to convert all of departmental medium and heavy-duty fleet conversion to EV within 8 to 9 years of market availability whenever feasible. Continue to evaluate any EV inventory challenges, including if there is sufficient charging infrastructure that 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 prospective operations and continue to register and permit charitable feeding operations.
    - 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 using a comprehensive integrated vector management strategy which includes outreach, community engagement, monitoring, disease diagnostics, source reduction and source treatment.

- Initiate an 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 enhancing 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 the 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 will post weekly to social media pages, and at least monthly send customer-targeted messages via an email subscription service, which will include 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 provide 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 is key to transformative change. Additionally, team members are provided with 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 in 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.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
    - 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 training 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, a 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 will continue to work with their staff during regular team meetings to identify and provide desired training 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 the 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.
    - Identify a plan to create a formalized mentorship program that includes expanded opportunities for employees to shadow roles as part of career pathways development.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
    - Receive and analyze employee engagement feedback regularly based on employee engagement surveys and implement actions with strategies for continuous improvement.
    - Empower the community in shaping the programs and services that affect them by offering meaningful ways to engage with County government through the 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 short, mid-, and long-term objectives, goals and implementing strategies, providing a roadmap for the 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.
    - Provide 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, including the 2024 employee engagement enterprise-wide survey results, 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 to increase meaningful involvement and advancement of equal protection centered on communities that have been disproportionately impacted by systemic and environmental burdens.
    - To further protect the public health of the community disproportionately impacted by 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 a daily review of the Tijuana River Slough area through remote data monitoring and/or field investigation. It 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 to evaluate, analyze, and assist at least 120 potential unpermitted facilities with hazardous materials, hazardous waste, and medical waste within underserved communities to decrease the risk of hazardous materials releases and mismanagement of hazardous waste.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	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]	100%	N/A	N/A	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	100%	99.7%	100%	100%
	Prevent injury and illness at rental apartment homes in the unincorporated area and contracted cities, by responding to tenant reported substandard housing complaints within 3 business days.[3]	5	N/A	N/A	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	5	5	5	5

Community	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 2024	<1.0 cases per 100,000 for Calendar Year 2024	<1.0 cases per 100,000 for Calendar Year 2025	<1.0 cases per 100,000 for Calendar Year 2026
	Prevent recreational water illness and drowning by reviewing public swimming pool construction and remodeling plans within 20 business days.[6]	20	N/A	N/A	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.	100%	100%	100%	100%	100%
Justice	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.	160	120	298	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 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, the 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, the 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.

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

Staffing

No change in staff years.

Expenditures

Net increase of $1.6 million

- Salaries & Benefits–net increase of $2.2 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies–net increase of $0.1 million.
    - Increase $1.0 million in Special Departmental Expense due to increased need for mosquito treatment products
    - Increase $0.4 million costs in various Internal Service Fund charges due to enterprise Property Services contracts increases and insurance premium increases
    - Decrease $0.5 million costs in various Contracted Services and Consultant Contracts due to improved program efficiencies and postponed IT system upgrade
    - Decrease of $0.4 million in Major Maintenance due to the postponed Vector Control Lab improvement project
    - Decrease of $0.4 million in various IT accounts due to fewer IT projects
- Other Charges–decrease of $0.5 million in vehicle replacement cost.
- Capital Assets Equipment–decrease of $0.2 million in fixed asset purchases funded by Homeland Security grant.

Revenues

Net increase of $1.6 million

- Licenses, Permits & Franchises–increase of $1.6 million due to permit fee revenue increase related to the department’s Fiscal Year 2025-26 Cost Recovery Proposal.
- Intergovernmental Revenues–decrease of $0.2 million in Homeland Security grant funding for fixed asset purchases.
- Charges for Current Services–increase of $0.6 million.
    - Increase of $0.5 million in Vector trust fund use related to increased services
    - Increase of $0.1 million in solid waste fee revenue related to the department's Fiscal Year 2025-26 Cost Recovery Proposal.
- General Purpose Revenue Allocation–decrease of $0.4 million due to aligning available funding with priorities and increases in County costs. The decrease results in the ending of non-profit permit fee reduction program and partially funding staff positions with permit fees and other program revenue.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Department of Environmental Health and Quality	346.00	346.00	346.00
Total	**346.00**	**346.00**	**346.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Department of Environmental Health and Quality	$60,615,987	$67,543,548	$73,315,581	$61,217,614	$69,119,701	$69,467,178
Total Expenditures	**$60,615,987**	**$67,543,548**	**$73,315,581**	**$61,217,614**	**$69,119,701**	**$69,467,178**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$46,716,974	$51,740,573	$51,740,573	$49,240,868	$53,901,981	$54,336,576
Services & Supplies	$11,088,505	$14,645,197	$18,455,779	$10,376,456	$14,747,492	$14,602,202
Other Charges	-	$756,606	$1,107,188	$75,627	$222,456	$447,628
Capital Assets Equipment	$302,793	$713,000	$713,000	$155,691	$527,100	$360,100
Expenditure Transfer & Reimbursements	-$470,177	-$311,828	-$514,763	-$444,833	-$279,328	-$279,328
Fund Balance Component Increases	$2,977,894	-	$1,813,804	$1,813,804	-	-
Total Expenditures	**$60,615,987**	**$67,543,548**	**$73,315,581**	**$61,217,614**	**$69,119,701**	**$69,467,178**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$1,119,363	$528,121	$528,121	$528,121	$459,412	-
Use of Fund Balance	$643,450	-	$3,839,931	-$1,501,733	-	-
License Permits & Franchises	$32,891,221	$36,459,069	$36,459,069	$36,320,718	$38,118,300	$38,681,798
Fines, Forfeitures & Penalties	$459,761	$257,000	$257,000	$412,264	$254,000	$254,000
Intergovernmental Revenues	$4,633,158	$4,731,577	$4,775,742	$4,322,824	$4,493,940	$4,438,513
Charges for Current Services	$17,096,955	$21,354,098	$23,242,035	$16,867,969	$21,982,992	$22,250,349
Miscellaneous Revenues	$2,855	-	-	$53,768	-	-
General Purpose Revenue Allocation	$3,769,224	$4,213,683	$4,213,683	$4,213,683	$3,811,057	$3,842,518
Total Revenues	**$60,615,987**	**$67,543,548**	**$73,315,581**	**$61,217,614**	**$69,119,701**	**$69,467,178**

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 158 facilities including local and regional parks, campgrounds, historic sites, fishing lakes, ecological preserves and a botanic garden. DPR operates and manages more than 59,000 acres of parkland and more than 390 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 302.00 staff years, a budget of $78.7 million and a robust volunteer program with a value of more than $3 million.

2024–25 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 guide future park programming. Efforts to reach more people, more often, in their preferred places and 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.
    - In collaboration with the recreation programming staff, DPR's information technology team identified key criteria that would help develop the scope of an online registration system that would provide community members with online registration options for select programming at community centers and sports parks in the future.
    - Completed construction of Four Gee Park (San Dieguito Community Planning Area), which enhances our park system, offering a multitude of accessible facilities, programs and services. Four Gee helps expand visitation, diversifies the customer base and boosts park ambassadorship through customized park experiences.
    - Enriched 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 through Valley Center Park improvements, active recreation improvements at Waterfront Park, and accessibility upgrades at the San Diego Botanic Garden.
    - 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, in Spring Valley; and Village View Park, in Fallbrook, both of which are under construction to be completed in Fall 2025 and Summer 2025, respectively. DPR completed several other construction projects this

year, such as playground refurbishments and active recreation improvements at Waterfront Park, Valley Center Park improvements, and Four Gee Park.
    - Enhanced 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 included factors identified in the prior trail-related community needs assessment, such as the number of existing trails within a community, 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.
    - Continued current programming opportunities for Grandparents Raising Grandchildren (GRG) in partnership with HHSA and County Library at community centers, and hosted kinship camping program at Dos Picos County Park.
    - Expanded economic opportunities for 225 youths 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.
    - Created an interactive trail mapping application that allowed members of the community to accurately and easily find open County trails. This helped to increase and ensure the community has accurate information about open trails that are part of the County's trail system.
    - Comprehensively evaluated facilities that need formalized trail planning documents (Public Access Plans) to prioritize future trail planning efforts and determined ways to streamline the process to streamline the process of opening trails on County park lands.
    - 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 each fiscal year. Accessibility improvements have been completed at San Diego Botanic Garden, in Encinitas, in October 2024 and are underway at Julian Pioneer Park and Potrero Park, to be completed by Summer 2025 and Spring 2026, respectively.

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 underway 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.
    - Maintained DPR's ability to provide excellent services by applying for over ten 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.
    - Continued implementation of a 90-acre restoration plan to eradicate invasive plants in Kumeyaay Valley County Park as part of a $3.8 million San Diego River Conservancy Grant; restoration work is anticipated to be completed in Fiscal Year 2026–27. This project will support fire suppression activities through vegetation management activities in Lakeside. Initiated implementation of a habitat restoration plan to eradicate invasive plants in the Tijuana River Valley Regional Park as part of a $2.35 million grant from the U.S. Navy. This project enhances habitat for native species and improves hydrology by removing invasive plants that have invaded riparian areas and altered the natural hydrology.
    - Began 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.
    - Amplified the use of electric bicycles to patrol and monitor at DPR facilities to expand monitoring, minimize noise pollution, and reduce GHG emissions. Five additional park teams (Star Ranch, Lake Morena, Sweetwater/Spring Valley MSCP, South Trails Restoration Crew, Santa Ysabel) incorporated E-Bike use in patrols of trails, park spaces and campgrounds.
    - Implemented strategies and commitments from the Countywide Departmental Sustainability Plans and continued towards increasingly sustainable internal operations that contribute to enterprise-wide sustainability goals, greenhouse gas reductions, and regional decarbonization.
    - Through our Comprehensive Tree Program, we continued to support the County's Climate Action Plan by planting more trees to reduce greenhouse gases and lower temperatures. Expanded to include residential education and tree planting programs to preserve and grow our tree canopy, which will help lower temperatures and reduce greenhouse gases for County residents. DPR planted 4,657 trees

throughout the County this year, some in communities that are in need of access to healthy tree canopies, by using data from the California Healthy Places Index and CalEnviroScreen 4.0.
    - Increased 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 increased to 33 by the end of Fiscal Year 2024–25 (surpassing our goal of 23), exceeding our original goal of 27 EV vehicles in the fleet by FY2026-27, therefore completing this goal at this time.

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

- Provided opportunities for County employees to learn and access information about energy, sustainability and water conservation opportunities they can implement in their own homes.
- Established system to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs.
- In coordination with DGS, Real Estate Services explored 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's efforts to meet/exceed California Senate Bill 1383 goals of increasing organic composting, DPR used 100% locally produced organic compost and mulch, procuring over 2,000 cubic yards that were used in all landscaping maintenance and tree plantings.
    - Organized approximately 200 volunteer events and projects focused on the removal of invasive plant species, such as wild mustard, in DPR-managed lands. Invasive species removal was prioritized in areas with the greatest need based on available monitoring data. Efforts included a project at San Dieguito County Park, where 150 students from the Academy of Our Lady of Peace removed ice plants from seven locations. At Sweetwater Summit Regional Park, multiple groups from "I Love a Clean San Diego" removed invasive species around Morrison Pond in the Sweetwater watershed.
    - Increased conserved land, by 997 acres, 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 reached 59,456 by the end of Fiscal Year 2024-25 and will reach 59,956 by the end of Fiscal Year 2025-26.
    - Initiated planning efforts to increase ongoing special-status species monitoring efforts through DPR's Targeted Monitoring Program to add another 10 preserves by the end of Fiscal Year 2027–28. 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 youths 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, we continued to develop park amenities and programs that address the specific needs of each community we serve, as demonstrated in community outreach for Mira Mesa Epicentre, Otay Valley Regional Park Active Recreation, and Butterfield Ranch/Star Valley Park.
    - Integrated universal park design standards into the park design manual for implementation in all new parks.
    - Expanded the scope of the ADA Transition Plan to include universal design gaps and implementation strategies to meet the physical, mental and social needs of people with disabilities.
    - Enhanced the community's health benefits of connecting with the natural environment by encouraging reservations of our camping systems to expand public visitation to our campgrounds and reached 137,870 nights booked annually.
    - Encouraged connection to the outdoors through the use of our trail system. The network of 35 trail counters recorded 1.28 million trail users in Fiscal Year 2024-25, as measured by existing trail counters.

- Assessed existing facilities to identify opportunities to provide fully inclusive experiences through construction improvements, partnerships and innovative technologies.
- Increased the trail inventory to a total of 393 miles of trails managed in the County Trails Program by the end of Fiscal Year 2024–25; thereby, connecting trail users to nature while enhancing recreation and transportation opportunities.
- To increase overall safety throughout the DPR's trail system, DPR hosted over five safe e-bike riding classes for employees and plans to host two safety pop-up events for the public in 2025.
- Connected 563 youths 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 provided 88 young adult trips to national, State, and County parks.
- DPR is currently constructing community gardens at Calavo County Park in Spring Valley (Winter 2025–26) and at Collier County Park in Ramona (Summer 2025) 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.
- Advanced the implementation of 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 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 is underway and focused on developing a program for each of the two sites ensuring the most effective use of County resources.
- Increased visibility, accessibility, and use of the Tell Us Now application for requests from unincorporated area residents. DPR continues to participate in Land Use and Environmental Group (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.

- 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 an annual cost avoidance of $3.50 million, exceeding the original goal of $2.55 million. Through volunteer service, participants learned about environmental stewardship, and our efforts to protect and preserve the land we manage. Staff guided 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 a 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.
  - Established and implemented specific Employee Engagement work plan goals for the areas of opportunity identified in the Employee Engagement Survey, DPR All Hands meeting, individual Division meetings, and the DPR Awards Ceremony. DPR hosted departmentwide focus groups and developed work plans to address topical areas of interest to employees across all classifications. The action plans included proposals for employee engagement improvements, such as Professional Development training for park attendants and park maintenance workers.
  - Redesigned and implemented the P.E.E.R. program to provide mentorship opportunities for employees interested in promoting or changing careers within the department or County.
  - Collaborated with Human Resources to develop career pathways for DPR-specific classifications that will provide employees with resources for promotability.
  - Continued to expedite hiring processes by making use of same-day hiring events in collaboration with DHR.
  - Inspired and fostered an environment for our team members where they can be innovative and creative during transformative change.
  - Made meaningful improvements and sharpened the 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 in to increase engagement.

- Engaged in LUEG-wide communication efforts to keep the departments better connected by contributing to LUEG Team Talk, a quarterly newsletter that highlighted DPR's efforts in equity/diversity, noteworthy projects, and shared resources. The newsletter helps to bring DPR's essential work into a common space that benefits other departments.

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Helped empower the community in shaping the programs and services that affect them by offering meaningful ways to engage with County government through the distribution of timely and diverse communications, while ensuring documents are relatable, translatable, and accessible.
  - 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.
  - DPR enhanced its process for sharing episodic volunteer opportunities through various media to ensure equitable access to educational, recreational, and stewardship events. A more efficient system was implemented for individuals completing court-mandated service hours. Volunteer opportunities were promoted across multiple websites, and special materials were created for new or high-priority projects, including the Volunteer Vacations program. Additionally, DPR partnered with organizations like California Volunteers and St. Augustine Catholic Boys High School, enabling hundreds of volunteers to participate in single-day events.
  - Recruitment: Created a recruitment tool in collaboration with DHR 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. DPR facilitated same-day hiring events to expedite the hiring process for Park Maintenance Workers.
  - 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. Reimplemented the Promoting Employees and Enriching Relationships (P.E.E.R.) program, which is an internal mentorship program created to build DPR leaders, improve promotability, and develop a skilled and adaptable workforce. The P.E.E.R. program is available to all permanent and temporary staff.
  - 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 to 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 in 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.
  - Continued to partner with Aging & Independence Services to provide access to Cool Zones during extreme weather events at designated locations. DPR hosted Cool Zones at six facilities.
  - Leveraged big mobility data to inform park programming and development decisions.
  - Provided connections 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.
  - Expanded the Discovery Kit Program to bring more students from urban schools to regional parks for onsite environmental education. Hosted 1,413 students as part of seven onsite environmental education programs at regional parks.
  - Worked with the Office of Sustainability and Environmental Justice to increase meaningful involvement and advance equal protection of communities disproportionately impacted by systemic and environmental burdens.
  - Increased residents' participation in park projects and programs by hosting public meetings using diverse communication methods such as translations into threshold 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 the 2024–2029 Capital Program Public Workshop, Mira Mesa Epicentre public workshops, Otay Valley Regional Park Active Recreation public workshops, Off-Highway Vehicle (OHV) Park Feasibility Study round table focus group meetings and public meetings, Calavo Community Park in Spring Valley, Mira Mesa Epicentre and Bonsall Community Park groundbreaking events.

2025-27 Objectives

Equity

DPR is a champion for change when it comes to providing equitable and accessible wellness opportunities and park experiences to all residents and visitors. Needs assessment surveys, public meetings and day-to-day customer interactions help identify gaps in our services based on barriers like language, culture, geographic location and mobility. This information guides future park programming. Efforts to reach more people, more often, in their preferred places and 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.
    - Finalize enhancements to 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 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.
    - Finalize and promote an interactive trail mapping application that will allow members of the community to accurately and easily find open County trails. This will help to ensure that the community has accurate information about open trails that are part of the County's trail system.
    - Once renovations for the Mira Mesa Epicentre are complete in 2026, the facility will serve as headquarters for DPR's SD Nights program. The SD Nights program is designed to provide teenagers a safe space for enrichment during critical after-school hours and to reduce potential gang and criminal activity among youths.
    - Partner with HHSA to provide programming opportunities for people with disabilities and to provide more inclusionary social activities and programs at recreation facilities.

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
    - Continue to implement a habitat restoration plan to eradicate invasive plants in the Tijuana River Valley Regional Park as part of a $2.35 million grant from the U.S. Navy. This project enhances habitat for native species and improves hydrology by removing invasive plants that have invaded riparian areas and altered the natural hydrology. Digitize processes to streamline workflows, improve accuracy, curb waste and reduce paper.
    - Leverage volunteer participation to assist with fuel modification zones, tree-planting activities, and park beautification/park maintenance projects.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Through our Comprehensive Tree Program, we expand to include community planting programs, including DPR's Adopt a Tree Program, to preserve and grow our tree canopy, which will help lower temperatures and reduce greenhouse gases for County residents. DPR will plant 2,000 trees throughout the County.
    - Continue to expand the use of electric bicycles at parks and preserves to help minimize noise pollution and reduce greenhouse gas emissions during patrols.
    - Continue to maintain the use of EV in the Parks Fleet.
    -

- Mid-and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:
    - Participate in educational events such as Earth Day, lighting fairs, water conservation events, facility/energy conferences, and zero-waste-related events.
    - Continue to expand gasoline-powered tool conversions throughout the DPR park system and through all work groups, replacing gas-powered tools with electric tools as gas-powered tools reach the end of their useful life.
    - Strategically manage facilities and infrastructure to include preventative maintenance and upgrades in order to extend service life
- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
    - 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 59,956 by the end of Fiscal Year 2025–26 and 60,456 by the end of Fiscal Year 2026–27.
    - Continue efforts to increase ongoing special-status species monitoring efforts through DPR's Targeted Monitoring Program to add another 10 preserves by the end of Fiscal Year 2027–28. This will increase the number of preserves covered by the Targeted Monitoring Program from 30 preserves to 40 preserves. Continue working with regional partners to share and analyze monitoring data, as this information provides valuable insight into the ecological health of our region and can be utilized to prioritize management activities and gauge the success of regional conservation efforts.
    - Continue to expand the use of organic compost and mulch materials in plantings, erosion control, and landscaping in parks to contribute to the reduction of GHG emissions and support the County in reaching State of California Senate Bill 1383 goals.
    - Partner with neighboring public agencies and non-profit organizations to plant trees in parks preserves and schools, proximal to DPR facilities.

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 youths 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.
    - DPR's multi-use trail network connects trail users to nature while enhancing recreation and transportation opportunities. To expand these benefits, DPR will build 1 mile of trails by the end of Fiscal Year 2025–26 to increase connectivity and will develop and manage a total of 395 miles by the end of Fiscal Year 2026–27.
    - Explore projects and opportunities where the "Volunteer Vacation" model can be used to encourage the public to be part of providing exceptional experiences to all.
    - Include community garden amenities, so more residents have access to space where they can grow their own healthy fruit and vegetables, as part of future upgrades to existing facilities and/or as part of new park construction.
    - Continue to maintain firebreaks and defensible spaces and remove invasive plants to mitigate potential fire hazards. Also, continue partnering with organizations and agencies to conduct fire fuel reduction efforts across the region.
    - Continue to enhance the community's health benefits of connecting with the natural environment by encouraging reservations of our camping systems to expand public visitation to our campgrounds.
    - Continue to encourage connection to the outdoors through the use of our Trail System. The network of 35 trail counters will measure trail users in Fiscal Year 2025-26, which we hope will exceed 1.2 million trail users.
    - Enhance drowning prevention and swim lesson programs as part of Parks and Recreation budget.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Partner with local community resource groups to host FixIt Clinics at DPR community centers, where skilled volunteers or resource agencies can assist the community in repairs of small kitchen appliances, lamps, clothing, electronics, and other household items.

- Continue to conserve financial resources by coordinating with volunteers to support parks and facilities, resulting in annual cost avoidance of $2.55 million.
- Partner with the Department of Public Works with the Compost and Mulch Giveaways and add additional DPR facilities to increase organic matter content in the soil, which leads to healthier food, decreases run-off, prevents erosion, and boosts soil microbial health.
- Creatively partner with schools by weaving together items like park videos and STEAM curriculum.

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 a 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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and activities to continue a workplace centered around belonging.
  - Achieve organizational excellence by providing quarterly professional development training to help achieve the goals of the County through optimum use of human resources; assist employees in gaining knowledge, skills, and abilities for greater satisfaction; improve quality of work life and raise morale; improve County employees' performance within their position classifications by increasing their knowledge and skills; provide other knowledge and skills so that the employee may have an opportunity for greater or alternative job responsibilities or for promotion.
  - Implement a departmentwide Chainsaw training curriculum to provide DPR employees with a basic understanding of chainsaw operation and to promote safe practices while using chainsaws.
  - Provide opportunities at our recreation centers that focus on youth volunteerism as a first step to gaining expertise in the Parks and Recreation industry, so DPR can be an employer of choice for their future careers.
- 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 with County government through the distribution of timely and diverse communications in threshold languages, while ensuring documents are relatable, translatable, and accessible.
  - Increase the 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.

Justice

Transparency is key to 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 in 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.
  - Connect with various youth workforce organizations in San Diego County (California Conservation Corps Urban Corps, San Diego Educational Cultural Complex) and provide an overview of how they can gain meaningful paid work experience that can give them the skills to eventually pursue a full-time career in Parks & Recreation.
  - Increase participation in park projects and programs by using a multi-faceted approach to information gathering, outreach, and promotion and hosting public meetings with diverse communication languages and open access via in-person and virtual options.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at:

- www.sandiegocounty.gov/parks
- www.sdparks.org

Follow us on Facebook, Twitter and Instagram at:

- www.facebook.com/CountyofSanDiegoParksandRecreation
- www.twitter.com/sandiegoparks
- www.instagram.com/sandiegoparks

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Protect and preserve the region's natural resources through the number of parkland acres owned and effectively managed	58,459	58,959	59,456	59,956	60,456
	Plant additional trees to decrease greenhouse gases in the environment.[1]	4,310	4,000	4,657	2,000	0
	Increase the use of EV in Parks Fleet to decrease greenhouse gases in the environment where EV alternatives are available	17	23	33	25	27
Community	Maintain responsible stewardship of the number of miles of trails managed in the County Trails Program[2]	389	393	393	394	395
	Conserve financial resources through the use of volunteers, resulting in annual cost avoidance (in millions)	$3.73	$2.55	$3.50	$2.55	$2.55
	Encourage reservations of our camping system and the number of nights booked for reservation	118,311	110,000	137,870	110,000	110,000
	Encourage connection to outdoors through use of our Trail System.[3]	N/A	1,200,000	1,280,261	1,200,000	1,200,000
Empower	Encourage connection to outdoors through use of our Trail System.[3]	1,488,399	N/A	N/A	N/A	N/A

Table Notes

[1] Due to aligning available funding with priorities and increases in County costs, reductions in the Comprehensive Tree Program had to be made, resulting in a reduction in the number of additional trees planted in future fiscal years.

[2] Starting Fiscal Year 2024–25, goal will be reported under Community initiative instead of Sustainability initiative.

[3] Starting Fiscal Year 2024–25, revised goal to show under Community instead of Empower initiative.

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

Staffing

Decrease of 2.00 staff years due to aligning available funding with priorities and increases in County costs. The staff years being reduced are vacant and will not impact operations.

Expenditures

Net increase of $1.5 million.

- Salaries & Benefits–net increase of $2.7 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and the staff year reductions noted above.
- Services & Supplies–net decrease of $1.7 million
    - Decrease of $2.0 million due to reduction of services associated with the Comprehensive Tree Program.
    - Decrease of $1.0 million for Major Maintenance contracted services.
    - Increase of $1.3 million for program support costs related to administrative services, utilities and public liability.
- Expenditure Transfer & Reimbursements–decrease of $7.0 million due to the reduction of one-time costs related to the Comprehensive Tree Program, Accessibility for All ADA Transition Plan, 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–decrease of $6.5 million for major maintenance projects.

Revenues

Net increase of $1.5 million

- Taxes Current Property–increase of $0.3 million due to projected taxes from property tax collections
- Licenses Permits & Franchises–increase of $0.3 million due to projected revenue from Park Land Dedication Fees
- Revenue from Use of Money & Property–increase of $0.1 million due to an increase in deposit revenue for Park Land Ordinance fees and lease revenue
- Charges for Current Services–increase of $0.1 million due to an anticipated increase in camping use and park and recreation fees
- Other Financing Sources–increase of $0.1 million due to increased support for County Service Areas (CSA) and Community Facility District parks
- Use of fund balance–decrease of $2.1 million due to the completion of one-time projects and the decreased use of the Parks Special Funds fund balance. A total of $0.3 is budgeted.
    - $0.3 million of Parks Special District Funds fund balance for increased operations and maintenance costs
- General Purpose Revenue Allocation–increase of $2.7 million primarily for anticipated salary and benefit increases.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Parks and Recreation	304.00	302.00	302.00
Total	**304.00**	**302.00**	**302.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Parks and Recreation	$64,466,323	$64,773,813	$87,029,843	$60,798,163	$67,567,754	$67,649,791
Fish and Wildlife Fund	-	$46,000	$46,000	$32,853	$46,000	$46,000
Park Special Districts	$5,029,231	$5,535,742	$6,145,966	$5,219,822	$5,514,469	$5,514,469
Parks Community Facilities Districts	$1,096,918	$2,333,294	$2,397,792	$1,086,316	$2,411,763	$2,431,693
Park Land Dedication	$5,280,317	$4,489,600	$17,507,749	$6,721,310	$3,149,600	$3,149,600
Total Expenditures	**$75,872,788**	**$77,178,449**	**$113,127,351**	**$73,858,465**	**$78,689,586**	**$78,791,553**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$38,070,068	$41,515,454	$41,515,454	$40,935,098	$44,178,566	$44,260,510
Services & Supplies	$29,628,116	$32,184,427	$54,746,934	$31,000,046	$30,446,341	$30,198,778
Other Charges	$387,444	$443,900	$478,146	$104,115	$443,900	$443,900
Capital Assets Equipment	$1,104,909	-	$2,775,837	$1,254,305	-	-
Expenditure Transfer & Reimbursements	-$1,301,945	-$7,359,000	-$16,042,894	-$10,652,669	-$267,586	-
Operating Transfers Out	$7,984,197	$10,393,668	$29,653,873	$11,217,571	$3,888,365	$3,888,365
Total Expenditures	**$75,872,788**	**$77,178,449**	**$113,127,351**	**$73,858,465**	**$78,689,586**	**$78,791,553**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$772,575	$582,753	$582,753	$582,753	$582,753	$488,697
Use of Fund Balance	-$9,172,231	$2,414,161	$35,327,451	-$3,448,959	$314,357	$314,357
Taxes - Current Property	$4,972,355	$4,613,964	$4,613,964	$5,486,064	$4,905,052	$4,924,982
Taxes - Other Than Current Secured	$214,574	$22,850	$22,850	$82,203	$32,701	$32,701
License Permits & Franchises	$4,379,917	$2,500,000	$2,500,000	$3,599,016	$2,849,600	$2,849,600
Fines, Forfeitures & Penalties	$9,531	$26,250	$26,250	$46,188	$26,250	$26,250
Revenue From Use of Money & Property	$2,980,218	$1,574,600	$1,574,600	$3,021,358	$1,654,281	$1,654,281
Intergovernmental Revenues	$13,959,947	$3,135,342	$5,150,882	$1,175,438	$3,148,352	$3,148,352
Charges for Current Services	$9,565,945	$9,514,339	$9,558,736	$11,654,327	$9,588,109	$9,588,109

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Miscellaneous Revenues	$151,229	$1,223,396	$2,199,071	$679,420	$1,223,396	$1,223,396
General Purpose Revenue Allocation	$45,231,597	$47,817,126	$47,817,126	$47,817,126	$50,476,370	$50,652,463
Other Financing Sources	$2,807,132	$3,753,668	$3,753,668	$3,163,532	$3,888,365	$3,888,365
Total Revenues	**$75,872,788**	**$77,178,449**	**$113,127,350**	**$73,858,465**	**$78,689,586**	**$78,791,553**

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 317.00 team members (staff years) and a budget of $65.4 million dedicated to serving the public and making this vision a reality.

2024–25 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 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.
    - Initiated the next phase of modernizing 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 goals and objectives 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 approaches and mechanisms to facilitate a variety of housing types at various affordability levels close to transit, services, and infrastructure to support economic development opportunities.
    - Completed 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 also looked at what investments in infrastructure and place-making strategies can facilitate housing in these areas. This effort put a special focus on how to support affordable and workforce housing in these locations.
    - Promoted sustainable development, reduced greenhouse gas emissions (GHGs) to help slow climate change, and improved public health 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.
    - Implemented actions regarding a potential VMT mitigation program, and future Board actions that may include environmental analysis 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. Also, continued to partner with other jurisdictions to develop a regional 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.

- Continued to implement the Removing Barriers to Housing initiative in collaboration with the Department of Public Works (DPW), Department of Environmental Health and Quality (DEHQ), Office of Economic Development and Government Affairs (EDGA), Department of General Services (DGS), and Department of Purchasing and Contracting (DPC) 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. Implemented Year 1 actions, including:
  - All short-term initiatives have been implemented, except for the information technology (IT) upgrades that are connected to other County IT efforts. These upgrades are anticipated to occur in Fiscal Year 2025–26. Mid- to long-term items, such as preparing pre-approved home plans, a programmatic Environmental Impact Report (PEIR) in key areas, and Grading Ordinance updates, are underway as directed.
  - Engaged with stakeholders on an ongoing basis throughout implementation, including periodic updates on key items of interest during regular stakeholder meetings.
- 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 brought to the Board for initial consideration. 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 among other related streamlining efforts.
- Developed Objective Design Standards to streamline affordable housing projects by providing standards that are clearer and easier to understand. Clear standards create a more cohesive design that contributes to community character and reduces the time and effort required for the development permitting process.
- Continued to implement the adopted and State Department of Housing and Community Development-certified General Plan Housing Element.
- Enhanced the General Plan and Housing Element Annual Progress Report (APR) by explaining key aspects of the permitting process and the data in plain language. Also focused on community education for the APR to support stakeholders' and community members' understanding of the data to support informed and enhanced community engagement. 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. These studies can be used to develop policies and recommendations that can help address high housing costs while encouraging more environmentally friendly construction. These studies also align 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, to address the adverse impacts that cannabis criminalization has had on people and their communities. Ongoing efforts include stakeholder engagement, regulatory ordinance development, environmental analysis, and implementation of a license and permitting system for Board consideration in Fiscal Year 2025–26.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Improved economic conditions for workers by requiring a 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.
  - In response to stakeholder feedback, supported wineries by gathering additional community feedback regarding options to allow boutique wineries in agricultural zones to host live, amplified music on their premises while mitigating noise and ensuring compatibility with surrounding areas to help inform potential updates to the Zoning Ordinance. This project will also support communities by updating zoning information regarding healthcare trailers.
  - With the support of community and industry stakeholders, the Fallbrook Subarea Plan was adopted by the Board in December 2024. The Fallbrook Subarea Plan identifies amendments to the Fallbrook Village zoning regulations that will help achieve the long-term vision of the village while removing potential constraints to development and barriers to housing.

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 2024 Climate Action Plan, conservation efforts, and programs to reduce dependence on fossil fuels. PDS aligns 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.
    - The 2024 Climate Action Plan (CAP) and Supplemental Environmental Impact Report (SEIR) was adopted by the Board in September 2024. The adopted CAP is comprehensive and legally enforceable, does 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 establishes actions to meet a goal of net-zero carbon emissions by 2045.
    - As part of the County's ongoing commitment to the environment, continued to implement the sustainability initiatives and programs identified in the 2018 Climate Action Plan (CAP) and released an annual monitoring report to show an estimated total of 274,050 metric tons of emissions reduced in 2024 through the implementation of the 2018 CAP's 26 greenhouse gas reduction measures. The amount of emissions reduced in 2024 is the equivalent to taking over 63,000 gasoline-powered passenger vehicles off the road for one year.
    - 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 grant funding to support installations. The EV Roadmap also facilitates coordination with regional agencies, like the San Diego Association of Governments (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 incentives available to residents to purchase electric vehicles and install charging infrastructure.
    - Reduced dependence on fossil fuels by approving the installation of 25,306kW of residential renewable energy from solar photovoltaic permits in the unincorporated area. This goal was not achieved due to broader shifts in incentive programs available for residential solar photovoltaic systems. The total for FY 24-25 also reflects continuous improvement efforts for departmental data.
    - Converted 12 gas fleet vehicles to hybrid/electric vehicles in accordance with the County EV Roadmap to increase sustainability and reduce GHG emissions. 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:
    - Sustainable Operations in Land Stewardship (SOILS) program (previously referred to as the carbon farming program): Continued to manage $1,732,298 in grant funds to begin working in support of the agricultural industry by developing a program to encourage the adoption of climate-smart 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 initiating the development of a program that promotes tree planting in urban environments and within underserved communities. In support of this program, PDS established an equity working group to help guide the development and implementation of the program.
    - Reduced the amount of construction waste created and discarded in landfills by collaborating with builders to reduce the cost of building permits and providing expedited plan checks for qualifying building permits. Promotion of these projects will continue to educate those in construction on alternative methods to create new buildings.
    - The Building division and Sustainability Planning division collaborated to make changes encouraging greater use among customers of the Green Building Incentive Program, which reduces permit fees and expedites plan reviews. With changes to the state requirements for new projects, recycling and reuse 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 for a 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. The MSCP is a long-term, regional habitat conservation program that aims to balance high biological diversity with urban growth in San Diego County.

        - Supported implementation of 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 anticipated 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 acquired a total of 94 acres of conservation easements on four properties this fiscal year. Overall, there are currently 3,491 acres of agricultural easements permanently preserved, which were acquired on 56 properties since the inception of the PACE program in 2012.
    - Continued Regional Butterflies Habitat Conservation Plan development to protect, restore, and enhance habitat for sensitive butterfly species for Board consideration in Summer 2026. This plan will also support landowners, agricultural operators, businesses, and residents by simplifying the regulatory process if sensitive butterfly species are impacted.
    - Implemented the updated Groundwater Ordinance Amendment and County Guidelines for Determining Significance for Groundwater Resources. The updates reflect recent Sustainable Groundwater Management Act (SGMA) requirements for San Diego County and help support groundwater management in key basins.
    - Continued implementation of the Native Landscape Program recommendations adopted by the Board in 2022. PDS established a Native Plant Technical Working Group to guide the implementation of this program, created a project website to share project information and receive feedback, and continued development of 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 internal California Environmental Quality Act (CEQA) Roundtable, participated in and coordinated with the CEQA Practitioners team meetings across County departments in support of training, sharing best practices, and consistency across the departments. PDS participated in the internal Land Acquisitions Roundtable, supporting the 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 permit fee reductions, expedited plan review, and technical assistance.
- Moved toward more sustainable internal operations to contribute to enterprise-wide 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. Refined and updated sustainability information as needed for PDS onboarding meetings for new staff.
    - 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 and social media, 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 “online suggestion box” on the department SharePoint site and in person through “Coffee with the Director” events.
    - Sent all staff in charge of purchasing (3) to an Environmentally Preferable Purchasing (EPP) training.

  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 evaluated printing practices and needs of all divisions to identify opportunities for reducing paper use, and when applicable, adopted electronic binders for staff use during public hearings in place of printed materials. Additionally, PDS developed language and policies for inclusion in consultant, contractor and grantee contracts/task orders.
    - Long-term: Began 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 created an inter-divisional Departmental Sustainability Plan Committee to support the implementation of PDS sustainability commitments and promote staff education, collaboration, and training on PDS sustainability goals.

    - Long-term: Continued working towards implementing a five year plan to reduce greenhouse gas emissions by increasing the department's fleet of hybrid/electrified vehicles to 75% (27 of 36) by Fiscal Year 2027–28. Fleet conversion will include mostly mid-sized SUVs and sedans. 61% (22 of 36) of the PDS fleet consists of hybrid or electrified vehicles, including one battery electric vehicle (BEV), 11 plug-in hybrid electric vehicles (PHEVs), and 10 hybrid vehicles.
- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Commitment to ensuring that adequate resources are available to meet the evolving needs of our community programs. This included continually reviewing our practices to gain efficiencies and creating an operational plan and budget for the department that is transparent and responsive to the community, including a special focus on those areas historically underserved.
    - Continued to adapt the workspace and working practices to a smaller and more flexible physical office environment to reduce costs with a hybrid work environment that allows staff to spend time in the office and telework.
    - Continued to 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.
    - Implemented the 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. Progress on short-term objectives includes:
        - Served as a County Health and Human Services Agency (HHSA) LiveWell partner with a LiveWell Partner Liaison within the department to further develop partnerships with community organizations and enhance collaboration across the enterprise.
        - Developed templates, resources, and process improvements to support improved project planning and outreach and community engagement, such as enhanced project initiation and outreach and engagement plan worksheet and template to support developing integrated, tailored plans.
        - Assessed department data and IT needs and skills, and launched a cross-departmental Data Working Group to collaboratively develop and improve data practices.
        - Incorporated employee feedback on the department strategic plan to ensure a comprehensive roadmap that considered all innovative ideas and best practices from team members across the department.
        - Focused on developing approaches and expanding engagement opportunities and participation that are meaningful and equitable for diverse community members.
        - Worked towards building stronger ongoing 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 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, interdepartmental collaboration efforts included facilitating training, information sharing, and ongoing coordination on shared projects and priorities.
    - Facilitated strong collaboration through participation in the LUEG Compliance Team. This multidisciplinary 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. During Fiscal Year 2024–25, staff from PDS Code Compliance, Department of Public Works (DPW) Watershed Protection Program and DPW Flood Control have been building on the initial LUEG Compliance Team collaboration to address a series of grading and flooding concerns within the Bonita community. These collaborative efforts are ongoing with each participating department addressing concerns under their purview then coordinating comprehensive updates back to the community through the Sweetwater Community Planning Group.

Community

PDS enhances the quality of life in 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 incorporates input and feedback to improve program and service delivery. PDS also supports safety in all communities by practicing emergency response and preparedness, reviewing disaster response and recovery procedures, and training for multiple types of disasters.

- 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 County threshold languages into 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. Provided automated information and inspection scheduling abilities in multiple threshold languages to reduce language barriers for customers, make information more accessible, and create a means for effective communication.
    - Solicited community input to shape policy, by engaging with customers, community members, and stakeholders using engagement tools, such as online webpages and documents with engagement features, 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 and discussions with community members.
    - Identified and cultivated relationships with diverse cultural and ethnic groups within the communities that we serve, such as through establishing a Tribal Delegates working group to help guide the development of the Cultural and Tribal Resources guidelines.
    - 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).
    - Leveraged Geographic Information System (GIS) capabilities, in partnership with DPW, to create 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.
    - Completed first round plan checks for Grading Plans and Final Maps within 30 working days. The current objective was not met due to the timing required for complex projects . The future objective is updated to 30 working days to reflect more accurate timing for complex projects.
    - 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 876 new homes.
        - Completed first round plan checks for residential building permits within an average of 30 working days. This objective was not achieved due to higher than baseline number of plan reviews, training, and staff vacancies. We are working to meet this objective with additional support from the Removing Barriers to Housing initiative, which includes staffing support and other enhancements and process improvements to meet review times, along with on-going training to support team members, moving towards the 15-day goal.
        - Conducted 36,452 construction inspections. This objective was close to being met. The actual reflects a slightly lower than estimated need.
        - Reviewed 100% of (8,195 of 8,195) proposed building plans to ensure proper and safely designed structures. The actual number of plans submitted was lower this fiscal year than we had originally anticipated.
    - Worked towards the goal of completing first round plan checks for Site Plans, Boundary Adjustments, and Major Use Permits (for cell sites) within 20 working days.
    - Worked with property owners and stakeholders to develop proposed long-range policies, and permit development projects that create new, local job centers, including commercial and industrial projects.
    - Resolved 67% (156 out of 233) of debris and waste complaints within six months of initial notice to the property owner. This objective was close to being met with 151 of 219 cases resolved within six months. The actual encompasses case difficulty levels, including cases that are more difficult for private property owners to address due to large volumes of solid waste, as well as shifts in funding.
    - Expanded commitment to Justice, Equity, Diversity, Inclusion and Belonging (JEDIB) by identifying programs and processes for 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 underserved 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 67% of code cases opened per fiscal year (1,926 out of 2,848). The actual was slightly lower this fiscal year than we had originally anticipated.
- Responded to complaints within 24 hours 97% (5,516 out of 5,668) of the time.
- Reached 89% voluntary compliance (2,704 out of 3,030).
- Investigated cases within five days, 76% (1,735 out of 2,263) of the time. The actual was slightly lower this fiscal year than we had originally anticipated.
- Completed reviews for 100% affordable housing projects, housing projects in VMT Efficient and Infill areas and workforce housing projects within guaranteed review times.
- Increased visibility, accessibility, and use of the Tell Us Now application for requests from unincorporated area residents. PDS continues to participate in Land Use and Environmental Group (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.

- 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.
  - Started Phase 3 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.
  - 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.
  - Prevented negative impacts on public safety due to the land use impacts of 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 like the flooding that occurred in January 2024, by reducing the impact on survivors by removing destroyed and damaged vehicles.
  - Trained employees within the first year of their employment, 100% (34 of 34) 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 2024 biennial Employee Engagement survey, continued to implement an Employee Engagement 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 with the development of a Mentorship Program.

- Promoted Justice, Equity, Diversity, Inclusion and Belonging (JEDIB) of staff 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 discussion about neurodiversity in the workplace. PDS also offers trainings on JEDIB to enhance education and awareness, sustaining a workforce development team that is open to every employee (and those who are encouraged to participate). PDS also strongly supports staff participation in Employee Resource Groups and the departmental Diversity & Inclusion (D&I) committee, including participation in activities, like Conversation Cafés and the D&I Encouragement meeting. 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 on the department's strategic plan, to gather ideas and insights from staff and build engagement in the department's goals, 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 highlight 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.

- 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 24 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 innovate to help facilitate transformative change.
  - Updated and enhanced the Housing Production and Capacity Portal to make key information easier to access.

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.
  - 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 impact on 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.
  - 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.

2025–27 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 proposing policy

and ordinance updates that remove barriers to economic growth by individuals and businesses, continuing efforts to increase the number of homes built at 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 efforts to modernize the County Grading, Clearing and Watercourses Ordinance by streamlining regulations relating to grading for housing and clearing for the 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 other departments and enterprise offices 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. Mid- and long-term actions include technology enhancements and streamlining efforts.
    - Continue engagement with stakeholders on approaches and mechanisms to guide the development of a proposed Sustainable Land Use Framework for the Board's consideration to encourage development in areas with less environmental impacts while ensuring established communities remain thriving and resilient. The Sustainable Land Use Framework is also intended to facilitate a variety of housing types at various affordability levels close to transit, services, and infrastructure to support economic development opportunities.
    - 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 through an Inclusionary Housing Ordinance. This ordinance can 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.
    - Implement the Opportunities for Affordability and Attainable Housing Program to facilitate the development of senior and assisted living housing, small lot subdivisions and development on sites envisioned for affordable housing (RHNA sites). This project also includes exploring the feasibility of the separate sale of Accessory Dwelling Units (ADU) in line with recent changes in state law.
    - Continue to implement the adopted and State-certified General Plan Housing Element's over 60 programs to increase housing production and equitable access to housing.
- 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 to address the adverse impacts that cannabis criminalization has had on people and their communities. Ongoing efforts include continued stakeholder engagement, environmental analysis, and implementation of a license and permitting system for the Board to consider in Spring 2026.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
    - 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 create prosperous and resilient places.

Sustainability

PDS continues to build upon existing sustainability and climate action initiatives through 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.

- Continue to 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.
- Continue implementing our five-year strategic plan, including work on 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.
- Continue to improve systems, processes and procedures, and tools to support innovation and enhance responsiveness to the communities that we serve.
- Continue to cultivate a team culture of inclusion and belonging, and facilitate a growth mindset to enhance professional development to support staff and adapt to shifting workplace needs.

- Climate: Actively alleviate climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Implement the adopted Climate Action Plan to address climate change to meet a goal of net-zero carbon emissions by 2045 and 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 the implementation of Community Planning and Sponsor Group policies, particularly through Community Plans and other neighborhood-level planning efforts.
  - Help residents and businesses adapt to the 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 provides examples of efforts that can be used by others in the region. The following actions support its implementation within the unincorporated area and advance the climate action planning goals of the County.
  - Sustainable Operations Land Stewardship (SOILS) Program (i.e., carbon farming): to support the agricultural industry by implementing a carbon farming program to encourage the adoption of carbon farming practices that account for greenhouse gas emissions reductions and the 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.
  - Continue to develop 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.
  - Continue Sustainable Groundwater Management Act (SGMA) implementation to prepare for prolonged drought and safeguard vital groundwater basins in San Diego County to ensure the availability of water for future generations.
  - Continue Multiple Species Conservation Program (MSCP) implementation to protect biodiversity and address climate change while supporting development through the implementation and expansion of the MSCP.
  - Continue to implement the South County MSCP Subarea Plan (South County MSCP) to permanently protect 98,379 acres of conservation land.
  - Further develop the North County MSCP to further expand the program and provide it 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 the 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 for 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 and social media, PDS Departmental Sustainability Plan Committee outreach, as well as other division- and team-level meetings.
- Continue collecting written and verbal suggestions and feedback from all employees on sustainability initiatives or programs through an "online suggestion box" on the departmental SharePoint site, in person through "Coffee with the Director" events, and PDS Departmental Sustainability Plan Committee outreach. Increase employee engagement and participation in sustainability initiatives. Track participation numbers to demonstrate progress from previous years.
- 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: Continue to analyze ways to encourage staff, contractors, and grantees to conform to the County's paper policy. PDS is actively recording departmental printing practices and needs and providing contractors with recommended guidance on reducing paper.
- Long-term: Align internal department practices to support zero-waste principles by Fiscal Year 2027–28. Develop and implement staff training on zero-waste practices.
- 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.
- 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 developments 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 80% of the time.
    - Complete reviews of 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 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 the 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.

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 maintains program and fiscal integrity, transparency and accountability through reports, disclosures, and audits. The department shares data with the public, such as building permits issued, discretionary applications received, inspection reports, and land use property information. Internally, PDS engages employees by holding multiple engagement meetings where information, ideas, and perspectives are shared 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.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and activities to continue a workplace centered around belonging.
    - 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 2024 biennial Employee Engagement survey, continue to 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 with County government through the 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 to uplift 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. The Environmental Justice criteria for ensuring that services, programs, and opportunities are provided equitably and uplift those who have historically been disenfranchised will be revisited as part of specific General Plan element updates before 2029. 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 Planning & Development Services, refer to the website at:

- https://www.sandiegocounty.gov/pds

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Reduce the dependence on fossil fuels by approving the installation of 60,000 kW of residential renewable energy from solar photovoltaic permits.[1]	56,815	60,000	25,306	60,000	60,000
	Preserve agricultural acres under the Purchase of Agricultural Conservation Easements (PACE) Program	71	443	443	443	443
Community	Increase the production of housing by increasing the number of homes built in the unincorporated County	1,134	1,200	876	1,200	1,200
	Review proposed building plans to ensure structures are properly and safely designed[2]	100% of 10,792 plans	100% of 15,000 plans	100% of 8,195 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[2]	100% of 40,971 inspections	100% of 40,000 inspections	100% of 36,452 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[2]	70%	70%	67%	70%	70%
	Inspect complaints within 5 business days 50% of the time[2]	67%	80%	76%	80%	80%

	Average turnaround time for first review of residential building plans (in business days)[3]	28	15	30	15	15
Empower	Average Permit Center counter wait time (in minutes)[4]	26	20	24	20	20

Table Notes

[1] The Fiscal Year 2024-25 actual was lower than originally anticipated due to a shift in incentive programs.
[2] The Fiscal Year 2024-25 actual was slightly lower than originally anticipated.
[3] The Fiscal Year 2024-25 actual was exceeded due to higher than baseline number of plan reviews, training, and staff vacancies.
[4]The Fiscal Year 2024–25 actual was exceeded due to staff vacancies.

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

Staffing

Net decrease of 1.00 staff year

- Increase of 2.00 staff years in Building Services, added during Fiscal Year 2024–25, to support the County's Comprehensive Broadband Plan and prioritize project applications.
- Decrease of 3.00 staff years in administration, long range planning and project planning due to aligning available funding with priorities and increases in County costs. The decrease in staff years will not impact operations.

Expenditures

Net increase of $7.4 million

- Salaries & Benefits–net increase of $2.7 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and the reduction of staff years noted above.
- Services & Supplies–net decrease of $10.6 million
    - Decrease of $11.2 million in Consultant Contracts associated with completion of one-time projects approved in Fiscal Year 2024–25.
    - Decrease of $1.0 million in Contracted Services associated with the completion of projects related to the Purchase of Agricultural Conservation (PACE) Program.
    - Decrease of $0.6 million in various facility-related accounts due to aligning available funding with priorities and increases in County costs. The decrease in these accounts will result in delayed maintenance and facility updates.
    - Decrease of $0.3 million in various IT-related accounts due to aligning available funding with priorities and increases in County costs. The decrease in these accounts will result in delayed IT maintenance and projects.
    - Increase of $2.0 million in Contracted Services due to an increase in grant-funded projects Sustainable Agricultural Lands Conservation (SALC), Energy Efficiency Conservation Block Grant (EECBG).
    - Increase of $0.5 million in public liability insurance premiums due to increased litigation costs.
- Expenditure Transfer & Reimbursement–net decrease of $15.3 million due to the completion of one-time projects. Since this is a transfer of expenditures, it has a net effect of a $15.3 million increase in expenditures. The central funding is supported by resources from Countywide Finance Other.

Revenues

Net increase of $7.4 million

- Licenses Permits & Franchises–increase of $1.6 million to align with current year fiscal projections, projected fee updates, and the elimination of fee waivers associated with the Homeowner's Relief Act.
- Fines, Forfeitures, & Penalties–increase of $0.1 million due to an increase in fines revenue.

- Intergovernmental Revenues–increase of $2.4 million for grant-funded projects in Sustainability Planning (Sustainable Agricultural Lands Conservation Grant, Energy Efficiency Conservation Block Grant) and Code Enforcement (Prop 64 Grant).
- Charges for Current Services–increase of $2.9 million to align with projected fee updates and the elimination of fee waivers associated with the Homeowner's Relief Act.
- General Purpose Revenue–increase of $0.4 million to support salary and benefit increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration	37.00	36.00	36.00
Long Range and Sustainability Planning	62.00	47.00	47.00
Project Planning	58.00	57.00	57.00
Land Development	30.00	30.00	30.00
Building Services	80.00	82.00	82.00
Code Compliance	38.00	38.00	38.00
LUEG GIS	9.00	9.00	9.00
SanGIS COSD	4.00	4.00	4.00
Housing	-	14.00	14.00
Total	**318.00**	**317.00**	**317.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration	$10,595,718	$7,339,491	$10,560,421	$7,106,115	$12,330,435	$12,332,015
Long Range and Sustainability Planning	$6,554,242	$10,883,134	$45,669,397	$3,977,657	$10,704,661	$8,842,851
Project Planning	$6,495,842	$9,239,823	$14,348,899	$7,556,698	$9,320,384	$9,339,895
Land Development	$6,588,271	$7,112,215	$8,471,749	$6,063,039	$6,368,023	$6,368,023
Building Services	$14,020,067	$14,166,033	$20,810,557	$14,991,427	$15,162,991	$15,171,474
Code Compliance	$5,128,945	$6,188,047	$9,374,887	$5,811,452	$6,349,123	$6,408,506
LUEG GIS	$1,536,768	$1,804,419	$2,270,316	$2,128,885	$1,566,005	$1,576,046
SanGIS COSD	$1,152,195	$1,256,593	$1,256,593	$1,269,012	$1,347,793	$1,346,822
Housing	-	-	-	-	$2,259,002	$2,282,755
Total Expenditures	**$52,072,048**	**$57,989,755**	**$112,762,820**	**$48,904,285**	**$65,408,417**	**$63,668,387**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$40,139,918	$50,290,902	$48,290,902	$44,601,918	$52,974,364	$53,144,809
Services & Supplies	$24,468,320	$23,893,976	$80,460,841	$20,695,155	$13,320,532	$11,387,511
Capital Assets Equipment	$104,016	-	$206,200	$14,956	-	-
Expenditure Transfer & Reimbursements	-$13,144,105	-$16,195,123	-$16,195,123	-$16,407,744	-$886,479	-$863,933
Fund Balance Component Increases	$503,899	-	-	-	-	-
Total Expenditures	**$52,072,048**	**$57,989,755**	**$112,762,820**	**$48,904,285**	**$65,408,417**	**$63,668,387**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$550,145	$422,070	$422,070	$422,070	$422,070	$353,948
Use of Fund Balance	-$11,055,791	-	$48,214,357	-$6,233,841	-	-
License Permits & Franchises	$7,184,599	$7,073,019	$7,073,019	$6,769,717	$8,657,422	$8,657,422
Fines, Forfeitures & Penalties	$330,857	$239,886	$239,886	$436,053	$403,748	$403,748
Revenue From Use of Money & Property	$22,464	$10,000	$10,000	$13,300	$10,000	$10,000
Intergovernmental Revenues	$11,235,159	$885,350	$7,073,715	$1,899,094	$3,263,394	$1,324,172
Charges for Current Services	$13,996,005	$18,300,461	$18,300,461	$14,529,773	$21,152,184	$21,147,184
Miscellaneous Revenues	$304,439	-	$370,344	$9,150	-	-
General Purpose Revenue Allocation	$29,501,258	$31,058,969	$31,058,969	$31,058,969	$31,499,599	$31,771,913
Other Financing Sources	$2,914	-	-	-	-	-
Total Revenues	**$52,072,048**	**$57,989,755**	**$112,762,820**	**$48,904,285**	**$65,408,417**	**$63,668,387**

COUNTY OF SAN DIEGO

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 management and flood protection; environmental services; solid waste planning and diversion; closed landfills; wastewater and water systems management; and special district administration.

DPW has 659.00 staff years and a budget of $454.8 million to ensure critical infrastructure and sustainability services are provided.

2024–25 Accomplishments

Equity

DPW applies an equitable lens to service delivery and program design to provide critical infrastructure for underserved communities. In accordance with the County's strategic initiative on equity, DPW completed the following:

- Health: Focus on policy, systems, and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Upgraded pedestrian push buttons to comply with the Americans with Disabilities Act (ADA) standards at 5 intersections – Bonita (1), Valley Center (1), Lakeside (2), and Ramona (1).
    - Improved equipment and traffic signal timing at 12 intersections to enhance pedestrian safety - Fallbrook (4), Spring Valley (4), Bonsall (1), Lakeside (1), and Alpine (2).
    - Completed Preliminary Engineering Reports (PER) for two road segments on Campo Road in Casa de Oro and on Proctor Valley Road in Bonita, identifying pedestrian and bicycle safety improvements for underserved communities.
- 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 reviews of grants and affordable housing development loans, benefiting low-income communities and households. On average, DPW reviewed more than 130 projects, 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 Housing and Urban Development (HUD) Project Based Vouchers (PBV), as well as State programs such as No Place Like Home and Permanent Local Housing Allocation.
    - Identified and prioritized public improvements in VMT- efficient and infill areas to promote public-private partnerships and incentivize future development of various housing types, including affordable housing and options more accessible to middle-income earners.
    - Collaborated with Planning & Development Services (PDS) and the Department of Environmental Health and Quality (DEHQ) to remove barriers to housing through technology enhancements and streamlined processes, improving efficiency and increasing certainty for housing development in the unincorporated area.
        - Reviewed over 112 plans and provided comments within the guaranteed timelines to prevent project delays.
        - Developed a new online right-of-way application for encroachment permits, which was launched in January. This initiative is expected to significantly improve customer experience by saving time and providing guaranteed timelines for completing public

improvements, thereby enhancing certainty for housing development.

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially for communities of color and low income.
    - In support of the County's initiative for "Removing Barriers to Housing", researched the four areas identified in Planning & Development Services' Development Feasibility Analysis (Buena Creek, Casa de Oro, Spring Valley, and North El Cajon/South Lakeside) to find opportunities to retrace historical land division lines and replace missing boundary markers, which would reduce costs for subsequent private property land surveys. The research did not identify any retracing or boundary marker replacement that had not already been addressed, confirming that future land survey costs will not be impacted by missing land survey data.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
    - Improved how projects are prioritized to ensure local community needs are addressed within historically underserved communities by implementing an infrastructure project prioritization process to assess technical merits, safety, liability, regulatory compliance, and needs 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.
    - Developed a prioritized system for public improvement projects that incorporated the recently adopted Climate Action Plan (CAP) built-environment requirements, Local Roadway Safety Plan (LRSP) and the Board adopted Active Transportation Plan that includes Pedestrian Gap Analysis, and the bicycle element.

Sustainability

DPW programs undertake actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and lower greenhouse gas (GHG) emissions. In accordance with the County's strategic initiative on sustainability, DPW achieved the following:

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - The County used special districts as a funding mechanism to provide 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 online information in the County's established threshold languages, and finalizing long-range maintenance plans for all private road and landscape maintenance districts in Fiscal Year 2024–25.
    - Began implementation of the DPW 5-year Strategic Plan and Roadmap, to advance short term and began planning for mid- and long-term strategies to ensure the department's solvency and resiliency for years to come.
    - Increased grant application efforts and brought in additional funding to support DPW infrastructure projects that protect the environment, enhance communities, and maintain aging systems to increase longevity and safety.
        - Applied for the Active Transportation Program, Highway Safety Improvement Plan, and Safe Streets and Roads for All (SS4A) grant funding sources. Successfully obtained $0.8 million of SS4A funding to develop a pilot project in Spring Valley to enhance pedestrian and bicycle safety at the intersection of Sweetwater Road and Jamacha Road.
        - Obtained a $1.0 million grant to implement an active transportation plan in Casa de Oro to promote safe walking and biking.
        - Evaluated over 80 grant and funding opportunities, five (5) of which had eligibility criteria that fit our projects and resulted in competitive applications. Unfortunately, none have been awarded, but Flood Control has been invited to submit a sub-application for one.
        - Engaged with the California Stormwater Quality Association (CASQA) legislative subcommittee and reviewed draft language alongside the Office of Economic Development and Governmental Affairs (EDGA) to support the successful inclusion of 'stormwater' and 'water quality' in the $10.0 billion Prop 4 Climate Bond. These efforts helped ensure that up to $1.9 billion in stormwater-specific funding would be available across California.
- 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 improve 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 (LRSP).
        - Retimed and optimized traffic signals on four road corridors in Fallbrook, Lakeside, and in the Spring Valley areas to reduce delays and dwell time at existing traffic signals.
        - Completed the construction of three traffic signals on the priority list at the intersections of Valley Center Road at Ridge Ranch Road, Discovery Street at San Pablo Drive, and Brabham Street at Hillsdale Middle School. Currently designing three (3) additional

traffic signals in Lakeside, Fallbrook, and in Buena Creek areas. These projects are anticipated to be constructed in Fiscal Year 2025–26.
        - Implemented the adopted LRSP by upgrading curb ramps through the multi-year road resurfacing projects and upgrading pedestrian indications at signalized intersections to promote safe crossing.
        - Completed sidewalk projects on Preciosa Drive and on Apple Street in Spring Valley area to promote safe walking and as an alternative to driving to enhance pedestrian safety, accessibility, and walkability.
        - Installed bicycle lanes on three corridors in Fallbrook, Ramona, and Spring Valley to improve safety for cyclists and to reduce vehicular speeds. These bicycle lanes were documented with higher than expected collisions.
    - Converted 100% (184 of 184) of gas-powered tools to battery-powered alternatives where available.
    - Implemented the Airport Sustainability Management Plan for the County's eight airports to reduce resource consumption, environmental impacts, and GHG emissions. Various elements of the Management Plan are being implemented by leaseholders to further promote social responsibility.
    - Continued 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.
-

  Short-term commitments for Fiscal Year 2024–25:
    - DPW worked with DGS Energy and Sustainability (E&S) to conduct an energy efficiency analysis and review of all eight DPW road station facilities. The analysis was completed in December 2024 and provided specific recommendations for upgrades to improve energy efficiency. Recommendations were evaluated by E&S and DPW to determine the order of implementation, funding, and construction schedule. There are additional energy efficiency improvements scheduled for wastewater facilities; projects began in early 2025.
    - Installed permanent electric vehicle (EV) charging stations at the DPW Division I Headquarters/Spring Valley Road Station in September 2024.
    - 100% of design of the permanent EV charging equipment was completed at the DPW road stations at San Marcos and Ramona Road with an estimated construction completion date of December 31, 2025.

  Mid- and long-term commitments that can be implemented upon further investigation, cross-departmental collaboration, and identification of possible additional resources:
    - Midterm: 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. Fleet conversion will include mostly mid-sized Sports Utility Vehicle (SUVs) and trucks and some construction equipment, like forklifts, and is dependent on availability.
        - Submitted 4 orders for 21 electric vehicles to meet our current year's goals and will continue orders when possible.
        - Ten additional fleet vehicles are being converted to hybrid/EV in Fiscal Year 2024-25 for a total of 61 total fleet converted, or approximately 16% conversion. Overall DPW is on track for the 37% (148 out of 397) conversion goal by Fiscal Year 2026–27.
    - 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.
- In Fiscal Year 2024–25, initiated the effort to add the North County Mitigation site to the Capital Improvement Program and contracted with a consultant to prepare a Preliminary Engineering Report (PER) and a Cost Benefit Analysis. Draft PER was received in September 2024 and was finalized March 2025. Design will commence in the last quarter of Fiscal Year 2024–25 with 100% design will be accomplished in Fiscal Year 2025–26. The project is on track to achieve the goal of having all approvals in place by Fiscal Year 2027–28.
    - To reduce greenhouse gas emissions, conserve limited landfill capacity, meet State recycling mandates, and promote sustainable management of resource managements, DPW implemented measures to achieve an 80% (estimated 1,014,592 tons of diverted of 1,268,240 tons of generated) waste diversion goal by 2030 in alignment with the Climate Action Plan.
        - Completed annual score cards for 100% (8 of 8) of haulers to ensure effective implementation of franchise agreement waste diversion performance standards.
        - Ensured 100% (8 of 8) of haulers met their annual waste diversion goals or worked with them to implement additional programs to meet these goals.
        - Mailed informational flyers in the County's established threshold languages to all properties in the unincorporated area providing updated educational materials to increase awareness and encourage participation in recycling and organic material diversion programs.

        - Met our goal of completing 250 educational presentations to at least 18,000 attendees in the County's established threshold languages.
        - Delivered 140 stormwater presentations to over 6,000 students.
        - Met our goal of completing 500 technical assistance inspection site visits 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 with 98% compliance, because the department received three notices of violation due to aging or damaged infrastructure in FY 2024-25 and not meeting 100% compliance.
    - Donated compost and mulch to community and school gardens and residents to encourage community food production in the unincorporated communities of Spring Valley, Lakeside, Ramona, Fallbrook, Julian, Potrero and Borrego Springs, and Santa Ysabel.
    - Performed essential nesting bird surveys allowing DPW field crews to conduct critical vegetation maintenance activities on-time and in compliance with the Migratory Bird Treaty Act.
- Environment: Cultivate a natural environment for residents, visitors, and future generations to enjoy.
    - Improved water quality in local streams, rivers, and bays, while managing stormwater and urban runoff from the County storm drain system.
    - Met state-mandated requirements to reduce bacteria sources that pose a threat to public health. Developed and implemented a Human Source Identification Workplan specifically targeted at identifying and abating human sources of bacteria within the San Diego River watershed.
    - DPW achieved its goal of reducing the number of outfalls with persistent flows from human-generated activities during dry weather conditions by over 85% (859 of 993). The number of outfalls were higher than anticipated due to various factors such as permit compliance, monitoring frequencies, and weather.
    - Installed three trash capture devices contributing to the 40% goal of capturing 3,212 out of the 8,030 gallons of trash per year needed to meet the 2030 State Trash Amendments mandate.
    - Removed pollution from runoff through stormwater capital projects and programs to enhance water quality while also benefiting the community.
        - Moved forward 30 Capital Improvement Projects through various stages of planning, design and construction. These projects aim to remove pollution from runoff, enhance water quality, and provide additional community benefits, demonstrating a comprehensive approach to environmental protection and community well-being.
        - Constructed four new green infrastructure projects to improve water quality, add new green space and trees, sidewalks, walking trails, a parking lot, and EV charging station. These projects increase community benefits by improving environmental quality and increasing recreational opportunities and access to green space.
        - Began construction on three new green infrastructure projects that will improve water quality in the communities of Rainbow, along South Mission Road North in Fallbrook, and Goldentop Road in 4S Ranch.
        - Began projects on public and private property to capture or treat stormwater runoff from an additional 250 acres in the unincorporated area by June 2025.
        - Completed four green infrastructure projects, collectively treating 471.8 acres of stormwater runoff in the unincorporated area.
        - Completed the Los Coches Project, which treated 193 acres.
        - Completed the Estrella Park Project, which treated 22 acres.
        - Completed the 4S Ranch Park Basin, which treated 1 acre.
        - Completed the BMP Retrofit Project, which treated 255.8 acres.
        - Decreased amount of imported water use by distributing 583 rain barrels and removing 50,000 square feet of water-intensive turfgrass, exceeding our original goal of 200 rain barrels.
    - Ensured 100% compliance with applicable stormwater standards for public works infrastructure and private development projects, protecting public and environmental health.
    - Coordinated with 21 jurisdictions to streamline stormwater standards for private development.

Community

DPW enhances the quality of life in 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 alignment with the County's strategic initiative on community, DPW achieved 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 the CIP Engage website page that allows community members to view the Capital Improvement Plan (CIP), leave comments, and register for CIP meetings that allow the community to provide input to help determine infrastructure priorities in their communities.
        - Coordinated with 22 Community Planning Groups to schedule and co-develop Capital Improvement Plan meetings in each unincorporated communities, bringing an overview of the plan and details of the projects specific to each area. To date, DPW facilitated 7 of the 22 meetings, fostering greater transparency and rapport with our constituents by providing various points of contact, multiple options to engage, and clear and concise information.
        - Improved transparency, accountability, and community engagement by expanding online information in the County's established threshold languages, and finalizing long-term maintenance plans and funding needs for all private road and landscape maintenance districts in Fiscal Year 2024–25.
    - Leveraged Geographic Information System (GIS) capabilities, in partnership with Planning Development Services (PDS), 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.
    - Delivered a reliable flood control program to protect lives and property.
        - Completed 100% of scheduled planned inspections for the flood control system, including 2,079 storm drain inlets, 56.6 miles of linear municipal separate storm sewer, and 4.5 miles of open channel, to ensure it can perform properly during storm events.
        - Coordinated 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.
    - Ensured public infrastructure delivered by private developers met applicable standards and regulations.
        - To ensure public infrastructure delivered by private developers meets applicable standards and regulations, conducted regular field inspections of private development projects.
    - Collaborated with OSEJ in the formation of their Food Justice Community Action Plan, which included elements to increase food recovery education and outreach.
    - Increased awareness and support for County initiatives related to water resources and collaborated with unincorporated communities on water quality and water supply issues.
        - Hosted 30 watershed cleanup events throughout the unincorporated County and collaborated with partners to sponsor two regional cleanup days.
        - Improved existing educational campaigns and enhanced messaging related to water conservation in the County's established threshold languages.
        - Continued to expand outreach strategy efforts on the current stormwater capture and water-saving incentives programs in unincorporated communities and collaborated with unincorporated communities in Spring Valley and Lakeside to identify gaps, improve services, and secure funding for new pilot initiatives.
        - Protected our watersheds, public health, and prevented improper disposal of household hazardous waste (HHW) such as paints, batteries, sharps, oils, pesticides, etc.
        - Worked with contractors to collect 240,000 lbs. of HHW from unincorporated residents throughout the County from the operation of a permanent HHW collection facility in Ramona, agreements with jurisdictions that operate similar facilities and battery and

sharps collection sites.

- Achieved 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. This consisted of 513 Records of Survey and 2,243 Corner Records submitted for review.
- Delivered a safe and reliable operating environment to Airport users by proactively maintaining airfield infrastructure.
  - Sustained an efficient inspection and maintenance program that achieved at least a 98% (closed 914 of 57,056 hours) runway availability rate at the five largest airports (exceeding our original goal of 95%), which supports emergency responders, local, regional, and international businesses, and aviators.
  - Awarded a $5.4 million construction contract funded by the Federal Aviation Administration (FAA) for the rehabilitation of the Gillespie Field Runway 09L/27R programmed in the Airport Capital Improvement Program (ACIP).
- Operated public sewer infrastructure in eight (8) unincorporated communities: Spring Valley, Lakeside, Winter Gardens, Alpine, East Otay Mesa, Campo, Pine Valley, and Julian, to minimize spills, with one spill reported this fiscal year, down from three last year.
  - Installed two (2) new SmartCover monitors at strategic sewer locations to provide early warning of potential sanitary sewer overflows. Upon further evaluation, installation of hydrogen sulfate monitors were postponed to future years.
    - Exceeded goal and cleaned 39 % (148 of 377 miles) of small diameter sewer lines (15 inches and below).
    - Conducted 5.98 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. The original goal was 13 miles, but after re-evaluation it was determined that only 5.98 miles of inspection was the most recommended use of resources to maintain best standards.
- 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 substantially completing the financial study of the Campo systems and beginning the electrical upgrades to the water treatment facility at Rancho Del Campo, thereby providing operational efficiencies and enhancing the safety, reliability, and sustainability of the community water system.
- Operated a resilient water system for underserved communities in Campo and Boulevard (Live Oak Springs) by completing 100% (5 of 5) of planned system-wide water improvement projects which include the construction of new portable water wells, water reservoir tanks, booster pump stations, electrical improvements, and water distribution pipeline by 2029, because the anticipated state grant funding of $11.5 million was not awarded.
  - Completed the construction of a new potable water well in Live Oaks Springs, and received Project of the Year Award for this well from the American Public Works Association San Diego-Imperial Counties Chapter inMay , 2025
- Maintained County roadway infrastructure in good condition to reduce impacts on pedestrians, bicyclists, and vehicles, enhance road safety, improve accessibility to transportation facilities, and promote multi-modal transportation activities.
  - Ensured roads are opened within 24 hours after the end of an emergency 100% (86 of 86) 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.
  - Implemented the eighth year of a multi-year program to improve the County's average Pavement Condition Index (PCI) to 70. Achieved the goal of an average PCI of 69 by the end of Fiscal Year 2024–25.
  - Updated the Local Road Safety Plan (LRSP) for alignment with the CalEnviroScreen and Healthy Places Index and collision metrics to prioritize publicly funded pedestrian and bicycle infrastructure projects in underserved communities. The LRSP is updated biannually.
- Increased visibility, accessibility, and use of the Tell Us Now application for DPW-related requests from unincorporated area residents. DPW continues to participate in Land Use and Environmental Group (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 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.
  - Ensured that 100% of stormwater outreach materials are available in the threshold languages.

- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Participated in the East County Advance Water Purification, Solid Waste Technical Advisory Committee, and Building Better Roads working group to benefit the region.
    - Partnered with the San Diego Region Stormwater Co-permittees, including Orange County and Riverside Flood Control District, California Department of Transportation (Caltrans), Camp Pendleton, and Phase 2 permittees, on opportunities to streamline and provide consistent messaging in support of productive interactions with the Regional and State Water Boards for updates to current and new regulations.
    - 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.
    - Collaborated with the San Diego Region Stormwater Co-permittees, including Orange County and Riverside Flood Control District on action in support of the re-issuance of the regional stormwater permit through the formation of focused working technical teams to address specific provisions pertinent to each agency.

Empower

DPW empowers its workforce and operations by providing opportunities for staff development and securing continuity of operations for critical road, drainage, sewer, and water infrastructure. DPW fosters new ideas, implements best practices, and pursues innovation through collaboration with stakeholders, community partners, staff, and other public works agencies. DPW engages employees by holding meetings where information, ideas, and perspectives are shared, such as annual meetings with the director, departmental and divisional “all hands” meetings, and regular supervisor and staff meetings. 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 completed the following:

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Managed both a complaint hotline and a property owner support hotline accessible via phone and email, to provide direct support for stormwater-related issues and inquiries. By maintaining these dedicated channels, DPW ensured customers could quickly and efficiently seek assistance, demonstrating the department’s commitment to delivering excellent customer service.
    - Increased efforts to deepen connections with other County compliance groups, leading to increased engagement, project collaboration, and process improvements across LUEG teams.
        - Regular meetings were established with other departments to share ideas and resources and a significant number of educational materials developed by the watershed program were shared with other departments for increased distribution to the public.
    - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees. Continued using information provided in the 2024 biennial employee engagement survey, worked with employees and collaborated with the employee resource groups to develop action plans that further improve engagement
        - Expanded opportunities for team members to share ideas and thoughts with DPW leadership by hosting opportunities for “Coffee with the Director”.
        - Hosted departmental All-hands and divisional meetings for staff to connect, interact, and build stronger relationships.
        - Implemented a new internal communication channel, Building the Buzz, to provide staff with the opportunity to engage and learn more about the work happening across the department.
        - Began working on an expanded employee engagement plan to recognize the daily work of field crew and in-office staff members.
    - 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 training to enhance education and awareness; sustained a workforce development team that is open to every employee (and who are 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.
        - Staff completed Diversity, Equity, and Inclusion (DEI) training. DPW continues to maintain diversity and inclusion of staff by implementing and sustaining the goals of the Diversity & Inclusion Strategic Plan; providing educational opportunities to staff, continually creating a more inclusive and accessible climate in the workplace and implementing actions that support the Neurodivergence Work Plan goals.

- Made meaningful improvements and focused 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 in, to increase engagement.
  - 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 helps to bring DPW's essential work into a common space that benefits other departments.
- Fostered 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.
  - Implemented procedures so employees can telework for 2 or 3 days without any impact on customer service.
  - Integrated a desk-sharing system in the teleworking and alternate work schedules that ensured 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.
  - Implemented a new stormwater construction training program, educating 137 staff across five departments on best practices in stormwater management.
  - Engaged management during leadership meetings through exposure to various topics that enhance management skills.
  - Supervisors continued to work with their staff during regular development meetings to implement desired training and mentorship that enhanced their development and success.
  - Participated in LUEG-wide departmental meetings to encourage an adaptive management approach, reduce duplication of efforts, and reduce project review times.
- Promoted employee professional development, technical competence, and leadership effectiveness through a training and safety program that ensures 100% of annual mandatory training is completed.
  - Supported staff development by providing opportunities to attend preparatory training for required licenses and certifications.
  - Within the first year of their employment, 100% (45 of 45) of all new permanent, full-time 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: Maintained program and fiscal integrity through reports, disclosures, and audits.
  - Improved program information on public websites to maintain transparency and accountability by simplifying technical language for better readability and enhanced accessibility features across public-facing websites.
  - 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.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Participated in internal roundtables to implement best practices and achieve organizational excellence for fleet, water quality projects, and environmental review in accordance with the California Environmental Quality Act (CEQA).
    - Chaired the internal Roundtable Forum for Water Sustainability and developed a 'One Water' strategy and corresponding video that emphasized the interconnectivity of various water-related programs and identifies opportunities to enhance program performance. The video highlighted opportunities to enhance program performance and was shared on social media, as well as posted on DPW's webpage.
    - Continued participation in the internal CEQA Roundtable and the CEQA Practitioners meetings in support of training, sharing best practices, and consistency across the departments.
    - Continued to participate in the internal 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.
  - Expanded department commitment to Justice, Equity, Diversity, Inclusion, and Belonging by identifying programs and processes that require changes to provide the highest level of service for DPW's customers; utilizing community assessment methods to identify the community needs, and training staff on Justice, Equity, Diversity, Inclusion and Belonging to increase awareness and inclusivity when serving DPW's diverse customers.

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. In accordance with the County's strategic initiative on justice, DPW completed 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.
    - Collaborated with the Office of Sustainability and Environmental Justice (OSEJ) to develop the Water Ways Report identifying opportunities in stormwater capture and reuse. DPW provided funding, consultant support, and technical review, participated in meetings, and shared the draft report with co-permittees for input. The Water Ways report is undergoing final review, after which it will be provided to the Board and available publicly.

2025–27 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 to meet Americans with Disabilities Act (ADA) standards at six existing signalized intersections to promote safe crossing.
    - Upgrade traffic signal equipment and traffic signal timing along three road corridors to enhance pedestrian safety.
- Housing: Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.
    - Continue collaborative work with other departments and enterprise offices 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.
    - 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.
    - Identify and prioritize opportunities for public improvements in VMT- efficient and infill areas and make efforts to implement the built-environment element of the adopted Climate Action Plan to promote public-private partnerships and incentivize future development of various housing types, including affordable housing and options more accessible to middle-income earners.
    - Collaborate with partners to remove barriers to housing, implementing technology enhancements and streamlining efforts to save time and increase certainty for housing development in the unincorporated area.
- Economic Opportunity: Dismantle barriers to expand opportunities in traditionally underserved communities and businesses, especially for communities of color and low income.
    - Reduce costs for future private property land surveys, prioritizing areas in VMT-efficient and infill development zones where possible, by retracing historical land division lines and replacing missing boundary markers. Research two candidate projects in Fiscal Year 2025-26 to be completed in Fiscal Year 2026-27. By replacing missing boundary markers, subsequent private land surveys will be less complex and less costly.
- Economic Opportunity: Advanced opportunities for economic growth and development to all individuals and the community.
    - Increase focus on developing and delivering priority projects that align with the County's overall vision and values. The prioritized system for public improvement projects has incorporated the recently adopted Climate Action Plan (CAP) built-environment requirements, Local Roadway Safety Plan (LRSP) and the Board adopted Active Transportation Plan that includes Pedestrian Gap Analysis, and the bicycle element.

Sustainability

DPW programs will undertake actions to protect the environment, reduce pollution, minimize landfill needs, and combat climate change. In accordance with the County's strategic initiative on sustainability, DPW will:

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Utilize 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, improving transparency, accountability, and community

engagement by improving online information in the County's established threshold languages, and finalizing long-range maintenance plans for all private road and landscape maintenance districts in Fiscal Year 2025-26.
    - Apply grant application efforts utilizing the Safe Streets and Road for All, the Highway Safety Improvement Plan, and other similar opportunities and 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 and proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - Improve roadway infrastructure to support the County's greenhouse gas (GHG) measures and enhance safety, accessibility, and walkability on County-maintained roads, focusing on underserved communities in the unincorporated area by implementing the adopted Local Roadway Safety Plan (LRSP).
        - Begin the design and construction of elements of the LRSP in Spring Valley and Casa de Oro.
        - Complete road resurfacing projects including replacing culverts and upgrading existing curb ramps to meet ADA compliance. These improvements will provide safe crossing opportunities and help enhance road safety.
    - DPW will continue implementing the Airport Sustainability Management Plan for the County's eight airports, such as EV charging stations at Palomar, Ramona, and Borrego Springs Airports to reduce resource consumption, environmental impacts, and GHG emissions while promoting social responsibility.

Short-term commitments for Fiscal Year 2025-26:

- Work with DGS Energy and Sustainability (E&S) to determine the order of implementation, funding, and construction schedules for the top projects.
- Begin the planning and design stages for the implementation of the selected upgrades.
- Complete Phase I installation and the installation of permanent EV charging equipment at the road stations in San Marcos and Ramona will be at the final design stage and ready for construction, with an estimated completion date of December 31, 2025.
- Participate in relevant task forces, frameworks, and training opportunities to stay informed about the latest sustainability trends, best practices, and regulatory changes.

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

- Mid-term: Implement a 5-year plan to reduce GHG by increasing the department's fleet to hybrid/electrified vehicles to 37% (140 of 375) by Fiscal Year 2026-27.
- Mid-term: Convert 27% of fleet vehicles to bring the total to 27% or approximately 100 total fleet vehicles converted to electric/hybrid by the end of Fiscal Year 2025-26.
- 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. In Fiscal Year 2025-26, DPW anticipates progress on the design, environmental, and permitting stages of the project, keeping on schedule to have all approvals in place by Fiscal Year 2027-28.
- To reduce greenhouse gas emissions, conserve limited landfill capacity, meet State recycling mandates, and promote sustainable management of resource managements, DPW will implement measures to achieve an 80% (estimated to be 1,014,592 tons diverted of 1,268,240 tons generated) waste diversion goal by 2030 in alignment with the Climate Action Plan.
    - Continue to complete annual score cards for 100% of haulers (8 of 8) to ensure they are effectively implementing franchise agreement waste diversion performance standards.
    - Complete 500 technical assistance/ inspection site visits and/or contacts to assist and ensure generators' compliance with state and local recycling regulations.
    - To increase knowledge and encourage participation in recycling and organic material diversion programs, provide informational flyers in the County's established threshold languages to businesses and residents in the unincorporated area with updated educational materials,

expand outreach at community events, and provide feedback to residents about potential contamination in recycling and waste carts. Waste audit data regarding cart contamination will inform communities targeted for greater outreach.
    - To incorporate the most effective programs and priorities to achieve the Climate Action Plan's goal of 80% (estimated to be 1,014,592 tons diverted of 1,268,240 tons generated) waste diversion by 2030, DPW will continue the process to update the 2017 Strategic Plan to Reduce Waste, in collaboration with feedback from the community and industry stakeholders.
    - Complete waste reduction and recycling related educational presentations to at least 18,000 attendees in the County's established threshold languages.
    - Provide 130 stormwater presentations in English and Spanish. In addition to stormwater topics, presentations also include a focus on reducing litter, encouraging recycling and proper disposal of household hazardous waste.
    - Develop a plan to implement the County's Climate Action Plan goals of SW-3.1 and SW-4.1.
    - To incorporate the most effective programs and priorities to achieve the Climate Action Plan's goal of 80% (estimated to be 1,014,592 tons diverted of 1,268,240 tons generated) waste diversion by 2030, DPW will review the 2017 Strategic Plan to Reduce Waste and begin the process to update this Plan with community and stakeholder participation.
- 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.
        - Reduce human sources of bacteria that pose the greatest threat to public health by implementing a Human Source Identification Workplan for the San Diego River Watershed, in alignment with State-mandated requirements.
        - Ensure that at least 85% of outfalls exhibit non- persistent flows during dry weather conditions.
        - Install trash capture devices contributing to the 40% goal of capturing 3,212 out of the 8,030 gallons of trash per year needed to meet the 2030 State Trash Amendments mandate.
    - Remove pollution from runoff as well as deliver stormwater capital projects and programs to enhance water quality while simultaneously introducing community benefits.
        - Continue to move forward with 30 stormwater Capital Improvement projects through various stages of planning, design, and construction. These projects aim to remove pollution from runoff, enhance water quality, and provide additional community benefits, demonstrating a comprehensive approach to environmental protection and community well-being.
        - Construct three new green infrastructure projects in the communities of Rainbow, Fallbrook, and 4S Ranch to increase community benefits (e.g., active transportation, stormwater capture and reuse, trees and green spaces.
        - Donate compost and mulch to community and school gardens and residents to encourage community food production.
    - 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 in 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: Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.
    - Expand stakeholder engagement across all programs, including, but not limited to, coordination with Community Planning and Sponsor Groups, advisory groups, and the public during project planning, prioritization, and implementation.
        - Continue to enhance transparency and public access to information on planned and ongoing capital improvements through a website that allows users to view current and future projects and provide input to help determine infrastructure priorities in their communities.

    - Continue to leverage Geographic Information System (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.
    - Deliver a reliable and effective flood control program to protect lives and property.
        - Will conduct baseline video recording of underground infrastructure in the flood control system (multi-year effort) after procuring a contractor.
        - Maintain flood control infrastructure by completing 100% of scheduled planned inspections for the flood control system, including 2,079 storm drain inlets, 56.6 miles of linear municipal separate storm sewer, and 4.5 miles of open channel, to ensure it can perform properly during storm events.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - DPW will ensure public infrastructure delivered by private developers meets applicable standards and regulations through regular inspections of private development projects.
        - Conduct regular field inspections of private development projects.
    - DPW will increase awareness and support for County initiatives related to water resources and collaborate with unincorporated communities on water quality and supply issues.
        - Host and encourage community participation in watershed cleanup events.
        - Provide educational campaigns and enhance messaging related to water conservation in the County's established threshold languages.
        - Conduct outreach strategies for stormwater capture and water-saving incentive programs in unincorporated communities, identifying gaps and funding mechanisms for new pilot programs.
        - Work with contractors to collect 240,000 lbs. of HHW from unincorporated residents through a permanent collection facility in Ramona and agreements with jurisdictions operating similar facilities.
    - Continue to 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 a safe and reliable operating environment for airport users by proactively maintaining airfield infrastructure.
        - Continue to sustain an efficient inspection and maintenance program to maintain at least a 95% runway availability rate at the five largest airports, supporting emergency responders and local businesses.
    - Operate public sewer infrastructure in unincorporated communities to minimize sewer spills into lakes, rivers, and other surface waters, maintaining a target of zero spills.
        - Continue to maintain small diameter sewer lines and conduct closed-circuit television (CCTV) inspections to ensure system reliability.
    - Maintain safe and reliable drinking water supplies for underserved communities.
        - Continue to ensure the Live Oak Springs Water System provides safe and reliable drinking water for approximately 300 residents in the Boulevard community.
        - Continue to support the Campo Water Maintenance District by planning and implementing improvements to 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 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 on pedestrians, bicyclists, and vehicles, enhance road safety, improve accessibility to transportation facilities, and promote multi-modal transportation activities.
        - Meet or exceed year-to-date for miles of roads swept and storm drain inspections.
        - 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.
        - Continue to improve the County's average Pavement Condition Index (PCI) to 70, with a goal of achieving an average PCI of 70 by the end of Fiscal Year 2025-26.

    - Continue to increase visibility, accessibility, and use of the Tell Us Now application for DPW-related requests from unincorporated area residents. DPW continues to participate in Land Use and Environmental Group (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, or using County services or programs.
    - Ensure 100% (82 of 82) 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.
    - Ensure that 100% of stormwater outreach materials are available in the threshold languages.
- Partnership: Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.
    - Participate in the East County Advance Water Purification, Solid Waste Technical Advisory Committee, and Building Better Roads working group to benefit the region.
    - Participate in the East County Advance Water Purification Program and Metro Sewer System.
    - Partner with the San Diego Region Stormwater Co-permittees, including Orange County and Riverside County Flood Control District, and California Department of Transportation (Caltrans), Camp Pendleton, and other Phase 2 permittees, on opportunities to streamline and provide consistent messaging in support of productive interactions with the Regional and State Water Boards for updates to current and new regulations.
    - 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.
    - Collaborate with the incorporated cities, the Port of San Diego and the San Diego Airport Authority on actions in support of the regional stormwater permit.

Empower

DPW will empower its workforce and operations by providing opportunities for staff development and securing continuity of operations for critical road, drainage, sewer, and water infrastructure. DPW will foster new ideas, implement best practices, and pursue innovation through collaboration with stakeholders, community partners, staff, and other public works agencies. DPW will engage employees by holding meetings where information, ideas, and perspectives are shared, such as annual meetings with the director, departmental and divisional "all hands" meetings, and regular supervisor and staff meetings. DPW will foster an environment for our team members where they could 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.
    - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and activities to continue a workplace centered around belonging.
    - Continue both a complaint hotline and a BMP hotline, accessible via phone and email, to provide direct support for stormwater-related inquiries and issues. By maintaining these dedicated channels, customers can quickly and efficiently seek assistance, demonstrating the department's commitment to delivering excellent customer service.
    - Continue using the information provided in the 2024 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 "all hands" staff meetings; offer training to enhance education and awareness; sustain a workforce development team that is open to every employee and who are encouraged to participate. This aims to help employees feel valued, engaged, and better prepared for career advancement opportunities. Additionally, staff will be better prepared to maintain exceptional service levels for DPW's diverse customers.
    - DPW continues to maintain diversity and inclusion of staff by implementing and sustaining the goals of the D&I Strategic Plan; providing educational opportunities to staff, continually creating a more inclusive and accessible climate in the workplace and implementing actions that support the County Department of Human Resource (DHR) Neurodivergence Work Plan goals.

    - 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 in to increase engagement.
    - Continue to engage in LUEG-wide Workforce Development programs to attract, cultivate, and retain a workforce that has the skills, talent, and commitment to public service.
    - Promote employee professional development, technical competence, and leadership effectiveness through a training and safety program that ensures 100% (608 of 608) 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.
    - Continue to improve program information on public websites to maintain transparency and accountability, including reviewing DPW's program websites to analyze readability and translate technical language to 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.
    - DPW will continue to participate in internal roundtables to implement best practices and achieve organizational excellence for fleet, water quality projects, and environmental review in accordance with the California Environmental Quality Act (CEQA).
        - Continue participation 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 the department's commitment to Justice, Equity, Diversity, Inclusion, and Belonging by identifying programs and processes that require changes to provide the highest level of service for DPW's customers; utilizing community assessment methods to identify the community's needs, and training staff on Justice, Equity, Diversity, Inclusion and Belonging to increase awareness and inclusivity when serving DPW's diverse customers.

Justice

DPW supports the County's commitment to create a more sustainable community for residents and visitors by undertaking actions to protect the environment and ecosystems, reduce pollution in waterways, reduce the need for new landfills, and combat climate change. 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.
    - Support OSEJ on completion of the Final Water Ways Report by providing meaningful input and identifying project opportunities to advance water rights for clean water in disadvantaged communities.

Related Links

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

- www.sandiegocounty.gov/dpw

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	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.)[1]	89.3%	85%	86.5%	85%	85%
	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.	100%	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.[2]	2	N/A	N/A	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.[3]	N/A	100%	98%	100%	100%
Community	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.	3	0	1	0	0
	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%	98%	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	70PCI	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.	100%	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.	100%	100%	100%	100%	100%

Table Notes

[1] Goal is modified in Fiscal Year 2024–25 to account for the inspection and classification procedure that identifies storm drains with persistent dry weather discharges. This revised goal more accurately reflects current procedure and accomplishments based on field observations.

[2] Goal discontinued after Fiscal Year 2023–24 and a revised goal is added in Fiscal Year 2024–25.

[3] Goal revised in Fiscal Year 2024–25 to state a goal of 100% compliance instead of zero new notices of non-compliance/violation.

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

Staffing

Decrease of 1.00 staff year in Public Works administration due to aligning available funding with priorities and increases in County costs. The decrease in staff years will not impact operations.

Expenditures

Net decrease of $25.9 million

- Salaries & Benefits–net increase of $5.2 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and the reduction in staff year noted above.
- Services & Supplies–net decrease of $24.6 million
    - $38.1 million decrease in contracted services due to the completion of one-time projects for Watershed Protection Programs and Closed Landfill Program
    - $5.4 million decrease in contracted road services and consultant contracted services due to completion of one-time funding for capital projects within the Road Program
    - $0.9 million decrease for routine major maintenance improvements, trash and landscaping services
    - $6.7 million increase in contracted services to support Sanitation District
    - $3.5 million increase in interdepartmental support from other County departments
    - $2.7 million increase in program support costs related to information technology, administrative services, supplies, utilities and facility management
    - $1.8 million increase in contracted services to support Waste Planning and Recycling Program
    - $1.4 million increase in Public Liability Insurance Premium and other County Insurance
    - $1.6 million increase in contracted services to support Flood Control District maintenance and capital projects
    - $1.2 million increase in contracted services to support airport operations
    - $0.4 million increase in equipment rental used to maintain solid waste sites
    - $0.3 million increase due to fees related to transferring Agua Caliente Airport back to the State of California
    - $0.2 million increase in vehicle maintenance and fuel cost
- Other Charges–net decrease of $0.7 million
    - Decrease of $1.3 million due to a decrease in right-of-way costs of Road Program projects.
    - Increase of $0.6 million due to fleet depreciation in DPW Equipment Internal Service Funds
- Capital Assets/Land Acquisition–decrease of $4.8 million
    - Decrease of $3.7 million for the completion of capital projects in the Sanitation District
    - Decrease of $1.1 million for the completion of capital projects in the Airports Program
- Capital Assets Equipment–net increase of $10.7 million
    - Increase of $10.9 million for the one-time purchase of vehicles and equipment
    - Decrease of $0.2 million due to completion of one-time fixed asset purchases
- Expenditure Transfer & Reimbursement–decrease of $1.5 million due to the completion of one-time funding from Watershed Protection Program. Since this is a transfer of expenditures, it has a net effect of a $1.5 million increase in expenditures. The central funding is supported by resources from Countywide Finance Other.
- Operating Transfer Out–net decrease of $13.2 million
    - Decrease of $18.3 million in Operating Transfer Out from the General Fund due to the completion of one-time transfer from Watershed Protection Program to the Road Program, Flood Control District, and Sanitation District for capital projects
    - Increase of $2.9 million for the one-time purchase of vehicles
    - Increase of $2.2 million for one-time transfers from Sanitation District for capital projects

Revenues

Net decrease of $25.9 million

- Taxes Current Property–net increase of $0.2 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–net decrease of $5.3 million due to the reduction of TransNet-funded projects in the Road Fund
- Fines, Forfeitures & Penalties–net increase of $0.1 million in Recycling Construction & Demolition fees
- Revenue from Use of Money & Property–increase of $9.1 million
    - $6.2 million increase in revenue from Interest on Deposits & Investments to align budget with historical actuals
    - $2.0 million increase in vehicle usage rental revenue in the Equipment ISF Program
    - $0.9 million increase in revenue from rents, leases and landing fees at County Airports

- Intergovernmental Revenues–net decrease of $0.2 million
  - $3.7 million increase in the anticipated gas tax receipts from the Highway User's Tax Account and Road Repair Accountability Act of 2017
  - $0.7 million increase in state grant funding for capital projects in the Road Program
  - $0.3 million increase in state grant funding for Flood Control District
  - $2.5 million decrease in Federal Highway Planning and Construction revenue due to Federal Highway Administration projects in the Road Fund
  - $1.4 million decrease in Federal Community Development Block Grant projects in the Road Fund
  - $1.0 million decrease in federal grant funding due to completion of capital projects in the Airport Enterprise Fund
- Charges for Current Services–net increase of $10.7 million
  - $4.8 million increase in sewer service charges in the Sanitation District
  - $4.0 million increase for capital projects funded by the Regional Transportation Congestion Improvement Program
  - $2.1 million increase for capital projects funded by Transportation Impact Fee
  - $1.5 million increase for work funded by the Flood Control District
  - $0.8 million increase for work funded by the General Fund
  - $0.2 million increase for work funded by the Internal Service Fund
  - $0.2 million increase in Services to Property Owners due to land development activities
  - $0.2 million increase in Airport customs fees
  - $1.5 million decrease for work funded by the Inactive Waste Fund
  - $1.3 million decrease for work funded by Airport Enterprise Fund
  - $0.3 million decrease for work funded by Permanent Road District
- Miscellaneous Revenues–increase of $1.2 million
  - $1.1 million increase for facility maintenance projects funded by the Environmental Trust Fund
  - $0.1 million increase for sediment removal in the Keys Creek Channel funded by an endowment agreement with the National Fish and Wildlife Foundation
- Other Financing Sources–increase of $9.0 million
  - $4.5 million increase in Equipment ISF Program for one-time vehicle purchases
  - $4.0 million increase in one-time transfers for the General Fund Program for capital projects that require capitalization
  - $0.5 million increase for maintenance projects for Campo Hills Water District
- Use of Fund Balance–net decrease of $52.7 million mostly due to completion of one-time capital projects. A total of $66.9 million is budgeted.
  - $23.6 million to support road, culvert maintenance, and capital projects in the Road Fund
  - $14.3 million for the purchase of vehicles in the DPW Equipment Acquisition ISF
  - $8.3 million for depreciation expense and major maintenance in the Airports Program
  - $7.3 million for capital improvement projects and depreciation expense in the San Diego County Sanitation District
  - $6.4 million for road maintenance in the Permanent Road Divisions
  - $4.1 million for maintenance and capital projects in the Flood Control District
  - $1.5 million for specialized services to implement the Strategic Plan to Reduce Waste in the Waste Planning and Recycling Program
  - $0.7 million for asset management improvements in the Street Lighting 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
- General Purpose Revenue Allocation–increase of $2.0 million due to labor increases in the General Fund Activities Program and funding to ensure compliance with the stormwater Bacterial TMDL requirements.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund Activities Program	101.00	100.00	100.00
Road Program	446.00	446.00	446.00
Solid Waste Management Program	15.00	15.00	15.00
Airports Program	45.00	45.00	45.00
Wastewater Management Program	53.00	53.00	53.00
Total	**660.00**	**659.00**	**659.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund Activities Program	$24,876,246	$94,150,329	$113,940,698	$66,804,289	$41,260,701	$40,944,770
Road Program	$155,734,849	$259,336,266	$448,109,450	$178,006,825	$258,653,042	$216,462,853
Solid Waste Management Program	$12,880,277	$6,717,693	$17,391,613	$6,973,141	$8,666,199	$7,462,793
Airports Program	$17,619,875	$27,749,027	$49,041,765	$20,289,100	$28,410,058	$26,575,746
Community Facilities Districts	$3,685,041	$1,312,853	$1,436,479	$890,918	$1,328,137	$1,066,169
Wastewater Management Program	$9,795,329	$12,633,100	$12,757,606	$10,045,438	$10,732,633	$11,667,503
Permanent Road Divisions	$3,137,759	$9,421,964	$10,022,339	$1,892,544	$8,619,808	$2,087,882
County Service Areas	$267,504	$580,786	$791,020	$386,541	$593,237	$600,358
Flood Control	$16,638,162	$8,486,636	$15,349,473	$10,104,183	$12,980,505	$7,887,887
Street Lighting District	$1,783,430	$2,994,231	$3,721,947	$2,070,606	$2,708,947	$2,799,262
Equipment ISF Program	$10,124,202	$17,467,393	$28,968,824	$10,441,650	$32,759,391	$22,014,946
Sanitation Districts	$31,386,810	$39,929,485	$90,136,794	$33,587,361	$48,072,768	$44,946,249
Total Expenditures	**$287,929,485**	**$480,779,763**	**$791,668,007**	**$341,492,597**	**$454,785,426**	**$384,516,418**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$89,399,876	$108,446,882	$107,689,882	$99,193,726	$113,706,625	$114,663,133
Services & Supplies	$194,222,066	$323,150,489	$576,130,689	$209,509,441	$298,512,534	$244,541,813
Other Charges	$12,480,875	$15,990,101	$16,365,680	$11,937,174	$15,330,735	$14,950,981
Capital Assets/Land Acquisition	$874,397	$8,621,000	$75,856,379	$479,679	$3,740,113	$1,653,113
Capital Assets Equipment	$59,343	$5,516,893	$17,265,577	$99,361	$16,214,000	$7,737,000
Expenditure Transfer & Reimbursements	-$11,240,739	-$1,500,000	-$50,463,289	-$26,875,623	-	-
Operating Transfers Out	$2,133,667	$20,554,398	$48,823,089	$47,148,839	$7,281,419	$970,378
Total Expenditures	**$287,929,485**	**$480,779,763**	**$791,668,007**	**$341,492,597**	**$454,785,426**	**$384,516,418**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$7,628,321	$227,843	$227,843	$227,843	$227,843	$191,069
Use of Fund Balance	-$35,399,364	$119,751,749	$347,523,797	-$37,654,570	$66,986,433	$18,768,875
Taxes - Current Property	$10,357,513	$9,690,799	$9,690,799	$10,895,699	$9,859,584	$9,963,029
Taxes - Other Than Current Secured	$9,083,486	$32,602,891	$51,063,722	$5,269,208	$27,274,286	$27,274,383
License Permits & Franchises	$13,300,795	$10,010,000	$10,010,000	$9,825,456	$10,050,000	$10,220,000
Fines, Forfeitures & Penalties	$475,310	$20,734	$20,734	$168,721	$80,869	$80,869
Revenue From Use of Money & Property	$41,407,491	$31,605,093	$31,605,093	$42,684,887	$40,691,696	$39,914,304
Intergovernmental Revenues	$144,717,330	$149,855,754	$178,155,044	$161,098,350	$149,610,195	$157,042,739
Charges for Current Services	$68,435,010	$77,909,464	$79,797,790	$74,980,360	$88,554,825	$88,919,796
Miscellaneous Revenues	$9,921,585	$4,890,901	$9,164,152	$2,783,873	$6,069,069	$5,424,958
General Purpose Revenue Allocation	$15,258,109	$23,660,137	$23,660,137	$23,660,137	$25,699,207	$25,746,018
Other Financing Sources	$2,743,898	$20,554,398	$50,748,897	$47,444,442	$29,681,419	$970,378
Residual Equity Transfers In	-	-	-	$108,190	-	-
Total Revenues	**$287,929,485**	**$480,779,763**	**$791,668,007**	**$341,492,597**	**$454,785,426**	**$384,516,418**

FINANCE AND GENERAL GOVERNMENT GROUP

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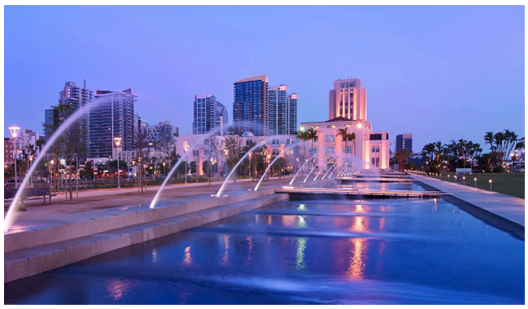
Finance and General Government Group Summary & Executive Office

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.

Effective July 1, 2025, the Office of Economic Development & Government Affairs (EDGA) has moved under the Chief Administrative Office and the Office of Equity & Racial Justice (OERJ) has moved under the FGG Executive Office to improve alignment with related County operations. The County Successor Agency has also moved to the Finance & General Government Group to enhance functional alignment.

To ensure these critical services are provided, the Finance and General Government Group has 1,991.00 staff years and a budget of $987.3 million.

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
- County Successor Agency

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 of 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.

The recommended operating budget for FGG reflects the group's longstanding commitment to financial stability and its role as steward of the County's financial planning process. In Fiscal Year 2025-26, FGG will prioritize strategic realignment of staffing and resources to meet new IT, facilities, compliance, and programmatic requirements while maintaining levels of service for both internal and external customers. Reductions across multiple departments will focus on lowering overhead, administrative costs and discretionary services. Reductions in discretionary services include consulting services for the County's neurodiversity program, which will decrease the frequency that training for employees is updated. There are also reductions in voter outreach capacity in the Registrar of Voters, which will reduce educational ads and staff hours spent on voter outreach events and opportunities. FGG departments will continue to evaluate business processes and resource allocations to ensure that public funds are deployed efficiently.

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. To date, this grant program has provided 20 qualified San Diego-based social impact organizations with funding to build capacity and 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. The organizations are also receiving tailored coaching and resources such as workshops on leadership, nonprofit 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 to 2017 for cannabis-related incidents. As cannabis is legalized and permitted in San Diego County, the Socially Equitable Cannabis Program will help guide the County's approach to this new market and paradigm shift for how cannabis is perceived and regulated. This program helps establish safe access to cannabis, address the unlicensed cannabis market, and provide an equitable path to cannabis business ownership. FGG continued implementation and expansion of the program this year 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. With $1.4 million in new State grant funding awarded to the County, this important work will continue into Fiscal Year 2025-26 and beyond.

Economic opportunity is a core tenet of the equity strategic initiative. FGG has embarked on a large-scale enterprise-wide effort to enhance the County's procurement and contracting processes. These efforts will not only streamline and improve the operational processes that generate the County's $17.4 billion contract portfolio, but will do so in a way that ensures that the County's procurement spend helps further economic opportunity in the San Diego region by addressing barriers to increase equity and sustainability, furthering innovation in service delivery and program design, and enhancing engagement, open communication, and accountability to the local business community. Under FGG leadership, policy improvements are

being made to formalize local participation requirements, increase the local business preference, establish a small business advancement policy, create a comprehensive technical assistance program, and launch an insurance and bonding assistance program.

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. Budget equity is especially important this year as the County enters a period of financial restraint and focus on critical services and maintaining existing infrastructure. This year's process has emphasized the review of programs and services to ensure that any adjustments to the budget are done in a way that best advances budget equity and minimizes any negative impacts to the communities served. As in past years, the budget equity process will continue to evolve and help guide County departments in critically analyzing the impacts of budgetary decisions and inform future allocation strategies.

Sustainability

Economic sustainability has been at the forefront of this year's budget and Operational Plan development for FGG. FGG is the steward of enterprise financial planning and develops long-term forecasting models to inform strategic decision-making. Behind the scenes, the group is responsible for maintaining seven major internal service funds ranging from information technology to public liability, including the new Insurance Internal Service Fund that was launched in Fiscal Year 2024-25 to increase the accountability, transparency, and oversight over the County's risk management program and insurance policy portfolio. As the leaders overseeing internal-facing services and infrastructure, FGG completed a comprehensive review of overhead costs to identify reductions where feasible and practicable. This ensures that the County's resources are maximized for providing direct services and benefits to residents and constituents.

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 includes goals to increase EV use and to accelerate the 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 367 County chargers are currently active with plans for an additional 203 to be installed by the end of this summer. There are currently 269 EVs in the Fleet, growing to 358 this summer.

FGG continues to lead sustainability efforts in County facilities, with 70 buildings that are Leadership in Energy and Environmental Design (LEED) certified and 11 Zero Net Energy (ZNE). Twenty percent of electricity demand is supplied by onsite photovoltaic systems. 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 made room to accommodate existing public health and human services staff and mitigated the need to construct or lease a new facility, which supports sustainability objectives and is more cost-effective for the County. The COC Consolidation Project is expected to be completed by the end of this year.

Community

It has been a busy time for elections in San Diego County, which help drive civic engagement and participation. After running a successful Presidential General Election on November 5, 2024, following the recently implemented vote center model to increase voter access, the Registrar of Voters turned its attention to a special election to fill the vacancy of the First District Supervisor on July 1, 2025.

The Assessor/Recorder/County Clerk (ARCC) offered a fun opportunity to couples looking to get married on October 31, 2024 with walk-in "Halloweddings." Officiants at the downtown office dressed in Halloween attire, including popstar favorites such as Tina Turner, Kurt Cobain, and Bruno Mars, to issue marriage licenses and perform ceremonies. ARCC issued a total of 98 marriage licenses and performed 80 ceremonies.

FGG also leads the County's communications strategy, an essential part of creating trust with the regional community. The County Communications Office (CCO) led efforts to solidify the County's Engage San Diego County platform as the one central location where the public can find all County engagement opportunities, thereby aggregating key information in one easy-to-find location.

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

Empower

This year has been a year of organizational change and employee culture at the County. This year, FGG launched the "You Belong Here" recruitment campaign featuring real County employees and focusing on hard-to-recruit positions. 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. Jay's Program, which creates supported internship opportunities for neurodiverse individuals, celebrated its 5-year anniversary, with over 47 participants since the program started. We've also implemented recruitment strategies to increase engagement with populations facing unique barriers to gainful employment, such as our veterans. Programs, like the Hiring Out Heroes Skill Bridge Celebration, placed six military interns in County departments and increased the veteran workforce to 6.7%. Together, these efforts helped to bring the enterprise vacancy rate down by broadening the pool of qualified applicants, and thereby ensured that important services and programs are appropriately staffed.

FGG is also leading a period of innovation and investment in the County's technology infrastructure. With the completion of the Oracle Upgrade Project in August 2024, FGG completed a major Enterprise Resource Planning (ERP) system upgrade cycle that also included PeopleSoft and Ultimate Kronos Group (UKG) applications, which include the enterprise's financial, human resources, payroll, and workforce management solutions. With these projects completed, FGG is looking to the future to maximize and capitalize on technological advances that will enhance efficiency and strengthen the County's security posture. The County Technology Office will lead efforts to begin a search for a new ERP suite as the enterprise moves towards cloud-based applications and solutions. FGG is also near go-live for the new Integrated Property Tax System (IPTS), which will consolidate and 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.

Justice

The County issues 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 and issuing new competitive solicitations for the County's property services contracts. FGG also led revisions to Board Policy B-74 that clarified and expanded the scope of the policy to include tree care services, required consideration of prior wage theft judgments in the Request for Proposal (RFP) evaluation process, and improved safety and accreditation standards for landscaping and tree care services.

Furthering the goals of environmental justice, FGG also led efforts to reprocure the countywide food contract, which is used by the County's largest food purchasing facilities, including the detention centers and Edgemoor Distinct Part Skilled Nursing Facility. The contract was reprocured under the new Board Policy B-75, *County of San Diego Sustainable, Equitable, and Local Food Sourcing Policy,* which aims to positively impact the food system for local food producers, workers, and businesses owned or operated by underserved communities. The contract secured a commitment to increase local sourcing, equity-informed sourcing, elevated labor standards, organic or regenerative certification, low-carbon intensity, and nutritional co-benefit foods.

Related Links

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

- www.sandiegocounty.gov/fg3

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

Staffing

Net decrease of 11.00 staff years

- Increase of 7.00 staff years due to the move of OERJ to the FGG Executive Office to improve alignment with related County operations.
- Decrease of 17.00 staff years due to the move of EDGA to the Chief Administrative Office to improve alignment with related County operations.
- Decrease of 1.00 staff year due to the transfer of the Chief Financial Officer to the Chief Administrative Office.

Expenditures

Net decrease of $2.0 million

- Salaries & Benefits—net decrease of $1.1 million
  - Increase of $1.0 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
  - Increase of $1.7 million due to the reorganization of OERJ mentioned above.
  - Decrease of $3.3 million due to the reorganization of EDGA mentioned above.
  - Decrease of $0.5 million due to the transfer of the Chief Financial Officer position mentioned above.
- Services & Supplies—net decrease of $8.6 million
  - Increase of $1.2 million for increases in utilities and contracted services at the County Administration Center (CAC).
  - Increase of $0.8 million due to increases in allocated costs for insurance, public liability, and mail services.
  - Decrease of $7.7 million due to the removal of prior year one-time costs for the Integrated Property Tax System (IPTS).
  - Decrease of $1.6 million on a one-time basis due to the anticipated decrease in server usage related to Enterprise Resource Planning (ERP) systems based on the recent completion of a major upgrade cycle.
  - Decrease of $0.6 million due to reduced security expenditures for Board members and events.
  - Decrease of $0.5 million to align available resources with priorities. The decrease in Services & Supplies results in the following impacts: reduction of contracted service levels at the CAC, reduced support and delayed FGG system upgrades and technology needs, and reduced funding for the Independent Redistricting Commission to align with current operational needs.
  - Decrease of $0.2 million due to the reorganization of EDGA and OERJ mentioned above.
- Expenditure Transfer & Reimbursements—decrease of $7.7 million due to the removal of prior year one-time costs for IPTS mentioned above. Since this is a transfer of expenditures, it has a net effect of a $7.7 million increase in expenditures. The central funding was supported by resources in Countywide Finance Other.

Revenues

Net decrease of $2.0 million

- Intergovernmental Revenues—decrease of $0.2 million due to the reorganization of EDGA mentioned above.
- Charges for Current Services—increase of $0.9 million due to the increase in indirect costs distributed through the County's Cost Allocation Plan.
- General Purpose Revenue—net decrease of $2.7 million primarily due to reorganizations, one-time reductions, and decreases to align available funding with priorities and increase in County costs as identified above.

Executive Office Budget Changes and Operational Impact: 2025–26 to 2026–27

Increase of $1.5 million primarily due to anticipated increases in ERP system server costs for the ERP migration to cloud project.

Group Staffing by Department

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Board of Supervisors	83.00	83.00	83.00
Clerk of the Board of Supervisors	30.00	30.00	30.00
Chief Administrative Office	53.00	64.00	64.00
Auditor and Controller	236.50	236.50	236.50
County Counsel	197.00	197.00	197.00
County Communications Office	23.00	23.00	23.00
Civil Service Commission	3.00	3.00	3.00
Human Resources	137.00	137.00	137.00
County Technology Office	18.00	20.00	20.00
General Services	430.00	430.00	430.00
Citizens' Law Enforcement Review Board	10.00	10.00	10.00
Finance & General Government Executive Office	43.00	32.00	32.00
Assessor/Recorder/County Clerk	448.50	448.50	448.50
Treasurer-Tax Collector	125.00	125.00	125.00
Registrar of Voters	75.00	75.00	75.00
Purchasing and Contracting	77.00	77.00	77.00
Total	**1989.00**	**1991.00**	**1991.00**

Group Expenditures by Department

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Board of Supervisors	$15,103,921	$17,499,288	$18,694,424	$16,082,025	$18,647,833	$18,514,635
Clerk of the Board of Supervisors	$5,224,876	$5,582,936	$5,687,698	$5,361,435	$5,809,637	$5,794,029
Chief Administrative Office	$12,677,074	$9,861,046	$14,550,139	$12,026,079	$18,190,890	$14,064,776
Auditor and Controller	$42,942,932	$45,008,589	$51,831,092	$45,851,102	$46,903,662	$46,791,366
County Counsel	$41,105,173	$48,627,799	$48,966,673	$46,279,171	$51,142,840	$50,997,782
Grand Jury	$739,138	$789,302	$790,458	$626,785	$797,072	$797,072
County Communications Office	$5,349,552	$4,793,175	$4,889,661	$4,058,828	$4,885,684	$4,817,196
Civil Service Commission	$626,284	$679,181	$681,125	$674,064	$694,517	$688,950
Human Resources	$36,848,290	$37,079,761	$38,083,877	$35,516,251	$35,554,679	$35,087,910
County Technology Office	$230,377,391	$230,420,898	$248,650,485	$218,991,729	$222,965,581	$220,838,891
General Services	$286,115,528	$317,230,230	$445,023,298	$313,188,417	$358,171,489	$357,961,415
Citizens' Law Enforcement Review Board	$1,722,792	$2,021,071	$2,022,348	$1,908,669	$2,198,159	$2,184,570
Finance & General Government Executive Office	$45,443,458	$34,217,245	$61,199,678	$40,412,684	$32,210,021	$33,742,260
Assessor / Recorder / County Clerk	$76,773,282	$86,736,559	$96,813,435	$79,042,636	$93,524,913	$82,452,157
Treasurer - Tax Collector	$24,036,710	$25,834,479	$28,239,637	$27,076,620	$27,097,721	$26,872,469
Registrar of Voters	$37,142,241	$40,696,569	$48,696,503	$41,637,534	$39,041,524	$40,457,644
Purchasing and Contracting	$18,354,631	$22,277,392	$23,411,382	$19,119,984	$21,047,372	$20,945,014
County Successor Agency	$7,628,847	$8,063,416	$8,183,416	$7,865,895	$8,444,024	$8,444,024
Total Expenditures	**$888,212,121**	**$937,418,936**	**$1,146,415,330**	**$915,719,908**	**$987,327,618**	**$971,452,160**

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Office of Equity and Racial Justice	-	7.00	7.00
Economic Development & Government Affairs	17.00	-	-
Finance & General Government Executive Office	13.00	12.00	12.00
Office of Financial Planning	13.00	13.00	13.00
Total	**43.00**	**32.00**	**32.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Office of Equity and Racial Justice	-	-	-	-	$2,632,593	$2,609,052
Finance & General Government Executive Office	$37,441,545	$25,333,187	$44,846,339	$29,830,151	$24,655,639	$26,286,127
Office of Financial Planning	$3,954,609	$4,649,508	$10,736,996	$5,796,566	$4,921,789	$4,847,081
Economic Development & Government Affairs	$4,047,304	$4,234,550	$5,616,344	$4,785,967	-	-
Total Expenditures	**$45,443,458**	**$34,217,245**	**$61,199,678**	**$40,412,684**	**$32,210,021**	**$33,742,260**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$9,407,475	$9,607,220	$10,692,220	$10,534,807	$8,477,292	$8,319,018
Services & Supplies	$37,950,495	$32,317,001	$58,145,422	$37,336,020	$23,732,729	$25,423,242
Other Charges	-	-	$225,000	$225,000	-	-
Expenditure Transfer & Reimbursements	-$3,252,780	-$7,706,976	-$8,111,976	-$7,706,976	-	-
Operating Transfers Out	$987	-	$249,013	$23,833	-	-
Fund Balance Component Increases	$1,337,282	-	-	-	-	-
Total Expenditures	**$45,443,458**	**$34,217,245**	**$61,199,678**	**$40,412,684**	**$32,210,021**	**$33,742,260**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$265,257	$206,307	$1,543,589	$1,543,589	$193,044	$159,697
Use of Fund Balance	$12,966,059	-	$24,987,151	$4,799,696	-	-
Revenue From Use of Money & Property	$536,007	$650,000	$650,000	$562,574	$650,000	$650,000
Intergovernmental Revenues	$158,948	$201,671	$551,671	$225,547	-	-
Charges for Current Services	$2,042,769	$2,342,927	$2,650,927	$2,544,938	$3,259,347	$3,259,346
Miscellaneous Revenues	$78,663	$80,000	$80,000	-	$80,000	$80,000
General Purpose Revenue Allocation	$29,395,756	$30,736,340	$30,736,340	$30,736,340	$28,027,630	$29,593,217
Total Revenues	**$45,443,458**	**$34,217,245**	**$61,199,678**	**$40,412,684**	**$32,210,021**	**$33,742,260**

Board of Supervisors

Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisorial District) of the County.

District 1

Supervisor Paloma Aguirre was sworn in on July 22, 2025, and currently serves as Chair Pro Tem of the San Diego County Board of Supervisors. Proud to represent the vibrant, binational San Diego County First District, she serves a diverse population of approximately 641,400 residents.

District 1 stretches from the Pacific Ocean on the west to the Otay and San Miguel Mountains on the east, and from Barrio Logan in the north to the U.S.–Mexico border in the south. It includes the cities of Chula Vista, Imperial Beach, National City, plus numerous San Diego neighborhoods—San Ysidro, Barrio Logan, Logan Heights, East Village, South Park, Golden Hill, Grant Hill, Lincoln Park, Memorial, Mount Hope, Mountain View, Nestor, Sherman Heights, Southcrest, Stockton—and unincorporated areas such as Bonita, Sunnyside, Lincoln Acres, East Otay Mesa, La Presa, and parts of Spring Valley.

A longtime environmentalist, Supervisor Aguirre built her career battling cross-border pollution—from her years at WILDCOAST to her time as Imperial Beach mayor. As Supervisor she pledged urgent action to resolve the longstanding sewage crisis, calling it a public health and environmental emergency.

Supervisor Aguirre has championed stronger tenant rights and supports a countywide tenant protection ordinance to shield renters from eviction. She is a proven advocate for working families, home care and childcare providers, and fair housing.

As a first-generation Mexican American, Aguirre brings lived experience to her leadership. She spoke of her immigrant family roots during her inauguration, declaring her seat is not her own—it belongs to the people.

Supervisor Aguirre has expressed a bold agenda centered on:

- Ending cross-border wastewater pollution affecting the South Bay communities.
- Expanding affordable housing, parks, and public investment for underserved neighborhoods.
- Protecting working families through fair housing laws, union jobs, and equitable budget decisions.
- Advocating against federal funding cuts and ensuring South County gets its fair share of public services.

Learn more about Supervisor Aguirre's initiatives and updates on the official District 1 page: www.supervisorpalomaaguirre.com.

District 2

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

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

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

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

The Second District includes the unincorporated communities of 4S Ranch, Alpine, Barrett, Blossom Valley, Bostonia, Boulevard, Campo, Crest, Cuyamaca, Dehesa, Del Dios, Descanso, Dulzura, Eucalyptus Hills, Fernbrook, Flinn Springs, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Johnstown, Julian, Lake Hodges, Lake Morena, Lakeside, Morena Village, Mount Laguna, Pine Hills, Pine Valley, Potrero, Ramona, San Diego Country Estates, San Pasqual, Santa Fe Valley, Tecate, Tierra del Sol, Winter Gardens and Wynola, as well as the Tribal Governments of Barona, Campo, Capitan Grande, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Sycuan and Viejas. The Second District also includes the cities of El Cajon, Poway and Santee and the City of San Diego communities of Allied Gardens, Carmel Mountain Ranch, Del Cerro, Grantville, Kearny Mesa, MCAS Miramar, Miramar Ranch, Rancho Bernardo, Sabre Springs, San Carlos, San Pasqual Valley, Scripps Ranch, Serra Mesa, Stonebridge and Tierrasanta.

Learn more by visiting www.SupervisorJoelAnderson.com.

District 3

Supervisor Terra Lawson-Remer is 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. Four 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, and 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, the 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. Her top priorities include reimagining public safety that works for all people, creating and preserving affordable housing, tackling homelessness, expanding clean and healthy neighborhoods, and creating economic opportunity for all. Supervisor Montgomery Steppe has led various efforts to address gaps in healthcare and behavioral health, advocating for policies that increase access to services that help individuals and families restore their lives.

A top priority of Supervisor Montgomery Steppe includes recognizing that things like community-based programs, jobs, and mental health and substance use treatment are integral to public safety. Additionally, she believes in transparency and accountability in all systems to amplify community needs and sustain a better and safer community for all. Supervisor Montgomery Steppe will continue policy efforts to promote incarceration alternatives, enhance law enforcement agencies' oversight, and ensure equitable treatment for all residents. This includes supporting the Citizens Law Enforcement Review Board in its oversight functions.

As the daughter of small business owners and a former small business owner herself, Supervisor Montgomery Steppe has tirelessly advocated for economic opportunity for all. She emphasizes policies that promote job creation, support small businesses and local nonprofits, and ensure fair wages, uplifting all communities and bridging economic disparities. She has worked to enhance opportunities for local small businesses and nonprofits to contract with the County and advocated workforce development programs as the Chair of the San Diego Workforce Partnership.

Supervisor Montgomery Steppe supports neighborhood impact by strengthening public health and creating sustainable, equitable communities. This means responding to the needs of the community and addressing local concerns like illegal dumping and graffiti, improving access to healthy food, creating sustainable green spaces, and advancing policy that welcomes equitable environmental growth and smart neighborhood development.

Housing opportunities and homelessness prevention are urgent priorities that require reimagining land use, investing in inclusive communities, and providing targeted support for vulnerable populations. Since taking office, Supervisor Montgomery Steppe has championed policies addressing the root causes of homelessness, including advocating for housing solutions and supportive services. Her approach includes transformative measures to partner with local hospitals and increase access to behavioral healthcare, crisis response, and long-term strategies to prevent displacement. 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. She envisions greater regional collaboration with unincorporated communities, incorporated cities, and the

County and is dedicated to using her prior 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, the largest of San Diego County's five supervisorial districts, spanning nearly 2,100 square miles. This diverse region stretches from the scenic shores of Oceanside to the towering pine-covered peaks of the Palomar Mountain Range and the vast Anza-Borrego Desert.

The Fifth District is home to stunning natural landscapes, thriving industries, top-tier educational institutions, renowned resorts, premier golf courses, exceptional dining, and a rich agricultural heritage. Supervisor Desmond and his dedicated team serve approximately 630,000 residents who call this district home.

Agriculture remains a cornerstone of the Fifth District, with rolling hills dotted by avocado and citrus groves, alongside vibrant fields of strawberries and tomatoes. Each spring, wildflowers transform the Anza-Borrego Desert into a breathtaking spectacle. Beyond agriculture, the district is a hub for biotechnology, innovation, tourism, and specialized manufacturing—industries that provide thousands of high-paying jobs and cutting-edge opportunities.

Supervisor Desmond prioritizes public safety, focusing on law enforcement, fire protection, and emergency response. He is committed to improving infrastructure, easing traffic congestion, and enhancing freeway connectivity to better serve North County residents. Addressing homelessness, expanding behavioral health services, supporting veterans and their families, revitalizing the San Luis Rey River corridor, and ensuring responsible fiscal management are key components of his leadership.

As a U.S. Navy veteran, Supervisor Desmond understands the importance of supporting San Diego County's extensive military community, including active-duty personnel, veterans, and their families. Working closely with County departments and community partners, he strives to strengthen support networks and foster a thriving local economy.

The Fifth District is one of two supervisorial districts with a significant unincorporated population, encompassing approximately 230,000 residents in these communities. Supervisor Desmond is committed to ensuring equitable access to County services and addressing local issues. As a board member of L.A.F.C.O. (Local Agency Formation Commission), North County Transit District and S.O.N.G.S. (San Onofre Nuclear Generating Station), he remains actively engaged in shaping the region's future.

The district includes the cities of Escondido, Oceanside, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. It also encompasses numerous 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 tribal reservations, including La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel, and San Pasqual, as well as expansive National Forest and State Park lands.

To learn more about 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 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Board of Supervisors District 1	16.00	16.00	16.00
Board of Supervisors District 2	16.00	16.00	16.00
Board of Supervisors District 3	16.00	16.00	16.00
Board of Supervisors District 4	16.00	16.00	16.00
Board of Supervisors District 5	16.00	16.00	16.00
Board of Supervisors General Offices	3.00	3.00	3.00
Total	**83.00**	**83.00**	**83.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Board of Supervisors District 1	$2,881,407	$3,375,850	$3,749,197	$2,646,680	$3,596,783	$3,570,588
Board of Supervisors District 2	$3,303,754	$3,375,850	$3,511,502	$3,351,979	$3,596,783	$3,570,588
Board of Supervisors District 3	$3,413,676	$3,375,850	$3,616,883	$3,226,715	$3,596,783	$3,570,588
Board of Supervisors District 4	$1,940,694	$3,375,850	$3,591,248	$3,019,567	$3,596,783	$3,570,588
Board of Supervisors District 5	$2,999,010	$3,375,850	$3,604,068	$3,250,114	$3,596,783	$3,570,588
Board of Supervisors General Offices	$565,380	$620,038	$621,525	$586,970	$663,918	$661,695
Total Expenditures	**$15,103,921**	**$17,499,288**	**$18,694,424**	**$16,082,025**	**$18,647,833**	**$18,514,635**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$12,689,481	$15,259,799	$15,010,799	$14,122,454	$16,364,174	$16,173,780
Services & Supplies	$2,411,080	$2,239,489	$3,583,625	$1,859,571	$2,283,659	$2,340,855
Other Charges	$3,361	-	-	-	-	-
Fund Balance Component Increases	-	-	$100,000	$100,000	-	-
Total Expenditures	**$15,103,921**	**$17,499,288**	**$18,694,424**	**$16,082,025**	**$18,647,833**	**$18,514,635**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$393,644	$287,680	$287,680	$287,680	$295,291	$243,124
Use of Fund Balance	-$1,318,918	-	$1,195,136	-$1,417,263	-	-
Intergovernmental Revenues	$30,803	-	-	-	-	-
General Purpose Revenue Allocation	$15,998,393	$17,211,608	$17,211,608	$17,211,608	$18,352,542	$18,271,511
Total Revenues	**$15,103,921**	**$17,499,288**	**$18,694,424**	**$16,082,025**	**$18,647,833**	**$18,514,635**

Assessor/Recorder/County Clerk

Mission Statement

We put people first with great customer service. We are here to serve our customers at their life's most important moments, including getting married, buying a home, having a baby, starting a new business, and much more. Our office is the primary advocate and processing entity for property tax savings that help our San Diego County property owners thrive.

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 the Commissioner of Civil Marriages 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 including swearing-in all the Humane Officers responsible for caring for our beloved animals across San Diego County.

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 $93.5 million.

2024–25 Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expand opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
    - Continued to develop community educational partners and community advisors by conducting over 30 presentations on property tax savings programs for traditionally underserved populations that transact business with the ARCC.
    - Collaborated with the USS Midway to speak at their annual Martin Luther King Jr. Day Celebration to honor the legacy of MLK Jr. and to celebrate the diversity and equity in our County.
    - Participated in Jay's Program, an internship opportunity designed to host, train, and support neurodivergent individuals. In addition, we hired a successful candidate from Jay's Program to join team ARCC and expand employment opportunities for neurodivergent individuals.

- Participated in the Junior Achievement Student Intern Program by hosting and providing 6 high school students with valuable workplace experience. It aims to help students develop foundational workplace skills through office tasks while assisting the public, exposing them to different aspects of ARCC.

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Launched, in partnership with the Asian Business Association San Diego Small Business Development Center (SBDC), a program of the U.S. Small Business Administration, to provide free small business counseling and resources when a Fictitious Business Name (FBN) statement is filed with our office.
  - Partnered with Young Black and N' Business to help launch the inaugural "Breakfast and Business" series to provide educational instructional and entrepreneurial content tailored to help small businesses succeed.
  - Participated in four community Small Business Resource Fairs/Seminars in Barrio Logan, Logan Heights, and in Supervisorial District 1 to help provide information about the FBN application process.
  - 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 rehabilitation programs, Child Support Services, birth certificates from the San Diego Recorder/County 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.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Established and implemented a survey to collect written or verbal suggestions and feedback from all employees on sustainability initiatives or programs through incorporating a survey in the department newsletter. This collaborative effort identified top priorities such as reducing single-use waste, increasing energy-efficient equipment, and participating in educational sustainability events.
  - Provided educational opportunities for employees on sustainability goals and policies so they can ask questions and learn how it relates to the County's mission by collaborating with OSEJ, resulting in completion of two recycling training sessions with an average attendance of 33% across sessions.
  - ARCC proactively supported sustainability by installing "sharps" waste disposal containers in the branches with proper collection schedules. While a full waste assessment was not conducted, this initiative filled a critical gap in medical waste management, reducing contamination risks, enhancing safety, and aligning with the County's goals for responsible waste diversion.
  - Completed one waste assessment to determine the top generated materials for the department and to set a procurement commitment for Fiscal Year 2025-26 that will result in less material being generated and/or discarded, as well as to support progress towards zero waste department goal.
  - Integrated sustainable practices into internal policies and procedures, business processes, and manuals through sharing documented practices through the department's New Employee Orientation (NEO).
  - Identified sustainable opportunities and practices for office functions by implementing paperless operations in the areas of customer billing, revenue collections, inventories, conducting meetings/trainings, documented files, policies, and procedures.
  - Planned and hosted a creative, interactive booth at the 2025 Earth Day Fair that showcased the department's sustainability initiatives while creatively connecting environmental responsibility with its well-known marriage services. The booth featured a circular wedding arbor symbolizing unity and the Earth, offered commemorative photo opportunities with eco-themed "Marriage Vows to the Planet" do-it-yourself keepsakes, and engaged the public with sustainability-themed activities and information on departmental services—successfully promoting a greener future through meaningful community outreach.

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.
  - Delivered great customer service with collaboration, grace, innovation and operational excellence. Our team was rewarded with over 99% positive customer service feedback rating from over 3,700 customers.
  - Utilized modern technology to create high-quality digital images of maps, ensuring improved accessibility for individuals to meet their informational requirements. Successfully completed the digitization of 109,545 Mylar maps, marking the conclusion of Phase 1. Phase 2

of the digitization project is set to continue into Fiscal Year 2025-26.
    - Established 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.
    - Arranged and described 100% of 561.13 cubic feet of historic records with permanent retention at the County Archives to facilitate discovery, access and use by the public.
    - Launched our inaugural “Disabled Veterans Resource Fair,” hosting over 500 disabled veterans and surviving spouses to expand their property tax savings opportunities and receive additional resources from over 25 partner agencies to assist them with educational grants, job opportunities, and benefits.
    - Partnered with Veterans Village of San Diego on a Veterans Resource Fair to provide information on our Disabled Veterans Property Tax Exemption and print on-site birth certificates.
    - To enhance civic engagement, the current Authorized Notary Program was expanded to enhance availability to marriage services. This program increased participation among Notaries Public and opened the list to new applicants. The enhanced program provides structured training, clear program requirements, and robust oversight by the County Clerk. By expanding the pool of notaries authorized to issue marriage licenses, this program ensures that more individuals and communities can access essential marriage services outside of normal business hours and with more flexibility for logistics.
    - As part of its commitment to fostering professional excellence, the San Diego County Recorder hosted the 114th Annual County Recorder’s Association of California (CRAC) Conference in September 2024. This event provided valuable training presentations and a forum to facilitate meaningful discussions on key public service topics. By bringing together industry professionals and subject-matter experts from 41 counties across the state, the conference supported knowledge-sharing, innovation, and best practices that enhance the county’s ability to serve the public effectively.
    - Received the San Diego Regional Chamber’s “‘til Death Do Us Part” award for providing excellent customer service in marriage services.
- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
    - Increased Owner Alert subscription to 71,516, 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 through involvement in 21 events and conducting over 15 presentations.
    - Increased the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans’ Exemption to over 19,981, resulting in a total annual savings exceeding $34.5 million in property taxes.
    - Collaborated with Remember Us the Holocaust Museum to speak at their La Jolla exhibit inauguration to honor survivors of the Holocaust who live in San Diego County.
- Communications: Create proactive communication that is accessible and transparent.
    - In an effort to improve public access to its services, Recorder/County Clerk (RCC) Call Center’s operating hours were extended daily. This change was implemented to better align the Call Center with regular business hours, ensuring that residents have additional time to seek assistance and receive timely responses to their inquiries. By enhancing customer service availability, RCC continues to demonstrate its commitment to transparent and proactive public 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.
    - Examined and processed 92.1% (259,361 of 281,653) of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
    - Completion of 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 will continue into Fiscal Year 2025-26.
    - Invested in our leadership team by implementing a dedicated and comprehensive program that enhanced skills in workforce management and operational efficiency at the All Team Event and throughout the year.

    - Enhanced 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. Successfully implemented same-day services for all Saturday marriage ceremonies and at the main office. Full implementation at the branches will continue into Fiscal Year 2025-26.
    - Provided ongoing training to front-line staff on assessment procedures and processes to enhance their knowledge and to ensure excellent customer service at our public counters.
    - Enhanced workforce capabilities and operational efficiency by implementing a comprehensive program that offers ongoing professional training opportunities for leadership and management personnel:
        - Implemented One ARCC New Employee Orientation that will provide a better onboarding experience for new employees, giving them a better understanding of the services we provide at ARCC.
        - Implemented a new Onboarding Checklist that supervisors will use to help integrate their new hires into the workforce, making them feel welcome and prepared for their new job.
    - Implemented an Employee Recognition Program that rewards employees based on their Operational Excellence when interacting with customers and going above and beyond in getting the job done.
    - To ensure consistency and excellence in service delivery, RCC developed a comprehensive training program for Marriage Registration. This program will include supervisor-led training, detailed training documentation, structured training plans, and measurable performance metrics. By standardizing training, RCC has enhanced the competency of staff, leading to improved customer service and operational efficiency for critical marriage-related services.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
    - Processed 90% of 13,856 claims for property tax exemption or reassessment exclusions within 90 days of application receipt.
    - Evaluated the workforce and identified individuals with bilingual capabilities. Established 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.
    - To improve organizational acumen and leadership decision-making, a series of training sessions were conducted for ARCC's Executive Team and other administrative staff that offered a high-level overview of functions and key positions. This training enhanced clarity regarding operational responsibilities, fostering a well-informed leadership team capable of making strategic decisions that align with best practices and operational excellence.
    - Successfully initiated a pilot program to eliminate paper maps from all Assessor mapping processes and replace with all digital-format Geographic Information System (GIS) maps by connecting to Assessor systems to provide appraisal and other staff pertinent parcel information in a geographic format, to combine data, analytics, and map visualization. Conversion of the non-GIS maps will continue into Fiscal Year 2025-26 and 2026-27.
    - Implemented technological efficiencies that delivered greater phone customer service with enhanced subject-matter expert assistance from over 80% of ARCC auditors delivering real-time customer care phone inquiry resolutions.

2025–27 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.
    - Adopt a departmentwide zero waste goal by setting targets for reduction, reuse, recycling, composting, and more. Develop a plan and timeline to meet targets within the zero waste goal.
    - Set a procurement commitment based on the waste assessment to reduce top generated and/or discarded waste materials, as well as to support progress towards zero waste department goal.

- Provide opportunities for County employees to learn and access information about energy, sustainability and water conservation opportunities they can implement at their own homes.
- Review and update protocols on proper recycling of printer and copier toner, cartridges, batteries, light bulbs, and e-waste to ensure staff receive information so protocols are followed.
- Establish regular reviews of purchasing data to redesign practices to minimize, identify wasteful activities, and implement at least one strategy for 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.
  - 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%.
  - Continue to utilize modern technology to create high-quality digital images of maps, ensuring improved accessibility for individuals to meet their informational requirements by completing Phase 2 of the map digitization project.
  - Implement Fictitious Business Name electronic filing functionality from the ARCC website, giving customers the ability to complete, electronically sign, file, and pay online.
- 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.
  - Increase Owner Alert subscription by 10%, 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.
  - Increase community partnerships with qualified institutions, such as schools, nonprofits, museums, and religious organizations, for property tax exemptions through additional outreach and education of the community.
  - Implement a communication calendar that will enhance educational and outreach opportunities for the public.
  - Increase the number of qualified disabled veterans and their surviving spouses for the Disabled Veterans' Exemption to 19,500, resulting in a total annual savings exceeding $30.0 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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - 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.
  - Continue to 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.
  - Implement teleworking procedures that can be adopted across ARCC to ensure maximized work productivity while still maintaining a collaborative and inclusive work environment.
  - Continue to provide professional education opportunities that will foster an environment of growth, curiosity, and innovation.
  - Organize cross-functional events that will encourage cross-knowledge across ARCC to allow for collaboration and encourage dialogue.
  - Implement administrative policies and procedures that will allow for consistent management of tools, resources, and personnel management by June 30, 2027.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Conduct a departmentwide process improvement review to deliver greater efficiency in processing administrative services and property tax-saving programs.

- Inventory and create processes to maintain and update Assessor forms and correspondence.

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Complete a review of existing processes to identify areas where assistive technologies can improve efficiency, research technologies, and develop recommendations for assistive technologies or automation tools.
  - Digitize, update and store the Assessor Procedures Manual used by appraisal staff for best practices, valuation procedures, and training purposes. By eliminating the outdated paper version and updating the procedures, applications and forms in use to current standards, valuation staff will be empowered to incorporate the correct methods and standards and updates will be easily communicated and disseminated.
  - Implement the artificial intelligence valuation remodeling project to innovate, streamline and speed-up the process of residential property valuation, delivering faster property valuations, and cutting down the overall processing time of property transfers.
  - Continue the conversion of non-GIS maps to GIS format to provide appraisal and other staff pertinent parcel information in a geographic format, to combine data, analytics, and map visualization by June 30, 2027.

Related Links

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

- www.sdarcc.gov

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Community	Satisfactory customer service rating[1]	99.5%	95%	99%	95%	95%
	Qualified disabled veterans and their surviving spouses for the Disabled Veterans' Exemption[2]	17,500	17,500	19,981	19,500	20,000
	Owner Alert subscription[3]	N/A	N/A	N/A	10%	10%
Empower	Examine and process all documents submitted for eRecording within three hours of receipt[4]	96.9% of 254,151	96%	92.1% of 281,653	96%	96%
	Processed 90% of all claims for property tax exemptions for reassessment exclusions within 90 days of application receipt.[5]	98.8% of 8,677	90%	90.0% of 13,856	N/A	N/A

Table Notes

[1] Measures how individuals perceive the department's ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.

[2] Measures the number of disabled veterans and their surviving spouses that qualified for the Disabled Veterans' Exemption resulting in property tax savings.

[3] Measures the increase in Owner Alert subscriptions, which is a free real estate fraud notice service that sends an immediate notification to subscribed property owners anytime a document is recorded with ARCC transferring title to owner's property. This is a new measure effective July 1, 2025.

[4] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling, and financing of property.

[5] Measures the timely processing of claims for property tax exemptions or reassessment exclusions. Effective July 1, 2025, this will no longer be measured due to the goal being met or exceeded.

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

Staffing

No change in staffing.

Expenditures

Net increase of $6.8 million

- Salaries & Benefits—net increase of $2.8 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net increase of $4.0 million
    - Increase of $4.6 million in application services and software costs associated with mainframe roadmap projects and maintenance of the Assessor's legacy system funded by a combination of one-time funding and ongoing property tax revenues.
    - Increase of $0.7 million for the procurement of a Recorder cloud system, digitization of Recorder maps and microfilm, and related validation and quality control of the digitization project.
    - Decrease of $1.3 million in operational expenses in information technology and printing to align with operational needs.

Revenues

Net increase of $6.8 million

- Charges For Current Services—net increase of $2.1 million
    - Increase of $1.0 million in property tax administration fee to align with anticipated property tax revenue.
    - Increase of $0.7 million in Recorder trust fund revenues due to Recorder projects, including the cloud system, digitization of Recorder maps and microfilm, and related validation and quality control as mentioned above.
    - Increase of $0.7 million in Recording Document, Duplicating and Filing and Recording Fees due to higher recording and filing documents and vital records resulting from increased requirements by governments for vital records.
    - Increase of $0.1 million in Marriage Ceremony Fees due to a higher number of marriage ceremonies conducted.
    - Decrease of $0.2 million in AB 2890 supplemental property tax revenue to align with anticipated supplement assessment revenues.
    - Decrease of $0.2 million in Notary Public Fees revenues to align with anticipated notary public revenues.
- General Purpose Revenue—increase of $4.7 million primarily due to anticipated salary and benefit increases and for the Assessor's legacy system.

Budget Changes and Operational Impact: 2025–26 to 2026–27

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

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Management Support	35.00	39.00	39.00
Property Valuation ID	279.75	280.75	280.75
Recorder/County Clerk	133.75	128.75	128.75
Total	**448.50**	**448.50**	**448.50**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Management Support	$6,097,091.12	$9,513,431.00	$9,832,287.37	$10,247,222.43	$10,689,052.00	$10,527,692.00
Property Valuation ID	$52,042,926.85	$48,111,176.00	$59,656,778.35	$49,711,617.10	$53,518,851.00	$49,253,166.00
Recorder / County Clerk	$18,633,264.41	$29,111,952.00	$27,324,368.99	$19,083,796.06	$29,317,010.00	$22,671,299.00
Total Expenditures	**$76,773,282.38**	**$86,736,559.00**	**$96,813,434.71**	**$79,042,635.59**	**$93,524,913.00**	**$82,452,157.00**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$58,477,295	$62,892,878	$62,892,878	$61,235,750	$65,734,111	$65,260,915
Services & Supplies	$18,295,987	$21,593,681	$32,668,554	$17,711,609	$25,540,802	$17,191,242
Other Charges	-	-	$102,002	$96,227	-	-
Capital Assets Equipment	-	$2,250,000	$1,150,000	-	$2,250,000	-
Expenditure Transfer & Reimbursements	-	-	-	-$951	-	-
Total Expenditures	**$76,773,282**	**$86,736,559**	**$96,813,435**	**$79,042,636**	**$93,524,913**	**$82,452,157**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$1,711,400	$1,315,213	$1,315,213	$1,315,213	$1,271,035	$1,034,998
Use of Fund Balance	-$2,543,531	-	$9,191,863	$1,762,820	-	-
License Permits & Franchises	$2,381,448	$2,576,228	$2,576,228	$2,515,031	$2,576,228	$2,576,228
Intergovernmental Revenues	$673,072	-	-	-	-	-
Charges for Current Services	$42,663,847	$49,791,188	$50,676,201	$40,395,611	$51,890,555	$43,710,526
Miscellaneous Revenues	$275	-	-	$31	-	-
General Purpose Revenue Allocation	$31,886,771	$33,053,930	$33,053,930	$33,053,930	$37,787,095	$35,130,405
Total Revenues	**$76,773,282**	**$86,736,559**	**$96,813,435**	**$79,042,636**	**$93,524,913**	**$82,452,157**

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 $18.1 billion in public funds invested in the County investment pool; the billing and collection of $9.1 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 $27.1 million.

2024–25 Accomplishments

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
    - Safeguarded the investment of public funds for over 200 public agencies and the County and efficiently managed the provisions of banking services for local schools and County departments. Provided accurate record-keeping of funds on deposit and facilitated daily reconciliation of funds.
    - Continued to provide regular learning opportunities that address government finance issues by facilitating 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 San Diego Treasurer-Tax Collector (SDTTC) 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, invested public monies held in the Treasury and maximized interest earnings in collaboration with the objectives of safety and liquidity.
    - Achieved a collection rate of 99.0% of the $9.1 billion billed for secured taxes, and a collection rate for unsecured taxes of 97.0% of $329.0 million billed; the official unsecured tax collection rate will be available when the fiscal year closes.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - 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.
    - Continued to communicate and educate staff on SDTTC sustainability goals.
    - 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 the Integrated Property Tax System (IPTS) is implemented. Converting paper files to electronic files, including digital signatures.
    - 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.
            - Keeping food composting receptacles in break rooms.
            - Developing a plan and timeline to meet targets within the zero-waste goal.

Community

- Communications: Create proactive communication that is accessible and transparent.
    - Continued to foster feedback from the public. 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.
    - Increased electronic outreach and services by launching e-billing in early 2025, enabling property owners to sign up to receive their property tax bills by email and pay online.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - 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.
    - Continued 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. The enrollment rate is currently at 47.4%. New employees enroll in the 401(a) plan at a rate of two to one compared to the 457 plan and the combined 457 and 401(a) plan enrollment is around 72.3%.
        - Achieved an average participant contribution in the Deferred Compensation 457 Plan above $250 per pay period by June 30, 2025.
        - Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each 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. Well over a dozen outreach and educational efforts were conducted monthly. We presented at New Employee Orientations, Probation Services Fairs, HHSA Universal Trainings/Financial Wellness Fairs, New Employee Orientation Courts/Emergency Dispatch/General, Probation Family Wellness Fairs, SDCERA: Tapping into Deferred Comp Workshop, Approaching Retirement & Payout Options Workshop, Sheriffs Programs, and more.
    - 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 employee engagement surveys, 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: Maintain program and fiscal integrity through reports, disclosures, and audits.

- In coordination with the Auditor & Controller and the County Technology Office, continued the development of the IPTS, aimed at improving tax collection and apportionment activities in the County.

2025–27 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 provision of banking services for local schools and County departments. Provide accurate record-keeping of funds on deposit and facilitate daily reconciliation of funds.
  - Provide learning opportunities that address government finance issues by facilitating symposiums for local agencies, including Summer and Fall Symposiums.
  - Continue to provide tax payment options free of charge and online, making it easier for everyone to pay, regardless of location, transportation, or physical constraints.
  - Continue to recruit and hire through the SDTTC's Student Worker Program. The program provides opportunities for full-time college students interested in finance, business administration or public administration to gain experience working in a government office environment.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Fund the delivery of public services, invest public monies held in the Treasury and maximize interest earnings in collaboration with the objectives of safety and liquidity.
  - Achieve a collection rate of 99% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Support teleworking and footprint reduction opportunities to increase productivity, reduce VMT for employees and community members, reduce energy use, and decrease office space.
  - Continue to communicate and educate staff on SDTTC sustainability goals.
  - 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.
  - 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

- Communications: Create proactive communication that is accessible and transparent.

- Continue to foster feedback from the public. 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 a 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.
- Continue to communicate about and promote e-billing, which enables property owners to sign up to receive their property tax bills by email and pay online.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Seek the 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, 2026, and maintaining rate of 51.5% through June 30, 2027.
    - Achieve an average participant contribution in the Deferred Compensation 457 Plan above $260 per pay period by June 30, 2026, and maintain the participant contribution of $270 through June 30, 2027.
    - 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, 2027.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - In coordination with Auditor and Controller and the County Technology Office, continue the development of IPTS, aimed at improving 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
- https://www.linkedin.com/company/sdttc/
- https://www.instagram.com/sd_tax/
- https://www.facebook.com/sdcttc/

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Secured Taxes Collected (% of total)[1]	98.9% of $8.7 billion	99.0%	99.0% of $9.1 billion	99.0%	99.0%
	Unsecured Taxes Collected (% of total)[1]	94.7% of $323.8 million	97.0%	97.0% of $329.0 million	97.0%	97.0%
Community	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[2]	4.8	4.7	4.7	4.7	4.7
Empower	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	47.3%	51.5%	47.4%	51.5%	51.5%
	457 Deferred Compensation Plan average deferral amount per employee per pay period[4]	$240	$195	$250	$260	$270

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes.

[2] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.

[3] The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.

[4] The 457(b) IRS contribution limit increased by 2% from 2023 to 2024, and 10% from 2022 to 2023, whereas the limit increased by only 5% in 2022 from 2021, and 0% in 2021 from 2020. Increased base pay and equity pay increases in 2022 were not known at the time contribution projections were estimated and have since increased total employee compensation.

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

Staffing

No change to staffing.

Expenditures

Net increase of $1.3 million

- Salaries & Benefits—increase of $0.8 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services &Supplies—net increase of $0.3 million
  - Increase of $0.4 million in overhead costs including mail and postage for tax bill mailing, rent for leased space for payment processing equipment and personnel, and allocated public liability costs.
  - Net decrease of $0.1 million due to lower anticipated IT expenditures.
- Capital Assets/Land Acquisition—increase of $0.2 million due to lease space build out for payment processing equipment and personnel.

Revenues

Net increase of $1.3 million

- Charges for Current Services—net increase of $1.2 million primarily due to an increase of $1.4 million in Banking Services Pooled Money for increases in salary and benefit expenses, costs of administering the program, and one-time leasehold improvements. This is offset by a decrease of $0.1 million in Tax Sale Party of Interest fee revenue and a decrease of $0.1 million in Tax Sale County Auction Fee revenue due to a decrease in tax sales interest.
- Miscellaneous Revenues—increase of $0.1 to continue administration of the deferred compensation plan.
- Fines, Forfeitures and Penalties—Increase of $0.1 million due to an increase in cost revenue apportionment from property tax payment penalties.
- General Purpose Revenue—decrease of $0.1 million due to the reductions noted above, offset by anticipated increases in salaries and benefits.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration - Treasurer/Tax Collector	16.00	16.00	16.00
Deferred Compensation	4.00	4.00	4.00
Treasury	21.00	21.00	21.00
Tax Collection	84.00	84.00	84.00
Total	**125.00**	**125.00**	**125.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administration - Treasurer / Tax Collector	$4,578,878.14	$4,373,632.00	$4,412,755.19	$4,654,895.55	$5,001,810.00	$4,958,672.00
Deferred Compensation	$710,590.52	$805,744.00	$806,286.83	$782,984.74	$849,744.00	$845,536.00
Treasury	$4,959,009.55	$6,101,289.00	$6,911,692.77	$5,092,165.90	$6,352,174.00	$6,182,889.00
Tax Collection	$13,788,232.17	$14,553,814.00	$16,108,901.90	$16,546,573.74	$14,893,993.00	$14,885,372.00
Total Expenditures	**$24,036,710.38**	**$25,834,479.00**	**$28,239,636.69**	**$27,076,619.93**	**$27,097,721.00**	**$26,872,469.00**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$16,632,424	$17,678,264	$17,678,264	$17,287,132	$18,428,096	$18,382,844
Services & Supplies	$7,758,841	$8,156,215	$10,561,373	$9,855,318	$8,489,625	$8,489,625
Other Charges	$4,391	-	-	-	-	-
Capital Assets/Land Acquisition	-	-	-	-	$180,000	-
Expenditure Transfer & Reimbursements	-$358,945	-	-	-$65,830	-	-
Total Expenditures	**$24,036,710**	**$25,834,479**	**$28,239,637**	**$27,076,620**	**$27,097,721**	**$26,872,469**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$447,075	$392,282	$392,282	$392,282	$386,573	$324,812
Use of Fund Balance	-$2,451,252	-	$1,723,530	-$782,018	-	-
Fines, Forfeitures & Penalties	$707,271	$644,150	$644,150	$604,408	$700,000	$700,000
Intergovernmental Revenues	$128,111	-	-	-	-	-
Charges for Current Services	$16,188,285	$15,275,976	$15,957,604	$17,241,052	$16,505,652	$16,346,924
Miscellaneous Revenues	$645,998	$610,000	$610,000	$708,825	$685,000	$685,000
General Purpose Revenue Allocation	$8,371,222	$8,912,071	$8,912,071	$8,912,071	$8,820,496	$8,815,733
Total Revenues	**$24,036,710**	**$25,834,479**	**$28,239,637**	**$27,076,620**	**$27,097,721**	**$26,872,469**

COUNTY OF SAN DIEGO

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) oversees the operations of the County of San Diego by ensuring our workforce is supported in their day-to-day roles, facilitating the implementation of the policy directives of the Board of Supervisors, and working with external partners and stakeholders with the objective of achieving the County's overall mission, vision, and strategic initiatives. Operationally, the CAO works through the County's four business groups—Public Safety, Health and Human Services, Land Use and Environment, and Finance and General Government to achieve these outcomes.

The Chief Administrative Office is comprised of five units: the CAO Executive Office; the Office of Economic Development and Government Affairs (EDGA); the Office of Evaluation, Performance and Analytics (OEPA); 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, 2025, the Office of Equity and Racial Justice (OERJ) will be moved under the FGG Executive Office and EDGA will be moved under the CAO to improve alignment with related County operations.

To ensure these critical services are provided, the Chief Administrative Office has 63.00 staff years and a budget of $18.2 million.

2024–25 Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities of color and low income.
    - Through the Equity Impact Grant Program, a total of $2 million was distributed to 20 different small organizations (two cohorts of 10), building power and advancing life outcomes within historically and perpetually marginalized communities, with the first cohort completing their one year of capacity building training and coaching. Received recognition from the California State Association of Counties.
    - Continued the Life Course Map Analysis of boys and men of color in San Diego County and will use the 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.
    - Conducted data analysis and quality assurance for the data updates of the County's Equity Indicator Report in the Open Data Portal. Promoted the report to more than 130 County staff and members of the community, including a presentation during the Justice, Equity, Diversity and Inclusion (JEDI) office hours, the Health and Human Services Agency (HHSA) *Live Well San Diego* Business Sector Inclusivity and Engagement Workshop, a collaborative presentation at the HHSA 2024 Live Well Advance Conference and School Summit, and the Department of Justice Community Relations Service West Region.
- 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 have partnered to develop a plan to support small businesses in an inclusive manner. The plan prioritized economic equity and aimed to ensure that small businesses are effectively involved and benefiting from the County's procurement process and provided resources to grow and thrive.

Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
    - Reported on trends, gaps and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies. This included developing the 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 to maintain their food retail permit 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.
    - Continued 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.
    - Continued to partner with the City of San Diego in engaging community organizations and leaders, 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.
    - Per Board directive, OERJ has been directed to lead and conduct an assessment to develop recommendations that will assist in providing best practice methods that can lead to optimizing the Leon L. Williams Human Relations Commission policies, procedures, practices, structure, bylaws, training, and long-term health and effectiveness.
    - In coordination with the County Tribal Liaison, OERJ provided ongoing support to Inner-Tribal Treatment, a Tribal organization which was a recipient of the first round of the Equity Impact Grant program. Moving forward, OERJ will participate in quarterly collaborations with the Tribal Liaison to support strategies that increase cultural awareness and tribal relationships.
    - Continued 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 to 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.
    - Conducted and hosted trainings on Introduction to Targeted Universalism, Operationalizing Targeted Universalism in alignment with the County Strategic Plan, Development and Implementation of Budget Equity Questionnaires, the County's Equity Indicator Report, and Developing Equity Impact Statements.
    - Continued the local implementation of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Ordinance by collecting departmental data for analysis for the Intersectional Baseline Gender Equity Analysis.
    - Continued to lead Countywide Gender Identity and Expression Team to support implementation of strategies, policies and procedures to address the workplace needs of transgender, non-binary, and gender diverse employees.
    - A total of five presentations on the Equity in Contracting Questions & Considerations Checklist were presented in partnership with the Department of Purchasing & Contracting (DPC) at Contracting Officer Representative (COR) I and COR II Academy Sessions. This year, the Checklist was integrated into DPC's Contract Lifecycle Management System, requiring staff to acknowledge whether the checklist was referenced in the development of their procurement, before their procurement can proceed with being posted on BuyNet.
    - The Equity Action Plan process will move forward after the completion of an Organizational Equity Assessment. The action plans are being designed in alignment with Government Alliance of Race and Equity (GARE) best practices. Staff were selected and participated in a GARE Jurisdiction Evaluation Learning Exchange Cohort, helping to support the framework that will guide the assessment and action plans.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Planned to work with a consultant to conduct market research on best practices and strategies for implementing an anti-racism framework.

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.

- Continued 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. Continued to implement the Social Equity Entrepreneurs Program.

2025–27 Objectives

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Report final results of the evaluation of the Recovery Action Fund for Tomorrow Program, which provided a one-time cash transfer of $4,000 to 2,243 low-income households.
  - Partner with Rutgers University to develop a groundbreaking Small Business Labor Compliance Program to support all small business owners, including those who are immigrants, Black, indigenous, or persons of color. The program will offer education on local labor regulations and how to come into compliance as well as many other resources.

Sustainability

- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Report annually on the trends, gaps, and opportunities to increase worker protections from unscrupulous employers, based on data and review of existing policies. This includes the development of a Wage Collection Program which works to help workers recover unpaid wages from employers who failed to meet their legal obligations. This initiative provides employees with resources, guidance, and legal support to ensure they receive the compensation they rightfully earned. By enforcing labor laws and holding employers accountable, the program aims to promote fair pay practices and protect workers from wage theft.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Collaborate with Planning and Development Services and academic partners to develop an analysis plan for at least one evaluation related to the County's Climate Action Plan.

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 disaster.
  - Develop a measurement and evaluation framework for the County's Gun Violence Prevention Initiative.

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.
  - Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Develop and implement a training curriculum to increase the County's capacity to use performance measurement for continuous improvement.
  - Provide at least two additional training sessions to increase the County's capacity to conduct and use program evaluation.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Begin using the Countywide Program Inventory to support the prioritization of program evaluations and other decisions by County leaders.
  - Support the development and implementation of a framework to report on metrics for the County's Strategic Plan.
- Innovation: Foster new ideas and implementation of proven best practices to achieve organizational excellence.
  - Update the Annual Strategic Research Plan to reflect changes in policy or programmatic priorities for the County.
  - Develop protocols to optimize the value of data available in the Enterprise Integrated Data Platform for data analysis projects including data science, performance measurement, and program evaluation.

- Develop a Labor Standards procurement dashboard that will be a data pipeline for the County to house all wage theft judgments, OSHA violations, along with other statistical information which can be used to help support the Department of Purchasing and Contracting in implementing labor standards compliance in the procurement to ensure the County is creating a culture of labor standards compliance.
- Enhance the Conflict Resolution Program and strengthen Sexual Harassment Training for both line staff and management. These programs will provide employees with the tools to effectively address workplace conflicts and foster a respectful, inclusive work environment. By focusing on practical strategies and legal compliance, the training will ensure that all staff are equipped to handle workplace challenges professionally and proactively.

Justice

- Safety: Focus efforts to reduce disparities and disproportionality across the justice system.
  - Launch performance metrics reporting for the Alternatives to Incarceration initiative, which will include data stories to better connect external audiences to data and make metrics more meaningful for the public.

Related Links

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

- www.sandiegocounty.gov/cao

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

Staffing

Net increase of 11.00 staff years

- Increase of 3.00 staff years in the CAO Executive Office including Fiscal Year 2024-25 mid-year transfer of staffing from HHSA to increase capacity for policy development and implementation, and the transfer of the Chief Financial Officer and finance staff from the FGG Executive Office.
- Increase of 18.00 staff years to transfer the Office of Economic Development & Government Affairs to the Chief Administrative Office.
- Decrease of 8.00 staff years in the Office of Equity & Racial Justice to reflect the reduction of 1.00 staff year and the transfer of the office into the FGG Executive Office.
- Decrease of 2.00 staff years due to the transfer of the Enterprise Integrated Data Platform from the Office of Evaluation, Performance, and Analytics to the County Technology Office.

Expenditures

Net increase of $8.3 million

- Salaries & Benefits—net increase $3.7 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover and staffing changes noted above.
- Services & Supplies—decrease of $0.6 million primarily associated with a reduction in membership costs and removal of one-time costs associated with the Uplift Boys and Men of Color program.
- Expenditure Transfer & Reimbursements—net decrease of $5.2 million primarily associated with $4.5 million in central one-time funding for the Office of Evaluation, Performance and Analytics into the Chief Administrative Office, $0.5 million for the Uplift Boys and Men of Color program, and $0.2 million for the Workplace Justice Fund. Since this is a transfer of expenditures, it has a net effect of $5.2 million increase in expenditures. The central funding is supported by resources in Countywide Finance Other.

Revenues

Net increase of $8.3 million

- Charges For Current Services—increase of $0.5 million associated with the Cost Allocation Plan for reimbursement of services provided to other County departments.
- Fund Balance Component Decreases—increases of $0.1 million for a total budget of $0.3 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 $7.7 million primarily for the anticipated departmental changes and salary and benefit increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Net decrease of $4.1 million for the Office of Evaluation, Performance and Analytics funded on a one-time basis.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Executive Office	8.00	11.00	11.00
Office of Ethics & Compliance	12.00	12.00	12.00
Office of Equity and Racial Justice	8.00	-	-
Office of Labor Standards and Enforcement	5.00	5.00	5.00
Economic Development & Government Affairs	-	18.00	18.00
Office of Evaluation, Performance and Analytics	20.00	18.00	18.00
Total	**53.00**	**64.00**	**64.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Executive Office	$3,622,060	$2,759,821	$4,255,911	$3,914,650	$4,054,785	$3,972,100
Office of Ethics & Compliance	$1,495,997	$2,146,571	$2,148,869	$2,117,386	$2,452,356	$2,440,738
Office of Equity and Racial Justice	$3,324,943	$2,572,932	$4,975,105	$3,645,842	-	-
Office of Labor Standards and Enforcement	$860,925	$1,257,578	$1,285,964	$1,261,196	$1,299,626	$1,294,306
County Memberships and Audit	$789,529	$764,144	$327,162	$241,054	$482,078	$502,751
Economic Development & Government Affairs	-	-	-	-	$5,054,809	$4,954,906
Office of Evaluation, Performance and Analytics	$2,583,522	$360,000	$1,557,129	$845,639	$4,847,236	$899,975
Office of Intergovernmental Affairs	$98	-	-	$311	-	-
Total Expenditures	**$12,677,074**	**$9,861,046**	**$14,550,139**	**$12,026,079**	**$18,190,890**	**$14,064,776**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$9,347,633	$11,226,573	$12,596,898	$12,371,682	$14,883,869	$10,737,082
Services & Supplies	$5,829,441	$3,884,473	$6,923,241	$4,624,346	$3,307,021	$3,327,694
Other Charges	-	-	$280,000	$280,000	-	-
Expenditure Transfer & Reimbursements	-$2,500,000	-$5,250,000	-$5,250,000	-$5,249,950	-	-
Total Expenditures	**$12,677,074**	**$9,861,046**	**$14,550,139**	**$12,026,079**	**$18,190,890**	**$14,064,776**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$195,526	$221,694	$221,694	$221,694	$296,775	$247,244
Use of Fund Balance	$4,442,394	-	$4,339,093	$1,902,811	-	-
Intergovernmental Revenues	$62,781	$50,000	$400,000	$315,000	$50,000	$50,000
Charges for Current Services	$288,147	$312,318	$312,318	$309,540	$774,832	$774,832
General Purpose Revenue Allocation	$7,688,226	$9,277,034	$9,277,034	$9,277,034	$17,069,283	$12,992,700
Total Revenues	**$12,677,074**	**$9,861,046**	**$14,550,139**	**$12,026,079**	**$18,190,890**	**$14,064,776**

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 $46.9 million.

2024–25 Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Provided opportunities for teleworking employees to learn and access information about energy, sustainability and water conservation opportunities they can implement at work and/or in their own homes by providing information on the following topics: rechargeable batteries, sustainable packaging, electric vehicle purchases, and e-waste & proper disposal.
  - Identified additional office functions that had opportunities for paperless and automated operation (e.g. billing, scheduling, payroll, etc.). A&C implemented the online capability for employees to update direct deposit information, eliminated seven network printers associated with the department's office relocation and reduced printing needs.
  - Worked with the Office of Sustainability and Environmental Justice to complete a waste audit to look for opportunities to increase diversion, prevent or reduce waste.
  - Implemented procedures to replace items that were tracked with durable/re-usable items by tracking supply purchases. A&C implemented a rechargeable battery program to eliminate solid waste as a result of the disposal of single-use batteries.
  - Continued the process of converting eligible Payroll forms to an electronic format by converting the direct deposit forms to an online process.
- 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, 2023, the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Annual Comprehensive Financial Report and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the 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 an AAA rating from the three major rating agencies.
  - The Office of Revenue and Recovery (ORR) conducted 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. ORR proactively collaborated with various stakeholders across the County to enhance the collection and distribution of court-ordered debt, victim restitution, and amounts owed to County departments. In forging a strong partnership with the County departments that provide services to victims of crime, ORR has been able to identify and locate crime victims owed restitution, further solidifying ORR's

commitment to supporting victims and contributing to a system of restorative justice. ORR expanded its service delivery with several county departments to provide comprehensive collection services aimed at recovering departmental costs and fees. To further enhance its outreach efforts, ORR updated its brochures and web page, ensuring clear and accessible information is provided to both county client departments and the public. These updates are aimed at improving communication and ensuring that individuals are well-informed about ORR's services and initiatives.

- Completed and deployed the application security upgrades of the County of San Diego's Annual Comprehensive Financial Report (ACFR), Counties Financial Transaction Report (CFTR) and Local Fiscal Government Affairs (LGFA) systems to continue operating, meeting the current configurations and the County's security standards.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Processed 100% (of 293,112) 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.
  - Submitted 100% (of 1,418) 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.
  - Continued development and implementation of policies, procedures, and processes for the new compensated absences accounting and reporting as required by Governmental Accounting Standards Board (GASB) Statement 101.
  - ORR completed contract amendments with the current vendor of ORR's collection management system, Revenue Plus Collector System (RPCS), to support 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 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.
  - Achieved an Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) of 6.91%, which was above the goal of 6.25%. This measure represents the effectiveness of collection activities. 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 Treasurer-Tax Collector, Clerk of the Board of Supervisors, and County Technology Office, A&C continued the development and testing for the implementation of the Integrated Property Tax System (IPTS).
  - Validated 100% (of 70) of audit recommendations reported as implemented within 10 business days. The Office of Audits 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 15) of Fraud, Waste and Abuse allegations reported through the Ethics Hotline.
  - Provided eight customer service trainings to all A&C staff to enhance customer service skills and techniques.
  - Continued to support financial literacy in the County by developing A&C Academy curriculum and conducting 20 trainings that focus on core competencies of employees in accounting and finance functions.
  - 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. We conducted focus group meetings which led to the creation of a mentorship program to help employees with career growth and a quarterly newsletter to communicate information to staff.
  - Continued development and implementation of a department-wide succession planning initiative. In coordination with the Finance and General Government Group Office, we identified key positions and developed potential succession plans.
  - In coordination with the Department of Purchasing and Contracting and Clerk of the Board, A&C initiated a business process re-engineering (BPR) effort over the County's travel planning and payment processes to increase timely processing and improve user experience.

2025–27 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Complete review and update the department protocols for proper recycling of printer and copier toner cartridges, batteries, light bulbs and e-waste.
  - Identify additional office functions which may have opportunities for paperless and automated operation (e.g. billing, scheduling, payroll, etc.).
  - Convert 25% of A&C cellular and desk phones to virtual Teams lines.
  - Implement procedures to replace items that were tracked with durable/re-usable items by tracking supply purchases.
  - 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, 2024, 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, 2025. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and maintaining an AAA rating from the three major rating agencies.

Empower

- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Upgrade the A&C's ORR collection management 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 with industry standards and increased efficiency. Implementing 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.
  - 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 GASB Statements.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events, and/or activities to continue a workplace centered around belonging.
  - 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.
  - In coordination with the Treasurer-Tax Collector, Clerk of the Board of Supervisors, and County Technology Office, complete the development, testing and implementation of the Taxes module in IPTS and decommission the Taxes module in the Mainframe.
  - Provide customer service trainings to all A&C staff to enhance customer service skills and techniques.
  - Continue the development and implementation of a departmentwide succession planning initiative.

- Complete implementation of the County's travel planning and payment processes BPR to increase timely processing and improve user experience.
- In coordination with the County Technology Office, continue to support the Enterprise Resource Planning (ERP) re-platform procurement efforts.

Related Links

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

- https://www.sandiegocounty.gov/auditor/

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Empower	County invoices processed within five days of receipt from departments	95% of 283,122	100%	100% of 293,112	100%	100%
	Financial reports/disclosures prepared by the Auditor and Controller that are submitted on or before their respective due date	100% of 1,439	100%	100% of 1,481	100%	100%
	Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services that are reported as implemented are validated within ten business days[1]	100% of 45	100% of 50	100% of 70	100% of 50	100% of 50
	Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable)[2]	6.38%	6.25%	6.91%	6.25%	6.25%
	Trainings conducted that focus on core competencies for employees in accounting functions[3]	22	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 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.

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

Staffing

No changes in staffing.

Expenditures

Net increase of $1.9 million

- Salaries & Benefits—increase of $2.2 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—decrease of $0.3 million primarily due to an anticipated reduction in information technology costs.

Revenues

Net increase of $1.9 million

- Intergovernmental Revenues—increase of $0.1 million primarily due to costs associated with the administration and monitoring of American Rescue Plan Act (ARPA) funds.
- Charges For Current Services—increase of $0.4 million associated with the Cost Allocation Plan for reimbursement of services provided to other County departments.
- General Purpose Revenue—increase of $1.4 million primarily for the anticipated salary and benefit increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Audits	23.00	23.00	23.00
Administration	17.00	17.00	17.00
Controller Division	103.50	103.50	103.50
Information Technology Mgmt Services	11.00	11.00	11.00
Revenue and Recovery	82.00	82.00	82.00
Total	**236.50**	**236.50**	**236.50**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Audits	$4,439,230	$4,693,494	$4,648,037	$4,471,081	$4,790,216	$4,767,293
Administration	$4,384,508	$4,345,491	$4,350,824	$5,760,696	$4,977,991	$4,964,021
Controller Division	$16,255,201	$16,715,333	$16,980,655	$16,327,727	$17,615,636	$17,616,806
Information Technology Mgmt Services	$7,931,800	$7,950,182	$14,563,412	$8,339,789	$7,641,508	$7,601,070
Revenue and Recovery	$9,932,193	$11,304,089	$11,288,164	$10,951,809	$11,878,311	$11,842,176
Total Expenditures	**$42,942,932**	**$45,008,589**	**$51,831,092**	**$45,851,102**	**$46,903,662**	**$46,791,366**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$31,756,603	$32,969,376	$33,419,376	$33,395,617	$35,187,217	$35,070,268
Services & Supplies	$11,356,619	$12,203,971	$18,552,439	$12,602,740	$11,881,203	$11,885,856
Other Charges	$44,467	$50,000	$57,443	$53,911	$50,000	$50,000
Expenditure Transfer & Reimbursements	-$214,757	-$214,758	-$214,758	-$214,757	-$214,758	-$214,758
Operating Transfers Out	-	-	$16,592	$13,591	-	-
Total Expenditures	**$42,942,932**	**$45,008,589**	**$51,831,092**	**$45,851,102**	**$46,903,662**	**$46,791,366**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$937,364	$729,838	$729,838	$729,838	$730,519	$615,186
Use of Fund Balance	-$307,158	-	$6,822,503	$198,808	-	-
Intergovernmental Revenues	$1,470,645	$1,050,000	$1,050,000	$1,212,793	$1,100,000	$1,100,000
Charges for Current Services	$6,857,288	$6,963,429	$6,963,429	$7,313,171	$7,389,125	$7,393,778
Miscellaneous Revenues	$319,811	$195,000	$195,000	$326,171	$220,000	$220,000
General Purpose Revenue Allocation	$33,664,981	$36,070,322	$36,070,322	$36,070,322	$37,464,018	$37,462,402
Total Revenues	**$42,942,932**	**$45,008,589**	**$51,831,092**	**$45,851,102**	**$46,903,662**	**$46,791,366**

Citizens' Law Enforcement Review Board

Mission Statement

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

Department Description

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

To ensure these critical services are provided, the Citizens' Law Enforcement Review Board has 10.00 staff years and a budget of $2.2 million.

2024–25 Accomplishments

Equity

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

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
    - Provided quarterly trainings to CLERB employees about sustainability topics, including recycling and power usage.
    - Assessed the department's purchasing trends and identified areas to improve selections for greater sustainability.
    - Continued hybrid CLERB meetings to reduce vehicle miles traveled by the public, who will not have to travel to in-person meetings. Continued hybrid CLERB staff in-office work schedules to reduce vehicle miles traveled by the staff.

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 12 community outreach activities to increase awareness of CLERB.
- Adopted the County's initiative to provide the information in the threshold language. The instructions on how to request the information in the threshold language are available on the CLERB's website. This helped to bridge the communication gap, ensured all residents had equal opportunity, and reduced language barriers.
- Enhanced communities' awareness of CLERB by using the CLERB's social media presence on Facebook and Twitter. In addition, maximized the County tools usage to communicate CLERB Board Meetings information.
- Utilized County's Engagement Center and Engage San Diego County platforms.
- Redesigned CLERB's website for easier public information access.

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 provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
  - Provided 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.
  - 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

- 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% (of 116) of complaint investigations within one year of receipt of the filed complaint, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
  - Completed 100% (of 25) 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% (of 23) of investigations into other specified incidents within one year of notification of the incident, unless delayed by executive order exemptions or Public Safety Officers Procedural Bill of Rights exemptions as detailed in Government Code Section 3304(d)(2).
  - Processed 100% (of 195) 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 1 policy and procedure recommendation to the Sheriff's Office and/or Probation Department.
  - Provided 12 monthly "early warning" reports to the Sheriff's Office and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.

2025–27 Objectives

Equity

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

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

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance, and hazard mitigation.
    - Provide quarterly training to CLERB employees about sustainability topics, including recycling and power usage.
    - Assess department purchasing trends and identify areas to improve selections for greater sustainability.
    - Continue hybrid CLERB meetings to reduce vehicle miles traveled by the public who will not have to travel to in-person meetings. Continue hybrid CLERB staff work schedules to reduce vehicle miles traveled by staff.

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.
    - Adopt the County's initiative to provide the information in the threshold language. The instructions on how to request the information in the threshold language are available on the CLERB's website. This will bridge the communication gap, ensured all residents had equal opportunity, and reduced language barriers.
    - Enhance communities' awareness of CLERB by using the CLERB's social media presence on Facebook and Twitter. In addition, maximized the County tools usage to communicate CLERB Board Meetings information.
    - Utilize the 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.
    - Create a data dashboard on CLERB's website to share case information within the law permissible.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Raise awareness of opportunities for employees to learn and participate in ERGs, events, and/or activities to continue a workplace centered around belonging.

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 promptly; maintain a complaint turnaround time of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for signature.

- Present 10 policy and procedure recommendations to the Sheriff's Office and/or Probation Department.
- Present 5 policy and procedure recommendations to the medical staff involved in death cases.
- Provide 12 monthly "early warning" reports to the Sheriff's Office and Probation Department regarding the nature of complaints filed and the identity and assignment of the employees, when known, thereby enabling corrective action when necessary.

Related Links

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

- www.sandiegocounty.gov/clerb

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Community	Conduct or attend community outreach activities	13	12	12	12	12
Justice	Mail complaint documents for complainant signature within two working days of initial contact	100% of 133	100%	100% of 195	100%	100%
	Complete complaint investigations within one year of receipt of filed complaint, excluding applicable tolling exemptions	100% of 80	100%	100% of 116	100%	100%
	Complete death investigations within one year of notification of death, excluding applicable tolling exemptions	100% of 6	100%	100% of 25	100%	100%
	Complete investigation into other specified incidents within one year of notification of the incident, excluding applicable tolling exemptions	100% of 23	100%	100% of 23	100%	100%
	Present policy and procedure recommendations to the Sheriff's Office and/or Probation Department and the medical staff involved in death cases[1]	9	18	1	15	15
	Provide monthly early warning reports to the Sheriff's Office and Probation Department	12	12	12	12	12

Table Notes

[1] The estimated actuals for Fiscal Year 2024–25 are less than the adopted target due to a request by the Sheriff's Office to reduce the number of new policy recommendations to allow time to address recommendations from prior years.

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

Staffing

No changes to staffing.

Expenditures

Net increase of $0.2 million

- Salaries & Benefits—increase of $0.2 million primarily for negotiated labor agreements, partially offset by salary adjustments to reflect normal staff turnover.

Revenues

Net increase of $0.2 million

- General Purpose Revenue—increase of $0.2 million primarily for the salaries and benefits increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Law Enforcement Review Board	10.00	10.00	10.00
Total	**10.00**	**10.00**	**10.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Law Enforcement Review Board	$1,722,792	$2,021,071	$2,022,348	$1,908,669	$2,198,159	$2,184,570
Total Expenditures	**$1,722,792**	**$2,021,071**	**$2,022,348**	**$1,908,669**	**$2,198,159**	**$2,184,570**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$1,517,021	$1,811,956	$1,641,956	$1,630,292	$1,962,167	$1,935,887
Services & Supplies	$205,770	$209,115	$380,392	$278,377	$235,992	$248,683
Total Expenditures	**$1,722,792**	**$2,021,071**	**$2,022,348**	**$1,908,669**	**$2,198,159**	**$2,184,570**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$45,173	$34,488	$34,488	$34,488	$37,916	$31,423
Use of Fund Balance	-$267,816	-	$1,277	-$112,402	-	-
Intergovernmental Revenues	$14,589	-	-	-	-	-
General Purpose Revenue Allocation	$1,930,845	$1,986,583	$1,986,583	$1,986,583	$2,160,243	$2,153,147
Total Revenues	**$1,722,792**	**$2,021,071**	**$2,022,348**	**$1,908,669**	**$2,198,159**	**$2,184,570**

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 comprises 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.

2024–25 Accomplishments

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
  - Resolved 62% (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 an 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.
  - Communicated with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a month.
  - Reduced the use of paper by relying on electronic (PDF) documents and double-sided printing.
  - Assessed department purchasing trends and identified areas to improve selections for greater sustainability.
  - Continued providing virtual customer service to reduce vehicle miles traveled by employees, customers, and the public.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Distributed 100% (of 13) 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 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.
  - Participated in ongoing training in the areas of sustainability, human resources, Diversity Equity & Inclusion, 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 99%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
    - Achieved organizational excellence by continuing to ensure a workplace of belonging and inclusion for all County employees while delivering services to customers. Continued working 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.
    - Added public meeting videos to the Commission's website 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 will be thoroughly reviewed by Commissioners, staff, and counsel.

2025–27 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 an 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.
    - Routinely communicate with employees about sustainability program updates, successes, and/or opportunities for improvement at a minimum of once a month.
    - Reduce the use of paper by relying on electronic (PDF) documents and double-sided printing. When paper purchases are made, select only 100% recycled paper.
    - Align department purchases with the County's sustainability goals.
    - 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.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERG), events and/or activities to continue a workplace centered around belonging.

    - Participate in ongoing training in the 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.
    - Provide training to County departmental human resources officers, employee unions, and other groups on the Commission's role in the County's human resources system as well as procedures for handling appeals and complaints under the Commission's jurisdiction. This training increases customers' knowledge of the Commission's authority and current processes and procedures.
    - 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 the Commission has a workplace of belonging and inclusion for all County employees while delivering services to 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.
    - 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.
    - Review and update Commission policies and practices to improve them to assist customers and increase efficiency.

Related Links

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

- www.sandiegocounty.gov/civilservice

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Personnel disputes resolved without need of an evidentiary hearing[1]	82% of 17	55%	62% of 22	55%	55%
Community	Commission decisions distributed within 48 hours of Commission approval	100% of 5	95%	100% of 13	95%	95%
Empower	Positive customer satisfaction rating[2]	96%	95%	99%	95%	95%

Table Notes

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

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

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

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Civil Service Commission	3.00	3.00	3.00
Total	**3.00**	**3.00**	**3.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Civil Service Commission	$626,284	$679,181	$681,125	$674,064	$694,517	$688,950
Total Expenditures	**$626,284**	**$679,181**	**$681,125**	**$674,064**	**$694,517**	**$688,950**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$544,815	$574,465	$571,765	$565,171	$588,946	$576,061
Services & Supplies	$81,469	$104,716	$109,360	$108,893	$105,571	$112,889
Total Expenditures	**$626,284**	**$679,181**	**$681,125**	**$674,064**	**$694,517**	**$688,950**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$15,413	$12,280	$12,280	$12,280	$11,980	$9,892
Use of Fund Balance	-$10,934	-	$1,944	-$4,713	-	-
Intergovernmental Revenues	$1,064	-	-	-	-	-
Charges for Current Services	$45,028	$49,793	$49,793	$49,388	$54,994	$54,994
General Purpose Revenue Allocation	$575,712	$617,108	$617,108	$617,108	$627,543	$624,064
Total Revenues	**$626,284**	**$679,181**	**$681,125**	**$674,064**	**$694,517**	**$688,950**

COUNTY OF SAN DIEGO

Clerk of the Board of Supervisors

Mission Statement

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

Department Description

The Clerk of the Board of Supervisors is committed to government transparency and public access to records. As the official repository of Board of Supervisors records, the department provides online access to agendas, Statements of Proceedings, and Minute Orders dating back to the late 1800s.

The department supports the Board of Supervisors, Property Tax Assessment Appeals Boards, County Hearing Officers, Special Districts, and the City Selection Committee, while also overseeing the administration of the Labor Relations Ordinance. All functions are guided by California statutes, County ordinances, and Board policies.

In addition to maintaining official records, the department provides essential public services, including passport application and photo services, notary public services, and public records requests. The Public Records Act unit, launched in 2022, introduced the County's first web-based Public Records Request Center, streamlining access to public information.

The department operates through three main budget divisions: Executive Office, Legislative Services, and Public Services. The Clerk of the Board of Supervisors also serves as the Executive Officer of the Board General Office, the filing officer for financial disclosures, and the clerk for various special districts and committees, including the County's 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 $5.8 million.

2024–25 Accomplishments

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
    - Procured a technology solution for the case management of Property Tax Assessment Appeals that offers transparency and enhanced access to the appeals process for applicants and enables future data sharing with the Assessor/Recorder/County Clerk, enhancing the efficiency of the process and supporting the long-term sustainability of the system.
    - Ensured the efficiency and transparency of the Property Tax Assessment Appeals process by entering 99.4% (6,040 of 6,077) 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.
    - Monitored use of paper forms and documents across departmental programs and eliminated paper when opportunities to transition to electronic formats allowed. Piloted online speaker slips for Assessment Appeals Board Hearings and implemented a new online request to speak system for Board of Supervisors meetings.
    - Implemented a Departmental Sustainable Purchasing Policy monitoring plan, ensuring preferred sustainable options for frequently ordered items and developed a Sustainable Purchasing Reference Guide to easily identify preferred products offered by County vendors.
    - Facilitated quarterly opportunities for employees to learn and access information about energy, sustainability and water conservation opportunities, empowering them to incorporate sustainability practices and implement them in their own homes.
    - Established an employee team that reviewed internal policies and procedures, business processes, and manuals and identified opportunities to integrate sustainable practices into departmental processes.

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.
    - Implemented 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 allows 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. Published a video outlining the process for requesting to speak and participate in Board of Supervisors meetings to support access to civic engagement.
    - Collaborated 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.
    - Continued promoting and measuring the impact of the implementation of the County's online Public Records Request Center as the main point of contact for the public to request records and coordinate with departments to support providing timely responses to requests.
- Quality of Life: Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.
    - Met the department’s benchmark of accepting a passport application in an average of 10 minutes.

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.
    - Received customer survey cards from 70% (4,179 of 5,910) of the customers served in Fiscal Year 2024-25, exceeding the benchmark of 50%, with an average rating of 4.92 out of 5.0 in all six categories. The department continued its efforts to recognize and motivate staff to seek customer feedback, implementing monthly reviews to highlight positive reviews and provide feedback on opportunities to improve.
    - Facilitated staff career development by providing resources on countywide job opportunities, supporting career growth and exploration, and expanding cross-training programs within the department.
    - Developed and implemented an internal onboarding program for new front-line supervisors, focused on equipping newly promoted staff with practical tools and resources to increase confidence as they transition into their new roles. Additional quarterly training was developed for all management to ensure they have the tools and skills to effectively perform their duties and provide appropriate support to their staff.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
    - Partnered with the Office of Evaluation, Performance and Analytics to contribute to the Countywide Program Inventory and established baseline data collection and analysis to improve the collection and analysis of performance data to better evaluate the department's programs and best practices.
    - Implemented a new filing portal for Statements of Economic Interest (Form 700) that provided a more streamlined and user-friendly filing experience, which resulted in 97.5% (5,085 of 5,215) of Form 700s being filed electronically, thereby reducing filing errors.

Justice

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.
    - Provided access to the Board of Supervisors’ actions by making 100% (54 of 54 regular and special district meetings) of the draft Statements of Proceedings of all Board of Supervisors meetings available online within three days of the related meeting.
    - Conducted a Program Evaluation of the department's policies and procedures to manage lobbyist registrations, identified potential enhancements to improve and streamline the process and implemented changes to registration requirements and internal processes to enhance the accuracy and accessibility of lobbyist information to the public.

2025–27 Objectives

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.

- Ensure the efficiency and transparency of the Property Tax Assessment Appeals process by entering 98% of Appeal Applications within seven days of receipt.
- Redesign the Property Tax Assessment Appeals online resources and educational materials to enhance access and equity in the appeals process.
- Undergo a process-improvement effort to streamline the Property Tax Assessment Appeals case management process, identifying and reducing delays and exploring new ways to partner with the Assessor/Recorder/County Clerk to educate the public about the Assessment Appeals process.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Participate in educational events such as Earth Day, lighting fairs, water conservation events, facility/energy conferences, and zero-waste-related events.
  - Provide opportunities for employees to learn and access information about energy, sustainability, and water conservation efforts they can implement in their own homes.
  - Incorporate information on sustainability (and environmental justice) policies, plans, and practices into departmental New Employee Orientation presentations for all employees, contractors, vendors, and consultants working in the facility.
  - Review all materials/purchasing records for opportunities to redesign practices to minimize waste. Establish regular reviews of data to identify wasteful activities and strategies for mitigation. Once strategies for mitigation have been identified, implement at least one of them.

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.
  - Lead the onboarding of a new District 1 Supervisor, ensuring a successful transition.
  - Work with the Chief Administrative Office and gather community input to improve the Board of Supervisors agenda format, making it easier for the public to find and understand agenda items.
  - Collaborate with County Counsel and the County Technology Office to develop and implement an online training for County staff that supports boards, commissions, and committees, ensuring a seamless transition and continuity of support when staff changes occur.
- Quality of Life: 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 accepting a passport application in an average of 10 minutes.

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.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered around belonging.
  - Receive customer survey cards from 50% of the customers served in Fiscal Year 2025-26, with an average rating of 4.9 out of 5.0 in all six categories.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
  - Ensure that over 90% of Statements of Economic Interest (Form 700) are filed electronically, thereby reducing filing errors.
  - Identify ways to collaborate with the City of San Diego and the Fair Political Practices Commission (FPPC) to simplify and streamline the Form 700 filing process for those required to file with multiple agencies.

Justice

- Environmental: Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.

- Provide access to the 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.
- Partner with the County's IT vendor to pilot the use of AI technology for Board of Supervisors' online records, making it easier to search meeting records and improving transparency and accessibility.

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		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	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]	99% of 5,469	98%	99.4% of 6,077	98%	98%
Community	Average transaction time for processing passport applications	8.5 minutes	10 minutes	10 minutes	10 minutes	10 minutes
Empower	Statements of Economic Interests (Form 700s) filed electronically[2]	99.5% of 4,486	90%	97.5% of 5,215	90%	90%
	Average score on internal customer surveys of 4.9 out of 5.0 in all six categories[3]	4.95	4.90	4.92	4.90	4.90
Justice	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 80 meetings	100%	100% of 54 meetings	100%	100%

Table Notes

[1] During Fiscal Year 2024–25, total applications received were 6,077. 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] 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 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.

[3] Scale of 1-5, with 5 being "excellent".

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.2 million

- Salaries & Benefits—net increase of $0.1 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net increase of $0.1 million primarily due to an increase in public liability costs.

Revenues

Net increase of $0.2 million

- General Purpose Revenue—increase of $0.2 million primarily for the anticipated salary and benefit and public liability increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Legislative Services	8.00	8.00	8.00
Public Services	18.00	18.00	18.00
Executive Office	4.00	4.00	4.00
Total	**30.00**	**30.00**	**30.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Legislative Services	$1,690,476	$1,795,847	$1,899,820	$1,807,173	$1,901,843	$1,916,009
Assessment Appeals	-	$85,000	-	$159	$85,000	$85,000
Public Services	$2,481,767	$2,652,815	$2,737,815	$2,379,870	$2,656,161	$2,642,782
Executive Office	$1,052,633	$1,049,274	$1,050,064	$1,174,234	$1,166,633	$1,150,238
Total Expenditures	**$5,224,876**	**$5,582,936**	**$5,687,698**	**$5,361,435**	**$5,809,637**	**$5,794,029**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$4,243,153	$4,306,940	$4,261,940	$4,259,618	$4,445,931	$4,438,354
Services & Supplies	$981,723	$1,275,996	$1,425,758	$1,101,817	$1,363,706	$1,355,675
Total Expenditures	**$5,224,876**	**$5,582,936**	**$5,687,698**	**$5,361,435**	**$5,809,637**	**$5,794,029**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$114,349	$97,463	$97,463	$97,463	$84,468	$70,733
Use of Fund Balance	-$236,177	-	$104,762	-$347,359	-	-
Intergovernmental Revenues	$46,182	-	-	$2,450	-	-
Charges for Current Services	$756,343	$643,007	$643,007	$768,201	$715,507	$715,507
Miscellaneous Revenues	$11,551	$12,050	$12,050	$10,264	$16,371	$16,371
General Purpose Revenue Allocation	$4,532,628	$4,830,416	$4,830,416	$4,830,416	$4,993,291	$4,991,418
Total Revenues	**$5,224,876**	**$5,582,936**	**$5,687,698**	**$5,361,435**	**$5,809,637**	**$5,794,029**

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 $4.9 million.

2024–25 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. This included working with the Office of Emergency Services to develop a training for bilingual employees assigned as translators in the eight threshold languages during emergencies.
    - Increased number of translations and interpretations by 10% (7,146 over 71,466 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.
    - 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.
    - Extended department hybrid teleworking schedule through Fiscal Year 2024–25 to reduce vehicle miles traveled, with each employee working from home one day per week.
    - Implemented energy conservation and waste reduction practices by turning computers and printers off, setting sleep mode policies, and printing double-sided.
    - Provided department training by County recycling program staff or partner agency about residential recycling guidelines and best practices.
    - Planning to purchase an electric 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.
    - Continued 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.
    - Expanded 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.
    - Elevated 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.
    - Solidified the County's engagement information hub, "Engagement Center", as the one central location where residents can find all County engagement opportunities by transitioning it into a location on the Engage San Diego County platform, aggregating 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.
    - 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 posted 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 3% (9,855 over 308,088 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 318 content items, such as articles, videos and trainings.
    - Launched newly developed enterprisewide training for employees to raise awareness about language access efforts and resources. Informed by best practices and staff input, training helps departments provide translation and interpretation services consistently across the organization.
    - Participated in at least two drills in the 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 as 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.

2025–27 Objectives

Equity

- Health: Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.
    - Conduct 100,000 translations and interpretations across the enterprise.
    - Recruit employees who speak the County's eight threshold languages to be translators during emergencies.
    - Develop, implement and evaluate a one-year pilot program working with non-profit and community-based organizations to provide language access and community engagement on behalf of the County.

Sustainability

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
    - 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.
    - Evaluate department hybrid teleworking schedule for efficiency and opportunities for expansion through Fiscal Year 2025-26 to reduce vehicle miles traveled.
    - Implement energy conservation and waste-reduction practices by turning computers and printers off, setting sleep mode policies, and printing double-sided.
    - Provide department training by County expert or partner agency about recycling best practices.
    - Work with General Services to explore the purchase of an electric video 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 and recommendations 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.
- 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 3%.
    - 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.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered around belonging.
    - 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 2024 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.
    - Work with the Department of Purchasing and Contracting to issue a Request for Proposals (RFP) for suppliers of translation and interpretation services to replace the existing contracts that will expire in 2026.
    - 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.
    - Expand community engagement training, bringing the latest in community engagement best practices to the County's efforts by increasing the number of staff who participate in County-coordinated certificate programs and enterprisewide offerings through the Learning Management System.

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

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	Increase number of translations and interpretations by 10%[1]	3,473% (69,466 over 2,000 base)	10%	10% (7,146 over 71,466 base)	10%	10%
Community	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[2]	414	365	365	365	365
	Increase in followers of County social media sites[3]	4% (11,187 over 296,901 base)	10%	3% (9,855 over 308,088 base)	3%	3%

Empower	Articles, videos and information posted on department's intranet site	361	200	318	200	200
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2

Table Notes

[1] The previous tracking method used in Fiscal Year 2022–23 was unable to track numbers across multiple platforms, resulting in the large increase seen in the Fiscal Year 2023–24 Actuals. The updated tracking method used since Fiscal Year 2023–24 is more accurate.

[2] While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

[3] While social media followers continue to increase across platforms, a double digit increase may be a challenging target given the large number of followers that already exist. Extenuating circumstances, such as a local emergency, and other variables can also have an impact on follower growth.

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.1 million

- Salaries & Benefits—increase of $0.1 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—decrease of $0.3 million due to removal of prior year one-time expenditures for community language access services.
- Capital Assets Equipment—decrease of $0.4 million due to removal of prior year one-time capital expenditures for the CNC TV Studio.
- Expenditure Transfer & Reimbursements—decrease of $0.7 million associated with the removal of appropriations for prior year one-time community language access services and for work performed for the Health &Human Services Agency. Since this is a transfer of expenditures, it has a net effect of a $0.7 million increase in expenditures.

Revenues

Net increase of $0.1 million

- License, Permits, and Franchises—decrease of $0.4 million in Public Educational Government (PEG) Access Fee revenue, due to removal of prior year one-time expenditures for the CNC TV Studio.
- General Purpose Revenue—increase of $0.5 million primarily due to the transfer of revenue associated with work performed for the Health &Human Services Agency.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
County Communications Office	23.00	23.00	23.00
Total	**23.00**	**23.00**	**23.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
County Communications Office	$5,349,551.90	$4,793,175.00	$4,889,661.29	$4,058,827.97	$4,885,684.00	$4,817,196.00
Total Expenditures	**$5,349,551.90**	**$4,793,175.00**	**$4,889,661.29**	**$4,058,827.97**	**$4,885,684.00**	**$4,817,196.00**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$4,141,092	$3,997,019	$4,012,019	$4,010,260	$4,115,019	$4,086,724
Services & Supplies	$1,371,604	$926,156	$1,407,556	$717,965	$644,718	$638,472
Capital Assets Equipment	$83,454	$520,000	$120,086	-	$125,947	$92,000
Expenditure Transfer & Reimbursements	-$246,598	-$650,000	-$650,000	-$669,397	-	-
Total Expenditures	**$5,349,552**	**$4,793,175**	**$4,889,661**	**$4,058,828**	**$4,885,684**	**$4,817,196**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$116,415	$92,268	$92,268	$92,268	$83,092	$69,544
Use of Fund Balance	$451,660	-	$96,486	-$291,899	-	-
License Permits & Franchises	$766,899	$571,000	$571,000	$128,552	$169,300	$122,300
Intergovernmental Revenues	$5,128	-	-	-	-	-
General Purpose Revenue Allocation	$4,009,450	$4,129,907	$4,129,907	$4,129,907	$4,633,292	$4,625,352
Total Revenues	**$5,349,552**	**$4,793,175**	**$4,889,661**	**$4,058,828**	**$4,885,684**	**$4,817,196**

COUNTY OF SAN DIEGO

County Counsel

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of the County to better serve the residents of San Diego County.

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision-making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

To ensure these critical services are provided, the County Counsel has 197.00 staff years and a budget of $51.1 million.

2024–25 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 supported 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. Provided key advice to Behavioral Health Services (BHS) and Health & Human Services (HHSA) leadership on regulatory reviews regarding the psychiatric hospital and Edgemoor.
    - Advised on the implementation of Senate Bill 43 continuum of care reform workgroup. SB 43 continuum of care reform was rolled out in San Diego on January 1, 2025. Co-chaired the first County Counsel Association combined Probate and Mental Health and Health and Welfare Sections conference. This was an innovative and informative conference where attorneys that practice in these areas could share experience, information and ideas to better serve the clients and consumers in our regions. Attorneys from the HHSA advisory group provided three training sessions which were very well-received and enhanced collaboration among our County partners.

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
    - Conducted 24 meetings with Land Use & Environment Group (LUEG) departments to understand legal needs and services and conducted 4 meetings within County Counsel for LUEG advisory and litigation attorneys to evaluate projects and help County decisions survive potential challenges.
    - Completed 100% (51 of 51) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.

- Completed 100% (2,351 of 2,351) of all advisory assignments for County departments by the agreed upon due dates.
- Completed 100% (3 of 3) of all draft Environmental Impact Report reviews in 40 days or less.
- Prevailed in 99% (506 of 509) of Juvenile Dependency petitions contested in Superior Court.
- Prevailed in 98% (183 of 186) of Juvenile Dependency appeals and writs filed.
- Prevailed in 99% (96 of 97) of court decisions in all lawsuits filed against the County.
- Achieved 100% (2 of 2) success rate in lawsuits or code enforcement administrative cases where the County is the plaintiff by winning in court, obtaining favorable administrative orders or financial settlements either before or after a lawsuit is filed.
- Handled 100% (127 of 127) 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.
- Gathered department's business requirements to identify one or more robust electronic document management systems to implement as long-term business resources. Business requirements were completed. Department is now working with the Department of Purchasing and Contracting on the Request for Proposals (RFP).
- Gathered department's business requirements to identify an electronic discovery system for the litigation services area. This effort will follow the document management system implementation.

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - 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.
  - Provided two email communications to department staff about the new GovDeals website and its efforts towards promoting a culture of reusing and repurposing items.
  - Issued four quarterly newsletters to department staff highlighting sustainability efforts, programs and achievements.
  - Department will initiate effort to reduce paper use within the Worker's Compensation division by launching a system of scanning its closed files first and then its active files after the Workers' Compensation division is relocated to a new office.
  - Implemented office-sharing program balancing remote work and operational need for in-person activities using a hoteling application to identify flexible, useable workspace for staff to promote and implement maximum staff efficiency while minimizing carbon footprint. The Office Sharing Policy for attorneys was approved by attorneys and has been implemented for County Administration Center and County Operations Center work locations.
  - Promoted and educated 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. Power-saving settings are in place for workspace lights, technology equipment, and appliances throughout the Department's recently remodeled County Administration Center (CAC) main suite and its various remodeled workspaces. Similar energy-saving measures will be implemented at the Department's County Operations Center (COC) location with the completion of the new suite's construction in March 2025. Department will further assess its remaining workspaces to apply these energy-saving settings where possible and given available resources. Department educated staff on and promoted recycling and green cycling efforts by providing the appropriate cycle containers throughout its suites, disseminating to staff two quarterly sustainability newsletters, and coordinating an all-staff informational training by the Office of Sustainability and Environmental Justice.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Evaluated Civil Grand Jury inquiries regarding County matters of civil concern.
  - Provided 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. At least 524 plaintiffs, in 19 lawsuits, sued the County claiming damages from the January 2024 storm flooding. County Counsel is working with outside counsel to defend the County in each of these flooding cases.

Empower

- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Conducted 50 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. Worked with the Department

of Purchasing and Contracting and affected departments to draft, present to the Board for approval, and implement new contracting initiatives aimed at promoting small/local business participation and increasing efficiency. Board approval expected in August and implementation by September 30, 2025.

- Developed 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. The system successfully went live in December 2024. It enhances the tracking of assignment intake, ensures consistent timelines, and facilitates the distribution of workloads among attorneys. For HHSA clients it eliminates the guesswork regarding what information counsel needs to begin an assignment and establishes uniform timelines for counsel review and approval. Currently, the portal is being utilized by Aging & Independence Services (AIS) to serve Agency clients and HHSA advisory attorneys. AIS was chosen as the first HHSA department to pilot this portal, and the reviews from AIS management have been very positive.
- Provided 71 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. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology. Trainings have focused on areas of trending risk profiles, including Childhood Sexual Abuse cases.
  - Developed cross-functional team relations and leverage strengths to promote operational continuity through ongoing organizational restructuring.
  - Increased 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). County Counsel's IT Division created several sites for the different working groups within the office to facilitate communication and efficiency.
  - Periodically reviewed realignment of litigation practice groups to provide consistent litigation management and trial practice more efficiently.
  - 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, 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.
  - Established 16 in-house trainings for new and current employees.
  - Established 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.
  - Conducted 10 meetings between County Counsel's Office and the Sheriff's Office and visited two Sheriff's Office facilities to improve communication to provide greater efficiency during the litigation discovery process.
  - Assisted departments in creating policies that improve environmental and community support factors that comply with applicable laws. Provided advice regarding implementation of County's Climate Action Plan reducing County's share of statewide greenhouse gas emissions; provided advice regarding potential solutions to air, water, ground, and other environmental health issues in the Tijuana River Valley; and coordinated County compliance with State water quality control standards for stormwater.

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 Senate Bill 43 continuum of care reform implemented 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.
    - 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 resolved lawsuits including affirmative litigation lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
    - Achieve 95% success rate in code enforcement administrative cases where the County is the plaintiff by obtaining favorable administrative orders or financial settlements.
    - Handle 95% of the defense of all resolved lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
    - Gather department's business requirements to identify one or more robust electronic document management systems to implement as long-term business resources.
    - 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.
    - Conduct weekly meetings with LUEG departments to evaluate County environmental regulations and implementation.
    - Conduct weekly meetings with LUEG departments to evaluate private applicants for compliance with environmental regulations.
    - Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
- Communications: Create proactive communication that is accessible and transparent.
    - Evaluate Civil Grand Jury inquiries regarding County matters of civil concern.

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 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions, mock trials and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and or activities to continue a workplace centered around belonging.

- 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 2024 biennial employee engagement survey, work with employees and collaborate with the employee representative groups, to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Establish at least five in-house trainings for new and current employees.
- Establish an internal County Counsel wellness program for all staff.

Justice

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

Related Links

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

- www.sandiegocounty.gov/CountyCounsel

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Draft Environmental Impact Report reviews completed in 40 days or less	100% (2 of 2)	100%	100% (3 of 3)	100%	100%
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (622 of 626)	98%	99% (506 of 509)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	98% (245 of 251)	96%	98% (183 of 186)	96%	96%
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (53 of 53)	100%	100 (51 of 51)	100%	100%
	Advisory assignments for all County departments completed by the due date	100% (2,205 of 2,205)	100%	100% (2,350 of 2,350)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	98% (128 of 130)	90%	99% (96 of 97)	90%	90%

	Resolved non-conflict cases against the County handled by County Counsel	100% (130 of 130)	95%	100% (120 of 120)	95%	95%
	Success rate in resolved lawsuits or affirmative litigation lawsuits against other parties[1]	N/A	N/A	100% (2 of 2)	95%	95%
	Success rate in County code enforcement administrative matters against other parties	100% (4 of 4)	95%	100% (2 of 2)	95%	95%
	Number of internal meetings to evaluate new and ongoing land use projects	55	N/A	N/A	N/A	N/A
	Number of meetings with LUEG departments and internal meetings to evaluate new and ongoing LUEG projects	N/A	28	28	28	28
Empower	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[2]	36	40	50	40	40
	Number of risk mitigation education sessions provided by County Counsel[3]	69	40	71	40	40
	Number of in-house trainings for new and current employees[4]	29	5	16	5	5
Justice	Number of meetings with the Sheriff's Office, and site visits to their facilities to improve communication to provide greater efficiency during the litigation discovery process[5]	13	5	12	5	5

Table Notes

[1] This is a performance measure added in Fiscal Year 2025-26 to split the original goal to differentiate success rate between litigation matters and code enforcement administrative matters.

[2] 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 the Department of Purchasing and Contracting and the Department of General Services.

[3] This performance measure was exceeded. County Counsel provided a higher number of risk mitigation trainings and sessions due to the complexity of new and existing cases.

[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 exceeded due to several new attorneys joining the Sheriff's Office as legal advisors and several new litigators joining County Counsel. These new personnel benefited from additional communications between the two offices to provide greater efficiency during the litigation discovery process and enhance better litigation outcomes.

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

Staffing

No change in staffing.

Expenditures

Net increase of $2.5 million

- Salaries & Benefits—net increase of $2.8 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net decrease of $0.3 million primarily due to aligning available funding with priorities.
    - Decrease of $0.3 million in employee training and training-related travel, miscellaneous facilities improvements, and various technology services areas results in the following impacts: a reduction in opportunities to improve employees' knowledge and skills, enhance job satisfaction, boost productivity, and improve employee retention.

Revenues

Net increase of $2.5 million

- Charges for Current Services—increase of $1.2 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 $1.3 million primarily for anticipated salary and benefit increases noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2025-26 Approved Budget
County Counsel	197.00	197.00	197.00
Total	**197.00**	**197.00**	**197.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
County Counsel	$41,105,173	$48,627,799	$48,966,673	$46,279,171	$51,142,840	$50,997,782
Total Expenditures	**$41,105,173**	**$48,627,799**	**$48,966,673**	**$46,279,171**	**$51,142,840**	**$50,997,782**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$42,612,773	$48,489,727	$48,489,727	$47,882,309	$51,283,296	$51,126,434
Services & Supplies	$2,413,714	$5,130,581	$5,464,755	$2,903,834	$4,773,635	$4,785,439
Other Charges	$5,081	-	$4,700	$4,231	-	-
Expenditure Transfer & Reimbursements	-$3,926,395	-$4,992,509	-$4,992,509	-$4,511,203	-$4,914,091	-$4,914,091
Total Expenditures	**$41,105,173**	**$48,627,799**	**$48,966,673**	**$46,279,171**	**$51,142,840**	**$50,997,782**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$1,051,857	$994,235	$994,235	$994,235	$1,000,000	$875,000
Use of Fund Balance	-$3,233,823	-	$338,874	-$3,200,509	-	-
Intergovernmental Revenues	$119,767	-	-	$8,117	-	-
Charges for Current Services	$20,422,343	$24,104,713	$24,104,713	$24,948,776	$25,287,085	$25,287,085
Miscellaneous Revenues	$43	$1,000	$1,000	$701	$1,000	$1,000
General Purpose Revenue Allocation	$22,744,987	$23,527,851	$23,527,851	$23,527,851	$24,854,755	$24,834,697
Total Revenues	**$41,105,173**	**$48,627,799**	**$48,966,673**	**$46,279,171**	**$51,142,840**	**$50,997,782**

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 20.00 staff years, an operating budget of $13.5 million and an IT internal service fund of $209.5 million.

2024–25 Accomplishments

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community
  - Participated in Jay's Program by providing one individual with a 6-month part-time internship. 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 the County's footprint in the IT Outsourcing Provider's physical data center, which eliminates costs associated with hardware refresh and any potential transition costs. The project to replace CARA "viewer" applications and CARA interfaces and adapters with Amazon Web Services (AWS) and OutSystems solutions was completed December 2024.
  - Continued to migrate EDPP to the cloud. This is a multi-year effort that will ultimately reduce the County's footprint in the IT Outsourcing Provider's physical data center and eliminate costs associated with hardware refresh and any potential transition costs. The effort to transition EDPP components, Adobe Enterprise Manager (AEM) Forms and AEM Rights Management, to the cloud was dependent on completion of the replacement of Documentum and CARA, which was completed December 2024. Project is anticipated to be completed Winter 2026.
  - Completed the re-platform of the County's public-facing website to remain on a highly available and vendor-supported solution while continuing to work with departments on migrating their content that complies with the County's Digital Experience Standards including accessibility, readability, and multilingual access.
  - Continued to migrate Justice Electronic Library System (JELS) to the cloud. This effort will ultimately reduce the County's footprint in the IT Outsourcing Provider's physical data center and eliminate costs associated with hardware refresh and any potential transition costs.
  - Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
    - IT Outsourcing Provider achieved 99% overall performance rating across all Service Levels.
    - IT Outsourcing Provider achieved 100% overall performance rating for Service Levels related to IT project performance budget and schedule.
  - Completed patching of Identity Access Management (IDAM) platform to remain on supported technology and meet requirements for IDAM upgrade. IDAM manages authentication for external partners, Enterprise Resource Planning (ERP) applications, and other systems.

It is a mission-critical system that supports access to certain applications. Patching was completed March 2025 and migration of IDAM to the cloud is anticipated to be completed November 2025. Project completion has been delayed due to County users' availability for User Acceptance Testing.

- Continued to strengthen the security posture of the County as follows:
  - Pilot of the ServiceNow Security Operations (SecOps) module was canceled due to funding constraints. SecOps module facilitates real-time visibility and prioritization-based value and exploitation status, which results in more efficient and effective responses to security incidents and vulnerabilities.
  - Pilot of the ServiceNow Integrated Risk Management (IRM) module was canceled due to funding constraints. IRM module facilitates management of the lifecycle for risk assessments, due diligence, and risk response with business partners and vendors.
  - Implemented a centralized solution to manage and audit privileged access to protect the County against cyberthreats by monitoring, detecting, and preventing unauthorized privileged access to critical resources. Project anticipated to be completed June 2025.
  - Implemented firewall protection solutions in County's AWS compartment to further protect County business applications from existing and emerging threats. Project anticipated to be completed June 2025.
  - Implemented backup protection solution for cloud infrastructure to ensure restoration can be performed in the case of malware/ransomware type of event. Project was completed November 2024.
  - Enabled District Attorney (DA) to connect to County applications securely using Enterprise Application Access coupled with multifactor authentication. Project was completed July 2024.
  - Established a secure network connection between County and Department of Motor Vehicles (DMV) mainframe. This will allow County to continue to access confidential DMV data required for County business. Project completed September 2024.
- Provided technical coordination and oversight for the ERP re-platform assessment efforts. An ERP re-platform Request for Information (RFI) was issued in February 2024 and Request for Proposal (RFP) is anticipated to be issued late Summer 2025.
- 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 that provide the same or similar business capabilities. This process will decrease technical obsolescence, create operational efficiencies for applications users providing business services, and increase technical subject matter expertise and supportability. This phase of the effort aims to achieve the following objectives: eliminate risk by creating plans to address end-of-life applications, lower IT operating costs by getting rid of redundant and obsolete applications, align business applications to business capabilities, and create roadmaps to anticipate and support future business strategies. This is a multi-phased and multiyear effort. The initial phase, which identifies data gaps, is anticipated to be completed June 2025.
- Continued to upgrade ITrack, the County's IT billing system for services provided by IT Outsourcing Provider, to remain on a highly available and vendor-supported solution. Project is anticipated to be completed Fall 2025.
- Initiated migration of shared drive content to the cloud. This reduces the County's footprint in the IT Outsourcer's physical data center, which eliminates costs associated with hardware refresh and any potential transition costs. Project is anticipated to be completed September 2025.
- Anticipated to complete nine IT initiatives intended to enhance technology and plan for future technology needs:
  - Replaced core components (Documentum, CARA) of County's EDPP
  - Re-platformed County's public-facing website
  - Implemented firewalls within County's AWS compartment
  - Implemented backup protection solution for cloud infrastructure
  - Implemented County's Enterprise Integrated Data Platform (EIDP)
  - Implemented centralized solution to manage and audit privileged access
  - Completed Rapid Refresh process improvement effort
  - Enabled DA to connect to County applications securely
  - Established a secure network connection between the County and DMV

- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Collaborated with the Office of Sustainability and Environmental Justice to complete one waste assessment and post-assessment activity. The findings will be used to determine the top generated materials for CTO staff, to set a waste diversion baseline for the office, and to inform future sustainable purchasing commitments that will result in less of this material being generated and/or discarded.
  - Completed an assessment of the County's network printer inventory and implemented a process that informs departments about their printer usage on a monthly basis to help them make informed decisions about eliminating and/or consolidating printers. This process

aims to reduce overall footprint of printers in the County resulting in cost and energy savings.
    - Continued to develop a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper to electronic forms. This effort is in the research and discovery phase, which includes generating an inventory of digital form tools and evaluation of digital signature solutions.

Community

- Communications: Create proactive communication that is accessible and transparent.
    - Continued to assist departments with migration of their services to the redesigned Digital Experience Platform with accessibility and search discovery at its core. Two departments' websites have been restructured and rewritten with five others in progress.
- 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.
    - Completed the collaborative effort with Clerk of the Board to enhance meeting content experience with County boards, commissions and committees including multilingual display. The event/meeting templates, which will be developed as part of the re-platform of County's public-facing website, and County's new multilingual strategy and approach will be used.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction.
        - IT Outsourcing Provider achieved 93% overall rating for customer satisfaction for delivery of IT services. This is less than the goal of 98%; however, a 93% overall rating is above 90%, which is considered excellent in a controlled environment such as the County's where the customer base is defined and there are higher than average transactional interaction levels.
        - Country achieved a Best-in-Class rating using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top 10% of scores obtained from the 219 organizations who have participated in Gartner's IT Customer Satisfaction survey.
    - Continued to provide onsite and in-person technical support for County employees via Tech Bar services at the County Operations Center. A total of 996 customer interactions were recorded at the Tech Bar from July to December 2024.
    - Completed the Rapid Refresh process improvement project in December 2024, resulting in a more efficient and effective process for the refresh of desktops, laptops and printers.
    - Continued to expand the IT Academy program to empower the workforce and increase County departments' ability to achieve their business goals:
        - 26 employees completed the IT Academy. This 3-day academy provides an overview of County IT and aims to level set the knowledge base for IT staff working with the County's IT Outsourcing Provider.
        - 56 employees completed Project Management through IT Outsourcer training. This 1-day training provides project management fundamentals and aims to level set the knowledge base for non-IT staff who are engaged in projects conducted through the County's IT Outsourcing Provider.
        - 20 employees completed County IT 101 for Business Stakeholders training. This 1-day training provides an overview of County IT and aims to level set the knowledge base for non-IT staff who are working with the County's IT Outsourcing Provider.
        - 37 employees completed Basics of Web Content training. This training is geared toward employees who update materials for County websites.
        - 44 employees completed Plain Language training. This training is geared toward employees who generate materials for County websites.
    - Continued to support Digital Experience Champions program to help build, grow, and sustain the County's digital transformation efforts. There are currently 65 members in the program and growing. Twelve meetings are anticipated to be hosted for program members by June 2025, facilitating discussion of various topics ranging from digital accessibility, interactive user experience workshops, and virtual breakout sessions.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Hosted Innovation Day 2024 to highlight emerging technologies that can be leveraged by departments. The event had over 150 attendees and included vendor demos and presentations.

- Completed four proof-of-concept projects through the Innovation Program: AWS Claude AI Website Summary and Re-write Tool, ServiceNow Virtual Agent, Robotic Process Automation (RPA) for Document Processing, and Generative Artificial Intelligence Virtual Assistant.
- Implemented the EIDP in coordination with the Office of Evaluation, Performance, and Analytics. A number of data sources have been connected to EIDP and used for analytic projects. CTO will continue to collaborate with County departments to leverage the capabilities of EIDP.

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
  - Development of interface between JELS and the new Court Odyssey system is on hold until Odyssey System becomes operational, which the Court has stated will occur in Fiscal Year 2025–26. This interface will automate Court Minute Order receipt by the County, including the Sheriff's Office, resulting in faster release of individuals held in the County jail system. In the meantime, an Interim Minute Order process has been established to allow for timely delivery of documents to Sheriff Detentions, thereby ensuring timely release of individuals in custody.
  - Continued to expand JELS Minute Order project to North County and Central Courts. This will eliminate paper document deliveries to DA, Probation, Public Defender (PD), and the Office of Revenue and Recovery (ORR) in North County and Central Courts. Project is anticipated to be completed in Fiscal Year 2025–26.
  - Continued to develop interface between JELS and the Child Welfare Services (CWS) Electronic Records Management System (ERMS). This will eliminate manual scanning of historical CWS documents into ERMS. This effort is pending interface specifics from CWS.
  - Development of Electronic Media Center for Juvenile Delinquency justice partners is on hold pending outcome of DA's NICE system. If NICE system is used for shared media, the scope of this effort will be modified to development of an interface with NICE to send media and other documents to it.
  - Continued to develop the 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 reports/documents, which is critical to the management of juveniles in our court and dependency systems. Project is anticipated to be completed in Fiscal Year 2025–26.
  - Implemented JELS CARE Court application to support the new San Diego CARE Court. JELS CARE Court allows County Counsel, Behavioral Health Services (BHS), PD, and the Superior Court to exchange and view data and documents electronically on specific CARE Court cases. In addition, it allows BHS and County Counsel to download and access electronic documents they need for court and use the Court Notes Taking tool to take and share court notes with all respondents.

2025–27 Objectives

Equity

- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community
  - Provide one individual a 6-month part-time internship through 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 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 migrate EDPP components to the cloud. This is a multiyear effort with migration of AEM Forms and AEM Rights Management anticipated to be completed in Fiscal Year 2025–26.
    - Continue to migrate JELS to the cloud.
    - Continue to migrate shared drive content to the cloud.

- Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
  - IT Outsourcing Provider will achieve 99% overall performance rating across all Service Levels.
  - IT Outsourcing Provider will achieve 100% overall performance rating for Service Levels related to IT project performance budget and schedule.
- Continue to migrate IDAM platform to the cloud to remain on supported technology. IDAM manages authentication for external partners, ERPs, and other systems. It is a mission-critical system that supports secure access to certain applications.
- Continue to provide technical coordination and oversight for the ERP re-platform procurement efforts.
- Continue to deploy a data-driven, sustainable process with supporting systems and resources to help County users with application investments and decision-making, including consolidation decisions for applications which provide the same or similar business capabilities. This process will decrease technical obsolescence, create operational efficiencies for applications users providing business services and increase technical subject matter expertise and supportability. This phase of the effort aims to achieve the following objectives: eliminate risk by creating plans to address end-of-life applications, lower IT operating costs by getting rid of redundant and obsolete applications, align business applications to business capabilities, and create roadmaps to anticipate and support future business strategies. This is a multi-phased and multiyear effort.
- Continue to upgrade ITrack, the County's IT billing system for services provided by IT Outsourcing Provider, to remain on a highly available and vendor-supported solution.
- 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.
  - Continue to develop a Digital Signature resource guide and Digital Forms Standard to assist enterprise with transition from paper to electronic forms. This effort is in the research and discovery phase, which includes generating an inventory of digital form tools and evaluation of digital signature solutions.
  - Continue to transition the County's server infrastructure to the cloud, AWS or Software as a Service, where energy usage is net-zero.
  - Conduct analysis of suppliers and third parties to determine a baseline for post-consumer recycled materials in County electronics purchased via IT Outsourcing Provider. This information will be used to set future electronic purchasing goals.

Community

- Communications: Create proactive communication that is accessible and transparent.
  - Continue to assist departments with migration of their services to the redesigned Digital Experience Platform with accessibility and search discovery at its core.

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.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups, events and/or activities to continue a workplace centered around belonging.
  - Effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction.
    - IT Outsourcing Provider will achieve 98% overall rating for customer satisfaction for delivery of IT services.
    - County will 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 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 and expand IT Academy program to increase County departments' ability to achieve their business goals.
  - Continue to support 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.
  - Explore with key stakeholders the expansion of EIDP capabilities with additional analytic tools, support for other data formats, and automation capabilities.

Justice

- Safety: Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims
  - Continue to develop interface between JELS and the new Court Odyssey system. This will automate Court Minute Order receipt by the County, including the Sheriff's Office, resulting in faster release of individuals held in the County jail system.
  - Continue to expand JELS Minute Order Project to North County and Central Courts. This will eliminate paper document deliveries to DA, Probation, PD, and ORR in North County and Central Courts.
  - Continue to develop interface between JELS and the CWS ERMS. This will eliminate manual scanning of historical CWS documents into ERMS.
  - Establish an Electronic Media Center for Juvenile Delinquency justice partners.
  - Continue to 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 court and dependency systems.
  - Continue to enhance as needed JELS CARE Court to support the growing San Diego CARE Court caseload.
  - Continue to expand the number of external agencies (i.e., law enforcement and schools) using JELS to securely send confidential information to County departments for both juvenile delinquency and juvenile dependency cases, which further reduces the reliance on paper reports.
  - Develop interfaces to DA systems for more timely receipt of information:
    - Develop interface with Case Management System (CMSA)
    - Develop an interface with NICE system
  - Develop archive system for County Counsel's JELS documents for closed dependency cases.
  - Develop interface with Court's Odyssey system as JURIS, Juvenile Case Management System (JCMS), and Juvenile Dependency System (JDEP) migrate to Odyssey system.
  - Implement Electronic Hearing Board to promote efficient hearing proceedings for Court, Probation and DA.

Related Links

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

- www.sandiegocounty.gov/cto

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	IT initiatives resulting from CTO-driven advanced planning[1]	9	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%
Empower	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 2024–25, CTO 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 IT Outsourcing Provider. Service Levels are defined in the IT Outsourcing Agreement.

[3] The percentage reported reflects the average Service Level rating achieved by the IT Outsourcing Provider for IT project performance as it relates to budget and schedule. 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 10% of scores obtained from organizations (219) that participated in Gartner's IT Customer Satisfaction survey.

[5] The percentage reported reflects the average Service Level rating achieved by the IT Outsourcing Provider for customer satisfaction for delivery of IT services. Service Levels are defined in the IT Outsourcing Agreement.

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

Staffing

Increase of 2.00 staff years

- Increase of 2.00 staff years to support Enterprise Information Data Platform operations.

Expenditures

Net increase of $2.9 million in the County Technology Office

- Salaries & Benefits—net increase of $0.9 million primarily for planning purposes associated with anticipated salary and benefit increases and 2.00 staff years as noted above.
- Services & Supplies—net decrease of $0.5 million due to a $1.6 million increase associated with costs for activities related to the IT Outsourcing Agreement re-compete and a $0.4 million increase associated with the transfer of Master Data Management contract administration from the Office of Evaluation and Performance Analytics (OEPA). This is offset by a decrease of $2.5M associated with one-time costs for IT projects funded in prior year.
- Expenditure Transfer & Reimbursement—net decrease of $2.5 million associated with one-time costs for IT projects funded in the prior year. Since this is a transfer of expenditures, it has a net effect of $2.5 million increase in expenditures. The central funding was supported by resources in Countywide Finance Other.

Revenues

Net increase of $2.9 million in the County Technology Office

- General Purpose Revenue—net increase of $2.8 million due to a $1.6 million one-time increase for activities related to the IT Outsourcing Agreement re-compete, a $0.4 million increase for the Master Data Management contract transferred from OEPA and a $0.8 million increase associated with anticipated salary and benefit increases noted above.
- Charges for Current Services—increase of $0.1 million associated with the cost of services provided to client departments.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Net decrease of $2.1 million in the County Technology Office primarily due to the removal of one-time funding associated with the IT Outsourcing Agreement re-compete and 2.00 staff years noted above.

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

Expenditures

Net decrease of $10.3 million

- Services & Supplies—net decrease of $10.3 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 decrease of $10.3 million

- Charges For Current Services—net decrease of $10.7 million primarily due to decrease in departmental IT operation, maintenance, and one-time costs.
- Other Financing Sources—net increase of $0.4 million primarily due to increases in enterprise-wide license costs.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant change.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
County Technology Office	18.00	20.00	20.00
Total	**18.00**	**20.00**	**20.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
CTO Office	$10,804,651	$10,576,486	$13,262,835	$11,106,969	$13,453,526	$11,326,836
Information Technology Internal Service Fund	$219,572,740	$219,844,412	$235,387,650	$207,884,760	$209,512,055	$209,512,055
Total Expenditures	**$230,377,391**	**$230,420,898**	**$248,650,485**	**$218,991,729**	**$222,965,581**	**$220,838,891**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$4,652,167	$4,963,498	$5,318,498	$5,260,439	$5,847,356	$5,320,666
Services & Supplies	$224,798,904	$227,957,400	$244,950,123	$215,561,785	$217,118,225	$215,518,225
Other Charges	$3,177,180	-	$3,682,136	$266,479	-	-
Capital Assets/Land Acquisition	$32,198	-	-	-	-	-
Expenditure Transfer & Reimbursements	-$2,283,059	-$2,500,000	-$5,300,273	-$2,096,974	-	-
Total Expenditures	**$230,377,391**	**$230,420,898**	**$248,650,485**	**$218,991,729**	**$222,965,581**	**$220,838,891**

Budget by Categories of Revenues

Category	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2026-27 Approved Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2023-24 Actuals
Fund Balance Component Decreases	$101,800	$97,500	$101,800	$101,800	$117,716	$120,317
Use of Fund Balance	-	-	$15,158,218	$1,674,197	-	$6,071,880
Intergovernmental Revenues	-	-	-	-	-	$10,229
Charges for Current Services	$210,181,208	$199,614,285	$213,050,717	$199,285,177	$199,614,285	$207,312,739
Miscellaneous Revenues	$100,000	$100,000	$100,000	-	$100,000	-
General Purpose Revenue Allocation	$9,537,890	$10,157,860	$9,537,890	$9,537,890	$12,264,334	$9,703,492
Other Financing Sources	$10,500,000	$10,869,246	$10,701,860	$8,392,665	$10,869,246	$7,158,734
Total Revenues	**$230,420,898**	**$220,838,891**	**$248,650,485**	**$218,991,729**	**$222,965,581**	**$230,377,391**

COUNTY OF SAN DIEGO

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 $358.2 million.

2024–25 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 include a focus on crisis stabilization, long-term residential care and prevention activities.
    - Completed construction of the Tri-City Medical Center Psychiatric Health Facility (PHF) in January 2025.
    - Completed construction of the Ramona Family Resource Live Well Center in January 2025 and Public Health Lab in May 2025.
    - Continued construction of the East County Crisis Stabilization Unit and Sobering Center with completion estimated in Fiscal Year 2025–26 and the design of Edgemoor Psychiatric Unit with construction 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.
    - Supported the implementation of the County Housing Blueprint and facilitated the development of affordable housing units in collaboration with the Health and Human Services Agency (HHSA).
        - The Paul Downey Senior Residence, in the Clairemont Mesa neighborhood, opened in January 2025. It has a senior center and 79 units for low-income seniors. Five studios, 73 one-bedroom apartments, and one manager's unit. This is the first of four new buildings that will add 404 new affordable homes to the area by spring 2026.
    - Kettner Crossing is estimated to complete construction in August 2025. It has 64 affordable senior units to the Little Italy neighborhood. The 8-story complex has six studios, three two-bedrooms and the remaining 55 apartments as one-bedrooms. It is a Public Private Partnership with BRIDGE Housing.
    - Kindred affordable housing development broke ground in April 2025 and will bring 124 units, 63 for extremely low-income residents, to downtown San Diego. It is designed for a community of families and senior citizens to encourage interaction and communication between generations.
    - Supported HHSA in the establishment of solutions for persons experiencing homelessness, including negotiating a real estate agreement and completing design and public outreach for Troy Street sleeping cabins; conducting due diligence on six emergency shelter sites; and completion of construction at the Bancroft safe parking facility.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
    - Implemented Best Value Proposal criteria for Local, Small and Disadvantaged (LSD) businesses into our Capital, Major Maintenance and Affordable Housing Requests for Proposals (RFPs). Developed refined LSD prime and subcontractor tracking metrics in our Job Order Contracting system.
    - 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 99% (69 of 70) of Major Maintenance Implementation Plan and capital projects within the estimated budget.
  - Completed construction of the County Operations Center consolidation project to reduce enterprise space requirements by 100,000 square feet through the Government Without Walls/Footprint Reduction Initiative.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Continued 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*.
    - Successfully completed a solicitation and awarded a new contract for janitorial services in Central County (Region 2), including the transition of 41 facilities (3,998,089 square feet).
    - Successfully completed a solicitation and awarded new contracts for janitorial services for South County (Region 3), East County (Region 4) and North Inland County (Region 5) including the transition of 77 sites (1,293,902 square feet).
  - Successfully completed a solicitation and awarded a new contract including the transition of 68 facilities for county-wide security guard services, also in accordance with Board Policy B-74.
  - Supported the Department of Purchasing and Contracting in economic equity activities.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Implemented planning and design work for electrification projects at North County Regional Center and South Bay Regional Center to reduce natural gas use in existing buildings.
  - Continued to expand electric vehicle (EV) infrastructure and electrify the fleet. A total of 214 County ports were installed this fiscal year, bringing our total to 568.
  - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2024. Achieved a 1.4% reduction in total greenhouse gas emissions compared to the prior calendar year.
  - Reduced under-utilized (UU) vehicles used less than 3,000 miles annually by 10% (30 of 308).
  - Converted 21% (86 of 401) of replacement eligible light-duty vehicles to zero-emission vehicles (ZEV).
  - Achieved first EV Roadmap goal of converting 250 vehicles to EV by the end of 2025, a year in advance.

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.
  - Began design of the Jacumba Fire Station.
  - Completed procurement of our first Progressive Design Build project for the Ramona Sheriff Station.
  - Completed 25,000 square feet expansion of One Safe Place, crime victim assistance center in North County for the District Attorney and completed 25,000 square feet conversion of a leased facility into One Safe Place for South Bay.
- 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 11 properties for 1,800 acres of active and passive park development.
  - Supported the Department of Planning and Development Services effort to acquire Agricultural Conservation Easements over five properties, conserving nearly 100 acres for agricultural uses.
  - Supported the development of the Food Justice Community Action Plan led by the Office of Sustainability and Environmental Justice.
  - Ensured that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services. Also integrated Child Care Centers, Medical Clinics, and Senior Centers into these developments.
  - Completed design and began construction of the Casa de Oro Library with completion estimated in 2026.
  - Continued construction of the San Diego County Animal Shelter in Santee with completion estimated in Fiscal Year 2025-26.

- Enhanced Capital Improvement Needs Assessment community engagement through 10 events over six months across the county, connecting with 2,300 attendees.

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 with completion estimated in 2027.
  - Completed the County Operations Center parking structure expansion, adding 725 spaces, 100 EV chargers, and photovoltaics by September 2024. The parking space counting system is estimated for completion by June 2025.
  - Coordinated with 12 departments to consolidate 100,000 square feet, reduce reserved parking spaces, and collaborate on shared space to complete the County Operations Center Consolidation Project for the Government Without Walls/Footprint Reduction Initiative.
  - Expanded employee engagement opportunities. Formed four working groups to incorporate employee recommendations to improve department communications, collaboration between teams, expectations/training and technology to communicate better. Implemented an electronic suggestion box, and two Teams channels called The Scoop for employee recognition, announcements, and project updates, as well as The Water Cooler to connect teams across divisions with messages on weekend adventures, recipe sharing and Q&A. Coordinated Regional Roundups at the Jamacha Garage with a focus on EV Infrastructure Projects and Los Peñasquitos Canyon Preserve with a Docent lead tour of the Historic Ranch House and grounds.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Implemented vehicle telematics to inform maintenance, vehicle acquisition, and EV transition phases. 831 vehicles have been outfitted to date.
  - Continued to conduct research to begin development of a smartphone application for fleet and facility services.
  - Used Low Carbon Fuel Standard (LCFS) credits to fund project to integrate ChargePoint vehicle charging data into the Fleet Management Information System. This integration will enable Fleet to develop a true rate to charge clients for EV charging usage, as well as aid in developing EV conversion data points.
  - Ensured efficient facility management by monitoring maintenance actions metrics tracked in the Facilities Operations Center.
  - Tracked metrics for maintenance by region, emergency, preventative, and by operating agreements to ensure efficiency of Facility Operations services to internal client groups.
  - 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* by encouraging community engagement by holding two public meetings for the Jacumba Fire Station Project and Troy St Cabins project in partnership with County Fire and HHSA.

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.
  - Continued construction at the Hall of Justice with completion estimated in 2025 and George Bailey Detention Facility with completion estimated in Fiscal Year 2026-27.
  - Completed the design of Las Colinas ADA upgrades with construction estimated to begin in Fiscal Year 2025-26.
  - Initiated electronic security upgrade for Vista Detention Facility.

2025–27 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 East County Crisis Stabilization Unit and Sobering Center.

- Continue construction of the Edgemoor Psychiatric Unit with completion estimated in Fiscal Year 2026–27.
- Begin renovation design of the San Diego Psychiatric Hospital.

- 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 HHSA.
  - Support HHSA in the establishment of solutions for persons experiencing homelessness by completing construction of the Magnolia safe parking project and beginning construction of the Troy Street sleeping cabins in Fiscal Year 2025-26.
- Economic Opportunity: Advance opportunities for economic growth and development to all individuals and the community.
  - Enhance the Strategic Facilities Planning Framework to assess and evaluate equitable service distribution across the region, facilitate departmental evaluation of metrics for existing facility conditions and program requirements, and manage gap analysis with recommendations for replacement schedule, renovation delivery method and location(s).
  - Partner with the Department of Purchasing and Contracting to increase Local, Small and Disadvantaged participation and tracking in our construction, maintenance and housing contracts.

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.
  - Assemble a working group to analyze reducing Internal Service Fund costs.
  - Optimize enterprise vehicle usage by not buying new vehicles, repurposing underutilized vehicles and sharing/pooling vehicles to right-size the fleet and save enterprise costs.
- Economy: Create policies to reduce and eliminate poverty, promoting economic sustainability for all.
  - Continue to support the Department of Purchasing and Contracting in economic equity activities.
- Climate: Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.
  - Reduce natural gas use by completing electrification projects in existing buildings.
  - Continue to expand EV infrastructure and electrify the fleet.
  - Prepare GHG inventories of County operations for calendar years 2025 and 2026. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
  - Convert 25% of replacement eligible light-duty vehicles to ZEV.
  - Reach second EV Roadmap goal of converting 501 vehicles to EV by the end of 2027.

Community

- Safety: Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.
  - Complete design in 2025 and complete construction of the Jacumba Fire Station in 2027.
  - Stand up specific vehicle maintenance program for County Fire.
- 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.
  - Support the Department of Planning and Development Services effort to acquire Agricultural Conservation Easements to conserve land for agricultural use.
  - Support the implementation of the Food Justice Community Action Plan led by the Office of Sustainability and Environmental Justice.
  - Ensure that County-owned properties selected for affordable housing development consider walkability, access to public transit and proximity to supporting services.
  - Continue construction of the Casa de Oro Library with completion estimated in 2026.
  - Complete construction of the San Diego County Animal Shelter in Santee.
  - 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* by encouraging community engagement at a public meeting for the Ramona

Sheriff Station Project in partnership with the Sheriff's Department.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
  - Coordinate with departments to consolidate, reduce and collaborate on space and vehicle requirements for the Government Without Walls/Footprint Reduction Initiative.
  - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered around belonging.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
  - Increase the number of vehicles equipped with telematics by 25% 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.

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.
  - Complete construction at the Hall of Justice and George Bailey Detention Facility.
  - Begin construction of Las Colinas ADA Upgrades with completion estimated in Fiscal Year 2026-27.

Related Links

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

- www.sandiegocounty.gov/general_services

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Sustainability	Major Maintenance Implementation Plan and capital projects completed within estimated budget	98% of 50	97% of 50	99% of 70	97% of 50	97% of 50
	Energy Use Intensity (EUI) decrease[1]	1.2%	N/A	N/A	N/A	N/A
	County operations greenhouse gas (GHG) emissions reduction[2]	2.1%	1%	1%	1%	1%
	Light-duty vehicle reduction[3]	-5.7%	N/A	N/A	N/A	N/A
	Underutilized vehicles used under 3,000 miles annually reduction[4]	10%	10%	10%	10%	10%
	Conversion to zero-emission light-duty vehicles[5]	14%	20%	21%	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 was discontinued in Fiscal Year 2024–25.

[2] Data on GHG emissions is tracked annually by calendar year and verified by a third party every three years.

[3] This measure was 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 measure reports 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 reports 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.

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

Staffing

No change in staffing.

Expenditures

Net increase of $40.9 million

- Salaries & Benefits—net increase of $5.9 million
  - Increase of $3.3 million primarily for planning purposes associated with anticipated salary and benefit increases.
  - Increase of $2.6 million due to fund dual filled positions for dedicated staff at the San Diego County Psychiatric Hospital, Edgemoor Distinct Part Skilled Nursing Facility, San Pasqual Academy, East Mesa Juvenile Detention Facility, and Youth Transition Campus as well as provide facilities and fleet services at the Department of Public Works Road Maintenance Stations and to support County Fire.
- Services & Supplies—net increase of $26.7 million
  - Increase of $10.5 million to align with projected spending for contracted services and maintenance at County facilities.
  - Increase of $8.2 million to align with projected spending for utilities.
  - Increase of $7.4 million to align with projected spending for fleet services including fuel, parts, and commercial and accident repair.
  - Increase of $1.6 million for increased costs associated with the Cost Allocation Plan and to align with projected spending for IT costs.
  - Increase of $1.4 million to align with projected spending for postage.
  - Increase of $0.6 million due to an increase in one-time expenditures for projects categorized as non-capital major maintenance.
  - Decrease of $2.0 million due to one-time expenditures in Fiscal Year 2024-25 for the Energy Efficiency Program.
  - Decrease of $1.0 million due to one-time expenditures in Fiscal Year 2024-25 for the Zero Carbon Portfolio Plan.
- Capital Assets Equipment—net increase of $9.3 million to align with projected spending for the replacement of vehicles and equipment.
- Expenditure Transfer & Reimbursements—decrease of $1.0 million associated with the one-time General Fund support in Fiscal Year 2024-25 for the Zero Carbon Portfolio Plan. Since this is a transfer of expenditures, it has the net effect of $1.0 million increase in expenditures.
- Operating Transfers Out—net decrease of $2.0 million
  - Decrease of $1.0 million due to one-time expenditures in Fiscal Year 2024-25 for the Zero Carbon Portfolio Plan.
  - Decrease of $1.0 million in transfers to the Fleet Management and Major Maintenance Internal Service Funds.

Revenues

Net increase of $40.9 million

- Revenue From Use of Money & Property—increase of $0.9 million to align with projected revenue related to interest earnings
- Intergovernmental Revenues—increase of $0.3 million due to payments related to mail services provided to cities and other governmental agencies.
- Charges for Current Services—increase of $32.4 million associated with the cost of services provided to client departments.
- Miscellaneous Revenues—decrease of $0.1 million to align with projected revenue for acquisition leasing.
- Other Financing Sources—net decrease of $2.0 million
  - Decrease of $1.0 million associated with the transfer from the Major Maintenance Internal Service Fund and acquisition of new vehicles.
  - Decrease of $1.0 million due to the completion of one-time projects associated with the Zero Carbon Portfolio Plan.

- Use of Fund Balance—increase of $9.2 million for a total budget of $27.7 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fleet Management Internal Service Fund	67.00	67.00	67.00
Facilities Management Internal Service Fund	363.00	363.00	363.00
Total	**430.00**	**430.00**	**430.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund Contribution to GS ISF's	$3,832,825	$2,550,000	$4,843,417	$3,074,268	$2,550,000	$2,550,000
Fleet Management Internal Service Fund	$53,017,341	$77,994,492	$106,988,633	$58,015,724	$95,331,287	$95,423,414
Facilities Management Internal Service Fund	$229,265,361	$236,685,738	$333,191,248	$252,098,424	$260,290,202	$259,988,001
Total Expenditures	**$286,115,528**	**$317,230,230**	**$445,023,298**	**$313,188,417**	**$358,171,489**	**$357,961,415**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$64,949,819	$69,662,282	$70,012,282	$67,193,453	$75,578,135	$75,540,110
Services & Supplies	$200,957,329	$203,527,831	$293,228,167	$217,535,886	$230,210,003	$230,387,954
Other Charges	$13,189,740	$15,506,334	$21,237,436	$20,770,730	$15,516,334	$15,516,334
Capital Assets Equipment	-	$20,634,630	$43,536,629	$67,356	$30,000,000	$30,000,000
Expenditure Transfer & Reimbursements	-$226,454	-$1,000,000	-$3,273,546	-$879,799	-	-
Operating Transfers Out	$7,245,093	$8,899,153	$20,282,330	$8,500,792	$6,867,017	$6,517,017
Total Expenditures	**$286,115,528**	**$317,230,230**	**$445,023,298**	**$313,188,417**	**$358,171,489**	**$357,961,415**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$7,624,396	$18,475,000	$55,166,601	-$21,030,221	$27,700,000	$27,700,000
Revenue From Use of Money & Property	$3,168,700	$1,277,262	$1,277,262	$2,670,391	$2,252,262	$2,252,262
Intergovernmental Revenues	$6,057,959	$4,401,728	$4,401,728	$5,965,968	$4,737,181	$4,737,181
Charges for Current Services	$268,967,192	$279,307,457	$370,291,777	$293,102,737	$311,759,517	$311,629,955
Miscellaneous Revenues	$3,038,013	$835,000	$835,000	$2,599,104	$775,000	$775,000
General Purpose Revenue Allocation	$2,550,000	$2,550,000	$2,550,000	$2,550,000	$2,550,000	$2,550,000
Other Financing Sources	$8,491,267	$9,883,783	$10,000,930	$9,169,039	$7,897,529	$7,817,017
Residual Equity Transfers In	$1,466,793	$500,000	$500,000	$18,161,400	$500,000	$500,000
Total Revenues	**$286,115,528**	**$317,230,230**	**$445,023,298**	**$313,188,417**	**$358,171,489**	**$357,961,415**

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.

2024–25 Accomplishments

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Conducted 30.5% (of 59) of Grand Jury interviews via teleconference. This was short of the target of 75%. However, teleconference participation is offered at every request, with many individuals preferring the opportunity to attend in person.
  - Made all requests and documents available electronically, but paper copies were available upon request.
  - Continued to advance to being a zero-waste department by processing requests electronically, utilizing digital storage solutions with secure access to documents, material management, and promoting recycling.

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 18) 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 100% (of 12) criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2025–27 Objectives

Sustainability

- Environment: Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
  - Conduct 75% or more Grand Jury Interviews via teleconference to promote efficiency and convenience.
  - Add electronic, video, or digital capabilities to enhance sustainability, reduce paper use and environmental footprint.
  - Become a zero-waste department. This goal will be accomplished through a comprehensive approach, including resource reduction, reuse, recycling, composting and other activities.

Community

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

Justice

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

Related Links

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

- www.sandiegocounty.gov/grandjury

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

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Grand Jury	-	-	-
Total	**-**	**-**	**-**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Grand Jury	$739,138	$789,302	$790,458	$626,785	$797,072	$797,072
Total Expenditures	**$739,138**	**$789,302**	**$790,458**	**$626,785**	**$797,072**	**$797,072**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$737,377	$789,302	$789,178	$625,740	$797,072	$797,072
Other Charges	$1,761	-	$1,280	$1,046	-	-
Total Expenditures	**$739,138**	**$789,302**	**$790,458**	**$626,785**	**$797,072**	**$797,072**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$41,586	-	$1,156	-$162,517	-	-
General Purpose Revenue Allocation	$780,724	$789,302	$789,302	$789,302	$797,072	$797,072
Total Revenues	**$739,138**	**$789,302**	**$790,458**	**$626,785**	**$797,072**	**$797,072**

COUNTY OF SAN DIEGO

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 $35.6 million.

2024–25 Accomplishments

Equity

- Economic Opportunity: Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
    - Enhanced 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.
    - Continued collaboration for footprint reduction to ensure long-term sustainability of County facilities.
    - Continued identifying vendors to shift to paying from paper warrants to Automatic Clearing House or Electronic Funds Transfer.
    - Continued 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.
    - Attended 92 outreach events, which exceeded the goal of 25, in order to reduce vacancies, 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.
    - Advertised 100% of our 475 executive and external recruitments in diverse publications, social media platforms, and employee resource groups in an effort to reach all communities to enhance and attract a diverse workforce and candidate pool.

Empower

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

    - Reduced number of days to hire employees in all County departments by coordinating 43 same-day hiring events, exceeding the goal of 10.
    - Streamlined and modernized position management and classification activity processes to optimize workflow and provide enhanced customer service.
    - Negotiated fair and economically responsible successor Memoranda of Agreement (MOA) with Service Employees International Union (SEIU), Teamsters 911, Deputy District Attorneys Association, Deputy Public Defenders Association, and Deputy County Counsels Association.
    - Continued to reduce vacancy rate to 6%, slightly above the goal of 4%.
    - Successfully procured and implemented Life and Dental Insurance contracts for the 2025 Benefits Plan Year.
    - Partnered with ten vendors to host lunch and learn sessions to ensure employees have opportunities to learn about benefits programs and make informed choices during the benefits open enrollment period.
    - Offered 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.
    - Conducted six interactive roundtable meetings with County human resources staff to expand departmental knowledge in all human resources processes, procedures, initiatives, benefits, and new innovations.

2025–27 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 through strategic departmental work plans, annual neurodiversity training, 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 to identify vendors to shift to paying from paper warrants to Automatic Clearing House or Electronic Funds Transfer.
    - Continue to explore the feasibility of implementing an electronic filing system for programs and work products to reduce paper and waste in accordance with the County's retention policy.
    - Review and update protocols on proper recycling of printer and copier toner, cartridges, batteries, light bulbs, and e-waste for DHR staff.

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.
    - Reduce number of days to hire employees in all County departments by coordinating 10 same-day hiring events.
    - Attend 12 outreach events to promote County job opportunities to recruit and attract a diverse workforce.

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.
    - Successfully procure and implement Spending Accounts and Employee Assistance Program contracts for the 2026 Benefits Plan Year.
    - Negotiate fair and economically responsible successor Memoranda of Agreement (MOA) with Deputy Sheriff's Association, Deputy District Attorney Investigators' Association, Deputy Probation Officers' Association, and Supervising Deputy Probation Officers' Association by June 30, 2026.
    - In coordination with the County Technology Office, continue to support the Enterprise Resource Planning (ERP) re-platform procurement efforts.

- In support of the development of County employees, consult, collaborate, or assist with 25 departmental training requests.
- Raise awareness of and opportunities for employees to learn and participate in ERGs, events and/or activities to continue a workplace centered around belonging.
  - Share information about Employee Resource Groups (ERGs) at new employee orientation and employee onboarding.
  - Highlight ERGs and their events with DHR staff through various communication channels.

Related Links

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

- www.sandiegocounty.gov/hr

Performance Measures

		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Community	Outreach events to promote County job opportunities and recruit a diverse workforce[1]	53	25	92	12	12
	Advertise for executive and external recruitments[2]	100% of 450	100%	100% of 475	N/A	N/A
Empower	Overall customer satisfaction rate for recruitment surveys[3]	98% of 49	N/A	N/A	N/A	N/A
	Same-Day Hiring events	10	10	43	10	10
	Reduce vacancy rate to target rate[4]	7%	4%	6%	N/A	N/A
	Trainings to departmental human resources staff to teach and expand knowledge in HR Services procedures[5]	6	6	6	N/A	N/A
	Consult, collaborate, assist with departmental trainings	N/A	N/A	N/A	25	25

Table Notes

[1] Goal was exceeded due to increase in job fairs, hiring halls, and same-day hiring events. Goal will be reduced beginning FY2025-26 due to realignment of resources.

[2] Executive and external recruitments were published in diverse publications, social media platforms, and employee resource groups in an effort to reach all communities. This performance measure will be removed beginning FY2025-26, due to realignment of resources.

[3] This performance measure was removed beginning FY2024-25, due to low rate of responses.

[4] This performance measure will be removed beginning FY2025-26, due to realignment of resources.

[5] This performance measure will be removed beginning FY2025-26, due to completion of the training series and objectives.

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

Staffing

No change in staffing.

Expenditures

Net decrease of $1.5 million

- Salaries & Benefits—net increase of $2.1 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net decrease of $5.5 million
    - Decrease of $2.6 million due to the transfer of insurance premium costs to the Insurance Internal Service Fund.
    - Decrease of $1.9 million due to the removal of prior year one-time costs for the Peoplesoft Update Manager project.
    - Decrease of $0.4 million due to costs related to workers' compensation services.
    - Decrease of $0.4 million due to reductions in office expenses.
    - Decrease of $0.2 million due to primarily to align available funding with priorities. The decrease in Services & Supplies results in the following impacts: reduction in contracted services related to the neurodiversity program.
- Expenditure Transfer & Reimbursements—net decrease of $1.9 million primarily due to the removal of the prior year one-time PeopleSoft Update Manager project. Since this is a transfer of expenditures, it has the effect of $1.9 million increase in expenditures. The central funding was supported by resources in Countywide Finance Other.

Revenues

Net decrease of $1.5 million

- Charges for Current Services—net increase of $0.6 million in Cost Allocation Plan amounts for reimbursement of administrative services provided by other County departments.
- Miscellaneous Revenues—increase of $0.3 million due to reimbursements from the Employee Benefits Internal Service Fund for its portions of the Workers' Compensation and Unemployment divisions.
- General Purpose Revenue Allocation—decrease of $2.4 million primarily due to the transfer of insurance premium costs to the Internal Service Fund.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Department of Human Resources	137.00	137.00	137.00
Total	**137.00**	**137.00**	**137.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Department of Human Resources	$36,848,290	$37,079,761	$38,083,877	$35,516,251	$35,554,679	$35,087,910
Total Expenditures	**$36,848,290**	**$37,079,761**	**$38,083,877**	**$35,516,251**	**$35,554,679**	**$35,087,910**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$23,818,689	$23,867,295	$24,998,895	$24,990,922	$25,938,158	$25,851,638
Services & Supplies	$13,463,244	$15,398,684	$15,234,642	$11,483,566	$9,906,521	$9,476,272
Other Charges	-	-	$36,558	$36,558	-	-
Expenditure Transfer & Reimbursements	-$433,642	-$2,186,218	-$2,186,218	-$994,795	-$290,000	-$240,000
Total Expenditures	**$36,848,290**	**$37,079,761**	**$38,083,877**	**$35,516,251**	**$35,554,679**	**$35,087,910**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$618,739	$554,080	$554,080	$554,080	$541,476	$454,956
Use of Fund Balance	$1,911,904	-	$69,663	$607,212	-	-
Intergovernmental Revenues	$162,866	-	-	$22,014	-	-
Charges for Current Services	$3,115,734	$2,089,581	$2,089,581	$2,009,640	$2,692,399	$2,692,399
Miscellaneous Revenues	$10,929,772	$13,445,546	$14,380,000	$11,332,751	$13,753,454	$13,390,443
General Purpose Revenue Allocation	$20,109,275	$20,990,554	$20,990,554	$20,990,554	$18,567,350	$18,550,112
Total Revenues	**$36,848,290**	**$37,079,761**	**$38,083,877**	**$35,516,251**	**$35,554,679**	**$35,087,910**

COUNTY OF SAN DIEGO

Purchasing and Contracting

Mission Statement

To provide efficient and effective mission-focused procurement services, implementing inclusive and transparent practices that further the County's strategic initiatives and uplift the community.

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. Purchasing and Contracting strives to align our procurement practices with the County's strategic plan and strategic initiatives, particularly equity, sustainability, and community. DPC implements efficient procurement processes to provide outstanding customer service, maintain a transparent business environment, and delivers best-value goods and services. Additionally, DPC has prioritized engaging with the community and suppliers to uplift small-local businesses and community-based organizations, and to also inform our efforts to appropriately consider and reflect community needs, cultural competency, and lived experiences during our procurements.

The County of San Diego has a portfolio of over 3,500 contracts valued at over $17.0 billion, with an annual procurement spend of $2.3 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 $21.0 million.

2024–25 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 39 community engagement activities that focused on minority and small businesses. Continued collaboration with local business associations, community organizations and public agencies.
    - Provided quarterly procurement technical assistance workshops for small, minority, community-based, and other organizations, and conducted outreach to promote awareness of workshops. DPC facilitated the transition of the agreements for these services to the Office of Economic Development and Government Affairs, which remain supported through the Purchasing Internal Service Fund.
    - 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 Small Business Development Center (SBDC), the San Diego Orange Imperial APEX Accelerator (formerly PTAC) and the Council for Supplier Diversity. In addition, DPC collaborated with the Office of Economic Development and Government Affairs on community engagement activities to broaden the department's reach in the business community.
    - Achieved 9% (113 of 1,240) of new contract awards to Small Business enterprises, below the goal of 20%. Among the challenges to meeting the goal is that 14% of contract awards were to self-identified small businesses that are not certified and 15% of the total awarded contracts were to non-profits and government entities that are not eligible for the Small Business certification. To improve upon this measure, the Department will continue efforts to expand the County's community engagement, including collaborating with other County departments on outreach activities that encourage small business participation and promoting small business certification; the department will continue to explore ways to include small non-profit entities as small business enterprises.

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.
        - Added sustainability evaluation language to all new Request for Proposals (RFP).
        - Conducted meetings with contractors to discuss contract allowable items, with a focus on how to access and order sustainable items.
    - Engage with County departments to include sustainability requirements into their future solicitations and contracts, consistent with the County's sustainability goals and framework.
        - Collaborated with County departments to identify and donate surplus property, such as furniture and computer technology equipment, to local non-profit organizations.
        - Continued to procure, socialize, and establish benchmarks for existing and new contracts that support the County's sustainability requirements.

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.
    - Developed 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.
    - Provided regular DPC staff training and collaboration. Provided opportunities for staff to attend professional workshop sessions such as those offered by the California Association of Public Procurement Officials (CAPPO) and with the National Procurement Institute (NPI) to learn about current industry practices and resources.
    - Provided procurement and contracting knowledge by offering 17 Contracting Officer Representatives (COR) training sessions, 38 other procurement and contracting classes, 22 sessions for P-Card and three travel training sessions co-hosted with the Auditor and Controller.
    - Achieved organizational excellence by ensuring a workplace of belonging and inclusion for all County employees as they deliver the County's services to the public. Using information provided in the 2022 biennial employee engagement survey, worked with employees and collaborated with the employee representative groups to develop action plans that will further improve engagement in the department and continue to foster and develop an engaged and empowered workforce.
- Innovation: Foster new ideas and the implementation of proven best practices to achieve organizational excellence.
    - Maintained percentage of competitively awarded contracts and depth of response to solicitations.
        - Competitively awarded 82% of contracts (measured as the percentage of the value of contracts eligible for competition that are competitively procured) ($2.8B of $3.4B). Lower-than-anticipated percentage results from a few high-dollar contracts awarded for behavioral health services under non-competitive authority.
        - Achieved 54% of solicitations receiving at least three vendor responses (278 of 515). Lower-than-anticipated percentages result from suppliers being very selective about which business opportunities to pursue due to their limited capacity.
    - Achieved Procurement Action Lead Time (PALT) timeline for Requests for Proposal (RFPs) within 180 days for 83% (86 of 104) of RFPs. A lower-than-anticipated percentage results from longer-than-anticipated negotiations and time to achieve source selection consensus and approvals.
    - Completed a business process re-engineering effort for the County's travel planning and payment processes to increase timely processing and improve user experience. As a result, DPC initiated a public solicitation for a new travel system.
    - Participated in a project that tested the application of artificial intelligence to develop a centralized search repository of relevant contracting-related documents.

2025–27 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 the local business associations, community organizations and public agencies.
    - Continue to advance opportunities for economic growth and development to all businesses within the community to offer goods and services that the County needs.
    - 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.
    - Increase the business community's knowledge of how to do business with the County of San Diego.

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 in their future solicitations and contracts, consistent with the County's sustainability goals and framework.
    - Continue to promote sustainability by working with County departments to reuse, reposition, or repurpose surplus properly.

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.

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 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 2024 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.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered around belonging.
- 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 value of contracts eligible for competition that are competitively procured).
        - Achieve 60% of solicitations receiving at least three vendor responses.
    - Achieve Procurement Action Lead Time (PALT) timeline for Request for Proposal (RFPs) within 180 days for at least 90% of RFPs.

Related Links

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

- www.sandiegocounty.gov/purchasing

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Equity	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	4	4	N/A	N/A
	Participate/host community engagement activities.[1]	10	20	39	20	20
	Percent of new contract awards to Small Business enterprises[2]	9% of 1,309	20%	9% of 1,240	20%	20%
Empower	Percentage of total contract value competitively awarded (for those eligible)[3]	88% of $2.6 billion	90%	82% of $3.4 billion	90%	90%
	Percentage of competitive solicitations receiving at least 3 vendor responses[4]	42% of 546	60%	54% of 515	60%	60%
	Percentage of Requests for Proposal (RFP) completed within 180 days[5]	98% of 110	90%	83% of 104	90%	90%

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 of minimizing gaps caused by economic or racial inequalities, providing local businesses the opportunity to respond with proposals for goods and services to the County of San Diego. The vendor outreach events include in-person events where DPC attends and has direct interaction with the community and virtual educational webinars for the community. For the Fiscal Year 2024–25 goals, these performance measures were realigned to reflect the scope of our outreach activities and the quarterly procurement technical assistance workshops as a separate measure. For the Fiscal Year 2025-26, those goals were adjusted due to the transition of the oversight of the procurement technical assistance program to the Office of Economic Development and Government Affairs (EDGA).

[2] Among the challenges to meeting this goal is that 14% of contract awards were to self-identified small businesses that are not certified and 15% of the total awarded contracts were to nonprofits and government entities that are not eligible for the Small Business certification. To improve upon this measure, the Department will continue efforts to expand the County's community engagement, including collaborating with other County departments on outreach activities that encourage small business participation and promoting small business certification; the department will continue to explore ways to include small non-profit entities as small business enterprises.

[3] This measure reflects the percentage of the value of contracts competitively awarded. As a benchmark, the last reported federal government competition rate was just below a two-thirds percentage, for the federal year of 2017, as reported in the Contracting Data Analysis by the U.S. Government Accountability Office.

[4] This measure demonstrates the efficiency of the solicitation process. Lower-than-anticipated percentages result from suppliers being very selective about which business opportunities to pursue due to their limited capacity.

[5] This measure is based on Procurement Action Lead Time (PALT) standards commonly used in the field of government procurement. It is intended to measure the time required for DPC to award a contract through the Request for Proposal solicitation process.

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

Staffing

No change in staffing.

Expenditures

Net decrease of $1.2 million

- Salaries & Benefits—Increase of $0.6 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—Decrease of $1.1 million.
    - Increase of $0.6 million due to an increase in internal legal services and for the funding of one position with the Office of Economic Development and Government Affairs (EDGA) to support local business outreach efforts.
    - Increase of $0.1 million due to additional contracts for license agreements.
    - Increase of $0.2 million due to license costs for the new Federated Records Management System (FRM).
    - Decrease of $0.4 million due to the completion of a project for office space utilization improvement in the prior year.
    - Decrease of $1.5 million due to the completion of the BuyNet integration project in the prior year.
    - Decrease of $0.1 million due to a reduction in countywide-allocated IT costs.
- Other Charges—Decrease of $0.7 million due to the full depreciation of the Contract Lifecycle Management (CLMS) and the former FRM systems.

Revenues

Net decrease of $1.2 million

- Revenue From Use of Money & Property—Increase of $0.1 million due to higher bank interest earnings.
- Charges for Current Services—Increase of $2.0 million in internal service fund revenue due to an increase in ongoing operating costs and a decrease in the Use of Fund Balance to stabilize the procurement internal service fund (ISF) rate.
- Use of Fund Balance—Decrease of $3.3 million due to the removal of prior year one-time uses, including $1.5 million for the new FRM system and $1.8 million to stabilize the procurement ISF rate.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Purchasing ISF	75.00	76.00	76.00
Content/Records Services	2.00	1.00	1.00
Total	**77.00**	**77.00**	**77.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Purchasing ISF	$17,210,173	$19,424,795	$20,558,785	$17,946,707	$19,814,789	$19,716,962
Content/Records Services	$1,144,459	$2,852,597	$2,852,597	$1,173,277	$1,232,583	$1,228,052
Total Expenditures	**$18,354,631**	**$22,277,392**	**$23,411,382**	**$19,119,984**	**$21,047,372**	**$20,945,014**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$12,317,889	$13,293,529	$13,293,529	$12,896,258	$13,815,696	$13,713,338
Services & Supplies	$5,281,393	$7,781,640	$8,915,630	$6,238,073	$6,720,412	$6,720,412
Other Charges	$755,350	$1,202,223	$1,202,223	$928,140	$511,264	$511,264
Capital Assets/Land Acquisition	-	-	-	-$942,487	-	-
Total Expenditures	**$18,354,631**	**$22,277,392**	**$23,411,382**	**$19,119,984**	**$21,047,372**	**$20,945,014**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$1,985,859	$6,402,223	$7,536,213	$1,896,801	$3,115,000	-
Revenue From Use of Money & Property	$266,273	$180,000	$180,000	$326,208	$240,000	$240,000
Intergovernmental Revenues	$33,402	-	-	-	-	-
Charges for Current Services	$19,046,470	$14,965,169	$14,965,169	$16,134,703	$16,962,372	$19,975,014
Miscellaneous Revenues	$994,346	$730,000	$730,000	$762,272	$730,000	$730,000
Total Revenues	**$18,354,631**	**$22,277,392**	**$23,411,382**	**$19,119,984**	**$21,047,372**	**$20,945,014**

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 2.0 million, the department works to ensure equitable, widespread, and ongoing opportunities to register and vote in fair, transparent, 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 $39.0 million.

2024–25 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.
  - Encouraged registered voters to sign up to receive their voter information pamphlet electronically.
  - 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 13,131) of the valid voter registrations received by the close of registration (15 days prior to the November 5, 2024 Presidential General Election) were processed by the seventh day before Election Day to facilitate seamless access to the democratic process.
  - Provided continuous outreach and communications to encourage San Diego County registered voters to serve as poll workers for the November 5, 2024 Presidential General Election, sufficient to fill 100% (of 234 sites) of board positions at all vote centers, including bilingual poll workers.
  - Processed 100% (of 2,624) 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.
  - Collaborated with the San Diego County Sheriff's Office to provide voting opportunities for justice-involved individuals that were detained during the November 5, 2024 Presidential General Election.
- 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 an emergency mail ballot application program to enable registered voters confined to local hospital facilities to vote in the November 5, 2024 Presidential General Election. ROV accomplished the goal of recruiting 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 November 5, 2024 Presidential General Election to ensure that all federally covered language translations of voter information pamphlets, official ballots, Registrar's websites, and election information mailers were 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.
    - Reported 95% (of 833,115) 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.
    - Reported 94% (of 1,248,140) of mail ballots received through Election Night were tallied by the Monday after Election Day to ensure timely processing, and updated results reporting were available to the public for the November 5, 2024 Presidential General Election.

2025–27 Objectives

Sustainability

- 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 June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General 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 June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General 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 Office to provide voting opportunities to justice-involved individuals that are detained during the June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General 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 June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General 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 June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General Election to ensure that all federally covered language translations of voter information pamphlets, official ballots, Registrar's websites, and election information mailers are completed to facilitate civic engagement through increased access for communities to use their voice, their vote, and their experience to impact change.

Empower

- Workforce: Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.
    - Raise awareness of and opportunities for employees to learn and participate in Employee Resource Groups (ERGs), events and/or activities to continue a workplace centered around belonging.
- Transparency and Accountability: Maintain program and fiscal integrity through reports, disclosures, and audits.
    - Report 90% of eligible mail ballots (those received by the Registrar's office by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General Election.
    - Report 80% of mail ballots received through Election Night are tallied by the Monday after Election Day to ensure timely processing, and updated results reporting are available to the public for the June 2, 2026 Gubernatorial Primary Election and November 3, 2026 Gubernatorial General Election.

Related Links

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

- www.sdvote.com

Performance Measures		2023-24 Actuals	2024-25 Adopted	2024-25 Actuals	2025-26 Adopted	2026-27 Approved
Community	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 6,280	100%	100% of 13,131	100%	100%
	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]	100% of 218 sites	100%	100% of 234 sites	100%	100%
	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]	100% of 1,760 applications	100%	100% of 2,624 applications	100%	100%
	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	35 of 35 hospital facilities	35	35 of 35 hospital facilities	35	35
Empower	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 8:00pm[4]	99% of 430,000	90%	95% of 833,115	90%	90%

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]	99% of 625,000	80%	94% of 1,248,140	80%	80%

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 the 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.

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

Staffing

No change in staffing.

Expenditures

Net decrease of $1.7 million

- Salaries & Benefits—net increase of $0.7 million primarily for planning purposes associated with anticipated salary and benefit increases, partially offset by salary adjustments to reflect normal staff turnover.
- Services & Supplies—net decrease of $3.9 million is due primarily to the removal of prior year one-time costs associated with the procurement of a new election management system, reduction of costs associated with the transition from a Presidential General Election to a Gubernatorial Primary Election, and a decrease of $0.3 million to align available funding with priorities. The decrease in County funding sources will result in the following impacts: reduction in expenses associated with voter engagement activities as outlined in the County of San Diego Election Administration Plan.
- Expenditure Transfer & Reimbursement—net decrease of $1.5 million due to the removal of prior year one-time costs associated with a new election management system as noted above. Since this is a transfer of expenditures, it has a net effect of a $1.5 million increase in expenditures.

Revenues

Net decrease of $1.7 million

- Intergovernmental Revenues—net increase of $1.2 million is due to the use of state funding for reimbursable costs tied to the June 2026 Gubernatorial Primary Election.
- Charges For Current Services—net decrease of $3.2 million is due to a decrease in the number of billable jurisdictions that will participate in the June 2026 Gubernatorial Primary Election compared to the prior year's Presidential General Election.
- General Purpose Revenue—increase of $0.3 million for anticipated salary and benefit increases as noted above.

Budget Changes and Operational Impact: 2025–26 to 2026–27

Net increase of $1.4 million is due primarily to planning purposes associated with anticipated salary and benefit increases and increases in election costs with the transition to the November 2026 Gubernatorial General Election.

Staffing by P

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Registrar of Voters	75.00	75.00	75.00
Total	**75.00**	**75.00**	**75.00**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Registrar of Voters	$37,142,241	$40,696,569	$48,696,503	$41,637,534	$39,041,524	$40,457,644
Total Expenditures	**$37,142,241**	**$40,696,569**	**$48,696,503**	**$41,637,534**	**$39,041,524**	**$40,457,644**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$17,239,819	$17,273,245	$20,573,245	$18,114,008	$18,020,193	$17,789,042
Services & Supplies	$24,159,864	$24,923,324	$29,403,433	$23,305,103	$21,021,331	$22,668,602
Other Charges	$44,354	-	$40,000	$38,600	-	-
Capital Assets Equipment	$175,010	-	$179,014	$179,012	-	-
Expenditure Transfer & Reimbursements	-$4,903,801	-$1,500,000	-$1,500,000	-	-	-
Operating Transfers Out	$426,996	-	$811	$811	-	-
Total Expenditures	**$37,142,241**	**$40,696,569**	**$48,696,503**	**$41,637,534**	**$39,041,524**	**$40,457,644**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$284,637	$225,664	$225,664	$225,664	$215,405	$181,365
Use of Fund Balance	-$1,707,432	-	$7,999,934	$2,557,134	-	-
Intergovernmental Revenues	$4,838,566	$6,163,883	$6,163,883	$818,169	$7,363,883	$5,363,883
Charges for Current Services	$6,318,449	$6,625,000	$6,625,000	$10,362,614	$3,425,000	$6,925,000
Miscellaneous Revenues	$20,995	$40,000	$40,000	$31,930	$40,000	$40,000
General Purpose Revenue Allocation	$27,387,026	$27,642,022	$27,642,022	$27,642,022	$27,997,236	$27,947,396
Total Revenues	**$37,142,241**	**$40,696,569**	**$48,696,503**	**$41,637,534**	**$39,041,524**	**$40,457,644**

County Successor Agency

Mission Statement

Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Department Description

The County of San Diego Redevelopment Agency included two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USDRIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment (RDA) Dissolution and subsequent court decision. AB 1484 was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts, and fulfill other redevelopment agency obligations to expeditiously wind down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were created and authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as 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.

Effective July 1, 2025, administrative duties for the County Successor Agency will shift from Health & Human Services Agency to the Finance & General Government Group's Office of Economic Development & Government Affairs (EDGA). To ensure these required services are provided, the County Successor Agency has a budget of $8.4 million.

2024–25 Accomplishments

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency
  - Continued to expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.
  - Conducted four Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, and submitted required materials to the California State Department of Finance in a timely fashion.

2025–27 Objectives

Sustainability

- Economy: Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency
  - Continue to expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the Countywide Redevelopment Successor Agency Oversight Board.
  - Conduct Countywide Redevelopment Successor Agency Oversight Board meetings for approval of agenda items requested by 17 San Diego County-area successor agencies, 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:

- www.sandiegocounty.gov/content/sdc/community/san-diego-county-oversight-board.html

For additional information about Gillespie Field, refer to:

- www.sandiegocounty.gov/content/sdc/dpw/airports/gillespie.html

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.4 million

- 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 $0.3 million for operating transfers required to properly account for principal and interest payments in separate funds.

Revenues

Net increase of $0.4 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 $0.3 million for operating transfers to account for principal and interest payments in separate funds.

Budget Changes and Operational Impact: 2025–26 to 2026–27

No significant changes.

Staffing by Program

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
County Successor Agency	0.00	0.00	0.00
Total	**-**	**-**	**-**

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
County Successor Agency	$7,628,847	$8,063,416	$8,183,416	$7,865,895	$8,444,024	$8,444,024
Total Expenditures	**$7,628,847**	**$8,063,416**	**$8,183,416**	**$7,865,895**	**$8,444,024**	**$8,444,024**

Budget by Categories of Expenditures

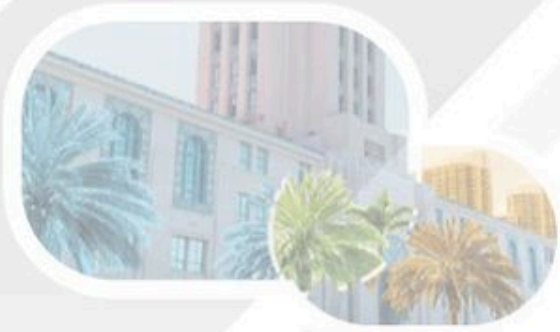
Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$3,591	$20,000	$20,000	$5,903	$20,000	$20,000
Other Charges	$2,295,842	$2,386,790	$2,386,790	$2,367,240	$2,451,942	$2,451,942
Operating Transfers Out	$5,329,414	$5,656,626	$5,776,626	$5,492,752	$5,972,082	$5,972,082
Total Expenditures	**$7,628,847**	**$8,063,416**	**$8,183,416**	**$7,865,895**	**$8,444,024**	**$8,444,024**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$173,305	-	-	-$55,094	-	-
Taxes - Other Than Current Secured	$2,375,407	$2,406,790	$2,406,790	$2,332,827	$2,471,942	$2,471,942
Revenue From Use of Money & Property	$97,331	-	-	$95,410	-	-
Other Financing Sources	$5,329,414	$5,656,626	$5,776,626	$5,492,752	$5,972,082	$5,972,082
Total Revenues	**$7,628,847**	**$8,063,416**	**$8,183,416**	**$7,865,895**	**$8,444,024**	**$8,444,024**

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 that are funded through the Capital Outlay Fund include the purchase or construction of buildings for the delivery of County services and the acquisition and development of open space and parkland, outside of the Multiple Species Conservation Program (MSCP) (see description below).

Major Maintenance Capital Outlay Fund

This fund was implemented for financial reporting purposes. This fund enables the County to capitalize those projects that meet the capitalization requirement per accounting rules. Such projects which are considered routine maintenance but require capitalization 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, *Financial Management and Long-Term Obligation 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.
- The Board of Supervisors or the Chief Administrative Officer recommends mid-year adjustments to the CINA to benefit from unusual development or purchase opportunities.
- The Department has secured funding and obtains Board approval to proceed.

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.

- Central Region Community-Based Care Facility
- 4S Ranch Library Expansion
- Alpine Local Park Acquisition
- Borrego Springs Shadeway
- Boulder Oaks Preserve Trails and Improvements
- 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
- Dictionary Hills
- Dos Picos Park Small Playground Equipment Replacement
- Dos Picos Playground Equipment
- East Otay Mesa Fire Station #38*
- Edgemoor Psychiatric Unit
- East Region Community Based Care Facility
- East Region Crisis Stabilization Unit (CSU) and Recovery Bridge Center
- El Cajon Library
- Kumeyaay Valley Park
- Emergency Operations Center/Sheriff Communication Center
- Encinitas Landfill Park Conversion
- 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
- County Public Health Laboratory
- Heise Park Playground Equipment
- Heritage Park Building

- Hidden Meadows Park Acquisition
- Hilton Head Playground Shade Structure
- Jacumba Fire Station #43 Land Acquisition
- Jamul Fire Station 36 Land Acquisition*
- Jess Martin Park Water Conservation
- Julian Library Community Room
- Lakeside Baseball Field Pk Synthetic Turf Replacement and Energy Upgrades
- Lakeside Branch Library*
- Lakeside Equestrian Facility
- Lakeside Soccer Fields*
- 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 Outdoor Classroom
- Mira Mesa Epicentre Youth and Community Center
- Mount Laguna Fire Station 49*
- Mount Woodson Acquisition and Parking Lot
- Multiple Species Conservation Plan Acquisition
- North County Regional Center Major Systems Replacement Project
- 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 Shade Structure
- Pine Valley County Park New Playground Shade Structure
- Potts Trail
- Ramona Fire Station
- Ramona Grasslands Phase I
- Ramona Intergenerational Community Campus HHS Family Resource Live Well Center, Phase 2
- Ramona Sheriff Station
- Rancho San Diego Library Expansion*
- Regional Communications System Upgrade
- Sage Hill Staging Area and Trail System Improvements
- San Diego Botanic Gardens Master Plan
- San Diego County Animal Shelter
- San Diego County Fire Training Tower
- San Diego County Psychiatric Hospital Facility
- San Dieguito Local Park
- San Dieguito Playground Shade Structure
- San Luis Rey Land Improvement
- San Luis Rey River Park Bonsall Staging Area
- San Luis Rey River Park Duline Road Active Recreation Node
- San Luis Rey River Park Moosa Downs Active Recreation Node
- San Luis Rey River Park Rio Prado Acquisition and Improvement

- Santa Maria Creek Greenway
- Santa Ysabel East West Trail Cauzza
- Santa Ysabel Nature Center
- South Lane Park
- Southeast San Diego Live Well Center
- State Route 76 Middle Project Row Trail
- State Route 94 Safe Passage
- Steele Canyon Playground Shade Structure
- Steele Canyon Park New Playground Shade Structure
- Steele Canyon County 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 Smugglers Gulch Dredging
- Tijuana River Valley Spooners Mesa Stormwater Improvements
- Tijuana River Valley Regional Park Active Recreation and Community Park
- Tri-City Healthcare District Psychiatric Health Facility
- Twin Oaks Local Park
- Valley Center Park Improvements
- Valley Center Senior Center
- Village View Park Formerly Fallbrook
- Vista Detention Facility Modernization
- Waterfront Park Active Recreation
- Youth Transition Campus Phase 1

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 closed as of June 30, 2025, and will no longer be displayed in future Operational Plans.

2025–26 Adopted Budget at a Glance: Capital Program

The Fiscal Years 2025–27 Adopted Operational Plan Program totals $45.8 million which includes $14.4 million in new appropriations for various capital projects, $24.1 million for Major Maintenance projects required to be capitalized for financial reporting purposes and $7.3 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 2025–26.

Capital Program Appropriations Summary

Project		Fiscal Year 2025-26 Appropriations
Children's Crisis Residential	$	6,920,000
County Health Complex Fund Total	**$**	**6,920,000**
Ramona Sheriff Station	$	3,000,000
San Diego County Fire Training Tower		1,500,000
Probation's Youth Less Restrictive Placement		700,000
Justice Total	**$**	**5,200,000**
EV Roadmap/Green Fleet Action Plan	$	2,350,000
Remaining Major Maintenance Capital Outlay Fund Projects		24,100,000
Major Maintenance Capital Outlay Fund Total	**$**	**26,450,000**
Edgemoor Development Fund	$	7,269,505
Edgemoor Development Fund Total	**$**	**7,269,505**
Total Capital Program	**$**	**45,839,505**

Capital Appropriations: Fiscal Year 2025–26

The Fiscal Years 2025–27 Adopted Operational Plan includes $14.4 million in new appropriations for various capital projects in the Capital Program for Fiscal Year 2025–26. This amount excludes $24.1 million appropriated in Fiscal Year 2025–26 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 $7.3 million appropriated in Fiscal Year 2025–26 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.

Children's Crisis Residential

Fiscal Year 2025–26 Appropriations: $6,920,000

Project Number: 1027588

Estimated Total Project Cost: $6,920,000

Funding Source(s): Proposition 1

Scope: Major renovation project to convert an administrative space at the Polinsky Children's Center into a 16-bed crisis residential facility for youth.

Current Status: Planning

Anticipated Project Completion: Winter 2026

EV Roadmap/Green Fleet Action Plan

Fiscal Year 2025–26 Appropriations: $2,350,000

Project Number: 1027621

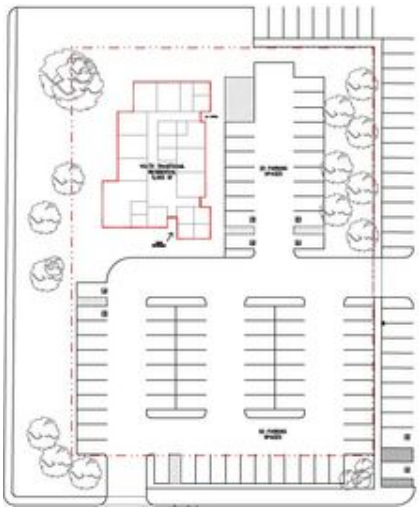
Estimated Total Project Cost: $27,160,000

Funding Source(s): General Purpose Revenue $2,350,000

Scope: Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicles.

Current Status: Construction

Anticipated Project Completion: TBD



Probation's Youth Less Restrictive Placement

Fiscal Year 2025–26 Appropriations: $700,000

Project Number: 1027589

Estimated Total Project Cost: $7,000,000

Funding Source(s): Criminal Justice Construction Fund $700,000

Scope: Design, environmental, and construction of a new short-term or less restrictive facility to provide comprehensive support services to reintegrate juvenile offenders into the community while reducing recidivism rates.

Current Status: Planning

Anticipated Project Completion: Fall 2027

Ramona Sheriff Station

Fiscal Year 2025–26 Appropriations: $3,000,000

Project Number: 1026160

Estimated Total Project Cost: $44,300,000

Funding Source(s): General Purpose Revenue $3,000,000

Scope: Design, environmental and construction of new Sheriff station on existing site in Ramona, CA. Project includes demolition of existing facility.

Current Status: Pre-Construction

Anticipated Project Completion: Summer 2027

San Diego County Fire Training Tower

Fiscal Year 2025–26 Appropriations: $1,500,000

Project Number: 1026822

Estimated Total Project Cost: $1,650,000

Funding Source(s): Fire Mitigation Fees $1,500,000

Scope: Design, environmental and construction of training tower at existing San Diego County Fire Training Site.

Current Status: Pre-Construction

Anticipated Project Completion: Summer 2027

Capital Program: All Funds Summary

Budget by Fund

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Capital Outlay Fund	$96,625,542	$58,460,000	$375,704,547	$95,655,553	-	-
Major Maint Capital Outlay Fund	$52,794,249	$59,980,000	$222,987,131	$61,657,923	$26,450,000	-
Capital MSCP Acquisition Fund	$7,294,501	$3,200,000	$27,439,087	$10,450,037	-	-
County Health Complex Capital Outlay Fund	$67,097,495	-	$178,319,240	$84,550,787	$6,920,000	-
Justice Facility Construction Capital Outlay Fnd	$24,316,035	$5,900,000	$16,567,671	$4,113,737	$5,200,000	-
Edgemoor Development Fund	$8,647,508	$8,606,965	$8,607,465	$8,433,846	$7,269,505	$7,270,809
Library Projects Capital Outlay Fund	$7,399,627	-	$25,804,127	$5,082,178	-	-
Total Expenditures	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$3,595,382	$265,775	$11,516,727	$11,353,534	$227,380	$231,559
Other Charges	-	-	$3,000	$2,574	$3,000	$3,000
Capital Assets/Land Acquisition	$251,383,464	$127,540,000	$835,162,414	$249,850,825	$38,570,000	-
Capital Assets Equipment	$685,347	-	$405,938	$405,938	-	-
Operating Transfers Out	$8,510,764	$8,341,190	$8,341,190	$8,331,190	$7,039,125	$7,036,250
Total Expenditures	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$4,108,579	-	$500	$1,230,675	$684,809	$1,432,392
Revenue From Use of Money & Property	$1,947,124	$422,175	$422,175	$1,592,524	$1,001,201	$651,201
Intergovernmental Revenues	$38,015,722	$12,763,427	$102,762,865	$32,572,404	$7,503,495	$583,257
Charges for Current Services	$4,576,758	-	$30,524,344	$3,963,832	-	-
Miscellaneous Revenues	$1,247,855	$48,000	$10,121,713	$2,922,625	-	-
Other Financing Sources	$222,496,077	$122,913,363	$711,597,673	$227,662,001	$36,650,000	$4,603,959
Total Revenues	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Revenue Detail

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
FED HHS 93.323 Epidemiology & Lab Cap Infectious Diseases	$6,393,109	-	$8,733,163	$6,944,296	-	-
FED DON 12.300 REPI	-	-	$2,350,000	-	-	-
FED EPA 66.458 CAP GRANTS FOR CLEAN WATER ST REV FD	-	-	$3,452,972	-	-	-
FED HHS 93.778 Medical Assistance Program	$808,963	$691,427	$691,427	$610,647	$583,495	$583,257
General Fund Fund Balance	-$4,108,579	-	-	-	-	-
Fund Balance - All Other Funds	-	-	$500	$1,230,675	$684,809	$1,432,392
Interest On Deposits & Investments	$1,618,200	$83,383	$83,383	$1,263,599	$672,277	$322,277
Base Lease Revenue GASB 87	$328,924	$338,792	$338,792	$328,924	$328,924	$328,924
State Aid Mental Health Services Act	$455,881	-	$9,544,119	$9,544,119	-	-
St. Aid - Other State Grants	$6,137,685	-	$20,899,253	$8,232,716	$6,920,000	-
ST AID Future of PH Funding	$2,615,917	-	-	-	-	-
St. Aid - Community Corrections	$41,809	-	-	-	-	-
Behavioral Health Realignment 2011	$3,758,769	-	$25,711,395	$669,756	-	-
Fed Treasury 21.027 ARPA CSLFRF	$9,707	-	$19,152,962	$1,418,612	-	-
FED HUD 14.218 CDBG	$1,058,817	-	$97,563	$56,558	-	-
Other Intergovernmental Revenue	$16,735,066	$12,072,000	$12,130,011	$5,095,700	-	-
Institutional Care Hospital	$4,378,345	-	$30,524,344	$3,963,832	-	-
Other Services To Government	$198,413	-	-	-	-	-
Settlement Funds	$943,904	-	$8,856,096	$2,072,455	-	-
Miscellaneous Revenue Other	$298,408	$48,000	$1,116,249	$850,000	-	-
Other Miscellaneous	$5,543	-	$149,367	$171	-	-
Operating Transfer From General Fund	$153,076,888	$112,100,000	$575,659,447	$132,351,487	$6,350,000	-
Operating Transfer From Internal Svc. Funds	$219,804	-	$4,541,507	$926,037	$350,000	-
Operating Transfer From Other / Spec. Dist.	$14,357,829	$900,000	$5,874,851	$3,348,640	$2,200,000	-
Operating Transfer From Library Fund	$641,395	$1,080,000	$4,559,112	$1,168,326	$250,000	-
Operating Transfer From Prop 172 Fund	$91,587	-	$908,413	$175,167	-	-
Reimb. From SANCAL (Bond Proceeds)	$39,536,398	-	$98,623,643	$78,034,259	$22,500,000	-
Sale Of Fixed Assets	$10,009,950	$7,493,363	$7,493,363	$5,000,000	$5,000,000	$4,603,959
Operating Transfer From Parkland Dedication	$4,562,225	$1,340,000	$13,937,338	$6,658,084	-	-
Total Revenues	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Capital Program: All Funds Detail

Capital Outlay Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$446,105	-	$5,858,364	$5,858,364	-	-
Capital Assets/Land Acquisition	$96,071,480	$58,460,000	$369,846,183	$89,797,189	-	-
Capital Assets Equipment	$107,957	-	-	-	-	-
Total Expenditures	**$96,625,542**	**$58,460,000**	**$375,704,547**	**$95,655,553**	**-**	**-**

Revenues by Object Summary

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Intergovernmental Revenues	$23,941,275	$12,072,000	$41,319,062	$14,083,783	-	-
Charges for Current Services	$198,413	-	-	-	-	-
Miscellaneous Revenues	$313,901	$48,000	$1,235,457	$850,171	-	-
Other Financing Sources	$72,171,954	$46,340,000	$333,150,029	$80,721,599	-	-
Total Revenues	**$96,625,542**	**$58,460,000**	**$375,704,547**	**$95,655,553**	**-**	**-**

Major Maintenance Capital Outlay Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$300,656	-	$1,116,725	$1,116,725	-	-
Capital Assets/Land Acquisition	$52,493,593	$59,980,000	$221,870,407	$60,541,198	$26,450,000	-
Total Expenditures	**$52,794,249**	**$59,980,000**	**$222,987,131**	**$61,657,923**	**$26,450,000**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Other Financing Sources	$52,794,249	$59,980,000	$222,987,131	$61,657,923	$26,450,000	-
Total Revenues	**$52,794,249**	**$59,980,000**	**$222,987,131**	**$61,657,923**	**$26,450,000**	**-**

County Health Complex Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$23,550	-	$4,059,901	$4,059,901	-	-
Capital Assets/Land Acquisition	$66,870,945	-	$173,890,629	$80,122,176	$6,920,000	-
Capital Assets Equipment	$203,000	-	$368,710	$368,710	-	-
Total Expenditures	**$67,097,495**	**-**	**$178,319,240**	**$84,550,787**	**$6,920,000**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Intergovernmental Revenues	$13,223,676	-	$60,752,376	$17,877,974	$6,920,000	-
Charges for Current Services	$4,378,345	-	$30,524,344	$3,963,832	-	-
Miscellaneous Revenues	$943,904	-	$8,856,096	$2,072,455	-	-
Other Financing Sources	$48,551,570	-	$78,186,424	$60,636,527	-	-
Total Revenues	**$67,097,495**	**-**	**$178,319,240**	**$84,550,787**	**$6,920,000**	**-**

Justice Facility Construction Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$2,665,847	-	-	-	-	-
Capital Assets/Land Acquisition	$21,275,798	$5,900,000	$16,567,671	$4,113,737	$5,200,000	-
Capital Assets Equipment	$374,390	-	-	-	-	-
Total Expenditures	**$24,316,035**	**$5,900,000**	**$16,567,671**	**$4,113,737**	**$5,200,000**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Intergovernmental Revenues	$41,809	-	-	-	-	-
Other Financing Sources	$24,274,226	$5,900,000	$16,567,671	$4,113,737	$5,200,000	-
Total Revenues	**$24,316,035**	**$5,900,000**	**$16,567,671**	**$4,113,737**	**$5,200,000**	**-**

Library Projects Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$22,480	-	$218,462	$218,462	-	-
Capital Assets/Land Acquisition	$7,377,147	-	$25,548,437	$4,826,488	-	-
Capital Assets Equipment	-	-	$37,228	$37,228	-	-
Total Expenditures	**$7,399,627**	**-**	**$25,804,127**	**$5,082,178**	**-**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Other Financing Sources	$7,399,627	-	$25,804,127	$5,082,178	-	-
Total Revenues	**$7,399,627**	**-**	**$25,804,127**	**$5,082,178**	**-**	**-**

Multiple Species Acquisition Program Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Capital Assets/Land Acquisition	$7,294,501	$3,200,000	$27,439,087	$10,450,037	-	-
Total Expenditures	**$7,294,501**	**$3,200,000**	**$27,439,087**	**$10,450,037**	**-**	**-**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Miscellaneous Revenues	-	-	$30,160	-	-	-
Other Financing Sources	$7,294,501	$3,200,000	$27,408,927	$10,450,037	-	-
Total Revenues	**$7,294,501**	**$3,200,000**	**$27,439,087**	**$10,450,037**	**-**	**-**

Edgemoor Development Fund

Budget by Categories of Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$136,744	$265,775	$263,275	$100,082	$227,380	$231,559
Other Charges	-	-	$3,000	$2,574	$3,000	$3,000
Operating Transfers Out	$8,510,764	$8,341,190	$8,341,190	$8,331,190	$7,039,125	$7,036,250
Total Expenditures	**$8,647,508**	**$8,606,965**	**$8,607,465**	**$8,433,846**	**$7,269,505**	**$7,270,809**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$4,108,579	-	$500	$1,230,675	$684,809	$1,432,392
Revenue From Use of Money & Property	$1,947,124	$422,175	$422,175	$1,592,524	$1,001,201	$651,201
Intergovernmental Revenues	$808,963	$691,427	$691,427	$610,647	$583,495	$583,257
Miscellaneous Revenues	-$9,950	-	-	-	-	-
Other Financing Sources	$10,009,950	$7,493,363	$7,493,363	$5,000,000	$5,000,000	$4,603,959
Total Revenues	**$8,647,508**	**$8,606,965**	**$8,607,465**	**$8,433,846**	**$7,269,505**	**$7,270,809**

Capital Improvement Needs Assessment: Fiscal Years 2025–30

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: • 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 delivery efficiency and compliance with regulatory requirements, and ultimately recommended for revitalization, replacement or disposition. To the greatest practical extent, the County will improve the sustainability of its own operations by reducing, reusing, and recycling resources, and using environmentally friendly practices in maintenance and replacement of infrastructure. The County's capital program anticipates new facilities will attain Leadership in Energy and Environmental Design (LEED) certification and be Zero Net Energy (ZNE), 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 2025–26 thru 2029–30 is $1.96 billion, of which $536.0 million is funded (excludes 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 2025-30

Project Title	Current Status	Estimated Project Cost	Project Description
4S Ranch Library Expansion	Pre-Construction	$ 22,600,000	Design, environmental and expansion of the community room to allow for cultural events and educational programming.
Butterfield Ranch/Star Valley Development	Pre-Construction	60,500,000	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.
Central Community Based Care	Pre-Construction	58,200,000	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. Will be developed as a Public Private Partnership (P3).
Children's Crisis Residential	Pre-Construction	6,920,000	Major renovation project to convert an administrative space into a 16-bed crisis residential facility for youth.
County Administration Center Major Systems Renovation Project	Construction	144,837,147	Replacement of Life Safety, Mechanical, Electrical, Plumbing, and Architectural items past their useful life and to meet current code.
Dictionary Hill Trails	Pre-Construction	4,180,000	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. The**

			renovation will allow for colocation with the County's Facilities Operations team serving the area.
Emergency Operations Center/ Sheriff Communications Center	Pre-Construction	60,000,000	Major Systems Replacement Project (MSRP) at Emergency Operations Center (EOC) and Sheriff Communications Center.
EV Roadmap/Green Fleet Action Plan	Construction	27,160,000	Installation of electric vehicle charging infrastructure at various locations to support the County's fleet of electric vehicles.
Heritage Park Improvements	Construction	18,487,140	Design, environmental, and construction of the Heritage Park improvements to include historic buildings to serve as overnight guest accommodations in the four Victorian-era structures that are not currently open to the public, and improving the existing park office in Senlis Cottage.
Kumeyaay Valley Park	Pre-Construction	11,260,400	Design, environmental analysis, and construction of multipurpose trail through Kumeyaay Valley Park open space and improvements to existing ballfields, which includes replacing existing concession stand, installing restrooms, and upgrading ballfields and ADA access.
Multiple Species Conservation Program (MSCP) Land Acquisition (CAP)	Aquisition	300,000,000	Acquisition, design, environmental and construction of remaining acres projected for existing South County, proposed North County and future East County MSCP through at least 2041. 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	69,543,230	Design, environmental analysis and build out of Regional Park including land acquisition, trail construction, staging areas, and an active recreation area. Project is phased.
Probation's Youth Less Restrictive Placement	Pre-Construction	7,000,000	Design, environmental, and construction of a new short-term or less restrictive facility to provide comprehensive support services to reintegrate juvenile offenders into the community while reducing recidivism rates.
Ramona Grasslands Preserve Phase 1, 2 & 3	Pre-Construction	13,220,000	Design, environmental analysis and construction of an additional 5.5-mile multi-use trail system connecting the three portions of the Preserve. The trail system will utilize existing ranch roads and trails, with some new trail construction and a crossing of Santa Maria Creek.
Ramona Intergenerational Community Campus (RICC) and Active Recreation	Pre-Construction	38,500,000	Design, environmental analysis and construction of a new recreation amenities at the Ramona Intergenerational Community Campus. Amenities include a skate park and active recreation.
Ramona Sheriff Station	**Construction**	**44,300,000**	**Design, environmental and construction of new Sheriff Substation on existing site in Ramona, CA. Project includes demolition of existing facility.**
San Diego County Fire Training Tower	Construction	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	Pre-Construction	123,512,224	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 Luis Rey River Park (SLRRP) Acquisition and Improvement	Construction	67,567,483	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	8,800,000	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.
Santee Library	Planning	33,750,000	Possible land acquisition, design, environmental, and construction of a new and larger facility library in Santee.
South Lane Park Improvements	Pre-Construction	4,150,000	Construction improvements to existing park.
Stormwater Program	Construction	324,190,409	Design and construct large-scale (regional) green infrastructure projects and other stormwater projects identified to meet statewide stormwater mandates.
Sycamore Canyon/Goodan Trails	Pre-Construction	13,500,000	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	16,150,000	Design, environmental analysis and construction of an estimated 4.9 miles of trail Sycuan and KDLC property along Dehesa road and Sloane Canyon Road (a DPW maintained road). Proposed trail provides an important regional trail connection between Regional Sweetwater Loop Trail to Regional California Riding and Hiking Trail. Project is phased.
Tijuana River Valley Regional Park (TRVRP)	Pre-Construction	67,900,000	Design, public outreach, environmental, permitting and construction to develop park amenities within the TRVRP, which will include passive and active amenities such as ballfields, sport courts, all-wheel parks, playgrounds, trails, etc. Project to be completed in phases.
Vista Detention Facility Modernization	**Pre-Construction**	**400,000,000**	**Planning, environmental, design and construction of a modern Vista Detention Facility.**
	$	**1,958,878,033**	

* 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.

COUNTY OF SAN DIEGO

Operating Impact of Capital Program: Fiscal Years 2025–27

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 2025–27.

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
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 foot facility.	$ 22,830,000	May 2026	$ 1,000,000	$ 189,849	2.25	$ 189,849
East County Crisis Stabilization Unit	Operating impact for this facility will include $0.5 million in FF&E costs and $0.5 million in operations, maintenance, contracted services and utility costs to operate the 14,300 square foot facility.	28,750,000	January 2026	500,000	502,456	–	502,456
San Diego Animal Shelter	Operating impact for this facility will include $1.0 million in FF&E costs and $0.1 in operations, maintenance, contracted services and utility costs to operate the 21,000 square foot facility.	37,573,133	March 2026	1,000,000	87,895	–	87,895
	2025-26 Total Operating Impact	**$89,153,133**		**$ 2,500,000**	**$ 780,200**	**2.25**	**$ 780,200**

2026-27 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
Edgemoor Acute Psychiatric Unit	Operating impact for this facility will include $0.7 million in FF&E costs and $0.2 million in operations, maintenance, contracted services and utility costs to operate the 12,020 square foot facility.	28,063,699	January 2027	728,531	160,127	–	160,127
Jacumba Fire Station 43	Operating impact for this facility will include $0.4 million in FF&E costs and $0.03 million in operations, maintenance, contracted services and utility costs to operate the 8,500 square foot facility.	18,100,000	February 2027	400,000	32,261	–	32,261
Troy St Sleeping Cabins	Operating impact for this facility will include $0.1 million in FF&E costs and $3.7 million in operations, maintenance, contracted services and utility costs to operate the 80,000 square foot area of 60 sleeping cabins.	$ 11,100,000	July 2026	$ 100,000	$ 3,700,894	–	$ 3,700,894
2026-27 Total Operating Impact		**$57,263,699**		**$ 1,228,531**	**$ 3,893,282**	**–**	**$3,893,282**

FINANCE OTHER

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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

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs) as needed. Typically, TRANs are issued at the beginning of the fiscal year and mature at the end of the fiscal year. See the section of this document on Debt Management Policies and Obligations for more information.

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 2025-26 is budgeted at $6.3 million, which reflects anticipated TOT revenues, including an increase of $0.02 million to rebudget the Fiscal Year 2024-25 unspent balances, compared to $5.3 million in Fiscal Year 2024-25.

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 2025-26 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 2025-26, $3.0 million is budgeted in the Contributions to Capital program as follows:

- $3.0 million for the Ramona Sheriff Substation

Other funding sources to support the Capital Program's $45.8 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 2026-27.

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 $23.5 million in Fiscal Year 2025-26, is a net decrease of $2.2 million from the Fiscal Year 2024-25 Adopted Operational Plan as a result of scheduled principal and interest lease payments decreasing overall by $2.2 million due to increased interest

earnings which are used to offset lease payments. Lease payments in Fiscal Year 2025-26, will be supported by courthouse construction funding which resulted in a decrease in other funding sources.

The Fiscal Year 2026-27 payments are estimated at $25.5 million which is a net increase of $2.0 million from the Fiscal Year 2025-26 Recommended Operational Plan primarily due to the start of debt payment for the 2023 Public Health Lab and Capital Improvements offset by the final debt payment for the 2019 Justice Facilities Refunding. 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 $66.6 million, the major components of the Countywide General Expenses program in Fiscal Year 2025-26 include:

- $20.4 million for Climate Action Plan Support
- $14.4 million for contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- $14.3 million for purchase of a helicopter for County Fire.
- $11.9 million for Stormwater Capital projects.
- $2.0 million for land use fees stabilization, including park operations
- $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).
- $1.3 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.
- $0.3 million to address capital, IT and emergency response or other efforts enterprisewide.
- $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 2026-27 appropriations are estimated at $166.3 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 2025-26, appropriations totaling $19.4 million are centrally budgeted including $18.41 million for major maintenance projects at County facilities $1.0 million for Major Maintenance Capital Outlay Fund project. The funding level for Fiscal Year 2026-27 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, 2024, the total reported liability for the fund was $212.1 million, with total assets of $234.8 million, resulting in a positive net position of $22.7 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 $2.9 million as of June 30, 2025. Appropriations for Fiscal Year 2025–26 total $63.4 million for the Workers' Compensation Internal Service Fund, this reflects a $4.6 million increase from the Fiscal Year 2024–25 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 budgeted staffing levels. Budgeted appropriations for Fiscal Year 2025–26 are $2.9 million which reflects a 25% decrease from the Fiscal Year 2024–25 Adopted Budget.

Insurance Internal Service Fund

The Insurance Internal Service Fund (ISF) began on July 1, 2024, to report the County's insurance activities. 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 2025-26 total $15.0 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 $0.7 million are budgeted for Fiscal Year 2025-26 and $0.7 million are budgeted for Fiscal Year 2026-27.

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, 2024, was $111.2 million with current assets of $109.5 million resulting in a negative net position of $1.7 million. To address the unfunded actuarial liability that is driving the negative net position, $2.0 million was 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 2025–26 total $86.9 million for the Public Liability Internal Service Fund, which reflects a $14.1 million increase from the Fiscal Year 2024–25 Adopted Operational Plan primarily due to an anticipated increase in settlements relating to liability payments.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2004 and the 2008 taxable Pension Obligation Bonds (POBs). The remaining principal and interest payments are structured as level debt service in the amount of $81.5 million in Fiscal Year 2025-26 and $67.2 million in Fiscal Year 2026-27. See the Debt Management Policies and Obligations section of this document for more information on the POBs, including the history, outstanding principal and scheduled payments.

	Fiscal Year 2023-24 Actuals	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Cash Borrowing	$ -	$ -	$ -	$ -	$ 2,700,000	$ 2,700,000
Community Enhancement	6,070,282	5,265,490	7,387,933	7,271,996	6,348,269	5,391,426
Neighborhood Reinvestment Program	7,455,282	10,000,000	14,743,328	14,664,990	10,000,000	-
Contributions to Capital Program	102,305,085	52,120,000	365,124,394	72,906,759	3,000,000	-
Lease Payments: Capital Projects	25,680,512	25,657,309	25,657,309	24,922,744	23,459,537	25,538,724
Countywide General Expenses	125,475,739	127,932,108	279,465,769	138,048,814	66,572,325	166,248,705
Countywide Shared Major Maintenance	9,022,243	2,000,000	26,000,468	21,915,390	19,410,000	2,000,000
Employee Benefits Internal Service Funds (ISF)						
Workers Compensation Employee Benefits ISF	51,093,868	58,735,552	58,735,552	75,283,505	63,400,684	63,400,684
Unemployment Insurance Employee Benefits ISF	2,677,414	3,946,374	3,946,374	2,452,742	2,950,060	2,950,060
Insurance ISF	-	10,380,721	12,547,721	10,875,203	14,958,934	14,958,934
Local Agency Formation Commission Administration	581,074	617,716	617,716	617,716	682,716	682,716
Public Liability ISF	7,556,411	72,839,019	82,792,914	81,715,274	86,998,080	86,998,080
Pension Obligation Bonds	81,449,775	81,500,054	81,500,054	81,426,758	81,495,400	67,193,947
Total	**$ 419,367,685**	**$ 450,994,343**	**$ 958,519,532**	**$ 532,101,891**	**$ 381,976,005**	**$ 438,063,276**

Lease Payments-Bonds

Budget by Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Lease Payments-Bonds	$25,680,512	$25,657,309	$25,657,309	$24,922,744	$23,459,537	$25,538,724
Total Expenditures	**$25,680,512**	**$25,657,309**	**$25,657,309**	**$24,922,744**	**$23,459,537**	**$25,538,724**

Budget by Categories of Expenditures

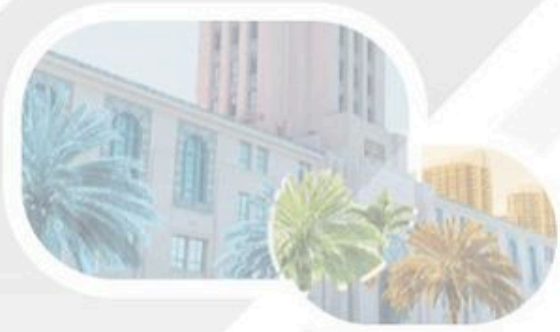
Category	Fiscal Year 2023–24 Adopted Budget	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$2,000	-	-	-	-	-
Other Charges	$25,721,612	$25,657,309	$25,657,309	$24,922,744	$23,459,537	$25,538,724
Total Expenditures	**$25,723,612**	**$25,657,309**	**$25,657,309**	**$24,922,744**	**$23,459,537**	**$25,538,724**

Budget by Categories of Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$83,739	-	-	-$732,972	-	-
Revenue From Use of Money & Property	$7,538	-	-	$8,407	-	-
General Purpose Revenue Allocation	$17,202,848	$15,691,969	$15,691,969	$15,691,969	$15,857,437	$18,502,474
Other Financing Sources	$8,510,764	$9,965,340	$9,965,340	$9,955,340	$7,602,100	$7,036,250
Total Revenues	**$25,637,412**	**$25,657,309**	**$25,657,309**	**$24,922,744**	**$23,459,537**	**$25,538,724**

COUNTY OF SAN DIEGO

APPENDICES



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Appendix A: All Funds Budget Summary Countywide Totals

Countywide Totals

Staffing

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total	**20,471.25**	**20,281.25**	**20,281.25**

Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$3,152,347,390	$3,357,360,246	$3,396,785,034	$3,341,482,145	$3,527,096,711	$3,484,044,694
Services & Supplies	$3,024,412,845	$3,521,167,564	$4,669,842,723	$3,282,124,045	$3,484,128,693	$3,283,174,764
Other Charges	$817,079,450	$907,319,456	$996,417,828	$933,591,355	$945,731,117	$924,783,192
Capital Assets/Land Acquisition	$257,019,238	$154,591,732	$921,390,524	$249,388,017	$42,590,113	$107,534,290
Capital Assets Equipment	$39,498,851	$58,631,850	$118,028,313	$25,921,476	$81,392,334	$42,582,358
Capital Assets Software	$100,086	$50,000	$895,926	$839,409	$550,000	$50,000
Expenditure Transfer & Reimbursements	-$114,108,306	-$141,270,273	-$260,166,287	-$169,431,395	-$42,709,621	-$42,309,578
Operating Transfers Out	$718,576,811	$672,578,271	$1,239,421,094	$722,842,997	$595,729,610	$548,643,188
Fund Balance Component Increases	$29,819,075	-	$123,843,892	$123,843,892	-	-
Total Expenditures	**$7,924,745,440**	**$8,530,428,846**	**$11,206,459,048**	**$8,510,601,941**	**$8,634,508,957**	**$8,348,502,908**

Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$58,764,928	$68,330,135	$113,384,244	$113,384,244	$53,381,548	$35,893,770
Use of Fund Balance	-$260,733,988	$285,892,296	$1,699,002,782	$92,733,779	$179,874,370	$91,117,401
Taxes - Current Property	$1,016,884,354	$1,052,152,728	$1,054,752,728	$1,072,096,359	$1,107,270,239	$1,154,839,069
Taxes - Other Than Current Secured	$722,384,781	$744,797,185	$760,658,016	$760,539,392	$787,551,736	$817,523,892
License Permits & Franchises	$71,990,991	$70,279,276	$70,279,276	$70,409,654	$73,472,389	$74,123,200
Fines, Forfeitures & Penalties	$52,241,937	$45,089,237	$48,861,940	$50,906,834	$49,957,865	$42,276,087
Revenue From Use of Money & Property	$155,887,780	$110,387,261	$111,525,614	$141,618,691	$116,431,932	$111,521,123
Intergovernmental Revenues	$4,047,271,765	$4,128,439,909	$4,436,795,551	$4,056,686,912	$4,217,698,036	$4,108,258,914
Charges for Current Services	$1,215,164,993	$1,286,022,666	$1,420,843,645	$1,267,461,888	$1,357,768,314	$1,347,240,250
Miscellaneous Revenues	$110,878,185	$106,448,656	$188,347,851	$92,142,617	$72,485,433	$70,390,919
Other Financing Sources	$732,542,921	$632,089,497	$1,301,507,402	$774,351,982	$618,117,095	$494,818,283
Residual Equity Transfers In	$1,466,793	$500,000	$500,000	$18,269,590	$500,000	$500,000
Total Revenues	**$7,924,745,440**	**$8,530,428,846**	**$11,206,459,049**	**$8,510,601,941**	**$8,634,508,957**	**$8,348,502,908**

Appendix A: All Funds Budget Summary - Public Safety Group

Staffing

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total	**8,077.00**	**8,062.00**	**8,062.00**

Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$1,470,001,936	$1,554,416,039	$1,585,653,730	$1,577,948,879	$1,657,681,276	$1,624,188,205
Services & Supplies	$569,480,546	$613,183,126	$745,480,367	$603,129,287	$666,361,650	$610,291,244
Other Charges	$146,054,169	$162,527,544	$180,630,338	$169,699,323	$168,754,124	$171,097,390
Capital Assets/Land Acquisition	$4,729,178	$100,000	$100,000	-	$100,000	$100,000
Capital Assets Equipment	$35,399,694	$14,726,095	$33,863,293	$18,203,082	$15,783,287	$3,847,758
Capital Assets Software	$100,086	$50,000	$895,926	$839,409	$550,000	$50,000
Expenditure Transfer & Reimbursements	-$42,227,771	-$56,462,066	-$63,026,796	-$52,053,172	-$19,446,149	-$19,386,238
Operating Transfers Out	$498,116,865	$473,292,805	$592,737,343	$454,317,253	$434,384,735	$428,340,815
Total Expenditures	**$2,681,654,704**	**$2,761,833,543**	**$3,076,334,202**	**$2,772,084,061**	**$2,924,168,923**	**$2,818,529,174**

Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$37,124,666	$33,605,940	$33,605,940	$33,605,940	$33,605,940	$28,181,941
Use of Fund Balance	$27,718,378	$65,238,132	$312,403,677	$100,535,883	$34,324,286	$10,136,020
Taxes - Current Property	$16,419,065	$13,868,000	$16,468,000	$18,901,207	$16,160,500	$16,160,500
Taxes - Other Than Current Secured	$2,815,825	$2,751,555	$151,555	$190,756	$2,721,555	$2,721,555
License Permits & Franchises	$1,476,993	$1,361,334	$1,361,334	$1,593,847	$1,357,692	$1,357,692
Fines, Forfeitures & Penalties	$18,184,983	$16,332,250	$20,104,953	$17,750,831	$19,542,563	$10,918,659
Revenue From Use of Money & Property	$3,919,767	$2,343,315	$2,343,315	$3,798,835	$2,274,281	$2,249,508
Intergovernmental Revenues	$816,076,024	$771,492,818	$802,660,787	$742,277,886	$828,763,988	$765,382,970
Charges for Current Services	$208,377,759	$221,448,013	$223,648,013	$224,107,391	$229,624,506	$234,129,332
Miscellaneous Revenues	$35,435,876	$25,770,582	$27,651,764	$27,109,423	$23,087,157	$21,636,464
General Purpose Revenue Allocation	$1,062,761,435	$1,184,925,649	$1,184,925,649	$1,184,925,649	$1,301,165,207	$1,297,313,718
Other Financing Sources	$451,343,932	$422,695,955	$451,009,215	$417,286,412	$431,541,248	$428,340,815
Total Revenues	**$2,681,654,704**	**$2,761,833,543**	**$3,076,334,202**	**$2,772,084,061**	**$2,924,168,923**	**$2,818,529,174**

Appendix A: All Funds Budget Summary - Health and Human Services Agency

Staffing

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total	**8,243.50**	**8,075.50**	**8,075.50**

Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$1,055,129,012	$1,141,094,891	$1,144,798,849	$1,122,516,450	$1,170,235,837	$1,165,488,719
Services & Supplies	$1,465,222,391	$1,731,492,985	$2,058,550,969	$1,568,926,848	$1,732,902,957	$1,634,780,582
Other Charges	$488,862,154	$511,184,856	$517,111,112	$498,687,317	$533,657,012	$533,699,512
Capital Assets Equipment	$1,188,906	$13,876,232	$17,322,890	$5,342,536	$1,922,000	$225,500
Expenditure Transfer & Reimbursements	-$23,079,040	-$29,430,947	-$73,109,087	-$39,575,461	-$16,078,230	-$16,078,230
Operating Transfers Out	$74,210,686	$78,484,561	$149,301,796	$104,328,944	$90,377,139	$84,998,553
Fund Balance Component Increases	$25,000,000	-	$119,539,964	$119,539,964	-	-
Total Expenditures	**$3,086,534,110**	**$3,446,702,578**	**$3,933,516,493**	**$3,379,766,598**	**$3,513,016,715**	**$3,403,114,636**

Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$2,370,714	$27,370,714	$71,087,541	$71,087,541	$12,470,714	$1,988,081
Use of Fund Balance	-$51,955,841	$34,906,688	$286,081,865	$31,147,867	$33,616,688	$23,571,753
License Permits & Franchises	$838,396	$791,772	$791,772	$806,429	$791,772	$791,772
Fines, Forfeitures & Penalties	$3,603,525	$3,260,721	$3,260,721	$3,342,129	$3,460,721	$3,460,721
Revenue From Use of Money & Property	$9,915,332	$2,919,407	$2,919,407	$9,106,003	$2,919,407	$2,919,407
Intergovernmental Revenues	$2,782,919,504	$2,954,366,024	$3,078,500,926	$2,875,490,255	$2,973,857,561	$2,916,786,364
Charges for Current Services	$86,215,766	$104,486,965	$104,867,471	$82,859,352	$106,315,196	$106,007,456
Miscellaneous Revenues	$32,240,241	$56,161,101	$119,267,604	$39,058,927	$23,298,906	$23,662,207
General Purpose Revenue Allocation	$205,130,933	$237,124,562	$237,124,562	$237,124,562	$320,971,126	$298,657,186
Other Financing Sources	$15,255,540	$25,314,624	$29,614,624	$29,743,533	$35,314,624	$25,269,689
Total Revenues	**$3,086,534,110**	**$3,446,702,578**	**$3,933,516,494**	**$3,379,766,598**	**$3,513,016,715**	**$3,403,114,636**

Appendix A: All Funds Budget Summary - Land Use and Environment Group

Staffing

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total	**2,161.75**	**2,152.75**	**2,152.75**

Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$281,725,482	$323,975,250	$320,868,164	$305,266,644	$338,509,942	$340,045,609
Services & Supplies	$299,024,215	$436,976,426	$801,935,911	$312,041,341	$397,183,227	$340,696,712
Other Charges	$12,944,673	$17,213,645	$19,577,233	$12,299,106	$16,032,418	$15,877,836
Capital Assets/Land Acquisition	$874,397	$8,621,000	$75,856,379	$479,679	$3,740,113	$1,653,113
Capital Assets Equipment	$1,966,440	$6,624,893	$21,450,462	$1,723,550	$17,061,100	$8,417,100
Expenditure Transfer & Reimbursements	-$30,455,065	-$29,376,799	-$92,551,123	-$55,412,128	-$1,766,393	-$1,476,261
Operating Transfers Out	$15,239,927	$33,298,066	$84,888,269	$60,383,301	$11,419,784	$4,858,743
Fund Balance Component Increases	$3,481,793	-	$1,813,804	$1,813,804	-	-
Total Expenditures	**$584,801,862**	**$797,332,481**	**$1,233,839,098**	**$638,595,298**	**$782,180,191**	**$710,072,852**

Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$10,491,414	$2,088,189	$2,088,189	$2,088,189	$2,019,480	$1,308,274
Use of Fund Balance	-$55,078,060	$132,974,758	$462,990,346	-$47,763,799	$75,783,587	$24,527,236
Taxes - Current Property	$64,546,727	$62,186,870	$62,186,870	$68,273,937	$65,040,849	$67,678,034
Taxes - Other Than Current Secured	$10,648,003	$33,339,073	$51,799,904	$6,247,415	$28,055,986	$28,093,533
License Permits & Franchises	$62,696,923	$61,228,288	$61,228,288	$62,105,671	$65,014,275	$65,890,242
Fines, Forfeitures & Penalties	$1,415,925	$614,587	$614,587	$1,201,281	$860,584	$860,584
Revenue From Use of Money & Property	$44,969,838	$33,294,693	$33,294,693	$46,273,142	$42,460,977	$41,683,585
Intergovernmental Revenues	$200,181,615	$181,131,964	$229,352,732	$194,763,796	$183,832,828	$189,096,097
Charges for Current Services	$112,178,296	$130,448,258	$134,268,918	$121,538,562	$144,572,160	$145,199,488
Miscellaneous Revenues	$10,598,007	$6,420,377	$12,199,647	$3,853,581	$7,698,545	$7,054,434
General Purpose Revenue Allocation	$113,585,134	$128,527,358	$128,527,358	$128,527,358	$133,271,136	$133,822,602
Other Financing Sources	$8,568,039	$25,078,066	$55,287,565	$51,377,974	$33,569,784	$4,858,743
Residual Equity Transfers In	-	-	-	$108,190	-	-
Total Revenues	**$584,801,862**	**$797,332,481**	**$1,233,839,098**	**$638,595,298**	**$782,180,191**	**$710,072,852**

Appendix A: All Funds Budget Summary - Finance and General Government Group

Staffing

	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total	**1989.00**	**1991.00**	**1991.00**

Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$314,348,146	$337,874,066	$345,464,291	$335,750,172	$360,669,656	$354,322,161
Services & Supplies	$558,058,443	$568,439,575	$731,763,648	$563,856,547	$568,152,225	$561,388,209
Other Charges	$19,521,527	$19,145,347	$29,255,569	$25,068,162	$18,529,540	$18,529,540
Capital Assets/Land Acquisition	$32,198	-	-	-$942,487	$180,000	-
Capital Assets Equipment	$258,464	$23,404,630	$44,985,730	$246,368	$32,375,947	$30,092,000
Expenditure Transfer & Reimbursements	-$18,346,430	-$26,000,461	-$31,479,280	-$22,390,633	-$5,418,849	-$5,368,849
Operating Transfers Out	$13,002,491	$14,555,779	$26,325,372	$14,031,778	$12,839,099	$12,489,099
Fund Balance Component Increases	$1,337,282	-	$100,000	$100,000	-	-
Total Expenditures	**$888,212,121**	**$937,418,936**	**$1,146,415,330**	**$915,719,908**	**$987,327,618**	**$971,452,160**

Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$6,317,166	$5,265,292	$6,602,574	$6,602,574	$5,265,290	$4,415,474
Use of Fund Balance	$3,941,709	$24,877,223	$134,734,405	-$12,004,516	$30,815,000	$27,700,000
Taxes - Other Than Current Secured	$2,375,407	$2,406,790	$2,406,790	$2,332,827	$2,471,942	$2,471,942
License Permits & Franchises	$3,148,347	$3,147,228	$3,147,228	$2,643,583	$2,745,528	$2,698,528
Fines, Forfeitures & Penalties	$707,271	$644,150	$644,150	$604,408	$700,000	$700,000
Revenue From Use of Money & Property	$4,068,311	$2,107,262	$2,107,262	$3,654,582	$3,142,262	$3,142,262
Intergovernmental Revenues	$13,814,112	$11,867,282	$12,567,282	$8,570,059	$13,251,064	$11,251,064
Charges for Current Services	$594,024,634	$612,651,766	$708,380,236	$614,465,548	$640,330,670	$638,379,645
Miscellaneous Revenues	$16,039,467	$16,048,596	$16,983,050	$15,772,049	$16,400,825	$16,037,814
General Purpose Revenue Allocation	$221,329,488	$231,862,938	$231,862,938	$231,862,938	$246,966,180	$239,497,086
Other Financing Sources	$20,979,416	$26,040,409	$26,479,416	$23,054,455	$24,738,857	$24,658,345
Residual Equity Transfers In	$1,466,793	$500,000	$500,000	$18,161,400	$500,000	$500,000
Total Revenues	**$888,212,121**	**$937,418,936**	**$1,146,415,330**	**$915,719,908**	**$987,327,618**	**$971,452,160**

Appendix A: All Funds Budget Summary - Capital Program

Expenditures

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Services & Supplies	$3,595,382	$265,775	$11,516,727	$11,353,534	$227,380	$231,559
Other Charges	-	-	$3,000	$2,574	$3,000	$3,000
Capital Assets/Land Acquisition	$251,383,464	$127,540,000	$835,162,414	$249,850,825	$38,570,000	-
Capital Assets Equipment	$685,347	-	$405,938	$405,938	-	-
Operating Transfers Out	$8,510,764	$8,341,190	$8,341,190	$8,331,190	$7,039,125	$7,036,250
Total Expenditures	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Revenues

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Use of Fund Balance	-$4,108,579	-	$500	$1,230,675	$684,809	$1,432,392
Revenue From Use of Money & Property	$1,947,124	$422,175	$422,175	$1,592,524	$1,001,201	$651,201
Intergovernmental Revenues	$38,015,722	$12,763,427	$102,762,865	$32,572,404	$7,503,495	$583,257
Charges for Current Services	$4,576,758	-	$30,524,344	$3,963,832	-	-
Miscellaneous Revenues	$1,247,855	$48,000	$10,121,713	$2,922,625	-	-
Other Financing Sources	$222,496,077	$122,913,363	$711,597,673	$227,662,001	$36,650,000	$4,603,959
Total Revenues	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Appendix A: All Funds Budget Summary - Finance Other

Expenditures

	Fiscal Year 2023-24 Actuals	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Salaries & Benefits	$ 31,142,813	$ -	$ -	$ -	$ -	$ -
Services & Supplies	129,031,867	170,809,677	320,595,101	222,816,488	119,301,254	135,786,458
Other Charges	149,696,928	197,248,064	249,840,576	227,834,873	208,755,023	185,575,914
Capital Assets/Land Acquisition	-	18,330,732	10,271,732	-	-	105,781,177
Capital Assets Equipment	-	-	-	-	14,250,000	-
Operating Transfers Out	109,496,077	64,605,870	377,827,123	81,450,531	39,669,728	10,919,728
Fund Balance Component Increases	-	-	2,390,124	2,390,124	-	-
Total	**$ 419,367,685**	**$ 450,994,343**	**$ 960,924,656**	**$ 534,492,016**	**$ 381,976,005**	**$ 438,063,277**

Revenues

	Fiscal Year 2023-24 Actuals	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Fund Balance Component Decreases	$ 2,460,968	$ -	$ -	$ -	$ 20,124	$ -
Use of Fund Balance	(37,409,594)	27,895,495	502,791,988	85,476,798	4,650,000	3,750,000
Revenue From Use of Money & Proporty	12,539,834	7,464,821	8,603,174	13,307,649	10,276,894	10,276,894
Intergovernmental Revenues	2,201,246	-	14,132,565	8,997	-	-
Charges For Current Services	207,382,411	214,887,664	217,054,664	217,252,848	234,825,782	221,424,329
Miscellaneous Revenues	6,284,322	-	124,073	2,518,834	-	-
Other Financing Sources	13,899,916	10,047,080	27,518,909	25,227,607	56,302,582	7,086,732
General Purpose Revenue Allocation	212,008,582	190,699,283	190,699,283	190,699,283	75,900,623	195,525,322
Total	**$ 419,367,685**	**$ 450,994,343**	**$ 960,924,656**	**$ 534,492,016**	**$ 381,976,005**	**$ 438,063,277**

Appendix A: All Funds Budget Summary - Total General Purpose Revenue

General Purpose Revenue

	Fiscal Year 2023-24 Actuals	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Taxes Current Property	$ 935,918,561	$ 976,097,858	$ 976,097,858	$ 984,921,214	$ 1,026,068,890	$ 1,071,000,535
Taxes Other Than Current Secured	706,545,546	706,299,767	706,299,767	751,768,393	754,302,253	784,236,862
Licenses Permits & Franchises	3,830,332	3,750,654	3,750,654	3,260,123	3,563,122	3,384,966
Fines, Forfeitures & Penalties	28,330,232	24,237,529	24,237,529	28,008,186	25,393,997	26,336,123
Revenue From Use of Money & Property	78,527,573	61,835,588	61,835,588	63,885,955	54,356,910	50,598,266
Intergovernmental Revenues	194,063,542	196,818,394	196,818,394	203,003,514	210,489,100	225,159,162
Charges For Current Services	2,409,369	2,100,000	2,100,000	3,274,355	2,100,000	2,100,000
Miscellaneous Revenues	9,032,418	2,000,000	2,000,000	907,178	2,000,000	2,000,000
Total	**$ 1,958,657,573**	**$ 1,973,139,790**	**$ 1,973,139,790**	**$ 2,039,028,918**	**$ 2,078,274,272**	**$ 2,164,815,914**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Fund Type

County Funds by Type

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund	$6,125,018,068	$6,627,684,222	$8,070,393,500	$6,588,821,788	$6,721,538,428	$6,581,679,433
Special Revenue Funds	$712,126,727	$789,144,283	$1,050,596,128	$707,130,918	$808,485,875	$743,545,927
Miscellaneous Local Agencies	$7,645,237	$8,091,916	$8,211,916	$7,879,595	$8,472,524	$8,472,524
Miscellaneous Special Districts	$19,430,792	$13,308,070	$25,102,433	$13,112,759	$18,387,041	$12,051,186
Permanent Road Divisions	$3,137,759	$9,421,964	$10,022,339	$1,892,544	$8,619,808	$2,087,882
County Service Areas	$44,778,040	$51,486,856	$58,036,999	$47,721,555	$55,354,674	$53,850,682
Community Facilities Districts	$8,257,177	$6,116,147	$6,305,535	$4,030,734	$5,844,900	$5,602,862
Debt Service County Family	$81,449,775	$81,500,054	$81,500,054	$81,426,758	$81,495,400	$67,193,947
Capital Project Funds	$264,174,957	$136,146,965	$855,429,269	$269,944,061	$45,839,505	$7,270,809
County Proprietary Enterprise Funds	$36,699,443	$49,278,494	$70,808,711	$38,119,983	$47,871,058	$46,997,756
Sanitation Districts	$30,365,495	$38,078,782	$84,081,868	$32,633,978	$45,351,679	$43,558,712
County Proprietary Internal Service Funds	$591,661,970	$720,171,093	$885,970,297	$717,887,267	$787,248,065	$776,191,188
Total Expenditures	**$7,924,745,440**	**$8,530,428,846**	**$11,206,459,048**	**$8,510,601,941**	**$8,634,508,957**	**$8,348,502,908**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Public Safety Group

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund	$2,171,927,116	$2,278,636,825	$2,550,058,509	$2,303,200,056	$2,430,788,787	$2,337,647,896
Sheriff's Asset Forfeiture Program	$118,824	$3,200,000	$3,541,036	$2,154,353	$2,100,000	-
Sheriff's Asset Forfeiture - US Treasury	$311,873	$2,200,000	$2,200,000	$9,542	$2,000,000	-
Sheriff's Asset Forfeiture - State	$97,073	$1,100,000	$1,102,899	$68,005	$2,400,000	-
District Attorney Asset Forfeiture Program Fed	$63,074	$2,000,000	$2,233,721	$10,433	$2,000,000	$2,000,000
District Attorney Asset Forfeiture Program - US Treasury	-	$50,000	$50,000	-	$50,000	$50,000
District Attorney Asset Forfeiture State	$35,754	$100,000	$350,000	$341,985	$350,000	$350,000
Probation Asset Forfeiture Program	-	$100,000	$100,000	-	$100,000	$100,000
Sheriff's Incarcerated Peoples' Welfare	$5,686,010	$7,387,709	$8,171,356	$5,804,776	$8,216,957	$8,298,513
Probation Incarcerated Peoples' Welfare	-	$2,000	$2,000	-	$2,000	$2,000
Public Safety Prop 172 Special Revenue	$433,464,083	$404,690,714	$433,426,674	$399,933,699	$410,672,419	$408,339,953
SDCFPD Fire Mitigation	-	$400,000	$4,100,000	$106,934	$1,500,000	-
SD County Fire Protection Dist	$11,541,284	$9,491,575	$9,985,960	$9,623,365	$10,423,655	$10,423,655
SDCFPD Mt Laguna	$20,000	$18,000	$18,000	$18,000	$17,500	$17,500
SDCFPD Palomar	$75,216	$73,000	$73,000	$72,950	$73,000	$73,000
SDCFPD Descanso	$120,382	$57,000	$57,000	$57,000	$55,000	$55,000
SDCFPD Dulzura	$53,000	$13,000	$13,000	$13,000	$12,000	$12,000
SDCFPD Tecate	$62,000	$11,000	$11,000	$11,000	$10,000	$10,000
SDCFPD Potrero	$66,000	$16,000	$16,000	$16,000	$15,500	$15,500
SDCFPD Jacumba	$40,384	$18,000	$18,000	$18,000	$16,500	$16,500
SDCFPD Rural West	$576,463	$450,000	$450,000	$450,000	$375,000	$375,000
SDCFPD Yuima	$54,068	$52,000	$52,000	$52,000	$52,000	$52,000
SDCFPD Julian	$373,187	$110,000	$111,779	$110,000	$100,000	$100,000
SDCFPD Ramona Fire MED SRV ZN	$2,600,000	$2,600,000	$2,600,000	$1,336,766	$2,600,000	$2,600,000
CSA 135 Del Mar 800 MHZ Zone B	$37,885	$43,495	$43,495	$38,705	$43,495	$43,495
CSA 135 Poway 800 MHZ Zone F	$160,342	$221,000	$221,000	$219,824	$161,500	$150,387
CSA 135 Solana Beach 800 MHZ Zone H	$49,777	$39,615	$39,615	$36,420	$39,635	$39,635
CSA 135 Borrego Springs FPD 800 MHZ Zn K	$7,866	$8,550	$8,550	$7,464	$8,550	$8,550
County Service Area 17	$7,727,753	$8,300,000	$8,609,702	$7,952,846	$8,300,000	$8,300,000
County Service Area 69	$1,758,895	$250,000	$821,718	$8,090	$250,000	$250,000
SDCFPD Ambulance Service Area	$14,144,687	$23,174,593	$23,446,280	$21,591,480	$23,606,133	$23,606,133
SHF Jail Stores Commissary Enterprise	$9,334,239	$8,946,367	$9,059,340	$7,785,445	$8,768,367	$8,794,507
Penalty Assessment	$3,128,950	$3,128,950	$3,128,950	$3,128,950	$3,128,950	$3,128,950

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Criminal Justice Facility	$14,543,300	$850,000	$8,118,204	$4,229,325	$1,700,000	-
Courthouse Construction	-	$1,624,150	$1,624,150	$1,624,150	$562,975	-
SDCFPD CFD 04-01 Special Tax A	$100,218	$5,000	$5,000	$5,000	$5,000	$5,000
SDCFPD EOM CFD 09-01 Special Tax B	$3,375,000	$2,465,000	$2,466,264	$2,048,500	$2,100,000	$2,100,000
SDCFPD Borrego	-	-	-	-	$244,000	$244,000
SDCFPD Ramona EDU Delinquent	-	-	-	-	$1,320,000	$1,320,000
Total Expenditures	**$2,681,654,704**	**$2,761,833,543**	**$3,076,334,202**	**$2,772,084,061**	**$2,924,168,923**	**$2,818,529,174**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Health and Human Services Agency

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2026-27 Approved Budget
General Fund	$3,071,271,898	$3,421,159,454	$3,477,473,591	$3,903,293,369	$3,349,648,263	$3,377,616,447
Co Successor Housing Agy Gillespie Housing	$15,287	$25,000	$25,000	$25,000	$13,179	$25,000
Co Successor Housing Agy USDRIP Housing	$1,103	$3,500	$3,500	$3,500	$521	$3,500
Tobacco Securitization Special Revenue	$15,245,822	$25,514,624	$35,514,624	$29,814,624	$29,744,697	$25,469,689
CSA 17 San Dieguito Ambulance	-	-	-	$140,000	$129,262	-
CSA 69 Heartland Paramedic	-	-	-	$240,000	$230,676	-
Total Expenditures	**$3,086,534,110**	**$3,446,702,578**	**$3,513,016,715**	**$3,933,516,493**	**$3,379,766,598**	**$3,403,114,636**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Land Use and Environment Group

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund	$244,855,638	$331,741,834	$456,386,580	$282,499,816	$288,400,525	$286,713,866
Road Fund	$155,727,609	$259,161,266	$447,934,450	$178,005,338	$258,478,042	$216,287,853
San Diego County Lighting Maintenance District 1	$1,783,430	$2,994,231	$3,721,947	$2,070,606	$2,708,947	$2,799,262
County Library	$65,444,720	$66,556,577	$73,627,702	$68,270,213	$69,133,109	$68,645,576
Inactive Waste Site Management	$8,685,823	$7,216	$9,730,467	$2,274,623	$1,640,000	$240,000
Waste Planning and Recycling	$4,194,454	$6,695,808	$7,646,477	$4,698,518	$7,011,530	$7,208,124
Duck Pond Landfill Cleanup	-	$14,669	$14,669	-	$14,669	$14,669
Parkland Ded Area 4 Lincoln Acres	-	$2,014,200	$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	$131,785	$1,341,000	$638,271	$637,271	$1,000	$1,000
Parkland Ded Area 25 Lakeside	-	$5,000	$5,000	-	$5,000	$5,000
Parkland Ded Area 26 Crest	$102,074	$1,000	$33,381	$32,381	$1,000	$1,000
Parkland Ded Area 27 Alpine	-	$4,000	$4,000	-	$4,000	$4,000
Parkland Ded Area 28 Ramona	$668,419	$8,000	$243,835	$2,238	$8,000	$8,000
Parkland Ded Area 29 Escondido	-	$1,000	$875,905	-	$1,000	$1,000
Parkland Ded Area 30 San Marcos	-	$2,000	$918,158	-	$2,000	$2,000
Parkland Ded Area 31 San Dieguito	$485,498	$2,000	$4,087,622	-	$2,000	$2,000
Parkland Ded Area 32 Carlsbad	-	$2,000	$2,000	-	$2,000	$2,000
Parkland Ded Area 35 Fallbrook	$934,258	$10,800	$10,800	-	$10,800	$10,800
Parkland Ded Area 36 Bonsall	$195,562	$4,000	$826,982	$822,982	$4,000	$4,000
Parkland Ded Area 37 Vista	-	$1,000	$901,727	-	$1,000	$1,000
Parkland Ded Area 38 Valley Center	$595,398	$5,000	$40,476	$2,536	$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	$852,000	$11,045	$332,000	$332,000
Parkland Ded Area 41 Mountain Empire	-	$500	$500	-	$500	$500
Parkland Ded Area 42 Anza Borrego	$269	$1,000	$1,000	-	$1,000	$1,000

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Parkland Ded Area 43 Central Mountain	-	$300	$300	-	$300	$300
Parkland Ded Area 45 Valle de Oro	$60,000	$500	$500	-	$500	$500
PLD Administrative Fee	$47,315	$751,000	$751,000	$56,066	$751,000	$751,000
PRD 6 Pauma Valley	$245,719	$238,114	$238,114	$40,582	$220,169	$60,101
CSA 26 Rancho San Diego	$390,701	$394,744	$473,463	$349,312	$304,870	$304,870
CSA 26 Cottonwood Village Zone A	$147,959	$346,057	$493,310	$222,462	$357,847	$372,838
CSA 26 Monte Vista Zone B	$119,545	$227,577	$290,558	$164,080	$227,526	$219,656
SD Landscape Maintenance Zone 1	$186,989	$193,173	$196,892	$193,917	$188,970	$188,970
Landscape Maintenance Dist Zone 2 - Julian	$114,833	$109,441	$113,160	$87,952	$109,441	$109,441
CSA 81 Fallbrook Local Park	$737,867	$686,411	$689,656	$672,482	$811,622	$811,622
CSA 83 San Dieguito Local Park	$725,413	$1,040,570	$1,241,430	$727,374	$1,036,490	$1,036,490
CSA 83A Zone A4S Ranch Park 95155	$1,215,711	$1,261,027	$1,408,101	$1,231,671	$1,063,000	$1,063,000
CSA 122 Otay Mesa East	-	$7,152	$7,152	-	$7,864	$7,864
CSA 128 San Miguel Park Dist	$1,292,951	$1,502,376	$1,644,531	$1,601,208	$1,595,576	$1,595,576
CSA 136 Sundance Detention Basin	$12,116	$23,500	$23,913	$15,412	$23,500	$23,500
CSA 138 Valley Center Park	$364,765	$348,000	$378,734	$355,907	$404,500	$404,500
San Diego County Flood Control District	$16,527,496	$8,280,836	$15,110,185	$9,983,176	$12,683,911	$7,673,393
Blackwolf Stormwater Maint ZN 349781	$1,127	$11,500	$11,822	$8,325	$41,500	$11,500
Lake Rancho Viejo Stormwater Maint ZN 442493	$95,512	$158,800	$191,260	$93,032	$203,594	$167,494
Ponderosa Estates Maint ZN 351421	$1,912	$12,000	$12,292	$4,237	$28,000	$12,000
Survey Monument Preservation Fund	$7,240	$175,000	$175,000	$1,487	$175,000	$175,000
Special Aviation	$50,000	$50,000	$50,000	-	$40,000	$40,000
County Fish and Game Propogation	$41,800	$46,000	$46,000	$109,513	$46,000	$46,000
Airport Enterprise Fund	$17,569,875	$27,699,027	$48,991,765	$20,289,100	$28,370,058	$26,535,746
Liquid Waste Enterprise Fund	$9,795,329	$12,633,100	$12,757,606	$10,045,438	$10,732,633	$11,667,503
CWSMD-Zone B (Campo Hills Water)	$347,489	$507,500	$620,149	$402,166	$990,500	$500,060
Campo WSMD-Zone A (Rancho Del Campo Water)	$285,300	$409,278	$1,910,273	$293,414	$884,278	$384,278
LIVE OAK SPRINGS WTR SYS CSA 137	$388,526	$933,925	$3,524,504	$257,803	$846,311	$503,199
San Diego County Sanitation District	$30,365,495	$38,078,782	$84,081,868	$32,633,978	$45,351,679	$43,558,712
DPW Equipment Internal Service Fund	$6,448,005	$7,641,000	$7,702,887	$6,502,343	$11,453,891	$8,896,446
DPW ISF Equipment Acquisition Road Fund	$3,091,138	$8,463,873	$17,900,268	$3,311,691	$14,750,000	$9,500,000
DPW ISF Equipment Acquisition Inactive Waste	$38,015	$248,000	$383,000	$36,748	$513,000	$303,000
DPW ISF Equipment Acqusition Airport	$93,571	$393,000	$430,896	$78,628	$1,058,000	$218,000

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Enterprise						
DPW ISF Equipment Acquistion General Fund	$33,481	$76,520	$76,520	$30,778	$252,500	$152,500
DPW ISF Equipment Acquisition Liquid Waste	$419,993	$645,000	$2,475,252	$481,463	$4,732,000	$2,945,000
PLD Bonsall Imprv Impact Fee	-	-	$1,000,000	$1,000,000	-	-
PLD Fallbrook Imprv Impact Fee	$319,071	-	$917,483	$917,483	-	-
PLD Ramona Imprv Impact Fee	$652	-	$699,348	$699,348	-	-
PLD San Dgto Imprv Impact Fee	$969,152	-	$30,848	$30,848	-	-
PLD Spring Vy Imprv Impact Fee	-	-	$2,377,640	$2,377,640	-	-
PLD Valle De Oro Impv Impt Fee	$348,713	-	-	-	-	-
PLD Valley Ctr Imprv Impct Fee	$360,694	-	-	-	-	-
PLD Valley Ctr Lnd Acq Imp Fee	$61,458	-	-	-	-	-
PLD Fallbrook In Lieu Fee	-	-	$28,323	$28,323	-	-
PLD Spring Vy In Lieu Fee	-	-	$188,150	$103,150	-	-
PRD 8 Magee Road Pala	$372,799	$129,430	$129,430	$12,769	$120,738	$48,307
PRD 9 Santa Fe Zone B	$9,622	$247,397	$247,397	$31,605	$271,119	$29,550
PRD 10 Davis Drive	$4,554	$48,224	$48,224	$5,640	$57,675	$12,024
PRD 11 Bernardo Road Zone A	$6,313	$104,823	$104,823	$7,079	$67,852	$20,125
PRD 11 Bernardo Road Zone C	$2,479	$11,644	$11,644	$3,515	$12,921	$3,979
PRD 11 Bernardo Road Zone D	$3,434	$46,969	$46,969	$12,986	$14,494	$7,814
PRD 12 Lomair	$4,686	$139,750	$139,750	$6,468	$164,332	$26,290
PRD 13 Pala Mesa Zone A	$288,842	$519,691	$529,384	$120,008	$270,822	$144,057
PRD 13 Stewart Canyon Zone B	$5,916	$81,973	$135,596	$60,230	$103,193	$31,945
PRD 16 Wynola	$9,699	$163,406	$163,406	$13,857	$188,462	$31,693
PRD 18 Harrison Park	$37,411	$93,585	$95,033	$31,860	$144,181	$54,245
PRD 20 Daily Road	$150,651	$269,114	$308,774	$90,529	$230,037	$136,279
PRD 21 Pauma Heights	$369,024	$648,089	$815,456	$33,970	$627,852	$85,136
PRD 22 West Dougherty St	$2,620	$5,974	$5,974	$2,245	$6,350	$2,574
PRD 23 Rock Terrace Road	$39,310	$24,397	$24,397	$3,990	$25,877	$7,874
PRD 24 Mt Whitney Road	$3,464	$98,178	$98,178	$6,737	$107,781	$11,241
PRD 30 Royal Oaks Carroll	$7,160	$63,120	$63,120	$18,910	$68,555	$9,819
PRD 38 Gay Rio Terrace	$6,453	$81,687	$81,687	$12,113	$92,430	$13,202
PRD 45 Rincon Springs Rd	$22,558	$35,672	$39,745	$7,703	$44,947	$11,967
PRD 46 Rocoso Road	$5,261	$241,246	$241,246	$11,259	$296,718	$57,731
PRD 49 Sunset Knolls Road	$5,897	$73,113	$73,113	$7,841	$75,817	$7,175
PRD 50 Knoll Park Lane	$2,841	$58,806	$58,806	$2,730	$68,881	$10,316
PRD 53 Knoll Park Lane Extension	$3,576	$201,794	$201,794	$9,145	$232,065	$22,177
PRD 54 Mount Helix	$5,727	$134,189	$134,189	$6,510	$150,769	$18,841
PRD 55 Rainbow Crest Rd	$32,966	$99,127	$366,569	$16,185	$138,857	$63,962
PRD 60 River Drive	$3,980	$113,974	$113,974	$5,913	$141,425	$23,802
PRD 61 Green Meadow Way	$19,129	$231,514	$256,822	$115,721	$119,367	$16,671
PRD 63 Hillview Road	$156,852	$436,331	$436,331	$316,702	$302,540	$46,455

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
PRD 70 El Camino Corto	$22,054	$40,119	$40,119	$5,403	$49,435	$10,822
PRD 75 Gay Rio Dr Zone A	$5,711	$108,115	$108,115	$3,088	$134,614	$24,940
PRD 75 Gay Rio Dr Zone B	$93,363	$56,638	$56,638	$4,890	$84,582	$32,813
PRD 76 Kingsford Court	$3,122	$48,151	$48,151	$3,483	$63,453	$13,864
PRD 77 Montiel Truck Trail	$14,901	$221,868	$221,868	$15,574	$90,327	$27,247
PRD 78 Gardena Way	$14,187	$111,410	$113,914	$53,619	$79,006	$13,477
PRD 80 Harris Truck Trail	$129,737	$301,289	$301,289	$26,605	$103,761	$24,371
PRD 88 East Fifth St	$4,426	$47,466	$47,466	$5,243	$52,306	$7,650
PRD 90 South Cordoba	$4,410	$63,679	$63,679	$3,624	$71,993	$10,772
PRD 94 Roble Grande Road	$3,750	$248,293	$248,293	$3,770	$314,732	$41,586
PRD 95 Valle Del Sol	$11,621	$428,718	$428,718	$16,084	$226,398	$38,986
PRD 99 Via Allondra Via Del Corvo	$3,848	$116,985	$116,985	$4,837	$139,122	$24,360
PRD 101 Johnson Lake Rd	$5,620	$131,931	$131,931	$8,314	$155,212	$27,711
PRD 101 Hi Ridge Rd Zone A	$31,240	$218,734	$218,734	$35,763	$232,075	$35,200
PRD 102 Mountain Meadow	$163,152	$222,674	$229,182	$26,014	$177,235	$17,700
PRD 103 Alto Drive	$4,239	$176,224	$176,224	$5,759	$192,218	$17,700
PRD 104 Artesian Rd	$24,935	$27,120	$27,120	$13,846	$287,280	$152,575
PRD 105 Alta Loma Dr	$13,888	$113,487	$113,487	$19,952	$28,454	$19,100
PRD 105 Alta Loma Dr Zone A	$14,839	$117,945	$117,945	$13,480	$22,315	$17,800
PRD 106 Garrison Way Et Al	$10,571	$98,795	$98,795	$14,882	$38,908	$30,900
PRD 117 Legend Rock	$342,687	$460,538	$460,538	$361,359	$322,091	$181,679
PRD 123 Mizpah Lane	$4,220	$67,194	$67,194	$4,484	$74,588	$10,440
PRD 125 Wrightwood Road	$3,643	$51,091	$51,091	$8,194	$57,983	$10,400
PRD 126 Sandhurst Way	$3,342	$19,127	$19,127	$3,779	$20,295	$4,680
PRD 127 Singing Trails Drive	$18,270	$58,381	$58,381	$18,043	$53,706	$17,850
PRD 130 Wilkes Road	$225,840	$91,036	$91,036	$9,521	$118,665	$29,160
PRD 133 Ranch Creek Road	$16,775	$235,442	$235,442	$8,696	$130,807	$52,206
PRD 134 Kenora Lane	$3,976	$38,781	$38,781	$3,529	$46,143	$12,000
Harmony Grove Cap Proj	$590,384	-	-	-	-	-
Other Services - Harmony Grove Fund	$64,317	$408,705	$532,331	$402,052	$403,979	$407,942
Flood Control - Harmony Grove Fund	-	$390,000	$390,000	$640	$390,000	$92,447
Fire Protection - Harmony Grove Fund	$488,889	$514,148	$514,148	$488,227	$534,158	$565,780
Improvement - Harmony Grove Fund	$2,541,451	-	-	-	-	-
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	$500,150	$516,100	$525,260	$431,356	$529,803	$536,500
Horse Crk Rdg CFD 13-01 B-Special Tax	-	$221,823	$221,823	-	$226,201	$230,580
Horse Crk Rdg CFD 13-01 C-Special Tax	$180,443	$153,010	$171,801	$171,801	$172,000	$172,000
Meadowood Prk CFD 19-01 A-Special Tax	$7,858	$272,000	$280,292	$238,356	$280,787	$280,787
Meadowood FCD CFD 19-01 B-Special Tax	-	$137,000	$137,000	-	$139,700	$142,400
Meadowood Fire CFD 19-01 C-Special Tax	$46,064	$102,000	$117,239	$117,239	$118,000	$118,000
Hillside Meadows Maint CFD 17-01	-	$115,780	$115,780	-	$118,096	$120,412

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Sweetwtr Pl Maint CFD 19-02 Special Tax	$345,870	$135,640	$142,656	$116,251	$139,659	$141,026
Park Cir Maint CFD 10-03 Special Tax	-	$216,771	$216,771	-	$223,619	$225,362
PIPER OTAY CFD 22-01 TAX A	$6,053	$20,400	$26,400	$6,041	$20,808	$21,216
PIPER OTAY CFD 22-01 TAX B	$10,479	$16,000	$16,000	$5,273	$16,320	$16,640
PRD 1003 Alamo Way	$14,546	-	-	-	-	-
PRD 1005 Eden Valley Lane	$7,651	$114,957	$114,957	$5,603	$121,145	$9,096
PRD 1008 Canter	$3,820	$20,248	$20,248	$3,976	$21,995	$6,000
PRD 1010 Alpine High	$8,032	$150,340	$150,340	$11,820	$192,143	$47,685
PRD 1011 La Cuesta	$3,592	$110,648	$110,648	$5,232	$120,804	$10,600
PRD 1012 Millar Road	$6,983	$99,069	$99,069	$14,661	$104,801	$10,120
PRD 1013 Singing Trails	$11,775	$83,256	$83,256	$5,213	$85,160	$14,300
PRD 1014 Lavender Point Lane	$2,844	$36,063	$36,063	$4,066	$41,558	$6,650
PRD 1015 Landavo Drive	$4,332	$94,037	$94,037	$4,904	$106,989	$15,096
PRD 1016 El Sereno Way	$29,032	$89,369	$112,118	$109,077	$9,000	$9,000
PRD 1017 Kalbaugh-Haley-Toub St	$17,843	$61,415	$61,415	$11,352	$82,283	$35,994
PLD Julian Imprv Impact Fee	-	-	$55,000	-	-	-
Total Expenditures	**$584,801,862**	**$797,332,481**	**$1,233,839,098**	**$638,595,298**	**$782,180,191**	**$710,072,852**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Finance and General Government Group

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund	$360,373,200	$372,553,486	$439,253,002	$370,735,120	$392,702,678	$377,139,652
Co Successor Agy Redev Obligation Ret Fund	$2,278,794	$2,406,790	$2,406,790	$2,260,531	$2,471,942	$2,471,942
Co Successor Agy Gillespie Fld Debt Srv	$1,528,970	$1,619,918	$1,619,918	$1,600,368	$1,685,070	$1,685,070
Co Successor Agy Gillespie Fld Interest Acct	$278,970	$224,918	$224,918	$205,368	$145,070	$145,070
Co Successor Agy Gillespie Fld Principal Acct	$680,000	$715,000	$715,000	$715,000	$755,000	$755,000
Co Successor Agy Gillespie Fld Debt Srv Reserve	$16,909	$30,000	$150,000	$150,000	$150,000	$150,000
Co Successor Agy Gillespie Fld Turbo Redemption	$570,000	$680,000	$680,000	$680,000	$785,000	$785,000
Co Successor Agy USDRIP	$550,000	$550,000	$550,000	$550,000	$550,000	$550,000
Co Successor Agy Gillespie Fld Spec Revenue Fund	$1,508,332	$1,619,918	$1,619,918	$1,487,756	$1,685,070	$1,685,070
Co Successor Agy Gillespie Fld Admin	$216,872	$216,872	$216,872	$216,872	$216,872	$216,872
Information Technology Internal Service Fund	$219,572,740	$219,844,412	$235,387,650	$207,884,760	$209,512,055	$209,512,055
Purchasing Internal Service Fund	$18,354,631	$22,277,392	$23,411,382	$19,119,984	$21,047,372	$20,945,014
Fleet Services Internal Service Fund	$11,824,827	$13,044,262	$13,106,309	$12,404,278	$13,742,270	$13,742,270
Fleet ISF Equipment Acquisition General	$14,907,456	$37,480,424	$61,531,881	$17,716,065	$47,254,264	$47,262,542
Fleet ISF Materials Supply Inventory	$24,882,653	$25,738,198	$30,618,835	$26,501,790	$32,098,951	$32,182,800
Fleet ISF Accident Repair	$1,402,406	$1,731,608	$1,731,608	$1,393,591	$2,235,802	$2,235,802
Facilities Management Internal Service Fund	$188,980,893	$207,606,738	$228,476,429	$206,195,271	$231,251,802	$230,949,601
Major Maintenance Internal Service Fund	$40,284,468	$29,079,000	$104,714,819	$45,903,153	$29,038,400	$29,038,400
Total Expenditures	**$888,212,121**	**$937,418,936**	**$1,146,415,330**	**$915,719,908**	**$987,327,618**	**$971,452,160**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Capital Program

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Capital Outlay Fund	$96,625,542	$58,460,000	$375,704,547	$95,655,553	-	-
Major Maint Capital Outlay Fund	$52,794,249	$59,980,000	$222,987,131	$61,657,923	$26,450,000	-
Capital MSCP Acquisition Fund	$7,294,501	$3,200,000	$27,439,087	$10,450,037	-	-
County Health Complex Capital Outlay Fund	$67,097,495	-	$178,319,240	$84,550,787	$6,920,000	-
Justice Facility Construction Capital Outlay Fnd	$24,316,035	$5,900,000	$16,567,671	$4,113,737	$5,200,000	-
Edgemoor Development Fund	$8,647,508	$8,606,965	$8,607,465	$8,433,846	$7,269,505	$7,270,809
Library Projects Capital Outlay Fund	$7,399,627	-	$25,804,127	$5,082,178	-	-
Total Expenditures	**$264,174,957**	**$136,146,965**	**$855,429,269**	**$269,944,061**	**$45,839,505**	**$7,270,809**

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Finance Other

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
General Fund	$276,590,216	$223,592,623	$721,402,041	$282,738,533	$132,172,847	$202,561,572
Employee Benefits Internal Service Fund	$53,771,283	$62,681,926	$62,681,926	$77,736,247	$66,350,744	$66,350,744
Insurance Internal Service Fund	-	$10,380,721	$12,547,721	$10,875,203	$14,958,934	$14,958,934
Public Liabilty Internal Service Fund	$7,556,411	$72,839,019	$82,792,914	$81,715,274	$86,998,080	$86,998,080
Pension Obligation Bonds	$81,449,775	$81,500,054	$81,500,054	$81,426,758	$81,495,400	$67,193,947
Total Expenditures	**$419,367,685**	**$450,994,343**	**$960,924,656**	**$534,492,016**	**$381,976,005**	**$438,063,277**

Appendix C: General Fund Budget Summary

Appropriations by Group and Fund

Public Safety Group

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Public Safety Executive Office	$148,568,567	$86,783,793	$97,568,298	$85,516,831	$92,046,199	$91,057,965
Office of Emergency Services	$29,390,191	$11,958,230	$28,988,050	$19,483,765	$12,347,196	$12,182,909
San Diego County Fire	$83,791,491	$87,121,425	$108,896,253	$89,839,639	$97,336,694	$97,296,962
District Attorney	$262,181,899	$278,633,265	$302,318,374	$290,533,496	$287,941,552	$286,753,037
Child Support Services	$52,504,156	$57,218,788	$57,472,499	$54,833,402	$56,545,679	$56,545,679
Public Defender	$136,020,886	$137,237,189	$144,348,357	$139,962,998	$153,483,905	$148,572,272
Sheriff	$1,222,328,850	$1,265,808,197	$1,420,155,903	$1,285,206,473	$1,351,029,316	$1,291,877,061
Probation	$266,699,078	$321,393,911	$355,691,663	$306,428,082	$344,831,572	$319,241,761
Medical Examiner	$18,138,790	$21,190,505	$23,278,089	$20,769,444	$24,061,058	$23,038,291
Animal Services	$10,702,895	$11,291,522	$11,341,022	$10,625,927	$11,165,616	$11,081,959
Total Revenues	**$2,230,326,803**	**$2,278,636,825**	**$2,550,058,509**	**$2,303,200,056**	**$2,430,788,787**	**$2,337,647,896**

Appendix C: General Fund Budget Summary

Health and Human Services Agency

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Administrative Support	$150,130,579	$173,412,124	$191,520,430	$151,910,315	$175,225,591	$117,126,656
Public Health Services	$198,518,619	$236,791,482	$245,198,540	$184,446,724	$267,270,215	$244,269,097
Behavioral Health Services	$1,003,421,875	$1,156,628,861	$1,294,926,446	$1,167,754,787	$1,257,218,598	$1,254,711,715
Aging & Independence Services	$267,180,676	$304,806,525	$308,735,377	$297,972,218	$312,186,589	$315,554,203
Child and Family Well-Being	$466,082,660	$479,010,650	$518,857,614	$483,325,576	$489,079,178	$490,930,331
Medical Care Services Department	$50,171,318	$55,000,096	$64,426,300	$53,054,098	-	-
Self-Sufficiency Services	$790,276,146	$812,153,773	$825,507,803	$810,939,240	$843,524,725	$839,209,632
Housing & Community Development Services	$49,766,168	$90,918,035	$290,928,729	$109,667,190	$132,968,695	$115,814,813
Homeless Solutions and Equitable Communities	$101,206,456	$112,437,908	$163,185,519	$90,571,437	-	-
Regional Operations	$329,396	-	$6,613	$1,386	-	-
Strategic Planning & Operational Support	$211,584	-	-	$5,293	-	-
Total Revenues	**$3,077,295,478**	**$3,421,159,454**	**$3,903,293,370**	**$3,349,648,263**	**$3,477,473,591**	**$3,377,616,447**

Appendix C: General Fund Budget Summary

Land Use and Environment Group

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Land Use and Environment Executive Office	$12,110,403	$15,139,422	$30,859,496	$13,995,335	$11,866,496	$11,748,776
Department of Environmental Health and Quality	$60,615,987	$67,543,548	$73,315,581	$61,217,614	$69,119,701	$69,467,178
Agriculture, Weights and Measures	$30,717,894	$32,144,967	$38,478,142	$30,780,128	$33,177,456	$33,234,964
Planning and Development Services	$52,072,048	$57,989,755	$112,762,820	$48,904,285	$65,408,417	$63,668,387
Public Works	-$8,152,880	$94,150,329	$113,940,698	$66,804,289	$41,260,701	$40,944,770
Parks and Recreation	$62,411,893	$64,773,813	$87,029,843	$60,798,163	$67,567,754	$67,649,791
Total Revenues	**$209,775,345**	**$331,741,834**	**$456,386,580**	**$282,499,816**	**$288,400,525**	**$286,713,866**

Appendix C: General Fund Summary

Finance and General Government Group

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Board of Supervisors	$15,103,921	$17,499,288	$18,694,424	$16,082,025	$18,647,833	$18,514,635
Clerk of the Board of Supervisors	$5,224,876	$5,582,936	$5,687,698	$5,361,435	$5,809,637	$5,794,029
Chief Administrative Office	$12,677,074	$9,861,046	$14,550,139	$12,026,079	$18,190,890	$14,064,776
Auditor and Controller	$42,942,932	$45,008,589	$51,831,092	$45,851,102	$46,903,662	$46,791,366
County Counsel	$41,105,173	$48,627,799	$48,966,673	$46,279,171	$51,142,840	$50,997,782
County Communications Office	$5,349,552	$4,793,175	$4,889,661	$4,058,828	$4,885,684	$4,817,196
Civil Service Commission	$626,284	$679,181	$681,125	$674,064	$694,517	$688,950
Human Resources	$36,848,290	$37,079,761	$38,083,877	$35,516,251	$35,554,679	$35,087,910
County Technology Office	$16,795,231	$10,576,486	$13,262,835	$11,106,969	$13,453,526	$11,326,836
General Services	-$5,074,396	$2,550,000	$4,843,417	$3,074,268	$2,550,000	$2,550,000
Citizens' Law Enforcement Review Board	$1,722,792	$2,021,071	$2,022,348	$1,908,669	$2,198,159	$2,184,570
Finance & General Government Executive Office	$45,443,458	$34,217,245	$61,199,678	$40,412,684	$32,210,021	$33,742,260
Assessor / Recorder / County Clerk	$76,773,282	$86,736,559	$96,813,435	$79,042,636	$93,524,913	$82,452,157
Treasurer - Tax Collector	$24,036,710	$25,834,479	$28,239,637	$27,076,620	$27,097,721	$26,872,469
Registrar of Voters	$37,142,241	$40,696,569	$48,696,503	$41,637,534	$39,041,524	$40,457,644
Purchasing and Contracting	-$1,985,859	-	-	-	-	-
Grand Jury	$739,138	$789,302	$790,458	$626,785	$797,072	$797,072
Total Revenues	**$355,470,699**	**$372,553,486**	**$439,253,002**	**$370,735,120**	**$392,702,678**	**$377,139,652**

Appendix C: General Fund Budget Summary

Finance Other

Category	Fiscal Year 2023-24 Actuals	Fiscal Year 2024–25 Adopted Budget	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2026-27 Approved Budget
Community Enhancement	$6,070,282	$5,265,490	$6,348,269	$7,408,057	$7,292,120	$5,391,426
Neighborhood Reinvestment Program	$7,455,282	$10,000,000	$10,000,000	$14,743,328	$14,664,990	-
Contributions to Capital Program	$102,305,085	$52,120,000	$3,000,000	$365,124,394	$72,906,759	-
Lease Payments-Bonds	$25,680,512	$25,657,309	$23,459,537	$25,657,309	$24,922,744	$25,538,724
Local Agency Formation Commission Administration	$581,074	$617,716	$682,716	$617,716	$617,716	$682,716
Countywide General Expense	$134,497,981	$129,932,108	$85,982,325	$307,836,237	$162,334,203	$168,248,706
Contributions to County Library	-	-	-	$15,000	-	-
Cash Borrowing Program	-	-	$2,700,000	-	-	$2,700,000
Total Expenditures	**$276,590,216**	**$223,592,623**	**$132,172,847**	**$721,402,041**	**$282,738,533**	**$202,561,572**

Appendix C: General Fund Budget Summary

Total All Group/Agency

	Fiscal Year 2023-24 Actuals	Fiscal Year2024-25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Total	$ 6,125,018,068	$ 6,627,684,222	$ 6,995,461,567	$ 6,359,338,919	$ 6,721,538,428	$ 6,581,679,433

Appendix C: General Fund Budget Summary

Financing Sources

	Fiscal Year 2023-24 Actuals Budget	Fiscal Year 2024-25 Adopted Budget	Fiscal Year 2024-25 Amended Budget	Fiscal Year 2024-25 Actuals	Fiscal Year 2025-26 Adopted Budget	Fiscal Year 2026-27 Approved Budget
Taxes Current Property	$ 935,918,561	$ 976,097,858	$ 976,097,858	$ 984,921,214	$ 1,026,068,890	$ 1,071,000,535
Taxes Other Than Current Secured	706,545,546	706,299,767	706,299,767	751,768,393	754,302,253	784,236,862
Licenses Permits & Franchises	54,310,279	57,769,276	57,769,276	56,985,182	60,572,789	61,053,600
Fines, Forfeitures & Penalties	45,372,065	40,803,303	44,576,006	44,922,338	46,061,350	39,761,302
Revenue From Use of Money & Property	82,333,623	65,829,252	65,829,252	68,213,014	57,929,734	54,166,976
Intergovernmental Revenues	3,465,536,949	3,567,779,609	3,761,685,341	3,466,355,509	3,654,213,604	3,531,355,181
Charges For Current Services	431,432,357	476,005,473	482,392,954	450,262,293	493,850,840	493,560,659
Miscellaneous Revenues	80,030,506	94,467,237	163,419,468	73,729,930	60,690,230	58,644,576
Other Financing Sources	471,345,876	448,444,053	498,149,142	462,181,045	514,467,190	452,005,972
Total Revenues	**$ 6,272,825,762**	**$ 6,433,495,828**	**$ 6,756,219,064**	**$ 6,359,338,919**	**$ 6,668,156,880**	**$ 6,545,785,663**
Fund Balance Component Decreases	51,364,450	68,330,135	113,384,244	-	53,381,548	35,893,770
Use of Fund Balance	(199,172,144)	125,858,259	125,858,259	-	-	-
Total Financing Sources	**$ 6,125,018,068**	**$ 6,627,684,222**	**$ 6,995,461,567**	**$ 6,359,338,919**	**$ 6,721,538,428**	**$ 6,581,679,433**

COUNTY OF SAN DIEGO

Appendix D: Operational Plan Acronyms and Abbreviations

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

DHR: Department of Human Resources
DMV: Department of Motor Vehicles
DO: Department Objective
DPC: Department of Purchasing and Contracting DPR: Department of Parks and Recreation **DPW:** Department of Public Works
DTT: Documentary Transfer Taxes
EDGA: Office of Economic Development and Government Affairs
EDI: Equity, Diversity & Inclusion
EDPP: Enterprise Document Processing Platform
EFC: Extended Foster Care
EIR: Environmental Impact Report EMS: Emergency Medical Services
EOC: Emergency Operations Center
ERAF: Educational Revenue Augmentation Fund
ERG: Employee Resource Groups ERP: Enterprise Resource Planning
ESG: Emergency Solutions Grant
EUI: Energy Use Intensity
EWG: Enterprisewide Goal
EV: Electric Vehicle
FEMA: Federal Emergency Management Agency
FF&E: Furniture, fixtures and equipment
FGG: Finance and General Government Group
FPB: Facilities Planning Board
FSP: Full Service Partnerships
FTE: Full-time equivalent
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GDP: Gross Domestic Product
GFOA: Government Finance Officers Association
GHG: Greenhouse gas
GIS: Geographic Information System
GM: General Manager
GMS: General Management System
GO: General Obligation (bonds)
GPR: General Purpose Revenue
GWOW: Government Without Walls
HACSD: Housing Authority of the County of San Diego
HAVA: Help America Vote Act
HCDS: Housing and Community Development Services
HCV: Hepatitis C virus, Housing Choice Voucher
HEART: Helpfulness, Expertise, Attentiveness, Respect, and Timeliness
HHSA: Health and Human Services Agency
HOME: Home Investment and Partnership Grant
HOPTR: Homeowner's Property Tax Relief
HOPWA: Housing Opportunities for Persons with Aids
HPI: Healthy Places Index
HRC: Human Relations Commission
HUD: U.S. Department of Housing and Urban Development
IHOT: In-Home Outreach Team
IHSS: In-Home Supportive Services
IPTS: Integrated Property Tax System
ISF: Internal Service Fund
IT: Information Technology
IT ISF: Information Technology Internal Service Fund
JEDI: Justice, Equity, Diversity & Inclusion
JELS: Justice Electronic Library System
JPA: Joint Powers Agreement
LEED: Leadership in Energy and Environmental Design
LMS: Learning Management LRBs: Lease Revenue Bonds
LTC: Long-Term Care
LUEG: Land Use and Environment Group
LWSD: Live Well San Diego
M: million
MAA: Medi-Cal Administrative Activities
MASLs: Minimum Acceptable Service Levels
MCRT: Mobile Crisis Response Teams
MCS: Medical Care Service
MECAP: Medical Examiners and Coroners Alert Project
MMCOF: Major Maintenance Capital Outlay Fund
MMIP: Major Maintenance Improvement Plan
MSCP: Multiple Species Conservation Program

NACo: National Association of Counties
OAAS: Office of Audits and Advisory Services
OECLS: Office of Ethics, Compliance & Labor Standards
OERJ: Office of Equity and Racial Justice
OES: Office of Emergency Services
OFP: Office of Financial Planning
OLSE: Office of Labor Standards and Enforcement
OMVA: Office of Military and Veteran Affairs
O&M: Operations and Maintenance
ORR: Office of Revenue and Recovery
OSEJ: Office of Sustainability and Environmental Justice
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
TISI: Trauma-Informed System Initiative
TLCC: Translation, Language and Culture Connection
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
VMT: Vehicle Miles Traveled
WCIRB: Workers' Compensation Insurance Rating Bureau
YDCSS: Youth Development and Community Support Services
ZNE: Zero Net Energy

COUNTY OF SAN DIEGO

Glossary

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 (Supervisorial District) of the county.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

Budget: A financial plan for a single fiscal year that includes expenditures and the means of financing them. The County's annual budget is contained within the Operational Plan and is voted upon by the Board of Supervisors.

Business Process Reengineering (BPR): The fundamental rethinking and redesign of business processes to achieve improvements in critical measures of performance, such as cost, quality, service and/or speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents California's 58 county governments before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that provides cash aid and services to eligible needy California families.

Capital Assets: Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

Capital Assets Equipment: Equipment that includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons and vehicles. An item costing $5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than $5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Costs incurred to construct facilities, purchase fixed assets or to add to the value of an existing fixed asset with a useful life extending beyond one year.

Capital Improvement Needs Assessment (CINA): An annually updated five year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and 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 channel 24 in the south County, or channel 19 in the north as well as on Spectrum (Time Warner) channels 24 or 85 and AT&T U-verse channel 99.

County Operations Center (COC): The central County operations center campus located at 5500 Overland Avenue, San Diego, California. The COC is a 44-acre regional public complex which includes 18 structures and houses 19 departments from all 4
County business groups. The campus includes office and operational functions for County services available to the public as well as the Emergency Operations Center for the region.

County Service Area (CSA): An assessment district comprised of property owners in the unincorporated area who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The three major municipal credit rating agencies include Standard & Poor's, Fitch and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets that will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

Current Liabilities: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

Customer Experience Initiative: An enterprisewide initiative that uses County resources so employees can create improved interactions with community members and stakeholders resulting in a positive overall service encounter with the County of San
Diego.

Customer Service Level: Describes in measurable terms the performance of customer service. Certain goals are defined and the customer service level gives the percentage to which those goals should be achieved.

Debt Service: Annual principal and interest payments that a local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources, for the payment of principal and interest on long-term debt.

Deferred Revenue: Measurable revenue that has been earned but not yet collected until beyond 180 days from the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Department Objectives (DO): Drive an outcome; the outcome may be mandated by State or federal regulations or set by the department rather than from the Enterprisewide Goal focus groups.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): Title used for the General Managers (GMs) of County functional business groups: Public Safety, Land Use and Environment, Health and Human Services Agency, and Finance and General Government Group. 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 thatmeet 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
p rimarily 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: Headed by a General Manager (GM), the highest organizational unit to which a County department/program reports. There are four Groups that include: Public Safety Group (PSG), Health and Human Services Agency (HHSA), Land Use and Environment Group (LUEG), and Finance and General Government Group (FGG).

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 healthcarebased 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.