

CLERK OF THE BOARD OF SUPERVISORS
BOARD OF SUPERVISORS MEETING

TUESDAY, FEBRUARY 25, 2025

Legislative Services Section: (619) 531-5434

INDEX:

Revised Pages

REVISED AGENDA AND BACKUP:

9. CONTINUED ITEM FROM 02/11/2025 (11):
RECEIVE AN UPDATE ON THE COUNTY OF SAN DIEGO'S
STRATEGIC PLANNING PROCESS, ADOPTION OF AN ORDINANCE
AND AMENDMENTS TO BOARD POLICIES RELATED TO THE
COUNTY'S FINANCIAL POLICIES FOR ALIGNMENT TO THE
STRATEGIC PLAN (2/25/2025 - first reading; 3/11/2025 - second reading
unless ordinance is modified on second reading) (DISTRICTS: ALL)

**THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF CHIEF
ADMINISTRATIVE OFFICER**

10. CONTINUED ITEM FROM 02/11/2025 (12):
EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN
(DISTRICTS: ALL)

**THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF VICE-CHAIR
TERRA LAWSON-REMER**

NEW AGENDA PAGES AND BACKUP:

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| | 8. | NOTICED PUBLIC HEARING (TEFRA):
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RESOURCES GROUP INC., AND ITS SUBSIDIARIES, IN AN
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RELATED APPROVALS |
| | 9. | CONTINUED ITEM FROM 02/11/2025 (11):
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STRATEGIC PLANNING PROCESS, ADOPTION OF AN ORDINANCE
AND AMENDMENTS TO BOARD POLICIES RELATED TO THE
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unless ordinance is modified on second reading) |

**THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF THE
CHIEF ADMINISTRATIVE OFFICER**

10. ~~CONTINUED ITEM FROM 02/11/2025 (12):
EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT
THE CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN~~

**THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF
VICE-CHAIR TERRA LAWSON-REMER**

11. SUPPORTING SAFER PRACTICES WHEN SITING BATTERY
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Land Use and
Environment

12. REDUCING FIRE DANGER THROUGH EMERGENCY
ENCAMPMENT CLEARINGS DURING RED FLAG WARNINGS

Closed Session

13. CLOSED SESSION

EQUITY IMPACT STATEMENT

This financing will help to increase the supply of housing, including rental housing for students enrolled in institutions of higher education within the County, in furtherance of State of California legal mandates and in furtherance of the intent of the County's Innovative Housing Trust Fund (Section 232.5 of Article XV of the San Diego County Code of Administrative Regulations) and related policies, to provide safe, affordable housing for the community.

SUSTAINABILITY IMPACT STATEMENT

The proposed action is expected to result in economic benefits for the community by furthering the County's goals to maximize resources, balance priorities, and further the Board's efforts to meet San Diego's housing needs in ways that align with our core values of integrity, belonging, excellence, access, sustainability, and equity. This financing will allow the Borrower to construct, operate and maintain additional housing for the benefit of the County and its residents, including rental housing for students enrolled in institutions of higher education within the County.

FISCAL IMPACT

If approved, the proposal will result in approximately \$991 of unanticipated revenue to be used to reimburse the County for staff costs associated with this non-County financing. There will be no change in net General Fund cost and no additional staff years.

The Borrower will be responsible for the payment of all present and future costs in connection with the issuance of the financing related to the Project. The County will incur no obligation of indebtedness as a result of today's actions.

BUSINESS IMPACT STATEMENT

N/A

9. **SUBJECT:** ~~CONTINUED ITEM FROM 02/11/2025 (11):
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AND AMENDMENTS TO BOARD POLICIES RELATED TO THE
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unless ordinance is modified on second reading) (DISTRICTS: ALL)~~

OVERVIEW

This item was continued to February 25, 2025 at the request of the Chief Administrative Officer.

The County of San Diego (County) is responsible for hundreds of programs, some of them mandated by the State and federal governments, as well as those that the local community and Board of Supervisors (Board) identifies as priorities and needs. These programs provide vital services and support to the region. To plan, operationalize, and evaluate its operations, the County engages in a robust strategic planning process and uses a tool called the General Management System (GMS). These processes ensure that the County is able to respond to and

provide the services the community relies on it for. To respond to community needs, the County updated its General Management System, Strategic Plan, Mission, Vision, and Values on January 11, 2022 (9). The reimagined governing documents for the County built upon the success of the past, identified opportunities for improvements, and provided the ongoing foundation to ensure the County's operations are aligned with the Board's priorities and communities' needs.

The action before the Board today is to receive an update on the implementation of the County's Strategic Plan which serves as the basis for the annual operational planning process. This action also presents the Board with an update on the development and implementation of Key Performance Indicators that will be used to measure the County's long-term success of achieving its strategic initiatives. The General Management System lays out that operational planning occurs annually and is in alignment with the Strategic Plan's direction. To ensure the success of achieving strategic initiatives, today's action will also update several key financial policies to promote the alignment between financial planning activities and advancement of the strategic plan.

RECOMMENDATION(S)

~~CHIEF ADMINISTRATIVE OFFICER~~

~~On February 25, 2025:~~

1. ~~Receive a staff presentation.~~
2. ~~Approve amendments to Board Policy B-29, Fees, Grants, Revenue Contracts—
Department Responsibility for Cost Recovery (Attachment D, on file with the Clerk of
the Board of Supervisors).~~
3. ~~Approve amendments to Board Policy B-65, Financial Management and Long-Term
Obligations Policy (Attachment F, on file with the Clerk of the Board of Supervisors).~~
4. ~~Approve the introduction of the Ordinance:
AN ORDINANCE AMENDING ARTICLE VII OF THE SAN DIEGO COUNTY
ADMINISTRATIVE CODE, RELATING TO BUDGET AND FINANCIAL
PROCEDURES AND APPROPRIATION, REVENUE AND STAFFING
LIMITATIONS.~~

**~~If, on February 25, 2025, the Board takes action as recommended, then, on March 11,
2025:~~**

~~Consider and adopt the Ordinance:~~

~~AN ORDINANCE AMENDING ARTICLE VII OF THE SAN DIEGO COUNTY
ADMINISTRATIVE CODE, RELATING TO BUDGET AND FINANCIAL
PROCEDURES AND APPROPRIATION, REVENUE AND STAFFING
LIMITATIONS.~~

EQUITY IMPACT STATEMENT

Equity is both a Strategic Initiative in the County's Strategic Plan and a County value. The Equity County value means that we apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. The County does this by

using data driven metrics, lived experiences, and the voices of our community through all policies and programs. Strategic Planning and Evaluation and Accountability are core components of the County's General Management System. To effectively measure success of the Strategic Plan, a team of staff experts from across the County who possess unique subject matter expertise and extensive operational knowledge were brought together to review the Strategic Plan and collaborate on the creation of Key Performance Indicators. The team considered the Board of Supervisors' priorities, internal data requirements and availability, community needs, and the needs of our workforce in this process. The resulting Key Performance Indicators will provide a transparent view into the County's operational performance and a clear vision for the County's Strategic Plan.

SUSTAINABILITY IMPACT STATEMENT

Today's action to receive an update on the County's Strategic Plan and the implementation of Key Performance Indicators contributes to County of San Diego Sustainability Goal #1 (Engage the Community) and #2 (Provide Just and Equitable Access). The County's Strategic Plan lays out the path for County operations into the future and includes specific strategic initiatives of Community, Equity, and Sustainability. In addition, adding Key Performance Indicators as a method of measuring success ensures access to information on how the County's services and programs are performing at a broader scale. Receiving this update provides the Board with the opportunity to reaffirm the ongoing commitments within the Strategic Plan and set the vision for continuous improvement in all areas of County services and programs.

FISCAL IMPACT

There is no fiscal impact associated with today's recommended action. There will be no change in General Fund costs and no additional staff years as a result of acting on the recommendations within this Board letter.

BUSINESS IMPACT STATEMENT

N/A

THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF THE CHIEF ADMINISTRATIVE OFFICER

- 10. SUBJECT: ~~CONTINUED ITEM FROM 02/11/2025 (12);~~
~~EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT~~
~~THE CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN-~~
~~(DISTRICTS: ALL)~~**

OVERVIEW

This item was continued to February 25, 2025 at the request of Vice-Chair Lawson-Remer.

The County of San Diego has a long track record of responsible fiscal stewardship and efficient use of taxpayer dollars through results-oriented service delivery. As a custodian of public funds, the County has maintained a focus on providing vital services while avoiding waste and inefficiency.

Forecasts by the County Office of Financial Planning project shifts in the fiscal environment due to declining State and Federal tax revenues. Nearly half of the County's budget depends on State and Federal revenue sources, emphasizing the need for thoughtful, proactive planning to sustain County services. This proposal equips the Board and the County's leadership team with an analysis of potential tools to help the County navigate these headwinds while ensuring continued progress on core service delivery and the adopted Strategic Plan.

In accordance with Board direction, the County has worked to strengthen service delivery in areas outlined in the Strategic Plan such as public safety, mental health and substance use disorder, homelessness, and attainable housing while maintaining top-tier credit ratings and effectively leveraging state and federal resources. Recent accomplishments include:

- **Fire Safety:** Doubling the size of the County's fire response system, improving call response times, increasing firefighter and first responder staffing, expanding fire response infrastructure including Mt. Laguna, Valley Center, and Deer Springs, and investing in advanced tools like fire helicopters that can prevent catastrophic wildfires and assist in remote rescues.
- **Public Safety:** Strengthening law enforcement through expanded staffing, including the addition of over 300 new positions in recent years, and targeted recruitment and retention efforts to address workforce needs. The County has invested in new Sheriff facilities, crime lab, and advanced tools like upgraded body-worn cameras and digital evidence systems to enhance accountability and efficiency.
- **Behavioral Health:** Expanding regional capacity with 6 new crisis stabilization units already serving over 14,000 admissions, supporting additional sober living homes, and adding 200 long-term mental health beds, nearly doubling the region's capacity. Additionally, the launch of mobile crisis response teams (MCRT) staffed by trained clinicians has diverted over 13,000 calls from law enforcement, allowing deputies to focus on crime prevention and community safety.
- **Housing:** The County has recently funded the creation of over 2,000 affordable housing units through the Innovative Housing Trust Fund, while streamlining building codes to encourage senior and assisted living housing and reducing regulatory barriers to construction. The County is on track to exceed regional housing construction goals by over 50%.
- **Homelessness:** Expanding shelter capacity with the creation of over 900 new shelter spaces, including safe parking lots and supportive housing options. The County has also launched targeted prevention initiatives like the Diversion Program and the Senior Shallow Rent Subsidy program, which has kept over 400 at-risk seniors in their homes with a 100% success rate in avoiding homelessness. Outreach teams have provided services to thousands of individuals living in encampments, connecting them with housing, shelter, and behavioral health resources.

- **Unincorporated Service Delivery:** As the primary governmental entity responsible for providing essential services to the 500,000+ residents of San Diego County's unincorporated communities, the County continues to deliver high-quality public safety, road maintenance, emergency response, planning, and environmental health services. With no municipal government in these areas, the County has committed to ensuring efficient service delivery, maintaining infrastructure, and addressing community needs while upholding high standards of customer service and responsiveness.

This progress has been achieved while maintaining the County's strong financial position, including a top-tier credit rating. However, the ability to continue to meet these commitments in the face of a changing fiscal outlook requires proactive financial analysis and planning. This item proposes an in-depth analysis of available municipal finance tools to ensure the County remains fiscally secure and capable of sustaining its commitments amid shifting economic conditions. This analysis will help the County evaluate options for maintaining critical services and infrastructure while continuing to implement the Strategic Plan.

This approach mirrors the Board-approved process requested by the Sheriff's Office in November 2023, which authorized a similar analysis of revenue options to support the public safety and facility modernization called for in the Detention Facilities Strategic Framework Plan. Today's proposal builds on the thoughtful and transparent methodology applied by the Sheriff's Office in November 2023, reflecting the County's tradition of proactive fiscal planning.

This analysis will provide the Board with the information needed to evaluate potential revenue tools thoughtfully and ensure the County is positioned to sustain its commitments responsibly, with a commitment to efficiency, accountability, and the responsible use of taxpayer dollars.

This analysis does not commit the County to pursuing any specific or general strategies or approaches. Rather, it equips the Chief Financial Officer and the Board with data to explore viable options and make informed decisions that align with the Strategic Plan. By conducting this analysis now, we can ensure the County remains financially secure, capable of meeting its current commitments, and adaptable to the challenges of tomorrow.

RECOMMENDATION(S)

~~VICE-CHAIR TERRA LAWSON-REMER~~

- ~~1. In accordance with Section 401(c) of the County Administrative Code, authorize the Director of the Department of Purchasing and Contracting to solicit quotations, and upon successful negotiations and determination of a fair and reasonable price, award contract(s) for consulting services to evaluate the feasibility of local revenue generation and funding options that support the continued delivery of core services in alignment with the Strategic Plan, with a contract option to support the implementation of any such initiatives selected by the Board, and to amend the contract(s) as needed to reflect changes to services and funding. The solicitation shall include selection criteria to ensure the consultant team possesses extensive experience in public opinion research, stakeholder engagement, revenue measure design, ballot measure planning and strategic implementation. The team should have a proven track record in San Diego County, particularly in collaboration with public agencies, non-governmental organizations, and local governments on similar projects, with a strong preference for recent experience working with the County of San Diego specifically on similar projects. Additionally, the~~

~~consultant team must demonstrate a history of successfully guiding revenue measures through public approval processes. The consultant should evaluate implementation considerations and voter attitudes for potential revenue streams, including but not limited to, a Documentary Transfer Tax, Transaction and Use Tax, a Sales Tax, and a Stormwater District. The analysis should focus on identifying revenue mechanisms that yield the highest potential return while having the greatest likelihood of successful adoption and implementation, including consideration of voter thresholds. The analysis will also consider community values, stakeholder input, Board Member input, County priorities, and strategies that have the potential to leverage State and Federal resources. The analysis may potentially also examine the feasibility of partnerships with other municipalities to pursue joint revenue strategies or coordinated funding initiatives.~~

- ~~2. Direct the Chief Administrative Officer (CAO) to provide a preliminary memo to the Board by July 1, 2025, summarizing progress to date and any early insights. The CAO should return to the Board by the August 26, 2025, Board Meeting to present the consultant's initial report, findings, and recommendations. The CAO's return to the Board should include options for possible next steps, including but not limited to, implementation strategies and potential public education and outreach that could support and build on the consultant's recommendations.~~

EQUITY IMPACT STATEMENT

This proposal directly supports the County's commitment to aligning services with community priorities and ensuring that taxpayer resources are used effectively and transparently. By identifying responsible funding solutions, this initiative aims to ensure that essential services remain accessible to all residents while promoting fairness and opportunity across the County. By identifying sustainable solutions for critical service areas such as behavioral health, public safety, and infrastructure, this initiative aims to support the Board's recent efforts to close service gaps that have disproportionately affected marginalized and underserved communities across San Diego County.

SUSTAINABILITY IMPACT STATEMENT

This proposal advances the County's commitment to environmental sustainability by exploring fiscally responsible funding solutions to support programs such as those that protect natural resources, improve stormwater infrastructure, reduce pollution, and enhance climate resilience. By aligning these efforts with the Board's adopted sustainability goals, this analysis will allow this Board to ensure the County is poised to meet regulatory requirements and maintain critical environmental services without compromising its financial health or future obligations

FISCAL IMPACT

Funds for this request are not included in the Fiscal Year 2024-25 Operational Plan in the Finance and General Government Group Executive Office, Office of Financial Planning. If approved by the Board, funding of \$400,000, could be provided redirecting budgeted appropriations of General Purpose Revenue currently allocated to the Office of Financial Planning for information technology costs, and would not impact service delivery. There will be no change in net General Fund cost and no additional staff years.

BUSINESS IMPACT STATEMENT

N/A

THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF VICE-CHAIR TERRA LAWSON-REMER

Homeless encampments, often located in canyons, riverbeds, and other fire-prone areas, add an unpredictable and dangerous element to this equation. Open flames used for cooking and warmth, combined with flammable debris and a lack of fire prevention measures, pose a serious fire hazard-not only to surrounding communities but also to those living within the encampments themselves.

Today's action prioritizes public safety by directly addressing the fire risks posed by homeless encampments and implementing proactive fire prevention measures. By improving the process of emergency encampment clearings to address fire risk, we can significantly reduce the likelihood of devastating wildfires. Wildfires do not recognize jurisdictional boundaries, making regional coordination essential. Therefore, today's action also calls for collaboration with neighboring jurisdictions to enhance fire prevention efforts and strengthen public safety across the region.

RECOMMENDATION(S)

SUPERVISOR JIM DESMOND

1. Direct the Chief Administrative Officer to return to the Board in 90 days with (1) a report on current County policies and practices on removal of illegal encampments, including emergency removal based on fire risk; (2) recommendations to improve the process of removing illegal encampments.
2. Direct the Chief Administrative Officer to identify high fire-risk areas within the County that have significant homeless encampments and prioritize these locations for removal and the issuance of stay-away orders as deemed appropriate.
3. Direct the Chief Administrative Officer to work with other jurisdictions interested in implementing similar measures to enhance regional fire prevention efforts.

EQUITY IMPACT STATEMENT

The year-round threat of wildfires disproportionately impacts rural, low-income, and underserved communities in San Diego County, where limited water infrastructure and resources heighten vulnerabilities. About 79% of the County's unincorporated area is designated as High or Very High Fire Hazard Severity Zones. More than 80% of County Fire's jurisdictional area qualifies as a disadvantaged unincorporated community based on a San Diego Local Agency Formation Commission report on funding, administration, and performance of the former County Service Area No. 135 (now San Diego County Fire Protection District).

SUSTAINABILITY IMPACT STATEMENT

This proposed action contributes to the County of San Diego's Sustainability Goal of protecting the health and well-being of all San Diegan residents. Enhancing public safety is of paramount priority for the County's more vulnerable residents.

FISCAL IMPACT

Funds for the actions requested in Recommendation 1 are included in the Fiscal Year 2024-25 Operational Plan for the Departments of Park and Recreation, Public Works and Planning and Development Services based on existing staff time. There will be no change in net General Fund

cost and no additional staff years associated with Recommendation 1. There may be fiscal impacts associated with future related recommendations which staff would return to the Board for consideration and approval.

Funds for the action requested in Recommendation 2 are included in the Fiscal Year 2024-25 Operational Plan in for the Departments of Park and Recreation, Public Works and Planning and Development Services based on existing staff time. There may be additional fiscal impacts associated with future encampment abatements. Depending on the number and complexity of the abatements, additional funding may need to be identified. There will be no change in net General Fund cost and no additional staff years associated with Recommendation 2.

Funds for the action requested in Recommendation 3 are included in the Fiscal Year 2024-25 Operational Plan in County Fire and Office of Emergency Services based on existing staff time. There will be no change in net General Fund cost and no additional staff years associated with Recommendation 3.

BUSINESS IMPACT STATEMENT

N/A

13. SUBJECT: CLOSED SESSION (DISTRICTS: ALL)

OVERVIEW

A. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
(Paragraph (1) of subdivision (d) of Section 54956.9)
Gabriela Ivanova v. County of San Diego, et al.; San Diego Superior Court Case
No. 37-2024-00022390-CU-PA-CTL.



COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

VACANT
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

MONICA MONTGOMERY STEPPE
Fourth District

JIM DESMOND
Fifth District

DATE: February 25, 2025 and March 11, 2025

09

TO: Board of Supervisors

SUBJECT

RECEIVE AN UPDATE ON THE COUNTY OF SAN DIEGO'S STRATEGIC PLANNING PROCESS, ADOPTION OF AN ORDINANCE AND AMENDMENTS TO BOARD POLICIES RELATED TO THE COUNTY'S FINANCIAL POLICIES FOR ALIGNMENT TO THE STRATEGIC PLAN (2/25/2025 - first reading; 3/11/2025 - second reading unless ordinance is modified on second reading) (DISTRICTS: ALL)

OVERVIEW

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The action before the Board today is to receive an update on the implementation of the County's Strategic Plan which serves as the basis for the annual operational planning process. This action also presents the Board with an update on the development and implementation of Key Performance Indicators that will be used to measure the County's long-term success of achieving its strategic initiatives. The General Management System lays out that operational planning occurs annually and is in alignment with the Strategic Plan's direction. To ensure the success of achieving strategic initiatives, today's action will also update several key financial policies to promote the alignment between financial planning activities and advancement of the strategic plan.

SUBJECT: RECEIVE AN UPDATE ON THE COUNTY OF SAN DIEGO'S STRATEGIC PLANNING PROCESS, ADOPTION OF AN ORDINANCE AND AMENDMENTS TO BOARD POLICIES RELATED TO THE COUNTY'S FINANCIAL POLICIES FOR ALIGNMENT TO THE STRATEGIC PLAN (2/25/2025 - first reading; 3/11/2025 - second reading unless ordinance is modified on second reading)

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

On February 25, 2025:

- ~~1. Receive a staff presentation.~~
- ~~2. Approve amendments to Board Policy B-29, Fees, Grants, Revenue Contracts—
Department Responsibility for Cost Recovery (Attachment D, on file with the Clerk of
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- ~~4. Approve the introduction of the Ordinance:~~

~~AN ORDINANCE AMENDING ARTICLE VII OF THE SAN DIEGO COUNTY
ADMINISTRATIVE CODE, RELATING TO BUDGET AND FINANCIAL
PROCEDURES AND APPROPRIATION, REVENUE AND STAFFING
LIMITATIONS~~

If, on February 25, 2025, the Board takes action as recommended, then, on March 11, 2025:

- ~~5. Consider and adopt the Ordinance:~~

~~AN ORDINANCE AMENDING ARTICLE VII OF THE SAN DIEGO COUNTY
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EQUITY IMPACT STATEMENT

Equity is both a Strategic Initiative in the County's Strategic Plan and a County value. The Equity County value means that we apply an equity lens to appropriately design programs and services so that underserved communities have equitable opportunities. The County does this by using data driven metrics, lived experiences, and the voices of our community through all policies and programs. Strategic Planning and Evaluation and Accountability are core components of the County's General Management System. To effectively measure success of the Strategic Plan, a team of staff experts from across the County who possess unique subject matter expertise and extensive operational knowledge were brought together to review the Strategic Plan and collaborate on the creation of Key Performance Indicators. The team considered the Board of Supervisors' priorities, internal data requirements and availability, community needs, and the needs of our workforce in this process. The resulting Key Performance Indicators will provide a

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transparent view into the County's operational performance and a clear vision for the County's Strategic Plan.

SUSTAINABILITY IMPACT STATEMENT

Today's action to receive an update on the County's Strategic Plan and the implementation of Key Performance Indicators contributes to County of San Diego Sustainability Goal #1 (Engage the Community) and #2 (Provide Just and Equitable Access). The County's Strategic Plan lays out the path for County operations into the future and includes specific strategic initiatives of Community, Equity, and Sustainability. In addition, adding Key Performance Indicators as a method of measuring success ensures access to information on how the County's services and programs are performing at a broader scale. Receiving this update provides the Board with the opportunity to reaffirm the ongoing commitments within the Strategic Plan and set the vision for continuous improvement in all areas of County services and programs.

FISCAL IMPACT

There is no fiscal impact associated with today's recommended action. There will be no change in General Fund costs and no additional staff years as a result of acting on the recommendations within this Board letter.

BUSINESS IMPACT STATEMENT

N/A

THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF THE CHIEF ADMINISTRATIVE OFFICER

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

In 1998, the San Diego County Board of Supervisors (Board) adopted its General Management System (GMS) with the specific intent of bringing a new approach to address the financial and programmatic challenges the County of San Diego (County) faced. With a focus on instituting management disciplines and accountability, the County developed its first GMS by adapting various private sector management models to a public sector environment. The GMS was revisited in 2007 and continued along with the adoption of Board Policy A-136, Use of County of San Diego General Management System for Administration of County Operations. On January 11, 2022 (9), the Board received an update on revitalizing the GMS. This reimagined GMS¹ centers ongoing community engagement at the core of the County's management principles and includes the following components for managing County operations:

- **Strategic Planning:** A five-year plan to detail what we are doing and where we are going for the community and our employees.

¹ More information about the General Management System and the County of San Diego's vision, mission, and values is available at <https://www.sandiegocounty.gov/content/sdc/cao/gms.html>

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- **Operational Planning:** A two-year plan for prioritizing and allocating resources, both financial dollars and staff time, to the programs and services that will support the County's goals and desired outcomes. Operational planning occurs annually and is in alignment with the Strategic Plan's direction. Any challenges and changing economic conditions expected to impact the County in the coming years are considered to maintain long term solvency.
- **Evaluation and Accountability:** Consistent, data-driven analysis of programs and services to provide the public with the outcomes they need, and the Board of Supervisors with the background and results to make appropriate policy decisions.
- **Continuous Collaboration:** Working together across County departments to serve the community with the most effective, efficient, and accessible services.
- **Employee Investment and Satisfaction:** Working to engage and inspire our workforce, attract and retain talent to our organization, and highlight the meaningful contributions of our County team.

Strategic Plan and Key Performance Indicators

While County departments and programs all track various metrics and data to support operational and policy decision making, the County has been operating without established enterprise-wide Key Performance Indicators that measure the Strategic Plan's success.

Key Performance Indicators are quantifiable measurements used to gauge an organization's overall long-term performance. They assist in determining strategic, financial, and operational achievements as well as areas for opportunity to improve service delivery for our communities. Having enterprise-wide Key Performance Indicators to measure the progress towards the County's Strategic Plan aligns with the Evaluation and Accountability component of the General Management System. Key Performance Indicators will also play a vital role in the Operational Planning component of the GMS as they will give insight into if the County is meeting its stated strategic initiatives and goals which can in turn inform resource allocation decision making.

To develop the Key Performance Indicators, additional vision statements that summarize various aspects of each of the strategic initiatives' goals needed to be developed. The strategic vision statements are the overarching idea that the County believes would be achieved if all the strategic goals are met. The Key Performance Indicators then measure the success of achieving those visions. All strategic initiatives with their vision statements and Key Performance Indicators are included in Attachment A of this Board letter.

SUBJECT: RECEIVE AN UPDATE ON THE COUNTY OF SAN DIEGO'S STRATEGIC PLANNING PROCESS, ADOPTION OF AN ORDINANCE AND AMENDMENTS TO BOARD POLICIES RELATED TO THE COUNTY'S FINANCIAL POLICIES FOR ALIGNMENT TO THE STRATEGIC PLAN (2/25/2025 - first reading; 3/11/2025 - second reading unless ordinance is modified on second reading)

An example of this is demonstrated in the table below for the strategic initiative of Empower:

EMPOWER	
<i>Our County team feels valued, engaged, and that they belong.</i>	
Strategic Goals <i>Workforce</i> <ul style="list-style-type: none"> Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best. 	Key Performance Indicators <ul style="list-style-type: none"> Overall level of employee engagement Workforce demographics Internal career opportunities for our employees Workforce retention rate HEART customer service scores Collaboration with labor partners
<i>Community trust is strengthened by being open, responsible, and finding new ways to improve.</i>	
Strategic Goals <i>Transparency and Accountability</i> <ul style="list-style-type: none"> Maintain program and fiscal integrity through reports, disclosures, and audits. <i>Innovation</i> <ul style="list-style-type: none"> Foster new ideas and the implementation of proven best practices to achieve organizational excellence. 	Key Performance Indicators <ul style="list-style-type: none"> Percent of County programs with transparent and accessible information Processes or programs that increase efficiencies and accountability

The Key Performance Indicators will make their first official appearance in the Fiscal Years 2025-27 CAO Recommended Operational Plan. In addition, the Office of Evaluation, Performance, and Analytics will publish a public scorecard/dashboard with the Key Performance Indicators linked to existing Operational Plan metrics in September 2025, providing the Board and public with a look at where the County is in meeting its strategic initiatives.

To implement the Key Performance Indicators, all County departments and offices will review their existing Operational Plan metrics and seek alignment with the Key Performance Indicators. Where necessary, the CAO's office staff will collaborate with program staff to develop new metrics through existing or newly collected data that aligns with the enterprise-wide Key Performance Indicators for the Fiscal Years 2026-28 Operational Plan. During this alignment phase of implementation, the Key Performance Indicators may need to be rephrased or modified to ensure they are capturing and reporting on the best possible metrics.

Strategic Financial Policy Updates

The General Management System lays out that operational planning occurs annually and is in alignment with the Strategic Plan's direction. Any challenges and changing economic conditions

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expected to impact the County in the coming years are considered to maintain long term solvency. Today's action recommends several changes to key County financial policies to ensure financial planning activities support the strategic plan. The recommendations are:

Amendments to the General Fund Balances and Reserves Policy (Attachment B):

Amendments are recommended to the San Diego County Code of Administrative Ordinances (Administrative Code) Section 113.1 related to General Fund Balances and Reserves. The proposed amendments will directly reflect the Government Finance Officers Association (GFOA) fund balance guidelines for the general fund, which recommends a minimum of unrestricted budgetary fund balance in the general fund of no less than two months of regular general fund operating expenditures. The current Administrative Code is based on this GFOA recommendation along with additional restrictions related to the General Fund Reserve minimum requirement and calculation. This current language reflects the information available when the Administrative Code was last substantially updated to include guidance for fund balance and reserves in 2017. Since this time, the County has seen first-hand the impacts of a global pandemic and regional natural disasters, and has a fuller appreciation of the use of the General Fund fund balance and the Reserve during these impactful events. Besides the GFOA recommendation, today's updates also reflect other industry perspectives, specifically the criteria used by rating agencies in reviewing fund balance and reserves.

Proposed amendments to the Administrative Code do not change the requirement for a General Fund Reserve that is two months of General Fund expenses, but removes the specific restrictions of how the Reserve minimum is calculated and determined (i.e. to administratively allow the exclusion of one time spending fluctuations such as those related to the American Rescue Plan Act), and includes additional amendments providing guidance for uses of General Fund balances and the Reserve. This will ensure the County's financial resources are directed towards the implementation of the County's strategic initiatives, which include aligning the County's resources with services to maintain long-term fiscal stability as well as engaged, safe, resilient and healthy communities, an empowered workforce, an equitable justice system, and a sustainable environment.

Amendments to Revenue Contracts and Grants Policies (Attachment D): Amendments are recommended to Board Policy B-29 related to full cost recovery as it relates to departmental operations related to fees and pursuing funding through external revenue or grants. The recommended revisions provide guidance to departments to actively maintain fee structures and pursue funding opportunities that support the County's Strategic Initiatives as identified within the County's Strategic Plan.

Amendments to Financial Management and Long-Term Obligations Policy (Attachment F):

Amendments are recommended to Board Policy B-65 in order to clearly tie the County's long term financial planning to implementation of the County's Strategic Plan. Additionally, key

SUBJECT: RECEIVE AN UPDATE ON THE COUNTY OF SAN DIEGO'S STRATEGIC PLANNING PROCESS, ADOPTION OF AN ORDINANCE AND AMENDMENTS TO BOARD POLICIES RELATED TO THE COUNTY'S FINANCIAL POLICIES FOR ALIGNMENT TO THE STRATEGIC PLAN (2/25/2025 - first reading; 3/11/2025 - second reading unless ordinance is modified on second reading)

management practices related to the use of General Fund fund balance and other one-time resources, which are noted in Administrative Code, have been restated and added.

Recommendations

The actions before the Board today are to receive an update on the County of San Diego's Strategic Planning process as well as consider and approve changes to the County's Strategic Financial Policies.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

Today's proposed action to receive an update on the County of San Diego's Strategic Planning process is in direct alignment with the County's General Management System and its Mission, Vision, and Values.

Respectfully submitted,



EBONY N. SHELTON
Chief Administrative Officer

ATTACHMENT(S)

Attachment A – County of San Diego Strategic Plan and Key Performance Indicators

Attachment B – AN ORDINANCE AMENDING ARTICLE VII OF THE SAN DIEGO COUNTY ADMINISTRATIVE CODE, RELATING TO BUDGET AND FINANCIAL PROCEDURES AND APPROPRIATION, REVENUE AND STAFFING LIMITATIONS

(Clean)

Attachment C – AN ORDINANCE AMENDING ARTICLE VII OF THE SAN DIEGO COUNTY ADMINISTRATIVE CODE, RELATING TO BUDGET AND FINANCIAL PROCEDURES AND APPROPRIATION, REVENUE AND STAFFING LIMITATIONS

(Info)

Attachment D – Board Policy B-29 (Clean)

Attachment E - Board Policy B-29 (Info)

Attachment F – Board Policy B-65 (Clean)

Attachment G – Board Policy B-65 (Info)

Attachment H- Summary of the proposed Ordinance

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TERRA LAWSON-REMER

VICE-CHAIR

**SUPERVISOR, THIRD DISTRICT
SAN DIEGO COUNTY BOARD OF SUPERVISORS**

AGENDA ITEM

DATE: February 25, 2025

10

TO: Board of Supervisors

SUBJECT

**CONTINUED ITEM FROM 02/11/2025 (12):
EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN (DISTRICTS: ALL)**

OVERVIEW

This item was continued to February 25, 2025 at the request of Vice-Chair Lawson-Remer.

The County of San Diego has a long track record of responsible fiscal stewardship and efficient use of taxpayer dollars through results-oriented service delivery. As a custodian of public funds, the County has maintained a focus on providing vital services while avoiding waste and inefficiency.

Forecasts by the County Office of Financial Planning project shifts in the fiscal environment due to declining State and Federal tax revenues. Nearly half of the County's budget depends on State and Federal revenue sources, emphasizing the need for thoughtful, proactive planning to sustain County services. This proposal equips the Board and the County's leadership team with an analysis of potential tools to help the County navigate these headwinds while ensuring continued progress on core service delivery and the adopted Strategic Plan.

In accordance with Board direction, the County has worked to strengthen service delivery in areas outlined in the Strategic Plan such as public safety, mental health and substance use disorder, homelessness, and attainable housing while maintaining top-tier credit ratings and effectively leveraging state and federal resources. Recent accomplishments include:

- **Fire Safety:** Doubling the size of the County's fire response system, improving call response times, increasing firefighter and first responder staffing, expanding fire response infrastructure including Mt. Laguna, Valley Center, and Deer Springs, and investing in advanced tools like fire helicopters that can prevent catastrophic wildfires and assist in remote rescues.

**SUBJECT: EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
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- **Public Safety:** Strengthening law enforcement through expanded staffing, including the addition of over 300 new positions in recent years, and targeted recruitment and retention efforts to address workforce needs. The County has invested in new Sheriff facilities, crime lab, and advanced tools like upgraded body-worn cameras and digital evidence systems to enhance accountability and efficiency.
- **Behavioral Health:** Expanding regional capacity with 6 new crisis stabilization units already serving over 14,000 admissions, supporting additional sober living homes, and adding 200 long-term mental health beds, nearly doubling the region's capacity. Additionally, the launch of mobile crisis response teams (MCRT) staffed by trained clinicians has diverted over 13,000 calls from law enforcement, allowing deputies to focus on crime prevention and community safety.
- **Housing:** The County has recently funded the creation of over 2,000 affordable housing units through the Innovative Housing Trust Fund, while streamlining building codes to encourage senior and assisted living housing and reducing regulatory barriers to construction. The County is on track to exceed regional housing construction goals by over 50%.
- **Homelessness:** Expanding shelter capacity with the creation of over 900 new shelter spaces, including safe parking lots and supportive housing options. The County has also launched targeted prevention initiatives like the Diversion Program and the Senior Shallow Rent Subsidy program, which has kept over 400 at-risk seniors in their homes with a 100% success rate in avoiding homelessness. Outreach teams have provided services to thousands of individuals living in encampments, connecting them with housing, shelter, and behavioral health resources.
- **Unincorporated Service Delivery:** As the primary governmental entity responsible for providing essential services to the 500,000+ residents of San Diego County's unincorporated communities, the County continues to deliver high-quality public safety, road maintenance, emergency response, planning, and environmental health services. With no municipal government in these areas, the County has committed to ensuring efficient service delivery, maintaining infrastructure, and addressing community needs while upholding high standards of customer service and responsiveness.

This progress has been achieved while maintaining the County's strong financial position, including a top-tier credit rating. However, the ability to continue to meet these commitments in the face of a changing fiscal outlook requires proactive financial analysis and planning. This item proposes an in-depth analysis of available municipal finance tools to ensure the County remains fiscally secure and capable of sustaining its commitments amid shifting economic conditions. This analysis will help the County evaluate options for maintaining critical services and infrastructure while continuing to implement the Strategic Plan.

**SUBJECT: EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN
(DISTRICTS: ALL)**

This approach mirrors the Board-approved process requested by the Sheriff's Office in November 2023, which authorized a similar analysis of revenue options to support the public safety and facility modernization called for in the Detention Facilities Strategic Framework Plan. Today's proposal builds on the thoughtful and transparent methodology applied by the Sheriff's Office in November 2023, reflecting the County's tradition of proactive fiscal planning.

This analysis will provide the Board with the information needed to evaluate potential revenue tools thoughtfully and ensure the County is positioned to sustain its commitments responsibly, with a commitment to efficiency, accountability, and the responsible use of taxpayer dollars.

This analysis does not commit the County to pursuing any specific or general strategies or approaches. Rather, it equips the Chief Financial Officer and the Board with data to explore viable options and make informed decisions that align with the Strategic Plan. By conducting this analysis now, we can ensure the County remains financially secure, capable of meeting its current commitments, and adaptable to the challenges of tomorrow.

**RECOMMENDATION(S)
~~VICE-CHAIR TERRA LAWSON-REMER~~**

- ~~1. In accordance with Section 401(c) of the County Administrative Code, authorize the Director of the Department of Purchasing and Contracting to solicit quotations, and upon successful negotiations and determination of a fair and reasonable price, award contract(s) for consulting services to evaluate the feasibility of local revenue generation and funding options that support the continued delivery of core services in alignment with the Strategic Plan, with a contract option to support the implementation of any such initiatives selected by the Board, and to amend the contract(s) as needed to reflect changes to services and funding. The solicitation shall include selection criteria to ensure the consultant team possesses extensive experience in public opinion research, stakeholder engagement, revenue measure design, ballot measure planning and strategic implementation. The team should have a proven track record in San Diego County, particularly in collaboration with public agencies, non-governmental organizations, and local governments on similar projects, with a strong preference for recent experience working with the County of San Diego specifically on similar projects. Additionally, the consultant team must demonstrate a history of successfully guiding revenue measures through public approval processes. The consultant should evaluate implementation considerations and voter attitudes for potential revenue streams, including but not limited to, a Documentary Transfer Tax, Transaction and Use Tax, a Sales Tax, and a Stormwater District. The analysis should focus on identifying revenue mechanisms that yield the highest potential return while having the greatest likelihood of successful adoption and implementation, including consideration of voter thresholds. The analysis will also consider community values, stakeholder input, Board Member input, County priorities, and strategies that have the potential to leverage State and Federal resources. The analysis may potentially also examine the feasibility of partnerships with other municipalities to pursue joint revenue strategies or coordinated funding initiatives.~~

SUBJECT: EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN (DISTRICTS: ALL)

- ~~2. Direct the Chief Administrative Officer (CAO) to provide a preliminary memo to the Board by July 1, 2025, summarizing progress to date and any early insights. The CAO should return to the Board by the August 26, 2025, Board Meeting to present the consultant's initial report, findings, and recommendations. The CAO's return to the Board should include options for possible next steps, including but not limited to, implementation strategies and potential public education and outreach that could support and build on the consultant's recommendations.~~

EQUITY IMPACT STATEMENT

This proposal directly supports the County's commitment to aligning services with community priorities and ensuring that taxpayer resources are used effectively and transparently. By identifying responsible funding solutions, this initiative aims to ensure that essential services remain accessible to all residents while promoting fairness and opportunity across the County. By identifying sustainable solutions for critical service areas such as behavioral health, public safety, and infrastructure, this initiative aims to support the Board's recent efforts to close service gaps that have disproportionately affected marginalized and underserved communities across San Diego County.

SUSTAINABILITY IMPACT STATEMENT

This proposal advances the County's commitment to environmental sustainability by exploring fiscally responsible funding solutions to support programs such as those that protect natural resources, improve stormwater infrastructure, reduce pollution, and enhance climate resilience. By aligning these efforts with the Board's adopted sustainability goals, this analysis will allow this Board to ensure the County is poised to meet regulatory requirements and maintain critical environmental services without compromising its financial health or future obligations

FISCAL IMPACT

Funds for this request are not included in the Fiscal Year 2024-25 Operational Plan in the Finance and General Government Group Executive Office, Office of Financial Planning. If approved by the Board, funding of \$400,000, could be provided redirecting budgeted appropriations of General Purpose Revenue currently allocated to the Office of Financial Planning for information technology costs, and would not impact service delivery. There will be no change in net General Fund cost and no additional staff years.

BUSINESS IMPACT STATEMENT

N/A

THIS ITEM HAS BEEN WITHDRAWN AT THE REQUEST OF VICE-CHAIR TERRA LAWSON-REMER

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

The County of San Diego has consistently prioritized responsible financial management to meet the needs of its residents while maintaining one of the strongest fiscal positions in the state. By

**SUBJECT: EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
CONTINUED IMPLEMENTATION OF THE STRATEGIC PLAN
(DISTRICTS: ALL)**

focusing on core services, maximizing the efficient use of taxpayer dollars, and leveraging State and Federal funding, the County has achieved significant progress in service delivery while maintaining top-tier credit ratings.

Nearly half of the County's revenue is sourced from State and Federal funding streams. However, economic forecasts project significant reductions in State and Federal tax revenues, driven by factors such as slowing economic growth, inflationary pressures, and declining federal emergency funding streams. These budgetary concerns are further compounded by ongoing uncertainty surrounding federal policy, including potential cuts to domestic funding programs. If enacted, these policies could reduce critical financial support to local governments, disrupt key industries, and weaken the County's ability to sustain core services.

Potential impacts of these fiscal constraints include delays or reductions in public safety investments, housing and homelessness initiatives, and behavioral health services—all of which are critical to maintaining community well-being. Increased economic instability could result in job losses and housing displacement, while reductions in federal and state assistance programs could undermine access to healthcare, mental health services, and emergency support systems. Public safety programs that depend on federal support could face staffing shortages, delays in technology upgrades, or deferred infrastructure improvements. Additionally, disruptions to cross-border trade and San Diego's regional economy—particularly in manufacturing, life sciences, and logistics—could directly impact the County's General Fund, which relies on revenues from a thriving local economy.

Given the scope of these challenges, the County must act now to assess potential revenue options and identify sustainable funding mechanisms that will enable it to continue meeting its operational goals and strategic priorities. Exploring opportunities to maximize external financial resources, such as leveraging additional State and Federal matching funds, will be essential to mitigating the effects of declining revenues. Additionally, the County must evaluate whether strategic partnerships with other municipalities could provide opportunities for joint revenue strategies or coordinated funding initiatives that maximize efficiencies and resources. This evaluation should consider both policy feasibility and public opinion perspectives, ensuring that any proposed collaboration aligns with legal frameworks, governance structures, and opinion research feasibility.

In November 2023, the Board unanimously approved a similar financial analysis proposed by the Sheriff's Office to explore revenue options to modernize detention facilities and strengthen public safety services. Today's proposal builds on this precedent by taking a broader, enterprise-wide approach to evaluate the tools available to sustain critical services while preserving the County's fiscal health.

To address these challenges, the proposed analysis could follow a phased approach to explore potential revenue options and assess their feasibility. For example, an initial phase could focus on an opinion research viability assessment to establish a baseline understanding of public attitudes towards potential revenue mechanisms. Subsequent phases could refine policy options through

**SUBJECT: EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
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additional opinion research and community engagement, such as focus groups, to provide a deeper understanding of public priorities and potential trade-offs. The final phase could culminate in a comprehensive benchmark survey to assess the viability of specific revenue mechanisms, voter attitudes at various passage thresholds, and actionable insights to guide next steps.

The consultant's analysis should specifically include an evaluation of the implementation considerations and voter attitudes for potential revenue streams, including a Documentary Transfer Tax, Transaction and Use Tax, a Sales Tax, and a Stormwater District. The analysis should focus on identifying revenue mechanisms that yield the highest potential return while having the greatest likelihood of successful adoption and implementation, including consideration of voter thresholds. The consultant should be empowered to work collaboratively with appropriate County staff and leverage existing consultant expertise to ensure that relevant funding mechanisms are thoroughly analyzed and well understood. This collaboration will ensure alignment with the County's fiscal policies, legal considerations, and operational priorities, allowing for a comprehensive assessment of revenue options and their implementation feasibility. The analysis should also consider community values, stakeholder input, Board member input, County priorities, and strategies that have the potential to leverage State and federal resources. The analysis may potentially also examine the feasibility of partnerships with other municipalities to pursue joint revenue strategies or coordinated funding initiatives. The consultant is encouraged to leverage existing data resources and analysis to efficiently and effectively complete the assessment.

The CAO shall return to the Board by August 26, 2025, to present the initial report, ensuring the Board receives a detailed analysis of potential funding options. To assist with stakeholder engagement, the consultant shall have the flexibility to share preliminary findings throughout the process, ensuring that decision-making is informed by real-time insights and community feedback. The initial report should be shared with stakeholders upon completion.

The initial report shall provide the Board and the public with the full materials (polling, stakeholder outreach, etc.) that informed the analysis, as well as present the Board with a variety of potential revenue packages, each incorporating different combinations of fiscal tools and policy alignments based on feasibility, public support, coalition and messaging considerations at relevant voter passage thresholds. The consultant will assess the political viability, stakeholder landscape, and implementation pathways for each package, providing strategic recommendations for alignment with County and community priorities and potential coalition-building efforts.

This phased approach ensures that each step of the process builds on the findings of the previous phase, allowing for adjustments based on data and community input, while providing the Board with actionable insights at every stage. By initiating this work now, the County can plan responsibly to sustain its commitments and adapt to evolving fiscal challenges.

The procurement of this consultant contract should evaluate the consultant's experience in public opinion research, stakeholder engagement, tax policy, revenue measure design, ballot measure planning and strategic implementation, and municipal finance. The consultant should have a proven track record of success in San Diego County, particularly in collaboration with public

SUBJECT: EVALUATING SUSTAINABLE FUNDING OPTIONS TO SUPPORT THE
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agencies, non-governmental organizations, and local governments on similar projects, and with an strong emphasis on recent experience working with the County of San Diego specifically on similar projects. Additionally, the successful consultant should be able to demonstrate a history of successfully guiding revenue measures through public approval processes.

The challenges in our communities are significant. The County has made historic investments in public safety, behavioral health, and housing—adding new fire stations, expanding crisis stabilization units, and developing innovative housing programs. However, rising demand for services, aging infrastructure, and the unpredictability of State and Federal support necessitate a proactive process to evaluate long-term funding solutions.

This proposal ensures the County remains positioned to meet these challenges by initiating a thoughtful analysis of available municipal finance tools. By taking this step now, the County can plan responsibly, sustain critical commitments, and continue serving its residents with the efficiency and accountability they expect.

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN

This proposal aligns with the County of San Diego's 2025–2030 Strategic Plan by advancing the goals of the Health, Sustainability, and Community pillars. By exploring fiscally responsible funding mechanisms for the priorities outlined in the Strategic Plan this proposal supports the County's commitment to the "Live Well San Diego" vision of building better health, living safely, and thriving in sustainable, equitable communities. By conducting this analysis, the Board can ensure that critical services remain aligned with the County's strategic goals while maintaining long-term fiscal health.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Terra Lawson-Remer', with a stylized, flowing script.

TERRA LAWSON-REMER
Supervisor, Third District

ATTACHMENT(S)
N/A

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COUNTY OF SAN DIEGO

AGENDA ITEM

BOARD OF SUPERVISORS

VACANT
First District

JOEL ANDERSON
Second District

TERRA LAWSON-REMER
Third District

MONICA MONTGOMERY STEPPE
Fourth District

JIM DESMOND
Fifth District

DATE: February 25, 2025

TO: Board of Supervisors

SUBJECT

CLOSED SESSION (DISTRICTS: ALL)

OVERVIEW

- A. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
(Paragraph (1) of subdivision (d) of Section 54956.9)
Gabriela Ivanova v. County of San Diego, et al.; San Diego Superior Court Case
No. 37-2024-00022390-CU-PA-CTL.

RECOMMENDATION(S)

CHIEF ADMINISTRATIVE OFFICER

At the direction of the Board.

EQUITY IMPACT STATEMENT

N/A

SUSTAINABILITY IMPACT STATEMENT

N/A

FISCAL IMPACT

N/A

BUSINESS IMPACT STATEMENT

N/A

ADVISORY BOARD STATEMENT

N/A

BACKGROUND

N/A

13

SUBJECT: CLOSED SESSION (DISTRICTS: ALL)

LINKAGE TO THE COUNTY OF SAN DIEGO STRATEGIC PLAN
N/A

Respectfully submitted,

**Claudia.Silva@s
dcounty.ca.gov**

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Date: 2025.02.20 15:46:37
-08'00'

CLAUDIA G. SILVA
County Counsel

ATTACHMENT(S)
N/A

**County of San Diego Board of Supervisors
AGENDA ITEM INFORMATION SHEET**

AGENDA ITEM SUBJECT/TITLE:
CLOSED SESSION (DISTRICTS: ALL)

REQUIRES FOUR VOTES:

Yes ☐ No ☒

WRITTEN DISCLOSURE PER COUNTY CHARTER SECTION §1000.1 REQUIRED:

Yes ☐ No ☒

NOTICED PUBLIC HEARING REQUIRED:

Yes ☐ No ☒

PROJECT UNDER CEQA:

Yes ☐ No ☒

If Yes, approval of CEQA document required?

Yes ☐ No ☐

DECISION WITHIN GOVERNMENT CODE SECTION 84308:

Yes ☐ No ☒

PREVIOUS RELEVANT BOARD ACTIONS:
N/A

BOARD POLICIES APPLICABLE:
N/A

BOARD POLICY STATEMENTS:
N/A

MANDATORY COMPLIANCE:
N/A

ORACLE AWARD NUMBER(S) AND CONTRACT AND/OR REQUISITION NUMBER(S):
N/A

ORIGINATING DEPARTMENT: County Counsel

OTHER CONCURRENCE(S): N/A

INTERNAL REVIEW COMPLETED: YES ☒ NO ☐

Claudia.Silva@sdco
nty.ca.gov
Signature

Digitally signed by
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Signature

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Signature

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