

# CREATING CHANGE & DELIVERING RESULTS

2021-2023

— SAN DIEGO COUNTY SUPERVISOR —  
**TERRA**  
**LAWSON-REMER**  
— DISTRICT 3 —





## MY COMMITMENT TO YOU

Dear San Diego County,

I raised my hand to serve on January 4, 2021 and committed that “together we will advance a more moral economy and society.” I am pleased to report that we have made tremendous progress in just three years.

Thanks to your partnership and support, we have successfully fought to protect our shared values, make County government more effective and accountable, and passed countless policies to help improve the lives of families and neighbors.

Together, we have created change. We moved the County to use data and analytics to better leverage taxpayer dollars and resources for impact. Our efforts to uplift working families has also produced a more empowered and motivated County workforce.

Our commitment three years ago to meet our region’s most difficult challenges head-on has meant we are confronting rising rents and housing costs with programs that help keep people in their homes. We are combating climate change, implementing environmental justice and sustainability policies, and taking the actions needed to protect our beaches and coastlines.

Unlike the old Board of Supervisors, today we are delivering results when it comes to criminal justice reform, helping the homeless, providing more mental health and addiction treatment services to more people, and investing in equitable systems to better support all families, seniors, and children.

This report showcases our progress thus far.

All of these achievements were made possible by you: your phone calls, emails, testimony at meetings, and grassroots organizing. So often you have passed me the baton during this marathon, and I have been honored to run it as your County Supervisor. Thank you for being my partner and my inspiration in this work.

Even though we have made great strides, now is not the time to slow down. There is still a long way to go, but together we will continue the fight to make San Diego a more just, equitable and sustainable community for everyone.

In service,

**Terra Lawson-Remer**  
Supervisor, District 3  
County of San Diego



# PROUD TO REPRESENT OUR COUNTY AND YOUR COMMUNITY

## NEIGHBORHOODS WITHIN CITY OF SAN DIEGO

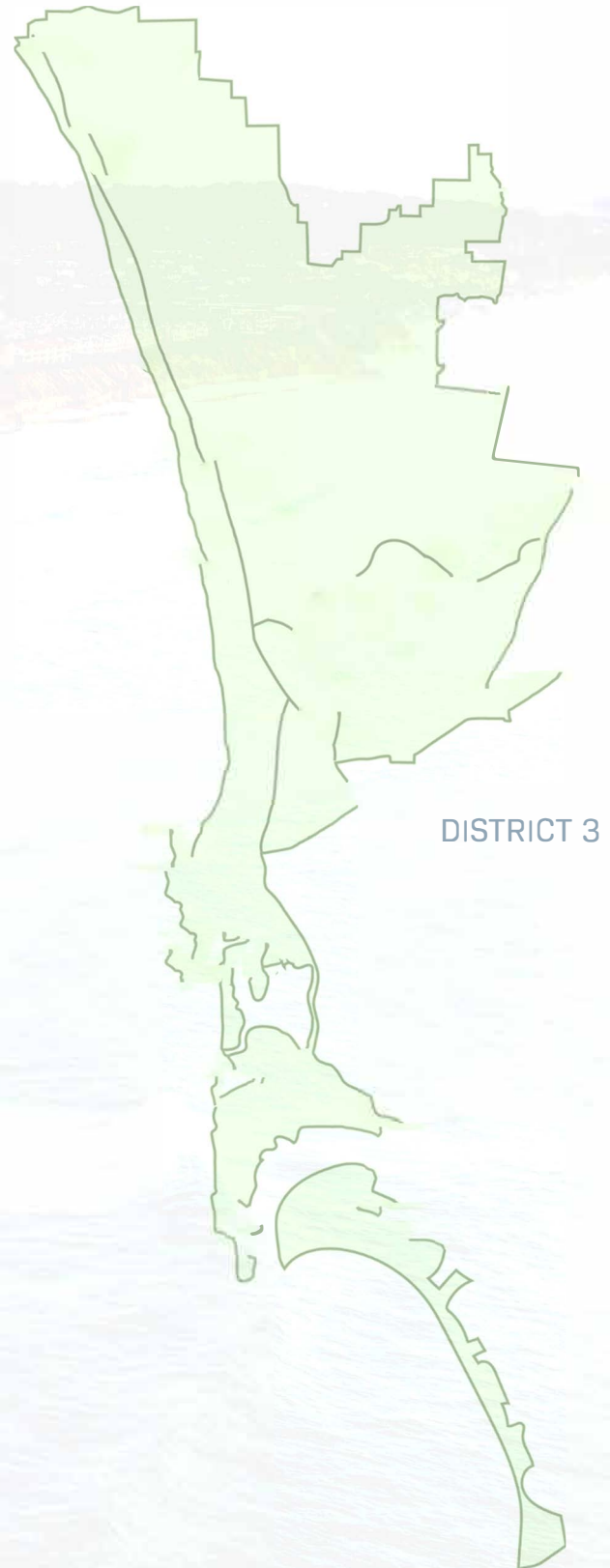
CARMEL VALLEY	PACIFIC BEACH
LA JOLLA	PACIFIC HIGHLANDS
LITTLE ITALY	POINT LOMA
MIDWAY	RANCHO PEÑASQUITOS
MIRA MESA	SORRENTO VALLEY
MISSION BEACH	TORREY HIGHLANDS
OCEAN BEACH	UNIVERSITY CITY

## INCORPORATED CITIES WITHIN SAN DIEGO COUNTY

CARLSBAD	ENCINITAS
CORONADO	SOLANA BEACH
DEL MAR	

## UNINCORPORATED AREAS OF SAN DIEGO COUNTY

HARMONY GROVE	RANCHO SANTA FE
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## PRIORITY AREAS



HELPING THE HOMELESS



DELIVERING MENTAL HEALTH &  
ADDICTION TREATMENT



CONFRONTING RISING RENTS &  
HOUSING COSTS



SUPPORTING FAMILIES, SENIORS,  
& CHILDREN



EMPOWERING WORKERS



ORGANIZING FOR ENVIRONMENTAL  
JUSTICE & SUSTAINABILITY



UPLIFTING IMMIGRANT FAMILIES



SUPPORTING BUSINESS & ECONOMIC  
GROWTH



ADVANCING CRIMINAL JUSTICE REFORM  
& PROTECTING PUBLIC SAFETY



DEFENDING OUR SHARED VALUES



MAKING GOVERNMENT EFFECTIVE  
& ACCOUNTABLE





# HELPING THE HOMELESS

For decades, the County looked the other way as the number of people experiencing homelessness started to rise. When Supervisor Terra Lawson-Remer joined the Board in 2021, she made helping the homeless her top priority. It is immoral that anyone is sleeping on the streets in San Diego County.

She is working on enacting proven strategies, meaningful investments and innovative solutions to help prevent more people from becoming homeless. The Supervisor co-authored and passed a **Senior Shallow Rent Subsidy Program** to help nearly 400 seniors at risk of becoming homeless stay housed and the County has partnered with MIT to measure the program's effectiveness. She voted to implement an initiative to **move 300 people from San Diego riverbed encampments to shelters**, and championed the **first-ever LGBTQ+ affirming program for individuals experiencing homelessness**.

Supervisor Lawson-Remer brought partners from philanthropy, homeless service providers and the County together to expand a successful **Homelessness Diversion** program to keep **800 San Diegans stably housed**. The **Midway Bridge Shelter** – located in the Supervisor's district – is now open on County land, providing wrap-around services and putting people on a path to get into permanent housing.

Prior to Supervisor Lawson-Remer taking office, the County was not investing in the production of new shelters. Since she took office in 2021, the County through regional collaborative efforts has helped catalyze the opening and ongoing production of **nearly 900 new shelter beds and safe parking spaces** county wide.

Progress has been made using **innovative strategies** and **prioritizing prevention**, and Supervisor Lawson-Remer is committed to continuing to do more to help people get off the streets and into better living situations.



# Helping The Homeless



**3,177** outreach engagements with individuals experiencing homelessness in **Carlsbad, Encinitas, Solana Beach and Del Mar**



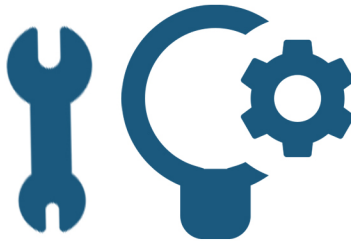
**435** individuals supported with self-sufficiency services in **Carlsbad, Encinitas, Solana Beach and Del Mar**



**203** connected to emergency and permanent housing in **Carlsbad, Encinitas, Solana Beach and Del Mar**



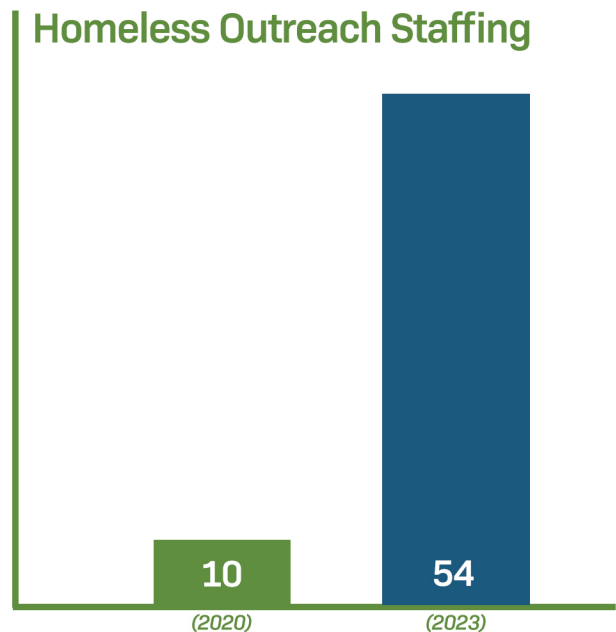
**413** households remain intact because 376 small-scale landlords received \$4.6M for unpaid rent



**23,530** households supported with **\$249M** of **rent and utility payment assistance**



**1,650** District 3 households supported with **\$23.6M** of rent and utility payment assistance

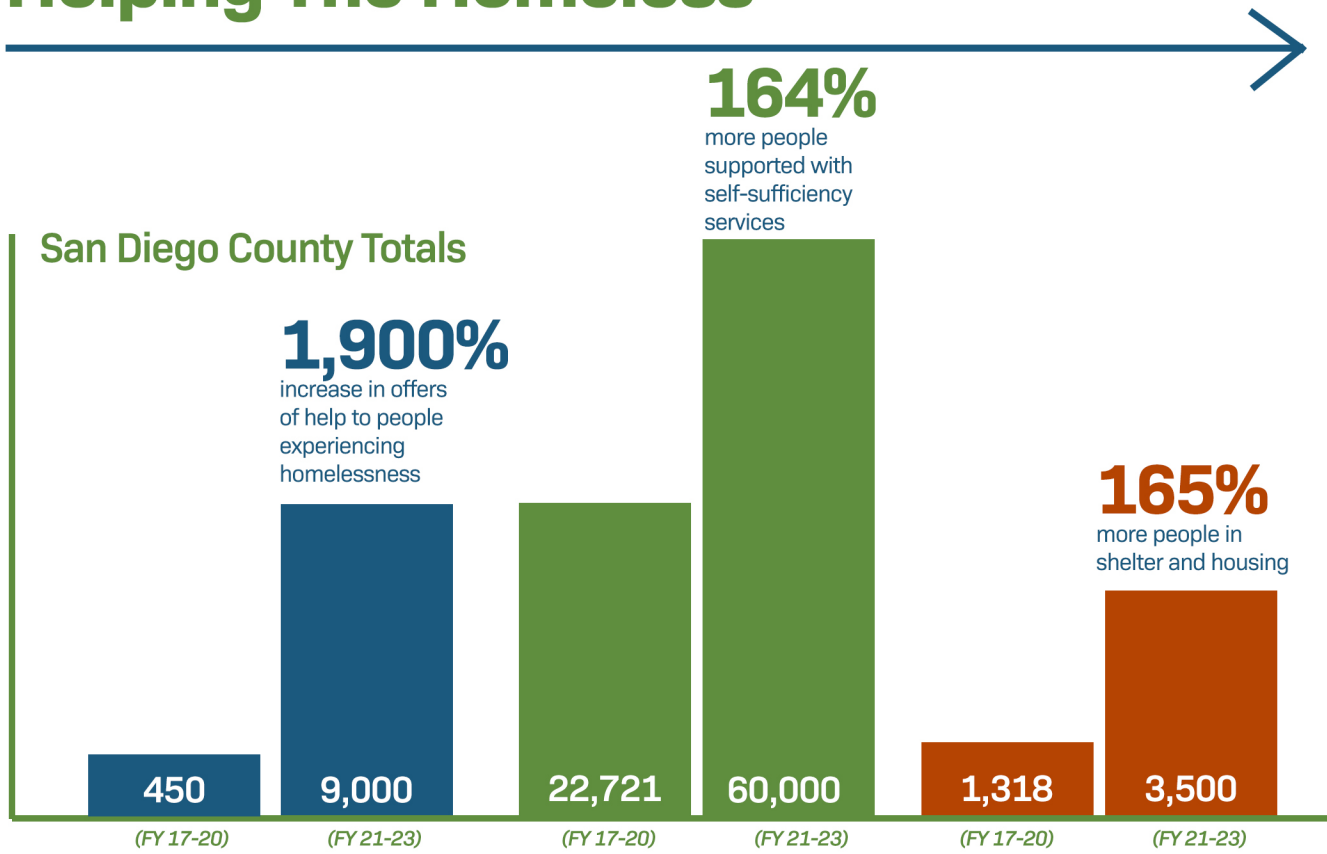


**5x** increase in **outreach staff** in all **18 incorporated cities and unincorporated areas**





# Helping The Homeless





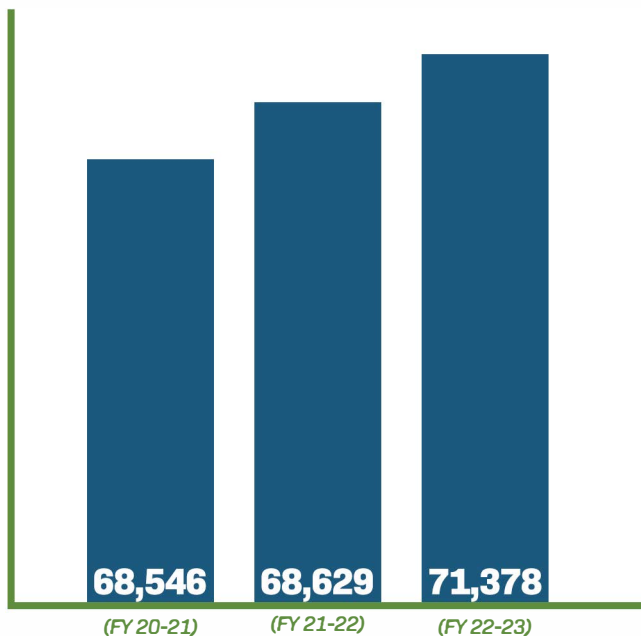
# DELIVERING MENTAL HEALTH & ADDICTION TREATMENT

Supervisor Terra Lawson-Remer has made **delivering more mental health and addiction treatment** to San Diegans in need one of her highest priorities since joining the Board of Supervisors in 2021.

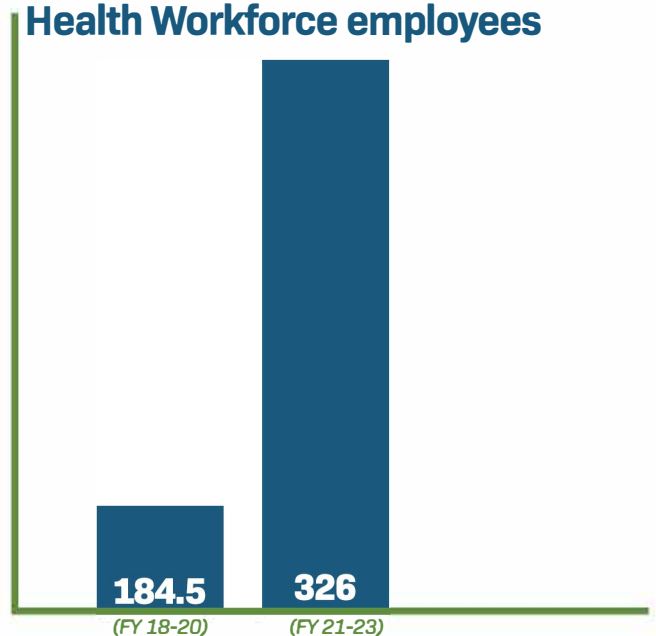
In the past the County failed to make vital behavioral health investments, but since Supervisor Lawson-Remer joined the San Diego County Board of Supervisors, she successfully secured **27% more funding** for mental health care and substance use disorder services. Plus, another \$100 million in opioid manufacturer lawsuit settlement money to fight the fentanyl and opioid crises.

Supervisor Lawson-Remer's policies and votes have **strengthened patient care** in San Diego County. But more work is needed to deliver quality, accessible, and affordable health care for every San Diegan.

More **children, youth, and adults** helped with mental health, alcohol, or drug treatment services



**77%** increase in new full-time **County Behavioral Health Workforce** employees





# Delivering Mental Health & Addiction Treatment



**37**

new **Mobile Crisis Response Teams** activated

**7,605**

calls responded to by **Mobile Crisis Response Teams**

**40%**

of people helped by **Mobile Crisis Response Teams** stabilized onsite



**505M**

impressions for educational **messages delivered to San Diegans** about the **dangers of opioids**



**45%** more **funding**

from **state** and **federal** sources for **Medi-Cal services** than the previous three years



# Delivering Mental Health & Addiction Treatment



# 12

Naloxone vending machines are now operating countywide

# 44,000

Naloxone kits distributed

# 28,000

Drug testing strips distributed to identify illicit fentanyl

**87%** of people treated at Crisis Stabilization Units were diverted from a higher level of care (FY 2022 - 2023)

**41%** more people were helped at Crisis Stabilization Units than the previous two years







# CONFRONTING RISING RENTS & HOUSING COSTS

The rising cost of housing is not just a San Diego problem, it's a problem for working families across the country. Inflation has skyrocketed housing and rental prices to unprecedented levels, coupled with a sharp rise in interest rates. Supervisor Terra Lawson-Remer has been leveraging all of the County resources possible to **speedup production of affordable housing, keep renters in their homes**, and make the dream of homeownership more accessible.

**Since 2021, the County is helping to construct housing twice as fast as required and building housing at twice the historical average over the past 20 years.** Within just two and a half years, County government has already permitted 50% of its state mandated 6,700 homes in the unincorporated communities, and is on pace to exceed that target by 60% by the 2029 deadline.

The Supervisor is working to **remove barriers to housing**, and has advanced a bold set of policies to **streamline and expedite homebuilding**. She also authored a new program to create a **fast self-checkout lane for building permits**.

Unlike in the past, these efforts are not building mansions in dangerous high fire zones, but rather are creating **"missing middle" infill housing** and **first-time homeownership opportunities** for working people near jobs, transit, and amenities. In fact our County was one of the first to receive a **Prohousing Designation** for this work.

**We're working with partners to accomplish our housing goals.** The County, City of San Diego, and San Diego Foundation have made a bold commitment to **building 10,000 homes** on surplus public land in the next decade.

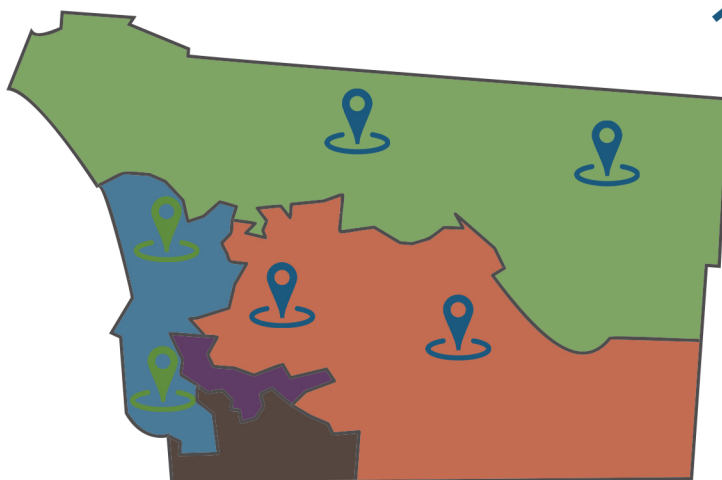
Under the Supervisor's leadership, the County has taken an unprecedented role in supporting affordable housing efforts across the region. Since her first year, **1,655 affordable housing units have opened with another 3,183 County-supported units on the way.** Many of these units are specifically tackling affordability challenges for seniors, veterans, people with disabilities, and formerly homeless individuals.

A lot has been accomplished over the last three years, but more work remains, and the Supervisor is eager to keep the momentum going.

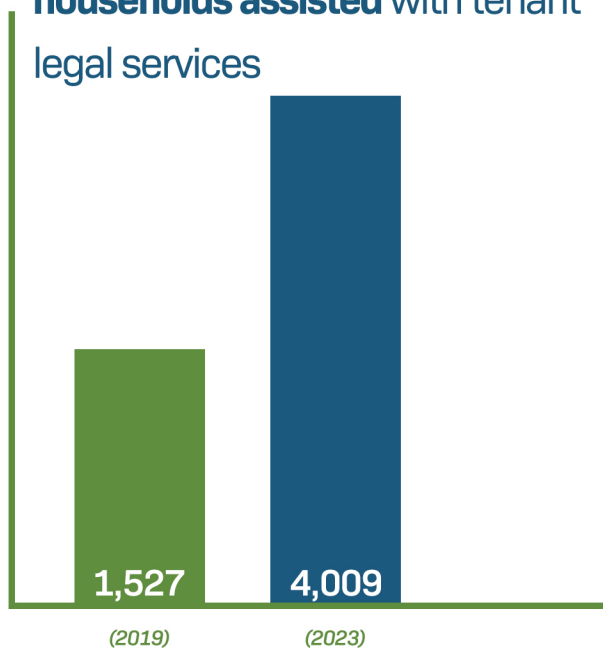


# Confronting Rising Rents & Housing Costs

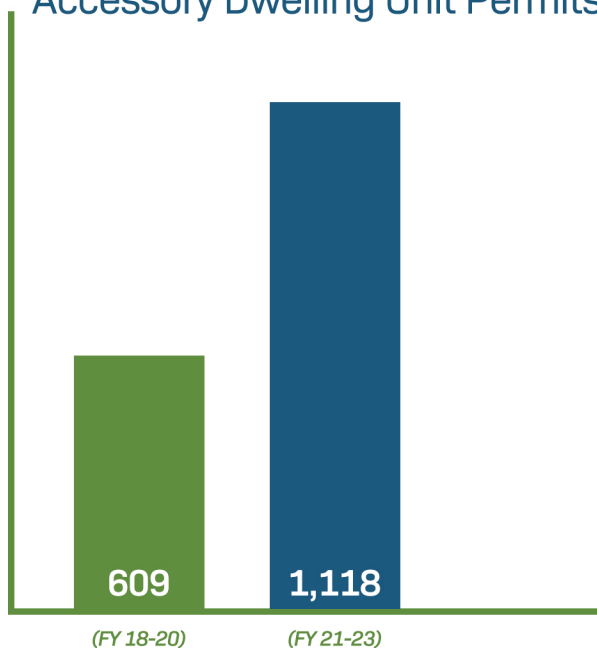
**6** County properties made available for **affordable housing**



**162%** increase in **households assisted** with tenant legal services



**84%** increase of **Accessory Dwelling Unit Permits**



# Confronting Rising Rents & Housing Costs

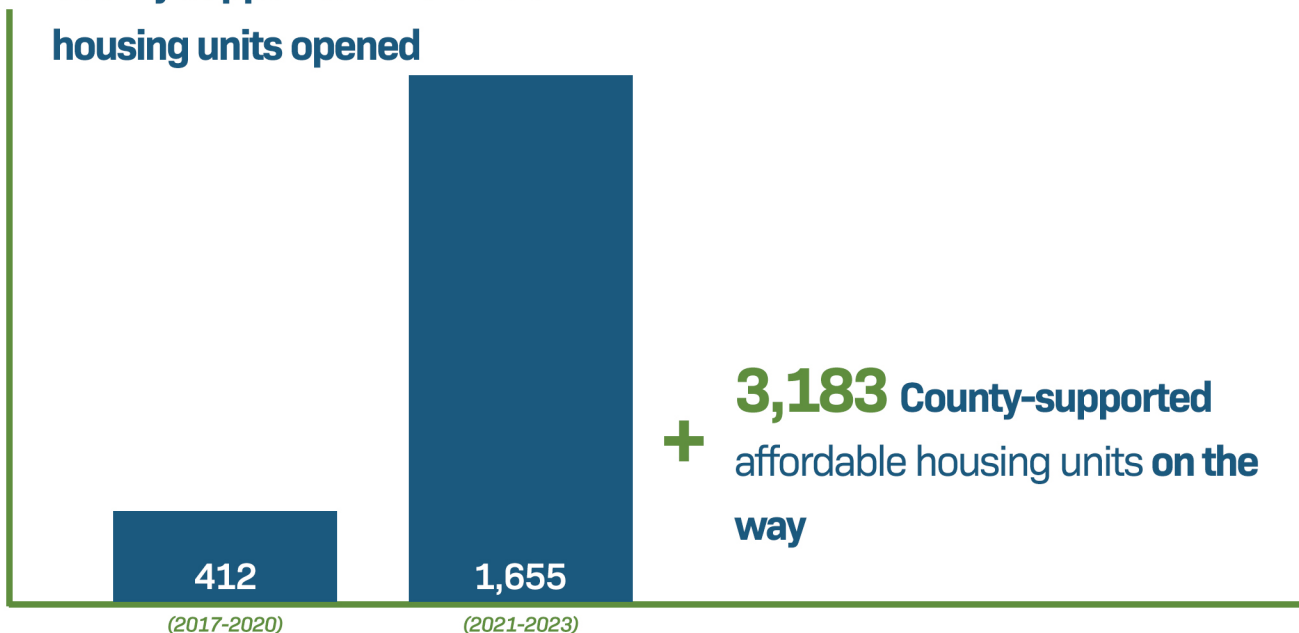


**1,208** San Diegans were **assisted** with a total of **\$3.2M** in security deposit payments to **help** them **secure** a new rental lease

**50%** of the **6,700** homes required by the State of California to be **permitted** in 10 years was **done in 2.5** years.



**301%** increase in County supported affordable housing units opened







# SUPPORTING FAMILIES, SENIORS & CHILDREN

It is not always easy for families, seniors, and children to thrive in San Diego County. The COVID-19 pandemic did not help matters. It exacerbated the inequities in our county, and caused many people to struggle with their health and finances.

Supervisor Terra Lawson-Remer joined the Board of Supervisors in 2021 and made new efforts to lift up underserved and marginalized people. With her policies and votes, she made sure **barriers to medical services, food and financial assistance and housing were removed** for people in need.

In her first year, Supervisor Lawson-Remer authored the legislation to **end a harmful program called Project 100**, an initiative that sought to reduce the number of applicants for County food, medical and housing services, using intimidation and threats. Today, the County has more workers than ever before reaching out to San Diegans to provide self-sufficiency services.

More needs to be done to support families, children and seniors but the County is **increasing access to health care, healthy meals, financial assistance and housing support services**, and making sure the services are being distributed equitably to all San Diegans.



# Supporting Families, Seniors & Children



## 51%

**decrease in wait times**  
for people calling the  
County **Aging &  
Independence Services**  
**Call Center** (5:01 Min to 2:46 Min)

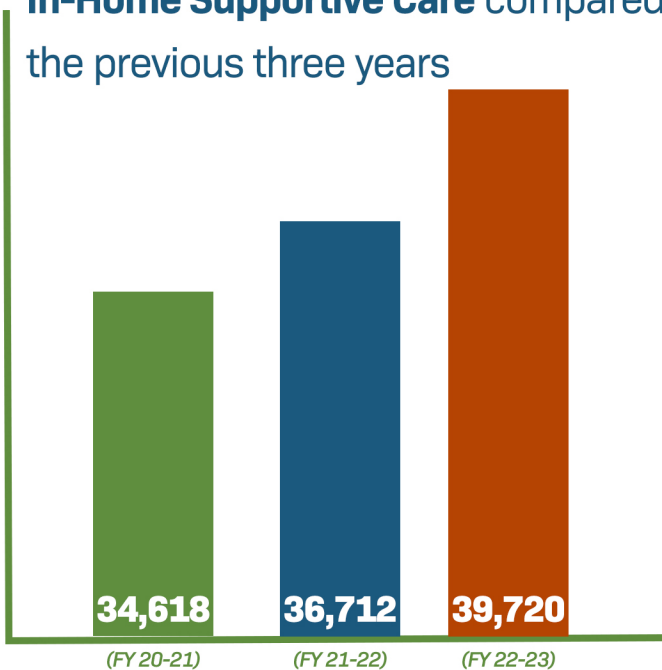


## 16,000

individuals over age of  
50 **enrolled** into  
**full-scope health**  
**coverage**

## 19%

more seniors received  
**In-Home Supportive Care** compared to  
the previous three years



## 6.9M+

**free meals received** by  
**seniors** since 2021





## EMPOWERING WORKERS

Supervisor Terra Lawson-Remer believes **working families are the backbone of our County**, and since joining the San Diego County Board of Supervisors in 2021 she has fought for employee rights, good working conditions, and fair wages. She's also introduced and passed policies that **empower workers** and allow families to thrive.

One of Supervisor Lawson-Remer's many accomplishments is establishing 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.

She was instrumental in passing a **Contracting Standards Policy** to hold County contractors accountable. This policy was enacted to **protect the rights of all contracted workers**, and was immediately used to support janitors being mistreated by their employer. **San Diegans who unfairly lost their jobs, got their jobs back** and the contractor agreed to changes to improve working conditions.

Supervisor Lawson-Remer authored the County's **Working Families Ordinance**, which requires contractors working on County construction projects, and projects on County land, to pay prevailing wages, use skilled and trained workers and provide paid sick leave.

Also, to further align with the County policies for inclusive hiring practices, Supervisor Lawson-Remer developed and passed a policy to **hire more neurodiverse people into the County workforce**.

Supervisor Lawson-Remer voted to **approve historic union worker contracts** for SEIU Local 221 and United Domestic Workers of America (UDW) Local 3930.

Considered the **strongest contract in SEIU Local 221's history**, workers earned significant pay raises for multiple years, financial increases to support rising healthcare costs, and allowances for uniforms and other important worker benefits. **UDW Local 3930 also earned a landmark contract** for their In-Home Supportive Services caregivers including multiple wage increases, benefits for life insurance, personal protective equipment, and transportation for home care workers.

Progress to empower workers has been made in Supervisor Lawson-Remer's first three years, but more work is necessary.





# Empowering Workers



**30,000**

people **served** by the **Office of Labor Standards and Enforcement (OLSE)**



Nearly **2,000** **San Diego County** **businesses trained** by OLSE on **employment laws**



Responded to **8,001** **calls** to OLSE for information or legal assistance



**17%**

**increase in veteran applicants for County career opportunities**

*(2021-2023)*





# ORGANIZING FOR ENVIRONMENTAL JUSTICE & SUSTAINABILITY

Supervisor Terra Lawson-Remer has been a fierce advocate for environmental justice and sustainability since joining the Board of Supervisors in 2021. Today, unlike in the past, our County government is focused on **decarbonizing the economy, protecting the environment, and making sustainability a pillar** of all County operations.

The Supervisor has ensured community collaboration, **maintained pro-labor standards** and **reduced burdens on working families** during the development and implementation of new environmental policies and strategies.

As Vice-Chair of the Board of San Diego Community Power, she secured the votes to achieve **100% renewable energy procurement by 2035**, with **15% of energy resources** coming from new distributed infill solar storage.

She also established **a County of San Diego Office of Sustainability and Environmental Justice** to coordinate pro-climate, pro-environment initiatives regionwide.

Supervisor Lawson-Remer has advocated for the state and federal government to step up with more funding and support to resolve the **Tijuana Sewage Emergency Environmental Crisis**.

Another success has been the establishment of a **Native Plant Landscaping Program** to convert thousands of acres of landscaping into vibrant native habitat to preserve our region's unrivaled biodiversity, conserve water, and improve drought-tolerance. She also worked with the community to lead the adoption of the **Sustainable, Equitable, and Local Food Sourcing Policy** to build more **sustainable food systems** and shift the County's food procurement process to support and **uplift local farms, fisheries and tribes**.

Supervisor Lawson-Remer and her colleagues have made significant progress, but much work remains to be done.





# Organizing for Environmental Justice & Sustainability



**57,690**

acres of protected land,  
of which **3,365** acres  
were **added** between  
2021-2023



**18,746**

beach water samples  
tested for ocean  
pollution



**\$200M**

invested in storm-water  
infrastructure  
improvements, water  
quality testing, incentives,  
& education



**422,935**  
**Sq Ft**

of water-intensive turf  
converted to low-water  
landscaping, including  
**110,000** sq ft of  
native plants



**73%** increase

in rainwater storage  
capacity countywide



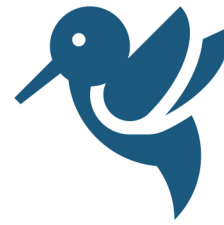


# Organizing for Environmental Justice & Sustainability



**1,053,563**

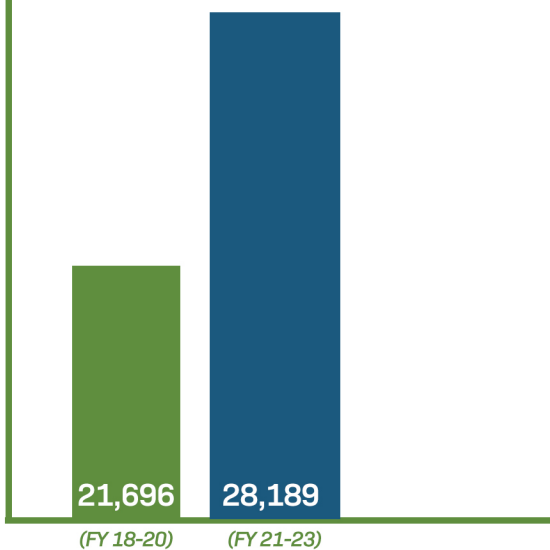
pounds of household hazardous waste collected for recycling or disposal



**10**

rare, threatened or endangered species protected on County preserve land

Renewable Energy Permits Processed



**30%** increase in renewable energy permits processed



Removed barriers to recycling by increasing blue bin capacity by **125%** and green organics bin capacity by **491%**





# UPLIFTING IMMIGRANT FAMILIES

Over a quarter of San Diegans were born in another country. Immigrants and refugees are an integral part of San Diego County, both bringing rich cultural diversity and helping drive our local economy. Oftentimes these individuals have a unique set of needs as they transition into their new communities.

Supervisor Terra Lawson-Remer after joining the Board in 2021 started to **change the culture around how the County uplifted immigrant families and children**. Immigrant families are usually fleeing government persecution, sex trafficking, and poverty. They have the right to pursue a better life.

By partnering with local non-profits and providing significant funding the County supported the opening of a **temporary migrant center** in 2023 to assist asylum seekers transitioning to their final destination — an action taken after border patrol callously dropped asylees off at bus stops with little guidance or support.

Supervisor Lawson-Remer created the **Immigrant Rights Legal Defense Program**. San Diego County is now the **first border region** with a permanent Immigrant Rights Legal Defense Program to provide free representation to community members facing removal proceedings. The Immigrant Legal Defense Program **makes our court system more efficient** and **protects the dignity and well-being** of asylum seekers, children, and spouses and family members of U.S. citizens.

San Diego County has come a long way in how it responds to the needs of immigrant families, but more needs to be done to ensure all immigrant families receive support and are welcome.



**1,100+**

people in immigration removal proceedings, including claims of asylum were helped with **Immigrant Rights Legal Defense Fund**



**3,000+**

refugees served and supported by County's **Office of Immigrant & Refugee Affairs**







# SUPPORTING BUSINESSES & ECONOMIC GROWTH

When Supervisor Terra Lawson-Remer joined the Board of Supervisors in 2021, our region was in the midst of the COVID-19 pandemic, and many businesses were struggling. She immediately got to work on new ways to **drive economic prosperity** and **inclusive growth**.

Supervisor Lawson-Remer **co-authored a bipartisan proposal** to ensure **\$30 million in federal relief dollars** would be dedicated to **supporting small businesses** throughout the county that were disproportionately affected by the shutdowns during the pandemic. It helped more than **4,000 businesses** keep their doors open, lights on, rents paid, and workers employed.

She also wrote and passed a policy during the pandemic to **support mom-and-pop landlords** who were struggling financially because their tenants weren't working and unable to pay rent. The Supervisor's policy allowed them to pay their bills and keep the tenants housed.

The pandemic showed that childcare is not just a child issue and it is not just a women's issue. **Childcare is also an economic issue**. It impacts our workforce and the ability of our region to be competitive. Unfortunately, one in eight childcare settings closed after the pandemic began. Supervisor Lawson-Remer authored and **passed a policy to distribute \$1 million** to open new child care centers and expand quality childcare. Supervisor Lawson-Remer led the charge to create a **new Child Care Blueprint** for San Diego County as a way to **expand the childcare workforce, build more capacity at existing facilities**, and increase access to quality care.

The cannabis industry in San Diego County is continuing to grow, but not equitably. Supervisor Lawson-Remer voted to develop a new cannabis permitting system that is inclusive of a **social equity program** to provide entrepreneurs from marginalized communities greater opportunities to secure a cannabis business operating permit.

Supervisor Lawson-Remer has also **championed the green tech and cleantech sectors** because of the global green technology market that is projected to see a seven-fold increase over the next decade. Our County is now in a better position to leverage Green Economy opportunities. In the last three years, the County has established a team **dedicated to economic development**. Now the County, unlike in the past, is coordinating with regional business leaders on ways to **support and drive economic development**.





One example of the County's new approach to supporting business and economic growth is the **Microenterprise Home Kitchen Operations (MEHKOs)** program to reduce start-up costs and barriers to entry for entrepreneurs who produce home-cooked meals from their own kitchens. County wide there are now **70 MEHKOs permitted**, including 12 in District 3. According to the MEHKO Coalition **58%** are **women-owned** and **70% are minority-owned**.

Actions to support businesses and economic development have been plentiful during her first three years on the Board of Supervisors, but there is more left to do until we truly achieve economic prosperity and inclusive growth countywide.

**70** permitted  
**Microenterprise Home  
Kitchen Operations**  
countywide; **12 located  
in District 3**



**\$4.6M**  
supplemental  
payments given to  
**376** mom-and-pop  
landlords to help  
when renters could  
not pay





# ADVANCING CRIMINAL JUSTICE REFORM & PROTECTING PUBLIC SAFETY

Every adult, young person and child in San Diego County **deserves to feel safe**. Whether at home, on a walk through their neighborhood, at work, or school – a person’s safety should not be threatened in any situation.

The Supervisor’s commitment to reduce gun violence is second to none. She passed a landmark policy **preventing the possession and distribution of illegal, unserialized ghost guns** in San Diego County. In addition, the board approved her ordinance requiring **all guns to be secured** with a trigger lock or in containers in homes, or structures near homes. She also passed a policy to authorize the County to explore **lawsuits against gun manufacturers**.

Between 2021 and 2022 there was nearly a **6% decrease in firearm-related deaths** in San Diego County, and the total dipped again in 2023, when it was 4% lower than in 2022, according to available medical examiner data.

Supervisor Terra Lawson-Remer believes delivering high quality community services ensures **fewer people fall into incarceration** which makes more public safety resources available to protect and seek justice for victims wronged by violent and serious crimes.

Criminal justice reform is about repairing the status quo systems that were allowed to remain for decades, and leveraging modern best practices, services and equipment to rehabilitate the incarcerated people in the County’s care.

Supervisor Lawson Remer passed groundbreaking policies to **make phone calls free for incarcerated people** in County jails, championed the creation of a **Safety Through Services** effort, and fought to ensure the Community Corrections Partnership Plan outcomes used **equity as a guiding principle** to measure program delivery and outcomes.

She worked with the San Diego County Sheriff to **add more mental health services and staffing to jails** to reduce deaths. When the Sheriff said more support was needed to recruit deputies, Supervisor Lawson-Remer backed hiring bonuses and referral bonuses to **get more deputies hired**.

**Her efforts to eliminate gun violence and prevent death extends beyond San Diego County.** She hosted a community gun violence reduction summit where she advocated for and launched an effort to advance local policies to support enshrining common sense gun safety measures into the United States Constitution.

Progress has been made by Supervisor Lawson-Remer, but more must be done every day to increase public safety and advance criminal justice reform.



# Advancing Criminal Justice Reform & Protecting Public Safety



**3.3M**

free phone calls for  
incarcerated people in  
County Jails (2023)



**3x** more ghost guns taken  
off streets compared to the  
previous 3 years



**200** ghost gun cases  
involving murder, attempted  
murder and assault were  
prosecuted



**Unprecedented firefighting  
equipment investments** for land  
and air







# DEFENDING OUR SHARED VALUES

Since joining the Board of Supervisors in 2021, Supervisor Terra Lawson-Remer ushered in a new majority and has been an important leader for **protecting and advancing our shared values** throughout San Diego County. Supervisor Lawson-Remer and her colleagues have moved quickly to put greater emphasis on programs and policies, such as **equitable access** to food, housing, healthcare, and emergency services. They've also fought for **better benefits and labor standards for the County of San Diego's workers**.

Supervisor Lawson-Remer has **built a more healthy, sustainable, equitable, inclusive, and just San Diego**. She is aiming to give genuine ownership and leadership to community members and partners, and uplift vibrant coalitions.

Policies passed to defend our shared values include:

- Declaring the County of San Diego a champion of **reproductive freedom**,
- Supporting the addition of the **right to choose** to the California State Constitution,
- Strengthening access to reproductive healthcare and **abortion**,
- Declaring **racism a public health crisis**,
- **Eliminating** all forms of **discrimination** against women,
- Uplifting the **LGBTQ+ community** countywide,
- Creating more opportunities for **neurodivergent workers**,
- **Denouncing Xenophobia and anti-Asian racism**, and
- **Denouncing Anti Semitic rhetoric and hate crimes** toward Jewish people.

Progress has been made, but Supervisor Lawson-Remer is committed to continuing to strengthen the policies that defend our shared values and provide a better future for all San Diegans.





# MAKING GOVERNMENT EFFECTIVE & ACCOUNTABLE

**Evidence matters in public policymaking and government.** By highlighting what is working and what is not, evidence and audits can guide and inform policy and budget decisions, eliminate wasteful spending and deliver better outcomes for San Diegans.

Our County government hasn't always held those values, but when Supervisor Terra Lawson-Remer joined the Board in 2021, she brought a culture of learning to the County of San Diego.

As Vice-Chair of a County government with **20,000 employees**, an **\$8 billion budget** and a **AAA credit rating**, Supervisor Lawson-Remer has prioritized high-quality research, data, and program evaluation over and above anecdotes, ideology, and inertia towards the status quo.

The County's **Office of Evaluation, Performance, and Analytics (OEPA)** is the centerpiece of her efforts to build a **more effective and accountable County government**. Of all the actions the Supervisor has taken in her first three years, OEPA may be the most important because it changed the culture of how the County operates.

OEPA works across all County departments, assesses the effectiveness of programs and services, and helps to determine if the policy solutions Supervisor Lawson-Remer and her colleagues write and pass are successful, and worth continued financial resources and staffing support. Seven evaluations are now underway or will be soon:

1. Evaluation of the Recovery Action Fund for Tomorrow Program,
2. Evaluation of the Shallow Rent Subsidy Program for Older Adults,
3. Economic Analysis of Increasing the Neurodivergent Workforce in the Public Sector,
4. Using Contractual Incentives to Improve Recovery of Wage Theft Judgements,
5. Evaluation of the Family Income for Empowerment Program,
6. Evaluation of the Immigrant Rights Legal Defense Program, and
7. Evaluation of the Homelessness Diversion Program.

Integrating this proactive evaluation throughout County government represents a major shift towards evidence and evaluation decision-making, an anomaly in government. Institutions like the **Massachusetts Institute of Technology (MIT)** have taken notice. They are now providing technical assistance to the County.

Supervisor Lawson-Remer is building a results-based culture of learning and continuous innovation at the County, which will lead to even **better use of taxpayer dollars**, and make County government more effective and accountable.





# THANK YOU FOR HELPING CREATE CHANGE & DELIVER RESULTS FOR SAN DIEGO COUNTY



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**TERRA  
LAWSON-REMER**  
DISTRICT 3