

Community Services Group

Community Services Group

**Community Services Group Summary &
Executive Office**

Animal Services

County Library

General Services

Housing & Community Development

Purchasing and Contracting

County of San Diego Redevelopment Agency

Registrar of Voters

Community Services Group Summary & Executive Office



Group Description

The Community Services Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County Redevelopment Agency. These six departments are:

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing and Contracting

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection and sheltering; 33 branch libraries and two bookmobiles with collections and programs; housing assistance such as rental and first-time buyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

Mission Statement

To provide cost effective and responsive services to our customers – the public and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

2007-08 Accomplishments

Community Service Group Departments provided increased levels of service to a wide variety of customers:

- The County Library opened new branches in Encinitas and La Mesa and completed the first full year of operation of the 4S Ranch branch west of Rancho Bernardo.
- The Housing and Community Development Department conducted 14,400 inspections, ensuring all assisted housing meets federal housing quality standards.
- The Department of Animal Services, through its community outreach efforts, provided 87 presentations on dog bite prevention in schools and at businesses.
- The Registrar of Voters conducted the February and June 2008 Statewide elections.
- The Upper San Diego River Improvement Project Area of the County Redevelopment Agency updated its Five-Year Implementation Plan to provide funding for a new fire station and other community-driven efforts, including fulfilling the legal requirements for low-income housing.

Community Service Departments also planned and made investments in the County's Essential Infrastructure and implemented a variety of process reengineering efforts in Continuous Improvement, two of the Required Disciplines of the Strategic Plan:

- The development agreement for the new County Operations Center (COC) project with Lowe Enterprises was finalized. This significant project will provide for a modern facility that consolidates the current COC and Annex departments to serve the public for the next 50 years.
- County government reduced electricity consumption by 4% per square foot per year at all facilities through a variety of energy efficiency projects.
- The animal shelter in South County added an outdoor exercise area to allow interaction between animals and the public, facilitating adoptability.



- The Department of Purchasing and Contracting relocated the County's property disposal program to a new warehouse. The new leased facility has 30% less space due to departmental business process reengineering efforts.
- Facilities Maintenance staff performed 96% of scheduled preventive maintenance actions to maximize the operational efficiency of County infrastructure systems and to maintain and prolong their design life.

2008-10 Objectives

The Community Services Group Objectives that support the Strategic Initiatives reflect the departments' diverse activities as well as their unified commitment to customer service. The departments collectively support all Strategic Initiatives and their efforts are detailed in subsequent sections. For example, Safe and Livable Communities will be enhanced and supported by:

- Maintaining hours of operation at libraries and keeping their programs relevant and targeted to individual community interests.
- Spearheading community outreach and revitalization efforts, including 31 community projects, such as improvements to parks and emergency shelter grant programs.
- Conducting elections that provide access for all voters and timely elections results.
- Responding to over 28,000 calls about problem animals.

Maintenance of Essential Infrastructure is one of the Required Disciplines of the Strategic Plan, ensuring the basic facilities and physical resources necessary for superior service delivery. The Community Services Group maintains County real property as safe, healthy, and environmentally-sensitive work environments where the public and staff conduct business. Included in the Fiscal Year 2008-10 Operational Plan are the following efforts to preserve, expand, and enhance the places we do business:

- Replacement of structures at San Pasqual Academy that were destroyed in the fires of 2007.
- Design and construction of three new libraries to replace existing branches in Ramona, Fallbrook, and Lincoln Acres.
- Completion of the Medical Examiner and Forensic Center and the Edgemoor Skilled Nursing Facility.
- Construction on Phase I of the new County Operations Center, which will replace aging structures with a modern, energy efficient campus.
- Major maintenance project improvements of \$33 million in Fiscal Year 2008-09.

Related Links

For additional information about the Community Services Group, refer to the Web site at www.sdcountry.ca.gov/community/.

Executive Office Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Increase of \$0.4 million.

- Salaries and Benefits — increase of \$0.1 million due to negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$0.3 million due to increased expenditures for one-time information technology projects to upgrade business applications and security systems.
- Management Reserves — amount of \$3.25 million (no change from Fiscal Year 2007-08) as a contingency for emergent departmental one-time needs.



Revenues

Increase of \$0.4 million as a result of increase in Use of Fund Balance for one-time projects as described above. The Use of Fund Balance of \$4.6 million will provide contingency management reserves to be used for unanticipated one-time operational needs and emergencies, and new and rebudgeted one-time information technology projects to upgrade business applications and security systems.

Executive Office Budget Changes: 2008-09 to 2009-10

Net decrease of \$1.2 million due to lower expenditures for one-time projects, offset by an increase of \$0.1 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments.



Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Group Executive Office	9.00	9.00	9.00
Animal Services	124.00	126.00	126.00
County Library	317.00	317.00	317.00
General Services	337.00	338.00	351.00
Housing & Community Development	103.00	102.00	102.00
Purchasing and Contracting	56.00	58.00	58.00
Registrar of Voters	63.00	63.00	63.00
Total	1,009.00	1,013.00	1,026.00

Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Group Executive Office	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812
Animal Services	12,455,489	13,239,289	14,790,566	13,194,186	14,233,601	14,287,938
County Library	32,863,906	41,217,147	46,355,723	35,615,459	45,613,633	41,841,451
General Services	132,736,912	150,037,607	166,745,780	136,359,239	155,267,606	160,689,268
Housing & Community Development	17,779,849	38,327,876	43,332,949	16,943,528	35,869,453	34,431,358
Purchasing and Contracting	6,984,747	9,685,343	9,755,199	8,041,177	9,249,249	9,507,177
County of San Diego Redevelopment Agency	5,079,355	5,952,158	10,234,436	5,541,883	10,579,047	7,716,602
Registrar of Voters	30,521,463	36,541,222	46,722,637	26,556,080	24,232,644	19,640,412
Total	\$ 242,900,589	\$ 303,265,644	\$ 351,123,524	\$ 246,776,322	\$ 303,734,044	\$ 295,571,018



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Community Services Executive Office	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812
Total	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,444,726	\$ 1,435,855	\$ 1,558,355	\$ 1,551,298	\$ 1,500,398	\$ 1,572,615
Services & Supplies	2,757,019	3,579,147	8,696,617	2,973,471	3,938,413	2,634,197
Reserve/Designation Increase	277,123	—	—	—	—	—
Management Reserves	—	3,250,000	2,931,263	—	3,250,000	3,250,000
Total	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812

Budget by Categories of Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 590,010	\$ 739,456	\$ 739,456	\$ 739,706	\$ 762,266	\$ 762,266
Miscellaneous Revenues	—	—	—	200,000	—	—
Use of Fund Balance	1,463,116	4,210,000	9,131,233	269,517	4,571,000	3,250,000
General Revenue Allocation	2,425,742	3,315,546	3,315,546	3,315,546	3,355,545	3,444,546
Total	\$ 4,478,868	\$ 8,265,002	\$ 13,186,235	\$ 4,524,769	\$ 8,688,811	\$ 7,456,812



Animal Services



Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned, or lost pets each year. Over 25,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County, and, by contract, to the city of San Diego and five other cities in the region.

Mission Statement

To protect the health, safety, and welfare of people and animals.

2007-08 Accomplishments

Strategic Initiative – Kids

- Provided 87 (exceeding goal of 80 by 10%) presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools. DAS has continued to offer its bite prevention training to area schools through mailers and direct phone calls. DAS staff called over 40 local schools and youth activity centers and mailed a brochure detailing the specifics of the course to over 100 school staff and administrators.
- Participated in the County Library's Read for a Reason youth reading incentive program by donating 60 pet-themed books to Reach Out and Read family health clinics that partner with the San Diego County Library. The Reach Out and Read clinics, located throughout the county, promote family reading by giving books to clients and modeling interactive reading with families during well-child visits. The books donated by Animal Services were placed in waiting and exam rooms.
- Participated in the County's Workforce Academy for Youth (WAY) by providing work and training opportunities to one participant of this program. This program provides opportunities to at-risk youth by providing entry-level job training and the potential for full-time employment. DAS benefits by exposing potential employees to careers in Animal Services.
- Provided 1,200 hours (exceeding goal of 300 hours by 300%) of practical hands-on experience in veterinary assistance for Regional Occupational Program (ROP), PIMA Medical Institute and Mesa College Directed Clinical Practice students. More students than anticipated volunteered for this program due to its popularity and our relationship with these learning institutions. This opportunity gave veterinary science students valuable skills and experience in an animal shelter environment.
- Participated in the Hug-A-Bear program sponsored by the Assistance League of Rancho San Dieguito, which provides stuffed bears to public safety agencies to give to children who have suffered significant emotional trauma. Animal control officers distributed over 200 of the donated bears to emotionally distraught or traumatized individuals. Many of these bears were distributed to children at the Local Assistance Centers after the October 2007 firestorms.



Strategic Initiative – Safe and Livable Communities

- Provided 32 presentations (exceeding goal of 20 by 50%) on dog bite prevention for local area companies such as San Diego Gas & Electric (SDG&E) and local offices of the U.S. Postal Service for their employees' safety.

Required Discipline – Customer Satisfaction

- Achieved a 4.73 customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent"), exceeding goal of 4.70.

Required Discipline – Regional Leadership

- Provided emergency response and participated in the rescue, relocation, or evacuation of over 5,000 animals during the firestorms of 2007. DAS staff also provided food and supplies to animals in need and provided medical services to several dozen injured and burned animals.
- Met target of conducting eight presentations to community, service, or industry groups describing services provided by the department. These presentations included topics such as animal health, cruelty investigations, or new animal-related legislation.
- Submitted six articles to business, trade, or community newspapers to publicize departmental services and/or highlight dog bite prevention, adoption events, spay/neuter benefits and animal health issues exceeding goal of three.

Required Discipline – Skilled, Competent and Diverse Workforce

- Continued to seek qualified diverse applicants by staff attending three job fairs and advertising positions in periodicals targeted to minority populations.

Required Discipline – Continuous Improvement

- Achieved an overall 71.4% "save" rate of sheltered dogs and cats through adoptions and reuniting pets with their owners exceeding goal of 68.8% (based on a total of 26,078 intakes).
- Achieved the department's goal of zero euthanasia of any healthy, friendly animal.
- Reduced the dependency on outsourcing veterinary clinics to reduce or eliminate wait times for adopters to take possession of their new pet by increasing the number of in-house sterilization surgeries. The 52.5% increase (631) in surgeries performed by staff exceeded the goal of 33%.
- Ensured that 100% of 546 animals with a significant illness or injury were examined and treated as necessary by medical staff within 12 hours of impound. These animals were generally suffering and needed immediate medical attention.
- Developed and implemented two business process reengineering (BPR) projects to enhance operational efficiencies. The first process involved reviewing the rabies quarantine process to develop streamlined procedures and a reduction in paperwork. The second BPR project reviewed the steps involved in a process called Debt Scripting. This process involves the removal of data from an electronic database in certain cases where fees are waived. The ability to speed up this process will save time for both customers and staff.
- DAS distributed over 8,900 informational DVDs to cat and dog adopters to help them understand and meet the needs of their new pet. In Fiscal Year 2007-08, DAS measured the reasons for adoption returns. While an overall decrease was anticipated, it was noted that other factors, such as rising costs of veterinary services and housing issues, caused the total number of adoption returns to remain relatively stable.



2008-10 Objectives

Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. When children read a targeted number of books, DAS will donate microchips (internal pet identification) that will be implanted into pets of needy families that have their animals altered through the Spay Neuter Action Project. Through this endeavor, children can help reunite lost pets with their owners.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth and by providing job training opportunities to at least one participant of this program.

Strategic Initiative – Safe and Livable Communities

- Provide at least 24 dog bite prevention presentations for local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

Required Discipline – Customer Satisfaction

- Achieve a 4.7 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Make eight presentations to community or industry groups describing department services, animal health and welfare issues, cruelty investigations, and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention, and/or adoption opportunities.
- Provide at least 24 spay or neuter surgeries to the Feral Cat Coalition to aid in the reduction of the feral cat population in the county.

Required Discipline – Skilled, Competent and Diverse Workforce

- Continue to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations.

Required Discipline – Continuous Improvement

- Ensure that 100% of healthy, friendly animals are reunited with their owner or adopted.
- Achieve goal of zero euthanasia of any healthy, friendly animal.
- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) to reduce or eliminate wait times for adopters to take possession of their new pet.
- Ensure that at least 68.8% of an estimated 25,500 sheltered dogs and cats are reunited with their owner or adopted.
- Ensure that at least 94% of an estimated 28,700 patrol responses are on time.
- Ensure that 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake.



- Develop and implement at least three business process reengineering improvements that reduce costs or enhance customer service, productivity, or revenue.

Related Links

For additional information about the Department of Animal Services, refer to the Web site at www.sddac.com.

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of sheltered dogs and cats either adopted or reunited with owners	68.8% of 22,473	68.8%	71.4% of 26,078 ¹	68.8%	68.8%
Percentage of on-time patrol response	94% of 26,898 calls	94%	92.8% of 27,686 calls ²	94%	94%
Percentage of adoptable shelter animals euthanized ³	0%	0%	0%	0%	0%
Percentage of euthanized animals that were treatable ⁴	13.8%	12.9%	15.8% ⁵	15.9%	15.5%
Customer Satisfaction Rating ⁶	4.70	4.70	4.73	4.70	4.70

Table Notes

¹ Based on 18,619 of 26,078 dispositioned dogs and cats.

² Patrol time response standards, varying by urgency of call, are established by contract with client cities. Based on Fiscal Year 2007-08 actuals of 27,686 calls.

³ 0% of euthanized animals equals zero healthy, adoptable animals euthanized.

⁴ Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

⁵ Actual performance for this measure did not reach the Fiscal Year 2007-08 targets. Significantly more animals with treatable conditions were taken in overall, constraining staff's ability to perform medical diagnoses and treatment of sheltered animals. In addition, medical staff focused on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

⁶ Scale of 1 to 5, with 5 being "excellent."



Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 2.00 staff years - two registered veterinary technicians to assist with the examination and treatment of sheltered animals and support additional in-house spay/neuter surgeries.

Expenditures

Net increase of \$1.0 million.

- Salaries and Benefits — net increase of \$0.6 million due to increase of two staff years and negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$0.2 million as a result of an increase in medical costs, supplies associated with additional staffing, and the rebudget of one-time costs associated with a new business software program.
- Capital Assets Equipment — increase of \$0.2 million related to purchase of a digital X-ray machine, an incident command trailer, and a transport van.

Revenues

Net increase of \$1.0 million.

- Charges for Current Services — increase of \$0.8 million based upon amounts calculated with the approved cost sharing methodology in six contract cities.
- Revenue from Use of Money & Property — increase of \$0.1 million due to lease of property.
- Use of Fund Balance – decrease of \$0.1 million due to completion of one-time purchases and projects.
- General Revenue Allocation — increase of \$0.2 million due to addition of two staff years, negotiated wage and benefit adjustments, and other expenditures noted above.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.1 million. Salaries and Benefits increase of \$0.4 million for an allowance for anticipated wage and benefit adjustments is offset by a decrease of \$0.1 million in Services and Supplies and a decrease of \$0.2 million in Capital Assets Equipment as a result of completion of one-time-only purchases.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Animal Services	124.00	126.00	126.00
Total	124.00	126.00	126.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Animal Services	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938
Total	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 8,680,726	\$ 9,399,352	\$ 9,604,352	\$ 9,206,585	\$ 10,008,539	\$ 10,398,624
Services & Supplies	3,774,763	3,839,937	5,111,214	3,987,602	4,039,359	3,889,314
Capital Assets Equipment	—	—	75,000	—	185,703	—
Total	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 2,106,454	\$ 2,303,714	\$ 2,303,714	\$ 2,317,113	\$ 2,303,714	\$ 2,303,714
Fines, Forfeitures & Penalties	9,036	13,000	13,000	6,893	13,000	13,000
Revenue From Use of Money & Property	17,592	—	—	51,672	50,000	50,000
Intergovernmental Revenues	1,143,265	—	—	—	—	—
Charges For Current Services	7,286,613	7,966,542	7,966,542	7,717,581	8,770,151	8,955,191
Miscellaneous Revenues	36,994	35,100	35,100	60,535	35,100	35,100
Use of Fund Balance	(551,202)	375,000	1,926,277	494,459	280,703	—
General Revenue Allocation	2,406,737	2,545,933	2,545,933	2,545,933	2,780,933	2,930,933
Total	\$ 12,455,489	\$ 13,239,289	\$ 14,790,566	\$ 13,194,186	\$ 14,233,601	\$ 14,287,938



County Library



Department Description

The County Library provides services at 33 branch libraries and two mobile libraries. Library services include providing information in print, non-print, and online formats for lifelong learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and lifelong learning.

2007-08 Accomplishments

Strategic Initiative – Kids

- Increased the 2007 youth summer reading enrollment by 72% (from 13,417 to 23,097) in 2008 by involving parents and caregivers in library-sponsored literacy activities, surpassing the goal of 10%. This increase was due to increased outreach and developing a program to target new customers. The County's Library's program to target new customers is being copied throughout the State.
- Increased the number of baby story times offered at branches from 9 to 11 programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Raised awareness of environmental science in the lives of children and families through community partnerships in San Diego County by presenting six environmental programs in Fiscal Year 2007-08.

Strategic Initiative – Safe and Livable Communities

- Increased the number of participants enrolled in the San Diego County Literacy Program by 60% (110 to 176), exceeding the target of 36%.
- Reduced workplace injuries and workers' compensation costs (injuries from 36 to 27, a 25% reduction and costs from \$120,975 to \$96,318, a 20.4% reduction) through participation in the Work Safe/Stay Healthy program.
- Increased participation in adult programs that promote lifelong learning by 319% (from 15,013 to 63,027). The larger than expected increase was a result of increased emphasis on developing consistent theme-specific adult programming throughout the Library branches.
- Opened the new Encinitas Branch Library.

Required Discipline – Continuous Improvement

- Completed development of the business requirements document through the County's Information Technology vendor to implement printing and copy control software and hardware on the public computers to ensure responsible use of printing resources.
- Implemented a mobile computer training system that is transportable to branches throughout the county for use in Library programs and services to improve computer training for library customers and staff.



2008-10 Objectives

Strategic Initiative – Kids

- Increase the 2008 youth summer reading enrollment by 10% (from 23,097 to 25,400) in Fiscal Year 2008-09 by involving parents and caregivers in library-sponsored literacy activities.
- Maintain the number of baby story times offered at 11 programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Implement a recycling and selection policy at all branches to reduce the number of non-rechargeable batteries purchased by the San Diego County Library (SDCL) by 90% and support recycling of all batteries purchased by SDCL staff.

Strategic Initiative – Safe and Livable Communities

- Meet the informational, recreational, and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and SDCL has the capacity to meet these goals.
 - Maintain the planned schedule of library operations.
 - Provide virtual library services that are available and relevant such as E-books, audio downloads, and access to premium databases.

- Ensure that collections, materials, and programs are current and relevant to meeting the needs and interests of a dynamic community.
 - Ensure that materials in the Library's collection stay relevant by meeting the planned Annual Average Circulation per Item.
 - Increase participation in adult programs that promote lifelong learning by 5% (from 36,950 to 38,800).
 - Ensure quality of service is maintained by meeting performance measures for customer and mystery shopper ratings.
 - Increase the number of participants enrolled in the San Diego County Literacy Program by 15% (176 to 202).
- Work with the design and construction teams to ensure the new library branches at Ramona, Fallbrook, and Lincoln Acres meet community needs and fulfill the Library's mission for those communities.

Required Discipline – Continuous Improvement

- Implement a printing and copy control software and hardware system on the public computers to ensure responsible use of printing resources.
- Reduce workplace injuries by 5% (from 31 to 30) and maintain workers' compensation costs at \$100,000.

Related Links

For additional information about the County Library, refer to the Web site at www.sdcl.org.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Library hours open ¹	77,976.5	80,300	83,381.5	83,600	83,600
Annual average circulation per item ²	3.08	3.0	3.1	3.1	3.2
Annual San Diego County Library Web hits ³	20,989,255	26,179,400	40,492,834	46,900,000	50,000,000
Specialty subscription database usage per capita ⁴	1.38	1.40	1.45	N/A	N/A
Use of SDCL virtual library services per capita ⁵	8.19	8.25	8.25	N/A	N/A
Average satisfaction rating ⁶	4.65	4.75	4.70	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁷	4.78	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library ⁸	N/A	N/A	4,325,378	4,170,000	4,400,000

Table Notes

¹ Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2007-08 Actual is higher than Adopted levels as duration of remodeling closures, weather, and facilities issues were less than anticipated. Fiscal Year 2008-09 and Fiscal Year 2009-10 anticipate closings for needed renovations.

² Annual average circulation per item represents how relevant our materials are to our customers. A higher level of circulation means that the materials are what our customers want in the collection.

³ Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons.

⁴ Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. Vendors providing these services are in the process of converting to a new standard set of data for reports to libraries that is not consistent with previous reports. SDCL is therefore unable to provide a statistic that is comparable to prior year data. For Fiscal Year 2008-09 SDCL will determine the baseline for this important statistic and begin reporting using the new data measure in Fiscal Year 2009-10.



⁵ Use of SDCL virtual library services per capita measures the use of E-Books, audio downloads, and catalog Web hits by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. Vendors providing these services are in the process of converting to a new standard set of data for reports to libraries that is not consistent with previous reports. SDCL is therefore unable to provide a statistic that is comparable to prior year data. For Fiscal Year 2008-09 SDCL will determine the baseline for this important statistic and begin reporting using the new data measure in Fiscal Year 2009-10.

⁶ On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

⁷ On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.

⁸ This is a new measure effective Fiscal Year 2008-09 but includes full year statistics for Fiscal Year 2007-08. The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "People Counters" that are installed at the entrance of each Branch Library. Growth of this measure shows the growth in use of physical library services.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in total staffing. Transfers between programs are based on operational needs.

Expenditures

Net increase of \$4.4 million.

- Salaries and Benefits — increase of \$1.1 million for negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$2.3 million due to one-time library automation projects, maintenance of structures, books and publications, printing and inter-departmental expenditures.
- Management Reserves — increase of \$1.0 million to address unanticipated needs and costs associated with anticipated facilities needs.

Revenues

Net increase of \$4.4 million.

- Taxes Current Property — increase of \$2.4 million, offset by a reduction in Taxes Other Than Current Secured of \$0.2 million, due to projected changes in tax revenues.
- Intergovernmental Revenues — increase of \$0.2 million as a result of anticipated State funding increases for adult programs and reimbursement for loans of materials to other jurisdictions.
- Charges for Current Services — increase of \$0.1 million as a result of implementation of a print and copy control system.
- Miscellaneous Revenues — increase of \$0.1 million due to anticipated private donations.
- Other Financing Sources — increase of \$0.4 million for completion of one-time construction projects.
- Use of Fund Balance — net increase of \$1.4 million due to rebudget of one-time projects and partial completion of library automation projects. Use of Fund Balance in



the amount of \$6.1 million includes establishment of a management reserve and appropriations for completion of library automation and construction projects.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$3.8 million due to a decrease of \$5.4 million in Services and Supplies as a result of the anticipated completion of one-time automation and constructions

projects, offset by an increase of \$0.9 million in Salaries and Benefits as an allowance for anticipated wage and benefit adjustments, and an increase of \$0.7 million in Management Reserves to address unanticipated needs.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Library Operations and Administration	23.50	23.50	23.50
Library Professional & Technical Support Service	50.50	50.25	50.25
Library Branch Operations	243.00	243.25	243.25
Total	317.00	317.00	317.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Library Operations and Administration	\$ 3,356,459	\$ 4,409,772	\$ 8,911,177	\$ 3,678,133	\$ 8,117,064	\$ 6,950,708
Library Professional & Technical Support Service	9,969,947	16,992,433	17,275,132	10,325,716	17,414,179	13,938,733
Library Branch Operations	19,537,500	19,814,942	20,169,414	21,611,610	20,082,390	20,952,010
Total	\$ 32,863,906	\$ 41,217,147	\$ 46,355,723	\$ 35,615,459	\$ 45,613,633	\$ 41,841,451

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 19,538,718	\$ 21,543,901	\$ 22,128,992	\$ 21,485,155	\$ 22,601,139	\$ 23,519,379
Services & Supplies	13,046,712	19,673,246	21,655,198	13,984,850	22,012,494	16,572,072
Other Charges	—	—	1,659	1,658	—	—
Capital Assets Equipment	278,476	—	1,115,575	100,028	—	—
Operating Transfers Out	—	—	104,299	43,769	—	—
Management Reserves	—	—	1,350,000	—	1,000,000	1,750,000
Total	\$ 32,863,906	\$ 41,217,147	\$ 46,355,723	\$ 35,615,459	\$ 45,613,633	\$ 41,841,451



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Current Property	\$ 26,932,558	\$ 26,558,655	\$ 26,558,655	\$ 28,775,127	\$ 28,981,792	\$ 30,166,088
Taxes Other Than Current Secured	1,355,509	1,205,423	1,205,423	1,621,976	983,806	977,261
Revenue From Use of Money & Property	515,085	342,935	342,935	569,013	360,835	360,835
Intergovernmental Revenues	1,003,287	821,626	821,626	873,185	971,905	971,905
Charges For Current Services	1,332,379	1,953,865	1,953,865	1,229,316	2,041,367	2,141,434
Miscellaneous Revenues	386,259	557,643	657,643	370,518	673,928	723,928
Other Financing Sources	3,570,158	5,077,000	5,237,000	5,145,716	5,500,000	4,750,000
Use of Fund Balance	(2,231,328)	4,700,000	9,578,576	(2,969,392)	6,100,000	1,750,000
Total	\$ 32,863,906	\$ 41,217,147	\$ 46,355,723	\$ 35,615,459	\$ 45,613,633	\$ 41,841,451



General Services



Department Description

The Department of General Services (DGS) provides support services to all other County departments enabling them to deliver “Best in Class” services to the public. General Services' support includes Facilities Management, Project Management, Mail Services, Real Estate Services, and Fleet Management. All services are provided through internal service funds (ISFs). An ISF operates on a business-like model, directly billing customer departments for the cost of services.

Mission Statement

To provide cost effective, efficient, high quality, and timely support services to County departments, groups, and agencies.

2007-08 Accomplishments

Strategic Initiative – The Environment

- Completed \$1.5 million State grant funded project for expanding stormwater treatment upgrades at the County Operations Center (COC) facilities including the expansion of porous paving and additional stormwater treatment units. These improvements help rainwater infiltrate soil, replenish groundwater and reduce total runoff, as well as removing contaminants from the runoff that is released to the storm drain system.
- Negotiated and undertook environmental assessment of proposed site for a power-purchase contract for installation of one megawatt of solar/photovoltaic generated power to meet goals of cost savings and increased use of renewable energy resources at below market rates in support of the County's Strategic Energy Master Plan.
- Maintained an environmentally friendly Fleet operation through use of re-refined oil products (14,500 gallons), recapped tires (200), conversion to water-based parts cleaning machines for vehicle maintenance, and

recycling of oil filters, batteries, antifreeze and scrap metal. Additionally, Fleet Management installed 15 diesel particulate traps to reduce the air pollution from County heavy-duty trucks and identified all County off-road equipment requiring permits under the Portable Equipment Registration Program.

- Completed one project and began three energy conservation projects for retrofit of Heating, Ventilation, and Air Conditioning systems and controls at over 20 County facilities under a \$3.0 million energy efficiency loan from the Public Utilities Commission. This is expected to save 1.8 million kWh and \$400,000 annually in reduced energy costs with a simple payback of seven and one-half years.

Required Discipline – Regional Leadership

- Placed in the top five of the *100 Best Fleets in North America* competition sponsored by Government Fleet Magazine for the third time in three years. The program recognizes excellence in public fleet organizations in key areas, which include creativity, use of technology, staff development and resource stewardship.
- Received the California Counties Facilities Services Association “2007 Public Facilities Award of Excellence” for outstanding organizational leadership in the maintenance and life cycle extension of County of San Diego public facilities. The award represents exceptional



dedication to facilities excellence through Best Practices, Process Innovation, Staff Development, Department Automation, and Energy Conservation.

- Awarded the 2008 National Association of Counties (NACo) Achievement Award for the Facility Operations Service Contract Compliance and Audit Program. The award recognizes an innovative and comprehensive program with a documented cost savings of more than \$2.0 million for non-compliant or substandard contract performance over a three year period.
- Received two NACo 2008 Achievement Awards recognizing effective and innovative programs contributing to and enhancing County government; one for the porous paving demonstration project at the COC and one for the Countywide Specialty and Small Business Job Order Contracts program.
- Established three Local Assistance Centers within 72 hours in Fallbrook, Ramona and Spring Valley in support of the regional response and recovery efforts following Firestorm 2007.

Required Discipline – Essential Infrastructure

- Improved project delivery for major maintenance and capital projects. Of 331 active major maintenance and Capital projects, 193 were completed and 93% (179) were completed on time and within budget estimates approved as part of the Spending Plan presentation for project funding at final scope.
- Completed construction and outfitting of the Spring Valley Gym/Teen Center as the final element of the new Library and Gym/Teen Center complex.
- Began construction on the 84,000 square foot Medical Examiner and Forensic Center to be completed in December 2009.
- Completed approximately 90% of construction on Edgemoor Skilled Nursing Facility in the East County city of Santee.

- Completed Facility Condition Assessments of all County-owned facilities to support effective and timely planning of major maintenance and capital renewal of systems, equipment and facilities.
- Completed construction and occupied the new 4-S Ranch and Alpine Sheriff Stations.
- Reduced electricity consumption by 4% per square foot over baseline by implementing Energy Commission loan projects; conducted 18 energy audits; and exceeded Title 24 requirements on capital renewal projects in support of the County’s Strategic Energy Master Plan at all County facilities, including detention facilities.
- Ensured maximum availability of County law enforcement patrol vehicles to meet the transportation needs of customer departments by maintaining availability of patrol vehicles at 96% overall, and at 100% during Firestorm 2007 activities.
- Completed vehicle utilization analysis and provided information to departments with recommendations for minimizing costs of County vehicle assets.
- Provided support for the County’s Fire Services program by maintaining daily availability of 16 new fire apparatus at 99%, including Firestorm 2007 operations; acquired 13 additional fire apparatus; and created a routine maintenance program for existing fire apparatus.
- Acquired 19 hybrid vehicles that represent 61% of the eligible vehicles replaced in Fiscal Year 2007-08, exceeding County goal of 25%.
- Provided time-critical (24/7) maintenance response to customer department “emergency” requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure by responding and initiating corrective action to 100% (540) of all “emergency” requests within four hours of notification, meeting target.



- Ensured completion of scheduled “Preventive Maintenance” (PM) actions to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems, by completing 96% (22,850 out of a total 23,850 annually) of PM actions, meeting target.
- Reduced postage cost to all departments by 24% by taking maximum advantage of U.S. Postal Service postage discount (\$0.10/letter) for all letters bar coded and sorted by zip code for 90% of all applicable mail on a monthly basis.
- Ensured maximum return on County-leased properties by renegotiating leases, and marketing properties to generate a 4.7% growth in leased revenues over previous year. Growth rate has slowed from previous years due to fewer available County-owned sites available for new revenue production.
- Completed Development Agreement and Sale Agreement with Lowe Enterprises by April 2008 for redevelopment of the COC, which will result in consolidation of the COC Annex with the COC over a five to seven year horizon with construction of 920,000 square feet of space. Revenue from sale of the COC Annex is anticipated to be at least \$30.0 million.
- Entered into an Exclusive Negotiation Agreement with Clark Realty for up to 700 parking spaces at the Cedar Kettner block, to support County Administration Center parking needs. Negotiations are ongoing with Clark to enter into a Development Agreement.

Required Discipline – Continuous Improvement

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with the average rental rate for all County office leases at or below 89% of the market rate for Class B office space.

2008-10 Objectives

Strategic Initiative – The Environment

- Reduce electricity consumption by 1% per square foot per year by implementing Energy Commission loan projects; conducting energy audits; and exceeding Title 24 requirements on capital renewal projects in support of the County’s Strategic Energy Master Plan for all County facilities.
- Expand the existing County paper recycling contract to include plastic, cans and glass to facilitate a comprehensive recycling program and help reduce the solid waste impact to local landfills.
- Establish a modified retro-commissioning program to assess system performance and implement improvements at a minimum of 10 Central Utility Plant locations to minimize energy consumption and maximize equipment efficiency.
- Implement best management practices in Fleet programs including the installation of diesel particulate traps on eligible County heavy-duty trucks, permitting of off-road equipment under the Portable Equipment Registration Program, modifications of County refueling equipment and conducting a pilot program for the use of bio-diesel.

Required Discipline – Essential Infrastructure

- Begin construction on new libraries in the communities of Ramona, Fallbrook and Lincoln Acres, and complete expansion projects at Del Mar and Descanso Libraries.
- Begin construction on the redevelopment of the County Operations Center (COC) campus in Kearny Mesa, replacing the 1960-vintage one and two-story buildings with four-story modern and energy efficient office buildings.
- Complete remodel of the San Pasqual Academy Technology and Career Information Center to support expanded student enrollment.



- Issue design-build proposals for reconstruction of housing at San Pasqual Academy destroyed in Firestorm 2007 with shelter in place features, improvements to campus infrastructure, and a new administration building.
- Ensure maximum availability of law enforcement vehicles to meet the transportation needs of customer departments by maintaining availability of patrol vehicles at 95% or more.
- Ensure the maximum availability of County supported fire apparatus by maintaining availability at 95% or more.
- Support the County's Fire Enhancement Program by acquiring and placing into service all Board of Supervisors approved new fire apparatus. Maintain maintenance program for 27 existing fire apparatus.
- Provide support to the Office of Emergency Services by establishing pre-staged emergency supply caches to support shelters during disasters and by identifying countywide transportation resources and populating Emergency Operation Center Internet databases.
- Provide time-critical (24/7) maintenance response to emergency customer department requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure by responding and initiating corrective action to 100% of all "emergency" requests within four hours of notification.
- Ensure completion of scheduled Preventive Maintenance (PM) actions to maximize the operational efficiency of County assets/infrastructure as well as maintain or prolong the design life of these same systems by completing 96% of PM actions.
- Reduce postage cost to all departments by taking maximum advantage of U.S. Postal Service postage discount (\$.08/letter) for all letters bar coded and sorted by zip code for 95% of all applicable mail on a monthly basis.
- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with the average rental rate for all County office leases at or below 89% of the market rate for Class B office space.
- Ensure maximum return on County-leased properties by renegotiating leases and marketing additional properties to generate a 4% growth in leased revenues over previous year.
- Complete acquisition of remaining 10 parcels for the South Santa Fe Road widening project in Vista, completing an overall 58-parcel acquisition project continuing from Fiscal Year 2007-08.
- Complete lease or lease/purchase for two-acre Probation Work Projects facility which needs to be relocated from COC to make way for proposed COC development project construction.
- Acquire 100,000 square foot replacement facility for Registrar of Voters, 77,000 square foot replacement facility for Health and Human Services Agency Family Resource Center/Records, and 45,000 square foot Public Administration facilities which will be displaced from COC Annex due to COC/COC Annex redevelopment project.

Related Links

For additional information about the Department of General Services, refer to the Web site at www.sdcountry.ca.gov/general_services.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of MMIP and Capital projects completed within estimated budget ¹	91% of 393	91% of 400	93% of 193	93% of 350	93% of 300
Percentage of electricity consumption decrease per square foot (non-detention facilities) ²	N/A	1% of 14.74 kWh/SF	4% of 18.16 ³ kWh/SF	1% of 18.02 ³ kWh/SF	1% of 17.84 ³ kWh/SF
Percentage of law enforcement patrol vehicles available ⁴	95% of 507	95% of 450	96% of 539	95% of 450	95% of 450
Percentage of fire services program apparatus available ²	N/A	95% of 20	99% of 16	95% of 27	95% of 27
Percentage of time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ²	N/A	100%	100% of 540	100%	100%
Percentage of monthly Facilities Preventive Maintenance actions completed ²	N/A	96% of 1,833	96% of 1,987	96% of 1,833	96% of 1,833
Percentage of all applicable monthly mail bar coded / total pieces of mail ²	N/A	95% of 666,000	90% of 673,858	95% of 666,000	95% of 666,000
County office space lease rate as a percentage of San Diego area Class B office rental rate ²	N/A	89%	78% ⁵	89%	89%
Percentage increase in lease revenue year-to-year	9.9% ⁶	5%	4.7% ⁷	4% ⁸	4%

Table Notes

¹ Fiscal Year 2007-08 Actuals were less than the target due to delays in Job Order Contract capacity and spending plan approvals, a decrease in the number of walk-in projects and the increase in labor only assistance on projects not reflected in the Adopted project count. The Major Maintenance Improvement Plan (MMIP) is the list of planned and predictive replacement/repair projects of major system infrastructure reviewed and approved annually by the Facilities Planning Board. The decrease in the number of projects projected to be completed in Fiscal Year 2009-10 is due to completion of Condition Assessments and improved coordination of Major Maintenance Program with Facility Planning Board and departments, allowing for consolidation of planned projects resulting in fewer, larger projects at improved efficiency and cost.

² New performance measure effective Fiscal Year 2007-08.



³ Fiscal Year 2007-08 Actuals and Fiscal Years 2008-09 and 2009-10 have been revised to include all County facilities.

⁴ Reduction in number of vehicles is due to a change in vehicle work assignment. The Sheriff's Department reassigned marked patrol vehicles from active patrol status to the Senior Volunteer program with different preventive maintenance schedules. The reassigned vehicles are still marked patrol cars but are not used in active patrol duty.

⁵ Fiscal Year 2007-08 Actuals reflect the rate obtained due to more favorable market rates. In Fiscal Years 2008-09 and 2009-10 a combination of below market County leases and anticipated continued lower overall market rents throughout the San Diego region are expected to cause the percentage rate to rise to 89%.

⁶ Fiscal Year 2006-07 Actuals represent one-time increased earnings due to parking lot increases, the Health and Human Services Agency Maximus lease, and cell phone tower sites. Five percent earnings are more representative of experience.

⁷ Increases in Fiscal Year 2007-08 were limited to consumer price index adjustments on existing revenue lease contracts.

⁸ New revenue leases will be limited to 4 or 5 new cell site locations accounting for 1% of growth; remaining 3% will be due to consumer price index (CPI) adjustments on existing revenue lease contracts.

Budget Changes: 2007-08 to 2008-09

Staffing

Net increase of 1.00 staff year.

- Net decrease of 3.00 staff years related to the Courts transfer to the State and Sheriff detention requirements.
- Increase of 2.00 staff years associated with real estate services requirements related to the COC and COC Annex redevelopment.
- Increase of 2.00 staff years due to the increased workload requirement in support of related condition assessment and annual Major Maintenance Improvement Plan needs.

Expenditures

Increase of \$5.2 million.

- Salaries and Benefits — net increase of \$1.7 million due to increased staffing and negotiated wage and benefit adjustments and salary adjustments associated with pay equity and staff retention.
- Services and Supplies — increase of \$2.6 million due to increased costs associated with contracted services, facilities maintenance, fuel, parts, and major maintenance projects.
- Other Charges — increase of \$0.2 million associated with depreciation for Fleet capital shop equipment replacement costs.
- Capital Assets Equipment — increase of \$0.2 million associated with the Fleet ISF planned vehicle acquisition replacement program.



- Operating Transfers Out — increase of \$0.5 million associated with the General Fund contribution to DGS in support of Countywide general management and statutory/regulatory services provided by DGS and support for the Major Maintenance Program.

Revenues

Increase of \$5.2 million in direct relation to the increase in expenditures. As an ISF department, General Services balances revenues with expenditures.

- Revenue from Use of Money & Property — increase of \$0.4 million due to increased rents and concessions on various properties and interest on deposits and investments.
- Intergovernmental Revenues — increase of \$0.5 million due to increased volume of mail services provided to other governmental agencies.
- Charges for Current Services — increase of \$3.6 million due to increased cost reimbursement associated with contracted services, fuel, parts, and major maintenance projects.
- Miscellaneous Revenues — increase of \$0.1 million associated with increased level of support for Business Improvement Districts.

- Other Financing Sources — increase of \$0.4 million to fund ongoing Countywide Capital, Space Planning, Americans with Disabilities Act management, regulatory programs and labor support for the Major Maintenance program.
- Use of Fund Balance — increase of \$0.2 million for the Fleet Management ISF planned vehicle acquisition purchases. The total budgeted amount (\$8.5 million) of Use of Fund Balance is to fund the Fleet Management ISF Countywide planned replacement vehicle acquisition program.

Budget Changes: 2008-09 to 2009-10

Increase of \$5.4 million and 13.00 staff years. The increase in staff years is the result of a transfer of function from Health and Human Services Agency and results in a zero net increase in staff years Countywide. Expenditure increases are the result of increased staff and an allowance for wage and benefit adjustments; increases in related Services and Supplies; and increased facilities maintenance requirements at the new Edgemoor Skilled Nursing Facility.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Facilities Management Internal Service Fund	278.00	278.00	291.00
Fleet Management Internal Service Fund	59.00	60.00	60.00
Total	337.00	338.00	351.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Facilities Management Internal Service Fund	\$ 99,960,185	\$ 109,473,258	\$ 119,764,317	\$ 101,362,311	\$ 113,303,681	\$ 117,324,067
Fleet Management Internal Service Fund	28,670,151	39,237,349	45,347,463	33,362,928	40,599,925	41,963,201
General Fund Contribution to GS ISF's	4,106,575	1,327,000	1,634,000	1,634,000	1,364,000	1,402,000
Total	\$ 132,736,912	\$ 150,037,607	\$ 166,745,780	\$ 136,359,239	\$ 155,267,606	\$ 160,689,268

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 27,073,629	\$ 29,974,121	\$ 29,974,121	\$ 29,436,227	\$ 31,722,638	\$ 33,921,564
Services & Supplies	90,401,865	97,618,500	106,280,461	92,985,377	100,238,347	102,794,265
Other Charges	9,150,992	9,475,636	9,809,636	10,014,537	9,633,353	9,897,100
Capital Assets Equipment	—	9,542,350	14,219,805	—	9,760,280	10,053,088
Contingency Reserves	—	100,000	100,000	—	103,000	106,090
Operating Transfers Out	6,110,426	3,327,000	6,361,758	3,923,099	3,809,988	3,917,161
Total	\$ 132,736,912	\$ 150,037,607	\$ 166,745,780	\$ 136,359,239	\$ 155,267,606	\$ 160,689,268



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 2,864,999	\$ 2,181,174	\$ 2,181,174	\$ 2,330,608	\$ 2,563,671	\$ 2,647,001
Intergovernmental Revenues	563,960	428,286	428,286	777,511	937,537	966,022
Charges For Current Services	121,489,538	133,426,411	148,503,109	125,106,806	136,990,064	141,882,093
Miscellaneous Revenues	1,574,136	639,691	678,208	2,926,260	748,441	767,469
Other Financing Sources	5,852,760	3,827,370	4,134,370	3,613,238	4,209,988	4,317,161
Residual Equity Transfers In	18,000	—	—	1,230	—	—
Use of Fund Balance	(931,481)	8,207,675	9,493,633	276,585	8,453,905	8,707,522
General Revenue Allocation	1,305,000	1,327,000	1,327,000	1,327,000	1,364,000	1,402,000
Total	\$ 132,736,912	\$ 150,037,607	\$ 166,745,780	\$ 136,359,239	\$ 155,267,606	\$ 160,689,268



Housing and Community Development



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance, and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2007-08 Accomplishments

Strategic Initiative – Kids

- Assisted 10,830 households to obtain safe, decent, and affordable housing, through rental assistance subsidies, to provide a nurturing environment for community youth.
- Provided funding for 10 public improvement projects that enrich children's lives, such as parks, libraries, and athletic fields. These included playground shade structures at the Fallbrook Community Center, improvements at the Lakeside Boys and Girls Club, improvements at the Ramona Boys and Girls Club, playground shade structures at Ramona Collier Park, an Americans with Disabilities Act (ADA) perimeter path at the Spring Valley Community Park, improvements at the Borrego Boys and Girls Club, ADA restroom improvements at the Borrego Springs Christmas Circle Park, parking lot and lighting improvements at the Phoenix Academy, improvements at the city of Imperial Beach Sports Park, and ADA improvements at seven parks within the city of Poway.

- Provided information and referral services to 280 families engaged in the pursuit of self-sufficiency through educational and support programs.
- Provided technical support for the on-site computer lab located at the Dorothy Street public housing development in Chula Vista. The computer lab facilities allow low-income youth to further their educational pursuits.

Strategic Initiative – The Environment

- All four of the federally-funded programs included in the Fiscal Year 2007-08 Annual Funding Plan received environmental review. In adherence to County principles of functional threading between departments, all reviews were conducted by the County Department of Public Works.
- Offered the Energy Efficiency Based Utility Allowance to two affordable housing proposals (Springbrook in Fallbrook and Stanley Portfolio in Spring Valley) to promote increased energy efficiency.
- Encouraged energy efficiency by employing preferential scoring of six Notice of Funding Availability applications proposing construction or rehabilitation, resulting in the creation of energy efficient units.



- Developed and implemented a Stormwater Pollution Prevention Plan at four Public Housing complexes and the County Housing and Community Development office building in order to reduce environmental hazards from entering the stormwater drains.

Strategic Initiative – Safe and Livable Communities

- Verified that all participants are in compliance with administrative policies and regulations to ensure that housing assistance is directed towards building communities free of drugs and violence.
- Implemented a Public Housing physical conditions assessment procedure in order to ensure that routine repairs and larger capital improvements are being addressed in a timely manner. The process includes tracking maintenance schedules, regularly conducting property inspections, and following up with any necessary repairs.
- Conducted 14,400 inspections throughout the County to ensure that all assisted housing meets federal housing quality standards. Inspections include annual recertification inspections, new lease inspections, and reinspections of units that failed the initial review.
- Organized 10 Community Revitalization Committee meetings. Meetings were held in each of the following District 2 communities: Alpine, the “Back Country,” Lakeside, Ramona, and Spring Valley. The Community Revitalization Committee meeting program was created by the Board of Supervisors in February 1996 to allow residents, businesses, nonprofit organizations, Chambers of Commerce, and Community Planning Groups to come together with staff from County departments and other public agencies to identify and address issues that impact the quality of life and economic vitality of the community.
- Assisted in the revitalization of lower-income neighborhoods by funding Community Development projects involving new public facilities or improvements

to existing facilities, and other community revitalization activities. Forty (40) funded projects were completed, exceeding the target of 35.

- Conducted 10 community outreach presentations to inform the public about funding opportunities available under the entitlement programs: Community Development Block Grant (CDBG), HOME Investment Partnerships Program, Emergency Shelter Grant, and Housing Opportunities for Persons with AIDS.
- Provided 20 outreach presentations to various community groups and organizations regarding Rental Assistance program information.

Required Discipline – Customer Satisfaction

- Promoted superior customer service by increasing the return rate of customer service evaluation forms by 10% over the baseline of 1,400.

Required Discipline – Continuous Improvement

- Implemented business process improvement steps that reduced the time it takes to process annual recertifications by 42%, from 120 days to 70 days.
- Implemented business process improvements that reduced the work time required to complete housing quality standards inspections by 50%, meeting target. The streamlined process work time is now 2 days, compared to the original time of 4 days.

2008-10 Objectives

Strategic Initiative – Kids

- Provide funding for a minimum of seven public improvements that enrich children’s lives, such as parks, libraries, and athletic fields.
- Provide information and referral services to a minimum of 290 low-income participants seeking self-sufficiency through educational and support programs.



- Expand family self-sufficiency efforts to include additional educational partners, job-related skills and professional/career development for low-income program participants. Host a “Career Day” focusing on youth from various programs with the goal of a minimum of 40 low-income youth learning important life skills.

Strategic Initiative – The Environment

- Ensure all federally-funded projects undergo environmental review. It is a programmatic requirement that all projects that are federally-funded must undergo environmental review before the release of funds. Additionally, environmental reviews ensure that environmental concerns that could affect viability of the project are not present.
- Provide San Diego Gas & Electric’s Low Income Home Energy Assistance Program information to rental assistance participants and landlords. This information is designed to inform program participants and landlords about available assistance relating to making households more energy efficient.

Strategic Initiative – Safe and Livable Communities

- Conduct a minimum of 10 Community Revitalization Committee meetings annually to identify and address issues that impact the quality of life and economic vitality of the community.
- Assist in the revitalization of lower-income neighborhoods with 31 Community Development projects involving new public facilities or improvements to existing facilities, and other community revitalization activities. The total number of Community Development projects completed each year may vary based on the availability of CDBG funds. Annually, CDBG program cuts as well as increased costs are reducing the number of projects that can be funded. In

addition, the cyclical nature of funding projects separately during the design and construction phases impacts the number of projects that will be completed.

- Conduct a minimum of 10 community outreach presentations annually to inform the public about the funding opportunities available under federally funded entitlement programs: CDBG, HOME Investment Partnerships Program, Emergency Shelter Grant, and Housing Opportunities for Persons with AIDS.
- Ensure that assisted housing is directed towards building communities free of drugs and violence by verifying that all participants are in compliance with administrative policies and procedures.

Required Discipline – Customer Satisfaction

- Improve customer satisfaction by increasing the return rate of customer service evaluation forms by 10% of the current rate of approximately 1,600 by June 2009. Increased customer feedback will assist the Department in responding to the changing needs of the public, particularly in the area of increased access to information and communication through cyber technology.

Required Discipline – Continuous Improvement

- Implement business process improvements in the Home Repair Loan Program to reduce loan processing time by 30% from current processing time of nine months.
- Implement business process improvements for document management to ensure successful transition to paperless Case Management using Documentum, the Countywide standard toolset for document and electronic content management.

Related Links

For additional information about the Department of Housing and Community Development, refer to the Web site at www.sdcounty.ca.gov/sdhcd/.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower ¹	99% of 10,454	97%	99% of 10,455	98%	98%
Program participants receiving educational and job training opportunities designed to enhance self-sufficiency	290	280	280	290	290
Number of newly constructed and rehabilitated units that exceed the California's State Energy Code, Title 24, by a minimum of 15% for new units, or by at least 20% better than existing building conditions for existing units	0	50	0 ²	50	50
Number of Community Development projects completed to enhance low-income neighborhoods and communities ³	38	35	40	31	35
Level of customer satisfaction ⁴	98.4%	98%	97%	98%	98%

Table Notes

¹ Maximum number of authorized rental assistance vouchers is 10,455; estimated funding from Housing and Urban Development for housing assistance payments is \$91.0 million.

² Projection for units exceeding energy code is an estimate based on prior years and is completely dependent on number of proposals funded through the Notice of Funding Availabilities (NOFA) process. Through the issuance of approximately \$7.0 million in two NOFAs, the department received two project proposals requesting the entire \$7.0 million available. The department is currently determining the feasibility of each proposal for possible funding allocations in Fiscal Year 2008-09.

³ A reduction of 3.75% in CDBG funding, as well as increasing project costs, result in a lower number of funded projects for Fiscal Year 2008-09.

⁴ Percentage of customers who rated HCD a 4 or 5 on a scale of 1 (unsatisfactory) to 5 (excellent) where 4 is "very satisfactory."

Budget Changes: 2007-08 to 2008-09
Staffing

Net decrease of 1.00 staff year due to decrease in the federal funding for multi-year projects administered by Community Development Division.



Expenditures

Net decrease of \$2.5 million.

- Salaries and Benefits — increase of \$0.4 million primarily due to negotiated wage and benefit adjustments.
- Services and Supplies — decrease of \$5.4 million due to reduction in one-time Documentum expenditures from prior year and decrease in the multi-year projects estimated costs.
- Other Charges — net increase of \$2.7 million due to increase in additional funding to first-time homebuyers for down payment and closing costs assistance and home acquisition loans and contributions to other agencies.
- Expenditure Transfers and Reimbursements — increase of \$0.2 million due to increase in Public Safety Group and Health and Human Services Agency Mental Health Services Act cost applied reimbursement. Since this is a reimbursement, it has the effect of a \$0.2 million decrease in expenditures.

Revenues

Net decrease of \$2.5 million.

- Intergovernmental Revenues — net decrease of \$2.2 million due to decrease in federal grant funding for multi-year projects offset by an increase in State revenues.
- Miscellaneous Revenues — decrease of \$0.1 million in multi-year projects funding sources due to decrease in estimated reconveyances from long-term loans' receivables.
- Use of Fund Balance — decrease of \$0.2 million due to prior year one-time funding to implement Documentum.

Budget Changes: 2008-09 to 2009-10

Net decrease of \$1.4 million. Salaries and Benefits increase of \$0.1 million for an allowance for anticipated wage and benefit adjustments and decrease of \$1.5 million in Other Charges due to decrease in one-time funding for First Time Homebuyer Assistance activities under the California Home program. The net decrease is offset by \$0.1 million increase in Miscellaneous Revenues and \$1.5 million decrease in Intergovernmental Revenues based on grant funding from the California Department of Housing and Community Development.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Housing & Community Development	103.00	102.00	102.00
Total	103.00	102.00	102.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Housing & Community Development	\$ 8,890,393	\$ 10,041,210	\$ 10,106,184	\$ 9,372,464	\$ 10,117,767	\$ 10,179,672
HCD - Multi-Year Projects	8,889,456	28,286,666	33,226,765	7,571,064	25,751,686	24,251,686
Total	\$ 17,779,849	\$ 38,327,876	\$ 43,332,949	\$ 16,943,528	\$ 35,869,453	\$ 34,431,358

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 7,708,657	\$ 8,440,911	\$ 8,440,911	\$ 8,109,728	\$ 8,816,612	\$ 8,915,998
Services & Supplies	6,688,648	22,740,984	22,345,141	6,737,335	17,387,289	17,349,808
Other Charges	3,441,018	7,176,981	12,577,897	2,218,647	9,869,152	8,369,152
Expenditure Transfer & Reimbursements	(58,473)	(31,000)	(31,000)	(122,181)	(203,600)	(203,600)
Total	\$ 17,779,849	\$ 38,327,876	\$ 43,332,949	\$ 16,943,528	\$ 35,869,453	\$ 34,431,358



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 18,398,141	\$ 36,949,355	\$ 41,954,428	\$ 19,643,166	\$ 34,770,932	\$ 33,222,837
Charges For Current Services	33,290	50,000	50,000	17,508	20,000	30,000
Miscellaneous Revenues	295,284	1,550,000	1,550,000	663,155	1,450,000	1,550,000
Use of Fund Balance	(575,388)	150,000	150,000	(3,008,822)	—	—
General Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	\$ 17,779,849	\$ 38,327,876	\$ 43,332,949	\$ 16,943,528	\$ 35,869,453	\$ 34,431,358



Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates as an internal service fund (ISF), purchasing all goods, materials, and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An ISF operates on a business-like model directly billing customer departments for the cost of services. Additionally, Purchasing and Contracting is responsible for the Countywide content and records management programs.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2007-08 Accomplishments

Strategic Initiative – The Environment

- In support of “Going Green,” the department succeeded in adding almost 600 recycled products to its available office supply list, as well as 90% certified recycled printer and toner cartridges.

Required Discipline – Fiscal Stability

- Achieved cost savings of \$2.7 million through the use of innovative procurement methods, such as reverse auctions, cooperative agreements, blanket purchase agreements and procurement card (P-Card) usage (which serves as a credit card for small purchases), exceeding the target.

Required Discipline – Customer Satisfaction

- Achieved a customer service satisfaction rating of 4.4 on a scale of 1 to 5, with 5 being extremely satisfied, as evidence of the department’s focus on quality customer service and meeting target.

Required Discipline – Regional Leadership

- Received the National Purchasing Institute’s Achievement of Excellence in Procurement award for the seventh consecutive year.
- The department’s procurement card solutions were featured in the *National Association of Procurement Card Professionals*, highlighting the importance of and steps needed in checking the federal debarred merchant lists.
- The department presented at the annual conference of the National Association of Procurement Card Professions on Avoiding Procurement Card Fraud and conducted a national phone lecture on The Role of the Procurement Card in Disaster Planning and Recovery.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provided contract management training to 55 staff who work with architectural and engineering projects (e.g., General Services, Parks and Recreation, and Public Works) to ensure proper programmatic and fiscal procedures are followed, meeting the goal.
- Trained 33 new users in the Oracle Requisition and Release Module to ensure proper purchasing procedures are followed by users, exceeding the goal of 30.



- Developed a training video on managing County records to be viewed by all County employees.

Required Discipline – Continuous Improvement

- Updated 70% (26) of purchasing policies and posted on the department's intranet site, bringing the total policies updated to 100%, meeting the target. These policies provide best practices to be followed by customers and buyers.
- Ensured the remaining 24% (12) of County departments have approved records management retention policies by providing the departments with procedures, training and assistance bringing the total to 100% and meeting the goal.
- Increased by 100% (approximately 80,000) the number of boxes with destruction dates that are stored at Iron Mountain, well exceeding the goal of 30% (25,000 boxes). Previously, over 80,000 boxes lacked destruction dates. Iron Mountain is the facility where County records are stored which are not needed on-site. Records without destruction dates risk being kept beyond the legal requirement thereby costing the County unnecessary dollars and increasing legal risks.

Required Discipline – Information Technology

- Expanded customers' ability to view current contracts electronically by completing the entry of all active contracts (over 1,200) into Documentum, the County's enterprise management system of record. Goal was met.
- Ensured that 90% of County departments (47 of 52) had Documentum Records Module (DRM) installed on their desktops, trained the employees and provided follow up to verify the module is being used to access and maintain departmental records. Exceeded the goal of 50% (26).

2008-10 Objectives

Required Discipline – Fiscal Stability

- Achieve cost savings of \$2.0 million for County customer departments through the use of innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).

Required Discipline – Customer Satisfaction

- Achieve an overall customer service satisfaction rating of 4.5 on a scale of 1-5, with 5 being extremely satisfied, as evidence of the department's focus on quality customer service.
- Achieve a customer service satisfaction rating of 4.5 on a scale of 1-5, with 5 being extremely satisfied, in the Property Disposal Division, as evidence that the division is providing excellent service to internal customers who dispose of and acquire excess County property and external customers who purchase excess property.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provide training for at least 50 County staff in proper contracting procedures through the Contracts' Academy to assist department personnel in producing quality contract documents.
- Develop and publish on the Web a customer guidebook to provide step-by-step instructions on 14 essential procurement processes which will increase the number of staff with access to training. Fifty percent (7) of the processes will be documented and published during Fiscal Year 2008-09.
- Provide training for at least 40 contract administrators and analysts in accessing and interpreting contract fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.



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- Provide individualized training to 50 County departments to ensure required operational practices related to Records and Content Management are being implemented.

Required Discipline – Continuous Improvement

- Convert at least 75% of an estimated 2,500 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt to expedite service to customers.

Required Discipline – Information Technology

- Develop and implement a Web-based publishing project which will provide internal customers the ability to view over 1,200 (100%) active contracts and supportive documentation in order to improve the administration and management of contracts at the department level.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the Web site at www.sdcountry.ca.gov/purchasing/.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurements card usage, and other sources ¹	\$4.7 million	\$2.0 million	\$2.7 million	\$2.0 million	\$2.0 million
Percentage of active contracts placed on Documentum ^{2, 3} (Target 100% of 1,200)	30%	47%	47%	N/A	N/A
Customer service satisfaction rating achieved ⁴	4.6	4.4	4.4	4.5	4.5
Percentage of County departments that have approved records retention policies ³ (Target 100% of 52)	76% of 52	24% of 52	24% of 52	N/A	N/A
Percentage of purchasing policies updated ³ (Target 100% of 39)	30% of 39	70% of 39	70% of 39	N/A	N/A
Percentage of departments managing documents stored offsite utilizing Documentum Records module ⁵	N/A	50% of 52	90% of 52	N/A	N/A
Customer service satisfaction rating achieved by the Property Disposal Division ^{4, 6}	N/A	N/A	N/A	4.5	4.5
Percentage of Purchase Requisitions converted to Purchase Orders within 21 days of receipt ⁶	N/A	N/A	N/A	75% of 2,500	80% of 2,500
Percentage of procurement processes documented and Web published ⁶ (Target 100% of 14)	N/A	N/A	N/A	50% of 14	50% of 14

Table Notes

¹ The department exceeded the Fiscal Year 2007-08 goal by \$0.7 million.

² Documentum is the County's enterprise content management system that allows electronic viewing of current contract documents and acts as the system of record. This project, initiated in Fiscal Year 2005-06 with 23% of the project accomplished that year, is now complete and new contracts will be placed into Documentum on an ongoing basis.

³ This project was completed in Fiscal Year 2007-08 and will no longer be measured.



⁴ Scale of 1 to 5, with 5 being “extremely satisfied.”

⁵ Originally a two-year measure, 90% of the project was completed in Fiscal Year 2007-08. With only four departments remaining, this will no longer be included in the performance measures beginning in Fiscal Year 2008-09.

⁶ New performance measure effective Fiscal Year 2008-09.

Budget Changes: 2007-08 to 2008-09

Staffing

Increase of 2.00 staff years.

- Increase of 2.00 staff years in the Contracting ISF unit due to the increasing customer demand for contracting services and requests for training in contract administration and procurement processes.

Expenditures

Net decrease of \$0.4 million.

- Salaries and Benefits — net increase of \$0.4 million due to the addition of two staff years, negotiated wage and benefit adjustments and allowance for terminal payout for retiring staff.
- Services and Supplies — decrease of \$0.6 million due to the deletion of one-time costs associated with Buy Net upgrade, Oracle Procurement Card module upgrade, and relocation costs for the Property Disposal Unit.
- Operating Transfers Out — decrease of \$0.3 million due to the deletion of General Fund Contribution to the ISF for the Buy Net upgrade (an automated requisitioning and purchasing system).

Revenues

Net decrease of \$0.4 million in direct relation to the decrease in expenditures; as an ISF, Purchasing and Contracting is required to balance revenues with expenditures.

- Revenue from Use of Money & Property — increase of \$0.1 million due to increase in Interest earned on Deposits.
- Charges for Current Services — increase of \$0.3 million due to anticipated increase in purchase order and P-Card transactions.
- Miscellaneous Revenues — increase of \$0.1 million due to the increase in P-Card Incentive Rebate for early payment of P-Card transactions.
- Other Financing Sources — decrease of \$0.3 million due to the deletion of one-time Buy Net upgrade.
- Use of Fund Balance — decrease of \$0.6 million due to the deletion of one-time P-Card upgrades and relocation costs and the deletion of General Fund Contribution to ISF for the Buy Net upgrade.

Budget Changes: 2008-09 to 2009-10

Net increase of \$0.3 million is primarily due to an allowance for anticipated wage and benefit adjustments and an increase in General Fund Contribution to ISF in support of the Content/Records Services.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Content/Records Services	6.00	6.00	6.00
Purchasing ISF	50.00	52.00	52.00
Total	56.00	58.00	58.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Content/Records Services	\$ 675,261	\$ 874,310	\$ 874,639	\$ 886,495	\$ 875,528	\$ 902,365
Purchasing ISF	6,309,486	7,826,033	7,895,560	6,970,932	7,638,721	7,847,812
General Fund Contribution	—	985,000	985,000	183,750	735,000	757,000
Total	\$ 6,984,747	\$ 9,685,343	\$ 9,755,199	\$ 8,041,177	\$ 9,249,249	\$ 9,507,177

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 5,001,413	\$ 5,934,299	\$ 5,934,299	\$ 5,482,139	\$ 6,328,881	\$ 6,574,908
Services & Supplies	1,988,448	2,777,626	2,616,182	2,371,861	2,210,752	2,200,653
Other Charges	8,542	16,418	16,418	3,427	2,616	2,616
Capital Assets Equipment	—	—	231,300	—	—	—
Expenditure Transfer & Reimbursements	(13,656)	(28,000)	(28,000)	—	(28,000)	(28,000)
Operating Transfers Out	—	985,000	985,000	183,750	735,000	757,000
Total	\$ 6,984,747	\$ 9,685,343	\$ 9,755,199	\$ 8,041,177	\$ 9,249,249	\$ 9,507,177



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 207,094	\$ 59,473	\$ 59,473	\$ 214,754	\$ 146,000	\$ 193,234
Intergovernmental Revenues	143	—	—	94	—	—
Charges For Current Services	6,877,860	7,139,228	7,139,228	7,139,270	7,428,359	7,562,153
Miscellaneous Revenues	165,490	133,084	133,084	263,353	204,890	237,790
Other Financing Sources	(18,925)	985,000	985,000	182,520	735,000	757,000
Use of Fund Balance	(246,916)	633,558	703,414	(493,813)	—	—
General Revenue Allocation	—	735,000	735,000	735,000	735,000	757,000
Total	\$ 6,984,747	\$ 9,685,343	\$ 9,755,199	\$ 8,041,177	\$ 9,249,249	\$ 9,507,177



County of San Diego Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project (USD RIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the city of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in east County.

2007-08 Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Issued a notice of Funding Availability (NOFA) making approximately \$1.5 million available for funding multi-family rental housing developments within or in close proximity to the redevelopment project area. The Agency targeted housing development proposals that would meet the inclusionary housing obligation as required by California Redevelopment Law. Due to the lack of vacant land zoned for multi-family housing, the Agency did not receive affordable housing proposals

from developers and was not able to meet the obligation. The Agency has made available 15 affordable units outside the project area and is required to provide an additional eight affordable units within the project area to low- and moderate-income households.

- Provided safe and decent housing opportunities to 31 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Safe and Livable Communities

- Updated the USD RIP Five-Year Implementation Plan in September 2007 with a new fire station and programs to reduce Transportation Impact Fees for private development within the Project Area and to expedite permit processing times for projects in the Redevelopment Area.
- Processed two discretionary development permits to provide trail easement additions to the San Diego River Park Regional Trail for the Regional Trails Plan in the County Trails Program.
 - Lakeside Land/River Run East Industrial Park – Added approximately 2,250 linear feet of newly constructed trail.



- Lakeside's River Park Conservancy – Added approximately one mile of newly constructed trail.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Assisted 31 low-income families through the Local Rental Subsidy Program and issued a Notice of Funding Availability that targets a housing development project that would meet the inclusionary housing requirement.
- Participated in events that exposed local children to aviation, including tours of airfield and the Sheriff's ASTREA helicopter facility.
- Hosted education day for local school children, which included a static aircraft display.

Strategic Initiative – The Environment

- Environmental study necessary to apply for federal funds for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field continued.
- Implemented integrated management and habitat control program. The use of pre-emergent and Envirotac (soil stabilizer) reduced pervious erosion problems by approximately 90% around airport runway and taxiway areas. Regular mowing, tree trimming, sweeping and cleaning of drainage areas has controlled wildlife attractants, improving safety. Aircraft bird strikes, animals on runways, dust/debris visibility problems due to erosion, and tree obstructions were almost eliminated, addressing environmental needs and improving safety.

Strategic Initiative – Safe and Livable Communities

- Continued good neighbor program, responding to noise concerns and working with flight schools to minimize nighttime touch and go activity, to use alternate airports, and to use runway 27R, which minimizes noise impact.

2008-10 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Meet inclusionary housing obligations required by California Redevelopment Law by making eight more units available at affordable cost to low- and moderate-income households.
- Continue to provide safe and decent housing opportunities to 31 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Safe and Livable Communities

- Enhance the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and five-year Implementation Plan:
 - Lakeside Fire District Cooperative Agreement to assist with the financing and development of a new Lakeside fire station serving the project area.
 - Transportation Impact Fee (TIF) Reimbursement Program to reduce TIF payments for new private development within the project area.
 - Permit Processing Expedite Program for discretionary projects in the redevelopment area.
- Prepare a new Five-Year Implementation Plan and present to the Board of Directors for approval by June 2009. The new plan will expand upon the programs in the previous plan and identify specific projects for investment of tax increment.



Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Continue to assist 35 low-income families through the Local Rental Subsidy Program and meet the inclusionary housing requirement by making eight more units available at affordable cost to low- and moderate-income households.
- Host an aviation career day to expose high school students to the aviation profession.

Strategic Initiative – The Environment

- Complete environmental study and submit Federal Aviation Administration (FAA) grant application for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.

Related Links

For additional information about Gillespie Field, refer to the website at www.sdcountry.ca.gov/dpw/airports/gillespie.html. And for additional information about the Upper San Diego River Improvement Project, refer to the website at www.sdcountry.ca.gov/dplu/usdrip.html.

Upper San Diego River Improvement Project

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Estimated property tax increment ¹	\$0	\$0	\$1.5 million	\$1.7 million	\$1.8 million
Percentage of tax increment utilized for project administration	0%	0%	9%	14%	14%

Table Notes

¹ The Project Area did not have sufficient debt to receive tax increment revenues when the Fiscal Years 2007-09 Operational Plan was prepared. Following community input and Board of Supervisors direction that affirmed the future development of the Project Area, a new Five-Year Implementation Plan has been prepared. The revised Five-Year Implementation Plan includes a program to assist the Lakeside Fire Protection District with developing a new fire station in the Project Area or vicinity. As a result, a Cooperation Agreement between the Board of Supervisors and Lakeside Fire has been prepared to obligate the Redevelopment Agency's funds to the project and to create indebtedness for the Redevelopment Agency. The agreement will provide money to the Fire District that it would not have received if the Redevelopment Agency were not in existence (approximately \$15.5 million over ten years) and fulfills a much needed service to the Project Area.



Gillespie Field Redevelopment Project

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals ¹	2008-09 Adopted ²	2009-10 Approved ³
Estimated property tax increment	\$2.0 million	\$2.0 million	\$2.2 million	\$2.2 million	\$2.3 million
Percentage of tax increment utilized for project administration	6%	6%	5%	6%	7%
Contracts Managed	109	117	112	114	118
Newly developed land leases executed (in net acres)	0.5	25.0	40 ¹	10 ²	25 ³

Table Notes

¹ Fiscal Year 2007-08 – 25-acre Weld Blvd. site.

² Fiscal Year 2008-09 – Marshall Ave Industrial.

³ Fiscal Year 2009-2010 – Cajon Air Center – Phase I.

Budget Changes: 2007-08 to 2008-09

Upper San Diego River Improvement Project

Expenditures

Net increase of \$4.4 million.

- Other Charges — increase of \$4.1 million for payment to the Lakeside Fire Protection District and other agencies for development of a new fire station in accordance with the Cooperation Agreement.
- Operating Transfers Out — increase of \$0.3 million for payment to the USDRIP Housing Fund to assist in facilitating the creation of low- and moderate-income housing programs within the project area.

Revenues

Increase of \$4.4 million.

- Taxes Other Than Current Secured — increase of \$1.7 million to assist the Lakeside Fire Protection District with developing a new fire station and allow payment to the USDRIP Housing Fund to assist in facilitating the creation of low- and moderate-income housing programs within the project area.
- Other Financing Sources — increase of \$0.3 million due to an increase in the 20% tax increment revenue to create low- and moderate-income housing programs within the project area.
- Use of Fund Balance — increase of \$2.4 million for planning activities in the redevelopment project area associated with the Five-Year Implementation Plan to assist the Lakeside Fire Protection District with developing a new fire station in the project area.



Gillespie Field Redevelopment Project

Expenditures

Net Increase of \$0.2 million.

- Other Charges — increase of \$0.1 million due to increase in settlement agreement payments to school districts.
- Operating Transfers Out — increase of \$0.1 million due to increased 2005 bond issue debt service payment.

Revenues

Net Increase of \$0.2 million

- Taxes Other Than Current Secured — increase of \$0.2 million due to increased tax increment revenue.
- Revenue from Use of Money & Property — increase of \$0.1 million due to increased interest.
- Other Financing Sources — increase of \$0.04 million due to increase in tax increment (20% set aside) for low- and moderate-income housing.

- Use of Fund Balance — decrease of \$0.16 million. The Use of Fund Balance covers budgeted expenditures over the projected gross tax increment revenue for administrative costs, pass throughs to school districts, and operating transfers to the Housing Fund. An increase in tax increment revenue decreased the need for use of fund balance.

Budget Changes: 2008-09 to 2009-10

Upper San Diego River Improvement Project

Decrease of \$2.9 million due to reduction in one-time support to the Lakeside Fire Protection District.

Gillespie Field Redevelopment Project

No significant changes.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Upper San Diego River Redevelopment Project Area	\$ 242,935	\$ 641,286	\$ 4,788,286	\$ 753,523	\$ 5,082,350	\$ 2,184,350
Gillespie Field Redevelopment Project Area	4,836,420	5,310,872	5,446,150	4,788,360	5,496,697	5,532,252
Total	\$ 5,079,355	\$ 5,952,158	\$ 10,234,436	\$ 5,541,883	\$ 10,579,047	\$ 7,716,602

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Services & Supplies	\$ 1,658,137	\$ 606,276	\$ 672,331	\$ 229,709	\$ 588,269	\$ 570,808
Other Charges	1,770,478	2,338,739	6,200,059	2,034,467	6,612,503	3,748,959
Operating Transfers Out	1,650,740	3,007,143	3,362,047	3,277,707	3,378,275	3,396,835
Total	\$ 5,079,355	\$ 5,952,158	\$ 10,234,436	\$ 5,541,883	\$ 10,579,047	\$ 7,716,602



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Other Than Current Secured	\$ 2,006,840	\$ 1,992,447	\$ 3,517,447	\$ 3,320,706	\$ 3,895,422	\$ 4,014,177
Revenue From Use of Money & Property	328,593	188,803	189,545	349,220	305,350	305,590
Miscellaneous Revenues	1,380,173	—	—	—	—	—
Other Financing Sources	1,650,740	3,007,143	3,956,606	3,255,152	3,378,275	3,396,835
Use of Fund Balance	(286,991)	763,765	2,570,838	(1,383,195)	3,000,000	—
Total	\$ 5,079,355	\$ 5,952,158	\$ 10,234,436	\$ 5,541,883	\$ 10,579,047	\$ 7,716,602



Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State, and local offices and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, accountability, security, and integrity, thereby earning and maintaining public confidence in the electoral process.

2007-08 Accomplishments

Strategic Initiative – Kids

- Increased participation in the Student Poll Worker Program for high school students by 105% (538 to 1,102) for the February 2008 Presidential Primary. Applications were received after the placement deadline and positions had already been given to other poll workers, thus resulting in fewer students than anticipated. Increased participation by 374% (136 to 645) for the June 2008 Statewide Primary. Fewer students participate in June due to school year end activities.
- Continued to support voter registration programs for eligible high school students by providing registration forms to 100% of the region's 98 high schools for the February 2008 Presidential Primary and June 2008 Statewide Primary.

- Produced a video documentary for the Filipino, Spanish and Vietnamese communities on the importance of civic participation in the election process in conjunction with Media Arts Center San Diego's Teen Producers Project, a youth-based program for ages 9 to 18 years.
- Promoted Child Adoption and Foster Parenting and the Childhood Lead Poisoning Prevention Program in informational "filler" pages printed in the Sample Ballot and Voter Information Guide mailed to as many as 1,369,496 registered voters for the February 2008 Presidential Primary and the June 2008 Statewide Primary in support of the County's initiative on healthy children and families.

Strategic Initiative – The Environment

- Distributed information on County environmental issues to educate citizens about conservation efforts or to reduce environmental risks regarding the San Diego Regional Stormwater Program by using "filler" pages printed in the Sample Ballot and Voter Information Pamphlet mailed to as many as 1,369,496 registered voters for the February 2008 Presidential Primary and the June 2008 Statewide Primary elections.
- Continued to recycle 100% of obsolete printed election materials.



Strategic Initiative – Safe and Livable Communities

- Conducted the February 2008 Presidential Primary and June 2008 Statewide Primary, converting from touch screen voting to paper ballot voting per the requirements set forth by the Secretary of State.
- Increased the number of permanent vote-by-mail voters by 30.2% (357,270 to 465,326) during fiscal year. This was the result of a campaign launched in October 2007 whereby applications were mailed to all the County’s active voters who were not currently a permanent vote-by-mail voter, giving them the opportunity to become one.
- Redesigned the front pages of the Sample Ballot Voting Information Guide to provide additional voter instructions for the nonpartisan voter for the February 2008 Presidential Primary and the June 2008 Statewide Primary elections.
- Conducted special elections for the East County Fire Protection District, Pine Valley Fire Protection District, Potrero Community Planning Area, Campo Fire County Service Area (CSA) No. 112, and San Diego County Employees Retirement Association.
- Maintained the accuracy and integrity of the voter registration file by identifying, researching, and removing or updating 1,680,000 voter registration records in accordance with State and federal law.
- Verified and certified Statewide and local petitions for a total of 2.1 million submitted signatures during the peak election processing period for the February and June 2008 Primary elections.
- Distributed information about Assessor/Recorder/County Clerk family real property transfers, tax postponements and exclusions for seniors’ program through the informational “filler” pages printed in the Sample Ballot and Voter Information Guide mailed to as many as 1,369,496 registered voters for the February and June elections of 2008.

Required Discipline – Customer Satisfaction

- Achieved the goal of a customer satisfaction rating of 4.63 or better (on a scale of 1 to 5) while converting from touch screens to paper ballot voting for the February and June 2008 Statewide Elections.
- Completed 100% of the 106 translation service requests needed during the fiscal year. The translations resulted in providing the Filipino, Spanish and Vietnamese communities an opportunity to understand and cast their ballot independently in their respective primary language.

Required Discipline – Continuous Improvement

- Processed 100% of valid voter registrations received (19,322 for February and 5,869 for June) at the close of registration (15 days prior to Election Day) within seven days of receipt to ensure eligible registrants have the opportunity to vote in the February and June Statewide Elections.
- Processed 99% or 355,928 of mail ballots received by Monday after Election Day for the February 2008 Presidential Primary, and processed 99.8% or 282,182 for the June 2008 Statewide Primary, exceeding target of 97%.
- Ensured polling sites were sufficiently staffed with qualified personnel by accomplishing the following, exceeding targeted dates:
 - Exceeded recruiting 100% of Precinct Inspectors 23 days prior to the February 2008 Presidential Primary Election by 11 days. Exceeded recruiting 100% of Precinct Inspectors 21 days prior to the June 2008 Statewide Primary by 19 days.
 - Exceeded recruiting 90% of Touch Screen Inspectors 21 days prior to the February 2008 Presidential Primary Election by 11 days. Exceeded recruiting 90% of Touch Screen Inspectors 19 days prior to the June 2008 Statewide Primary by 19 days.



- Recruited 100% of bilingual poll workers by 11 days prior to the February 2008 Presidential Primary Election. Recruited 100% of bilingual poll workers 9 days prior to the June 2008 Statewide Primary, meeting the respective goals.
- Implemented a Web-based poll worker training component in advance of the February 2008 Presidential Primary Election to determine comprehension of training materials by poll workers and provide them with performance feedback.
- Enhanced the processing efficiency of sorting the incoming envelopes containing vote-by-mail ballots by implementing an electronic mail sorter in coordination with the County Department of General Services, Mail Services Division.

2008-10 Objectives

Strategic Initiative – Kids

- Increase participation in the Student Poll Worker Program for high school students by 5% (1,539 to 1,616) for the November 2008 Statewide General Election and 5% (170 to 179) for the June 2010 Statewide Primary.

Strategic Initiative – The Environment

- Continue to distribute information on County environmental issues to educate citizens about conservation efforts or to reduce environmental risks by using “filler” pages printed in the Sample Ballot and Voter Information Guide mailed to all registered voters for the November 2008 Statewide Election.

Strategic Initiative – Safe and Livable Communities

- Conduct the November 2008 General Statewide and the June 2010 Primary Elections.

Required Discipline – Customer Satisfaction

- Maintain a 4.65 or better customer satisfaction rating (on a scale of 1 to 5).

Required Discipline – Continuous Improvement

- Continue to process 100% of valid voter registrations received at the close of registration (15 days prior to Election Day) within seven days of receipt to ensure eligible registrants have the opportunity to vote in the November 2008 Statewide Election.
- Process 97% of mail ballots received by Monday after Election Day for the November 2008 Statewide Election.
- Ensure polling sites are sufficiently staffed with qualified personnel through the following efforts:
 - Recruit 100% of Precinct Inspectors by 23 days prior to Election Day for the November 2008 General and 34 days prior to the June 2010 Primary Statewide Elections.
 - Recruit 90% of Touch Screen Inspectors by 21 days prior to Election Day for the November 2008 General Election and 33 days prior to the June 2010 Statewide Primary Election.
 - Recruit 100% of bilingual poll workers by 11 days prior to the November 2008 General Election and the June 2010 Statewide Primary Election.
- Continue to enhance the processing efficiency and effectiveness of vote-by-mail ballots by implementing electronic processes to screen, scan, and verify signatures on returned envelopes.

Related Links

For additional information about the Registrar of Voters, refer to the Web site at www.sdcountry.ca.gov/voters/Eng/Eindex.html.



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Overall Customer Satisfaction Rating ¹	4.59	4.65	4.63	4.65	4.65
Percentage of valid voter registrations received at close of registration that are processed / Total # of registrations received ²	100% of 10,593	100% of 15,000	100% of 25,191	100% of 55,000	100% of 10,500
Percentage of precincts tallied by 11:30 p.m. Election Night ³	18% of 1,650	25% of 1,650	36% of 1,652	10% of 1,650	10% of 1,650
Percentage of total mail ballots received that are tallied by the Monday after Election Day ⁴	94.5% of 323,464	97% of 333,000	99.8% of 282,182	97% of 408,500	98% of 375,000
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁵	22 days	21 days	40 days	23 days	34 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁵	20 days	19 days	38 days	21 days	33 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited ⁵	7 days	9 days	9 days	11 days	11 days

Table Notes

¹ Scale of 1-5, with 5 being “excellent.” During Fiscal Year 2007-08, imposed requirements by the Secretary of State led to converting from electronic voting to paper ballot voting processes. For Fiscal Year 2008-09 and Fiscal Year 2009-10, the 4.65 rating is being maintained due to the uncertain election process.

² This measure tracks the number of valid registrations that are processed at the close of registration, just 15 days prior to major elections, to ensure eligible registrants have the opportunity to vote on Election Day. There were two major elections in Fiscal Year 2007-08. Therefore, the 2007-08 actuals represent the valid registrations for the February 2008 Special Presidential Election and the June 2008 Statewide Direct Primary. The number of voter registrations received is projected to be higher in Fiscal Year 2008-09 due to the Presidential General Election, which has the highest activity level of the four year election cycle.

³ During Fiscal Year 2007-08, imposed requirements by the Secretary of State led to converting from electronic voting to paper ballot voting affecting the tally percentage. For Fiscal Year 2008-09 and Fiscal Year 2009-10, the percentage is reduced due to the uncertain voting processes. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.



⁴ The projected number of mail ballots received is higher in Fiscal Year 2008-09 due to the Presidential General Election, which has the highest activity level of the four year election cycle. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.

⁵ This measure tracks the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, and poll workers with targeted language skills. The more days prior to the election that workers are recruited the better the likelihood there will be sufficient staffing at the polls on Election Day. For Fiscal Year 2008-09, the number of days is being maintained due to the uncertain election process. For Fiscal Year 2009-10, the goal is to recruit poll workers earlier in order for the first week of training classes to be filled (22 days before the election) and for poll workers to receive that training class notice as early as 34 days before the election. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.

Budget Changes: 2007-08 to 2008-09

Staffing

No change in staffing.

Expenditures

Net decrease of \$12.3 million.

- Salaries and Benefits — net decrease of \$2.5 million due to decrease in temporary help required as a result of only one major election scheduled in November, offset by an increase for negotiated wage and benefit adjustments for permanent staff.
- Services and Supplies — decrease of \$8.6 million due to reduction in the number of elections.
- Capital Assets Equipment — decrease of \$5.2 million due to conversion from touch screens to paper ballot voting process.
- Reserve/Designation — increase of \$4.0 million to provide sustaining funding for election years with fewer billable participating jurisdictions and establish a designation for voting equipment replacement.

Revenues

Net decrease of \$12.3 million.

- Intergovernmental Revenues — decrease of \$3.7 million due to a decrease of \$5.5 million in Help America Vote Act (HAVA) grant revenues for touch screens and other elections' reimbursements, offset by an increase of \$1.9 million of Senate Bill 90, *State Mandated Reimbursement*, revenue for reimbursement for the February and June 2008 elections.
- Charges for Current Services (Election Services) — increase of \$2.5 million as a result of the greater number of billable jurisdictions that participate in the General Election as compared to the Primary election.
- Reserve/Designation — decrease of \$1.2 million due to only one major election scheduled in November.
- Use of Fund Balance — decrease of \$10.0 million also due to only one major election scheduled in November. The \$4.2 million balance in Use of Fund Balance is due to the \$3.5 million sustaining funding for low revenue election years, \$0.2 million rebudget of information technology costs and the designation for voting equipment replacement of \$0.5 million.
- General Revenue Allocation — increase of \$0.1 million to provide funding for an anticipated wage and benefit adjustment for permanent staff.



Budget Changes: 2008-09 to 2009-10

Net decrease of \$4.6 million. Decreases of \$0.6 million in Services and Supplies, \$0.2 million in Capital Assets Equipment, \$4.0 million in Reserve/Designation and corresponding revenues as a result of only one Primary

Election scheduled in Fiscal Year 2009-10. These decreases are offset by an increase of \$0.2 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Registrar of Voters	63.00	63.00	63.00
Total	63.00	63.00	63.00

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Registrar of Voters	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412
Total	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 7,221,751	\$ 12,013,819	\$ 12,099,319	\$ 9,837,709	\$ 9,551,278	\$ 9,794,445
Services & Supplies	22,376,835	19,068,478	28,848,983	16,684,552	10,449,063	9,845,967
Capital Assets Equipment	—	5,458,925	5,774,335	33,971	214,200	—
Expenditure Transfer & Reimbursements	—	—	—	(152)	—	—
Reserve/Designation Increase	922,877	—	—	—	4,018,103	—
Total	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 14,699,912	\$ 6,486,926	\$ 14,478,929	\$ 5,723,713	\$ 2,757,540	\$ 1,480,000
Charges For Current Services	6,879,486	2,550,000	2,550,000	4,372,493	5,055,000	1,860,000
Miscellaneous Revenues	156,233	150,000	150,000	202,244	150,000	150,000
Reserve/Designation Decreases	—	1,200,000	1,200,000	1,200,000	—	3,573,412
Use of Fund Balance	(1,214,168)	14,221,296	16,410,708	3,124,630	4,218,103	425,000
General Revenue Allocation	10,000,000	11,933,000	11,933,000	11,933,000	12,052,001	12,152,000
Total	\$ 30,521,463	\$ 36,541,222	\$ 46,722,637	\$ 26,556,080	\$ 24,232,644	\$ 19,640,412