

# County of San Diego

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# Community Services Group Summary & Executive Office

## Group Description

The Community Services Group (CSG) Executive Office ensures fiscal responsibility and provides management direction for six County departments and the San Diego 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 mobile libraries with collections and programs; housing assistance such as rental and first-time homebuyer 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.

## 2009-10 Anticipated Accomplishments

The departments of the CSG have supported the Strategic Initiatives in this era of diminishing resources through prioritization of programs that deliver services to the public and adherence to the Required Disciplines that generate efficiency in government. Their individual achievements are detailed in subsequent sections. Some examples are:

- Maintained over 88,000 hours of operation at libraries, even as funding has decreased.
- Took advantage of grant funding made available through the American Recovery and Reinvestment Act in support of the County's Strategic Energy Plan (Energy Efficiency and Conservation Block Grant of



\$5.1 million), fire protection equipment and other community enhancements (Community Development Block Grants-Recovery of \$1.3 million), and homelessness prevention (Homelessness Prevention and Rapid Re-Housing grant of \$1.9 million).

- Made the availability of public safety vehicles a priority by performing timely maintenance and upkeep on fire apparatus (95% availability) and patrol vehicles (97% availability).
- Provided funding for the design and development of a new fire station in Lakeside and for the improvement of riverside trails in the same community.
- Planned and managed construction of new County facilities, such as the new Ramona and Fallbrook libraries, the County Operations Center and San Pasqual Academy, to LEED standards.
- Reduced electricity consumption at County facilities by 1% per square foot.
- Reduced emissions in County vehicles and fuel consumption by County employees by 5%.

## 2010-12 Objectives

The CSG Objectives reflect the departments' diverse activities as well as their unified commitment to customer service. Departments have individual objectives related to all aspects of the Strategic Plan. The following are some of their objectives:

- Maintain the planned schedule of library operations of 88,400 hours open.
- Complete the construction of new libraries in Ramona, Fallbrook and Lincoln Acres, and the expansion of the Cardiff library.



- Begin construction on Phase 1B of the County Operations Center redevelopment.
- Achieve the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owners or through adoption into a new home.
- Implement a pilot Tenant-Based Rental Assistance Program for homeless veterans and their families
- Conduct the November 2010 Gubernatorial General Election, the February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.

Reduced staff and funding for many programs have necessitated improved, more efficient operations. CSG Departments propose investments in technology, reengineering of business processes, redesign of the places they do business, and training the “knowledge workers” of the future. Objectives to these ends include:

- Installing mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
- Implementing the Marketplace model for library branches that includes retail management techniques of physical layout and display.
- Completing the self-checkout and Radio Frequency Identification technology projects at 13 additional library branches.
- Maximizing postage discounts by bar coding at least 95% of all standard business letters.
- Utilizing video-conferencing, Web-based interactive presentations, and other alternatives to staff travel.
- Migrating to electronic records rather than paper-based, including Community Development files, procurement information and processes such as bid packages delivered on the Internet rather than in person.
- Improving mail ballot processing by investing in new equipment.

### Related Links

For additional information about the Community Services Group, refer to the Web site at <http://www.sdcounty.ca.gov/community/>.

## Executive Office Proposed Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 1.00 staff year, resulting in less support for CSG departments.

### Expenditures

Net increase of \$0.3 million.

- Salaries and Benefits — decrease of \$0.1 million primarily as a result of a decrease in staffing.
- Services and Supplies — net increase of \$0.4 million due to \$0.6 million for one-time projects to enable efficiency in procurement and to analyze County departments’ space needs for facilities planning, partially offset by decrease of \$0.2 million due to staff reduction and reductions necessitated by the overall economic downturn.

### Revenues

Net increase of \$0.3 million.

- Use of Fund Balance — increase of \$0.6 million for one-time projects to enable efficiency in procurement and to analyze County departments’ space needs for facilities planning. Total fund balance of \$3.8 million also includes \$3.25 million in management reserves for department contingencies and emergencies.
- General Revenue Allocation — decrease of \$0.2 million, which reflects the management of limited County resources in the current economic environment.

## Executive Office Proposed Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.6 million primarily due to one-time projects that do not recur in Fiscal Year 2010-11, partially offset by an increase in salaries and benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



## Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Group Executive Office	9.00	9.00	8.00	(11.11)	8.00
Animal Services	126.00	125.00	123.00	(1.60)	123.00
County Library	317.00	317.00	290.25	(8.44)	290.25
General Services	338.00	345.00	334.00	(3.19)	334.00
Housing & Community Development	102.00	102.00	102.00	0.00	102.00
Purchasing and Contracting	58.00	58.00	58.00	0.00	58.00
Registrar of Voters	63.00	63.00	63.00	0.00	62.00
<b>Total</b>	<b>1,013.00</b>	<b>1,019.00</b>	<b>978.25</b>	<b>(4.00)</b>	<b>977.25</b>

## Expenditures by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Group Executive Office	\$ 8,688,811	\$ 6,346,704	\$ 6,613,315	4.20	\$ 6,063,315
Animal Services	14,233,601	14,458,148	14,475,920	0.12	14,558,711
County Library	45,613,633	41,313,536	36,763,619	(11.01)	33,574,452
General Services	155,267,606	166,097,547	164,399,373	(1.02)	166,168,312
Housing & Community Development	35,869,453	31,671,025	22,403,457	(29.26)	22,258,048
Purchasing and Contracting	9,249,249	21,175,646	11,162,948	(47.28)	10,777,510
County of San Diego Redevelopment Agency	10,579,047	13,575,911	9,074,112	(33.16)	7,956,782
Registrar of Voters	24,232,644	18,688,606	20,046,031	7.26	27,490,819
<b>Total</b>	<b>\$ 303,734,044</b>	<b>\$ 313,327,123</b>	<b>\$ 284,938,775</b>	<b>(9.06)</b>	<b>\$ 288,847,949</b>

## Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Executive Office	9.00	9.00	8.00	(11.11)	8.00
<b>Total</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>	<b>(11.11)</b>	<b>8.00</b>

## Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Community Services Executive Office	\$ 8,688,811	\$ 6,346,704	\$ 6,613,315	4.20	\$ 6,063,315
<b>Total</b>	<b>\$ 8,688,811</b>	<b>\$ 6,346,704</b>	<b>\$ 6,613,315</b>	<b>4.20</b>	<b>\$ 6,063,315</b>



Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 1,500,398	\$ 1,578,302	\$ 1,429,920	(9.40)	\$ 1,452,142
Services & Supplies	3,938,413	1,518,402	1,933,395	27.33	1,361,173
Management Reserves	3,250,000	3,250,000	3,250,000	0.00	3,250,000
<b>Total</b>	<b>\$ 8,688,811</b>	<b>\$ 6,346,704</b>	<b>\$ 6,613,315</b>	<b>4.20</b>	<b>\$ 6,063,315</b>

Budget by Categories of Revenue					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Charges For Current Services	\$ 762,266	\$ 829,836	\$ 791,836	(4.58)	\$ 791,836
Use of Fund Balance	4,571,000	3,250,000	3,800,000	16.92	3,250,000
General Revenue Allocation	3,355,545	2,266,868	2,021,479	(10.83)	2,021,479
<b>Total</b>	<b>\$ 8,688,811</b>	<b>\$ 6,346,704</b>	<b>\$ 6,613,315</b>	<b>4.20</b>	<b>\$ 6,063,315</b>

# 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. More than 26,000 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 cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.



## Mission Statement

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

## 2009-10 Anticipated Accomplishments

### Strategic Initiative – Kids

- Promoted child safety and injury prevention by offering 80 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. Over 5,000 children read a targeted number of books and DAS donated over 2,000 pounds of pet food to needy families with pets.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and co-hosted 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assisted 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 (WAY), the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department provided job training opportunities to three WAY, four PIMA and six Mesa College students.

### Strategic Initiative – Safe and Livable Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owners or through adoption.
- Ensured 100% of all dogs and cats that could be safely vaccinated were vaccinated within 24 hours of intake at each shelter.
- To ensure continued physical and emotional stability, veterinary staff evaluated all animals that remained in the care of DAS more than 60 days.
- Ensured that 90% (26,978 of 28,700) of patrol responses were on time according to department protocols for responding to various levels of priority calls.
- Participated in four Community Emergency Response Team (CERT) meetings to inform and educate communities on emergency preparedness for their pets.
- Developed a Responsible Pet Ownership program for animal law violators to teach responsible pet ownership and to reduce the burden on the court system. Conducted nine classes.

### Required Discipline – Customer Satisfaction

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

### Required Discipline – Regional Leadership

- Made eight presentations to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.

- Submitted three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provided 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 – Skilled, Adaptable and Diverse Workforce

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

### Required Discipline – Continuous Improvement

- Ensured at least 67% of an estimated 26,000 sheltered dogs and cats were reunited with their owner or adopted into a new home.
- The goal of euthanizing no more than 15.9% of treatable animals was not met due to the deteriorating economy and related relinquishment of animals with serious medical conditions. The Department euthanized 28% of its treatable animals.
- Did not meet goal of reducing the number of in-house sterilization surgeries by 33% (500) due to a shortage of medical staff available to perform these surgeries and an increased workload required for other veterinary care. Anticipate performing 1,491 in-house sterilization surgeries in Fiscal Year 2009-10, which is 9% (148) fewer than Fiscal Year 2008-09 (1,639).
- Developed and implemented two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue. The Department improved its Over-the-Counter Dog License Application Process and its Kennel Inventory Process. The Department reduced the number of steps required in the dog license application, thus making it more efficient and streamlined the kennel inventory process making it faster and more accurate.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations per year 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.
- 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 per year 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, the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department will provide job training opportunities to at least one participant in each program per year.

### Strategic Initiative – Safe and Livable Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Ensure 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake at each shelter.
- Evaluate 100% of all animals in the shelters longer than 60 days by veterinary and behavior staff, to ensure the physical and emotional stability of the animals in a shelter environment.
- Ensure at least 94% of an estimated 28,700 patrol responses are on time according to department protocols for responding to various levels of priority calls.
- Participate in four Community Emergency Response Team (CERT) meetings per year to inform and educate communities on emergency preparedness for their pets.
- Conduct six classes per year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.

### Required Discipline – Customer Satisfaction

- Ensure customers are satisfied with the services provided. A key indicator of how well service is provided will be to achieve a 4.72 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being “excellent”).

### Required Discipline – Regional Leadership

- Make eight presentations per year 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 dog bite prevention presentations per year 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 – Skilled, Adaptable and Diverse Workforce

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

### Required Discipline – Continuous Improvement

- Ensure at least 68.8% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
- Ensure no more than 15.9% of treatable animals are euthanized by providing medical care where resources allow and placing animals with rescue partners or adopters.
- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) each year over the previous year to reduce or eliminate wait times for adopters to take possession of their new pet.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue.

### Strategic Initiative – Information Technology

- Develop and implement mobile networking capability to all patrol vehicles. Install wireless laptop computers in each patrol vehicle to improve efficiency and accuracy of information, and to allow longer service in the field for the communities and cities that the department serves.

### Related Links

For additional information about the Department of Animal Services, refer to the Web site at <http://www.sddac.com/>.



**Performance Measures**

	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Sheltered dogs and cats either adopted or reunited with owners	64.5% of 23,382 <sup>1</sup>	68.8%	67% of 26,000	68.8%	68.8%
On-time patrol response	92.2% of 29,664 calls	94.4%	90% of 28,700 calls	94.4%	94.4%
Adoptable shelter animals euthanized	0%	0%	0%	0%	0%
Euthanized animals that were treatable <sup>3</sup>	15.9%	15.9%	28% <sup>4</sup>	15.9%	15.9%
Customer Satisfaction Rating <sup>5</sup>	4.67	4.70	4.70	4.72	4.72

*Table Notes*

<sup>1</sup> Based on 23,382 dispositioned dogs and cats.

<sup>2</sup> Patrol time response standards, varying by urgency of call, are established by contract with client cities.

<sup>3</sup> Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

<sup>4</sup> The number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to diagnose medical issues and treat sheltered animals. Cats with medical conditions are particularly problematic due to their numbers and lack of adoption or rescue options. In addition, medical staff continue to focus 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.

<sup>5</sup> Scale of 1 to 5, with 5 being "excellent."

**Proposed Changes and Operational Impact:  
2009-10 to 2010-11**

**Staffing**

Decrease of 2.00 staff years. These positions are administrative in nature and their loss will impact the department's ability to manage and coordinate some internal programs. This workload will be absorbed by other staff due to reengineered processes and technology investments and will not affect service delivery levels.

**Expenditures**

Net increase of \$0.02 million.

- Salaries and Benefits — net increase of \$0.27 million due to negotiated wage and benefit increases, and higher levels of overtime and temporary help to align the budget with recent cost trends.

- Services and Supplies — net decrease of \$0.26 million due to reduced major maintenance and professional services' costs offset by increases in IT costs for mobile capability in patrol cars.
- Capital Assets Equipment — net increase of \$0.01 million for flatbed trailers for towing equipment in the event of an emergency or disaster related event.

**Revenues**

Net increase of \$0.02 million.

- Licenses, Permits & Franchises — net decrease of \$0.02 million due to decreases in pet licensing.
- Charges for Current Services — net increase of \$0.03 million to align revenue with recent trends.
- Use of Fund Balance — net decrease of \$0.01 million due to decreased one-time funding projects. Budgeted Fund Balance of \$0.1 million will be used for one-time

purchase of needed replacement cat caging and two flatbed trailers for towing emergency equipment.

- General Revenue Allocation — net increase of \$0.02 million for the County's proportion of shared costs.

### Proposed Changes and Operational Impact: 2010-11 to 2011-12

Net increase of \$0.1 million is the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011, partially offset by a reduction in Capital Assets Equipment due to prior year one-time expenditures.



Staffing by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Animal Services	126.00	125.00	123.00	(1.60)	123.00
<b>Total</b>	<b>126.00</b>	<b>125.00</b>	<b>123.00</b>	<b>(1.60)</b>	<b>123.00</b>

Budget by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Animal Services	\$ 14,233,601	\$ 14,458,148	\$ 14,475,920	0.12	\$ 14,558,711
<b>Total</b>	<b>\$ 14,233,601</b>	<b>\$ 14,458,148</b>	<b>\$ 14,475,920</b>	<b>0.12</b>	<b>\$ 14,558,711</b>

Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 10,008,539	\$ 9,908,726	\$ 10,175,495	2.69	\$ 10,265,790
Services & Supplies	4,039,359	4,519,422	4,260,425	(5.73)	4,292,921
Capital Assets Equipment	185,703	30,000	40,000	33.33	—
<b>Total</b>	<b>\$ 14,233,601</b>	<b>\$ 14,458,148</b>	<b>\$ 14,475,920</b>	<b>0.12</b>	<b>\$ 14,558,711</b>

Budget by Categories of Revenues					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Licenses Permits & Franchises	\$ 2,303,714	\$ 2,205,500	\$ 2,181,409	(1.09)	\$ 2,205,500
Fines, Forfeitures & Penalties	13,000	3,000	3,000	0.00	3,000
Revenue From Use of Money & Property	50,000	50,000	50,000	0.00	50,000
Charges For Current Services	8,770,151	9,445,433	9,475,511	0.32	9,643,211
Miscellaneous Revenues	35,100	26,000	26,000	0.00	26,000
Use of Fund Balance	280,703	146,000	140,000	(4.11)	—
General Revenue Allocation	2,780,933	2,582,215	2,600,000	0.69	2,631,000
<b>Total</b>	<b>\$ 14,233,601</b>	<b>\$ 14,458,148</b>	<b>\$ 14,475,920</b>	<b>0.12</b>	<b>\$ 14,558,711</b>

# 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.

## 2009-10 Anticipated Accomplishments

### Strategic Initiative – Kids

- Maintained the 2009 youth summer reading enrollment with 30,100 participants by involving parents and caregivers in library-sponsored literacy activities.
- Maintained the number of baby story times offered at more than 11 programs per month to expose families to library services and promote early literacy activities in families by conducting 313 programs.

### Strategic Initiative – Safe and Livable Communities

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and the San Diego County Library (SDCL) has the capacity to meet these goals.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.
- Ensured that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Met the planned Annual Average Circulation per item.
  - Maintained participation in adult programs that promote lifelong learning.

## Required Discipline – Continuous Improvement

- Implemented Link + which substantially replaces the Inter-Library Loan (ILL) process, resulting in savings in postage, increased availability of library materials, and elimination of most of the trips to branch libraries by SDCL customers that were required by the ILL process.

## Required Discipline – Information Technology

- Implemented a Radio Frequency Identification (RFID)-based system in more than 22 branches, increasing the ability of library customers to check out items themselves and increasing the efficiency of library operations.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Maintain the 2010 youth summer reading enrollment of 29,000 participants 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 – 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 the 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.
  - Meet the planned Annual Average Circulation per item.
  - Maintain participation in adult programs that promote lifelong learning by serving 54,000 participants.

#### Required Discipline – Continuous Improvement

- Complete implementation of the SDCL Marketplace model by successfully implementing retail management techniques and display to library materials merchandising and branch layout to increase the

capacity of SDCL to serve residents of San Diego County and increase the access of the residents to library resources.

#### Required Discipline – Information Technology

- Complete implementation of the Radio Frequency Identification (RFID)-based system at 13 additional branches/bookmobiles to extend RFID to all 35 service outlets to increase the efficiency of library operations by increasing the ability of library customers to check out items themselves.

#### Related Links

For additional information about the County Library, refer to the Web site at <http://www.sdcl.org/>.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Library hours open <sup>1</sup>	86,127	86,150	88,482	88,400	88,400
Annual average circulation per item <sup>2</sup>	5.44	4.75	6.12	6.68	7.25
Annual San Diego County Library Web hits <sup>3</sup>	30,283,606	35,000,000	104,687,000	111,000,000	118,000,000
Specialty subscription database usage per capita <sup>4</sup>	0.86	1.00	1.12	1.12	1.12
Use of SDCL virtual library services per capita <sup>5</sup>	2.14	2.25	2.41	2.41	2.41
Average satisfaction rating <sup>6</sup>	4.60	4.70	4.70	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County <sup>7</sup>	4.29	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library <sup>8</sup>	5,263,761	5,350,000	5,608,575	6,000,000	6,300,000

*Table Notes*

<sup>1</sup> Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2009-10 Actual is higher than Adopted levels due to redesigned staffing plans which allowed an increase in hours open to the public without adding staff or staffing costs.

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

<sup>3</sup> 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 and reflects current Internet traffic on the SDCL Web site. The Library experienced a significant increase because of a redesign of the library Web site to meet the needs of customers.

<sup>4</sup> Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. The specialty subscription database usage per capita shown in this report reflects a count that conforms to accepted professional standards for libraries. No increase is expected during the next two years as the current fiscal climate will result in the loss of some database services.

<sup>5</sup> Use of the SDCL virtual library services per capita measures the use of premium databases, E-Books, audio downloads and Web renewals by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. The SDCL virtual library services usage per capita baseline usage shown in this report reflects a count that conforms to accepted professional standards for libraries. No increase is expected during the next two years as the current fiscal climate will result in the loss of some virtual services.

<sup>6</sup> 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.

<sup>7</sup> 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.

<sup>8</sup> 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. The measurement increases show the growth in use of physical library services.

## Proposed Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Decrease of 26.75 staff years to align staffing with available resources. Although the impact will be partially mitigated by automation, customer services (e.g., answering general and reference questions, presenting programs, assisting with material location, making materials recommendations, etc.) will be decreased and delays in services will result. Hours of operation, however, will be maintained.

### Expenditures

Decrease of \$4.6 million to align expenditures with available resources.

- Salaries and Benefits — decrease of \$1.5 million due to staffing reductions and anticipated vacancies.
- Services and Supplies — decrease of \$2.1 million due to reductions in purchases of library materials and reductions in public programs, training and travel, minor equipment, facilities maintenance and upgrades, office expenses, computers, security guards and other services and supplies. The reductions directly reflect the impact of the downturn in the economy.
- Management Reserves — decrease in Management Reserves of \$1.0 million.

### Revenues

Decrease of \$4.6 million to reflect anticipated resources.

- Taxes Current Property — decrease of \$1.5 million to reflect declining property valuations.
- Taxes Other Than Current Secured — decrease of \$1.0 million to reflect declining trends in revenues from property taxes and to re-categorize revenues.
- Revenue from the Use of Money and Property — decrease of \$0.1 million to align with anticipated revenues due to lower interest rates and cash balance.

- Intergovernmental Revenues — increase of \$0.4 million to align with anticipated revenues resulting from re-categorization of revenues.
- Charges for Current Services — increase of \$0.2 million due to implementation of automated charges for printing and copying.
- Miscellaneous Revenue — increase of \$2.4 million due to increased donations from the Friends of the Library for Fallbrook and Ramona in support of new libraries in those communities.
- Other Financing Sources — decrease of \$1.9 million in General Fund support, which reflects the impact of the downturn in the overall economy.
- Use of Fund Balance — decrease of \$3.0 million due to completion of one-time automation projects and a decrease in budgeted Management Reserves. Budgeted Fund Balance of \$1.8 million is for Management Reserves, library automation equipment and other IT projects, and renovations in branches. These one-time projects will enable greater efficiency for the lower levels of staffing.

## Proposed Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$3.2 million is the result of a \$3.3 million decrease in Services and Supplies, primarily due to completion of one-time acquisition of furniture, fixtures and equipment for the Fallbrook and Ramona Branch Libraries, and additional reductions in computers, discretionary renovations and library materials. This decrease is partially offset by an increase of \$0.1 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Library Operations and Administration	23.50	24.25	22.25	(8.25)	22.25
Library Professional & Technical Support Service	50.25	47.25	42.75	(9.52)	42.75
Library Branch Operations	243.25	245.50	225.25	(8.25)	225.25
<b>Total</b>	<b>317.00</b>	<b>317.00</b>	<b>290.25</b>	<b>(8.44)</b>	<b>290.25</b>

Budget by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Library Operations and Administration	\$ 8,117,064	\$ 6,361,232	\$ 5,674,979	(10.79)	\$ 5,077,370
Library Professional & Technical Support Service	17,414,179	12,801,490	7,167,552	(44.01)	7,029,451
Library Branch Operations	20,082,390	22,150,814	23,921,088	7.99	21,467,631
<b>Total</b>	<b>\$ 45,613,633</b>	<b>\$ 41,313,536</b>	<b>\$ 36,763,619</b>	<b>(11.01)</b>	<b>\$ 33,574,452</b>

Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 22,601,139	\$ 23,012,215	\$ 21,525,869	(6.46)	\$ 21,669,668
Services & Supplies	22,012,494	16,801,321	14,737,750	(12.28)	11,404,784
Management Reserves	1,000,000	1,500,000	500,000	(66.67)	500,000
<b>Total</b>	<b>\$ 45,613,633</b>	<b>\$ 41,313,536</b>	<b>\$ 36,763,619</b>	<b>(11.01)</b>	<b>\$ 33,574,452</b>

Budget by Categories of Revenues					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Current Property	\$ 28,981,792	\$ 29,753,963	\$ 28,235,612	(5.10)	\$ 28,235,612
Taxes Other Than Current Secured	983,806	1,356,442	375,192	(72.34)	375,192
Revenue From Use of Money & Property	360,835	260,835	122,900	(52.88)	122,900
Intergovernmental Revenues	971,905	758,927	1,149,817	51.51	1,149,817
Charges For Current Services	2,041,367	1,471,382	1,655,047	12.48	1,666,505
Miscellaneous Revenues	673,928	723,928	3,113,928	330.14	613,928
Other Financing Sources	5,500,000	2,250,000	350,000	(84.44)	—
Use of Fund Balance	6,100,000	4,738,059	1,761,123	(62.83)	1,410,498
General Revenue Allocation	—	—	—	(100.00)	—
<b>Total</b>	<b>\$ 45,613,633</b>	<b>\$ 41,313,536</b>	<b>\$ 36,763,619</b>	<b>(11.01)</b>	<b>\$ 33,574,452</b>



## General Services

### Department Description

The Department of General Services (DGS) is primarily an internal service department within the County of San Diego. The DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services range from real estate leasing and acquisition support to capital improvement and architectural planning; from facility maintenance and repair services to security management; from vehicle acquisition and maintenance to refueling services.



### Mission Statement

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

### 2009-10 Anticipated Accomplishments

#### Strategic Initiative – The Environment

- Reduced electricity consumption at County facilities by 1% per square foot.
- Developed an Environmental/Entitlement Planning and Management program for current County property and proposed/planned County Capital Projects, to identify entitlement and environmental approvals to be maintained and permits or mitigations to be attained. The Inventory and Management Program has been developed for implementation in Fiscal Year 2010-11 and future budgets.
- Implemented best management practices in Fleet environmental programs.
  - Reduced vehicle and equipment emissions to meet California Air Resources Board requirements for on- and off-road diesel vehicles, stationary diesel equipment and off-road large spark (gasoline) engine vehicles;
  - Increased the number of hybrid/alternative fuel vehicles in the County's fleet. Currently, there are 208 hybrid, 15 Compressed Natural Gas and 112 Flex Fuel vehicles in the County's fleet, representing 12% of eligible fleet assets.
  - Implemented a quality assurance monitoring program to randomly assess vehicle maintenance and ensure compliance with proper vehicle maintenance procedures; and

- Upgraded refueling equipment. All Fleet-managed fuel sites were retrofitted to current environmental regulations.
- Right-sizing the County's vehicle fleet is a joint effort between DGS' Fleet Division and client departments. Vehicle Fleet was reduced by 1% (from 3,908 to 3,865).
- Achieved Countywide goal of reducing vehicle mileage by 5% (43,557,324 miles to 41,379,458 miles).
- Reduced fuel consumption by 7% (2,247,190 gallons to 2,095,140 gallons).
- Acquired a total of 274.25 acres for the Multiple Species Conservation Program open space land for a total cost of \$8,262,050.

#### Strategic Initiative – Safe and Livable Communities

- Completed acquisition of remaining 2 of 57 total parcels along South Santa Fe Road necessary for street-widening project in San Marcos/Vista.
- Maintained availability of County-supported fire apparatus at 95% or more, and supported the San Diego County Fire Authority by acquiring Board-approved apparatus, such as trucks and water tenders.
- Ensured maximum availability of law enforcement vehicles to meet the needs of client departments by maintaining availability of Sheriff's patrol vehicles at 97%.
- Plans to relocate 14,500 square foot County Counsel Child Dependency office from its existing Kearny Mesa site to a location closer to the Juvenile Court have been amended to relocate to the County Operations Center Campus in 2012. This move is planned for Phase 1B.

- Completed the required transfer of Court facilities from the County to the State through a comprehensive exchange of assets, which relieves the County of long-term seismic liability in existing buildings and provides land downtown for the potential site of a future courthouse.

#### Required Discipline – Essential Infrastructure

- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost effective manner, to meet departments' needs. Some project construction schedules were revised due to circumstances described below.
  - Progress has been made on the following Library projects:
    - ◆ Design-build contracts were awarded for the Fallbrook and Ramona Libraries and construction has begun with completion scheduled for January and February 2011, respectively.
    - ◆ Construction bids were received for the new Lincoln Acres Library, Park and Community Room project.
    - ◆ Completed the interior remodel phase of the Cardiff Library expansion project March 2010, ahead of schedule.
    - ◆ Completed construction, commissioning and occupancy of the new Medical Examiner and Forensic Center at the County Operations Center in December 2009, on schedule and under budget.
  - Completed 93% (186 of 200) of the Major Maintenance Improvement Plan (MMIP) and Capital Projects within estimated budget.
  - Established schedule to rebuild San Pasqual Academy housing units and administration building destroyed in the 2007 Witch Creek Fire, following final insurance settlement and review of housing component of campus master plan. Incorporated sustainability requirements in design. Awarded design-build contract for construction. Project completion expected in fall 2011.
  - Completed construction, commissioning and occupancy of the new County Operations Center (COC) Central Plant in November 2009, to support the new Medical Examiner and Forensic Center.
  - Construction of COC Buildings 201 and 202 are proceeding ahead of schedule for occupancy by December 2010 and the parking structure by March 2011.
  - Completed demolition of the old Edgemoor Skilled Nursing Facility in April 2010.

- Provided time-critical (24/7) maintenance response to 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% (1,850) of all emergency requests within four hours of notification.
- Completed 96% (1,920 of 2,000) of scheduled preventive maintenance (PM) goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems.

#### Required Discipline – Fiscal Stability

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 89% of the market rate for Class B office space.
- Ensured maximum return on County leased properties by renegotiating leases and marketing additional properties. The goal of 2% increase in revenues over previous year was not achieved. Real estate revenues have remained constant with a 0% increase because of an unfavorable real estate market and several lease terminations.
- Awarded a \$5.1 million American Recovery and Reinvestment Act (ARRA) energy grant. Funding will support energy projects such as lighting retrofit, solar electric system, energy-efficient equipment including automated controls for energy use, fluorescent lamp recycling and education and outreach.
- Received \$600,000 in Proposition 50, Integrated Regional Water Management (Stormwater), grant funding. This grant will be used to demonstrate how existing County facilities can be feasibly retrofitted with Low-Impact Development techniques that would promote infiltration, reduce runoff and cumulatively improve water quality in the Chollas Creek area.

#### Required Discipline – Information Technology

- Installed 313 global positioning system (GPS) devices in County vehicles to improve employee efficiency, reduce fuel consumption through trip planning and monitor real-time vehicle performance information.
- Upgraded to new hardware and system software for the County Access Control System. The upgrade enhances system functionality, reliability and technical support, makes it easier to perform future upgrades and uses more current software and equipment. The system also has better backup functionality to enable more timely recovery in the event of a disaster. The

access control system manages building access and supports the issuance of employee and contractor badges/identification cards. This system provides critical security functions for the County by monitoring access and establishing security levels based on an individual's needs. The system is used by all County departments, including the Sheriff, District Attorney and Superior Court.

#### Required Discipline – Continuous Improvement

- Reduced postage costs by \$75,000 annually with the installation of new sorting equipment. The new equipment makes it possible to take advantage of postal discounts for larger size pieces of mail, such as standard 9x12 envelopes.
- Maximized postage discounts by bar coding 95% of all standard business letters.

#### Required Discipline – Regional Leadership

- Received the California Counties Facilities Services Association “2009 Public Facilities Award of Excellence” for outstanding organizational leadership in the maintenance and lifecycle extension of County of San Diego public facilities. The award represents exceptional dedication to facilities excellence via: Best Practices, Process Innovation, Staff Development, Department Automation and Energy Conservation. Third consecutive annual award.
- Received three 2009 National Association of Counties awards for development of: 1) an Integrated Fire Suppression and Storm Water Compliance program; 2) a Preventive Maintenance Quality Assurance program; and 3) a Wild Fire Inspection program/process.
- Received the 2009 California Sustainability Alliance *Excellence in Sustainability Award* for large governments. Recognized for focusing on programs that build strong and sustainable communities, including the Energy Management Program, Green Business Program, Green Building Program, Stormwater Management Program and Climate Change Team. County departments are working together, as well as partnering with local utilities and organizations, to maximize adoption of sustainability best practices.

## 2010-12 Objectives

### Strategic Initiative – The Environment

- Improve County operations through sustainability efforts such as energy conservation.

- Reduce electricity consumption at County facilities by 1% per square foot per year.
- Complete ARRA Energy Efficiency projects for photovoltaics, advanced technology and controls by May 2011.
- Reduce vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements.
- Integrate 25% of eligible hybrid/alternative fuel vehicles into the County's fleet in accordance with Board of Supervisors Policy H-2, *Fleet Vehicle Acquisition Policy*.
- Complete Proposition 50-funded (*Water Security, Clean Water, Coastal and Beach Protection Act of 2002*) low-impact development stormwater management projects for improvements in the Chollas Creek watershed by March 2011. Low impact development (LID) projects are stormwater Best Management Practices (BMPs) that rely on natural filtration and infiltration processes of the soil.

### Strategic Initiative – Safe and Livable Communities

- Support client departments in their public safety efforts.
  - Maintain availability of County supported fire apparatus at a minimum of 95%.
  - Ensure maximum availability of law enforcement patrol vehicles at 95%.

### Required Discipline – Essential Infrastructure

- Provide time-critical (24/7) maintenance response to 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% of all “emergency” requests within four hours of notification.
- Complete 96% of scheduled preventive maintenance (PM) goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost effective manner, to meet departments' needs.
  - Complete project construction for the following libraries:
    - ◆ Expansion of the Cardiff Library by November 2010.



- ◆ Design-build construction of new libraries in the communities of Fallbrook and Ramona by January and February 2011, respectively.
- ◆ Complete construction of the new Lincoln Acres Library, Park and Community Room project by July 2011.
- Begin construction on COC Phase 1B Office Buildings 203 and 204 and Conference Center for completion by December 2012.
- Complete interior remodel of the downtown Law Library by June 2011.
- Complete reconstruction of the San Pasqual Academy housing units destroyed in the 2007 Witch Creek Fire.
- Award design-build contract for new Women's Detention Facility project completion scheduled December 2014.
- Lease 440-bed Descanso Detention Facility by June 2011.

#### Required Discipline – Continuous Improvement

- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.

#### Required Discipline – Fiscal Stability

- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 90% of the market rate for Class B office space.
- Ensure maximum return on County leased properties by renegotiating leases and marketing additional properties.

#### Related Links

For additional information about the Department of General Services, refer to the Web site at [http://www.sdcounty.ca.gov/general\\_services/](http://www.sdcounty.ca.gov/general_services/)

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
MMIP and Capital projects completed within estimated budget <sup>1</sup>	95% of 66	93% of 200	93% of 200	93% of 200	93% of 200
Electricity consumption decrease per square foot	1% of 17.82 kWh/SF	1% of 17.64 kWh/SF	1% of 17.64 kWh/SF	1% of 17.46 kWh/SF	1% of 17.29 kWh/SF
Law enforcement patrol vehicles available	94% of 554	95% of 450	97% of 465	95% of 450	95% of 450
Fire services program apparatus available	88% of 26	95% of 32	95% of 32	95% of 32	95% of 36
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 2,158	100%	100% of 1,850	100%	100%
Monthly facilities' Preventive Maintenance actions completed	100% of 1,833	96% of 2,000	96% of 2,000	96% of 2,000	96% of 2,000
Applicable monthly mail bar coded / total pieces of mail	95% of 649,247	95% of 666,000	95% of 660,000	95% of 660,000	95% of 660,000
County office space lease rate as a percentage of San Diego area Class B office rental rate	85%	89%	89%	90% <sup>2</sup>	90%
Increase in lease revenue year-to-year	1%	2% <sup>3</sup>	0%	0.5% <sup>3</sup>	0.5%

*Table Notes*

<sup>1</sup> The number of projects projected to be completed in Fiscal Years 2010-11 and 2011-12 is expected to remain stable rather than increase due to continued budget pressure from the economic conditions and State budget; as well as incorporation of Condition Assessments into the Major Maintenance planning, allowing for consolidation of planned projects resulting in fewer larger projects at improved efficiency and cost, with anticipation of potential economic stimulus funding that can support energy efficiency projects.

<sup>2</sup> In Fiscal Year 2010-11, below market County leases and continued lower market rental rates throughout the San Diego region will cause the percentage rate to rise to 90%.

<sup>3</sup> Fiscal Year 2009-10 Estimated Actual of 0% increase is less than Adopted of 2% due to an unfavorable real estate market and several lease terminations. In Fiscal Year 2010-11, new revenue leases are limited to four or five new cell site locations with an anticipated 0.5% increase in revenues.



## Proposed Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

Net decrease of 11.00 staff years based on operational and financial reduction requirements as a result of the current economic downturn. A decrease of 10.00 staff years in the Facilities Management Internal Service Fund and a decrease of 1.00 staff year in the Fleet Management Internal Service Fund will result in increased workloads for remaining staff and the potential for increased response times to client requests/ complaints.

### Expenditures

Net decrease of \$1.7 million.

- Salaries and Benefits — net decrease of \$0.9 million primarily due to reduction in operational staff as a result of the current economic downturn, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — increase of \$2.0 million substantially due to negotiated contract services. Major increases include custodial contracts (\$1.3 million); trash collection contracts (\$0.4 million); and security contracts (\$0.1 million).
- Other Charges — increase of \$0.4 million associated with vehicle depreciation.
- Capital Assets Equipment — decrease of \$3.0 million associated with the anticipated reduction in the Fleet ISF planned acquisition replacement program.
- Operating Transfers Out — decrease of \$0.2 million due to anticipated reduction in planned workload requirements in support of the Major Maintenance program.

### Revenues

Net decrease of \$1.7 million.

- Intergovernmental Revenues — increase of \$3.5 million due to reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities from Charges for Services.
- Charges for Current Services — decrease of \$5.3 million due to reclassification of State revenues associated with Trial Courts reimbursement for facilities maintenance, contracts and utilities to Intergovernmental Revenues and the decrease in cost reimbursement associated with vehicle fuel prices and acquisitions.
- Miscellaneous Revenues — increase \$0.3 million due to increase in real estate commission fees and revenues realized via the San Diego Gas & Electric Partnership associated with the administration of the implementation of energy-efficiency projects.
- Other Financing Sources and General Revenue Allocation — net decrease of \$0.2 million due to anticipated reduction in planned workload requirements in support of the Major Maintenance program.
- Use of Fund Balance — total budgeted amount of \$8.5 million is to fund the Fleet Management ISF County-wide replacement acquisition program.

## Proposed Changes and Operational Impact: 2010-11 to 2011-12

Increase of \$1.8 million is the result of increases in Services and Supplies and Capital Assets Equipment due to an escalation in the cost of contracted services and estimated higher planned vehicle replacement acquisitions, and an increase in Salaries and Benefits, which reflects an increase for retirement contribution for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

## Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Facilities Management Internal Service Fund	278.00	286.00	276.00	(3.50)	276.00
Fleet Management Internal Service Fund	60.00	59.00	58.00	(1.69)	58.00
<b>Total</b>	<b>338.00</b>	<b>345.00</b>	<b>334.00</b>	<b>(3.19)</b>	<b>334.00</b>

## Budget by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Facilities Management Internal Service Fund	\$ 113,303,681	\$ 118,471,644	\$ 120,021,420	1.31	\$ 120,740,467
Fleet Management Internal Service Fund	40,599,925	46,223,903	42,962,953	(7.05)	43,962,845
General Fund Contribution to GS ISF's	1,364,000	1,402,000	1,415,000	0.93	1,465,000
<b>Total</b>	<b>\$ 155,267,606</b>	<b>\$ 166,097,547</b>	<b>\$ 164,399,373</b>	<b>(1.02)</b>	<b>\$ 166,168,312</b>

## Budget by Categories of Expenditures

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 31,722,638	\$ 32,946,147	\$ 32,078,622	(2.63)	\$ 32,723,505
Services & Supplies	100,238,347	106,061,154	108,022,790	1.85	108,190,390
Other Charges	9,633,353	10,712,804	11,120,285	3.80	11,120,285
Capital Assets Equipment	9,760,280	11,383,544	8,363,544	(26.53)	9,270,000
Reserves	103,000	103,000	103,000	0.00	103,000
Operating Transfers Out	3,809,988	4,890,898	4,711,132	(3.68)	4,761,132
<b>Total</b>	<b>\$ 155,267,606</b>	<b>\$ 166,097,547</b>	<b>\$ 164,399,373</b>	<b>(1.02)</b>	<b>\$ 166,168,312</b>

## Budget by Categories of Revenues

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	\$ 2,563,671	\$ 2,462,729	\$ 2,462,729	0.00	\$ 2,462,729
Intergovernmental Revenues	937,537	892,363	4,409,281	394.11	4,409,281
Charges For Current Services	136,990,064	146,885,169	141,512,818	(3.66)	143,181,757
Miscellaneous Revenues	748,441	710,483	1,034,508	45.61	1,034,508
Other Financing Sources	4,209,988	5,290,898	5,111,132	(3.40)	5,161,132
Use of Fund Balance	8,453,905	8,453,905	8,453,905	0.00	8,453,905
General Revenue Allocation	1,364,000	1,402,000	1,415,000	0.93	1,465,000
<b>Total</b>	<b>\$ 155,267,606</b>	<b>\$ 166,097,547</b>	<b>\$ 164,399,373</b>	<b>(1.02)</b>	<b>\$ 166,168,312</b>





# Housing and Community Development

## Department Description

The Department of Housing and Community Development (HCD) 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.

## 2009-10 Anticipated Accomplishments

### Strategic Initiative – Kids

- Increased family reunification through the County's Substance Abuse Recovery Management System (SARMS) by more than 25% (29 to 40 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps reunite children with their families.
- Provided information and referral services to 916 families engaged in the pursuit of self-sufficiency through education and support programs, exceeding the goal of 305 families.
- Provided technical support for 100% (currently 10) of the computers at the lab at the Dorothy Street public housing development in Chula Vista, to further educational opportunities for low-income youth.
- Applied for and awarded \$1.9 million in U.S. Department of Housing and Urban Development Homelessness Prevention and Rapid Re-Housing Program funding related to the 2009 Recovery Act. This one-time grant is intended to fund housing programs to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness. Anticipate serving a minimum of 75 families in Fiscal Year 2009-10.



- Increased affordable housing opportunities for “special needs” populations by increasing tenant-based rental assistance participation by 5%, from 220 families to 231 families.
- Assisted 10 very low-income families by providing funding to developers for the purchase of foreclosed properties through the Neighborhood Stabilization Program (NSP). The newly purchased properties were made available as rental homes for low-income families. The original goal of “Assist at least 30 families with purchasing foreclosed properties by offering a homebuyer program utilizing Neighborhood Stabilization Program Funds” was discontinued due to market conditions and the inability of homebuyer applicants to acquire foreclosed properties with the supplemental NSP funds. The majority of NSP funds allocated for the NSP Homeownership program have been reallocated to the developer portion of the NSP program. Developers acquiring foreclosed properties under NSP must rent to low-income families for a minimum of 15 years.

### Strategic Initiative – The Environment

- Coordinated environmental reviews for 100% of federally funded programs included in the Fiscal Year 2009-10 Annual Funding Plan. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works.
- Supported energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability applications that included energy-efficiency measures.

## ■ ■ ■ Housing and Community Development

- Encouraged energy-efficiency improvements for low-income homebuyers by making available forgivable loans of up to \$12,500 through the Neighborhood Stabilization Program.
- Promoted water conservation by xeriscaping one public housing landscape site, L Street Manor. Xeriscaping is a creative form of landscaping which reduces water consumption and requires less maintenance.
- Installed energy-efficient windows in all 22 units at Dorothy Street, a low-income public housing facility, to promote energy conservation and reduce utility cost. Window replacement funding level received was less than anticipated and, consequently, the balance of this project (99 public housing units) will be reviewed for feasibility pending future funding allocations.
- Encouraged energy conservation and environmental preservation awareness through information about State-funded rebate programs, weatherization and minor home rehabilitation programs, provided to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants.

### Strategic Initiative – Safe and Livable Communities

- Conducted 10 Community Revitalization meetings to identify and address issues impacting community living standards.
- Conducted 16 community outreach meetings throughout the County to inform the public and stakeholders about affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. One outreach meeting was Web-based for persons wishing to utilize technology to acquire information and/or provide community input.
- Provided funding for 13 public improvements for parks, libraries, athletic fields, community centers, health clinics, Americans with Disabilities Act (ADA) improvements and affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods, exceeding the goal of eight. The projects funded were:
  - City of Del Mar's ADA Sidewalk Improvement;
  - City of Poway Hilleary Park ADA Improvements;
  - Poway Affordable Housing Services Program;
  - Lake Poway Pavilion ADA accessibility improvements;
  - Live Oak Park Recreational Area/Picnic Facility Renovations;
  - Grossmont Spring Valley Family Health Center improvements;
  - Rural Northeast-Jess Martin Park Jog Walk ADA compliant concrete path;
  - Rural Southeast-Campo Community Center Facility Upgrades;
  - Phase V, Rural Southeast-Campo Community Center Playground;
  - Regional – East County Shared Housing Program;
  - City of Encinitas - HOME Tenant-Based Rental Assistance Program;
  - City of Coronado Community Development Agency-owned affordable housing units; and
  - Urban County-HOME Housing Development Program.
- Provided 30 Veterans Affairs Supportive Housing (VASH) Program vouchers. These vouchers incorporated the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher (HCV) rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community. Up to 105 VASH vouchers were allocated to HCD to administer; however, program intake is based on referrals from the VA which were less than expected. The department continues to work with the VA to increase the number of veterans assisted by this program.
- Assisted families in jeopardy of losing their homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Ensured subsidized housing is decent, safe and sanitary, increasing monitoring of permanent affordable housing projects by performing annual Housing Quality Standards inspections at all 26 HOME Investment Partnership grant-funded complexes.
- Completed 22 rehabilitation loans/grants for health, safety, and accessibility improvements for elderly homeowners.
- Funded three fire protection projects in the unincorporated areas of the county with Community Development Block Grant funds. These projects funded were Rural Northeast-Palomar Mountain Fire Department Station and Safety Center Improvement, Rural Southeast-Regional Fire Pump Testing Facility at Lake Morena Fire Station #42, and Rural Southeast-Boulevard Fire and Rescue Department Station Doors.

- Provided funding of approximately \$850,000 in Community Development Block Grant-Recovery (CDBG-R) stimulus grant funding for fire prevention apparatus for the unincorporated areas of Warner Springs and Jacumba fire stations to provide firefighting services and emergency responses in the areas served by the stations.

### Required Discipline – Customer Satisfaction

- Held four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieved a customer service satisfaction rating of 4.80 (on a scale of 1 to 5 with 5 being excellent), exceeding the goal of 4.70.

### Required Discipline – Continuous Improvement

- Conducted two Business Process Reengineering projects to improve efficiency, reduce costs and streamline services.
  - Reviewed the Section 8 Housing Choice Voucher rent reasonableness determination process in order to provide more accurate rent comparisons in a more user-friendly and consistent manner.
  - Conducted a review of the Annual Funding process for CDBG. The review resulted in the deletion of one annual Board Letter and the associated meetings and briefings associated with the deleted Letter, thus streamlining and simplifying the process for both staff and public.

### Required Discipline – Information Technology

- Conducted a Web-based presentation through the Internet to stimulate interest and generate applications for funding for youth/elderly programs and community improvements projects.
- Implemented Documentum, an electronic document and content management system, for the Rental Assistance Division's Housing Choice Voucher program. Documentum is designed to facilitate a more efficient case management process and deliver increased data safeguards. This project will take scanned documents and organize them in an electronic repository for staff to retrieve and utilize during their daily program administration and client interactions.

## 2010-12 Objectives

### Strategic Initiative – Kids

- Assist approximately 150 families with rental assistance under the Homeless Prevention and Rapid Re-housing Program to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness.
- Increase family reunification through the County's Substance Abuse Recovery Management System (SARMS) by 10% (40 to 44 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps reunite children with their families.
- Provide a minimum of 10 competitive academic scholarships to heads of household and/or their children that have established five-year family self-sufficiency goals in academic or vocational self-sufficiency.
- Encourage County Public Housing families to strive toward their academic goals and to reach their full potential through increased education by providing weekly on-site academic tutoring at the Dorothy Street property computer center.
- Provide information and referral services to a minimum of 305 families engaged in the pursuit of self-sufficiency through education and support programs.

### Strategic Initiative – The Environment

- Ensure environmental reviews are performed on 100% of federally funded programs included in the Fiscal Year 2010-2012 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works.
- Encourage energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability (NOFA) applications received that incorporate energy efficiency and green technologies.
- Promote water conservation by improving one public housing landscape site utilizing xeriscape design. Xeriscaping is a creative form of landscaping that reduces water consumption and requires less maintenance.

### Strategic Initiative – Safe and Livable



### Communities

- Provide funding for a Tenant-Based Rental Housing Assistance Program that will assist a minimum of 10 survivors of domestic violence to secure safe, decent and sanitary housing.
- Conduct a minimum of 16 community outreach meetings throughout the county to inform the public and stakeholders about affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment partnership program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. At least one meeting will be Web-based.
- Conduct a minimum of 10 community revitalization meetings annually to identify and address issues impacting community living standards.
- Implement a pilot Tenant-Based Rental Assistance Program with specialized case management for up to 10 homeless veterans and their families in collaboration with community partners.
- Assist families in jeopardy of losing their homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Encourage community stability, improve health and safety, and provide accessibility enhancements to 30 low-income households through the First-Time Homebuyer Financial Assistance or Home Repair Programs.
- Provide funding for a minimum of eight public improvements for parks, libraries, athletic fields, community centers, health clinics, ADA improvements or affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods.
- Provide up to 105 Veterans Affairs Supportive Housing (VASH) Program vouchers. These vouchers incorporated the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher

(HCV) rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community.

### Required Discipline – Continuous Improvement

- Conduct a minimum of two Business Process Reengineering projects to improve efficiency, reduce costs and streamline services.

### Required Discipline – Information Technology

- Conduct a Web-based interactive presentation to stimulate interest and generate applications for funding for youth/elderly programs and community improvement projects.
- Document business requirements and project design for the Community Development Division's Documentum project. This project will convert Community Development program documents to electronic images and store them in an electronic repository (Documentum) for staff to retrieve and utilize in their daily program administration and client interactions. The electronic repository will be designed to facilitate more efficient records storage and increase data safeguards. In Fiscal Year 2010-11, the business requirements for Community Development's project will be documented. Implementation of project is targeted for Fiscal Year 2011-12.

### Required Discipline – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieve a customer service satisfaction rating of 4.70 or better (on a scale of 1 to 5 with 5 being Excellent).

### Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower <sup>1</sup>	99% of 10,455	99% of 10,689	99% of 10,689	98% of 10,689	98% of 10,689
Program participants receiving educational and job training opportunities designed to enhance self-sufficiency <sup>2</sup>	299	305	916	N/A	N/A
Households assisted through the Home Repair Program or the First-Time Homebuyer Program <sup>3</sup>	N/A	N/A	44	30	30
Number of newly constructed and rehabilitated units that exceed 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 <sup>4</sup>	44	80	80	N/A	N/A
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, and Shelter Plus Care. <sup>5</sup>	N/A	N/A	196	206	206
Number of Community Development projects completed to enhance low-income neighborhoods and communities	40	32	25	28	25
Provide information to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants about State funded rebate programs, weatherization and minor home rehabilitation programs <sup>6</sup>	N/A	100% of 10,900	100% of 10,900	N/A	N/A
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet HQS standards <sup>7</sup>	N/A	N/A	100% of 10,783	100% of 10,783	100% of 10,783
Level of customer satisfaction <sup>8</sup>	98%	N/A	N/A	N/A	N/A
Level of customer satisfaction <sup>9</sup>	N/A	4.7	4.8	4.7	4.7

*Table Notes*

<sup>1</sup> Maximum number of authorized rental assistance vouchers is 10,689; estimated funding from Housing and Urban Development for housing assistance payments is \$91.0 million. HCD has experienced inconsistent Rental Assistance program funding and in order to provide HCD with administrative options in managing to HUD's funding appropriations, the percentage of vouchers utilized may be impacted in future operating years.

<sup>2</sup> The self-sufficiency outreach effort has been incorporated into daily program activities and no longer needs to be tracked separately.

<sup>3</sup> Effective Fiscal Year 2010-11, this measure replaces the self-sufficiency outreach measure. The Home Repair Program emphasizes energy efficiency, accessibility and safety. The number of household to be assisted was reduced as the department anticipates a reduction in First-Time Homebuyer funding due to the lack of State grant funding to augment the First-Time Homebuyer Program.



<sup>4</sup> Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan. Currently, it is very difficult to predict possible affordable housing opportunities due to instability in the tax credit market, the downturn in the economy, and the subsequent financial pressures on both nonprofit and for profit developers. Projection for units exceeding energy code is an estimate and is completely dependent on the number of proposals funded through the Notice of Funding Availabilities (NOFA) process. Affordable housing construction activity as well as financing depends on the housing and financial markets. The 44 units currently under construction are a result of approximately two years work on this project. Downturns in the market resulted in zero affordable housing projects constructed in Fiscal Year 2007-08. The 80-unit affordable housing development planned for Fiscal Year 2009-10 will be partially financed by HCD. The funding allocation for site acquisition (loan funded through HUD programs) was released in May and July 2009; and construction commenced during the first quarter of Fiscal Year 2009-10.

<sup>5</sup> This new performance measure has been added to address the demand for rental assistance to the very low-income special needs community. Program Definitions: Foster - housing assistance for former foster youth ages 18-24 years; HOPWA - Housing Opportunities for Persons with AIDS; Shelter Plus Care - housing and services for homeless and disabled individuals and families; SARMS (Substance Abuse and Recovery Management System - housing assistance for family reunification.

<sup>6</sup> Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan. Approximately 10,900 families are provided housing assistance vouchers each year. Aside from assisting these families, the department in its effort to disseminate information ensures these groups of customers are also informed about other housing assistance programs available.

<sup>7</sup> This measure is new effective Fiscal Year 2010-11. Housing Quality Standards (HQS) are the HUD minimum physical standards required for each assisted rental unit.

<sup>8</sup> Percentage of customers who rated the Department of Housing and Community Development a 4 or 5 on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is "very satisfactory." Effective Fiscal Year 2009-10, this measure is displayed using a different format.

<sup>9</sup> A new format for displaying customer satisfaction rating took effect in Fiscal Year 2009-10. Overall customer satisfaction rating on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is "very satisfactory."

### Proposed Changes and Operational Impact: 2009-10 to 2010-11

#### Staffing

No change in staffing.

#### Expenditures

Net decrease of \$9.3 million.

- Salaries and Benefits — increase of \$0.2 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — decrease of \$8.7 million.
  - Decrease of \$8.3 million in program costs associated with prior year one-time economic stimulus grants.
  - Decrease of \$0.4 million in prior year one-time program cost for Affordable Housing Development Projects for families with special needs.

- Other Charges — decrease of \$0.8 million in direct costs associated with First-Time Homebuyer Program and Down Payment and Closing Costs Assistance Program.

#### Revenues

Net decrease of \$9.3 million.

- Intergovernmental Revenues — decrease of \$9.7 million.
  - Decrease of \$8.3 million prior year one-time revenue from economic stimulus grant for Neighborhood Stabilization Program (NSP I), Homeless Prevention and Rapid Re-housing Program, Community Development Block Grant – Recovery.
  - Decrease of \$0.5 million in revenue from Shelter Plus Care grant funding for housing assistance for families with special needs program.



- Decrease of \$0.4 million prior year one-time revenue from Housing Opportunities for Persons with AIDS (HOPWA) program grant for Affordable Housing Development projects.
- Decrease of \$0.2 million in revenue from HOME Investment and Partnerships Program grant funding for Affordable Housing Development projects.
- Decrease of \$0.3 million in revenue from the State, which augments the HOME Investment and Partnerships Program grant, a federally funded program.
- Miscellaneous Revenues — increase of \$0.1 million in revenue from program income based on estimated reconveyances from long-term loans' receivables.
- Use of Fund Balance — increase of \$0.3 million based on prior year fund balance to be utilized for one-time funding for Community Development Division Documentum project.

### Proposed Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.1 million is the result of a decrease of \$0.4 million in Services and Supplies due to prior year one-time expenditures, partially offset by an increase in Salaries and Benefits (\$0.25 million), which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



## ■ ■ ■ Housing and Community Development

Staffing by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Housing & Community Development	102.00	102.00	102.00	0.00	102.00
<b>Total</b>	<b>102.00</b>	<b>102.00</b>	<b>102.00</b>	<b>0.00</b>	<b>102.00</b>

Budget by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Housing & Community Development	\$ 10,117,767	\$ 10,643,979	\$ 11,000,728	3.35	\$ 10,855,319
HCD - Multi-Year Projects	25,751,686	21,027,046	11,402,729	(45.77)	11,402,729
<b>Total</b>	<b>\$ 35,869,453</b>	<b>\$ 31,671,025</b>	<b>\$ 22,403,457</b>	<b>(29.26)</b>	<b>\$ 22,258,048</b>

Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 8,816,612	\$ 8,830,280	\$ 9,077,139	2.80	\$ 9,325,727
Services & Supplies	17,387,289	17,638,731	8,895,188	(49.57)	8,501,191
Other Charges	9,869,152	5,370,614	4,605,730	(14.24)	4,605,730
Expenditure Transfer & Reimbursements	(203,600)	(203,600)	(174,600)	(14.24)	(174,600)
Operating Transfers Out	—	35,000	—	(100.00)	—
<b>Total</b>	<b>\$ 35,869,453</b>	<b>\$ 31,671,025</b>	<b>\$ 22,403,457</b>	<b>(29.26)</b>	<b>\$ 22,258,048</b>

Budget by Categories of Revenues					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	\$ 34,770,932	\$ 31,308,436	\$ 21,594,936	(31.03)	\$ 21,732,527
Charges For Current Services	20,000	20,000	25,000	25.00	25,000
Miscellaneous Revenues	1,450,000	714,068	822,000	15.12	872,000
Use of Fund Balance	—	—	333,000	—	—
General Revenue Allocation	(371,479)	(371,479)	(371,479)	0.00	(371,479)
<b>Total</b>	<b>\$ 35,869,453</b>	<b>\$ 31,671,025</b>	<b>\$ 22,403,457</b>	<b>(29.26)</b>	<b>\$ 22,258,048</b>

# 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.

## 2009-10 Anticipated Accomplishments

### Required Discipline – Fiscal Stability

- Achieved cost savings of \$2.3 million for County customer departments by using 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. This exceeded the \$2.0 million goal.
- Due to the downturn in the economy and subsequent reduction in spending by County departments, did not achieve the projected 5% or \$11,250 increase in revenues from early payment of P-Card charges and through Government Purchasing Organizations, for which the County of San Diego is the lead agency.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Developed and published to the intranet a customer guidebook, providing step-by-step instructions on 7 of 14 essential procurement processes, which increases access to training. The remaining seven processes will be documented and published during Fiscal Year 2010-11.



- Provided training for 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provided annual individualized training to all (50) County departments ensuring required operational practices related to records and content management are being implemented.
- Developed a Countywide training program for Contracting Officers' Technical Representatives (COTRs), who administer contracts at the department level, and trained 49 COTRs, exceeding the goal of 40.

### Required Discipline – Continuous Improvement

- Converted 80% of an estimated 1,500 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt, resulting in expedited services to customers and exceeding the goal of 78%.

### Required Discipline – Information Technology

- Upgraded BuyNet, the department's electronic procurement Web application, increasing the availability of information online, improving transparency and offering additional services online. Suppliers and the public can now access historical solicitations, including solicitation documents and award information.
- Completed a major upgrade of the County's electronic document and content management system (Documentum), making it easier for departments to comply with records retention and data policies.

### Required Discipline – Regional Leadership

- Served as the principal purchasing agent for nationwide contracts for office supplies, medical supplies and janitorial products, allowing other smaller agencies that do not have the buying power to realize sizable discounts.
- Recognized as experts in the procurement field with an Achievement of Excellence in Procurement award. The Department has received this national award for nine consecutive years.
- Presented at several national and international conferences, including the California General Services Association conference (From Paper to Electronic: Creating a Plan to Reduce Paper) and the Association for Information and Image Management (Mapping an Approach for Successful Content Management).

### 2010-12 Objectives

#### Required Discipline – Fiscal Stability

- Achieve cost savings of \$2.0 million in Fiscal Years 2010-11 and 2011-12 for County customer departments by using 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 – Skilled, Adaptable and Diverse Workforce

- Develop and publish to the intranet the remaining 7 of 14 essential procurement processes, which increases access to training. The initial seven processes were developed and published in Fiscal Year 2009-10.
- Provide training for at least 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.

- Provide annual individualized training to all (50) County departments to ensure required operational practices related to records and content management are being implemented.

#### Required Discipline – Continuous Improvement

- Convert at least 80% of an estimated 1,500 customer requisitions in Fiscal Years 2010-11 and 2011-12 to Standard Purchase Orders within 21 calendar days of receipt to expedite services to customers.
- Convert at least 50% of an estimated 1,500 customer requisitions in Fiscal Years 2010-11 and 2011-12 to Standard Purchase Orders within 10 calendar days of receipt to expedite services to customers.
- Improve and streamline the procurement process by requiring agreed upon acquisition plans and timelines from customer departments for 50% of approximately 300 projects.

#### Required Discipline – Customer Satisfaction

- Conduct a minimum of three outreach activities to customers in order to increase the supplier base and increase opportunities for competition.
- Streamline access to construction documents for suppliers to respond to needed services by issuing construction plans and specifications electronically for 25% of 200 projects.

#### Required Discipline – Information Technology

- Complete an additional upgrade of the County's electronic document management system (Documentum) to increase data/records management functionality and availability to departments.

### Related Links

For additional information about the Department of Purchasing and Contracting, refer to the Web site at <http://www.sdcounty.ca.gov/purchasing/index.html>.



Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurements card usage and other sources	\$3.2million <sup>1</sup>	\$2.0 million	\$2.3 million	\$2.0 million	\$2.0 million
Purchase Requisitions converted to Purchase Orders within 21 days of receipt	82% of 1,478	78% of 2,500	80% of 1,500	80% of 1,500	80% of 1,500
Procurement processes documented and available on the intranet (Target 100% of 14) <sup>2</sup>	0% of 14	50% of 14	50% of 14	50% of 14	N/A
Increase in revenues from early payment of P-Card and from Government Purchasing Organizations <sup>3</sup>	N/A	5% of \$225,000	0%	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 10 days of receipt <sup>4</sup>	N/A	N/A	N/A	50% of 1,500	50% of 1,500
Construction plans and specifications electronically distributed to vendors <sup>4</sup>	N/A	N/A	N/A	25% of 200	50% of 200

*Table Notes*

<sup>1</sup> The department exceeded the Fiscal Year 2008-09 goal by \$1.2 million.

<sup>2</sup> Fourteen essential procurement processes will be included in a customer guidebook. Due to an unforeseen increase in major projects and changing priorities, this project was not implemented in Fiscal Year 2008-09. The project resumed in Fiscal Year 2009-10 and will conclude in Fiscal Year 2010-11.

<sup>3</sup> Due to the economic downturn and subsequent reduction in spending by County departments, this goal was not achieved and has been deleted from future years.

<sup>4</sup> New performance measure for Fiscal Years 2010-11 and 2011-12 that will streamline and improve services to internal and external customers.

### Proposed Changes and Operational Impact: 2009-10 to 2010-11

#### Staffing

Net change of 0.00 staff years is the result of an increase of 2.00 staff years in the Contracting unit in response to the increase in demand for contractual services, offset by the decrease of 2.00 staff years in the Purchasing unit due to declining countywide expenditures.

#### Expenditures

Net decrease of \$10.0 million.

- Salaries and Benefits — increase of \$0.1 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — decrease of \$5.1 million primarily due to the deletion of one-time expenditures that include \$3.2 million in the Documentum End User License Agreements and \$1.8 million for the Documentum enterprise content management

upgrade. Included in the proposed budget are one-time projects for the electronic acceptance of proposals and the posting of contracts to the intranet.

- Operating Transfers Out — decrease of \$5.0 million due to the deletion of the \$3.2 million one-time cost of the Documentum End User License Agreements and the one-time \$1.8 million upgrade to Documentum completed in Fiscal Year 2009-10.

### Revenues

Net decrease of \$10.0 million.

- Revenue from Use of Money & Property — decrease of \$0.1 million in Interest on Deposits due to projected lower cash balances.
- Charges for Current Services — increase of \$0.2 million due to the \$0.4 million anticipated increase in Charges in General Fund for the two one-time projects, offset by a projected \$0.2 million overall decrease in ISF surcharge collections due to the continuing decline in countywide spending.
- Other Financing Sources — decrease of \$5.0 million due to the deletion of \$3.2 million in one-time Documentum End User License Agreements and \$1.8 million in the Documentum upgrade.

- Use of Fund Balance — decrease of \$5.1 million due to the deletion of one-time \$3.2 million in Documentum End User License Agreements, deletion of one-time \$1.8 million in the Documentum upgrades and \$0.1 million reduction in BuyNet upgrades. A total of \$0.3 million is included in the budget for the planned \$0.2 million BuyNet upgrades and Documentum remediation project and \$0.1 million to keep the ISF contracting rate steady.

### Proposed Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.4 million is the result of a decrease of \$0.6 million in Services and Supplies due to one-time projects in Fiscal Year 2010-11 that will not recur, partially offset by an increase of \$0.2 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Content/Records Services	6.00	6.00	6.00	0.00	6.00
Purchasing ISF	52.00	52.00	52.00	0.00	52.00
<b>Total</b>	<b>58.00</b>	<b>58.00</b>	<b>58.00</b>	<b>0.00</b>	<b>58.00</b>

Budget by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Content/Records Services	\$ 875,528	\$ 6,809,365	\$ 1,770,365	(74.00)	\$ 1,790,365
Purchasing ISF	7,638,721	7,702,281	7,767,583	0.85	7,342,145
General Fund Contribution	735,000	6,664,000	1,625,000	(75.62)	1,645,000
<b>Total</b>	<b>\$ 9,249,249</b>	<b>\$ 21,175,646</b>	<b>\$ 11,162,948</b>	<b>(47.28)</b>	<b>\$ 10,777,510</b>

Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 6,328,881	\$ 6,235,487	\$ 6,323,886	1.42	\$ 6,480,481
Services & Supplies	2,210,752	8,280,104	3,200,723	(61.34)	2,638,690
Other Charges	2,616	24,055	22,339	(7.13)	22,339
Expenditure Transfer & Reimbursements	(28,000)	(28,000)	(9,000)	(67.86)	(9,000)
Operating Transfers Out	735,000	6,664,000	1,625,000	(75.62)	1,645,000
<b>Total</b>	<b>\$ 9,249,249</b>	<b>\$ 21,175,646</b>	<b>\$ 11,162,948</b>	<b>(47.28)</b>	<b>\$ 10,777,510</b>

Budget by Categories of Revenues					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Revenue From Use of Money & Property	\$ 146,000	\$ 130,000	\$ 20,000	(84.62)	\$ 10,000
Charges For Current Services	7,428,359	6,982,323	7,196,948	3.07	7,044,707
Miscellaneous Revenues	204,890	372,103	404,144	8.61	333,119
Other Financing Sources	735,000	6,664,000	1,625,000	(75.62)	1,645,000
Use of Fund Balance	—	5,405,220	291,856	(94.60)	99,684
General Revenue Allocation	735,000	1,622,000	1,625,000	0.18	1,645,000
<b>Total</b>	<b>\$ 9,249,249</b>	<b>\$ 21,175,646</b>	<b>\$ 11,162,948</b>	<b>(47.28)</b>	<b>\$ 10,777,510</b>



# 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 (USDRIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. In addition, USDRIP goals include recreational and environmental protection and improvements. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the 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.

## 2009-10 Anticipated Accomplishments

### Upper San Diego River Improvement Project

#### Strategic Initiative – Kids

- The Redevelopment Agency Board of Directors authorized a loan of up to \$2,417,073 to partially finance the Silversage Apartments project. The Silversage Apartments project will meet and exceed the Agency's inclusionary housing obligations required by California Community Redevelopment Law.
- Provided safe and decent housing opportunities to 20 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary

and provides interim assistance to participants waiting for permanent rental assistance. The goal of assisting 25 families was not achieved because the number of participants was reduced by attrition as they transitioned to a permanent rental assistance program.

### Strategic Initiative – Safe and Livable Communities

- Enhanced 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. Accepted the Lakeside Fire Protection District's Project Plan, disbursed \$3,060,000 in project funds in accordance with the Cooperation Agreement and began formal review of project Site Plan.
  - Transportation Impact Fee (TIF) Reimbursement Program to reduce TIF payments for new private development within the project area. Provided \$95,000 in funds to reduce TIF Payments.
  - Permit Processing Expedite Program for discretionary projects in the redevelopment area. Reduced project review time by 50% or greater for all discretionary projects within the Redevelopment Area.
- Approved three site plans and facilitated the establishment of a new business.
- Provided \$150,000 in funding assistance for trail improvements.

## Gillespie Field Redevelopment Project

### Strategic Initiative – Kids

- The Redevelopment Agency provided a loan of \$2,417,073 to partially finance the Silversage Apartments project. The Silversage Apartments project will meet and exceed the Agency's inclusionary housing obligations required by California Community Redevelopment Law.
- Provided safe and decent housing opportunities to 20 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance. The goal of assisting 25 families was not achieved because the number of participants was reduced by attrition as they transitioned to a permanent rental assistance program.

### Strategic Initiative – The Environment

- Continued Environmental Impact Report/Environmental Assessment review process, which will enable the development of a 70-acre parcel for aviation use, as well as submittal of a grant application to the Federal Aviation Administration for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.

### Required Discipline – Fiscal Stability

- Maintained administrative expenses at or below 6% of tax increment revenue received.

### Required Discipline – Accountability/Transparency

- Prepared a new Five-Year Implementation Plan to be presented to the Board of Directors for approval June 22, 2010.

## 2010-12 Objectives

## Upper San Diego River Improvement Project

### Strategic Initiative – Kids

- Continue to cooperate with and provide financial assistance to affordable housing developers for the development or rehabilitation of affordable housing units, both inside and outside the project areas.

- Provide safe and decent housing opportunities to 20 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:
  - Assist the Lakeside Fire District with the financing and development of a new Lakeside fire station serving the project area pursuant to the Cooperative Agreement.
  - Reduce Transportation Impact Fee (TIF) payments with the TIF Reimbursement Program for new private development within the project area.
  - Manage the Permit Processing Expedite Program for discretionary projects in the redevelopment area.
- Provide assistance to the Lakeside River Park Conservancy and the San Diego River Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

### Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 18% of tax increment revenue received.

## Gillespie Field Redevelopment Project

### Strategic Initiative – The Environment

- Complete Environmental Impact Report/Environmental Assessment review process, including translocation of ambrosia to Mission Trails. This will enable the development of a 70-acre parcel for aviation use and submittal of related grant application to the Federal Aviation Administration (FAA) for final design and infrastructure improvements. It will also enable submittal of grant application for acquisition of land and aviation easements to enhance the safety areas at the ends of three runways.

### Strategic Initiative – Safe and Livable Communities

- Continue to develop the Project Area in a manner consistent with the Redevelopment Plan. During Fiscal Year 2010-11, continue design of Cajon Plaza Air Center parcel; completion is dependent on FAA funding.



### Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 6% of tax increment revenue received.

### Related Links

For additional information about Gillespie Field, refer to the Web site at <http://www.sdcounty.ca.gov/dpw/airports/gillespie.html>. And for additional information about the Upper San Diego River Improvement Project, refer to the Web site at <http://www.sdcounty.ca.gov/dplu/usdrip.html>.



## Upper San Diego River Improvement Project

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Estimated property tax increment	\$1.7 million	\$1.8 million	\$1.6 million	\$1.8 million	\$1.8 million
Percentage of tax increment utilized for project administration	9%	29% <sup>1</sup>	12% <sup>1</sup>	18%	18%

*Table Notes*

<sup>1</sup> The increased percentage in project administration for Fiscal Year 2009-10 is due to a one-time consulting agreement anticipated for assistance with the sale of bond proceeds to fund the Lakeside Fire Department station. The estimated actual is low for Fiscal Year 2009-10 because the consultant agreement for the sale of bond proceeds has been extended to Fiscal Year 2010-11 and Fiscal Year 2011-12. Since the funds will not be expended until next fiscal year, the percentage is lower than budgeted.

## Gillespie Field Redevelopment Project

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Estimated property tax increment	\$2.2 million	\$2.3 million	\$2.7 million	\$2.8 million	\$2.8 million
Percentage of tax increment utilized for project administration	6%	6%	5%	5%	5%
Contracts Managed <sup>1</sup>	111 <sup>2</sup>	112	123	N/A	N/A
Newly developed land leases executed (in net acres)	0 <sup>3</sup>	25 <sup>4</sup>	0 <sup>5</sup>	25 <sup>6</sup>	23 <sup>7</sup>

*Table Notes*

<sup>1</sup> Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan; however, it will be monitored internally.

<sup>2</sup> Fiscal Year 2008-09 – Contracts for Cajon Air Center and Marshall Avenue Industrial Park delayed due to required environmental assessments.

<sup>3</sup> Fiscal Year 2008-09 – Marshall Avenue Industrial Park delayed due to required environmental assessments.

<sup>4</sup> Fiscal Year 2009-10 – Forrester Creek Industrial Park at Weld and Cuyamaca (may be built in phases).

<sup>5</sup> Fiscal Year 2009-10 – Forrester Creek Industrial Park delayed due to economy.

<sup>6</sup> Fiscal Year 2010-11 – Forrester Creek Industrial Park (phase 1) and Marshall Avenue Industrial (phase 1).

<sup>7</sup> Fiscal Year 2011-12 – Forrester Creek Industrial Park (phase 2), Marshall Avenue Industrial (phase 2), and Cajon Air Center (phase 1).

## Proposed Changes and Operational Impact: 2009-10 to 2010-11

### Upper San Diego River Improvement Project

#### Expenditures

Decrease of \$3.0 million.

- Services and Supplies — decrease of \$0.7 million as a result of \$0.2 million in payments for consultants to plan for the issuance of bonds and for a one-time loan of \$0.5 million for Silversage Apartments.
- Other Charges — decrease of \$2.3 million in Contributions to Others for a financing agreement with the Lakeside Fire Department for a one-time payment for financing and development of a new fire station.

#### Revenues

Net decrease of \$3.0 million.

- Miscellaneous Revenues — increase of \$0.6 million for the repayment of the loan to the Lakeside River Park Conservancy.
- Use of Fund Balance — decrease of \$3.6 million related to one-time payments for costs related to the Lakeside Fire Department station project and for a loan for Silversage apartments. The remaining budget of \$0.4 million is for a one-time payment for costs related to the Lakeside Fire Department station project.

### Gillespie Field Redevelopment Project

#### Expenditures

Net decrease of \$1.5 million.

- Services and Supplies — decrease of \$2.0 million primarily due to elimination of one-time loan for Silversage Apartments project.

- Other Charges — increase of \$0.4 million due to \$0.2 million mandated state payment to Supplemental Educational Revenue Augmentation Fund and \$0.2 million increased payment to four school districts as required by Settlement Agreement.
- Operating Transfer Out — increase of \$0.1 million due to increased tax increment revenue transferring between funds.

#### Revenues

Net decrease of \$1.5 million.

- Taxes Other than Secured — increase \$0.4 million in tax increment revenue.
- Revenue from Use of Money & Property — decrease of \$0.1 million due to reduced interest income related to economic downturn and decrease in assets.
- Other Financing Sources — increase of \$0.1 million as a result of transfer from Special Revenue Fund to Housing Fund due to increase in housing fund requirement.
- Use of Fund Balance — decrease of \$1.9 million due to non-recurring payments in Fiscal Year 2009-10 for the Silversage Apartments project loan.

## Proposed Changes and Operational Impact: 2010-11 to 2011-12

### Upper San Diego River Improvement Project

Net decrease of \$1.1 million due to non-recurring payments in Fiscal Year 2010-11 for costs related to payments made to the Lakeside Fire Protection District and the financing agreement for the San Diego River Conservancy trail project.

### Gillespie Field Redevelopment Project

No significant changes.



Staffing by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
<b>Total</b>	0.00	0.00	0.00	0.00	0.00

Budget by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Upper San Diego River Redevelopment Project Area	\$ 5,082,350	\$ 6,245,724	\$ 3,271,100	(47.63)	\$ 2,133,100
Gillespie Field Redevelopment Project Area	5,496,697	7,330,187	5,803,012	(20.83)	5,823,682
<b>Total</b>	<b>\$ 10,579,047</b>	<b>\$ 13,575,911</b>	<b>\$ 9,074,112</b>	<b>(33.16)</b>	<b>\$ 7,956,782</b>

Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Services & Supplies	\$ 588,269	\$ 3,383,246	\$ 723,826	(78.61)	\$ 935,680
Other Charges	6,612,503	6,903,634	4,995,796	(27.64)	3,679,294
Operating Transfers Out	3,378,275	3,289,031	3,354,490	1.99	3,341,808
<b>Total</b>	<b>\$ 10,579,047</b>	<b>\$ 13,575,911</b>	<b>\$ 9,074,112</b>	<b>(33.16)</b>	<b>\$ 7,956,782</b>

Budget by Categories of Revenues					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Taxes Other Than Current Secured	\$ 3,895,422	\$ 4,068,467	\$ 4,515,522	10.99	\$ 4,551,874
Revenue From Use of Money & Property	305,350	270,590	92,350	(65.87)	63,100
Miscellaneous Revenues	—	50,000	688,000	1,276.00	—
Other Financing Sources	3,378,275	3,289,031	3,354,490	1.99	3,341,808
Use of Fund Balance	3,000,000	5,897,823	423,750	(92.82)	—
General Revenue Allocation	—	—	—	0.00	—
<b>Total</b>	<b>\$ 10,579,047</b>	<b>\$ 13,575,911</b>	<b>\$ 9,074,112</b>	<b>(33.16)</b>	<b>\$ 7,956,782</b>

# 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, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

## 2009-10 Anticipated Accomplishments

### Strategic Initiative – The Environment

- 1.4 million registered voters will be informed of countywide environmental initiatives and how to reduce environmental risks through “filler” pages printed in the Sample Ballot and Voter Information Pamphlet that will be mailed to all registered voters for the June 2010 Gubernatorial Primary Election.
- It is anticipated that 1.4 million Sample Ballot and Voter Information Pamphlets (approximately 129 tons of paper) will be printed with as much as 20% post-consumer recycled paper for the June 2010 Gubernatorial Primary Election.

### Strategic Initiative – Safe and Livable Communities

- Conducted the Rainbow Municipal Water District Mail Ballot Election, City of Oceanside Special Recall Election and will conduct the June 2010 Gubernatorial Primary Election.
- By Monday after Election Day, it is anticipated that 98% of mail ballots will be processed for the June 2010 Gubernatorial Primary Election.

### Required Discipline – Customer Satisfaction

- Achieved overall customer satisfaction rating of 4.7 (on a scale of 1 to 5).



- It is anticipated that 100% of valid voter registrations received on or before the 15-day close of registration will be processed prior to the June 2010 Gubernatorial Primary Election.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhanced the skill set and knowledge of employees by outlining individual development plans for 100% (61 of 61) of permanent staff using the Learning Management System.
- Increasing poll worker participation in online training by 149% (from 1,483 to 3,695) is anticipated for the June 2010 Gubernatorial Primary Election. The online training concludes with a 15-question quiz to assess how well each poll worker grasps the material they learned (e.g., election vocabulary, setting up the poll, voter scenarios, security, voter rights and accessibility).
- It is anticipated that 95% (32 of 34) of poll worker trainers will complete online training quiz with scores of 90% (or higher) no later than 26 days prior to the June 2010 Gubernatorial Primary Election.

### Required Discipline – Regional Leadership

- Increasing participation in the Student Poll Worker Program for high school students by 220% (170 to 544) from the June 2006 Gubernatorial Primary Election is anticipated for the June 2010 Gubernatorial Primary Election.
- Polling sites are anticipated to be fully staffed with qualified personnel for the June 2010 Gubernatorial Primary Election through the following recruiting efforts:
  - 100% of Precinct Inspectors by 34 days prior to the election.

- 90% of Touch Screen Inspectors by 33 days prior to the election.
- 90% of Assistant Inspectors by 32 days prior to the election.
- 100% of bilingual poll workers by 11 days prior to the election.

### Required Discipline – Continuous Improvement

- Continue to enhance the processing efficiency of vote-by-mail ballots by implementing effective processes to screen, scan and verify signatures on returned envelopes:
  - Conducted a detailed business process reengineering study that resulted in new and/or enhanced policies and procedures for processing all returned mail ballot envelopes. It is anticipated that these new policies and procedures will be implemented during the June 2010 Gubernatorial Primary Election. As a result, anticipate reducing per mail ballot labor cost of vote-by-mail ballots returned in the June 2010 Gubernatorial Primary Election to 20 cents, for a 5-cent reduction from the November 2008 Presidential General Election.

## 2010-12 Objectives

### 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 Pamphlet mailed to all registered voters for the November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.
- Continue to use post-consumer recycled paper in the printing of the Sample Ballot and Voter Information Pamphlet for all elections conducted in Fiscal Years 2010-12.

### Strategic Initiative – Safe and Livable Communities

- Conduct the November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.
- Increase the current number (600,000) of permanent vote-by-mail voters by 15% (or 90,000), for a total of 690,000, for the February 2012 Presidential Primary Election.

- Increase the number of fixed locations from 475 to 500 that the Registrar of Voters Outreach Program provides election materials to ensure that older adults and persons with disabilities are being provided the opportunity to fully participate in voter registration and voting processes.
- By Monday after Election Day, process 98% of mail ballots received for the November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and the June 2012 Statewide Direct Primary Election.

### Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5). Measurements of customer satisfaction include:
  - Satisfaction with precinct voting including convenience and accessibility of poll location, competence and helpfulness of poll workers, and a positive voting experience.
  - Satisfaction with Vote-by-Mail services including ease of voting, clarity of instruction, and positive interaction with department staff.
  - Poll worker satisfaction with poll worker training including valuable training content, and effective audio-visual aids.
  - Prompt and helpful service at front counter.
- Process 100% of valid voter registrations received on or before the 15-day close of registration by the seventh day before the election to ensure eligible registrants are printed in the official roster and have the opportunity to vote in all elections in Fiscal Years 2010-12.
- Mail all poll worker stipends in 15 days or less from Election Day for all elections in Fiscal Years 2010-12 to ensure all poll workers are reimbursed in a timely manner.

### Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhance the skill set and knowledge of employees with regard to working in a diverse organization by ensuring that 100% of permanent employees complete the Embracing Diversity training.
- Continue encouraging employee awareness and knowledge of safety and security concerns by holding a quarterly Safety and Security Committee meeting to review accidents and identify high-risk security concerns.

- Ensure 95% of trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the election to ensure staff are knowledgeable and up-to-date on current election processes.

#### Required Discipline – Regional Leadership

- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the following elections: November 2010 Gubernatorial General Election, February 2012 Presidential Primary Election, and June 2012 Statewide Direct Primary Election.
  - Recruit 100% of Precinct Inspectors by 40 days prior to each election.
  - Recruit 90% of Touch Screen Inspectors by 39 days prior to each election.
  - Recruit 90% of Assistant Inspectors by 32 days prior to each election.
  - Recruit 100% of bilingual poll workers by 18 days prior to each election.
- Based on 2010 census results, complete realignment of home precincts by June 30, 2011 to ensure that local jurisdictions can begin their redistricting process.
- Based on 2010 census results and upon request, assist the County and other local jurisdictions in redistricting efforts. Completion will be based on the initiating entity's timeline.

#### Required Discipline – Continuous Improvement

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining effective processes to screen, scan, and verify signatures on returned mail ballot envelopes.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the November 2010 Gubernatorial General Election by at least a 3-cent reduction from the June 2010 Gubernatorial Primary Election.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the February 2012 Presidential Primary Election by at least a 2-cent reduction from the November 2010 Gubernatorial General Election.

#### Required Discipline – Accountability/Transparency

- Incorporate Management Controls Initiatives by formulating project plans that include scope, methodology, schedule, deliverables and communication/training.

#### Related Links

For additional information about the Registrar of Voters, refer to the Web site at <http://www.sdcounty.ca.gov/voters/Eng/Eindex.shtml>.



Performance Measures

	2008-09 Actuals	2009-10 Adopted	2009-10 Estimated Actuals	2010-11 Proposed	2011-12 Proposed
Overall Customer Satisfaction Rating <sup>1</sup>	4.69	4.70	4.70	4.70	4.70
Percentage of valid voter registrations received at close of registration that are processed by 7 days before the election (E-7) / Total # of registrations received <sup>2</sup>	50.2% of 48,843	100% of 15,000	100% of 15,000	100% of 25,000	100% of 50,000
Percentage of precincts tallied by 11:30 p.m. Election Night <sup>3</sup>	12.5% of 1,697	38% of 1,650	38% of 1,449	20% of 1,449	38% of 1,600
Percentage of total mail ballots received that are tallied by the Monday after Election Day <sup>4</sup>	94% of 573,169	98% of 420,000	98% of 455,000	98% of 507,500	98% of 675,000
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited <sup>5</sup>	41 days	34 days	34 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited <sup>5</sup>	40 days	33 days	33 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited <sup>5</sup>	N/A	32 days	32 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited <sup>5</sup>	18 days	11 days	11 days	18 days	18 days
Cost of processing returned vote-by-mail ballots <sup>6</sup>	25 cents	20 cents	20 cents	17 cents	15 cents

Table Notes

<sup>1</sup> Scale of 1-5, with 5 being “excellent.”

<sup>2</sup> This measure tracks the number of valid registrations that are processed at the 15-day close of registration. In Fiscal Year 2008-09 the office conducted the November 2008 Presidential General Election, which traditionally has the highest activity level of the four-year election cycle. Due to this unprecedented high volume of voter registration activity, the department was unable to process 100% of valid registrations by 7 days before the election as originally targeted. The number of voter registrations is projected to be lower in Fiscal Years 2009-11 because these years include the June 2010 Gubernatorial Primary Election and the November 2010 Gubernatorial General Election, which typically have a lower volume of voter registration activity than in presidential election years. The number of voter registrations is higher in Fiscal Year 2011-12 due to two scheduled statewide elections. It is anticipated that all registrations received by the close of registration will be entered on the voter file by the seventh day before the election in order that these names will appear on a single supplemental roster.

<sup>3</sup> The percentage in Fiscal Year 2008-09 is low due to requirements imposed by the Secretary of State in Fiscal Year 2007-08 which required the office to convert from electronic voting to paper ballot voting, thus lowering the tally percentage. The office anticipates reducing the number of voting precincts to 1,550 precincts for both the June 2010 Gubernatorial Primary Election and November 2010 Gubernatorial General Election. The percentage of precincts counted is reduced for Fiscal Year 2010-11 due to the larger size of the ballot and the increased turnout in a general election.

<sup>4</sup> The number of mail ballots received was 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 number of mail ballots projected for Fiscal Year 2009-10 is for the regularly scheduled June 2010 Gubernatorial Primary Election. Although the number of mail ballot voters is continuing to grow significantly as a percentage of overall voter turnout, it is anticipated that 98% of all vote by mail ballots received will be processed and tallied by Monday following Election Day in all elections throughout Fiscal Years 2009-10, 2010-11 and 2011-12.

<sup>5</sup> This measure tracks the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant 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. It should be noted that poll worker recruitment is always more difficult in a June primary election. For Fiscal Year 2010-11, 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. In Fiscal Year 2010-11, the goal is to recruit 90% of Assistant Inspectors as early as 32 days before the election. For Fiscal Year 2010-11, the goal is to recruit bilingual poll workers 18 days before the election which is before the close of registration.

<sup>6</sup> This measure tracks the efficiency in validating returned vote-by-mail ballot envelopes through a combination of seven electronic and manual envelope and ballot verification processes. Fiscal Year 2008-09 included the November 2008 Presidential General Election which represents the highest activity level of the four-year election cycle. Fiscal Year 2009-10 projected savings is increased due to the lower activity level expected from the June 2010 Gubernatorial Primary Election and due to the implementation of processing efficiencies in the screening, scanning, verifying signatures and tallying of returned vote-by-mail ballots in all elections.

## Proposed Changes and Operational Impact: 2009-10 to 2010-11

### Staffing

No change in staffing.

### Expenditures

Net increase of \$1.4 million.

- Salaries and Benefits — net increase of \$0.3 million due to negotiated wage and benefit increases and unemployment insurance premiums, offset by a decrease in overtime and temporary help. One effect of this decrease will be the elimination of one weekend voting day.
- Services and Supplies — net decrease of \$1.2 million due to a one-time major maintenance project and equipment purchases in Fiscal Year 2009-10, and decreases due to reduced costs from vendors and a reduction in funding as a result of the overall economic downturn.
- Capital Assets Equipment — increase of \$1.0 million to purchase mail ballot processing equipment.
- Reserve/Designation Increase — increase of \$1.3 million to provide sustaining funding for Statewide Direct Primary Election in 2012, which historically has fewer billable participating jurisdictions.

## Revenues

Net increase of \$1.4 million.

- Intergovernmental Revenues — increase of \$1.5 million due to: an increase of \$0.7 million in Help America Vote Act (HAVA) grant revenue to reimburse for the mail ballot processing equipment; an increase of \$0.7 million of State funding for Senate Bill (SB) 90, *State Mandated Reimbursement*; and an increase of \$0.1 million to realign revenue to proper account.
- Charges for Current Services (Election Services) — increase of \$2.8 million as a result of the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Miscellaneous Revenues — decrease of \$0.1 million to realign revenue to proper account.
- Reserve/Designation Decreases — decrease of \$3.6 million due to the greater number of billable participating jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.
- Use of Fund Balance — increase of \$1.1 million to provide funding for the Statewide Direct Primary Election in 2012 which has a fewer number of billable participating jurisdictions. Budgeted fund balance of \$2.0 million is for sustaining funding of \$1.3 million for



low-revenue election year, unemployment insurance cost increase of \$0.5 million, and information technology enhancements and equipment of \$0.3 million.

- General Revenue Allocation — decrease of \$0.4 million, which reflects the management of limited County resources in the current economic environment.

\$7.4 million overall is due to \$2.1 million increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011; \$7.6 million increase in Services and Supplies primarily for the February 2012 Presidential Primary Election; \$1.0 million decrease in capital equipment (prior year one-time expenditure), and \$1.3 million decrease in the Reserve Designation.

### Proposed Changes and Operational Impact: 2010-11 to 2011-12

Decrease of 1.00 staff year due to the expected benefits of reengineering business processes and the need to reduce staff to balance increased retirement costs. Net increase of

Staffing by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Registrar of Voters	63.00	63.00	63.00	0.00	62.00
<b>Total</b>	<b>63.00</b>	<b>63.00</b>	<b>63.00</b>	<b>0.00</b>	<b>62.00</b>

Budget by Program					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Registrar of Voters	\$ 24,232,644	\$ 18,688,606	\$ 20,046,031	7.26	\$ 27,490,819
<b>Total</b>	<b>\$ 24,232,644</b>	<b>\$ 18,688,606</b>	<b>\$ 20,046,031</b>	<b>7.26</b>	<b>\$ 27,490,819</b>

Budget by Categories of Expenditures					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Salaries & Benefits	\$ 9,551,278	\$ 7,938,072	\$ 8,287,216	4.40	\$ 10,355,511
Services & Supplies	10,449,063	10,730,991	9,498,496	(11.49)	17,135,308
Capital Assets Equipment	214,200	19,543	1,000,000	5,016.92	—
Reserve/Designation Increase	4,018,103	—	1,260,319	—	—
<b>Total</b>	<b>\$ 24,232,644</b>	<b>\$ 18,688,606</b>	<b>\$ 20,046,031</b>	<b>7.26</b>	<b>\$ 27,490,819</b>

Budget by Categories of Revenues					
	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Proposed Budget	% Change	Fiscal Year 2011-12 Proposed Budget
Intergovernmental Revenues	\$ 2,757,540	\$ 1,481,411	\$ 3,016,889	103.65	\$ 4,036,100
Charges For Current Services	5,055,000	871,204	3,697,373	324.40	3,560,000
Miscellaneous Revenues	150,000	150,000	60,000	(60.00)	60,000
Reserve/Designation Decreases	—	3,573,412	—	(100.00)	1,260,319
Use of Fund Balance	4,218,103	923,000	2,016,769	118.50	7,219,400
General Revenue Allocation	12,052,001	11,689,579	11,255,000	(3.72)	11,355,000
<b>Total</b>	<b>\$ 24,232,644</b>	<b>\$ 18,688,606</b>	<b>\$ 20,046,031</b>	<b>7.26</b>	<b>\$ 27,490,819</b>

