

County of San Diego

Community Services Group

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Community Services Group Summary & Executive Office

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County of San Diego Successor Agency. Through these departments, the Community Services Group (CSG) provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries and 2 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.

CSG Departments

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

Mission Statement

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

2013–14 Accomplishments

The departments of the Community Services Group collectively support the County's Strategic Initiatives and Required Disciplines for Excellence, while advancing *Live Well San Diego* community wellness and safety engagement efforts. Accomplishments include:

Strategic Initiative: Healthy Families

- Supported regional efforts to reduce homelessness among families and veterans and increase self-sufficiency through the Veterans Affairs Supportive Housing vouchers for rental assistance and Emergency Solutions Grant funds for security and utility deposits.



Strategic Initiative: Sustainable Environments

- Celebrated 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.
- Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.

Required Discipline for Excellence: Essential Infrastructure

- Completed construction for the new County Administration Center Waterfront Park and underground parking garage.
- Planned and designed facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, and a new fire station in Boulevard.
- Completed construction of the new Registrar of Voters (ROV) building on the County Operations Center Campus and relocated ROV operations and equipment in time to conduct special elections for the City of San Diego and the 2014 election cycle.
- Completed the sale of the County Operations Center Annex.
- Maintained County facilities by performing preventive maintenance on buildings and systems according to schedule.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Delivered training in procurement, contracting, and records management through both classroom and online sessions.



2014–16 Objectives

Community Services Group activities over the next two years will continue to support departments' efforts toward becoming world class organizations. These objectives are dedicated to internal and external customer service, and maintaining a culture of accountability and transparency in the use of public resources. Detailed departmental objectives are on the following pages, and many of them support public access to County services, either in person, through additions and improvements to County facilities, or virtual access, through enhancements to online services.

Strategic Initiative: Sustainable Environments

- Maintain the planned schedule of library operations.
- Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Increase the number of permanent vote-by-mail voters.
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Make contracts available through the internet to the public by posting at least 90% of new and amended contracts within five business days of award.

Required Discipline for Excellence: Essential Infrastructure

- Complete the master plan for capital improvements to the animal shelter in Bonita.
- Begin design-build construction of the new libraries in Alpine and Imperial Beach.
- Continue due diligence for donated property, planning, and design for new Borrego Springs Library.
- Complete construction of the Cedar and Kettner Development Parking Structure in summer 2015.
- Initiate replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
- Assess and improve accessibility in County facilities.

Required Discipline for Excellence: Information Services

- Install a 24/7 Library-To-Go kiosk to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.

- Update the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
- Provide enhanced customer service by sharing/ disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.

In addition, departments will continue to support the *Live Well San Diego* initiatives through a variety of programs:

Strategic Initiative: Safe Communities

- Maintain the current levels of services by offering an average of 300 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
- Support the *Live Well San Diego* Building Better Health initiative by funding 30 public community projects for parks, street/sidewalk improvements, Americans with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.

Strategic Initiative: Healthy Families

- Support the County of San Diego's *Live Well San Diego* Building Better Health initiative by offering more than 200 healthy lifestyle library programs for all ages every month.
- Support the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging-out of the foster care system and 44 families with children that are participants of the County's substance abuse recovery and family reunification programs.
- Continue to distribute information in support of the County's *Live Well San Diego* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2014

Gubernatorial General and June 2016 Presidential Primary elections.

- The Community Services Group is also working with the Land Use and Environment Group to develop the third component of *Live Well San Diego*, the Thriving initiative, which will be launched during fiscal year 2014–15.

Related Links

For additional information about the Community Services Group, refer to www.sandiegocounty.gov/community/.

Executive Office Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No change in staffing.

Expenditures

Net increase of \$0.7 million.

- Salaries and Benefits—increase of \$0.1 million due to salary, retirement, and other employment cost increases.
- Services and Supplies—increase of \$0.8 million in one-time projects related to energy savings and accessibility at County facilities.
- Operating Transfers Out—decrease of \$0.2 million due to funding provided for one-time projects in Fiscal Year 2013–14.

- Management Reserves—Management reserves of \$3.25 million are budgeted as a contingency for any unanticipated or emergent Community Service Group needs.

Revenues

Net increase of \$0.7 million.

- Charges for Current Services—increase of \$0.3 million in revenue for central County support costs.
- Use of Fund Balance—increase of \$0.6 million for a total of \$5.5 million due to one-time projects related to energy savings and accessibility at County facilities. Fund Balance of \$5.5 million is for \$3.25 million in Management Reserves, \$0.5 million to continue Building Automation Systems (BAS) improvements (the third year of BAS projects), \$0.5 million for energy efficiency projects, and \$0.5 million for an assessment of accessibility and \$0.7 for projects to improve accessibility in County facilities.
- General Purpose Revenue Allocation—decrease of \$0.2 million to realign resources to programs.

Executive Office Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$1.0 million due to decline in one-time projects. Fund balance of \$4.45 million is for \$3.25 million in Management Reserves, \$0.5 million for energy efficiency projects for County facilities, and \$0.7 million for projects to improve accessibility in County facilities.



Community Services Group Summary & Executive Office

Group Staffing by Department						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Animal Services		123.00			124.00	124.00
County Library		270.00			270.00	270.00
General Services		338.00			352.00	352.00
Housing & Community Development		102.00			102.00	102.00
Purchasing and Contracting		56.00			56.00	56.00
Registrar of Voters		64.00			64.00	64.00
Total		961.00			976.00	976.00

Group Expenditures by Department						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435
Animal Services	15,168,207	15,736,716	16,441,314	15,420,135	16,941,395	16,393,079
County Library	32,044,169	35,983,321	39,515,966	33,973,163	37,557,923	37,888,737
General Services	140,223,672	181,778,246	201,200,448	149,013,475	197,246,362	174,039,882
Housing & Community Development	17,771,976	23,366,257	30,448,044	17,095,320	26,566,570	19,601,670
Purchasing and Contracting	12,078,708	9,724,851	10,024,848	9,052,824	11,703,610	10,173,903
County Successor Agency	8,572,693	8,164,212	8,164,212	5,747,295	7,926,482	7,554,640
Registrar of Voters	18,659,098	18,613,081	24,173,310	21,215,018	19,392,369	18,054,157
Total	\$ 246,685,404	\$ 300,906,938	\$ 339,478,539	\$ 254,733,500	\$ 325,554,059	\$ 290,885,503

Community Services Group Summary & Executive Office ■ ■ ■

Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	8.00	8.00	8.00
Total	8.00	8.00	8.00

Executive Office Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Community Services Executive Office	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435
Total	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,193,588	\$ 1,360,753	\$ 1,387,376	\$ 1,357,050	\$ 1,449,302	\$ 1,427,886
Services & Supplies	704,964	2,729,501	3,936,166	1,386,665	3,520,046	2,501,549
Operating Transfers Out	268,329	200,000	936,855	472,554	—	—
Management Reserves	—	3,250,000	3,250,000	—	3,250,000	3,250,000
Total	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435

Executive Office Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 8,837	\$ —	\$ —	\$ 3,977	\$ —	\$ —
Charges For Current Services	1,079,496	791,836	791,836	1,001,492	1,051,489	1,051,489
Use of Fund Balance	(804,848)	4,850,000	6,820,143	312,382	5,473,727	4,450,000
General Purpose Revenue Allocation	1,883,395	1,898,418	1,898,418	1,898,418	1,694,132	1,677,946
Total	\$ 2,166,881	\$ 7,540,254	\$ 9,510,397	\$ 3,216,269	\$ 8,219,348	\$ 7,179,435





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. Approximately 25,000 animals enter DAS' three shelters annually. DAS 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.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.
- Promoted child safety and injury prevention by conducting 33 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations. The Department did not meet the goal of 80 presentations due to staffing shortages and a lack of requests from local area schools and other organizations. Next year, the Department plans to increase its outreach efforts to solicit more opportunities for dog bite prevention presentations to help increase community safety.
- Responded to 93.0% (28,356) of requests for service (patrol calls) following protocols for various levels of priority. The Department was unable to meet the 94.4% goal due to staffing shortages and patrol vacancies.
- Conducted eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
- Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
 - Participated in four Community Emergency Response Team (CERT) meetings this year.
 - Conducted ten presentations to community groups.

- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals by participating in a joint facility tour and education program with the San Diego Humane Society, and by co-hosting 10 classroom and youth group visits this year to the Campus for Animal Care and other County animal shelters. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- In support of the County's *Live Well San Diego* Living Safely initiative, the Department expanded the use of its social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website. The Department also reached out to both active and retired military to increase animal education and awareness among our military.

Strategic Initiative: Healthy Families

- Encouraged children to read by supporting the County Library's Read for a Reason program to read in support of animals. There were a total of 40,209 registrations this year which surpassed last year's number of registrations by 7,209. This enabled DAS to meet the goal of providing 5,000 pounds of pet food for shelter animals.
- Assisted young people in developing job skills to help them become thriving, self-sufficient adults, by providing job training for one student in the County's Workforce Academy for Youth, eight in the Animal Health Technology Program at Mesa College, ten in the PIMA Medical Institute and three in the Regional Occupation Programs (ROP) from various schools in the county.

Required Discipline for Excellence: Customer Satisfaction

- Ensured customers were provided with superior services by being professional, courteous, attentive and knowledgeable in responding to customers' needs; achieved a customer satisfaction rating of 4.66 (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Made 13 presentations this year to community and industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submitted three articles to trade journals or community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- Provided 23 dog bite prevention presentations this year for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence: 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 in order to fill positions as needed.

Required Discipline for Excellence: Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focused on the following key objectives:
 - Placed 80.2% (16,000 of 19,938) of our sheltered dogs and cats, by reuniting the animals with their owner or adopting them into new homes. DAS exceeded its goal of 71.4% placement.
 - The Department ensured that only 20% of its treatable animals were euthanized. It was not able to meet the target goal of 12.9%. However, the Department provided medical care to as many treatable animals as it possibly could and made every effort to place all animals with rescue partners and adopters. The number of treatable animals still continues to exceed the Department's resources and capabilities to treat all animals in its care. The

Department also strives to save severely injured animals through donations to the Department's "Spirit Fund." This year DAS was able to treat and save 75 animals that would not have been saved without the generosity of these donations.

- The Department is currently reviewing certain fiscal and customer service processes (e.g., adoptions and lobby wait times) as two potential business process improvements that reduce costs or enhance customer service, productivity or revenue, and anticipates completing this goal by June 30, 2015.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.
- Promote community safety and injury prevention by conducting a minimum of 80 dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations.
- Respond to 94.4% of patrol calls on time according to DAS protocols for responding to various levels of priority calls.
- Conduct eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.
- Inform and educate county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
 - Participate in four Community Emergency Response Team (CERT) meetings per year.
 - Conduct ten presentations to community groups.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and 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. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.



Strategic Initiative: Healthy Families

- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through providing job training for at least one participant each in the County's Workforce Academy for Youth, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute, and ROP programs from various schools in the county.

Required Discipline for Excellence: Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.72 or higher (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Work with the Pets for Patriots organization to place pets in forever homes with veterans who participate in this program. The goal is to place ten animals through the Pets for Patriots' program.
- Make eight presentations per year to community or industry groups describing DAS services, disaster preparedness, 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 DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention presentations per year for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence: 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 in order to fill positions as needed.

Required Discipline for Excellence: Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focuses on the following key objectives:
 - Ensure at least 71.4% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
 - Ensure no more than 12.9% of treatable animals are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters.
- Ensure that 100% of staff is trained in the resources available to members of the public for animals with treatable medical and behavioral issues, including those organizations which provide financial assistance to people facing a hardship in caring for their animal(s).
- Ensure that staff contact rescue groups on 100% of animals with a treatable medical or behavioral issue prior to euthanasia.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue by June 30, 2015.

Required Discipline for Excellence: Essential Infrastructure

- Complete the master plan for capital improvements to the animal shelter in Bonita.

Related Links

For additional information about the Department of Animal Services, refer to the website at www.sddac.com and follow DAS on Facebook at www.facebook.com/sddac.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Sheltered dogs and cats either adopted or reunited with owners	72.4% of 21,793	71.4%	80.2% of 19,938	71.4%	71.4%
On-time patrol response ¹	88% of 28,319 calls	94.4%	93.0% of 28,356 calls	94.4%	94.4%
Adoptable shelter animals euthanized ²	0%	0%	0%	0%	0%
Euthanized animals that were treatable ³	28%	12.9%	20.0%	12.9%	12.9%
Customer Satisfaction Rating ⁴	4.67	4.72	4.66	4.72	4.72

Table Notes

¹Patrol time response standards, varying by urgency of call, are established by contract with client cities. In Fiscal Year 2013–14, DAS was unable to ensure at least 94.4% of patrol responses were on time according to department protocols for responding to various levels of priority calls due to staffing shortages.

²Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

³This goal was not met because the number of treatable animals still continues to exceed the Department’s resources and capabilities to treat all animals in its care. The Department provided medical care to as many treatable animals as it possibly could and made every effort to place all animals with rescue partners and adopters.

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

Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

Increase of 1.00 staff year. This increase will provide a human resource management position which the department does not currently have.

Expenditures

Increase of \$1.2 million.

- Salaries and Benefits—net increase of \$0.6 million due to the addition of one staff year and a negotiated one-time only salary payout along with retirement and other employee benefit cost increases.
- Services and Supplies—net increase of \$0.6 million primarily for major maintenance repairs and improvements to the Department’s three animal shelter facilities. Some of this cost will be offset by decreases in minor equipment and facilities operations and maintenance costs.

Revenues

Increase of \$1.2 million

- Licenses Permits & Franchises—decrease of \$0.2 million in anticipated dog license renewals.
- Charges for Current Services—increase of \$0.3 million for the contract cities’ proportional share of cost of the Department’s operating budget.
- Use of Fund Balance—increase of \$0.8 million to fund one-time only major maintenance repairs and for the County’s share of the negotiated one-time only salary payout. Total budget of \$0.9 million will be used to fund major maintenance of \$0.8 million and \$0.1 million for the one-time salary payout.
- General Purpose Revenue Allocation—increase of \$0.2 million due to increased County retirement contributions.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.5 million. An increase in Salaries and Benefits of \$0.1 million primarily due to completion of major maintenance projects.

Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Animal Services		123.00			124.00	124.00
Total		123.00			124.00	124.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Animal Services	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079
Total	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 10,382,485	\$ 10,813,413	\$ 10,992,248	\$ 10,584,373	\$ 11,392,004	\$ 11,517,609
Services & Supplies	4,767,566	4,923,303	5,296,334	4,836,575	5,549,391	4,875,470
Capital Assets Equipment	18,157	—	152,732	—	—	—
Expenditure Transfer & Reimbursements	—	—	—	(813)	—	—
Total	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Licenses Permits & Franchises	\$ 2,115,247	\$ 2,107,867	\$ 2,107,867	\$ 2,061,751	\$ 1,945,359	\$ 2,124,875
Fines, Forfeitures & Penalties	1,771	3,000	3,000	1,641	3,000	3,000
Revenue From Use of Money & Property	84,415	66,061	66,061	78,938	66,061	66,061
Charges For Current Services	10,098,684	10,493,609	10,493,609	10,502,180	10,819,964	10,819,964
Miscellaneous Revenues	53,020	46,000	46,000	34,662	46,000	46,000
Use of Fund Balance	45,071	91,000	795,598	(188,215)	916,832	—
General Purpose Revenue Allocation	2,770,000	2,929,179	2,929,179	2,929,179	3,144,179	3,333,179
Total	\$ 15,168,207	\$ 15,736,716	\$ 16,441,314	\$ 15,420,135	\$ 16,941,395	\$ 16,393,079



County Library

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries and 2 mobile libraries. Library services include providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; instruction and 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 inform, educate, inspire, and entertain.

2013–14 Accomplishments

Strategic Initiative: Safe Communities

- Exceeded current levels of services by presenting an average of 300 after-school programs each month, and provided students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Implemented a pilot mentorship program for at-risk teen boys at two library branches incorporating technology and reading, and sustained participation of 7 out of 24 participants, exceeding the goal of a 20% participation rate.

Strategic Initiative: Sustainable Environments

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and that the SDCL had the capacity to meet these goals.
 - Met the planned schedule of library operations.
 - Provided virtual library services that were available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Ensured that collections, materials and programs were current and relevant to meeting the needs and interests of a dynamic community.
 - The planned annual average circulation per item was not met due to lower foot traffic at the library branches and a decrease in library materials budget from past fiscal years.
 - Exceeded the goal of participation in adult programs that promoted lifelong learning and civic engagement by serving 175,000 participants.



- For calendar year 2013, hosted 15 events celebrating the County Library's centennial, "100 Years of Stories," including collecting customer stories in branch and online at www.sdcl.org/centennial that noted how library services changed lives.

Strategic Initiative: Healthy Families

- Supported the County of San Diego's *Live Well San Diego* Building Better Health initiative by presenting 300 healthy lifestyle programs for all ages every month, exceeding past levels of service by 80 programs per month.

Required Discipline for Excellence: Customer Satisfaction

- Ensured customers were provided with superior services by being responsive to the needs of the community, reflecting SDCL's commitment to excellence offered by professional, courteous, attentive, and knowledgeable staff. Achieved an average customer satisfaction rating of 4.70 (on a scale of 1 to 5, with 5 being "excellent").
- Ensured customers were provided with quality programs that were current, relevant, and engaging. Achieved an average customer satisfaction rating of 4.85 (on a scale of 1 to 5, with 5 being "excellent") for SDCL programs.

Required Discipline for Excellence: Information Services

- Completed the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post-implementation assessment and review at six months; installed another 24/7



Library-To-Go kiosk in Bonsall; examined the viability and feasibility of rolling out these devices to other potential locations.

- The radio frequency-enabled loss prevention security gates were not installed at any additional branches in Fiscal Year 2013–14. The security gates were installed on an as-needed basis in Fiscal Year 2012–13.

Required Discipline for Excellence: Regional Leadership

- Established services to veterans in partnership with the HHSA's Veterans Services Department by launching veterans benefit claiming services at the El Cajon Branch Library with service to 42 veterans and continuing exploration for expansion.

2014–16 Objectives

Strategic Initiative: Safe Communities

- Maintain the current levels of services by offering an average of 300 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Continue the mentorship program for at-risk teen boys at two library branches incorporating technology and reading, and sustain a participation rate of 20% out of 24 participants.

Strategic Initiative: Sustainable Environment

- 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 that 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, video 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 and civic engagement by serving 100,000 participants.

Strategic Initiative: Healthy Families

- Support the County of San Diego's *Live Well San Diego* Building Better Health initiative by offering more than 200 healthy lifestyle programs for all ages every month.

Required Discipline for Excellence: Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. Achieve an average customer satisfaction rating of 4.60 or higher (on a scale of 1 to 5, with 5 being "excellent").
- Ensure customers are provided with quality programs that are current, relevant, and engaging. Achieve an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being "excellent") for SDCL programs.

Required Discipline for Excellence: Information Services

- Install a 24/7 Library-To-Go kiosk at another County location to be determined to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.
- Update the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalogs.
- Implement a software upgrade in preparation for a new Integrated Library System (Library's database) which will provide faster and more reliable library services to customers.

Related Links

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

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Library hours open ¹	89,636	89,750	94,645	107,000	107,200
Annual average circulation per item ²	7.52	7.50	6.84	7.00	7.00
Annual SDCL Virtual Branch Visitors ³	22,586,926	16,000,000	14,702,404	14,000,000	14,000,000
SDCL virtual library resource sharing and services per capita ⁴	1.30	1.50	1.22	1.60	1.60
Average customer satisfaction rating ⁵	4.50	4.70	4.70	4.60	4.60
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁶	4.75	4.75	4.85	4.75	4.75
Annual count of foot traffic at the library ⁷	5,678,239	5,750,000	5,721,298	5,700,000	5,700,000

Table Notes

¹Library hours open represents the overall level of accessibility that the community has to the library branches/ kiosks. During Fiscal Year 2013-14, SDCL opened two 24/7 Library-To-Go kiosks at the County Operations Center and Bonsall. The Fiscal Year 2013–14 Actual number of hours open is higher than the Fiscal Year 2013–14 Adopted level due to the 24 hours a day, 7 days a week accessibility of these two library kiosks.

²Annual 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. The Fiscal Year 2013–14 Actual circulation is lower than the Fiscal Year 2013–14 Adopted level due to a lower volume of foot traffic than anticipated at the library branches and a decrease in library materials budget from past fiscal years.

³“Virtual Branch Visitors” reflects the number of page views recorded for the following areas of the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, Book Letters reading suggestion sites, SDCL website, Classic Catalog, or Hot.Right.Now. Fiscal Year 2012–13 was the first year SDCL calculated this statistic with the noted data. The Fiscal Year 2013–14 Actual virtual branch visitors is lower than the Fiscal Year 2013–14 Adopted level due to changes to a more efficient website causing less page views.

⁴Measures the use of premium databases, e-books, audiobook and magazine downloads, interlibrary (resource) sharing and online services by library customers, and represents the penetration of virtual library services and resource sharing in the community. Usage of virtual library and resource sharing services may be considered comparable to, but will be less than, annual average circulation per item, as customers must use and be comfortable with technology to access virtual library and resource sharing services. The Fiscal Year 2013–14 Actuals level is lower than the Fiscal Year 2013–14 Adopted level due to a decline in database usage, but was slightly offset by an increase in e-book usage.

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

⁶On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees’ individual perceptions of how well SDCL is meeting the needs of a diverse population.

⁷The number of persons using the library is a critical measure of the success of SDCL. This measure is taken from “people counters” that are installed at the entrance of each branch library. Any increase shows the growth in use of physical library services.

Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No change in staffing.

Expenditures

Increase of \$1.6 million

- Salaries and Benefits—increase of \$1.0 million due to an increase in County retirement contributions, flex credit, worker's compensation costs, and a one-time negotiated increase.
- Services and Supplies—increase of \$0.6 million primarily due to an increase in books and library materials (\$1.2 million), allocated central support costs (\$0.3 million), offset by a decrease in facilities costs (\$0.3 million) and prior year one-time District 5 Neighborhood Reinvestment funds for major maintenance projects (\$0.6 million).
- Management Reserves—budgeted for operating contingencies.

Revenues

Net increase of \$1.6 million

- Taxes Current Property—increase of \$1.9 million in the current secured and unsecured property tax projections.
- Intergovernmental Revenues—increase of \$0.7 million in revenue from former Redevelopment Agencies.
- Other Financing Sources—decrease of \$0.6 million in prior year one-time District 5 Neighborhood Reinvestment funds for library building enhancements
- Use of Fund Balance—decrease of \$0.3 million. Total budget of \$2.6 million will be used to fund management reserves of \$1.0 million, \$0.2 million to provide a match for public donations for library materials, \$1.0 million for additional books and library materials for library branches, and \$0.4 million for holding position vacancies for new libraries at Alpine and Imperial Beach.

Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Library Operations and Administration		19.75			18.75	18.75
Library Professional & Technical Support Service		38.25			38.25	38.25
Library Branch Operations		212.00			213.00	213.00
Total		270.00			270.00	270.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Library Operations and Administration	\$ 3,294,299	\$ 5,222,998	\$ 5,639,147	\$ 3,643,849	\$ 5,946,869	\$ 5,614,366
Library Professional & Technical Support Service	7,031,845	8,636,764	9,127,113	7,990,723	9,133,137	9,214,971
Library Branch Operations	21,718,026	22,123,559	24,749,706	22,338,591	22,477,917	23,059,400
Total	\$ 32,044,169	\$ 35,983,321	\$ 39,515,966	\$ 33,973,163	\$ 37,557,923	\$ 37,888,737

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 19,939,013	\$ 21,535,406	\$ 21,024,097	\$ 20,986,998	\$ 22,558,038	\$ 22,888,852
Services & Supplies	12,005,059	13,134,979	16,643,402	12,399,137	13,699,885	13,699,885
Capital Assets Equipment	98,291	312,936	813,983	552,543	300,000	300,000
Operating Transfers Out	1,806	—	34,485	34,485	—	—
Management Reserves	—	1,000,000	1,000,000	—	1,000,000	1,000,000
Total	\$ 32,044,169	\$ 35,983,321	\$ 39,515,966	\$ 33,973,163	\$ 37,557,923	\$ 37,888,737

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Taxes Current Property	\$ 27,835,799	\$ 28,192,523	\$ 28,192,523	\$ 28,775,830	\$ 30,061,616	\$ 30,802,950
Taxes Other Than Current Secured	276,123	421,461	421,461	373,695	421,461	421,461
Revenue From Use of Money & Property	31,979	105,000	105,000	38,550	105,000	105,000
Intergovernmental Revenues	4,545,821	1,737,951	1,793,832	5,779,430	2,387,959	2,409,169
Charges For Current Services	868,751	1,138,112	1,138,112	846,570	1,138,112	1,138,112
Miscellaneous Revenues	482,613	553,821	1,705,821	501,465	553,821	553,821
Other Financing Sources	170,373	935,000	1,643,750	1,643,750	300,000	300,000
Use of Fund Balance	(2,167,289)	2,899,453	4,515,467	(3,986,128)	2,589,954	2,158,224
Total	\$ 32,044,169	\$ 35,983,321	\$ 39,515,966	\$ 33,973,163	\$ 37,557,923	\$ 37,888,737

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 include management of over 420 real estate leases; management of major maintenance and capital improvement projects averaging over \$100 million annually since 2009; facility maintenance, security and mail management services totaling \$53 million; and acquisition, maintenance and refueling of over 3,900 fleet vehicles. The DGS is also a committed leader in sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.



Mission Statement

To provide cost-effective, efficient, high-quality and timely support services to County clients enabling them to fulfill their mission to the public.

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
 - Reduced total electricity usage at County facilities by 2.7% over prior fiscal year usage based on a kWh per square foot metric, exceeding the goal of 2%.
 - Reduced vehicle emissions by 3% of 4,340 metric tons (2011 baseline) for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older higher-emission vehicles. The 2011 baseline was adjusted to reflect an accurate count of metric tons.
 - Prepared greenhouse gas (GHG) inventories of County operations for calendar year 2013 and achieved a 2% reduction in total greenhouse gas emissions compared to the 2012 calendar year, exceeding the goal of 1%.
 - Developed a Five Year Plan to implement Green Fleet Action Plan recommendations to reduce the County's vehicle-related greenhouse gas emissions.

Due to delays in the completion of the Green Action Plan, recommendations were not implemented by June 30, 2014.

- Acquired 6 agricultural conservation easements covering 784 acres which restricts future development.
- Acquired a total of 598 acres for Parks Open Space which include:
 - ◆ 382 acres in Escondido.
 - ◆ 20 acres in Poway for inclusion in the Sycamore Canyon Preserve.
 - ◆ 16 acres for inclusion in the Otay Valley Regional Park.
 - ◆ 114 acres for inclusion in the Volcan Mountain Preserve.
 - ◆ 35 acres in the Escondido Creek Area.
 - ◆ 31 acres for inclusion in the Lusardi Creek Preserve.

Strategic Initiative: Safe Communities

- Support client departments in their public safety efforts.
 - Maintained availability of County-supported fire apparatus at 92% (49 of 53). Did not meet the goal of 95% availability due to higher-maintenance requirements of older vehicles transferred to the County from the rural fire districts.
 - Ensured maximum availability of law enforcement patrol vehicles at 98% (515 of 525), exceeding the goal of 95%.

Required Discipline for Excellence: Essential Infrastructure

- 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 to and initiating corrective action for 100% (929) of all emergency requests within 4 hours of notification.

- Completed 97% (2,231 of 2,300) of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems, exceeding the goal of 96%.
- Received the 2013 California Counties Facilities Services Association Public Facilities Award of Excellence in recognition of exceptional dedication to best practices, process innovation, staff development, department automation, energy programs, and environmental improvements.
- Received the 2014 NACo Achievement Award for the development and implementation of a Wireless Radio Alarm Transmission System; enhancing alarm monitoring and reporting reliability while realizing the associated cost savings with the transition from traditional phone lines.
- Received the 2014 NACo Achievement Award for the County Operations Center (COC) redevelopment project which consolidates departments and offices in Kearny Mesa to provide one stop public services, centralize administrative functions, vacate costly leases and replace aged buildings.
- Completed the sale of County Operations Center (COC) Annex property on December 30, 2013, receiving payment of \$57.2 million.
- Completed 100% of required lease inspections (118) on County asset leases, excluding cell phone sites, to ensure the maximum life of the asset is maintained.
- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
 - Achieved substantial completion of Phase 1 of the new Las Colinas Detention and Reentry Facility project effective July 1, 2014, for relocation of the existing facility inmates and operations in summer 2014. Phase 2 of the project is anticipated to be completed by January 2016, subject to State funding.
 - Completed construction of the East Mesa Reentry Facility, and related support facilities in May 2014.
 - Completed Phase 1 of the County Administration Center Waterfront Park in September 2013 and Phase 2 in May 2014.
- Completed construction of the Rancho San Diego Sheriff Station in January 2014. The anticipated fall 2013 completion date was not accomplished due to an unforeseen delay in the delivery of permanent power by San Diego Gas and Electric.
- Completed COC emergency generator consolidation and testing in November 2013 in support of the expansion of the COC emergency/standby power generation system to 100% of the campus.
- Coordinated with the Administrative Office of the Courts to begin construction of the new Downtown Courthouse, and Courthouse/Hall of Justice Bridge in March 2014 and completion in fall 2016. With the Sheriff and the San Diego Superior Court, developed alternate approaches to transportation for inmate arraignment and non-jury hearings to be in place by the 2016 opening of the new Courthouse, to address the State's decision not to build a Prisoner Transfer Tunnel.
- A proposal for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space was presented in May 2013 for review by the Facilities Planning Board, and will be completed by fall 2014. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.
- Completed the new design-build Pine Valley Sheriff Station project in May 2014.
- Awarded a design-build contract in winter 2013 for the new Boulevard Fire Station. The original solicitation was cancelled as all proposals exceeded the budget. It was reissued after revisions to the technical criteria and construction requirements.
- Anticipated award of a design-build contract for the replacement of the Assessor/Recorder/County Clerk's El Cajon office for completion in winter 2015 was delayed. The negotiation to acquire an adjacent parcel was unsuccessful. The County is currently reassessing replacement site options.
- Coordinated with key departments to develop and refine methodologies to evaluate program needs and prepare long-term facility effectiveness assessments and master plans to be used as tools in the development of the Capital Improvement Needs Assessment and Major Maintenance Improvement Plan.

- Completed negotiations for award of a design-build contract for the construction of a new 13,500-square-foot Alpine library to replace the existing 3,018-square-foot facility in summer 2014 for completion in winter of 2015-16. Procurement was extended due to ongoing negotiations with the adjoining community center for parking and joint use areas.
- The award of the design-build contract for the construction of a new 12,000-square-foot Imperial Beach branch library was delayed due to ongoing negotiations related to parking requirements. The new facility will replace the existing 5,100-square-foot facility, connecting to the existing adjacent 2,000-square-foot community center.
- Initiated the next three year cycle of facility condition assessments, including an assessment survey of parks infrastructure, to refresh the maintenance and renewal recommendations to the capital and major maintenance planning programs.
- Acquired 14-acre buffer parcel adjacent to the Borrego Valley Airport.
- Acquired a 5,318 square-foot building on 1.19 acres for a new Sheriff's substation in Lakeside.
- Acquired 28 right-of-way easements for the San Vicente Road improvement project in Ramona.
- Reduce annual building energy use intensity by 6%, comparing Fiscal Year 2014–15 to a Fiscal Year 2011–12 baseline.
- Prepare greenhouse gas (GHG) inventories of County operations for calendar years 2014 and 2015. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
- Achieve 1% vehicle emission reduction in calendar year 2014 for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older higher-emission vehicles.
- Incorporate the strategies of the Green Fleet Action plan into the annual vehicle replacement planning process to reduce the County's vehicle related greenhouse gas emissions.

Strategic Initiative: Safe Communities

- Support client departments in their public safety efforts.
 - Maintain availability of County-supported fire apparatus at 91%.
 - Ensure maximum availability of law enforcement patrol vehicles at 95%.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Completed 100% of 7,920 vehicle and mobile equipment preventative maintenance actions to maximize the operational effectiveness of County vehicles.

Required Discipline for Excellence: Fiscal Stability

- Maximized postage discounts by bar coding 96% (464,396 of 483,737) of all standard business letters.
- Monitored revenue leases on County-owned property ensuring that rents were paid within 30 days of due date for 98.3% of the leases (235 of 239).
- Renegotiated five acquisition leases for an annual savings of \$619,000.

2014–16 Objectives

Strategic Initiative: Sustainable Environments

- Improve County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.

Required Discipline for Excellence: 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 to and initiating corrective action for 100% of all emergency requests within 4 hours of notification.
- Complete 96% of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
- Complete construction of the new Boulevard Fire Station by spring 2015.
- By fall 2014, present the plan for review by the Facilities Planning Board for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.

- Begin design-build construction of the new Alpine Library as the first Zero Net Energy County building, for completion in winter 2015–16. Zero Net Energy is a building with zero net energy consumption, meaning the total amount of energy used by the building on an annual basis is equal to the amount of renewable energy created at the facility.
- Award the design-build contract and begin construction of the new Imperial Beach Library, targeted for completion in spring 2016.
- Continue due diligence for donated property, planning and design for a new Borrego Springs Library.
- Demolish the existing Las Colinas Detention and Reentry Facility by fall 2014 and begin Phase 2 construction of the new Las Colinas Detention and Reentry Facility for completion in January 2016.
- Complete construction of the Cedar and Kettner Development Parking Structure in summer 2015.

- Initiate replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.

Required Discipline for Excellence: Fiscal Stability

- Complete 96% of vehicle and mobile equipment preventative maintenance actions to maximize the operational effectiveness of County vehicles.
- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.
- Monitor leases on County-owned property ensuring that rents are paid within 30 days of due date for 97% of the leases.

Related Links

For additional information about the Department of General Services, refer to the website at www.sandiegocounty.gov/general_services/.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Major Maintenance Improvement Plan and capital projects completed within estimated budget	97% of 141	93% of 150	93% of 150	93% of 150	93% of 150
Electricity consumption decrease per square foot ¹	1% of 13.94 kWh/SF	2% of 13.82 kWh/SF	2.7% of 13.82 kWh/SF	N/A	N/A
Energy Use Intensity (EUI) decrease ²	N/A	N/A	N/A	6% of 83.14 kBtu/SF	1.5% of 78.15 kBtu/SF
County operations greenhouse gas emissions reduction	14.6% of 172,559 Metric Tons CO ₂ e	1% of 147,364 Metric Tons CO ₂ e	2% of 147,364 Metric Tons CO ₂ e	1% of 144,417 Metric Tons CO ₂ e	1% of 142,973 Metric Tons CO ₂ e
Law enforcement patrol vehicles available	95% of 495	95% of 495	98% of 525	95% of 525	95% of 525
Fire services program apparatus available ³	95% of 45	95% of 53	92% of 53	91% of 54	91% of 99
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ⁴	100% of 1,054	100% of 1,175	100% of 929	100% of 1,175	100% of 1,175
Monthly facilities' preventive maintenance actions completed	100% of 2,100	96% of 2,300	97% of 2,300	96% of 2,300	96% of 2,300
Applicable monthly mail bar coded/total pieces of mail	97% of 502,495	95% of 500,000	96% of 483,737	95% of 500,000	95% of 500,000
County office space lease rate as a percentage of San Diego area Class B office rental rate ⁵	100% (\$2.01 of \$2.01)	N/A	N/A	N/A	N/A
Leases managed less than 30 days delinquent	97% (237 of 245)	97% (240 of 248)	98% (235 of 239)	97% (234 of 241)	97% (234 of 241)

Table Notes

¹Beginning with the Fiscal Year 2012–13 Actuals, the kWh/SF metric has been revised to include the square footage of all facilities including high-usage electricity facilities such as detention facilities. This measure will be discontinued beginning Fiscal Year 2014–15 to align goals with Strategic Energy Plan.

²Energy Use Intensity (EUI) is calculated by taking the total energy consumed (Natural Gas and Electricity) in one year (measured in kBtu) and dividing it by total gross square feet of all County properties with energy accounts. The 2011 baseline used in this calculation is 83.14 kBtu/SF.

³The recommended Fiscal Year 2015–16 base count for total fire services program apparatus available is based on anticipated expansion of fire services to improve fire protection and emergency medical services in the region. However, the maintenance goal will be impacted for Fiscal Year 2014–15 due to the transfer of older equipment from the rural fire districts to the County.

⁴The baseline reflects the actual emergency requests in each fiscal year.

⁵In Fiscal Year 2011–12, below-market County leases and continued lower-market rental rates throughout the San Diego region caused the percentage to drop slightly to 95.65% (\$1.98 per sq. ft. versus \$2.07 per sq. ft.). In Fiscal Year 2012–13, the department was able to reach the average market rental rate for Class B office space, but was unable to achieve the goal of reducing County rent to a level of 95% or less than market because more than 300,000 square feet of space leased at levels below the average rental rate were terminated due to lease consolidations at the COC. This measure was discontinued in Fiscal Year 2013–14.

Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

Increase of 14.00 staff years to support expanding facilities and operational needs.

- 9.00 staff years for the Las Colinas Detention and Reentry Facility.
- 4.00 staff years for the County Administration Center (CAC) Waterfront Park.
- 1.00 staff year for Fleet Management.

Expenditures

Net increase of \$15.5 million.

- Salaries and Benefits—increase of \$3.1 million due to the increase of 14.00 staff years as described above and increases in County retirement contributions and other benefit costs.
- Services and Supplies—increase of \$3.9 million.
 - Increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the internal service funds (ISFs) which was recorded when cash transfers were established (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).
 - Increase of \$2.2 million for one-time projects for Americans with Disabilities Act (ADA) transition plan and accessibility projects (\$1.0 million), energy-related projects (\$0.5 million), and expansion of the consolidated Building Automation System (\$0.5 million), also referred to as "Smart Building" technology.
 - Increase of \$0.7 million for costs associated with A-87 costs and other department overhead.
 - Increase of \$0.7 million related to automotive fuel and other automotive costs.
 - Increase of \$0.4 million related to maintenance of equipment.
 - Decrease of \$5.9 million based on anticipated major maintenance projects.
 - Decrease of \$3.6 million for contracted services and maintenance of County-owned facilities.
 - Decrease of \$1.2 million for the completion of consultant related projects.
 - Decrease of \$0.3 million for Purchasing and Contracting ISF costs due to a change in cost recovery methodology.

- Decrease of \$0.2 million in utility costs as the result of a reduction of \$2.2 million to align with projected costs, offset by an increase of \$2.0 million related to new facilities; new Registrar of Voters building, County Administration Center Waterfront Park, Las Colinas Detention and Reentry Facility and the expanded East Mesa Reentry Facility.
- Decrease of \$0.1 million due to a reduction in public liability insurance costs.
- Other Charges—decrease of \$0.3 million.
 - Increase of \$0.1 million due to increased depreciation costs for equipment located at the COC.
 - Decrease of \$0.4 million related to the repayment of loans which are used to fund energy efficiency projects.
- Capital Assets Equipment—decrease of \$1.3 million to realign the projected acquisition costs of fleet vehicles.
- Operating Transfers Out—increase of \$10.1 million.
 - Increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).
 - Decrease of \$1.1 million to reflect the reduction in transfers to the Major Maintenance Internal Services Fund due to anticipated projects.

Revenues

Net increase of \$15.5 million.

- Revenue from Use of Money & Property—decrease of \$0.1 million due to the loss of lease revenue.
- Charges for Current Services—net decrease of \$4.6 million due to a reduction in cost of services provided to client departments (\$8.0 million) offset by an increase for one-time projects (\$2.2 million) as described above and for additional staff and services to provide maintenance services at the CAC Waterfront Park.
- Other Financing Sources—net increase of \$10.1 million.
 - Decrease of \$1.1 million in the operating transfer to the Major Maintenance Internal Service Fund decreasing the funding to support Major Maintenance projects.
 - Increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million).

- Use of Fund Balance—increase of \$10.2 million for a total of \$19.9 million is budgeted. An increase of \$11.2 million is a one-time technical adjustment required to clear an outstanding loan payable and receivable resulting from inter-fund cash borrowing between the ISFs (Fleet ISF: \$9.7 million and Major Maintenance ISF: \$1.5 million); to fund the Fleet Management Internal Service Fund Countywide replacement acquisition

program (\$8.0 million); and for major maintenance repairs at County-owned facilities (\$0.7 million).

Budget Changes and Operational Impact: 2014–15 to 2015–16

A net decrease of \$23.2 million is primarily due to one-time technical adjustments in the prior year.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Facilities Management Internal Service Fund		280.00			293.00	293.00
Fleet Management Internal Service Fund		58.00			59.00	59.00
Total		338.00			352.00	352.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Facilities Management Internal Service Fund	\$ 101,041,563	\$ 131,215,953	\$ 141,256,328	\$ 107,520,004	\$ 126,911,395	\$ 123,403,280
Fleet Management Internal Service Fund	36,346,116	48,777,293	56,133,792	37,773,419	68,539,967	48,841,602
General Fund Contribution to GS ISF's	2,835,993	1,785,000	3,810,328	3,720,052	1,795,000	1,795,000
Total	\$ 140,223,672	\$ 181,778,246	\$ 201,200,448	\$ 149,013,475	\$ 197,246,362	\$ 174,039,882

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 32,523,971	\$ 35,094,951	\$ 35,968,248	\$ 34,163,984	\$ 38,181,299	\$ 40,188,585
Services & Supplies	92,110,480	116,623,321	126,160,728	96,731,492	120,503,349	106,986,620
Other Charges	10,621,330	11,683,816	11,389,278	10,754,301	11,411,576	11,411,576
Capital Assets/Land Acquisition	(185,419)	—	—	(27,334)	—	—
Capital Assets Equipment	185,419	9,785,581	17,066,289	330,792	8,437,037	8,020,000
Contingency Reserves	—	103,000	103,000	—	103,000	103,000
Operating Transfers Out	4,967,891	8,487,577	10,512,905	7,060,239	18,610,101	7,330,101
Total	\$ 140,223,672	\$ 181,778,246	\$ 201,200,448	\$ 149,013,475	\$ 197,246,362	\$ 174,039,882

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Revenue From Use of Money & Property	\$ 1,453,998	\$ 1,621,585	\$ 1,621,585	\$ 1,215,959	\$ 1,483,008	\$ 1,483,008
Intergovernmental Revenues	4,067,168	3,372,403	3,372,403	3,234,673	3,352,460	3,352,460
Charges For Current Services	128,135,319	152,221,610	167,068,937	131,877,466	147,610,748	147,818,649
Miscellaneous Revenues	1,883,230	1,202,182	1,202,182	1,879,700	1,160,664	1,160,664
Other Financing Sources	5,485,273	11,867,837	13,893,165	7,556,788	21,935,101	10,430,101
Residual Equity Transfers In	5,424,624	—	—	593,532	—	—
Use of Fund Balance	(7,760,940)	9,707,629	12,257,176	870,357	19,909,381	8,000,000
General Purpose Revenue Allocation	1,535,000	1,785,000	1,785,000	1,785,000	1,795,000	1,795,000
Total	\$ 140,223,672	\$ 181,778,246	\$ 201,200,448	\$ 149,013,475	\$ 197,246,362	\$ 174,039,882





Housing & 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. HCD 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 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.

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- Provided \$65,000 for HHSA's Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for 125 homeless families in the County. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals. This program is used when other emergency housing options are not suitable.
- Supported the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve 70 youth aging-out of the foster care system and 55 families with children that are participants of the County's substance abuse recovery and family reunification programs.
- Provided 24 competitive academic scholarships to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
- Promoted self-sufficiency by providing permanent housing for 99 eligible homeless families graduating from transitional housing programs provided by 11 homeless service agencies through the County's Continuum of Care program. All eligible homeless families referred by the 11 agencies will be assisted until the housing funding allocation is fully expended.

- Assisted families to secure safe, decent and affordable housing through rental assistance subsidies by using 99% of the annual funding allocation of \$102.9 million and issued an average of 10,599 vouchers a month to provide a nurturing and healthy environment while improving opportunities for children and adults in support of the *Live Well San Diego* Building Better Health initiative. The maximum amount of authorized vouchers is 11,195.
- Provided rental assistance to permanently house 343 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program. Utilization of these vouchers was dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs (VA).
- Increased the number of participants that received VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to 32 total participants, allowing recipients and their families access to permanent housing.
- Provided three new workforce development opportunities to program participants to promote self-sufficiency through the Family Self Sufficiency and Ross Service Coordinator Program Coordinating Committee.

Strategic Initiative: Sustainable Environments

- Ensured environmental reviews were performed on 100% (68 projects) of federally funded programs included in the Fiscal Year 2013–14 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works. In compliance with the U.S. Department of Housing and Urban Development (HUD) regulations, HCD ensured that environmental reviews were completed on all program projects in order to analyze the effect a proposed project had on

the people and the natural environment within a designated project area and the effect the material and social environment may have had on a project.

- Based on the recently completed Energy Roadmap, implemented two energy efficiency measures at the five Housing Authority-owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, replace refrigerators with ENERGY STAR models, install motion sensor lighting and install low flow kitchen faucets or faucet aerators). The two energy efficiency measures implemented were: replacement of refrigerators with Energy STAR models as needed and installation of indoor motion sensor lighting to replace manual lighting controls.

Strategic Initiative: Safe Communities

- Educated the community by conducting four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS.
- Addressed issues impacting community living standards by conducting ten community revitalization meetings with policymakers and stakeholders.
- Promoted fair housing by completing 40 random site tests on multifamily rental properties that ensured compliance with fair housing laws.
- Provided First-Time Homebuyer assistance or Home Repair assistance to 42 households.
- Supported the *Live Well San Diego* Building Better Health initiative to increase safety in neighborhoods by funding 37 projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, public services, community, youth and family centers, health clinics, and affordable housing activities.
- Inspected 100% of 11,359 units that were leased through the Rental Assistance Division and ensured that these units were decent, safe and sanitary by meeting Housing Quality Standards required by HUD.

Required Discipline for Excellence: Customer Satisfaction

- Held four Section 8 owner/landlord seminars, continuing to educate owners on the requirements of the program, as well as promoting the benefits of participating in the program.

- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service was provided was achievement of a customer service satisfaction rating of 4.7 (on a scale of 1 to 5 with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Participated in four housing industry events (e.g., Project Homeless Connect, Southern California Continuum of Care Leaders, Southern California State Chapter of National Association of Housing & Redevelopment Officials, and the San Diego Regional Alliance for Fair Housing), and provided three presentations to educational groups and the County's Resident Advisory Board.
- Participated in the regular San Diego Housing Federation Policy Committee meetings. The Federation leads the region's efforts in identifying housing opportunities and challenges affecting the local community. HCD represents the County's interests in the effort to produce, improve, and preserve local housing options. The Federation conducts its advocacy efforts in all 18 cities in the San Diego region and the unincorporated areas of San Diego County. The Federation also monitors and takes positions on State and federal housing programs, regulations and legislation.
- As the Lead Agent and Collaborative Applicant on behalf of the Regional Continuum of Care Council (RCCC), submitted the annual application to HUD for \$15.4 million in homeless funding on behalf of the Regional Continuum of Care (CoC) to address homelessness in the San Diego region. The funding, awarded in late summer 2014, will address a wide variety of housing needs including transitional housing, permanent supportive housing and the Homeless Management Information System (HMIS).

Required Discipline for Excellence: Information Services

- Implemented a web-based module for rental assistance applications and an applicant portal module for application updates. Three thousand eighteen applicants established user accounts and accessed the self-service portal to update their rental assistance applications. These new modules reduced the processing time for waiting list database updates from 7 days to 1 and enhanced customer service by allowing applicants to view and change their application 24/7 and submit changes without staff assistance.

- Provided enhanced customer service by sharing/disseminating information on Housing Quality Standards (HQS) inspections via the HCD website, emails, videos, social media and Quick Response (QR) barcodes.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners completed ethics training. State law requires biennial ethics training for local agency officials.
- Participated in a public education campaign to heighten awareness about ethical standards and program integrity in the Housing Choice Voucher (Section 8) program. Due to increased awareness, the number of reports of potential program fraud increased by 25% or 100, resulting in an overall increase of fraud reports from 400 to 500.

2014–16 Objectives

Strategic Initiative: Healthy Families

- Provide \$68,000 for HHSA’s Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for homeless families in the County. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.
- Support the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging-out of the foster care system and 44 families with children that are participants of the County’s substance abuse recovery and family reunification programs.
- Provide 18 competitive academic scholarships annually to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency or who reside in Public Housing.
- Promote self-sufficiency by providing permanent housing for up to 200 eligible homeless families graduating from transitional housing programs provided by 11 homeless service agencies through the County’s Continuum of Care program. All eligible homeless families referred by the 11 agencies will be assisted until the housing funding allocation is fully expended.

- Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation of \$103.5 million or issue up to 10,756 vouchers to provide a nurturing and healthy environment while improving opportunities for children and adults in support of the *Live Well San Diego* Building Better Health initiative.
- Provide rental assistance to permanently house up to 345 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the VA.
- Increase the number of participants receiving VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to ten total participants, to allow recipients and their families’ access to permanent housing.
- Provide safe and decent housing opportunities to up to 20 low-income families participating in the Redevelopment Local Rental Subsidy Program and ensure that assisted units meet Housing Quality Standards through annual recertification inspections.

Strategic Initiative: Sustainable Environments

- Ensure environmental reviews are performed on 100% (59 projects) of federally funded programs included in the Fiscal Year 2014–15 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works. In compliance with HUD regulations, HCD will ensure environmental reviews will be completed on all program projects in order to analyze the effect a proposed project will have on the people and the natural environment within a designated project area and the effect the material and social environment may have on a project.
- Based on the recently completed Energy Roadmap, implement two energy efficiency measures at the five Housing Authority-owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, and install low flow kitchen faucets or faucet aerators).

Strategic Initiative: Safe Communities

- Educate the community by conducting a minimum of four community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Solutions Grant and Housing Opportunities for Persons with AIDS.

■ ■ ■ Housing & Community Development

- Address issues impacting community living standards by conducting ten community revitalization meetings with policymakers and stakeholders.
- Promote fair housing by completing a minimum of 40 random site tests on multifamily rental properties to ensure compliance with fair housing laws.
- Provide First-Time Homebuyer assistance or Home Repair assistance to at least 35 households.
- Support the *Live Well San Diego* Building Better Health initiative by funding 30 public community projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Inspect 100% of up to 11,147 units that are leased through the Rental Assistance Division and ensure that these units are decent, safe and sanitary by meeting Housing Quality Standards required by HUD.
- Promote Crime-Free communities by collaborating with local police departments and renewing annual Crime-Free certificates at the five Housing Authority-owned residential properties.

Required Discipline for Excellence: Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to continue to educate owners on the requirements of the program, as well as promoting the benefits of participating in the program.
- Ensure customers are provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service is provided will be achievement of a customer service satisfaction rating of 4.7 or better (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence: Regional Leadership

- Participate in three State and/or local housing industry organizations and/or provide three presentations to relevant groups/events.

- Provide regional leadership and forge cooperative partnerships by leveraging resources through the design, implementation, and administration of a regional HOME Consortium First-Time Homebuyer Assistance program serving residents of the unincorporated areas of the County of San Diego and the cities of Carlsbad, Encinitas, La Mesa, Santee, San Marcos, and Vista.

Required Discipline for Excellence: Information Services

- Provide enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Implement at least one process improvement to help increase the departments' ability to recover monies from former and active program participants.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners will complete biennial ethics training in Fiscal Year 2015–16.
- Participate in a public education campaign to heighten awareness about ethical standards and program integrity in the Housing Choice Voucher (Section 8) program to increase potential fraud reports by 10% or 50 (10% of 500).

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at www.sandiegocounty.gov/sdhcd/index.html and follow HCD on Facebook at www.facebook.com/sdhcd.



Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher ¹	100% of 11,015 (\$108 million)	100% of 11,195 (\$102.7 million)	100% of 11,195 (\$102.9 million)	100% of 10,756 (\$103.5 million)	100% of 10,756 (\$103.5 million)
Households assisted through the Home Repair Program or the First-Time Homebuyer Program ²	26	30	42	35	35
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Shelter Plus Care ³	310	244	244	247	247
Number of Community Development projects supported to enhance low-income neighborhoods and communities ⁴	32	23	37	30	30
Number of random site tests to ensure compliance with Fair Housing laws or regulations ⁵	40	35	40	40	40
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards ⁶	100% of 11,292	100% of 11,359	100% of 11,359	100% of 11,147	100% of 11,147
Level of customer satisfaction ⁷	4.9	4.7	4.7	4.7	4.7
Number of families served with hotel/motel vouchers within the Urban County ⁸	209	150	125	N/A	N/A
Veterans Affairs Supportive Housing (VASH) Rental Assistance Program ⁹	N/A	N/A	N/A	345	345

Table Notes

¹Maximum number of authorized rental assistance vouchers is 11,195 with an actual federal funding allocation of \$102.9 million for Fiscal Year 2013-14; Fiscal Year 2014-15 includes a maximum of 11,271 vouchers with an estimated federal funding allocation of \$103.5 million. Effective Fiscal Year 2013-14 this measure has been revised to report the percent usage of the federal funding allocation for housing assistance with a goal of maximizing the number of families assisted by issuing up to 11,195 vouchers as authorized by HUD. The projected 2014-15 federal funding is subject to change based on the passage of the Appropriations Act 2015.

²The Home Repair Program provides loans or grants to low-income homeowners, including mobile home owners in the unincorporated areas of San Diego County, or in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach. The First-Time Homebuyer Downpayment and Closing Cost Assistance Program provides financial assistance to low-income, first-time homebuyers to purchase a home. Below-rate, deferred-interest loans of up to \$35,000 are available to assist the low-income homebuyers to purchase a home in the unincorporated County and in the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.

³Program definitions: SARMS (Substance Abuse and Recovery Management System): housing assistance for family reunification; 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; VASH (Veterans Affairs Supportive Housing): tenant-based housing assistance for homeless veterans; Upper San Diego River Improvement Project and Gillespie Field Redevelopment area housing assistance. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family. In Fiscal Years 2012-13 and 2013-14, the VASH program were included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers. Effective Fiscal Year 2014-15, VASH program will be reported separately.

⁴The number of supported projects was higher than the goal to complete 23 projects due to additional funding awarded in Fiscal Year 2013-14.



⁵Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability. The existing contractual agreement with HCD's Fair Housing contract provider expired in March 2014. New fair housing goals and performance measures will be established by HCD for Fiscal Year 2014–15 and future years once procurement efforts and contract negotiations are completed.

⁶Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit.

⁷Overall customer satisfaction rating on a scale of 1 ("unsatisfactory") to 5 ("excellent"), where 4 is "very satisfactory."

⁸This measure, implemented in Fiscal Year 2013–14, will be discontinued effective Fiscal Year 2014–15. HCD provides funding on behalf of the Urban County to provide for winter shelter needs where facilities are unavailable. The program typically runs from late November through April and provides vouchers for hotel/motel rooms for families with children, the disabled, and the elderly.

⁹New measure effective in Fiscal Year 2014–15 to reflect HCD's priorities. Veterans Affairs Supportive Housing (VASH): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal funding allocations to these programs and the housing assistance cost per family.

Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No change in staffing.

Expenditures

Net Increase of \$3.2 million.

- Salaries and Benefits—net increase of \$0.5 million due to increased County retirement contributions and salaries as a result of negotiated labor agreements offset by projected salary savings from positions held vacant due to funding fluctuations.
- Services and Supplies—net increase of \$1.3 million.
 - Increase of \$0.6 million in project cost for residential rehabilitation and affordable housing projects based on available one-time remaining prior year Community Development Block Grant (CDBG) funding allocation.
 - Increase of \$0.9 million in project cost mainly as a result of allocation to First-Time Homebuyer Down Payment and Closing Cost (DCCA) program of Home Investment and Partnership Grant (HOME) based on the 2014–15 County of San Diego Consortium Consolidated Annual Plan.
 - Decrease of \$0.3 million in contracted services for emergency housing services as a result of allocation to veteran's utility and rental deposit assistance program based on available remaining prior year Emergency Shelter Grant (ESG) grant allocation.
- Increase of \$0.1 in contracted services for community-based homeless assistance projects based on anticipated increase in Continuum of Care (CoC) program annual grant.
- Other Charges—net increase of \$1.4 million.
 - Decrease of \$0.2 million in project cost for community improvement projects due to elimination of one-time carryover of Fiscal Year 2012–13 CDBG funding allocation.
 - Increase of \$0.9 million in project cost for housing assistance for families with special needs based on available one-time remaining prior year HOME grant funding allocation.
 - Increase of \$0.2 million in project cost for rental assistance to provide emergency housing assistance to eligible low-income veterans based on available remaining prior year ESG grant allocation.
 - Increase of \$0.4 million in project cost for first-time homebuyer loan assistance program based on available remaining prior year CalHome grant. The CalHome State funding is used to augment the First-Time Homebuyer Program HOME grant funding.
 - Increase of \$0.1 million in project cost for tenant-based housing assistance program under a pre-funded 2003 agreement between the County Housing Authority and the former County Redevelopment Agency.



Revenues

Net increase of \$3.2 million.

- Intergovernmental Revenue—net increase of \$3.3 million.
 - Increase of \$0.4 million in CalHome revenue based on available remaining prior year grant for housing loans program. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
 - Increase of \$0.1 million in Continuum of Care grant revenue based on anticipated increase in annual grant awarded to the County. The Continuum of Care grant provides funding for efforts by nonprofit providers, State and local governments to rehouse homeless individuals and families quickly while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.
 - Increase of \$1.7 million in HOME grant revenue based on available one-time remaining prior year funding allocation.
 - Increase of \$0.4 million in CDBG revenue based on available one-time remaining prior year grant funding allocation for community development projects.
 - Decrease of \$0.1 million in ESG and Housing Assistance for Persons with Aids (HOPWA) revenue due to elimination of one-time rebudget of remaining funds from Fiscal Year 2013–14.
- Increase of \$0.8 million in Aid from the Housing Authority revenue for program administration based on anticipated increased funding allocation for calendar year 2014.
- Miscellaneous Revenue—Decrease of \$0.2 million in revenue from program income based on decreased prior year loan reconveyances.
- Use of Fund Balance—A total budget of \$0.3 million includes the rebudget of \$0.1 million for tenant-based housing assistance based on funds remaining from a 2003 agreement between the County Housing Authority and the former County Redevelopment Agency and \$0.1 million for affordable housing contracts monitoring and other program transitional activities to allow lower level of service delivery due to fluctuating program funding.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$6.9 million in contracted services and other project cost due to elimination of \$6.7 million one-time rebudget of remaining prior year grant revenue and \$0.3 million one-time use of fund balance.



■ ■ ■ Housing & Community Development

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Housing & Community Development		102.00			102.00	102.00
Total		102.00			102.00	102.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Housing & Community Development	\$ 9,667,220	\$ 11,204,882	\$ 11,404,641	\$ 10,137,922	\$ 11,674,531	\$ 11,621,279
County Successor Agency - Housing	40,561	63,000	63,000	38,465	191,000	—
HCD - Multi-Year Projects	8,064,195	12,098,375	18,980,404	6,918,933	14,701,039	7,980,391
Total	\$ 17,771,976	\$ 23,366,257	\$ 30,448,044	\$ 17,095,320	\$ 26,566,570	\$ 19,601,670

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 8,221,235	\$ 9,059,858	\$ 9,059,858	\$ 8,683,726	\$ 9,527,587	\$ 9,617,591
Services & Supplies	4,871,006	10,313,199	10,504,919	4,570,931	11,628,414	7,384,934
Other Charges	4,764,268	4,076,800	10,966,867	3,959,726	5,494,169	2,682,745
Expenditure Transfer & Reimbursements	(84,534)	(83,600)	(83,600)	(119,063)	(83,600)	(83,600)
Total	\$ 17,771,976	\$ 23,366,257	\$ 30,448,044	\$ 17,095,320	\$ 26,566,570	\$ 19,601,670

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 18,458,693	\$ 22,829,686	\$ 29,854,473	\$ 17,404,410	\$ 26,153,949	\$ 19,529,049
Charges For Current Services	10,316	50	50	—	—	—
Miscellaneous Revenues	374,787	645,000	702,000	286,528	483,100	444,100
Use of Fund Balance	(700,341)	263,000	263,000	(224,139)	301,000	—
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	\$ 17,771,976	\$ 23,366,257	\$ 30,448,044	\$ 17,095,320	\$ 26,566,570	\$ 19,601,670





Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting (DPC) 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. DPC ensures the competitive process is used for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. As an ISF department, DPC operates on a business-like model by directly billing customer departments for the cost of services. Additionally, DPC is responsible for the Countywide records management program.



Mission Statement

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

2013–14 Accomplishments

Strategic Initiative: Sustainable Environments

- Conducted 15 outreach activities in Fiscal Year 2013–14 for the local business community to increase the County’s supplier base and opportunities for competition.
- Planned and promoted Regional Procurement Conference, scheduled for October 30, 2014, inviting local government agencies to share information on business opportunities to foster regional economic growth.

Required Discipline for Excellence: Fiscal Stability

- Achieved cost savings of \$3.7 million in Fiscal Year 2013–14 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 purchases under \$2,500).

Required Discipline for Excellence: Customer Satisfaction

- Rolled out implementation of DPC customer-centric organizational realignment. The major milestones include:
 - Completed internal customer survey with a 69% response rate (received 115 of 167 surveys distributed) from all business groups.

- Reassignment of procurement staff to improve alignment with County departments and business groups.
- Hosted two staff development seminars to improve skills and focus on achievement of customer outcomes.
- Received approval of new ISF cost recovery methodology (effective in Fiscal Year 2014–15) which streamlines accounting administration and facilitates earlier customer engagement.
- Ensured 100% of departments’ records retention schedules due for revision in Fiscal Years 2013–14 (6 of 6) were processed and finalized in compliance with County policy.
- Expedited services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
 - Converted 76% of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
 - Converted 66% of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Provided training for 375 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.
- Provided annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Deployed contract administration training electronically in Fiscal Year 2013–14, making training available to all County staff that require it.



Required Discipline for Excellence: Information Services

- Completed the development for the enhancement of the BuyNet Two-step Procurement project and currently undergoing quality control before implementing the new function for department users. The first step is for potential suppliers to submit their qualifications for review before proceeding to the next step, the submission of bids and/or proposals by those suppliers deemed qualified. This will shorten procurement timelines and clarify communication with proposers. This project also supports DPC's move toward electronic receipt of all solicitations.
- Created and published four new Oracle Learning Management System classes and classroom-based courses giving greater flexibility for end-users to access training.
- Completed phase I of the migration and upgrade of the contracts publishing project to the 6.7 Documentum platform. The phase II development of the public website will begin immediately after the County has deployed its web content platform to Adobe Experience Manager. The contracts publishing project provides a secure, efficient and time-saving method for the public to obtain relevant contract information from the County's website. This effort will enable self-service while maintaining document security and will be deployed into production in Fiscal Year 2014–15.

2014–16 Objectives

Required Discipline for Excellence: Customer Satisfaction

- Ensure departments' records retention schedules due for revision in Fiscal Years 2014–15 and 2015–16 are processed and finalized in compliance with County policy.
- Research availability of a Contracts Award & Management System (CAMS).
 - Initiate and complete the needs assessment and requirements review of a potential CAMS.
 - Perform market research and availability of a commercial off-the-shelf CAMS.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Provide training for at least 50 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.
- Provide annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Develop and deliver DPC Procurement Academy workshop to departments within each Group.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Make contracts available through the internet to the public by posting at least 90% of new and amended contracts within five business days of award.
- Conduct "house calls" to all County departments that have a records retention schedule to ensure departments' understanding of the County's records retention policies and procedures and their responsibilities; and ensure they have the necessary staff skills and tools to comply with the County's Records Management Program.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Compete for a new top tier national industry excellence award for DPC's leadership and implementation of world class procurement and contracting approaches:
 - Initiate and complete review of award criteria and department gap assessment.
 - Perform industry and market research for options to fill gaps.
 - Plan, schedule and prioritize improvements.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at www.sandiegocounty.gov/purchasing/index.html.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurement card usage and other sources ¹	\$4.0 million	\$3.3 million	\$3.7 million	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 21 days of receipt ²	75% of 672	75% of 1,200	76% of 675	N/A	N/A
Purchase Requisitions converted to Purchase Orders within 15 days of receipt ²	60% of 672	50% of 1,200	66% of 675	N/A	N/A
Contracts posted and made available within 5 business days of award date ³	N/A	N/A	N/A	90%	90%
Records retention “house calls” to all County departments that have a record retention schedule ⁴	N/A	N/A	N/A	100%	100%

Table Notes

¹This measure will be discontinued in 2014–15 as County departments have been maximizing benefits from the use of cooperative agreements, reverse auctions, increased procurement card usage and other sources. Although no longer a goal, DPC will continue to monitor departments’ use of these procurement types.

²The time to convert Purchase Requisitions to Purchase Orders is based on procurement requirements and complexity. Half or more of all submitted Purchase Requisitions are converted within 15 days; however, those that are more complex require more time. These measures will be discontinued in 2014–15 as DPC evaluates current business processes and ways to streamline them. Once analysis is complete, DPC will identify new goals to report effective and efficient performance in the acquisition of a wide range of products and services.

³This measure will report the timeliness of awarded contract postings online. The goal is to provide transparency to County residents by conducting public procurement business as openly as possible.

⁴“House calls” ensure that departments understand the County’s records retention policies and procedures and the department’s responsibilities; and that they have the necessary staff skills and tools to comply with the County’s Records Management Program. All departments follow the Global Retention Schedule. Most departments and the Community Services Group also maintain a separate Department Retention Schedule in addition to the global policy. HNSA has multiple schedules, but they centrally govern records management, thereby receiving only one house call per year. Therefore, the County’s Records Management Program goal is to conduct 30 “house calls” per year.

Recommended Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No change in staffing.

Expenditures

Net Increase of \$2.0 million.

- Salaries and Benefits—Increase of \$0.4 million as a result of negotiated labor agreements and reclassification of positions to maximize the department’s ability to meet customer service needs.

■ ■ ■ Purchasing and Contracting

- Services and Supplies—Net increase of \$0.3 million. Combined increase of \$0.5 million due to A-87 costs and various services and supplies, offset by \$0.2 million decrease due to completion of one-time IT project, contract web publishing in 2013–14.
- Operating Transfers Out—Decrease of \$0.2 million due to the reorganization of department staffing structure to meet customer service needs. One position moved from Records Services to Purchasing.
- Management Reserves—Increase of \$1.5 million as a contingency for revenue uncertainty during the transition to the new cost-recovery methodology. Total budget of \$1.5 million.
- Other Financing Sources—Decrease of \$0.4 million is the result of reorganization of department staffing structure to meet customer service needs and completion of contracts web publishing project in 2013–14.
- Use of Fund Balance—Net increase of \$2.4 million for a total budget of \$2.6 million will be used to fund management reserves of \$1.5 million, \$1.0 million to support ISF rates, and \$0.1 million to fund one time BuyNet mobile browsing project and depreciation of contracts web publishing.
- General Purpose Revenue Allocation—Decrease of \$0.2 million due to the reorganization of department staffing structure to meet customer service needs.

Revenues

Increase of \$2.0 million.

- Charges for Current Services—Increase of \$0.2 million due to increased departmental costs attributed to negotiated labor agreements and A-87 costs.

Recommended Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.5 million primarily due to a decrease in management reserves.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Content/Records Services		6.00			5.00	5.00
Purchasing ISF		50.00			51.00	51.00
Total		56.00			56.00	56.00

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Purchasing ISF Buyouts	\$ —	\$ —	\$ 80,814	\$ 80,814	\$ —	\$ —
Content/Records Services	2,502,432	952,537	842,537	719,590	795,583	799,072
Purchasing ISF	6,922,079	7,862,314	8,191,497	7,342,420	10,186,027	8,652,831
General Fund Contribution	2,654,196	910,000	910,000	910,000	722,000	722,000
Total	\$ 12,078,708	\$ 9,724,851	\$ 10,024,848	\$ 9,052,824	\$ 11,703,610	\$ 10,173,903

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 5,994,094	\$ 6,632,849	\$ 6,405,277	\$ 6,075,296	\$ 7,000,717	\$ 7,039,806
Services & Supplies	3,329,025	2,159,663	2,593,097	2,119,543	2,428,110	2,357,281
Other Charges	101,393	22,339	35,660	29,558	54,816	54,816
Capital Assets/Land Acquisition	—	—	—	(162,387)	—	—
Operating Transfers Out	2,654,196	910,000	990,814	990,814	722,000	722,000
Management Reserves	—	—	—	—	1,497,967	—
Total	\$ 12,078,708	\$ 9,724,851	\$ 10,024,848	\$ 9,052,824	\$ 11,703,610	\$ 10,173,903

■ ■ ■ Purchasing and Contracting

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Revenue From Use of Money & Property	\$ 11,205	\$ 7,000	\$ 7,000	\$ 14,812	\$ 7,000	\$ 7,000
Charges For Current Services	7,413,490	7,059,594	7,077,594	7,104,481	7,222,157	8,109,835
Miscellaneous Revenues	870,577	440,050	440,050	908,030	425,000	425,000
Other Financing Sources	2,655,155	1,108,207	1,145,185	1,261,064	722,000	722,000
Use of Fund Balance	(866,719)	200,000	445,019	(1,145,564)	2,605,453	188,068
General Purpose Revenue Allocation	1,995,000	910,000	910,000	910,000	722,000	722,000
Total	\$ 12,078,708	\$ 9,724,851	\$ 10,024,848	\$ 9,052,824	\$ 11,703,610	\$ 10,173,903

County Successor Agency

Department Description

The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USDRIP Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the unincorporated community of Lakeside. USDRIP goals included recreational and environmental protection and improvements. The Gillespie Field Redevelopment Project Area is approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Effective February 1, 2012, all redevelopment agencies in the State of California were dissolved by Assembly Bill (AB) X1 26, Community Redevelopment Dissolution and subsequent court decision. AB 1484 regarding community redevelopment was passed in June 2012 and made substantial changes to the dissolution process. Successor agencies and oversight boards were authorized to manage assets, repay debts and fulfill other redevelopment agency obligations in order to expeditiously wind-down former redevelopment agencies and return funding to affected taxing entities. Successor housing agencies were authorized to assume the transfer of housing assets and programs.

The County of San Diego was designated as Successor Agency and Housing Successor. All assets, liabilities and obligations of the former Redevelopment Agency were transferred to the County of San Diego as Successor Agency on February 1, 2012. Appropriations for the Housing Successor are included in the Department of Housing and Community Development. All activities of the Successor Agency including budgetary authority are subject to approval by the Oversight Board, a County commission of seven members as follows: two appointed by the Board of Supervisors including one member of the public, and one each appointed by the County Board of Education, the Chancellor of the California Community Colleges, the City of El Cajon, the Lakeside Fire Protection District, and the Chairman of the Board of Supervisors (as employee representative).



Mission Statement

Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

2013–14 Accomplishments

Required Discipline for Excellence: Accountability, Transparency, and Ethical Conduct

- With the approval of the County Oversight Board, maintained compliance with all laws to expeditiously wind down the affairs of the former County Redevelopment Agency.

2014–16 Objectives

Required Discipline for Excellence: Accountability, Transparency, and Ethical Conduct

- Expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws.

Related Links

For information about the County Successor Agency, refer to the website at www.sandiegocounty.gov/community/county_oversight_board.html.

For additional information about Gillespie Field, refer to www.sandiegocounty.gov/dpw/airports/gillespie.html.

Budget Changes and Operational Impact: 2013–14 to 2014–15

By State law, only payments on enforceable obligations of the former redevelopment agency and administrative costs may be paid by the Successor Agency. These payments are presented semi-annually to the County Oversight Board for approval and to the State Department of Finance for final approval.

Expenditures

Net decrease of \$0.2 million.

- Other Charges—net decrease of \$0.2 million for loan agreement with the San Diego River Conservancy.

Revenues

Net decrease of \$0.2 million.

- Miscellaneous Revenues—net decrease of \$0.2 million based on estimated repayment from San Diego River Conservancy.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.4 million due to anticipated pay-off of San Diego River Conservancy loan agreement in Fiscal Year 2014–15.

Staffing by Program

	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
County Successor Agency	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640
Total	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640

Budget by Categories of Expenditures

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Services & Supplies	\$ 58,215	\$ 202,000	\$ 166,481	\$ 32,061	\$ 192,000	\$ 192,000
Other Charges	4,755,932	2,282,492	2,282,492	1,694,929	2,076,946	1,692,528
Operating Transfers Out	3,758,546	5,679,720	5,715,239	4,020,305	5,657,536	5,670,112
Total	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640

Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Taxes Other Than Current Secured	\$ 475,996	\$ 1,896,930	\$ 1,896,930	\$ 3,623,268	\$ 1,881,384	\$ 1,884,528
Revenue From Use of Money & Property	10,951	—	—	3,791	—	—
Miscellaneous Revenues	—	587,562	587,562	—	387,562	—
Other Financing Sources	3,758,546	5,679,720	5,679,720	4,020,305	5,657,536	5,670,112
Use of Fund Balance	4,327,199	—	—	(1,900,069)	—	—
Total	\$ 8,572,693	\$ 8,164,212	\$ 8,164,212	\$ 5,747,295	\$ 7,926,482	\$ 7,554,640





Registrar of Voters

Department Description

The Registrar of Voters (ROV) is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. 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 ROV is also responsible for providing access to the information needed for citizens to engage in 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.

2013–14 Accomplishments

Strategic Initiative: Healthy Families

- Distributed information in support of the County's *Live Well San Diego* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and the June 3, 2014 Gubernatorial Primary elections.

Strategic Initiative: Sustainable Environments

- Distributed information on how to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 19, 2013 Special Municipal and the June 3, 2014 Gubernatorial Primary elections.
- Conserved resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and the June 3, 2014 Gubernatorial Primary elections.
- Increased the number of permanent vote-by-mail voters by 1.1% (or 9,106), for a total of 807,126, for the June 3, 2014 Gubernatorial Primary Election, based on the number of permanent vote-by-mail voters (798,020) from the November 6, 2012 Presidential General Election.



- Increased the number of accessible poll sites that comply with federal and State requirements by 9% (or 66), for a total of 723 accessible poll sites for the June 3, 2014 Gubernatorial Primary Election.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and June 3, 2014 Gubernatorial Primary elections by meeting the planned recruitment goals for poll workers.
- Processed 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and June 3, 2014 Gubernatorial Primary elections which ensured eligible registrants were printed in the official roster of voters and therefore had the opportunity to vote using a regular ballot, rather than a provisional ballot.

Required Discipline for Excellence: Customer Satisfaction

- Ensured customer satisfaction with core services by achieving a 4.56 overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") before and after the transition to the department's new facility in December 2013.
- Ensured all poll worker stipends were paid in a timely manner by mailing them in 15 working days or less from Election Day for the November 19, 2013 Special Municipal and the February 11, 2014 Special Consolidated and by 17 working days for the June 3, 2014 Gubernatorial Primary elections.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Ensured 100% of poll worker trainers completed online training assessments with scores of 90% or higher no later than 26 days prior to the November 19, 2013 Special Municipal, February 11, 2014 Special Consolidated, and June 3, 2014 Gubernatorial Primary elections, providing knowledgeable instructors who were available and prepared to train poll workers.
- Recruited 2,293 bilingual poll workers to fulfill federal language requirements (Chinese, Filipino, Spanish and Vietnamese), and another 19 bilingual poll workers to meet the additional State language requirements (Japanese, Hindi, Khmer and Korean).

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Increased public access to the election process by having an open design in the new Registrar of Voters headquarters which includes an observation gallery where processing vote-by-mail ballots and tabulating ballots can be viewed by the public.
- Tallied 99% (566 of 572) of precincts for the November 19, 2013 Special Municipal, 98% (500 of 510) for the February 11, 2014 Special Consolidated, and 63% (892 of 1,403) for the June 3, 2014 Gubernatorial Primary elections by 11:30 pm on Election Night.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Enhanced the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signatures and open returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
 - Reported 100% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 19, 2013 Special Municipal and February 11, 2014 Special Consolidated elections and 100% for the June 3, 2014 Gubernatorial Primary Election.
 - Reported 57% of all ballots cast in the first Election Night Results Bulletin for the November 19, 2013 Special Municipal, 58% for the February 11, 2014 Special Consolidated, and 52% for the June 3, 2014 Gubernatorial Primary Election.

- Tallied 100% of all mail ballots received by the ROV by Monday after Election Day for the November 19, 2013 Special Municipal and February 11, 2014 Special Consolidated elections and 99% for the June 3, 2014 Gubernatorial Primary Election.
- Achieved a per-mail-ballot labor cost of 43 cents for vote-by-mail ballots returned in the June 3, 2014 Gubernatorial Primary Election.

Required Discipline for Excellence: Essential Infrastructure

- Transitioned to a new modern and environmentally friendly building in December 2013. The modernized building provides the public with easier access to observe the administration of elections.

2014–16 Objectives

Strategic Initiative: Healthy Families

- Continue to distribute information in support of the County's *Live Well San Diego* Building Better Health and Living Safely strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.

Strategic Initiative: Sustainable Environments

- Continue to distribute information on how to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
- Conserve resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for all elections conducted in Fiscal Years 2014–16 and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets.
- Increase the number of permanent vote-by-mail voters by 3% (or 24,214), for a total of 831,340, for the November 2014 Gubernatorial General Election and by an additional 5% (or 41,567), for a total of 872,907, for the June 2016 Presidential Primary Election, based on the anticipated number of permanent vote-by-mail voters (807,126) for the June 3, 2014 Gubernatorial Primary Election.
- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements:

- Increase the number of accessible poll sites for the November 2014 Gubernatorial General Election by 4% (or 29), for a total of 752, based on the number of sites for the June 3, 2014 Gubernatorial Primary Election of 723.
- Increase the number of accessible poll sites for the June 2016 Presidential Primary Election by 7% (or 52), for a total of 804, based on the anticipated number of sites for the November 2014 Gubernatorial General Election of 752.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections by meeting the planned recruitment goals for poll workers.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 2014 Gubernatorial General and June 2016 Presidential Primary elections to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot, rather than a provisional ballot.

Required Discipline for Excellence: 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, with 5 being “excellent”) through the June 2016 Presidential Primary Election.
- To encourage overall satisfaction and retention of volunteers, timely mailing of all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2014–16.

Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Ensure 100% of poll worker trainers complete online training assessments with scores of 90% or higher no later than 26 days prior to the November 2014 Gubernatorial General and June 2016 Presidential Primary elections, providing knowledgeable instructors who are available and prepared to train poll workers.
- In addition to assigning bilingual poll workers to fill 100% of the federally required language allocation (Chinese, Filipino, Spanish and Vietnamese), a sufficient

number of bilingual poll workers will also be recruited to fulfill 100% of the additional State language requirement (Japanese, Hindi, Khmer and Korean), in accordance with department allocations.

Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Tally 49% (710 of 1,452) of precincts for the November 2014 Gubernatorial General and 63% (860 of 1,365) of precincts for the June 2016 Presidential Primary elections by 11:30 pm on Election Night.

Required Discipline for Excellence: Continuous Improvement and Innovation

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signatures and open returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
 - Report 85% of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin released shortly after 8:00 pm for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
 - Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
 - Tally 90% of all mail ballots received by the ROV by Monday after Election Day for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
 - Maintain a per-mail-ballot labor cost for vote-by-mail ballots returned in the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.
- Offer new online filing services, including online candidate filing and online campaign financial disclosure filing.

Related Links

For additional information about the Registrar of Voters, refer to the website at www.sdvote.com.



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Overall Customer Satisfaction Rating ¹	4.72	4.70	4.56	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election ²	100% of 93,021	100% of 40,000	100% of 17,641	100% of 75,000	100% of 75,000
Precincts tallied by 11:30 pm on Election Night ³	34% of 1,527	50% of 1,450	63% of 1,403	49% of 1,452	63% of 1,365
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	42 days	40 days	41 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	43 days	39 days	39 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	42 days	32 days	35 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited ⁴	20 days	18 days	0 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day ⁵	74.3% of 673,599	85% of 600,000	99% of 308,050	90% of 700,000	90% of 700,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	N/A	85%	100%	85%	85%
Per ballot cost of processing returned vote-by-mail ballots ⁷	46 cents	40 cents	43 cents	40 cents	40 cents

Table Notes

¹Scale of 1–5, with 5 being “excellent.”

²This measure tracks the number of valid registrations that are processed at the 15-day close of registration.

³This measure is based on using a one-card ballot in the June 3, 2014 Gubernatorial Primary, November 2014 Gubernatorial General and June 2016 Presidential Primary elections. Results could be affected if an election requires a two-card ballot.

⁴These measures track 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 before the election that workers are recruited, the improved likelihood of 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. Total number of bilingual poll workers recruited was 2,293. Due to the number of daily drops and difficulty in recruiting and retaining poll workers, 100% recruitment of bilingual poll workers was not reached.

⁵This measure focuses on the number of vote-by-mail ballots still available on Election Night to be counted and the process to verify and count each of these ballots by the Monday after Election Day.

⁶This measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 pm on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

⁷The department achieved a 43 cent per vote-by-mail ballot labor cost for the June 3, 2014 Gubernatorial Primary Election. It was anticipated that we would receive a higher number of returned vote-by-mail ballots, which would have achieved the 40 cent labor cost per ballot. However, due to the lower than anticipated number of returned vote-by-mail ballots, the labor cost per ballot increased to 43 cents. ROV anticipates maintaining a 40 cent per vote-by-mail ballot labor cost for the November 2014 Gubernatorial General and June 2016 Presidential Primary elections.

Budget Changes and Operational Impact: 2013–14 to 2014–15

Staffing

No change in staffing.

Expenditures

Net increase of \$0.8 million.

- Salaries and Benefits—increase of \$0.8 million as a result of negotiated labor agreements and the reclassification of six positions.
- Services and Supplies—increase of \$1.0 million due to the funding of one-time projects, warehouse asset tracking system, poll worker internet system, online campaign disclosure filing system, electronic hand held devices for recording polling place accessibility survey data in the field, upgrade of the Campaign Document System; purchase the replacement of two Global Election Management Systems (GEMS) servers and 200 Optical Scan (OS) cards; and the change in methodology used to calculate Purchasing & Contracting Internal Service Fund costs.
- Capital Asset Equipment—decrease of \$2.0 million as a result of one-time funding for the relocation of the Registrar of Voters to a new building in Fiscal Year 2013–14.
- Fund Balance Component Increases—increase of \$1.0 million. This Fund Balance Component will be used in Fiscal Year 2015–16 to provide funding for the 2016 Presidential Primary Election, which has a fewer number of participating billable jurisdictions, and therefore lower elections revenue, compared to the 2014 Gubernatorial General Election.

Revenues

Net increase of \$0.8 million.

- Intergovernmental Revenues—decrease of \$0.3 million in Help America Vote Act (HAVA) funding due to the elimination of one-time prior year funding for recruiting and replacing non-accessible poll sites; preventative maintenance of 10,200 voting machines, and the replacement of voting booths.
- Charges for Current Services (Election Services)—increase of \$2.6 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.
- Use of Fund Balance—net decrease of \$2.1 million for a total of \$0.6 million is budgeted for the warehouse asset tracking system (\$0.1 million), poll worker internet system (\$0.1 million), online campaign financial disclosure filing system (\$0.1 million), electronic hand held devices for polling place surveys (\$0.1 million), and negotiated labor agreements (\$0.1 million).
- General Purpose Revenue Allocation—increase of \$0.6 million to provide ongoing funding for Unemployment Insurance and increased Purchasing and Contracting Internal Service Fund costs.

Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$1.3 million is primarily due to a decrease of \$1.0 million in Fund Balance Component Increases.



Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Registrar of Voters		64.00			64.00	64.00
Total		64.00			64.00	64.00

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Registrar of Voters	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157
Total	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 9,252,497	\$ 8,534,915	\$ 11,138,115	\$ 8,969,447	\$ 9,349,728	\$ 9,151,523
Services & Supplies	9,416,888	8,078,166	12,420,606	11,943,365	9,042,641	8,902,634
Other Charges	—	—	35,328	35,328	—	—
Capital Assets/Land Acquisition	—	2,000,000	—	—	—	—
Capital Assets Equipment	—	—	579,261	272,444	—	—
Expenditure Transfer & Reimbursements	(10,286)	—	—	(5,566)	—	—
Fund Balance Component Increases	—	—	—	—	1,000,000	—
Total	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157

Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 1,300	\$ —	\$ —	\$ 500	\$ —	\$ —
Intergovernmental Revenues	346,051	734,081	734,081	649,679	424,000	476,157
Charges For Current Services	5,299,097	2,177,000	7,634,259	8,716,286	4,753,137	2,770,000
Miscellaneous Revenues	66,261	80,000	80,000	42,025	80,000	80,000
Fund Balance Component Decreases	—	—	—	—	—	1,000,000
Use of Fund Balance	1,424,388	2,700,000	2,802,970	(1,115,472)	613,232	—
General Purpose Revenue Allocation	11,522,000	12,922,000	12,922,000	12,922,000	13,522,000	13,728,000
Total	\$ 18,659,098	\$ 18,613,081	\$ 24,173,310	\$ 21,215,018	\$ 19,392,369	\$ 18,054,157



