

County of San Diego

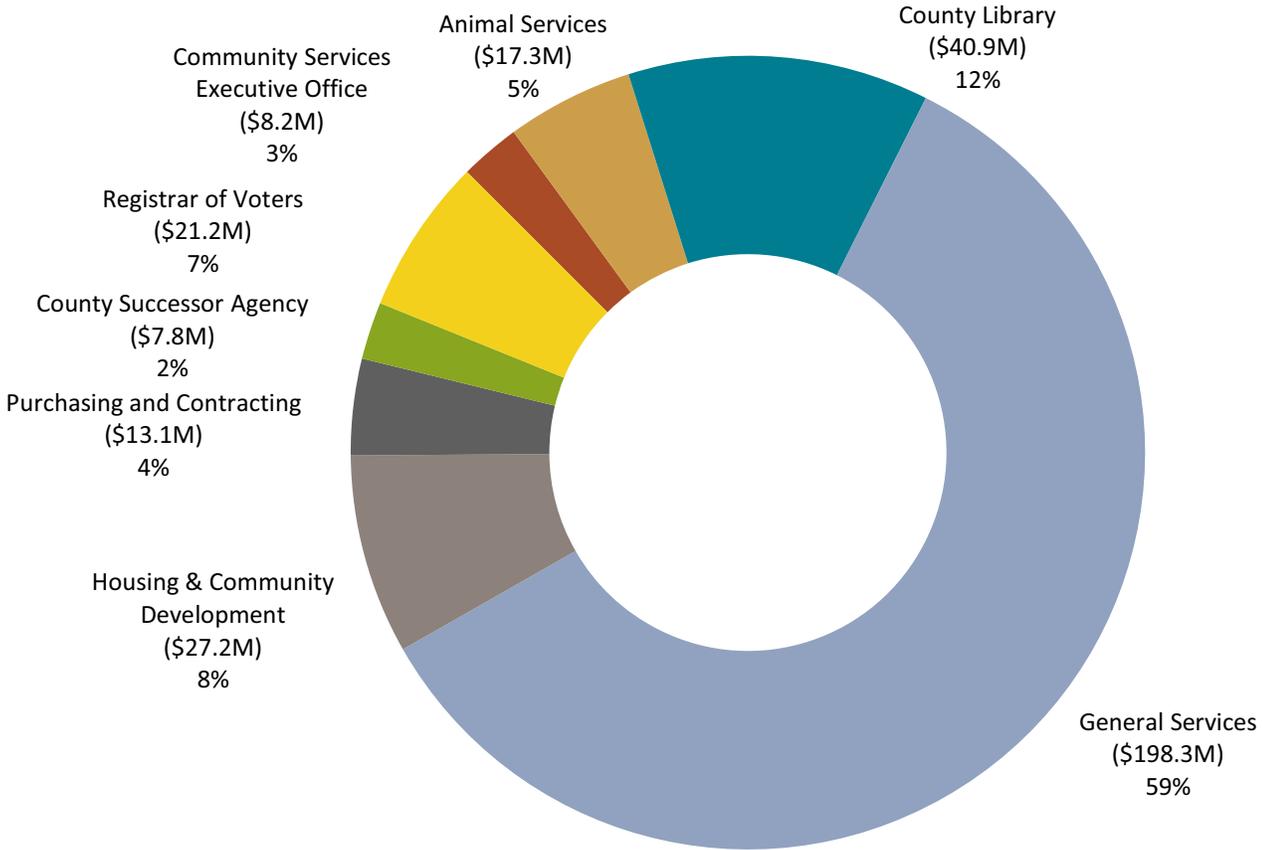
Community Services Group

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Community Services Group at a Glance

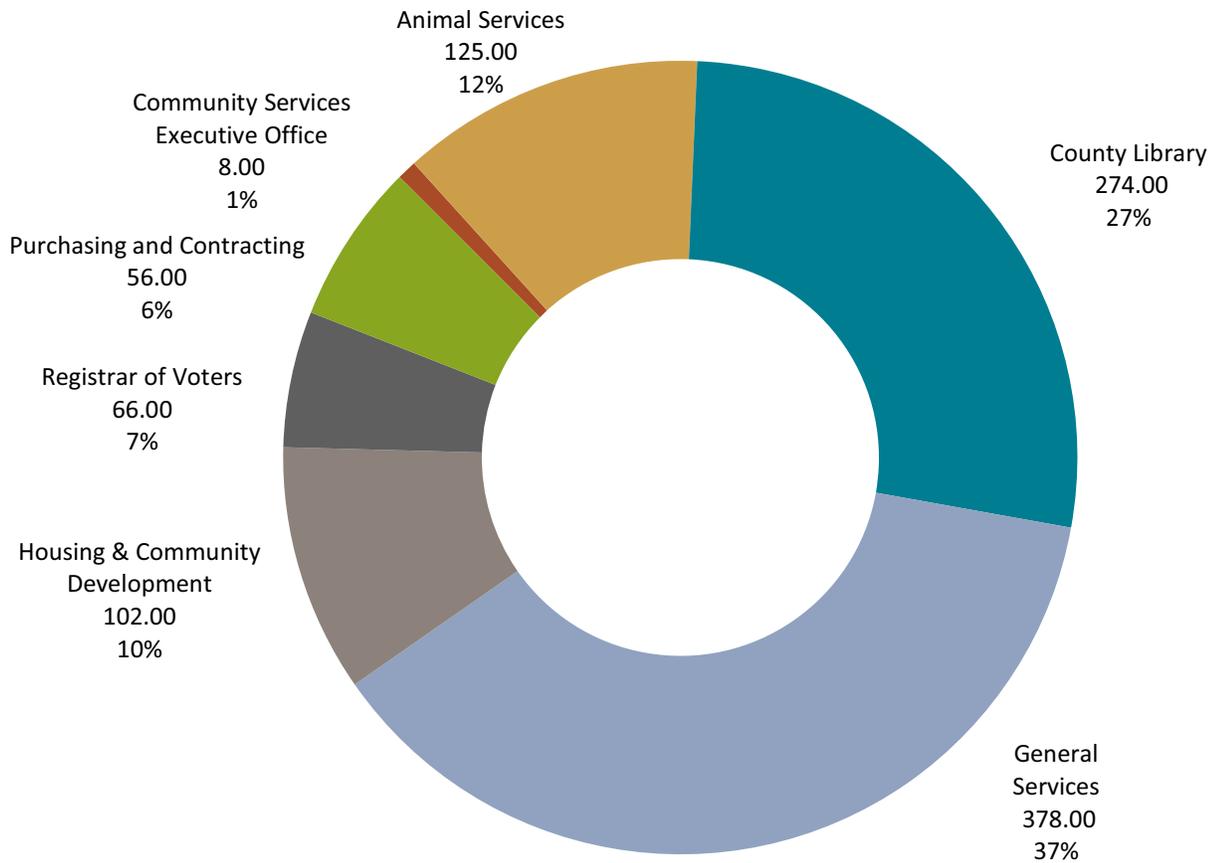
Recommended Budget by Department

Budget by Department Fiscal Year 2016-17: \$334.2 million



Recommended Staffing by Department

Staffing by Department Fiscal Year 2016-17 Staff Years: 1,009.00



Community Services Group Summary & Executive Office

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.

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, 2 mobile libraries, and 2 24/7 Library-to-Go kiosks 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.

Strategic Framework and Alignment

In the County’s Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County’s Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., “SC1” or “HF3”) throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

CSG Departments

- ◆ Animal Services
- ◆ County Library
- ◆ General Services
- ◆ Housing & Community Development
- ◆ Purchasing and Contracting
- ◆ County Successor Agency
- ◆ Registrar of Voters



Community Services Group Priorities



Healthy Families

- ◆ According to recent research, the county’s homeless population exceeds 8,000 people, 15% of whom are veterans. Recognizing the need to work collectively to address this issue, we will work collaboratively with other Groups to provide assistance to individuals, families and veterans in their efforts to locate and obtain stable permanent housing. We will work toward the implementation of a system that is sensitive to individuals’ needs and that directly addresses veterans experiencing homelessness by offering targeted incentives to area landlords as well as the utilization of vouchers for homeless veterans.
- ◆ We will continue to strive to meet the needs of the homeless and homeless veterans in the county, working with and actively participating in regional initiatives such as Opening Doors (under the direction of the Regional Continuum of Care) who target chronic homeless and veterans.



Safe Communities

- ◆ CSG will support our clients in maintaining safe communities. We will enhance our communities and the environment by focusing on sustainability planning in addition to striving to provide time-critical maintenance response to current holdings of more than 9 million square feet of County owned or leased infrastructure.
- ◆ We will also continue to work to improve the quality of life for all residents through collaborating with other local agencies in promoting crime-free public community projects, providing home repair assistance to low-income homeowners and participating in the promotion of safe and decent housing opportunities for special needs populations.

 Sustainable Environments

- ◆ Community engagement is essential to the electoral process, and given that there is an anticipated 40% increase in voter registration during presidential election years, we will focus on mitigating challenges while developing strategies to engage the community to ensure polling sites are staffed with qualified personnel. The Group will focus on completing a transparent election season by ensuring that accountability, security and integrity remain our highest priorities throughout the electoral process.
- ◆ Understanding that the increase in the number of registered voters brings the need for an increase in accessible polling places, we will work to increase the overall percent of accessible polls to 77% for both the November 2016 Presidential election and the June 2018 Gubernatorial Primary Election.
- ◆ Furthermore, we as a Group will seek to promote diverse opportunities for residents to exercise their right to be civically engaged. One of the actions to help us accomplish this includes adding staff in Registrar of Voter’s Language Services division to assure language requirements under the Federal Voting Act Section 203 are met and accessibility for those voters is expanded.
- ◆ We always strive for excellence in meeting the needs of all of our clients, whether internal or external, and as the County continues to offer exceptional service, over the next 10 years,

we will continue to focus our efforts on renewing or replacing all non-historic buildings more than 50 years old. In doing so, the County will promote energy conservation, potable water conservation and use of alternative energy generation systems. Additionally, we will complete various facility retrofits and landscape conversions which, when fully implemented, are anticipated to provide up to 115 million gallons in permanent annual water savings which will exceed the current Gubernatorial Executive Order to reduce water usage in the state.

 Operational Excellence

- ◆ Providing optimal service to our clients will remain at the forefront of what CSG strives to accomplish on a daily basis; from how we work to provide modern infrastructure, to the ways we seek to ensure all our departments have trained staff and the tools necessary to stay up-to-date. CSG is constantly working to ensure that we are providing a positive customer experience.
- ◆ As a Group, we seek to consistently assess our client’s needs as well as our effectiveness in order to remain competitive. We will continue to align our services within our Group as well as with our outside partners in order to ensure that we all benefit from the collective impact of our actions.

2016–18 Community Services Group (CSG) Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various CSG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	HF2	Connect residents with local food sources, nutrition education, and nutrition assistance	County Library, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Housing & Community Development, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to help employees understand how they contribute to <i>Live Well San Diego</i>	Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Housing & Community Development, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SC3	Identify and mitigate community threats that impact quality of life	Animal Services, General Services, Housing & Community Development, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive	Purchasing and Contracting, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE2	Anticipate customer expectations and demands	Purchasing and Contracting, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	Animal Services, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
		OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the county
OE2		Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	General Services, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
OE3		Develop a plan to utilize new and existing technology and infrastructure to improve customer service	Animal Services, County Library, General Services, Housing & Community Development, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
OE4		Provide information access to all customers ensuring consistency, transparency and customer confidence	County Library, Purchasing and Contracting, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
OE5		Engage employees to take personal ownership of the customer experience	Animal Services, County Library, Housing & Community Development, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
OE6		Develop a countywide management philosophy that fosters employee well-being, inclusion and development	Animal Services, Housing & Community Development, Registrar of Voters, Finance and General Government Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Related Links

For additional information about the Community Services Group, refer to the website at:

- ◆ www.sdcounty.ca.gov/community

Executive Office Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Decrease of \$1.5 million

- ◆ Services & Supplies—decrease of \$0.5 million due to completion of one-time facility and energy projects in Fiscal Year 2015–16.
- ◆ Management Reserves—decrease of \$1.0 million for a total of \$2.3 million for unanticipated Groupwide information technology and facility needs, based on actual use of reserves in recent fiscal years.



Revenues

Decrease of \$1.5 million

- ◆ Use of Fund Balance—decrease of \$1.6 million for a total of \$5.3 million. Planned uses of fund balance include:
 - ◆ \$2.3 million in management reserves for unanticipated Group information technology and facility needs;
 - ◆ \$1.0 million for a triennial facility condition assessment effort;
 - ◆ \$0.5 million for building automation system projects in various facilities;
 - ◆ \$0.5 million for a fleet garage retrofit and renovation in Ramona to serve back country vehicles and equipment;
 - ◆ \$0.4 million for the second and final phase of the development of a facility replacement strategic plan;
 - ◆ \$0.3 million for implementation of a plug-in hybrid electric vehicle (PHEV) County vehicle pool;

- ◆ \$0.15 million for East Mesa Complex energy upgrades;
- ◆ \$0.15 million for inspection activities at various County fueling sites.
- ◆ General Purpose Revenue Allocation—increase of \$0.1 million for minor increases in negotiated Salaries & Benefits costs and ongoing information technology costs.

Executive Office Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Decrease of \$5.4 million primarily due to the completion of one-time facility and energy projects in Fiscal Year 2016–17, as well as a reduction in the use of management reserves.





Group Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Animal Services	124.00	124.00	125.00	0.8	125.00
County Library	270.00	273.50	274.00	0.2	274.00
General Services	352.00	364.00	378.00	3.8	378.00
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Purchasing and Contracting	56.00	56.00	56.00	0.0	56.00
Registrar of Voters	64.00	64.00	66.00	3.1	66.00
Total	976.00	991.50	1,009.00	1.8	1,009.00

Group Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	\$ 8,219,348	\$ 9,693,167	\$ 8,226,563	(15.1)	\$ 2,825,855
Animal Services	16,941,395	16,305,204	17,307,934	6.1	17,261,231
County Library	37,557,923	38,653,437	40,970,875	6.0	41,141,328
General Services	197,246,362	197,807,330	198,312,358	0.3	197,038,348
Housing & Community Development	26,566,570	27,998,397	27,212,643	(2.8)	23,203,444
Purchasing and Contracting	11,703,610	10,619,262	13,107,029	23.4	11,598,970
County Successor Agency	7,926,482	8,067,074	7,820,129	(3.1)	7,820,129
Registrar of Voters	19,392,369	19,288,800	21,235,142	10.1	18,210,117
Total	\$ 325,554,059	\$ 328,432,671	\$ 334,192,673	1.8	\$ 319,099,422



Executive Office Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	8.00	8.00	8.00	0.0	8.00
Total	8.00	8.00	8.00	0.0	8.00

Executive Office Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Community Services Executive Office	\$ 8,219,348	\$ 9,693,167	\$ 8,226,563	(15.1)	\$ 2,825,855
Total	\$ 8,219,348	\$ 9,693,167	\$ 8,226,563	(15.1)	\$ 2,825,855

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 1,449,302	\$ 1,424,886	\$ 1,442,091	1.2	\$ 1,460,694
Services & Supplies	3,520,046	5,018,281	4,534,472	(9.6)	1,365,161
Management Reserves	3,250,000	3,250,000	2,250,000	(30.8)	0
Total	\$ 8,219,348	\$ 9,693,167	\$ 8,226,563	(15.1)	\$ 2,825,855

Executive Office Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Charges For Current Services	\$ 1,051,489	\$ 1,062,049	\$ 1,068,247	0.6	\$ 1,068,247
Use of Fund Balance	5,473,727	6,851,059	5,260,500	(23.2)	—
General Purpose Revenue Allocation	1,694,132	1,780,059	1,897,816	6.6	1,757,608
Total	\$ 8,219,348	\$ 9,693,167	\$ 8,226,563	(15.1)	\$ 2,825,855



Animal Services

Mission Statement

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

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.

To ensure these critical services are provided, DAS has 125.00 staff years and a budget of \$17.3 million.



groups, and social media to enhance employee understanding of *Live Well San Diego*

- ▣ Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a Health and Human Services Agency survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Strategic Initiative Legend

			
HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
 - Worked with the Pets for Patriots organization to place pets in forever homes with veterans who participate in this program. The goal was to place ten animals through the Pets for Patriots' program. DAS discovered it was difficult to identify veterans prior to on-site adoptions. DAS modified its adoption application to include a question about veteran status to identify customers eligible for the program, and is working with Pets for Patriots on an incentive for faster discount/reimbursement.
- Leverage internal communication resources, resource

Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - ▣ Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency. (SC1)
 - ◆ Participated in four Community Emergency Response Team (CERT) meetings this year.
 - ◆ Conducted 15 presentations to community groups this year.
- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Promoted community safety and injury prevention by conducting 50 dog bite prevention presentations this year to area schools and other organizations that encounter dogs during normal operations. (SC3)
 - ▣ Exceeded the goal of providing 10 dog bite prevention presentations by making 14 presentations this year to 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). (SC3)
 - Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family.

- Responded to 97% of patrol calls on time according to DAS protocols for responding to various levels of priority calls, exceeding the goal of 94.4%.
- Conducted four out of eight classes this year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system. Courts have not referred enough citizens to DAS to meet the goal of eight classes.
- Enhanced children’s awareness of animal welfare issues and promoted 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 14 classroom or youth group visits this year to the Campus for Animal Care or other County animal shelters. These educational endeavors helped ensure that both animals and people are protected from neglect and abuse, promoting safe communities.
- Conducted 22 presentations this year to community or industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation, exceeding the goal of 8 presentations.
- Submitted ten articles this year to trade journals or community publications to highlight DAS services, animal health and welfare issues, and dog bite prevention and/or adoption opportunities.
- DAS continuously improved 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:
 - ◆ Ensured that 85.4% of 26,273 sheltered dogs and cats were reunited with their owner or adopted into a new home.
 - ◆ Ensured that no treatable animals that come into our shelter were euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters since July 1, 2015. In collaboration with the San Diego Animal Welfare Coalition (SDAWC), the department has also embarked on an ambitious long-term goal of zero euthanasia of any healthy or treatable homeless pet. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing a healthy treatable pet.

- Ensured customers are provided with superior services by being responsive to customers’ needs, professional, courteous, attentive and knowledgeable; achieved a customer satisfaction rating of 4.72 (on a scale of 1 to 5, with 5 being “excellent”). (OE5)
- Trained 100% of staff regarding 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).
- Ensured that staff contacted rescue groups on 100% of animals with a treatable medical or behavioral issue prior to euthanasia.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Continued to seek qualified diverse applicants by attending one job fair this year and advertising positions in periodicals targeted to minority populations in order to fill positions as needed. DAS focus was on animal adoption outreach events instead of job fairs this fiscal year.

2016–18 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Participate in a minimum of one veterans and one homeless event per year
 - Promote and conduct a minimum of two vaccination, licensing and microchip clinics in the department’s top underserved areas per year in collaboration with those communities and external partners.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Ensure that 0% of treatable animals that come into our shelter are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters. (SC3)
 - Achieve a goal of 0% euthanasia of any healthy, friendly animal by reuniting lost pets with their owner or through adoption to a new family. (SC3)
 - Respond to 96% of patrol calls on time according to department protocols. (SC3)
 - Create procedures, evaluate best practices and implement the ICE Black Box phone app to investigate suspected incidents of crimes against animals. (SC3)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Ensured all finance staff in the department participated in financial literacy training. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience



- Partner with the Department of Human Resources to implement an enterprisewide online training to increase staff awareness of safety during animal encounters. (SC3)
- Ensure that 80% of an estimated 25,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
- All San Diego youth are protected from crime, neglect and abuse
 - Create a dog bite prevention education video for distribution to at-risk communities. (SC6)

- Support the procurement and implementation of Phase 1 capital improvements of the County Animal Shelter, Bonita. (OE3)
- Research and select a vendor to implement electronic field payments. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customers are provided with superior services by being responsive, professional, courteous, attentive and knowledgeable; achieve a customer satisfaction rating of 4.72 (on a scale of 1 to 5, with 5 being “excellent”). (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Conduct a department training needs assessment and create an annual training program for staff and volunteers for professional development and consistency in core competencies. (OE6)



Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Form a Volunteer Program Action Team to implement business process improvements to enhance the DAS Volunteer Program and increase volunteer and staff engagement. (SE6)
 - Collaborate with the Registrar of Voters to include DAS advertisements in the sample ballot for the November 8, 2016 Presidential General Election. (SE6)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service and delivery to our customers

Related Links

For additional information about the Department of Animal Services, refer to the website at:

◆ www.sddac.com

Follow DAS on Facebook at:

◆ www.facebook.com/sddac

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
 Sheltered dogs and cats either adopted or reunited with owners	82.7% of 19,450	71.4%	85.4% of 26,273	80.0%	80.0%
On-time patrol response ¹	97% of 28,133 calls	94.4%	97.0%	96.0%	96.0%
Adoptable shelter animals euthanized ²	0.0%	0.0%	0.0%	0.0%	0.0%
Treatable animals euthanized ³	12.8%	12.9%	0.0%	0.0%	0.0%
 Customer Satisfaction Rating ⁴	4.67	4.72	4.72	4.72	4.72

Table Notes

¹ Patrol time response standards, varying by urgency of call, are established by contract with client cities.

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

³ The Department in collaboration with the San Diego Animal Welfare Coalition (SDAWC) has also embarked on an ambitious goal of zero euthanasia of any healthy or treatable homeless pet. This coalition of shelters and other animal welfare agencies will work together to transfer, foster, treat or find solutions other than euthanizing a healthy treatable pet.

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

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year to coordinate volunteer services for all three County animal shelters.

Expenditures

Net increase of \$1.0 million

- ◆ Salaries & Benefits—increase of \$0.6 million due to the increase in staffing detailed above, negotiated labor agreements and workers' compensation costs.
- ◆ Services & Supplies—increase of \$0.4 million primarily due to Facilities Management internal service fund charges.

Revenues

Net increase of \$1.0 million

- ◆ Licenses Permits & Franchises—increase of \$0.2 million in anticipated dog license renewals.

- ◆ Charges for Current Services—increase of \$0.7 million for the contract cities' proportional share of cost of the department's operating budget.
- ◆ Use of Fund Balance—increase of \$0.2 million for a total of \$0.2 million. Use of fund balance for one-time only projects for shelter security needs and upgrade to department's public facing website.
- ◆ General Purpose Revenue—decrease of \$0.1 million to reflect a slight decrease in ongoing expenditures and re-definition of certain one-time expenditures.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.





Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Animal Services	124.00	124.00	125.00	0.8	125.00
Total	124.00	124.00	125.00	0.8	125.00

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Animal Services	\$ 16,941,395	\$ 16,305,204	\$ 17,307,934	6.1	\$ 17,261,231
Total	\$ 16,941,395	\$ 16,305,204	\$ 17,307,934	6.1	\$ 17,261,231

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 11,392,004	\$ 11,425,271	\$ 12,074,838	5.7	\$ 12,178,135
Services & Supplies	5,549,391	4,879,933	5,233,096	7.2	5,083,096
Total	\$ 16,941,395	\$ 16,305,204	\$ 17,307,934	6.1	\$ 17,261,231

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Licenses Permits & Franchises	\$ 1,945,359	\$ 1,893,391	\$ 2,110,000	11.4	\$ 2,110,000
Fines, Forfeitures & Penalties	3,000	3,000	1,500	(50.0)	1,500
Revenue From Use of Money & Property	66,061	66,061	96,061	45.4	96,061
Charges For Current Services	10,819,964	11,089,647	11,769,841	6.1	11,769,841
Miscellaneous Revenues	46,000	36,000	39,800	10.6	39,800
Use of Fund Balance	916,832	—	212,354	0.0	—
General Purpose Revenue Allocation	3,144,179	3,217,105	3,078,378	(4.3)	3,244,029
Total	\$ 16,941,395	\$ 16,305,204	\$ 17,307,934	6.1	\$ 17,261,231



County Library

Mission Statement

To inform, educate, inspire and entertain.

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries, 2 mobile libraries, and 2 Library-to-Go kiosks. 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.

To ensure these critical services are provided, the County Library has 274.00 staff years and a budget of \$41.0 million.



- ▣ Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - ▣ Maintained partnership with the Health and Human Services Agency (HHSA) to promote a healthy lifestyle for children in at-risk neighborhoods. (HF2)
 - ◆ Offered the Rockin' Recess program in conjunction with the Summer Lunch Program by hosting 50 sessions during the summer months.
 - Supported the County of San Diego's *Live Well San Diego* Building Better Health Initiative by offering more than 350 healthy lifestyle programs for all ages every month.
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - 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 by offering an average of 300 after-school programs each month.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Ensured that collections and library materials were current and relevant to the needs and interests of a dynamic community by achieving 7.2 times per item and exceeding the planned annual average circulation of 7.0 times per item.
 - Provided relevant adult programs that promote lifelong learning and civic engagement by serving more than 100,000 participants. Exceeded the goal by serving 150,000 program participants.

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - ▣ Ensured all finance staff in the department participated in financial literacy training. (OE2)
- Provide and promote services that increase consumer and business confidence

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
 - ◆ Maintained the planned schedule of library operations.
 - ◆ Provided virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Currently implementing 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. SDCL is in the process of upgrading their current library database system. (OE3)
 - Updated the Library’s website to maximize customer usability and access to the library collection and visiting authors. (OE4)
 - Obtained approval for installation of a 24/7 Library-to-Go kiosk at three locations: Encinitas, Chula Vista, and Boulevard. Installation is expected to be complete for Encinitas by the end of June 2016, and for the other two locations by Fall 2016.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.83 (on a scale of 1 to 5, with 5 being “excellent”) for SDCL programs. (OE5)
 - Ensured customers are provided with superior services by being responsive to customers’ needs, professional, courteous, attentive and knowledgeable by achieving an average customer satisfaction rating of 4.60 (on a scale of 1 to 5, with 5 being “excellent”).

2016–18 Objectives

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Support the County of San Diego’s *Live Well San Diego* Building Better Health initiative by offering more than 20,000 free summer meals to youth under the age of 18 in high-need neighborhoods during the summer months. (HF2)
 - Support the County of San Diego’s *Live Well San Diego* Building Better Health Initiative by offering more than 325 healthy lifestyle programs for all ages every month. (HF2)

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Provide 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 by offering an average of 300 after-school programs each month.

Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Provide relevant adult programs that promote lifelong learning and civic engagement by serving more than 150,000 participants.
 - Ensure that collections and library materials are current and relevant to meeting the needs and interests of a dynamic community by obtaining the planned annual average circulation of 7.0 times per item.

Operational Excellence

- Provide and promote services that increase consumer and business confidence
 - 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Implement a software upgrade in preparation for a new hosted Integrated Library System (Library’s database) which will provide faster and more reliable library services to customers. (OE3)
 - Update the Library’s website to maximize customer usability and access to the library collection and visiting authors. (OE4)
 - Capture and tell SDCL’s stories by highlighting branch Signature Events through publicity, media coverage, and photography. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customers are provided with quality programs that are current, relevant, and engaging by achieving an average customer satisfaction rating of 4.75 or higher (on a



scale of 1 to 5, with 5 being “excellent”) for SDCL programs. (OE5)

- Ensure customers are provided with superior services by being responsive to customers’ needs, professional, courteous, attentive and knowledgeable by achieving an average customer satisfaction rating of 4.60 or higher (on a scale of 1 to 5, with 5 being “excellent”).

Related Links

For additional information about the County Library, refer to the website at:

◆ www.sdcl.org/

Follow SDCL on Facebook at:

◆ www.facebook.com/sdcountylibrary

Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Annual average circulation per item ¹	7.47	7.00	7.20	7.00	7.00
	Library hours open ²	107,284	107,200	107,413	107,400	107,600
	Annual SDCL Virtual Branch Visitors ³	18,269,533	14,000,000	15,233,113	14,000,000	14,000,000
	SDCL virtual library resource sharing and services per capita ⁴	1.08	1.60	1.01	1.10	1.10
	Average customer satisfaction rating ⁵	4.50	4.60	4.60	4.60	4.60
	Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County ⁶	4.87	4.75	4.83	4.75	4.75
	Annual count of foot traffic at the library ⁷	5,614,871	5,700,000	5,500,000	5,400,000	5,400,000

Table Notes

¹ Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2015–16 Estimated Actual circulation is higher than the Fiscal Year 2015–16 Adopted level due to an increase in library materials budget from past fiscal years.

² Library hours open represents the overall level of accessibility that the community has to the library branches/kiosks. The Fiscal Year 2015–16 Estimated Actual number of hours open is higher than the Fiscal Year 2015–16 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours.

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, or Classic Catalog.

⁴ Measures 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 2015–16 Estimated Actual level is lower than the Fiscal Year 2015–16 Adopted level due to a decline in encyclopedia article searches.

⁵ On 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.

⁶ On 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. The Fiscal Year 2015–16 Estimated Actual level is lower than the Fiscal Year 2015–16 Adopted Level due to better economy: libraries are busier during economic contractions. Concurrent with growing economy, foot traffic decreases; customers have increased disposable income minimizing market advantage of the free library services.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 0.50 staff year

- ◆ Increase of 0.50 staff year to support the newly expanded Imperial Beach library.

Expenditures

Net increase of \$2.3 million

- ◆ Salaries & Benefits—increase of \$0.9 million due to negotiated labor agreements an increase in retirement contributions, flex credit, and workers’ compensation costs.
- ◆ Services & Supplies—increase of \$1.3 million primarily due to:
 - ◆ \$1.0 million in books and library materials.
 - ◆ \$0.2 million in Department of General Services ISF costs.
 - ◆ \$0.1 million in distributed countywide cost allocation plan.
- ◆ Capital Assets Equipment—increase of \$0.1 million due to procurement of an automated materials handler machine (book sorter) at library headquarters.

Revenues

Net increase of \$2.3 million

- ◆ Taxes Current Property—increase of \$0.9 million in revenue from Property Taxes.
- ◆ Other Financing Sources—decrease of \$0.3 million in one-time funding due to completed plan to install a library kiosk.
- ◆ Use of Fund Balance—increase of \$1.7 million for a total budget of \$4.5 million.
 - ◆ \$2.6 million in books and library materials.
 - ◆ \$1.0 million in management reserves for unanticipated needs.
 - ◆ \$0.4 million to procure an automated materials handler.
 - ◆ \$0.3 million to provide a match for public donations for library materials.
 - ◆ \$0.2 million for IT costs for the new Imperial Beach site installation.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

A net increase of \$0.2 million in total expenditures is primarily due to an increase in Salaries & Benefits for previously negotiated salary increases and an increase in retirement contributions.



Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Library Operations and Administration	18.75	18.75	18.50	(1.3)	18.50
Library Professional & Technical Support Service	38.25	37.75	36.75	(2.6)	36.75
Library Branch Operations	213.00	217.00	218.75	0.8	218.75
Total	270.00	273.50	274.00	0.2	274.00

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Library Operations and Administration	\$ 5,946,869	\$ 5,437,242	\$ 5,623,138	3.4	\$ 5,647,496
Library Professional & Technical Support Service	9,133,137	10,554,244	11,698,347	10.8	11,320,402
Library Branch Operations	22,477,917	22,661,951	23,649,390	4.4	24,173,430
Total	\$ 37,557,923	\$ 38,653,437	\$ 40,970,875	6.0	\$ 41,141,328

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 22,558,038	\$ 22,958,964	\$ 23,871,470	4.0	\$ 24,142,940
Services & Supplies	13,699,885	14,394,473	15,699,405	9.1	15,698,388
Capital Assets Equipment	300,000	300,000	400,000	33.3	300,000
Management Reserves	1,000,000	1,000,000	1,000,000	0.0	1,000,000
Total	\$ 37,557,923	\$ 38,653,437	\$ 40,970,875	6.0	\$ 41,141,328

Budget by Categories of Revenues					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Current Property	\$ 30,061,616	\$ 30,260,627	\$ 31,148,962	2.9	\$ 32,083,431
Taxes Other Than Current Secured	421,461	421,461	459,042	8.9	472,813
Revenue From Use of Money & Property	105,000	105,000	105,000	0.0	105,000
Intergovernmental Revenues	2,387,959	3,048,521	3,048,521	0.0	3,048,521
Charges For Current Services	1,138,112	1,138,112	1,138,112	0.0	1,138,112
Miscellaneous Revenues	553,821	553,821	553,821	0.0	553,821
Other Financing Sources	300,000	300,000	0	(100.0)	0
Use of Fund Balance	2,589,954	2,825,895	4,517,417	59.9	3,739,630
Total	\$ 37,557,923	\$ 38,653,437	\$ 40,970,875	6.0	\$ 41,141,328



General Services

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.

Department Description

The Department of General Services (DGS) is an internal service department within the County of San Diego. DGS ensures that other County departments have the necessary facilities, workspaces, services and vehicles to accomplish their business objectives. These services include management of over 410 real estate leases; management of major maintenance and capital improvement projects; facility maintenance, security and mail management services totaling \$57 million; and acquisition, maintenance and refueling of over 4,100 fleet vehicles. DGS is also a committed leader in energy and sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.

To ensure these critical services are provided, DGS has 378.00 staff years and a budget of \$198.3 million.



16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision	- Enterprise Wide Goal	- Cross-Departmental Objective	- Department Objective
	◆		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments



Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - 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% (1,572) of all emergency requests within 4 hours of notification. (SC3)
 - Supported client departments in their public safety efforts.
 - ◆ Maintained availability of County-supported fire apparatus at 86% (66 of 77).
 - ◆ Ensured maximum availability of law enforcement patrol vehicles at 95% (527 of 555).
 - ◆ Developed real estate project criteria and delivery strategy for the migration to new technology for the Countywide Regional Communications System.



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Improved County operations through sustainability efforts such as energy conservation, potable water conservation, use of alternative energy generation systems, continuing to require green building design for all new facilities and major renovations, and through recycling.
 - ◆ Reduced annual building energy use intensity by 13%, comparing Fiscal Year 2015–16 to Fiscal Year 2014–15, exceeding the goal of 1.5%.
 - ◆ Prepared greenhouse gas (GHG) inventories of County operations for calendar years 2015 and 2016. Achieved a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.

- ◆ Incorporated 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.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Ensured all finance staff in the department participated in financial literacy training. (OE2)
 - Completed 96% (7,603 of 7,920) of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
 - Maximized postage discounts by bar coding a minimum of 97% (5,456,203 of 5,619,809) of all presort business letters, exceeding the goal of 95%.
 - Monitored leases on County-owned property ensuring rents were paid within 30 days of due date for 97% (218 of 224) of the leases.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed 99% (27,400 of 27,600) 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%. (OE3)
 - Received the 2015 California Counties Facilities Services Association Public Facilities Award of Excellence (9th consecutive award) for exceptional dedication to facility management best practices, process innovation, staff development, department automation, energy programs, and environmental improvements.
 - Anticipated award of a design-build contract for the construction of the new Pine Valley Fire Station by spring 2016 was delayed due to requirement to acquire additional land.
 - Prepared leased space for relocation of initial departments to allow remodel of the Hall of Justice and to accommodate the State's accelerated bridge connection to the new Courthouse. Prepared plans for the relocation of other displaced departments in the current downtown Courthouse.
 - Completed the design-build construction of the new Alpine Library as the first Zero Net Energy County building in spring 2016.
 - Anticipated completion of the design-build construction of the new Imperial Beach Library in fall 2016.
 - Anticipated award of a design-build contract for the construction of the new Borrego Springs Library and Park was delayed by the land donation process. The procurement is anticipated to begin in 2016.
 - Completed Phase 2 construction of the new Las Colinas Detention and Reentry Facility in January 2016.

- Completed construction of the Cedar & Kettner Development Parking Structure in October 2015.
- Awarded the design-build contract for construction of the new HHS Crisis Residential Facility in Escondido.
- Began construction-manager-at-risk construction of improvements in the East County Regional Center for the District Attorney. Completion by fall 2016 was delayed by the State and contractor procurement and is anticipated by December 2017.
- Completed construction of the COC Fleet Services Facility and Parking Structure in spring 2016.
- Anticipate construction of the new COC Crime Lab and Evidence Warehouse to begin in summer 2016 for completion in summer 2018.
- Prepared programming and procurement to replace the Oceanside Family Resource Center, Public Health Center and associated operations with a new HHS North Coastal Facility on the current Mission and Barnes property for completion in spring 2018.
- Continued assessment of aging Health and Human Services buildings.
 - ◆ Determined options for replacement/renewal and consolidation of certain Family Resource Centers, including completion of move of the Escondido facility into the new North Inland Live Well Center which includes a Military Veterans Resource Center.
 - ◆ Developed Major Maintenance Improvement Plan and Capital Improvement Needs Assessment recommendations for specific projects.
- Continued strategic facility planning efforts with departments in aging buildings in a strategic view of their programs and facilities. Using the internally developed Facility Effectiveness Assessment Tool (analysis extending facility condition assessments to incorporate location, costs and department program delivery metrics) and worked with departments to integrate program needs into the analysis and prioritization of facility requirements.

2016–18 Objectives



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - 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% (1,500) of all emergency requests within 4 hours of notification. (SC3)
- Support client departments in their public safety efforts.
 - ◆ Maintain availability of County-supported fire apparatus at 87% (71 of 82).





- ◆ Ensure maximum availability of law enforcement patrol vehicles at 95% (527 of 555).



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Improve County operations through sustainability efforts such as energy conservation, potable water conservation, use of alternative energy generation systems, continuing to require green building design for all new facilities and major renovations, and through recycling.
 - ◆ Reduce annual building energy use intensity by 1.5%, comparing Fiscal Year 2016–17 to Fiscal Year 2015–16.
 - ◆ Prepare greenhouse gas inventories of County operations for calendar years 2016 and 2017. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
 - ◆ Continue to 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.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Maximize postage discounts by bar coding a minimum of 98% (5,500,000 of 5,600,000) of all presort business letters.
 - Monitor leases on County-owned property ensuring rents are paid within 30 days of due date for 97% (218 of 224) of the leases.
- Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability
 - Assign online financial literacy course to all front line fiscal staff to be completed by June 30, 2017. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete 96% (26,500 of 27,600) 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. (OE3)
 - Coordinate with the San Diego County Fire Authority to install an appropriate level of fueling infrastructure at various rural fire stations throughout the county to ensure access to fuel for fire apparatus and support vehicles. (OE3)

- Support client departments in relocating to more efficient facilities located in areas that provide optimal service to customers. (OE3)
 - ◆ Relocate the Probation Department from the aging Ohio Street Office in San Diego to newer facilities with potential co-location opportunities with other County departments.
 - ◆ Relocate Sheriff's Court Services from the San Diego Office to either a new leased facility or County-owned property in downtown San Diego by Spring 2017.
 - ◆ Relocate HHS Child Welfare Services from the aging County-owned North Central Facility at 6950 Levant Street, San Diego, to a new leased facility by December 31, 2016.
 - ◆ Relocate the Department of Child Support Services from downtown San Diego into various offices throughout the county to better align service locations to client needs.
- Complete 95% (7,745 of 8,153) of vehicle preventive maintenance actions in order to maximize vehicle life cycle.
- Complete the construction of the new COC Crime Lab and Evidence Warehouse in summer 2018.
- Complete the construction of the new Imperial Beach Library.
- Advertise and award the design-build contract for the construction of the new Pine Valley Fire Station by fall 2016.
- Advertise and award the design-build contract for the construction of the new Santa Ysabel Nature Center in summer 2016 for completion in early 2018.
- Advertise and award the design-build contract for the construction of a new Assessor/Recorder/County Clerk East County Operations and Archive Facility in Summer 2016 to replace the current County facility, for completion in fall 2018.
- Advertise and award the design-build contract for construction of the 4S Ranch Library expansion by 2017.
- Advertise and award the design-build contract for construction of the South County Animal Shelter in Bonita (Phase I) by 2017.
- Complete site search and land acquisition for the Lakeside Library by Fall 2016.

Related Links

For additional information about the Department of General Services, refer to the website at:

- ◆ www.sdcounty.ca.gov/general_services



Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Law enforcement patrol vehicles available	95% of 555	95% of 555	95% of 555	95% of 555	95% of 555
	Fire services program apparatus available	94% of 77	85% of 77	86% of 77	87% of 82	87% of 85
	Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification ¹	100% of 1,010	100% of 1,000	100% of 1,572	100% of 1,500	100% of 1,500
	Energy Use Intensity (EUI) decrease ²	12% of 83.14 kBTU/SF	1.5% of 72.92 kBTU/SF	13% of 72.92 kBTU/SF	1.5% of 63.4 kBTU/SF	1% of 62.45 of kBTU/SF
	County operations greenhouse gas (GHG) emissions reduction ³	11.5% of 144,417 Metric Tons CO2e	1% of 127,832 Metric Tons CO2e	1% of 127,832 Metric Tons CO2e	1% of 126,554 Metric Tons CO2e	1% of 125,284 Metric Tons CO2e
	Major Maintenance Improvement Plan and capital projects completed within estimated budget ⁴	98% of 64	93% of 150	94.5% of 109	93% of 150	93% of 150
	Annual facilities' preventive maintenance actions completed ⁵	98% of 27,600	96% of 27,600	99% of 27,600	96% of 27,600	96% of 27,600
	Applicable monthly mail bar coded/total pieces of mail ⁶	95% of 500,000	95% of 500,000	97% of 5,619,809	98% of 5,600,000	98% of 5,600,000
	Leases managed less than 30 days delinquent ⁷	99% of 235	97% of 238	97% of 224	97% of 224	97% of 224

Table Notes

- ¹ The baseline reflects the actual emergency requests in historical/current fiscal years and estimated requests in future fiscal years.
- ² Energy 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 13% reduction is mainly attributed to completed energy conservation projects and the addition of the newly opened Cedar & Kettner Parking Garage.
- ³ Data on GHG emissions in the Stationary Combustion category (natural gas consumption and emergency generator usage/testing) and the replacement of older fleet vehicles with new more efficient models is gathered by calendar year (January-December) versus fiscal year (July-June).
- ⁴ In Fiscal Year 2014–15 there were 159 Major Maintenance Improvement Projects and capital projects. Of these, 63 of 64 projects were completed within budget, the remaining 95 projects rolled over to the following fiscal year as planned.
- ⁵ The baseline reflects estimated Preventive Maintenance actions performed each fiscal year.
- ⁶ The baseline reflects the actual letter volume in historical/current fiscal years and estimated letter volume in future fiscal years. The Fiscal Year 2015–16 Estimated Actuals is measured with a new baseline that includes all presort business letters. Goals for Fiscal Year 2016–17 and 2017–18 reflect the new baseline.
- ⁷ The baseline reflects the actual number of leases in historical/current fiscal years and estimated number of leases in future fiscal years.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 14.00 staff years

- ◆ Increase of 8.00 staff years in the Facilities Management Internal Service Fund.
 - ❖ 4.00 staff years for the East Mesa Detention Facility Complex.
 - ❖ 3.00 staff years to support the Project Management Division.
 - ❖ 1.00 staff year for administrative support.
- ◆ Increase of 6.00 staff years in the Fleet Management Internal Service Fund.
 - ❖ 3.00 staff years to support the increased operational requirements for increases in vehicle inventory.
 - ❖ 2.00 staff years for the administrative and technical support of Fleet Management.
 - ❖ 1.00 staff year to support the management and environmental compliance of County fuel sites.

Expenditures

Net increase of \$0.5 million

- ◆ Salaries & Benefits—increase of \$2.6 million due to the addition of 14.00 staff years as described above and as a result of negotiated labor agreements and retirement contributions.
- ◆ Services and Supplies—net decrease of \$15.1 million.
 - ❖ Decrease of \$27.1 million for major maintenance projects based on the Fiscal Year 2016–17 Major Maintenance Improvement Plan and to align with projected spending.
 - ❖ Decrease of \$0.3 million for costs associated with the Electric Vehicle Supply Equipment grant which is expiring in Fiscal Year 2016–17.
 - ❖ Increase of \$4.1 million due to rebudgets of major maintenance projects planned for Fiscal Year 2015–16 that will be completed in Fiscal Year 2016–17.
 - ❖ Increase of \$3.0 million in utility costs to align with projected expenses for new and expanding facilities including the East Mesa Reentry Facility, Cedar Kettner garage, and Fire Authority sites.
 - ❖ Increase of \$2.2 million for major maintenance projects primarily to support Energy and Sustainability projects.
 - ❖ Increase of \$2.2 million for contracted services and maintenance of County-owned facilities.
 - ❖ Increase of \$0.8 million related to vehicle equipment and repair costs.

- ◆ Other Charges—increase of \$1.7 million related to additional depreciation costs for replacement vehicles (\$1.3 million) and the repayment of loans which are used to fund energy efficiency projects (\$0.4 million).
- ◆ Capital Assets Equipment—increase of \$9.7 million for replacement vehicles.
- ◆ Operating Transfers Out—increase of \$1.6 million to reflect the increase in transfers to the Major Maintenance Internal Service Fund required to fund On-Bill Financing energy efficiency projects.

Revenues

Net increase of \$0.5 million

- ◆ Intergovernmental Revenues—decrease of \$0.3 million related to the expiration of the Electric Vehicle Supply Grant as described above.
- ◆ Charges for Current Services—net decrease of \$9.8 million.
 - ❖ Decrease of \$27.1 million to align with projected spending for major maintenance projects.
 - ❖ Increase of \$11.0 million due to an increase in the cost of services provided to client departments.
 - ❖ Increase of \$6.3 million for major maintenance projects that will be completed in Fiscal Year 2016–17.
- ◆ Miscellaneous Revenues—increase of \$0.2 million due to an increase in recovered expenditures related to fleet services.
- ◆ Other Financing Sources—increase of \$1.7 million primarily to fund the On-Bill Financing projects in the Major Maintenance Internal Service Fund (\$1.6 million) and due to an increase in the gain on the sale of capital assets (\$0.1 million).
- ◆ Use of Fund Balance—increase of \$8.7 million for a total of \$19.0 million.
 - ❖ \$16.3 million to fund the Fleet Management Internal Service Fund countywide replacement acquisition program.
 - ❖ \$2.5 million is due to a technical adjustment to offset the liability recorded for On-Bill Financing projects.
 - ❖ \$0.2 million to transfer Building Information Model (BIM) data on spaces, areas, and equipment into Tririga, the County’s facility management information system.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Decrease of \$1.3 million primarily due to the anticipated completion of one-time projects.

Staffing by Program					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Facilities Management Internal Service Fund	293.00	304.00	312.00	2.6	312.00
Fleet Management Internal Service Fund	59.00	60.00	66.00	10.0	66.00
Total	352.00	364.00	378.00	3.8	378.00

Budget by Program					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Facilities Management Internal Service Fund	\$ 126,911,395	\$ 145,171,081	\$ 132,341,660	(8.8)	\$ 132,002,236
Fleet Management Internal Service Fund	68,539,967	50,641,249	63,975,698	26.3	63,241,112
General Fund Contribution to GS ISF's	1,795,000	1,995,000	1,995,000	0.0	1,795,000
Total	\$ 197,246,362	\$ 197,807,330	\$ 198,312,358	0.3	\$ 197,038,348

Budget by Categories of Expenditures					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 38,181,299	\$ 40,256,900	\$ 42,855,952	6.5	\$ 43,405,825
Services & Supplies	120,503,349	132,266,117	117,182,368	(11.4)	116,017,475
Other Charges	11,411,576	11,116,416	12,794,916	15.1	12,684,416
Capital Assets Equipment	8,437,037	8,417,037	18,145,527	115.6	17,797,037
Contingency Reserves	103,000	—	—	—	—
Operating Transfers Out	18,610,101	5,750,860	7,333,595	27.5	7,133,595
Total	\$ 197,246,362	\$ 197,807,330	\$ 198,312,358	0.3	\$ 197,038,348





Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	\$ 1,483,008	\$ 1,421,759	\$ 1,471,374	3.5	\$ 1,471,374
Intergovernmental Revenues	3,352,460	4,073,591	3,757,548	(7.8)	3,662,019
Charges For Current Services	147,610,748	173,296,410	163,490,175	(5.7)	162,711,694
Miscellaneous Revenues	1,160,664	1,006,187	1,224,629	21.7	1,224,629
Other Financing Sources	21,935,101	5,850,860	7,533,595	28.8	7,333,595
Use of Fund Balance	19,909,381	10,363,523	19,040,037	83.7	18,840,037
General Purpose Revenue Allocation	1,795,000	1,795,000	1,795,000	0.0	1,795,000
Total	\$ 197,246,362	\$ 197,807,330	\$ 198,312,358	0.3	\$ 197,038,348



Housing & Community Development

Mission Statement

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

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 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.

To ensure these critical services are provided, the Department of Housing and Community Development has 102.00 staff years and a budget of \$27.2 million.



appropriate permanent housing in the downtown and north county areas of the county.

- Provided 18 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.
- Created a Live Well Service Plan for self-sufficiency participants to develop personal goals in the areas of health, safety, and thriving.
- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
 - Provided trauma-informed training to 100% of HCD staff and developed a department trauma-informed fact sheet for HCD staff. (HF1)
 - Developed a training program, in collaboration with HHSA, the Department of Parks and Recreation, and County Libraries, to provide frontline staff at park and library facilities with tools and techniques to improve engagement and interactions with homeless populations to connect them with community resources. (HF1)
 - Provided funding of \$68,000 for the County’s Hotel/Motel Voucher Program, administered by HHSA. Due to contract capacity issues, the objective to increase funding by up to 47% (from \$68,000 to \$100,000) was not able to be completed this year.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
 - Updated policies to allow consideration for future needs to create more accessible housing for seniors and people with disabilities to live independently. (HF4)
 - Expanded the County’s affordable housing Notice of Funding Availabilities (NOFAs) to include a preference for developments that support aging-in-place amenities to expand housing choices for seniors and the disabled. (HF4)

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments



Healthy Families

- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - Provided first-time homebuyer loans to 45 households through the regional HOME Consortium Homebuyer Downpayment and Closing Cost Assistance (DCCA) Program, which offers low-interest deferred payment loans for qualified low-income, first-time homebuyers.
 - Designed and implemented, in cooperation with community stakeholders, a Coordinated Assessment and Housing Placement (CAHP) system capable of matching the homeless with

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - Increased County employees’ understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted by HHSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Conducted four community outreach meetings, including in-person meetings and presentations to community groups, throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant (CDBG), HOME Investment Partnership Program, Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). Additionally, HCD piloted a new and innovative outreach format which consisted of an online presentation available to residents 24 hours per day, 7 days per week. This new format increased the amount of resident participation and decreased the amount of staff time and travel costs. (SC2)
 - Funded 25 public community projects for parks, street/sidewalk improvements, ADA improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities. (SC2)
 - Promoted crime-free communities by collaborating with local police departments. Renewed annual Crime-Free Multifamily Housing Program certificates at five Housing Authority-owned residential properties. HCD also required that all responses to the Notice of Funding Availability for future affordable housing developments include a crime-free component. (SC3)
- Provided Home Repair Assistance to 30 low-income homeowners and mobile home owners residing in the Urban County for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. The Urban County includes unincorporated communities of the county and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.
- Conducted 100% of required inspections (approximately 7,000) of units assisted through the Rental Assistance Division and ensured that these units were decent, safe, sanitary and met Housing Quality Standards required by HUD.

- Provided safe and decent housing opportunities to special needs populations to improve the quality of life and promote self-sufficiency.
 - ◆ Actively participated in the 25 Cities North County initiative targeting chronic homeless and veterans by providing staff support and resources to the Leadership and Design Teams and the Housing Subcommittee, the Coordinated Assessment and Housing Placement (CAHP) system design team, the CAHP advisory committee, and the rapid rehousing subcommittee. HCD also allocated resources and funding to support the 25 Cities North County initiative, including the allocation of 40 Housing Choice Vouchers, and funding for outreach, interim housing and rapid rehousing.
 - ◆ Provided safe and decent housing opportunities for 21 low-income families participating in the Redevelopment Local Rental Subsidy Program and ensured that assisted units met Housing Quality Standards through annual recertification inspections. Funding for this program is expected to be expended by June 30, 2017.
 - ◆ Promoted self-sufficiency by providing permanent housing for 125 eligible homeless applicants referred by the Continuum of Care who either met the definition of chronically homeless or exited federally-assisted housing programs with no other permanent housing placement options.
 - ◆ Provided rental assistance to permanently house 400 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program.
 - ◆ Increased the number of participants receiving VASH security and utility deposit assistance (funded through the Emergency Solutions Grant) to 15 total participants, allowing recipients and their families’ access to permanent housing.
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provided HOME Tenant-based Rental Assistance programs for 65 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. (SC7)



Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - Proactively supported fair housing and fought discriminatory housing practices.
 - ◆ Completed 40 random site tests on multifamily rental properties in the unincorporated county to ensure compliance with fair housing laws. When potential





discriminatory practices were identified by testing, compliance information and training opportunities were provided to landlords.

- ◆ Published quarterly educational articles on the topic of fair housing on the HCD website, through social media and newsletters.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Assisted families to secure safe, decent and affordable housing through rental assistance subsidies by using 99% of the estimated total funding allocation of \$104.4 million. Rental subsidies provide stable housing, creating a healthy environment and improving opportunities for families. (OE1)
 - Participated in three State and/or local housing industry organizations including the San Diego Housing Federation (SDHF), the California Association of Housing Authorities (CAHA) and the National Association of Housing and Redevelopment Officials (NAHRO). Also provided four presentations to trade and community groups at meetings and events on the topics of rental assistance, supportive housing and affordable housing. (OE1)
 - Hosted a program integrity conference where representatives from County, State and federal agencies joined together with regional public housing authorities to discuss and share investigation tools, available resources and best practices to promote and ensure compliance in rental assistance programs. (OE1)
 - Ensured all finance staff in the department participated in financial literacy training. (OE2)
 - Implemented a redesign of the Community Development Block Grant and Annual Plan outreach process to increase resident participation while decreasing costs to taxpayers; this change supports the department's Audacious Goal to build a more efficient HCD that is nimble and sustainable.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Redesigned the HCD website to improve the customer experience and improve design and navigation, particularly for mobile devices. (OE3)
 - Began planning and design for the renovation of the HCD Administrative Office, which incorporates energy efficient fixtures and customer-focused design elements; the project is anticipated to be completed by June 30, 2017.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured customers are provided with superior services and a positive experience through staff who employ helpfulness, expertise, attentiveness, respect and timeliness. A key indicator of how well service is provided

is achievement of a customer service satisfaction rating of 4.7 or better (on a scale of 1 to 5, with 5 being "excellent"). In Fiscal Year 2015–16, the existing customer service satisfaction survey was discontinued and a new survey was designed to better align with the County's Customer Experience Initiative and to provide more valuable customer- and process-specific feedback to the department. The new survey reset the rating scale; a new rating has been established for Fiscal Year 2016–17. (OE5)

- Promoted the benefits of landlords participating in the Housing Choice Voucher Program.
 - ◆ Created a Landlord Liaison position to work closely with participating landlords.
 - ◆ Collaborated with regional partners, such as the San Diego County Apartment Association and the Regional Continuum of Care Council (RCCC), to outreach to landlords.
 - ◆ Created an informational brochure for prospective landlords to detail the benefits and responsibilities of participation in the Housing Choice Voucher Program.
 - ◆ Provided five rental assistance presentations to stakeholder groups including the RCCC, Chaldean-Middle Eastern Social Services, and the San Diego County Sheriff's Crime Free Multifamily Housing program.
 - ◆ Held four Housing Choice Voucher landlord seminars to continue to educate landlords on program requirements.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Supported, encouraged, and provided opportunities to foster employee well-being, inclusion, and development by hosting lunch and learn presentations and employee exercise classes. Employee Resource Groups (ERG) presented on topics such as Diversity and Inclusion and Professional Development at department meetings. ERGs were also engaged to assist with outreach to diverse populations in recruitment and education efforts. Additionally, staff were involved in the renovation planning of the HCD Administrative Office and provided professional and safety trainings throughout the year. (OE6)

2016–18 Objectives



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
 - Enhance the HOME Tenant-based Rental Assistance programs for youth aging-out of the foster care system and families with children that are participants of the County's



substance abuse treatment programs, by serving up to 50 participants with the addition of a new security and utility deposit assistance component, eliminating a potential barrier to accessing permanent housing.

- In cooperation with HHS and community stakeholders, play a leadership role in the expansion of the CAHP system from the downtown and north county areas to the broader San Diego region. The CAHP system matches persons experiencing homelessness with appropriate housing.
- Actively participate in *Opening Doors*, a regional initiative under the direction of the RCCC targeting chronic homeless and veterans, by providing leadership to the Opening Doors Committee and staff support to Regional Continuum of Care subcommittees.
- Assist individuals and families experiencing homelessness to obtain stable housing.
 - ◆ Provide permanent housing for up to 300 eligible homeless applicants who have been referred by the San Diego County Continuum of Care or CAHP system who either meet the definition of homeless or who are exiting federally-assisted housing programs with no other permanent housing placement options.
 - ◆ Provide rental assistance to permanently house up to 526 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the U.S. Department of Veterans Affairs.
 - ◆ Provide VASH security and utility deposit assistance (funded through the Emergency Solutions Grant) to up to 15 participants, eliminating a potential barrier to accessing permanent housing.
 - ◆ Reduce the time veterans with VASH vouchers search for housing from 60 days to 30 days or less, as well as locate units to house up to 200 veterans experiencing homelessness by implementing a program that offers targeted incentives to area landlords who rent to homeless veterans.
 - ◆ Provide permanent housing for up to 100 severely mentally ill applicants experiencing homelessness referred by HHS Behavioral Health Services.
- The County makes health, safety and thriving a focus of all policies and programs through internal and external collaboration
 - Assist families working towards achieving self-sufficiency
 - ◆ Offer a Live Well Service Plan to 100% of new self-sufficiency program participants to develop personal goals in the areas of health, safety, and thriving.
 - ◆ 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.

- Provide first-time homebuyer loans to 45 households through the regional HOME Consortium Homebuyer Down-payment and Closing Cost Assistance (DCCA) Program, which offers low-interest deferred payment loans for qualified low-income, first-time homebuyers.
- Proactively support fair housing rights and advocate against discriminatory housing practices.
 - ◆ Participate in at least four regional fair housing forums and meetings.
 - ◆ Publish quarterly educational articles on the topic of fair housing on the department website, through social media and newsletters.
 - ◆ Conduct outreach activities related to national Fair Housing month, celebrated in April of each year.
- Pursue policy change for healthy, safe and thriving environments with a special focus on residents who are in our care or rely on us for support
 - Update the County's Home Repair program to ensure at least half of the applicants pulled from the program waitlist are elderly or disabled. In many cases, improvements funded through this program include ADA, universal design modifications, or other repairs that allow elderly or disabled residents to remain in their homes and/or continue to live independently. (HF4)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - Provide information regarding funding opportunities for affordable housing and community revitalization available through federal entitlement programs at six community outreach activities. Community outreach activities could include online presentations, meetings with community groups, and participation at community events. (SC2)
 - Promote crime-free communities by collaborating with local police departments and renewing annual Crime-Free Multifamily Housing Program certificates at the five Housing Authority-owned residential properties. (SC3)
- Provide Home Repair Assistance to 40 low-income homeowners and mobile home owners residing in the Urban County for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation. The Urban County includes unincorporated communities of the county and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach.
- Conduct 100% of required inspections (approximately 7,000) of units assisted through the Rental Assistance Division and ensure that these units are decent, safe and sanitary, in accordance with HUD-required Housing Quality Standards.





Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation. Funding allocation for Fiscal Year 2016–17 is projected to be \$99 million. Rental subsidies provide stable housing, creating a healthy environment and improved opportunities for families. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Support the development of the ConnectWellSD system and integration of HCD data where permissible. The new system will link data and participant information from multiple departments across multiple programs and improve customer service. (OE3)
 - Complete renovation of the HCD Administrative Office, which replaces aging building systems and incorporates energy efficient fixtures and customer-focused design elements.
 - Develop and implement dashboards to monitor program trends and outcomes, using business intelligence to adjust performance resulting in enhanced customer service.
 - Evaluate, select, and implement new software to improve the ability of staff to retrieve and utilize electronic documents in the daily administration of rental assistance programs, which will result in more efficient interactions with program participants by June 30, 2018.

- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure customers are provided with superior services and a positive experience through staff who employ helpfulness, expertise, attentiveness, respect and timeliness. A key indicator of how well service is provided will be achievement of a customer service satisfaction rating of 3.5 or better (on a scale of 1 to 4, with 4 being “excellent”). (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Support, encourage, and provide opportunities to foster employee well-being, inclusion, and development by: hosting lunch and learn presentations, exercise classes, and/or wellness events; encouraging staff to participate in Employee Resource Groups (ERG) and inviting ERGs to present at Department meetings; performing outreach to diverse populations in recruitment and education efforts; and scheduling mandatory and optional professional and safety training as well as soft skills enhancements. (OE6)

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at:

◆ www.sdcountry.ca.gov/sdhcd

Follow HCD on Facebook at:

◆ www.facebook.com/sdhcd

Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher ¹	99% of 10,930 (\$104.3 million)	100%	99% of \$104.4 million	100%	100%
	Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Continuum of Care ²	277	247	237	227	227
	Veterans Affairs Supportive Housing (VASH) Rental Assistance Program ³	386	449	400	526	526
	Loans issued through the First-Time Homebuyer Program ⁴	N/A	30	45	45	45
	Households assisted through the Home Repair Program or the First-Time Homebuyer Program ⁵	79	N/A	N/A	N/A	N/A



Performance Measures		2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
	Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards ⁵	83.6% of 11,147	N/A	N/A	N/A	N/A
	Households assisted through the Home Repair Program ⁷	N/A	30	30	40	40
	Percentage of required inspections conducted annually on units assisted through the Rental Assistance Division to ensure Housing Quality Standards are met ⁸	N/A	100% of 7,000	100% of 7,000	100% of 7,000	100% of 7,000
	Number of random site tests to ensure compliance with Fair Housing laws or regulations ⁹	40	40	40	40	40
	Number of Community Development projects supported to enhance low-income neighborhoods and communities ¹⁰	30	30	25	25	25
	Level of customer satisfaction ¹¹	3.7	4.7	N/A	3.5	3.5

Table Notes

- ¹ The total federal funding and maximum number of rental assistance vouchers authorized is based on HUD fluctuations throughout the fiscal year. The greater of the actual vouchers leased or funding utilized will be reported out at the end of each fiscal year. The annual Housing Choice Voucher estimated total funding in Fiscal Year 2015–16 is estimated at \$104.4 million and includes funding for VASH vouchers. Beginning in Fiscal Year 2016–17, funding for VASH vouchers will not be included in this measure, in alignment with the HUD Section Eight Management Assessment Program and Federal Register 77 FR 17086, Implementation of the HUD-VA Support Housing Program. Funding for Fiscal Year 2016–17 is projected to be \$99 million.
- ² Program 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; Continuum of Care (formerly known as “Shelter Plus Care”): housing and services for homeless and disabled individuals and families; and VASH (Veterans Affairs Supportive Housing): 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. In Fiscal Year 2013–14, the VASH program was included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers. Effective Fiscal Year 2014–15, VASH program is reported separately (see Table Note 11).
- ³ New measure effective in Fiscal Year 2014–15 to reflect HCD’s priorities. The goal has increased in Fiscal Year 2015–16 and 2016–17 due to an increase in the number of vouchers issued by HUD. 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.
- ⁴ The First-Time Homebuyer Down Payment 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 \$70,000 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, Solana Beach, Carlsbad, Encinitas, La Mesa, San Marcos, Santee and Vista.
- ⁵ The goal was exceeded in Fiscal Year 2014–15 due to redesign of Down Payment and Closing Cost Assistance program, which resulted in an increase in the rate of loans issued per month. Effective Fiscal Year 2015–16, this measure will be discontinued as the Home Repair Program and the First-Time Homebuyer Program measures have been split into separate performance measures (see Table Notes 3 and 7).





- ⁶ Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit. As a result of a new HUD regulation allowing agencies to perform inspections biennially, HCD inspected 83.6% of units that were leased in Fiscal Year 2014–15. In Fiscal Year 2015–16, this measure was replaced with a new performance measure due to a change in annual inspection requirements (see Table Note 4).
- ⁷ The 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, for critical health and safety improvements, accessibility improvements, and/or other necessary rehabilitation.
- ⁸ Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County's vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*. This new measure reflects the change to perform biennial inspections on qualified units. Inspections are performed on all new leases and all non-qualified units. Housing Quality Standards are HUD's minimum physical standards required for each assisted rental unit.
- ⁹ Fair 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 target population for testing in Fiscal Year 2014–15 was the LGBT community. The target population for Fiscal Year 2015–16 was national origin. For Fiscal Year 2016–17, the County will be assessing the effectiveness of testing and exploring best practices (e.g. outreach and education) used by other jurisdictions in supporting fair housing.
- ¹⁰ The actual number of projects supported each year is subject to the number of eligible project applications received and the annual Community Development Block Grant funding allocation.
- ¹¹ In Fiscal Year 2015–16, the existing customer service satisfaction survey was discontinued and a new survey was designed. Due to the timing of the launch late in the year, there is insufficient data to determine a significant rating. The new customer service survey establishes an overall customer satisfaction rating on a scale of 1 ("unsatisfactory") to 4 ("excellent"). In Fiscal Years 2014–15 and 2015–16, the overall customer satisfaction rating was measured on a scale of 1 ("unsatisfactory") to 5 ("excellent").

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of \$0.8 million

- ◆ Salaries & Benefits—net increase of \$0.3 million due to increased retirement contributions and salaries as a result of negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$0.8 million.
 - ◆ Increase of \$0.5 million in project costs for community improvement projects, residential rehabilitation and affordable housing projects due to one-time carryover of prior year Community Development Block Grant (CDBG) funding allocation.
 - ◆ Net increase of \$0.3 million in various services and supplies accounts primarily related to one-time costs to provide enhancements and upgrades to existing information technology systems and to implement Business Process Reengineering measures.
- ◆ Increase of \$0.2 million in project cost for housing assistance for families with special needs due to an increase in Fiscal Year 2016–17 HOME funding allocation and a one-time carryover of prior year HOME funding.
- ◆ Decrease of \$0.2 million in contracted services for emergency housing services due to elimination of one-time carryover of Fiscal Year 2014–15 Emergency Solutions Grant (ESG) funding allocation.
- ◆ Other Charges—decrease of \$1.9 million.
 - ◆ Decrease of \$1.2 million in project cost for first-time homebuyer loan assistance program based on available remaining prior year CalHome grant.
 - ◆ Decrease of \$0.3 million in project cost for Housing Assistance for Persons with Aids (HOPWA) revenue due to elimination of one-time rebudget of remaining funds from Fiscal Year 2014–15.
 - ◆ Decrease of \$0.1 million in project cost for community improvement projects, residential rehabilitation and affordable housing projects due to elimination of one-time carryover of prior year CDBG funding allocation.
 - ◆ Decrease of \$0.1 million in project cost for rental assistance to rapidly provide housing assistance to eligible low-income veterans due to elimination of one-time carryover of Fiscal Year 2014–15 ESG allocation.



- ❖ Decrease of \$0.1 million in project cost for community-based homeless assistance projects based on a reduction in the Fiscal Year 2016–17 Continuum of Care (CoC) program grant allocation.
- ❖ Decrease of \$0.1 million in project cost for tenant-based housing assistance program under a prefunded 2003 agreement between the County Housing Authority and the former County Redevelopment Agency. Funding for this program is anticipated to be fully spent in Fiscal Year 2016–17.

Revenues

Net decrease of \$0.8 million

- ◆ Intergovernmental Revenue—net decrease of \$0.7 million.
 - ❖ Decrease of \$1.2 million in CalHome grant revenue based on available one-time remaining prior year grant funding allocation. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
 - ❖ Decrease of \$0.4 million in HOPWA revenue due to elimination of one-time rebudget of remaining funds in Fiscal Year 2015–16.
 - ❖ Decrease of \$0.3 million in ESG due to elimination of one-time rebudget of remaining funds in Fiscal Year 2015–16.
 - ❖ Decrease of \$0.1 million in CoC grant revenue based on the anticipated decrease in annual grant awarded to the County. The CoC grant provides funding for efforts by nonprofit providers, State and local governments to quickly

rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.

- ❖ Increase of \$0.6 million in Aid from the Housing Authority revenue for program administration primarily based on the use of administrative reserves for one-time projects as described above.
- ❖ Increase of \$0.4 million in CDBG revenue based on available one-time remaining prior year grant funding allocation.
- ❖ Increase of \$0.3 million in HOME grant revenue based on available one-time remaining prior year funding allocation.
- ◆ Use of Fund Balance—decrease of \$0.1 million for a total of \$0.1 million budgeted which includes \$0.05 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 \$0.05 million to provide temporary help to support enhanced contract monitoring and other operational expenses.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$4.0 million in contracted services and other project cost due to elimination of one-time projects as described above and one-time rebudget of remaining prior year grant revenue.





Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Housing & Community Development	102.00	102.00	102.00	0.0	102.00
Total	102.00	102.00	102.00	0.0	102.00

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Housing & Community Development	\$ 11,674,531	\$ 12,343,877	\$ 12,914,649	4.6	\$ 12,446,562
County Successor Agency - Housing	191,000	155,310	88,703	(42.9)	49,956
HCD - Multi-Year Projects	14,701,039	15,499,210	14,209,291	(8.3)	10,706,926
Total	\$ 26,566,570	\$ 27,998,397	\$ 27,212,643	(2.8)	\$ 23,203,444

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 9,527,587	\$ 9,468,590	\$ 9,736,310	2.8	\$ 9,813,295
Services & Supplies	11,628,414	13,786,690	14,644,637	6.2	10,817,453
Other Charges	5,494,169	4,826,717	2,915,296	(39.6)	2,676,296
Expenditure Transfer & Reimbursements	(83,600)	(83,600)	(83,600)	0.0	(103,600)
Total	\$ 26,566,570	\$ 27,998,397	\$ 27,212,643	(2.8)	\$ 23,203,444

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	\$ 26,153,949	\$ 27,519,466	\$ 26,820,319	(2.5)	\$ 22,849,867
Miscellaneous Revenues	483,100	645,100	674,803	4.6	675,056
Other Financing Sources	—	43,374	—	(100.0)	—
Use of Fund Balance	301,000	161,936	89,000	(45.0)	50,000
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	0.0	(371,479)
Total	\$ 26,566,570	\$ 27,998,397	\$ 27,212,643	(2.8)	\$ 23,203,444





Purchasing and Contracting

Mission Statement

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

Department Description

The Department of Purchasing and Contracting (DPC) procures all goods and services for the County of San Diego, as provided for in the County Charter. DPC implements sound procurement processes to obtain the best price and highest quality goods and services while conforming to purchasing regulations and delivering excellent customer service. The department is also responsible for the re-use and disposal of surplus property and the administration of the Countywide records management program.

DPC operates on a business-like model as an internal service fund (ISF), by directly billing customer departments at the established rates for the cost of procurement services.

To ensure these critical services are provided, DPC has 56.00 staff years and a budget of \$13.1 million.



- ◆ Hosted discussions on *Live Well San Diego* at the All-Hands staff meeting in April 2016.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - ▣ Presented 11 vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (SE1)
 - ▣ Developed a strategy for earliest implementation of online bidding (Request For Bids - RFB). (SE2)

Operational Excellence

- San Diego is the best managed county in the nation
 - ▣ Received Innovation Award from the National Institute of Governmental Purchasing (NIGP) in August of 2015. This award recognizes non-standard, forward thinking approaches for the public procurement profession. DPC was recognized for the implementation of its Realignment of Purchasing and Contracting for Customer Service Excellence, as was accomplished over the past two years through its alignment of procurement teams to provide dedicated support by County Group and Department. (OE1)
 - ▣ Initiated enhancements to increase competitiveness for a new top tier national industry excellence award for DPC's leadership and implementation of world-class procurement, by improving and streamlining procurement processes. (OE1)
 - ▣ Developed and delivered DPC Procurement Academy, consisting of classes in nine subject areas. Classes were attended by staff from all five Groups. These classes provide attendees information and tools on how to best plan for new procurements and manage current contracts. (OE1)

Strategic Initiative Legend

HF	SC	SE	OE
			
○	●	▣	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - ▣ Increased County employees' understanding of all components of *Live Well San Diego* through an internal communication campaign. (HF5)
 - ◆ The increase was measured through a survey conducted by HSA in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13.

PURCHASING AND CONTRACTING

- Align services to available resources to maintain fiscal stability
 - Ensured all finance staff in the department participated in financial literacy training. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continued researching feasibility of a Contracts Award & Management System (CAMS). (OE3)
 - ◆ Solicited input and feedback from customer departments and other stakeholders.
 - ◆ Continued market research of potential commercial off-the-shelf solutions.
 - ◆ Developed CAMS requirements documentation.
 - Ensured all departments have staff trained and the tools necessary to stay up-to-date and current on all Countywide Records Management policies and best practices. (OE4)
 - ◆ Provided an individualized on-site annual training for each supported County department.
 - ◆ Ensured all County departments' records retention schedules are current.

2016–18 Objectives



Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - Continue to encourage staff participation in activities promoted by the County of San Diego Employee Wellness Program by communicating upcoming events in the quarterly DPC's All-Hands staff meetings as well as allowing staff to share their experience in other wellness events sponsored by the local community. (HF5)



Sustainable Environments

- Provide and promote services that increase consumer and business confidence

- Present six vendor/supplier outreach sessions in cooperation with local business associations and/or other public agencies. (SE1)
- Publicize and implement DPC's Small Business Enterprise (SBE) and Veteran Owned Business (VOB) competitive set aside. (SE2)



Operational Excellence

- San Diego is the best managed county in the nation
 - Continue to assess DPC's effectiveness and improve its procurement processes to increase competitiveness for a new top tier national industry excellence award for DPC's leadership and implementation of world class procurement. (OE1)
 - Continue to offer in-person procurement classes as well as make additional online training modules available. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Select a CAMS solution and begin plan for implementation. (OE3)
 - Work with departments with the highest volumes of physical records to reduce paper retention. (OE3)
 - Ensure all departments have staff trained and the tools necessary to stay up-to-date and current on all Countywide Records Management policies and best practices. (OE4)
 - ◆ Provide an individualized on-site annual training for each supported County department.
 - ◆ Ensure all County departments' records retention schedules are current.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at:

- ◆ www.sdcounty.ca.gov/purchasing





Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
 Contracts posted and made available within 5 business days of award date ¹	50%	90%	85%	90%	90%
Records retention “house calls” to all County departments that have a record retention schedule ²	100%	N/A	N/A	N/A	N/A
Ensure all County departments’ and global records retention schedules are current. ³	N/A	100%	100%	100%	100%

Table Notes

¹This 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. The goal of 90% was not met because the new publishing system was just rolled out in July. Reporting tool and contract documentation process was developed during fiscal year and implemented in March. Procurement staff was trained in the new process. Contract publishing met goal of 90% for the last month of the fiscal year.

²This measure was discontinued effective Fiscal Year 2015–16.

³Records Services manages a total of 53 records retention schedules.

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Increase of \$2.5 million

- ◆ Salaries & Benefits—increase of \$0.4 million as a result of negotiated labor agreements and reclassification of positions.
- ◆ Services & Supplies—increase of \$1.7 million primarily related to one-time IT projects and upgrades to BuyNet.
- ◆ Operating Transfers Out—increase of \$0.4 million as result of one-time IT projects for Records Services.

Revenues

Net increase of \$2.5 million

- ◆ Miscellaneous Revenue—increase of \$0.2 million in proceeds from negotiated rebates.

- ◆ Other Financing Sources—increase of \$0.4 million for one-time IT projects in Records Services.
- ◆ Use of Fund Balance—net increase of \$1.9 million, for a total of \$2.6 million. Total amount of \$2.6 million will fund \$1.0 million for Contracts Award & Management System, \$0.5 million to support and stabilize rates, \$0.6 million for Records IT Projects, \$0.3 million for one-time BuyNet upgrade project, \$0.2 million for facilities improvement to support department’s ability to meet customer service needs.
- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million due to the transfer of General Fund funded position to an ISF funded position to support operational needs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$1.5 million primarily due to the completion of various IT projects.



Staffing by Program					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Content/Records Services	5.00	5.00	4.00	(20.0)	4.00
Purchasing ISF	51.00	51.00	52.00	2.0	52.00
Total	56.00	56.00	56.00	0.0	56.00

Budget by Program					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Content/Records Services	\$ 795,583	\$ 903,122	\$ 1,327,645	47.0	\$ 1,252,122
Purchasing ISF	10,186,027	8,883,581	10,532,022	18.6	9,175,141
General Fund Contribution	722,000	832,559	1,247,362	49.8	1,171,707
Total	\$ 11,703,610	\$ 10,619,262	\$ 13,107,029	23.4	\$ 11,598,970

Budget by Categories of Expenditures					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 7,000,717	\$ 6,842,573	\$ 7,226,537	5.6	\$ 7,324,133
Services & Supplies	2,428,110	2,811,114	4,500,114	60.1	2,970,114
Other Charges	54,816	133,016	133,016	0.0	133,016
Operating Transfers Out	722,000	832,559	1,247,362	49.8	1,171,707
Management Reserves	1,497,967	—	—	—	—
Total	\$ 11,703,610	\$ 10,619,262	\$ 13,107,029	23.4	\$ 11,598,970





Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Revenue From Use of Money & Property	\$ 7,000	\$ 7,000	\$ 14,000	100.0	\$ 14,000
Charges For Current Services	7,222,157	7,561,467	7,600,628	0.5	8,193,879
Miscellaneous Revenues	425,000	725,000	937,000	29.2	937,000
Other Financing Sources	722,000	832,559	1,247,362	49.8	1,171,707
Use of Fund Balance	2,605,453	760,677	2,640,677	247.1	610,677
General Purpose Revenue Allocation	722,000	732,559	667,362	(8.9)	671,707
Total	\$ 11,703,610	\$ 10,619,262	\$ 13,107,029	23.4	\$ 11,598,970





County Successor Agency

Mission Statement

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

Department Description

The County of San Diego Redevelopment Agency had two project areas, the Upper San Diego River Improvement Project (USD RIP) Area and the Gillespie Field Project Area, which promoted private sector investment and development. The USD RIP 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. USD RIP 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. Assembly Bill (AB) 1484 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 expediently 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).



Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Continued efforts to expediently wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County Oversight Board. Developed required documents and materials for Successor Agency approval. Conducted two Oversight Board meetings for approval of Successor Agency-approved items, then submitted required materials to California State Department of Finance in a timely fashion.

2016–18 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Expeditiously wind down the affairs of the former County Redevelopment Agency, maintaining compliance with all laws and with the approval of the County Oversight Board. Develop required documents and materials for Successor Agency approval. Conduct one Oversight Board meeting for approval of Successor Agency-approved items, then submit required materials to California State Department of Finance in a timely fashion. Under *Health & Safety Code (HSC) Section 34177*, Oversight Board meeting frequency has been reduced from two meetings per year to one meeting, effective in 2016.

Related Links

For additional 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

Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No staffing is included in the recommended budget

Expenditures

Decrease of \$0.3 million

- ◆ Services & Supplies—decrease of \$0.1 million to reflect lower projected administrative costs as a result of fewer required Oversight Board meetings.
- ◆ Other Charges—net decrease of \$0.2 million.
 - ◆ Decrease of \$0.4 million to reflect completion of San Diego River Conservancy repayment obligation.
 - ◆ Increase of \$0.2 million for repayment obligation for Gillespie Field area redevelopment activities.

Revenues

Decrease of \$0.3 million

- ◆ Taxes Other Than Current Secured—decrease of \$0.1 million in proceeds from Redevelopment Property Tax Transfer Fund (RPTTF) due to reduction in projected administrative costs.
- ◆ Miscellaneous Revenues—decrease of \$0.4 million to reflect completion of San Diego River Conservancy repayment obligation.
- ◆ Other Financing Sources—increase of \$0.2 million to reflect funding for repayment obligation for Gillespie Field area redevelopment activities.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes.





Staffing by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Successor Agency	0.00	0.00	0.00	0.0	0.00
Total	0.00	0.00	0.00	0.0	0.00

Budget by Program

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
County Successor Agency	\$ 7,926,482	\$ 8,067,074	\$ 7,820,129	(3.1)	\$ 7,820,129
Total	\$ 7,926,482	\$ 8,067,074	\$ 7,820,129	(3.1)	\$ 7,820,129

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Services & Supplies	\$ 192,000	\$ 100,000	\$ 40,000	(60.0)	\$ 40,000
Other Charges	2,076,946	2,080,090	1,906,149	(8.4)	1,906,149
Operating Transfers Out	5,657,536	5,886,984	5,873,980	(0.2)	5,873,980
Total	\$ 7,926,482	\$ 8,067,074	\$ 7,820,129	(3.1)	\$ 7,820,129

Budget by Categories of Revenues

	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Taxes Other Than Current Secured	\$ 1,881,384	\$ 2,009,400	\$ 1,946,149	(3.1)	\$ 1,946,149
Miscellaneous Revenues	387,562	387,562	—	(100.0)	—
Other Financing Sources	5,657,536	5,670,112	5,873,980	3.6	5,873,980
Total	\$ 7,926,482	\$ 8,067,074	\$ 7,820,129	(3.1)	\$ 7,820,129



Registrar of Voters

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.

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.

To ensure these critical services are provided, the ROV has 66.00 staff years and a budget of \$21.2 million.



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - ▣ 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 February 23, 2016 City of Carlsbad Special Election. Plans include using 1) “Save Our Trees – Invasive Beetle” page by Department of Agriculture, Weights, and Measures; Department of Parks and Recreation; Firewood Task Force; and University of California Cooperative Extension and 2) “Watershed Protection” page by Department of Public Works for the June 7, 2016 Presidential Primary Election. (SE3)
 - ▣ Conserved resources by printing the Sample Ballot and Voter Information Pamphlets on paper containing as much as 25% post-consumer recycled paper for the February 23, 2016 City of Carlsbad Special and the June 7, 2016 Presidential Primary elections, promoted the sign-up of e-Sample Ballot and Voter Information Pamphlets, and referred military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets. (SE3)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - ▣ Mitigated challenges to the voter registration process. (SE6)
 - ◆ Worked with volunteers and community-based organizations through our Voter Accessibility Advisory Committee and Language Advisory Committee to identify needs and increase voter registration opportunities.
 - ◆ Identified and developed strategies through the ROV’s Voter Education and Outreach Committee to address potential challenges, including application submittal

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Community Services Group Summary.

2015–16 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
 - ▣ Increased County employees’ understanding of all components of *Live Well San Diego* through an internal communication campaign. The increase was measured through a survey conducted in Fiscal Year 2015–16 and compared with survey conducted in Fiscal Year 2012–13. (HF5)

accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.

- Increased the number of poll workers. (SE6)
 - ◆ Developed and implemented an overall poll worker outreach strategy to increase volunteer opportunities at the polls by 1) hiring a Coordinator-Volunteer Services with expectations of increasing the potential poll worker pool, specifically targeting businesses and students to fill precinct boards and 2) mailing out an outreach newsletter to a pool of over 18,000 poll workers – an increase of nearly 3,000 compared to the November 2014 Gubernatorial General Election.
 - ◆ Expanded partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers. After receiving a targeted mass mailing, 1,317 new bilingual poll workers applied.
 - ◆ Developed a business-focused poll worker recruitment program by 1) partnering with two area Chambers of Commerce to increase awareness of the poll worker program, 2) attending numerous business-related functions and forums to attract potential poll workers and provided information on specific recruitment programs and 3) drafting plans for outreach to additional San Diego County businesses.
- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the February 23, 2016 City of Carlsbad Special and the June 7, 2016 Presidential Primary elections by meeting the planned recruitment goals for poll workers. (SE6)
- Distributed information provided by the Health and Human Services Agency in support of the County's *Live Well San Diego* strategies using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the February 23, 2016 City of Carlsbad Special and the June 7, 2016 Presidential Primary elections. (SE6)
- Anticipate to increase the number of permanent vote-by-mail voters by 5.6% (or 45,499), for a total of 858,112, for the June 2016 Presidential Primary Election, based on number of permanent vote-by-mail voters (812,613) from the November 4, 2014 Gubernatorial General Election. (SE6)
- Anticipate to continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements. (SE6)
 - ◆ Anticipate to increase the number of accessible poll sites for the June 2016 Presidential Primary Election by 7% (or 53), for a total of 813, based on the number of sites for the November 4, 2014 Gubernatorial General Election of 760.

- Anticipate processing 100% (of 75,000) valid registrations received on or before the 15-day close of registration by the 7th day before the June 7, 2016 Presidential Primary Election 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. (SE6)



Operational Excellence

- Align services to available resources to maintain financial stability
 - Anticipate to maintain a per-mail-ballot labor cost of 40 cents for vote-by-mail ballots returned in the June 7, 2016 Presidential Primary Election. (OE1)
 - Finance staff participated in financial literacy training on July 15, 2015. (OE2)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Ensured 100% of poll worker trainers complete online training assessments with scores of 90% or higher no later than 26 days prior to the June 7, 2016 Presidential Primary Election, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
 - Offered 1,413,699 registered voters the option to subscribe to an e-Sample Ballot and Voter Informational Pamphlet, in lieu of a paper copy. Of those, 100,000 voters (or 7.1%) have subscribed. (OE3)
 - Offered new online campaign finance disclosure statements service. (OE4)
 - ◆ Online filing of campaign financial disclosure Form 460 was introduced during the semi-annual filing in July 2015. In July 2015 and January 2016, 49 of 158 (or 31%) and 62 of 146 (or 42%) of candidates and campaigns filed their Form 460 electronically.
 - Anticipate tallying 33% (512 of 1,550) of precincts for the June 7, 2016 Presidential Primary Election by 11:30 pm on Election Night. (OE4)
 - Anticipate reporting 95% (of 500,000) of eligible mail ballots (those received by the ROV by the Sunday before Election Day) in the first Election Night Results Bulletin for the June 7, 2016 Presidential Primary Election. (OE4)
 - Anticipate reporting 33% or more of all ballots cast in the first Election Night Results Bulletin for the June 7, 2016 Presidential Primary Election. (OE4)
 - Anticipate tallying 95% (of 650,000) of all mail ballots received by the ROV by Monday after Election Day for the June 7, 2016 Presidential Primary Election. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience





- Anticipate to 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 7, 2016 Presidential Primary Election. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Plans are in order to mail all poll worker stipends in 15 working days or less from Election Day for the June 7, 2016 Presidential Primary Election to ensure all poll workers are paid in a timely manner. (OE6)
 - Anticipate assigning 100% of bilingual poll workers to fill poll worker positions needed for the June 7, 2016 Presidential Primary Election. (OE6)
- ◆ Continue to expand partnerships with organizations that work with persons with Limited English Proficiency (LEP) in order to recruit bilingual poll workers.
- ◆ Continue to develop a business-focused poll worker recruitment program.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections by meeting the planned recruitment goals for poll workers. (SE6)
- Continue to distribute information in support of the County’s *Live Well San Diego* strategies using “filler” pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (SE6)
- Increase the number of permanent vote-by-mail voters by 5% (or 42,906), for a total of 901,018, for the November 2016 Presidential General Election and by an additional 3% (or 27,030), for a total of 928,048, for the June 2018 Gubernatorial Primary Election, based on number of permanent vote-by-mail voters (858,112) from the June 7, 2016 Presidential Primary Election.
- Continue to recruit and replace non-accessible poll consolidations to comply with federal and State accessibility requirements. (SE6)
 - ◆ Increase the overall percent of accessible polls for the November 2016 Presidential General Election by 3%, for a total of 70%, based on the anticipated overall percent of accessible polls for the June 2016 Presidential Primary Election.
 - ◆ Increase the overall percent of accessible polls for the June 2018 Gubernatorial Primary Election by 7%, for a total of 77%, based on the anticipated overall percent of accessible polls for the November 2016 Presidential General Election.
- Increase voter awareness of convenient early Mail Ballot Drop Off Program. (SE6)
 - ◆ Collect at least 50,000 ballots (an increase of 300% compared to the November 4, 2014 Gubernatorial General Election) from early mail ballot drop off sites for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the November 2016 Presidential General and June 2018 Gubernatorial 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. (SE6)

2016–18 Objectives



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - 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 2016 Presidential General and June 2018 Gubernatorial Primary elections. (SE3)
 - Conserve resources by promoting the sign up of e-Sample Ballot and Voter Information Pamphlets and refer military and overseas voters to an online version of their Sample Ballot and Voter Information Pamphlets. Continue to print 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 2016–18. (SE3)
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
 - Mitigate challenges to the voter registration process. (SE6)
 - ◆ Continue to work with volunteers and community-based organizations to identify needs and increase voter registration.
 - ◆ Continue to identify and develop strategies to address potential challenges, including application submittal accuracy, community knowledge and awareness, voter movement/relocation, cultural expectations, and the growing senior population.
 - Increase the number of poll workers. (SE6)
 - ◆ Implement an outreach strategy to increase volunteer opportunities at the polls.

Operational Excellence

- Align services to available resources to maintain financial stability
 - Maintain a per-mail-ballot labor cost of 40 cents for vote-by-mail ballots returned in the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Ensure 100% of poll worker trainers complete online training assessments with scores of 100% or higher no later than 26 days prior to the November 2016 Presidential General and June 2018 Gubernatorial Primary elections, providing knowledgeable instructors who are available and prepared to train poll workers. (OE3)
 - Continue to offer voters the option to subscribe to an electronic version of the Sample Ballot and Voter Informational Pamphlet in lieu of a paper copy. (OE3)
 - Continue to offer online campaign finance statements service. (OE4)
 - ◆ Increase the overall percent of online filings for the July 2016 and January 2017 semi-annual filings by 11% to a total of 53%, based on the January 2016 semi-annual online filing percentage.
 - ◆ Maintain the overall percent of online filings for the July 2017 and January 2018 semi-annual filings to 53%, based on the anticipated January 2017 semi-annual online filing percentage.
 - Tally 50% (775 of 1,550) of precincts for the November 2016 Presidential General Election and 63% (884 of 1,403) of precincts for the June 2018 Gubernatorial Primary Election by 11:30 pm on Election Night. (OE4)

- 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 2016 Presidential General and 95% for the June 2018 Gubernatorial Primary elections. (OE4)
- Report 33% or more of all ballots cast in the first Election Night Results Bulletin for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (OE4)
- Tally 90% of all mail ballots received by the ROV by Monday after Election Day for the November 2016 Presidential General and 95% for the June 2018 Gubernatorial Primary elections. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
 - 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 2018 Gubernatorial Primary Election. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - 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 2016–18. (OE6)
 - Assign 100% of bilingual poll workers to fill poll worker positions needed for the November 2016 Presidential General and June 2018 Gubernatorial Primary elections. (OE6)

Related Links

For additional information about the Registrar of Voters, refer to the website at:

◆ www.sdvote.com

Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Valid voter registrations received at close of registration that are processed by 7 days before the election ¹	100% of 31,688	100% of 75,000	100% of 75,000	100% of 75,000	100% of 75,000
Overall Customer Satisfaction Rating ²	4.70	4.70	4.70	4.70	4.70
Precincts tallied by 11:30 pm on Election Night ³	60% of 1,432	54% of 1,436	33% of 1,550	50% of 1,550	63% of 1,403
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited ⁴	41 days	40 days	40 days	40 days	40 days



Performance Measures	2014–15 Actuals	2015–16 Adopted	2015–16 Estimated Actuals	2016–17 Recommended	2017–18 Recommended
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited ⁴	46 days	39 days	39 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited ⁴	43 days	35 days	35 days	35 days	35 days
Number of days prior to Election Day that 100% of bilingual poll workers are assigned ⁴	0 days	18 days	18 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day ⁵	98% of 452,540	95% of 700,000	95% of 650,000	90% of 750,000	95% of 600,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 pm Election Night Results Bulletin ⁶	100% of 296,500	95% of 550,000	95% of 500,000	85% of 600,000	95% of 450,000
Per ballot cost of processing returned vote-by-mail ballots ⁷	42 cents	40 cents	40 cents	40 cents	40 cents

Table Notes

¹ This measure tracks the number of valid registrations that are processed at the 15-day close of registration.

² Scale of 1–5, with 5 being “excellent”.

³ For the June 7, 2016 Presidential Primary Election, the number of precincts increased from 1,436 to 1,550. It is anticipated that the number of items on the ballot will increase the time needed to process the voted ballots so this measure was reduced from 54% to 33%. This measure is based on using a one-card ballot in the June 7, 2016 Presidential Primary, November 2016 Presidential General and June 2018 Gubernatorial Primary elections. Results could be affected if an election requires a two-card ballot.

⁴ These 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.

⁵ This 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.

⁶ This 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.

⁷ ROV anticipates maintaining a 40 cents per vote-by-mail ballot labor cost for the June 7, 2016 Presidential Primary, November 2016 Presidential General and June 2018 Gubernatorial Primary elections.



Recommended Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 2.00 staff years

- ◆ Increase of 1.00 staff year for the restructure of the Technical Services Division due to implementation of VoteCal; new election requirements; possible special elections; developing processes for a vote center model instead of a precinct model; procurement of a new voting system; ongoing administrative activities; and the retirement of key staff.
- ◆ Increase of 1.00 staff year to support the implementation of a new language requirement in the *Federal Voting Act, Section 203*.

Expenditures

Net Increase of \$1.9 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to an increase of 2.00 staff years (\$0.2 million) and due to an increase in retirement and unemployment insurance costs (\$0.2 million).
- ◆ Services & Supplies—increase of \$0.6 million due to funding one-time projects, warehouse asset tracking system, call center system and electronic submittal of candidate statement system; and to fund IT projects, including Phase II of a department website upgrade, a back-up Continuity of Operations Plan (COOP) Server and additional hard drive space for the VoteCal system.
- ◆ Fund Balance Component Increases—increase of \$1.0 million. This Fund Balance Component will be used in Fiscal Year 2017–18 to provide funding for the 2018 Gubernatorial Primary Election, which has a smaller number of participating billable jurisdictions, and therefore lower elections revenue, compared to the 2016 Presidential General Election.

- ◆ Capital Assets Equipment—decrease of \$0.1 million due to the completion of the hardware upgrade of the Pitney Bowes Relia-Vote System.

Revenues

Net increase of \$1.9 million

- ◆ Intergovernmental Revenue—decrease of \$0.2 million in Help America Vote Act (HAVA) 301 grant funding due to the completed purchase of TSx batteries and headsets, two Global Election Management System (GEMS) servers, American with Disabilities Act (ADA) voting booths and hardware upgrade of the Pitney Bowes Relia-Vote System.
- ◆ Charges for Current Services—increase of \$2.9 million as a result of the greater number of billable participating jurisdictions in the Presidential General Election as compared to the Presidential Primary Election.
- ◆ Fund Balance Component Decreases—decrease of \$1.0 million that provided funding for the Presidential Primary Election which has a fewer number of participating billable jurisdictions.
- ◆ Use of Fund Balance—net decrease of \$0.1 million due to the reduction of funding that was provided for negotiated labor agreements. The total budget of \$0.7 million includes rebudgets for the warehouse asset tracking system (\$0.5 million) and the elections call center system (\$0.2 million).
- ◆ General Purpose Revenue Allocation—increase of \$0.4 million to provide funding for 2.00 new staff years and increased retirement and unemployment insurance costs.

Recommended Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$3.0 million is primarily due to a decrease in expenditures and Election Services revenue related to the June 2018 Gubernatorial Primary Election. This election has a lower number of billable jurisdictions that will participate compared to the November 2016 Presidential General Election.





Staffing by Program					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Registrar of Voters	64.00	64.00	66.00	3.1	66.00
Total	64.00	64.00	66.00	3.1	66.00

Budget by Program					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Registrar of Voters	\$ 19,392,369	\$ 19,288,800	\$ 21,235,142	10.1	\$ 18,210,117
Total	\$ 19,392,369	\$ 19,288,800	\$ 21,235,142	10.1	\$ 18,210,117

Budget by Categories of Expenditures					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Salaries & Benefits	\$ 9,349,728	\$ 9,346,559	\$ 9,725,384	4.1	\$ 9,516,171
Services & Supplies	9,042,641	9,862,904	10,509,758	6.6	8,693,946
Capital Assets Equipment	—	79,337	—	(100.0)	—
Fund Balance Component Increases	1,000,000	—	1,000,000	0.0	—
Total	\$ 19,392,369	\$ 19,288,800	\$ 21,235,142	10.1	\$ 18,210,117

Budget by Categories of Revenues					
	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Recommended Budget	% Change	Fiscal Year 2017–18 Recommended Budget
Intergovernmental Revenues	\$ 424,000	\$ 622,409	\$ 377,160	(39.4)	\$ 405,000
Charges For Current Services	4,753,137	2,955,500	5,826,257	97.1	2,365,903
Miscellaneous Revenues	80,000	80,000	80,000	0.0	80,000
Fund Balance Component Decreases	—	1,000,000	—	(100.0)	1,000,000
Use of Fund Balance	613,232	749,232	650,000	(13.2)	—
General Purpose Revenue Allocation	13,522,000	13,881,659	14,301,725	3.0	14,359,214
Total	\$ 19,392,369	\$ 19,288,800	\$ 21,235,142	10.1	\$ 18,210,117

