

Community Services Group

**Community Services Group Summary &
Executive Office**

Animal Control

County Library

General Services

Housing & Community Development

Purchasing and Contracting

San Diego County Redevelopment Agency

Registrar of Voters

Community Services Group Summary & Executive Office



Group Description

The Community Services Group provides policy, fiscal oversight and management direction for six departments and the County Redevelopment Agency. Four departments focus primarily on the provision of direct services to County residents. These are the departments of Animal Control, Housing and Community Development, the County Library system, and the Registrar of Voters. Two departments, General Services and Purchasing and Contracting, provide all County departments with facilities management, major maintenance, capital improvement planning, utilities, fleet management, document management, procurement, contracting, and other administrative support services. County Redevelopment Agency projects encompass 1,275 acres in the eastern portion of the County.

Mission Statement

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

2001-02 Accomplishments

Environment

- Assisted in development of Best Management Practices (BMP) for the County's Stormwater Management Plan.
- Executed a Strategic Energy Master Plan.
- Acquired the Santa Ysabel Ranch (5,320 acres) in Julian and Ramona Serena (716.5 acres) in Ramona for the MSCP Preservation Program.

Self Sufficiency

- Expanded Books-By-Mail pilot program for enhanced availability of library resources to 257 customers.
- Replaced two new mobile libraries and researched service needs and schedule frequency in rural eastern and northern San Diego County, including San Pasqual Academy and County Operations Center.

- Provided rental assistance to approximately 9,633 families per month.
- Provided 207,200 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.

Technology

- Developed and implemented on-line auction capabilities to better serve the citizens of San Diego County, including a link between the County's auction website and the eBay website where numerous County excess property items are now regularly offered and sold using digital picture technology.
- Continued to explore the feasibility of moving away from current punch card voting system to a new system.
- Placed various Purchasing and Contracting documents on the Intranet/Internet, including the Procurement Card Handbook, and various handouts such as Economy & Efficiency Guide, Request For Proposals handouts, and Statement of Work handbook
- Added web links to the Department of Animal Control website for local humane societies and other animal welfare organizations.



- Replaced the Housing and Community Development's Champions Computerized System with a more accurate, dependable, and reliable computerized system for the Section 8 Rental Assistance Program.
- Enhanced office supply contract to include expansion of core items and electronic ordering, and by providing services to other government entities.

Workplace Improvement

- Moved the Central Area animal shelter, patrol operations, and administrative services to the newly-completed Kroc-Copley Animal Shelter facility.
- Continued the County's commitment to maintaining its capital assets by starting or completing \$16 million in planned major maintenance work.

Fiscal Stability

- Entered into an enabling agreement to purchase reliable energy service at the lowest cost allowing continued negotiations with an independent Electric Service Provider.
- Advised and assisted County departments in energy management to achieve a 10% reduction in energy consumption from Fiscal Year 2000-2001.
- Received Capital Management Rating of A- from *Governing* magazine.
- Continued to attend meetings, workshops, and public hearings relating to the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000 (Proposition 14); provided ongoing support and information to community groups in Alpine, Campo-Morena Village, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.
- Increased the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$250,000; all funds matched by January, 2002.

Human Resources Modernization

- Increased emphasis on employee suggestions for workplace process improvements; rewarded employees for entrepreneurial approaches to their work.
- Improved and increased diversity in recruitment through community outreach.
- Added PeopleSoft Super User at CSG Group level to provide group-wide support.

Regional Leadership

- Successfully completed the Redistricting process for the County.
- Strengthened adoption partnerships with the Friends Of County Animal Shelters (FOCAS), local humane societies and other animal welfare organizations.
- Conducted the first-ever Animal Care Academy, providing 80 hours of comprehensive training for all Department of Animal Control kennel staff. Opened the Academy to selected volunteers as well as staff from other local animal control agencies and humane societies.

Continuous Improvement

- Enhanced the level and quality of medical care provided Department of Animal Control shelter animals by adding two permanent staff veterinarians.
- Developed a new coding system to categorize all backlogged requisitions with a standardized reason code to improve our ability to focus on and resolve requisition problems and reduce processing times.

2002-04 Objectives

Environment

- Conduct energy audits at facilities that consume more than 100 kilowatts and provide customer departments with recommendations for energy management investments.



- Invest \$5 million in photovoltaic panels for installation on County facilities to maintain reliability of electric service and supplement electrical energy available to the grid at peak usage.

Self Sufficiency

- Maintain Books-By-Mail pilot program for availability of library resources to 257 customers in each of two years.
- Construct and open for operation three new libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center.
- Increase by 25% the number of eligible families provided rental assistance.
- Preserve, rehabilitate, or develop 2,000 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, mobile home, Density Bonus, and Acquisition/Rehabilitation programs.

Technology

- Develop a strategy and plan, and move from current punch card voting system to a new system (i.e., electronic, optical scan, or a combination of the two) by 2004.
- Review and evaluate library automation systems to replace current vendor software.
- Re-engineer and enhance the Department of Animal Control's existing call center system using the latest in speech-recognition technology to reduce overall call times and increase the volume of callers served.
- Install mobile data terminals in all patrol vehicles, enabling Animal Control Officers to access the Department's animal management system while in the field.

Workplace Improvement

- Continue County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year (Fiscal Year 2002-2003).
- Begin construction of the new North County Animal Shelter in Carlsbad.

Fiscal Stability

- Identify and submit timely application for all State and Federal monies that might become available to fund the purchase and implementation of a new voting system.
- Invest \$10 million in Energy Demand Management equipment that has a 10 per cent rate of return (ROI) to provide recession proofing of energy dollars.
- Increase the Library's Community Dollar-For-Dollar Matching Funds Program by \$100,000 to a minimum of \$350,000.

Regional Leadership

- Successfully conduct the November 5, 2002 Gubernatorial General Election, which will include State and County measures and races, consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Successfully conduct the March 2, 2004 Presidential Primary Election.
- Seek a partnership with local veterinarians and microchip providers to offer pet owners a fixed price, one-stop "service package" of pet sterilization, vaccination, licensing, and microchip identification.
- Meet or exceed the third year Pet Project 2000 euthanasia-reduction goals.

Continuous Improvement

- Continue to provide young people with the opportunity to actively participate in the election process and improve the pool of potential poll workers by continuing the student poll worker program.



- Maintain voter registration outreach efforts by continuing our on-site presence at all U.S. Naturalization Ceremonies scheduled in San Diego County, providing direct assistance to new citizens in registering to vote.
- Develop performance measures to assess performance in the delivery of goods and services for Purchasing and Contracting.

Executive Office Changes from 2001-02 Adopted

Expenditure

- Increased budget of \$5.8 million is primarily related to cost of living adjustments and an increase in budgeted Group Management Reserves including \$5 million in matching funds for a new voting system.

Revenue

- Increased budget of \$5 million reflects the one-time funding that is available for matching funds for a new voting system.



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Group Executive Office	9.00	9.00	9.00
Animal Control	140.00	142.00	142.00
County Library	295.24	305.75	305.75
General Services	406.90	406.75	406.75
Housing & Community Development	107.00	115.00	115.00
Purchasing and Contracting	51.60	52.00	52.00
Registrar of Voters	49.00	49.00	49.00
Total	1,058.74	1,079.50	1,079.50

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Group Executive Office	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744
Animal Control	10,216,398	9,815,942	10,738,969	11,471,896
County Library	24,965,808	24,242,231	26,022,220	26,581,854
General Services	138,636,680	126,947,179	126,297,270	115,924,015
Housing & Community Development	34,065,362	15,587,461	41,786,409	42,113,576
Purchasing and Contracting	47,418,094	38,118,822	39,287,836	40,443,194
San Diego County Redevelopment Agency	3,876,236	2,618,543	5,044,133	5,117,028
Registrar of Voters	7,604,371	7,526,194	8,329,643	8,912,778
Total	\$ 269,182,404	\$ 226,005,917	\$ 265,705,819	\$ 252,558,085



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Community Services Executive Office	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744
Total	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 925,932	\$ 963,114	\$ 968,695	\$ 1,046,795
Services & Supplies	366,068	186,428	571,685	588,653
Management Reserves	1,107,455	—	6,658,959	358,296
Total	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744

Budget by Categories of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ 5,000,000	\$ —
Charges For Current Services	86,824	252,438	191,030	193,684
Miscellaneous Revenues	—	123,387	—	—
Other Financing Sources	—	230,358	—	—
General Revenue Allocation	2,312,631	543,359	3,008,309	1,800,060
Total	\$ 2,399,455	\$ 1,149,542	\$ 8,199,339	\$ 1,993,744

Animal Control



Department Description

The Department of Animal Control protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. More than 32,000 animals enter the Department's three shelters annually. The Department provides patrol, law enforcement, sheltering, and pet adoption services to nine cities and the unincorporated areas of the County.

Mission Statement

Protecting the health, safety and welfare of people and animals.

2001-02 Accomplishments

Crime Prevention

- Collaborated with local law enforcement agencies on investigations and field operations.

Fiscal Stability

- Helped draft and secure State approval of guidelines to reimburse County for costs related to State-imposed increases in animal holding periods.

Technology

- Added web links to the Department of Animal Control website for local humane societies and other animal welfare organizations.

Workplace Improvement

- Board of Supervisors formally initiated the \$6.6 million project to replace the aging North County Animal Shelter.
- Completed fire suppression systems at both the North and South County animal shelters.
- Moved the Central Area shelter, patrol operations and administrative services to the newly-completed Kroc-Copley Animal Shelter facility.

Continuous Improvement

- Enhanced the level and quality of medical care provided Department of Animal Control shelter animals by adding two permanent staff veterinarians.
- Boosted the number of animals sterilized under the Department of Animal Control Spay-Neuter Rebate Coupon program by increasing the value of the coupon to \$40.
- Advertised, on both the Department of Animal Control website and at all Health and Human Services Agency offices, the availability of subsidized spay and neuter services for Medi-Cal recipients.
- Extended public hours of operation during the spring/summer months.
- More than 5,000 adopted or claimed shelter animals were spayed or neutered at 14 participating veterinary hospitals during the first full year of the Spay-Neuter outsourcing program.
- Established a customer service task force to develop improvements to the Department of Animal Control website, adoption processes and other customer-based services.

Regional Leadership

- Strengthened adoption partnerships with the Friends Of County Animal Shelters (FOCAS), local humane societies and other animal welfare organizations.



- Conducted the first-ever Animal Care Academy, providing 80 hours of comprehensive training for all Department of Animal Control kennel staff. Opened the Academy classes to selected volunteers as well as staff from other local animal control agencies and humane societies.
- Exceeded second-year Pet Project 2000 euthanasia-reduction goal for adoptable animals by 50 percent.

2002-04 Objectives

Fiscal Stability

- Re-negotiate multi-year contracts with all cities currently contracting with the Department for animal sheltering, patrol, enforcement, and licensing services.
- Apply for and secure reimbursement from the State for current and ongoing costs related to implementation of SB 1785, which imposed increases in animal holding periods.

Technology

- Re-engineer and enhance the Department's existing call center system using the latest in speech-recognition technology to reduce overall call times and increase the volume of callers served.
- Install mobile data terminals in all patrol vehicles, enabling Animal Control Officers to access the Department's animal management system while in the field.
- Redesign the Department of Animal Control website to the approved County format, add new features, including specific information on animal care and behavior to assist families who have recently adopted shelter animals.

Workplace Improvement

- Expand the public lobby area at the South County Animal Shelter in Bonita.

- Begin construction of the new North County Animal Shelter in Carlsbad.

Continuous Improvement

- Enhance staff knowledge of assessing animal behavior to improve the placement of animals into adoptive homes.
- Expand existing and develop new spay-neuter programs to encourage more owners to sterilize their companion animals to reduce pet overpopulation.
- Utilize newly-acquired medical diagnostic tools to improve the health and adoptability of Department of Animal Control shelter animals.

Regional Leadership

- Seek a partnership with local veterinarians and microchip providers to offer pet owners a fixed price, one-stop "service package" of pet sterilization, vaccination, licensing and microchip identification.
- Establish and execute a joint agreement with the San Diego Humane Society and SPCA for the collaborative operation of the shared San Diego Campus for Animal Care.
- Meet or exceed the third year Pet Project 2000 euthanasia-reduction goals.

Changes from 2001-02 Adopted

Expenditure

- Salaries and Benefits increased about \$550,000 due to negotiated salary increases and for a net increase of two positions.
- Services and Supplies increased a net of \$69,000 with increases in Information Technology contract expenses, vehicle depreciation and utilities, and a decrease in major maintenance costs.

Revenue

- Revenues increased a net of \$429,000 from city contracts.



Staffing

- Staff years were increased a net of two positions mid-year with the addition of one veterinarian, and two Animal Control Dispatchers, and the deletion of one Community Services Representative.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of Pets Adopted	11,000	11,799	12,000	12,200
Number of Pets Reunited with Owners ¹	5,300	4,609	n/a	n/a
Percentage of Sheltered Animals Either Adopted or Reunited with Owners	n/a	57.0%	58.0%	59.0%
Number of Patrol Officer Responses ¹	32,000	30,228	n/a	n/a
Percentage of Timely Patrol Officer Responses	n/a	83%	86%	86%
Number of Animals Euthanized that were Adoptable ¹	1,200	393	n/a	n/a
Percentage of Animals Euthanized that were Adoptable	n/a	3.4%	3.0%	2.0%
Number of Animals Euthanized that were Treatable ²	1,000	2,834	n/a	n/a
Number of Animals spayed or neutered under the Spay-Neuter Coupon Program ³	n/a	2,522	2,600	2,700

¹ The Department is replacing these existing outputs with a percentage-based measure to more accurately capture the Department's performance.

² The variance from the Fiscal Year 2001-02 Adopted goal is a function of the Department's misclassification of animals in 2000-01 rather than an overall increase in euthanasia. The mis-classification issue was resolved in third quarter 2000-01 but after the goal for 2001-02 was established.

³ The Department is replacing this existing measure with one that tracks performance of its Spay-Neuter Coupon Program.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Animal Control	140.00	142.00	142.00
Total	140.00	142.00	142.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Animal Control	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896
Total	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 6,772,379	\$ 6,632,688	\$ 7,320,103	\$ 7,976,008
Services & Supplies	3,349,797	3,183,253	3,418,866	3,495,888
Management Reserves	94,222	—	—	—
Total	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 37,195	\$ 37,195	\$ —	\$ —
Licenses Permits & Franchises	2,091,998	1,955,439	1,966,750	1,966,750
Fines, Forfeitures & Penalties	9,000	14,886	9,000	9,000
Charges For Current Services	5,892,092	6,015,266	6,679,659	7,109,141
Miscellaneous Revenues	271,306	39,251	75,392	19,590
General Revenue Allocation	1,914,807	1,753,905	2,008,168	2,367,415
Total	\$ 10,216,398	\$ 9,815,942	\$ 10,738,969	\$ 11,471,896

County Library



Department Description

The County Library provides library services at 32 branch libraries and two mobile libraries. Library services include: providing information in print, non-print, and online formats for life-long learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; providing diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

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

2001-02 Accomplishments

Self Sufficiency

- Expanded library service access in the County Library system by 6% to enhance the availability of library resources to all citizens in San Diego County.
- Expanded Books-By-Mail pilot program for enhanced availability of library resources to 257 customers.
- Replaced two new mobile libraries and researched service needs and schedule frequency in rural eastern and northern San Diego County, including San Pasqual Academy and County Operations Center.
- Monitored READ/SD contract to provide adult literacy services throughout San Diego County Library service area for the second year of the contract period.
- Constructed and opened for operation one new library in Rancho San Diego.

Fiscal Stability

- Continued to attend meetings, workshops, and public hearings relating to the California Reading and Literacy Improvement and Public Library Construction and Renovation Bond Act of 2000 (Proposition 14);

provided ongoing support and information to community groups in Alpine, Campo-Morena Village, Encinitas, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.

- Increased the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$250,000; all funds matched by January, 2002.
- Reviewed the expanded plan of service to ensure prudent cash reserves and fiscal stability of the County Library.

Continuous Improvement

- Ensured that Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.

Regional Leadership

- Reviewed library programming to address issues in the Countywide initiatives for Self Sufficiency, Health and Wellness, Crime Prevention, Environment, and Fiscal Stability.
- Maintained or exceeded customer satisfaction rating at greater than 4.75 for County Library system.

2002-04 Objectives

Self Sufficiency

- Expand library service access in the County Library system by at least 12% over two years to enhance the availability of library resources to all citizens in San Diego County.



- Maintain Books-By-Mail pilot program for availability of library resources to 257 customers in each of two years.
- Review and develop a strategic plan of community outreach services.
- Monitor READ/SD contract to provide adult literacy services throughout San Diego County Library service area for the third and fourth years of the contract period.
- Construct and open for operation three new libraries in Cardiff-By-The-Sea, Spring Valley, and Valley Center.
- Renovate and remodel Lakeside Branch Library to comply with the Americans With Disabilities Act and provide improved customer service.

Fiscal Stability

- Continue to attend meetings, workshops, and public hearings relating to Proposition 14; provide ongoing support and information to community groups in Alpine, Campo-Morena Village, Encinitas, Fallbrook, Julian, La Mesa, Lemon Grove, Ramona, and Santee.
- Increase the Community Dollar-For-Dollar Matching Funds Program by \$100,000 to a minimum of \$350,000.
- Review the expanded plan of service to ensure prudent cash reserves and fiscal stability of the County Library.

Continuous Improvement

- Ensure Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.

Technology

- Review and evaluate library automation systems to replace current vendor software.

Regional Leadership

- Review library programming to address issues in the Countywide initiatives for Self Sufficiency, Health and Wellness, Crime Prevention, Environment, and Fiscal Stability.
- Maintain or exceed customer satisfaction rating of 4.75 for County Library system.

Changes from 2001-02 Adopted

Expenditure

- Expenditure increases of \$1,056,412 as follows: \$643,000 for increased costs of the negotiated labor contract, equity adjustments, and other cost of living adjustments; plus operating transfers of \$413,412 for library capital projects based on private donations for Campo-Morena Village, Cardiff-By-The-Sea, and Julian.

Revenue

- Revenue increases of \$1,056,412 as follows: \$643,000 for increased property tax revenues; and donations of \$413,412 for library capital projects in Campo-Morena Village, Cardiff-By-The-Sea, and Julian.

Staffing

- The 10.5 staff year increase is the result of annualizing positions to conform to the structure of the new human resources system. There is no increase in costs or actual positions.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Library Hours Open ¹	71,665.5	66,491.9	76,056.0	80,248.0
Cost Per Hour Open ^{1 & 2}	\$340.89	\$364.59	\$336.71	\$331.25
Branches/Mobile Libraries Operated	34	34	34	34
Circulation/Usage	7,146,645	9,784,551	9,807,422	9,931,436
Children's Programs ^{1 & 3}	5,960	5,866	7,180	7,286

¹ Implemented Year 2 of AB 494 Plan of Service in January 2002 instead of October 2001 due to the inability to hire staffing and conversion to Peoplesoft software. Additionally, in accordance with Board of Supervisors directives, Alpine, Casa de Oro, Fletcher Hills, and Ramona branch libraries were closed for extended periods of time during the fiscal year for relocation and installation of shelving and/or other renovation projects.

² The costs savings from delayed implementation of new hours of service and the inability to hire staffing were redirected to one-time major maintenance and ADA projects, thus elevating the cost per hour open.

³ The County Library is restructuring program service delivery. Children's Programs will be realigned with a new programming focus under the direction of a Principal Librarian. The County Library is actively recruiting for this position.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Library Operations and Administration	21.50	18.50	18.50
Library Professional & Technical Support Service	52.75	52.25	52.25
Library Branch Operations	220.99	235.00	235.00
Total	295.24	305.75	305.75

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Library Operations and Administration	\$ 2,834,457	\$ 2,020,874	\$ 2,753,129	\$ 2,843,437
Library Professional & Technical Support Service	5,359,356	9,404,985	5,482,352	5,565,072
Library Branch Operations	16,771,995	12,816,371	17,786,739	18,173,345
Total	\$ 24,965,808	\$ 24,242,231	\$ 26,022,220	\$ 26,581,854

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 12,725,683	\$ 11,905,676	\$ 14,185,134	\$ 15,272,074
Services & Supplies	11,980,125	11,861,416	11,388,390	11,274,780
Other Charges	35,000	—	35,000	35,000
Fixed Assets Equipment	225,000	329,940	—	—
Operating Transfers Out	—	145,198	413,696	—
Total	\$ 24,965,808	\$ 24,242,231	\$ 26,022,220	\$ 26,581,854



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 535,616	\$ 535,616	\$ 250,000	\$ —
Taxes Current Property	18,385,492	17,859,899	19,639,665	20,612,995
Taxes Other Than Current Secured	300,100	516,515	364,201	364,201
Fines, Forfeitures & Penalties	—	(33,480)	—	—
Revenue From Use of Money & Property	287,600	290,701	287,600	287,600
Intergovernmental Revenues	2,103,000	1,954,815	1,624,058	1,624,058
Charges For Current Services	675,000	1,043,027	893,000	893,000
Miscellaneous Revenues	279,000	453,317	563,696	400,000
Other Financing Sources	2,400,000	2,500,000	2,400,000	2,400,000
General Revenue Allocation	—	(878,179)	—	—
Total	\$ 24,965,808	\$ 24,242,231	\$ 26,022,220	\$ 26,581,854

General Services



Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver “best in class” services to the public. General Services support includes Facilities Management, Fleet Management, and Document Services. All General Services are provided through Internal Service Funds, except the General Fund Equipment Acquisition budget that manages lease purchased vehicles.

Mission Statement

Provide quality service to our customers in the most courteous, professional and cost-effective manner.

2001-02 Accomplishments

Environment

- Assisted in development of Best Management Practices (BMP) for the County’s Stormwater Management Plan.
- Executed a Strategic Energy Master Plan.
- Acquired the Santa Ysabel Ranch (5,320 acres) in Julian and Ramona Serena (716.5 acres) in Ramona for the MSCP Preservation Program.

Workplace Improvement

- Selected the site for the new Edgemoor Skilled Nursing Facility currently being designed.
- Acquired sites for the Julian and Campo libraries.
- Initiated the development of a master plan for the Kearny Mesa area and the update to the existing North County Regional Center master plan.
- Continued the County’s commitment to maintaining its capital assets by starting or completing \$16 million in planned major maintenance work.
- Completed the East Mesa Juvenile Detention Facility access road and mass grading, storm drains, and utilities installation.

- Central Animal Shelter was rebuilt following the arson fire and opened in May 2002.
- Completed the Rancho San Diego Branch Library and began construction of Spring Valley, Cardiff, and Valley Center libraries.
- Completed the 320,000 square foot County Operations Center (COC) Annex building re-roofing.
- Completed the 20,526 square foot, \$2.2 million Assessor/Recorder Building in South Bay.
- Completed square footage and occupancy audits for 30 sites encompassing over 3.3 million square feet of total building area.
- Conducted inspection of 153 lease facilities to ensure lease compliance.
- Surveyed over two million square feet of County space for major maintenance needs. The profiles will be used to develop a multi-year routine and major maintenance plan.

Technology

- Work Orders (Customer Service Requests) are now web-based and customers receive immediate acknowledgement of work order receipt.

Fiscal Stability

- Obtained \$838,057 refund of over-charges made by SDG&E for electrical service at the COC Annex.



- Completed the sale of the remaining 99 acres of Deer Park for a total of \$4.0 million, the highest sale price of any surplus property.
- Acquired 98% of parcels by negotiation precluding lengthy and costly eminent domain procedures.
- Purchased 80% of parcels acquired by negotiation at appraised value as opposed to negotiated settlements at above market rates.
- Moved Facilities Operations staff into zones and centralized procurement functions within each zone to increase productive hours for maintenance staff.
- Entered into an enabling agreement to purchase reliable energy service at the lowest cost allowing continued negotiations with an independent Electric Service Provider.
- Advised and assisted County departments in energy management to achieve a 10% reduction in energy consumption from Fiscal Year 2000-2001.
- Completed \$27 million dollars in Job Order Contracts.
- Completed over \$15 million dollars in Capital Improvement Projects and over \$12 million in “Walk-in” projects.
- Extended the Fleet Management ISF Managed Competition business unit contract for the first option year in recognition of the cost efficient vehicle maintenance services provided to the County.
- Invest \$5 million in photovoltaic panels for installation on County facilities to maintain reliability of electric service and supplement electrical energy available to the grid at peak usage.
- Complete the Kearny Mesa and North County Regional Center master plans.
- Continue master planning and developing of Santee surplus land.
- Complete site searches and obtain options to purchase for the Alpine, Fallbrook and Ramona libraries.
- Develop a program and site plan for a new jail to replace Las Colinas Women’s Correctional Facility.
- Prepare a long-term Storm Water Management Plan and Implementation program for 25 high priority and 150 medium/low priority facilities.
- Conduct energy audits at facilities that consume more than 100 kilowatts and provide customer departments with recommendations for energy management investments.
- Complete the third and final phase of the \$5 million North County Regional Center Annex by March 2003.
- Begin construction on the Julian and Campo Libraries by Spring 2003, subject to Prop. 14 funding award in Fall of 2002.
- Complete bid award and begin construction on the Ramona, Fallbrook and Alpine libraries by 2004, subject to Prop. 14 funding.
- Complete construction on the Spring Valley, Cardiff and Valley Center libraries by Spring 2003.
- Complete the East Mesa Juvenile Detention Facility by December 2003.
- Complete the Girl’s Rehabilitation Center by February 2003.
- Complete the Sheriff’s Julian Substation by January 2003.

2002-04 Objectives

Environment

- Complete Master Planning and design of the CAC Waterfront Park. Develop the county property at Kettner/Cedar to include 500 parking spaces and retail or office space.



- Complete the Sheriff's Simunition Building and Fire Arms Training Facility Site Improvements by January 2003.

Workplace Improvement

- Conduct workplace assessments on key facilities to identify potential improvements.
- Complete acquisition leases for the Kearny Mesa Family Resource Center and Health and Human Services Agency Aging and Independence Services Central Region facility.
- Complete design of the new Edgemoor Skilled Nursing facility by December 2002.
- Continue County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year (Fiscal Year 2002-03).
- Update Countywide standards for workstations and templates for ergonomic configurations.
- Conduct inspection on 140 lease facilities to ensure lease compliance.
- Establish building maintenance profiles for each facility through an expanded audit and assessment program. The profiles will be used to develop a multi-year routine and major maintenance plan.
- Implement bar coding for Maintenance Operations inventory controls.

Fiscal Stability

- Complete sale of Santee surplus property for residential use.
- Acquire 80% of parcels by negotiation as opposed to using lengthy and costly eminent domain procedures.
- Purchase 80% of parcels acquired by negotiation at appraised value as opposed to negotiated settlements at above market rates.

- Complete integration of Facilities Center with Oracle.
- Procure reliable energy service at the lowest cost.
- Advise and assist County departments in energy management in order to maintain the 10% reduction in energy consumption realized in Fiscal Year 2000-01.
- Invest \$10 million in Energy Demand Management equipment that has a 10 per cent rate of return (ROI) to provide recession proofing of energy dollars.
- Complete 100% of the vehicle and equipment acquisition program by acquiring all replacement and additional vehicles and equipment approved by the Board of Supervisors.
- Implement option year two with Fleet Management ISF employee group for the Managed Competition vehicle maintenance contract.

Changes from 2001-02 Adopted

Expenditure

- Reduced expenditures on gas and electricity by more than \$10 million.
- The first class U.S. postage rate will increase from 34 cents to 37 cents effective July 1, 2002.
- Fleet debt service payments decreased by \$428,000 in Fiscal Year 2002-03 and by \$2.3 million in Fiscal Year 2003-04.
- Operating Transfers were increased by \$3.3 million to correct under budgeting of amounts to be transferred between the Major Maintenance sub-fund and the Facilities Management ISF.

Revenue

- Revenue has been reduced by more than \$10.4 million to match decreases in expenditures.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
U.S. Mail Pieces Processed	13.7M	14.2M	13.8M	13.8M
Images Converted (millions)	3.2	5.8	4.0	4.0
% of Fleet Preventive Maintenance Completed	95%	100%	95%	95%
% Vehicle Repair/Maintenance Completed in 3 days or less	90%	90%	90%	90%
Pieces of facilities equipment scheduled for Preventive Maintenance ¹	9,319	10,378	n/a	n/a
% of Facilities Equipment Preventive Maintenance Completed	n/a	90%	90%	90%
Number of Facilities Customer Service Requests Completed	45,027	41,275	n/a	n/a
Response time to routine maintenance Customer Service Requests (CSR)	n/a	1.5 days	1.5 days	1.5 days

¹ The number of pieces of facilities equipment scheduled for preventive maintenance has increased due to ongoing facility surveys and to the addition of new facilities.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Facilities Management Internal Service Fund	280.00	279.75	279.75
Fleet Management Internal Service Fund	72.40	72.00	72.00
Document Services Internal Service Fund	54.50	55.00	55.00
Total	406.90	406.75	406.75

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Facilities Management Internal Service Fund	\$ 85,664,314	\$ 74,902,197	\$ 75,383,633	\$ 68,774,693
Fleet Management Internal Service Fund	36,449,601	35,362,833	35,863,276	34,237,614
Document Services Internal Service Fund	11,434,707	10,070,793	12,183,581	11,929,928
General Fund Contribution to GS ISF's	5,088,058	6,611,355	2,866,780	981,780
Total	\$ 138,636,680	\$ 126,947,179	\$ 126,297,270	\$ 115,924,015

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 23,607,103	\$ 22,370,587	\$ 25,125,649	\$ 27,228,406
Services & Supplies	87,738,179	74,490,618	73,146,139	64,325,585
Other Charges	12,727,340	8,227,004	12,492,449	10,589,908
Fixed Assets Equipment	9,376,000	14,188,765	9,228,209	9,208,209
Reserves	100,000	—	100,000	100,000
Operating Transfers Out	5,088,058	7,670,202	6,204,824	4,471,907
Total	\$ 138,636,680	\$ 126,947,179	\$ 126,297,270	\$ 115,924,015



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 8,135,396	\$ 8,135,396	\$ 8,576,228	\$ 8,093,228
Taxes Other Than Current Secured	14,000	2,864	—	—
Revenue From Use of Money & Property	747,087	1,851,926	786,484	810,079
Intergovernmental Revenues	584,625	1,553,201	580,675	580,675
Charges For Current Services	113,513,310	102,226,425	106,036,759	99,755,141
Miscellaneous Revenues	1,315,498	1,220,519	745,520	731,205
Other Financing Sources	9,238,706	8,867,644	6,704,824	4,971,907
General Revenue Allocation	5,088,058	3,089,204	2,866,780	981,780
Total	\$ 138,636,680	\$ 126,947,179	\$ 126,297,270	\$ 115,924,015

Housing and Community Development



Department Description

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

Mission Statement

Building Better Neighborhoods.

2001-02 Accomplishments

Self Sufficiency

- Provided rental assistance to approximately 9,633 families per month.
- Preserved, rehabilitated, or developed 997 dwelling units.
- Conducted 15 First-Time Homebuyers Education Courses for families considering the purchase of their first home.
- Provided 207,200 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Provided 604 homeownership opportunities to residents of San Diego County.

Environment

- Monitored progress of the Gillespie Field and Upper San Diego River Improvement Project areas.

Fiscal Stability

- Planned and developed the County's 28th Year and 29th Year Community Development Block Grant applications, in cooperation with County departments, local cities, and public service agencies.
- Managed contracts with public service agencies so emergency housing services are provided to the homeless.

Technology

- Provided training to employees on specified subjects and professional enhancement needs, identified in the Department's Comprehensive Training Plan, enabling Department staff to better serve its customers.
- Replaced the Champions Computerized System with a more accurate, dependable, and reliable computerized system for the Section 8 Rental Assistance Program.

Regional Leadership

- Improved the Public Housing rating from 84 to 88.

2002-04 Objectives

Self Sufficiency

- Increase by 25% the number of eligible families provided rental assistance.



- Preserve, rehabilitate, or develop 2,000 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, Mobile Home, Density Bonus, and Acquisition/Rehabilitation programs.
- Conduct 40 First-Time Homebuyers Education Courses for families considering the purchase of their first home.
- Provide 400,000 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Provide 1,000 homeownership opportunities.

Environment

- Monitor progress of the County's two Redevelopment Projects.

Fiscal Stability

- Plan and develop the County's 29th Year and 30th Year Community Development Block Grant applications, in cooperation with County departments, local cities, and public service agencies.
- Manage contracts with public service agencies so emergency housing services are provided to the homeless.

Technology

- Provide training to employees on specified subjects and professional enhancement needs, identified in the Department's Comprehensive Training Plan, enabling Department staff to better serve its customers.

Regional Leadership

- Obtain "high performer" ratings for the Public Housing and Section 8 programs.

Changes from 2001-02 Adopted

Expenditure

- Expenditure increase of \$7.7 million is due to approved negotiated salary and benefit increases, additional Multi-Year Projects, and re-budgeting prior years Multi-Year Projects.

Revenue

- Revenue increase of \$7.7 million is a result of projected Federal administrative fees that will be earned from the additional Housing Choice Vouchers, additional Multi-Year Project program revenue and re-budgeting prior years Multi-Year Projects funding.

Staffing

- Eight staff years were added to support the workload associated with additional Housing Choice Vouchers authorized by the U.S. Department of Housing and Urban Development. Costs will be 100% offset by federal administrative fees earned by the Department. There will be no effect on the County General Fund.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of Families Assisted	9,300	9,633	10,500	10,500
Units preserved, rehabilitated or preserved	900	997	1,100	1,100
Community Development Projects completed	35	41	35	35
Service enhanced bed nights	200,000	207,200	200,000	200,000
Customer satisfaction rate	97%	97%	97%	97%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Housing & Community Development	107.00	115.00	115.00
Total	107.00	115.00	115.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Housing & Community Development	\$ 8,915,913	\$ 8,004,701	\$ 10,310,975	\$ 10,638,142
HCD - Multi-Year Projects	25,149,449	7,582,759	31,475,434	31,475,434
Total	\$ 34,065,362	\$ 15,587,461	\$ 41,786,409	\$ 42,113,576

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 6,271,755	\$ 5,875,040	\$ 7,070,441	\$ 7,696,648
Services & Supplies	17,818,241	7,244,302	25,455,953	25,156,913
Other Charges	4,857,242	1,961,471	4,492,671	4,492,671
Expenditure Transfer & Reimbursements	—	(340,610)	(165,432)	—
Operating Transfers Out	5,118,124	847,257	4,932,776	4,767,344
Total	\$ 34,065,362	\$ 15,587,461	\$ 41,786,409	\$ 42,113,576

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Reserve/Designation Decreases	\$ 3,495	\$ 3,495	\$ —	\$ —
Intergovernmental Revenues	33,926,875	17,896,923	41,679,922	42,007,089
Charges For Current Services	—	28,429	—	—
Miscellaneous Revenues	587,075	824,964	590,570	590,570
General Revenue Allocation	(452,083)	(3,166,350)	(484,083)	(484,083)
Total	\$ 34,065,362	\$ 15,587,461	\$ 41,786,409	\$ 42,113,576

Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates an Internal Service Fund (ISF), responsible for making all purchases of goods, materials, and services for the County of San Diego, as provided for in the County Charter. In addition to the purchasing and contracting functions, the Department also provides centralized storage and stock issuance of commonly used items, as well as centralized reutilization and disposal of surplus equipment and salvage materials. Department functions also include monitoring specifications to ensure maximum use of competitive acquisitions and responsibility for ensuring quality standards for commodities and services purchased. The greatest emphasis, however, lies in maintaining excellent customer service practices.

Mission Statement

To provide the most effective delivery of quality goods and services to other County Departments in the most efficient manner, through well-managed competitive practices, while encouraging an atmosphere of fairness, honesty and integrity in dealing with customers, suppliers and staff.

2001-02 Accomplishments

Technology

- Redesigned BuyNet to make it tightly integrated with the new Oracle system.
- Developed and implemented on-line auction capabilities to better serve the citizens of San Diego County, including a link between the County's auction website and the eBay website where numerous County excess property items are now regularly offered and sold using digital picture technology.
- Completed an analysis of current Department of Purchasing and Contracting business practices resulting in development of comprehensive processes to smoothly transition to the Oracle System Procure-to-Pay modules.

- Validated and updated 100% of Central Stores database descriptions as well as related data elements to prepare for the implementation of the Countywide ERP inventory modules
- Placed various documents on the Intranet/Internet, including the Procurement Card Handbook, and various handouts such as Economy & Efficiency Guide, Request For Proposals handouts, and Statement of Work handbook.

Human Resources Modernization

- The Department of Human Resources is performing a compensation review of the Department of Purchasing and Contracting's Procurement Contracting Officer and Procurement Specialist classifications to ensure salaries are competitive with the local job market. The study should be completed this fiscal year.
- 100% of staff participated in available orientation and subject matter training for ERP implementation and in external and in-house classes and seminars in general and professional development training.



Workplace Improvement

- Completed extensive building remodel that included new carpet, new walls, paint, ergonomic workstations, and HVAC system.
- Reduced energy consumption through lighting retrofit, addition of ceiling insulation, and improved airflow balance.

Fiscal Stability

- Conducted classes for warehouse staff to educate them in the prevention of accidents and minimize workers compensation claims by adapting correct safety practices.

Continuous Improvement

- Developed a new coding system to categorize all backlogged requisitions with a standardized reason code to improve our ability to focus on and resolve requisition problems and reduce processing times.
- Hosted various training sessions, including Contracts Negotiation and Performance Based Statement of Work; provided on-going training to other departments on the procurement card; provided education on the value of inventory management.
- A review is underway in Central Stores to determine if the operation should be outsourced, with the goal of reducing costs for our customers.

Regional Leadership

- Enhanced office supply contract to include expansion of core items and electronic ordering, and by providing services to other government entities.

2002-04 Objectives

Technology

- Increase utilization of online resources by posting Notices of Intent to Award and Board Approved Sole Source notices on the Internet.

- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Continually analyze Oracle capabilities to ensure implementation of the Procure-to-Pay and maximize use of e-Procurement capabilities.

Human Resources Modernization

- Continue to provide comprehensive training for 100% of staff to meet the required standards and to ensure the maximum benefits of ERP System capabilities and the Strategic Plan for Employee Development Goals.

Workplace Improvement

- Improve landscaping in front of building.

Fiscal Stability

- Maximize the Procard rebate from U.S. Bank Corp for prompt payment of Procard invoices.
- Analyze the feasibility of utilizing and implementing Central Stores vehicles to haul goods back to the County Operations Center from outlying areas.

Continuous Improvement

- Develop performance measures to assess performance in the delivery of goods and services for Purchasing and Contracting.
- Conduct analysis of moving office to paperless inventory and implement best business practices.
- Expand Just-in-Time contract to improve delivery and overall service.
- Increase reuse of county items as an aggressive property-recycling program.



Changes from 2001-02 Adopted

Expenditure

- Expenditures for Purchasing ISF increased by \$640,000 due to projected salary and quality first increases of 4% (\$480,000); a cost of living increase for most services and supplies of 3% (\$160, 000); and an increase for depreciation (\$2,800).
- Expenditures for Blanket Purchase Orders were reduced by \$8,000,000 because fewer various vendor Blanket Purchase Orders are being established and there is increased usage of the Procurement Card.

- Expenditures for Ready Cash Purchase Orders were reduced by \$900,000 because there is increase in the use of Procurement Cards for purchases of \$2,500 or less.

Revenue

- Revenue for Purchasing ISF increased by \$640,000 from work for other funds.
- Revenues for Blanket Purchase Orders were reduced by \$8,000,000 because fewer various vendor Blanket Purchase Orders being established and there is increased usage of the Procurement Card.
- Revenues for Ready Cash Purchase Orders were reduced by \$900,000 because there is increase in the use of Procurement Cards for purchases of \$2,500 or less.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Procurement Card Sales	\$18 M	\$24.9 M ¹	\$25 M	\$25 M
Maintain Customer Service Satisfaction Rating of 4.0	4.0	4.5	4.0	4.0
Central Stores Requisitions Filled from Stock	90%	94%	90%	90%
Purchase Orders issued within 21 days	75%	75.46%	75%	75%
Reduce Procurement Card Surcharge Rate	1.8%	1.45%	1.0%	.08%-1.0%

¹ Procurement Card purchases increased 38% from \$18 M to \$24.9 M due to:

- Additional cards being issued (48%).
- Greater acceptance to empower cardholders to make low-dollar value buys.
- Approval from Auditor & Controller to use procurement card for additional types of purchases.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Stores	8.50	7.00	7.00
Administration	43.10	45.00	45.00
Total	51.60	52.00	52.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Central Stores	\$ 5,603,683	\$ 822,847	\$ 5,735,967	\$ 5,957,827
Purchasing ISF Buyouts	36,000,000	31,898,655	28,000,000	28,840,000
Purchasing RCPO's	1,700,000	1,073,826	800,000	824,000
Administration	4,114,411	4,323,492	4,751,869	4,821,367
Total	\$ 47,418,094	\$ 38,118,822	\$ 39,287,836	\$ 40,443,194

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 3,401,890	\$ 3,202,630	\$ 3,881,787	\$ 4,021,181
Services & Supplies	44,013,404	39,468,900	35,274,009	36,353,025
Other Charges	2,800	2,337	5,600	5,768
Fixed Assets Equipment	—	19,516	—	—
Expenditure Transfer & Reimbursements	—	(4,574,562)	—	—
Operating Transfers Out	—	—	126,440	63,220
Total	\$ 47,418,094	\$ 38,118,822	\$ 39,287,836	\$ 40,443,194



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Revenue From Use of Money & Property	\$ —	\$ 102,524	\$ 98,000	\$ 100,940
Intergovernmental Revenues	—	63,943	—	—
Charges For Current Services	9,407,925	8,929,370	9,817,693	10,215,838
Miscellaneous Revenues	37,946,949	33,408,468	29,119,263	29,999,976
Other Financing Sources	63,220	—	126,440	63,220
General Revenue Allocation	—	(4,385,483)	126,440	63,220
Total	\$ 47,418,094	\$ 38,118,822	\$ 39,287,836	\$ 40,443,194

San Diego County Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USD RIP) is a redevelopment project covering approximately 529 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is a contiguous area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

The purpose of the project is to eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

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

2001-02 Accomplishments

Upper San Diego River Improvement Project

Environment

- Issued Notice of Funding Availability to solicit opportunities to fund low and moderate-income housing in the Lakeside area, as required by State redevelopment law.

Fiscal Stability

- Updated the 5-Year Implementation Plan and set expenditure priorities.

- Commenced trail plan with hiring of consultant.
- Commenced debt repayment to Flood Control District.
- Negotiated agreements with two developers for their contributions to Housing Fund.

Gillespie Field Redevelopment Project

Fiscal Stability

- Processed option to lease for development a 3.2-acre aviation parcel on Kenney Street.
- Contracted with consultant to update the narrative and Airport Layout Plan for the Gillespie Field Master Plan.

2002-04 Objectives

Upper San Diego River Improvement Project

Environment

- Prepare a housing plan to identify opportunities to fund low and moderate income housing in the Lakeside area as required by State redevelopment law.
- Complete Master Trail Plan.

Fiscal Stability

- Continue repayment of debt to Flood Control District.



Gillespie Field Redevelopment Project

Fiscal Stability

- Continue negotiations for the development of the 12+ acre aviation parcel created to the west of the Marshall Avenue realignment/expansion project.
- Market last available lot in John Towers Industrial Park.
- Issue Request for Proposal for 4.8 acres west of Bill Allen leasehold after consultant updates the Airport Layout Plan of the Gillespie Field Master Plan.

Changes from 2001-02 Adopted

Upper San Diego River Improvement Project

Expenditure

- Expenditures increased \$908,813 due to funding of affordable housing developments and payment of debt to Flood Control District.

Revenue

- Revenue increased \$908,813 due to growth in tax increment.

Gillespie Field Redevelopment Project

Expenditure

- Decrease in capital project expenditures offset by increase in expenditures of approximately \$69,000 due to payments to other agencies.

Revenue

- Revenue increase is due to growth in tax increment.
- There was no loan needed from the Airport Enterprise Fund due to growth in tax increment.



Upper San Diego River Improvement Project Area

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Estimated Tax Increment	\$471,303	\$920,443	\$938,852	\$957,629
Percent of Tax Increment utilized for project Administration	8%	5%	7.5%	7.5%
Project acres managed and maintained	532	532	532	532

Gillespie Field Project Area

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Estimated Tax Increment	\$990,000	\$1,202,918	\$1,226,976	\$1,251,516
Percent of Tax Increment utilized for project Administration	7%	3.1%	7%	7%
Project acres managed and maintained	746	746	746	746
Contracts Managed	97	97	98	98
Newly Developed Land Leases executed (in net acres)	11	11	5	5



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Gillespie Field Redevelopment Project Area	\$ 3,254,233	\$ 2,193,400	\$ 3,513,317	\$ 3,586,212
Upper San Diego River Redevelopment Project Area	622,003	425,142	1,530,816	1,530,816
Total	\$ 3,876,236	\$ 2,618,543	\$ 5,044,133	\$ 5,117,028

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Services & Supplies	\$ 2,323,108	\$ 999,655	\$ 2,806,187	\$ 2,704,325
Other Charges	1,123,480	1,193,088	1,736,807	1,851,623
Operating Transfers Out	429,648	425,800	501,139	561,080
Total	\$ 3,876,236	\$ 2,618,543	\$ 5,044,133	\$ 5,117,028

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 50,000	\$ 50,000	\$ 596,271	\$ 250,000
Taxes Other Than Current Secured	1,506,520	2,129,000	2,651,479	2,858,816
Revenue From Use of Money & Property	86,386	161,557	193,041	198,682
Miscellaneous Revenues	1,803,682	859,275	1,102,203	1,248,450
Other Financing Sources	429,648	425,800	501,139	561,080
General Revenue Allocation	—	(1,007,089)	—	—
Total	\$ 3,876,236	\$ 2,618,543	\$ 5,044,133	\$ 5,117,028

Registrar of Voters



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Regional Leadership

- Successfully conducted the March 5, 2002 Gubernatorial Primary Election incorporating the new Federal, State, and local electoral district boundaries established by the decennial redistricting.
- Successfully implemented the provisions of three new State laws that significantly affected the election process: SB 28, which gave voters not affiliated with a recognized party the option to participate in party primaries; AB 1094, which allowed individuals to register as late as 15 days (previously 29 days) before an election; and SB 34, which provided new campaign finance and disclosure rules for State candidates.
- Maintained the accuracy and integrity of the voter registration file by eliminating 100% of cross-county duplicate voter registrations identified by Statewide voter file analysis.

Fiscal Stability

- Implemented a plan to use management reserves established in high revenue years to partially fund departmental operations in the historically low revenue years associated with the Gubernatorial Primary Election.

Technology

- Continued to explore the feasibility of moving away from current punch card voting system to a new system.
- Migrated to a new candidate filing system, new ballot generation and management system, and new ballot counting system.

Human Resource Modernization

- Trained all supervisors in performance management and performance appraisal preparation.
- Implemented Personal Development Plans for all staff to enhance employee growth and improve employee satisfaction.
- Formed a Department Diversity Committee that met throughout the year and supported countywide efforts to leverage diversity.



2002-04 Objectives

Technology

- Develop a strategy and plan, and move from current punch card voting system to a new system (i.e., electronic, optical scan or a combination of the two) by 2004.

Regional Leadership

- Successfully conduct the November 5, 2002 Gubernatorial General Election, which will include as well as State and County measures and races, consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Successfully conduct the March 2, 2004 Presidential Primary Election.
- Maintain the accuracy and integrity of the voter registration file by identifying and removing or updating voter registration records in accordance with State and Federal law.

Fiscal Stability

- Use management reserves established in high revenue years to partially fund departmental operations in the historically low revenue years.
- Continue working with the Statewide California Association of Clerks and Election Officials election legislative committee to identify all recoverable costs (SB 90) associated with the implementation of AB 1094, which allowed individuals to register as late as 15 days (previously 29) before an election and SB 28, which provided for the “modified” closed primary.
- Identify and submit timely application for all State and Federal monies that might become available to fund the purchase and implementation of a new voting system.

Continuous Improvement

- Continue to improve the percentage of polls accessible to the disabled.

- Continue to improve services to Spanish-speaking citizens by increasing the number of targeted polls with at least one bilingual poll worker.
- Continue to provide young people with the opportunity to actively participate in the election process and improve the pool of potential poll workers by continuing the student poll worker program.
- Maintain voter registration outreach efforts by continuing our on-site presence at all U.S. Naturalization Ceremonies scheduled in San Diego County, providing direct assistance to new citizens in registering to vote.

Human Resources

- Continue to support the participation of staff on the department’s Diversity Committee and other countywide diversity efforts.

Changes from 2001-02 Adopted

Expenditure

- Salaries and Benefits are increased by about \$275,000 due to negotiated salary increases. Wages for temporary Election Workers are increased by about \$125,000, and services and supplies are increased by \$295,000 due to the higher volume workload associated with the General Election. IT costs are increased by \$104,000. Sample Ballot Printing costs are decreased by \$427,000 due to the lower cost of printing sample ballots in a General Election.

Revenue

- Revenues increased by about \$800,500 due to a greater number of billable jurisdictions that participate in the Gubernatorial General Election as compared to the Gubernatorial Primary Election.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Registered Voters	1,400,000	1,355,756	1,400,000	1,400,000
Cost per Contest per Registered Voter	.10	.09	.08	.08
Removal and Updates to Voter Rolls	325,000	450,000	500,000	500,000
Overall Customer Satisfaction Rating	4.6	4.65	4.6	4.6



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Registrar of Voters	49.00	49.00	49.00
Total	49.00	49.00	49.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Registrar of Voters	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778
Total	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 3,290,351	\$ 3,028,884	\$ 3,690,990	\$ 3,866,791
Services & Supplies	4,183,189	4,436,395	4,155,870	5,039,987
Other Charges	24,000	6,541	6,000	6,000
Fixed Assets Equipment	51,000	54,372	45,000	—
Management Reserves	55,831	—	431,783	—
Total	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 953,863	\$ 953,863	\$ 876,836	\$ 720,097
Fines, Forfeitures & Penalties	—	240	—	—
Intergovernmental Revenues	583,000	505,005	447,500	545,000
Charges For Current Services	820,000	1,149,500	1,756,000	881,000
Miscellaneous Revenues	170,000	245,072	170,000	170,000
General Revenue Allocation	5,077,508	4,672,514	5,079,307	6,596,681
Total	\$ 7,604,371	\$ 7,526,194	\$ 8,329,643	\$ 8,912,778