

Community Services Group

Community Services Group

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**Community Services Group Summary &
Executive Office**
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Animal Services
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County Library
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General Services
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Housing & Community Development
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Purchasing and Contracting
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San Diego County Redevelopment Agency
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Registrar of Voters
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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 Services, 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.

2002-03 Accomplishments

Environment

- Invested \$2 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.
- Completed the acquisition of 871 acres of land for the preservation of open space in support of the Multiple Species Conservation Program (MSCP).
- Identified short-term opportunities to fund low- and moderate-income housing in the Lakeside area as required by State redevelopment law.

Self Sufficiency

- Expanded library service access in the County Library system by increasing open hours by 12% over two years (2001-02 through 2002-03).
- Expanded Books-By-Mail program for availability of library resources to 418 customers, a 63% increase.
- Constructed and opened for operation two new libraries in Cardiff-By-The-Sea and Valley Center.
- Renovated and remodeled Fletcher Hills and Lakeside branch libraries to comply with the Americans With Disabilities Act and provide improved customer service.
- Provided rental assistance to approximately 10,441 families per month.
- Preserved, rehabilitated, or developed 900 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, Mobile Home, Density Bonus, and Acquisition/Rehabilitation programs.
- Provided 168,480 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.



Technology

- Reviewed and evaluated library automation systems to replace current vendor software.
- Developed a strategy, issued a Request for Proposals, and selected a new Direct Record Electronic Voting System to be implemented for the March 2004 Presidential Primary Election.
- Expanded and refined on-line auction capabilities utilizing eBay to provide excellent values in used property for the citizens of San Diego County and expanded the number of items available on-line.
- Conducted two reverse auctions using e-commerce technology to drive down prices.
- Received Achievement in Excellence in Procurement award from the American Purchasing Institute and the California Association of Public Purchasing Officials for the second time in recognition of our business processes and technology enhancements.
- Accepted acknowledgement from the San Diego County Disabled Veterans Association for Purchasing & Contracting's support of providing opportunities for contracts and purchases from the County.
- Outsourced Central Stores with "Just-In-Time" programs providing considerable cost savings of approximately \$575,000 annually for County departments for paper and food products.
- Replaced the Department of Animal Services' existing call center system with a state of the art, Natural Language Interactive Voice Recognition System to reduce overall call wait times and increase the number of callers served.

Workplace Improvement

- Secured funding and completed the project design for the new \$6.6 million North County Animal Shelter in Carlsbad.

- Continued County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year.

Fiscal Stability

- Submitted application for State Proposition 41 monies and obtained an allocation of nearly \$17 million to help fund the acquisition of a new voting system.
- Entered into a Ground Lease Agreement with Ryan Companies, USA for the construction of a Hartford Service Center on eight acres of surplus land south of the San Diego River in Santee. Lease produces \$204,000 annual revenue to support Edgemoor Skilled Nursing Facility Construction Fund.
- Procured reliable energy service at the lowest cost by executing direct access service for 20 electricity accounts with an anticipated savings of \$869,000 over the 17-month life of the agreement.
- Increased Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$350,000; program completed and funds received by March 31, 2003.
- Outsourced Central Stores resulting in freeing up valuable warehouse space and reducing staffing requirements allowing better utilization of these resources.

Regional Leadership

- Provided support to the San Diego Hate Crimes Coalition.
- Obtained "high performer" designation in the Public Housing program and the Housing Choice Voucher, which may result in increased future allocations for rental assistance programs.
- Successfully conducted the November 5, 2002 Gubernatorial General Election which included consolidated elections for 17 cities, 47 school districts, and 74 special districts.



- Exerted strong regional influence and leadership in using modern procurement techniques and strategies by encouraging maximum membership, attendance, and participation in the California Association of Public Purchasing Officers (CAPPO).
- Established and executed a joint agreement with the San Diego Humane Society and SPCA for the collaborative operation of the shared San Diego Campus for Animal Care.
- Increased the rate of shelter animals adopted to new families or reunited with owners to 64%, a seven point increase over the 57% achieved in Fiscal Year 2001-02 and the highest “save rate” in County history.
- Effectively eliminated the euthanasia of any healthy, well-socialized animals.
- Provided, through READ/SD, literacy services throughout San Diego County Library service area to 350 new learners.
- Successfully implemented, for the first time, new Federal requirements, in compliance with Section 203 of the Voting Right’s Act, by providing voting materials and language assistance to Filipino voters in San Diego County.

2003-05 Objectives

Strategic Initiative – Kids

Continuous Improvement

- Continue to sponsor the Student Poll Worker Program for high school seniors.
 - Continue to make polling booths and mock voting materials available for local school programs.
 - In conjunction with the Health and Human Services Agency’s Child Protective Services, include a training component for all Animal Services’ patrol officers in the identification and reporting of potential child neglect or abuse while investigating reports of animal cruelty.
 - Promote a nurturing environment for community youth by assisting families secure safe, decent, and affordable housing. Provide housing assistance subsidy to approximately 10,650 households.
 - Collaborate with ten County and community agencies to plan and develop a Countywide Emergent Literacy Initiative for youth and adults.
 - Increase joint programming with other agencies to promote and nurture reading and learning to children and their caregivers in ten different locations in the County library service area.
 - Use Mobile Libraries to provide new programming at three locations serving youth in the dependency program.
 - Assist in the funding of a minimum of 24 public facilities that benefit children, including youth centers, sidewalks, parks, community centers, and health centers.
 - Facilitate Riverway Trail construction to provide recreational amenity for youth and the community.
- Provided on-going, professional-level training on animal behavior assessment to all animal care staff to improve the placement and retention of animals into new, adoptive homes.
 - Exceeded by 70% last year’s record number of owned animals sterilized through Animal Services’ enhanced spay-neuter rebate coupon program, with nearly 4,700 families financially assisted in spaying or neutering their pets.
 - Assured management of the County’s travel program by implementing a streamlined cost savings initiative with the travel agency to provide better response time at lower costs.



Strategic Initiative – The Environment

- Provide affordable housing opportunities for a minimum of 100 mobile home park residents in conjunction with approved redevelopment project areas.
- Implement Storm Water Management Plan.
- Acquire lands for open space preservation in support of Multiple Species Conservation Programs (MSCP).
- Develop the Ramona Intergenerational Community Campus master plan.
- Continue to conduct energy audits and provide customer departments with recommendations for energy management investments.
- Complete installation of \$1 million of energy demand management projects.
- Identify \$2.5 million funding for additional photovoltaic and energy demand management projects.
- Plan for and establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.
- Continue to provide information on countywide Environmental issues to citizens of San Diego County by advertising these issues on filler pages printed in the Sample Ballot Pamphlet mailed to all registered voters for both the March 2004 and November 2004 elections.
- In collaboration with San Diego Gas and Electric, provide programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities.
- Continue to stress proper disposal of e-waste such as computer monitors.
- Augment effort to meet or exceed the State of California's mandates with respect to the Industrial and Municipal Stormwater Permits.

Strategic Initiative – Safe and Livable Communities

- Ensure that business processes are reviewed on a routine basis to ensure that all critical purchase orders and contracts are promptly awarded. Continue to work with critical County departments to perform advance acquisition planning.
- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Maintain practice of referring all complaints of voter fraud or abuse of the voter registration file to the District Attorney for investigation.
- Begin construction of the modern, \$6.6 million animal shelter in Carlsbad.
- Strengthen and expand partnerships with the region's private shelters and rescue organizations to increase the number of animals taken into their adoption programs.
- Develop and offer on-line dog licensing.
- Provide professional-level assessment, both medically and behaviorally, of any animal entering the shelters that is made available for adoption.
- Assist in revitalization of lower income neighborhoods with at least 40 new public facilities or improvements to existing facilities.
- Identify a new site for purchase or lease to support a 20,000 sq. ft. Sheriff Station in Rancho San Diego.
- Provide support and improved mailing for the new Voting System in 2004.
- Ensure Federal assistance is directed towards building communities free of drugs and violence. Screen all rental assistance applicants for criminal history and sex offender registration.
- Provide library service access by offering over 75,000 branch hours open to the public.



- Implement Library Program Services' new long-term strategic plan, which allows the County library to better serve the needs of residents with physical, cultural, and educational challenges.

Executive Office Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits are proposed to increase \$0.2 million due to negotiated salary and benefit increases.

- Services and Supplies are proposed to increase \$0.7 million for automated system support.
- Management Reserves are proposed to decrease \$3.4 million reflecting available resources.

Revenue

- Fund Balance is proposed to decrease \$1.2 million.
- General Revenue Allocation is proposed to decrease \$1.3 million reflecting a shift of resources to other County priorities.



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Community Services Group Executive Office	9.00	9.00	9.00
Animal Services	142.00	142.00	121.00
County Library	305.75	304.00	286.00
General Services	406.75	426.25	425.75
Housing & Community Development	115.00	116.00	116.00
Purchasing and Contracting	52.00	52.00	52.00
Registrar of Voters	49.00	50.00	50.00
Total	1,079.50	1,099.25	1,059.75

Expenditures by Department

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Community Services Group Executive Office	8,199,339	3,165,200	5,654,354	2,339,326
Animal Services	10,738,969	10,605,388	11,351,105	11,079,278
County Library	26,022,220	25,775,338	26,962,525	24,264,440
General Services	126,297,270	119,463,607	114,895,038	110,591,488
Housing & Community Development	41,786,409	15,413,769	39,710,557	40,259,802
Purchasing and Contracting	39,287,836	32,647,849	36,323,638	36,344,230
San Diego County Redevelopment Agency	5,044,133	2,769,764	7,337,713	5,085,042
Registrar of Voters	8,329,643	6,928,382	9,506,203	8,437,116
Total	\$ 265,705,819	\$ 216,769,301	\$ 251,741,133	\$ 238,400,722



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Community Services Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Community Services Executive Office	\$ 8,199,339	\$ 3,165,200	\$ 5,654,354	\$ 2,339,326
Total	\$ 8,199,339	\$ 3,165,200	\$ 5,654,354	\$ 2,339,326

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 968,695	\$ 1,009,551	\$ 1,180,869	\$ 1,235,013
Services & Supplies	571,685	1,907,149	1,254,313	1,104,313
Operating Transfers Out	—	248,500	—	—
Management Reserves	6,658,959	—	3,219,172	—
Total	\$ 8,199,339	\$ 3,165,200	\$ 5,654,354	\$ 2,339,326

Budget by Categories of Revenue

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	5,000,000	5,000,000	3,779,000	98,420
Charges For Current Services	191,030	191,738	193,684	193,684
Miscellaneous Revenues	—	150,000	—	—
General Revenue Allocation	3,008,309	(2,176,538)	1,681,670	2,047,222
Total	\$ 8,199,339	\$ 3,165,200	\$ 5,654,354	\$ 2,339,326



Animal Services



Department Description

The Department of Animal Services 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 30,000 animals enter the department's three shelters annually. The department provides patrol, law enforcement, sheltering, and pet adoption services to the unincorporated areas of the County, and, by contract, to the City of San Diego and six other cities in the region.

Mission Statement

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

2002-03 Accomplishments

Fiscal Stability

- Negotiated new multi-year contracts with seven of nine cities previously contracting with the department for animal sheltering, patrol, enforcement, and licensing services.
- Researched, prepared, and formally claimed a total of \$848,886 in reimbursement from the State for costs related to implementation of SB 1785, which imposed increases in animal holding periods.

Technology

- Replaced the department's existing call center system with a state of the art, Natural Language Interactive Voice Recognition System to reduce overall call wait times and increase the number of callers served.

Workplace Improvement

- Secured funding and completed the project design for the new \$6.6 million North County Animal Shelter in Carlsbad.

Continuous Improvement

- Increased the rate of shelter animals adopted to new families or reunited with owners to 64%, a seven point increase over the 57% achieved in Fiscal Year 2001-02 and the highest "save rate" in department history.
- Provided on-going, professional-level training on animal behavior assessment to all animal care staff to improve the placement and retention of animals into new, adoptive homes.
- Exceeded by 70% last year's record number of owned animals sterilized through the department's enhanced spay-neuter rebate coupon program, with nearly 4,700 families financially assisted in spaying or neutering their pets.
- Utilized newly acquired medical diagnostic tools to improve the health and adoptability of the department's shelter animals.

Regional Leadership

- Established and executed a joint agreement with the San Diego Humane Society and SPCA for the collaborative operation of the shared San Diego Campus for Animal Care.
- Effectively eliminated the euthanasia of any healthy, well-socialized animals.



2003-05 Objectives

Strategic Initiative – Kids

- Provide a minimum of 36 presentations on bite prevention as part of patrol officers' in-classroom visits to area schools.
- In conjunction with the Health & Human Services Agency's Child Protective Services, include a training component for all patrol officers in the identification and reporting of potential child neglect or abuse while investigating reports of animal cruelty.

Strategic Initiative – The Environment

- Enhance department's partnership with Project Wildlife by providing site space and utilities for its mobile care unit at all three County shelters.
- Plan for and establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Begin construction of the modern, \$6.6 million animal shelter in Carlsbad.
- Strengthen and expand partnerships with the region's private shelters and rescue organizations to increase the number of animals taken into their adoption programs.
- Develop and offer on-line dog licensing.

Redesign the department's website, add several new features, including specific information on animal care and behavior to assist families who have recently adopted shelter animals.

- Open the combined Campus for Animal Care in conjunction with the San Diego Humane Society and SPCA.
- Provide professional-level assessment, both medically and behaviorally, of any animal entering the shelters that is made available for adoption.

- Meet or exceed target of 3,500 owned pets spayed or neutered through the department's sterilization subsidy program.
- Enlist private veterinary clinics to provide spay/neuter services to the public for a reduced fee upon referral by the department.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits increased by \$964,000, which reflects negotiated salary and benefit increases.
- Services and Supplies decreased by \$352,000 due to re-engineering shelter and administrative operations.

Revenue

- Licenses, Permits & Franchises are increasing by \$239,000 due to approved dog license and animal services fee increases of approximately 20% and 15% respectively.
- Charges for Current Services are increasing \$240,000, representing contract cities' negotiated proportional share of department operating costs minus revenue from two cities that did not renew their contracts effective Fiscal Year 2003-04.
- Fund Balance increased by \$950,000 to fund 21 current positions during Fiscal Year 2003-04 that are in excess of the service level requested by and negotiated with the contract cities. Use of this one-time funding will permit an orderly restructuring to the staffing level sustainable by available funding.

Staffing

21 positions are scheduled to be deleted in Fiscal Year 2004-05. Twelve of these positions are in excess of the service level and related contract costs negotiated with the seven contract cities. The remaining nine net deletions are due to a reduction in force related to un-renewed contracts with the cities of Escondido and San Marcos, and the addition of



three positions related to the opening of a new shelter in Carlsbad. Deleted positions include one Kennel Operations Manager, two Supervising Animal Control Officers, five Animal Control Officers, one Animal Care Attendant, one

Principal Clerk, one Senior Animal Control Services Representative, eight Animal Control Services Representatives, and two Senior Account Clerks.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Number of Pets Adopted*	12,000	13,600	13,000	13,000
Percentage of Sheltered Animals Either Adopted or Reunited with Owners	58.0%	63.9%	65.0%	66.0%
Percentage of Timely Patrol Officer Responses	86%	88.0%	88%	88%
Percentage of Animals Euthanized that were Adoptable	3.0%	0%	0%	0%
Number of Animals spayed or neutered under the Spay-Neuter Coupon Program*	2,600	4,700	3,500	3,500

* Projections for Fiscal Year 2003-04 and Fiscal Year 2004-05 revised to reflect the reduction in the Department's service area.



Animal Services

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Animal Services	142.00	142.00	121.00
Total	142.00	142.00	121.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Animal Services	\$ 10,738,969	\$ 10,605,388	\$ 11,351,105	\$ 11,079,278
Total	\$ 10,738,969	\$ 10,605,388	\$ 11,351,105	\$ 11,079,278

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 7,320,103	\$ 7,192,433	\$ 8,284,407	\$ 8,031,341
Services & Supplies	3,418,866	3,393,130	3,066,698	3,047,937
Operating Transfers Out	—	19,825	—	—
Total	\$ 10,738,969	\$ 10,605,388	\$ 11,351,105	\$ 11,079,278

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	—	—	950,000	—
Licenses Permits & Franchises	1,966,750	1,967,568	2,205,900	2,220,900
Fines, Forfeitures & Penalties	9,000	12,109	9,000	9,000
Charges For Current Services	6,679,659	6,751,625	6,439,290	7,005,709
Miscellaneous Revenues	75,392	19,884	19,515	19,590
Other Financing Sources	—	32	—	—
General Revenue Allocation	2,008,168	1,854,170	1,727,400	1,824,079
Total	\$ 10,738,969	\$ 10,605,388	\$ 11,351,105	\$ 11,079,278

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.

2002-03 Accomplishments

Self Sufficiency

- Expanded library service access in the County Library system by increasing open hours by 12% over two years (2001-02 through 2002-03) to enhance the availability of library resources to all citizens in San Diego County.
- Expanded Books-By-Mail program for availability of library resources to 418 customers, a 63% increase.
- Developed a strategic plan for community outreach services that resulted in creating a Program Services Division.
- Provided, through READ/San Diego, literacy services throughout San Diego County Library service area to 350 new learners.
- Constructed and opened for operation two new libraries in Cardiff-By-The-Sea and Valley Center.
- Renovated and remodeled Fletcher Hills and Lakeside branch libraries to comply with the Americans With Disabilities Act and provide improved customer service.

Fiscal Stability

- Continued to attend community meetings, workshops, and public hearings relating to the California Public Library Construction and Bond Act process (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 for future Proposition 14 applications.
 - Received Round 1 Bond Act Grants for Julian and Lemon Grove, and submitted Round 2 Bond Act Grant Applications for Fallbrook, Encinitas and La Mesa.
- Increased Community Dollar-For-Dollar Matching Funds Program by \$100,000 to \$350,000; program completed and funds received by March 31, 2003.
- Reviewed the expanded plan of service to ensure prudent cash reserves and fiscal stability of the County Library.

Continuous Improvement

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

Technology

- Reviewed and evaluated library automation systems to replace current vendor software.



Regional Leadership

- Reviewed library programming to address issues in the Countywide initiatives for Self Sufficiency, Health and Wellness, Crime Prevention, Environment, and Fiscal Stability.
- Achieved customer satisfaction rating of 4.8 out of 5 for County Library system.

2003-05 Objectives

Strategic Initiative – Kids

- Collaborate with ten County and community agencies to plan and develop a Countywide Emergent Literacy Initiative for youth and adults.
- Explore the feasibility of expanding Books By Mail to homebound youth in County library service areas.
- Increase joint programming with other agencies to promote and nurture reading and learning to children and their caregivers in ten different locations in the County library service area.
- Maximize jobs and career resources at five locations based on the findings of the Program Services Report and affiliation with the San Diego Workforce Partnership.
- Use Mobile Libraries to provide new programming at three locations serving youth in the dependency program.
- Continue to provide responsive, up-to-date collections of print and non-print materials for preschool and school age children. Maintain current parenting collections in English, Spanish, and other languages, to address community needs.

Strategic Initiative – The Environment

- In collaboration with San Diego Gas and Electric, provide ten programs on energy conservation in Spanish and English for parents and grandparents in the library service area communities.

Strategic Initiative – Safe and Livable Communities

- Provide library service access by offering over 75,000 branch hours open to the public.
- Provide full-day Library Disaster Preparedness training for 20% of permanent library staff.
- Expand access to electronic information resources to the public by 2%.
- Complete design and begin construction of new Bonita Branch Library.
- Complete construction and open new Spring Valley Branch Library.
- Construct and open new Proposition 14 Bond Act funded Julian Branch Library.
- Complete and submit Proposition 14 Bond Act grant applications for libraries in the communities of Alpine and Ramona, contingent upon successful community fundraising.
- Complete and submit a Community Development Block Grant application for construction of a library in the community of Campo.
- Complete renovation and remodel of El Cajon and Imperial Beach branch libraries to comply with the Americans with Disabilities Act and provide improved customer service.
- Implement Library Program Services Division's new long-term strategic plan, which allows the County Library to better serve the needs of residents with physical, cultural, and educational challenges.

Changes from 2002-03 Adopted

Expenditure

- Salaries & Benefits are increased \$2.4 million due to negotiated salary and benefit increases.



- Other expenditures are decreased \$1.5 million, including a \$1.0 million reduction in the book budget, as well as various other reductions to balance to available revenues.

Revenue

- Taxes Current Property is decreased \$1.4 million, and Taxes Other Than Current Secured is increased \$0.1 million, to more accurately reflect anticipated receipts.
- Revenue from Use of Money & Property is decreased \$0.1 million due to low interest rates.
- Intergovernmental Revenues are decreased \$0.4 million due to State reduction in Public Library Funds, and increased \$0.2 million for a Proposition 14 Bond Act Award for the new Julian Library minor equipment.
- General Fund Fund Balance (Other Financing Sources) of \$960,000, and Library Fund Fund Balance of \$1.5 million funded 18.0 current staff years (30 positions) Library Pages and 17.25 staff years Library Technicians

in Fiscal Year 2003-04 for which there are not sufficient ongoing Library Fund revenues. Use of this one-time funding will permit anticipated development of additional revenue, and an orderly restructuring of staffing levels sustainable by available funding.

Staffing

- Reduced 1.75 staff years to balance to available revenues.
- 18.0 staff years (30 positions) Library Pages are proposed to be reduced in Fiscal Year 2004-05. A reduction in anticipated ongoing revenues requires that these positions be deleted.
- Continuation of 17.25 staff years of current Library Technicians in Fiscal Year 2004-05 is contingent on successful development of anticipated ongoing revenue. If the revenue is not realized, these positions will be deleted in Fiscal Year 2004-05, requiring a corresponding reduction in hours of service.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Library Hours Open ¹	76,056	71,946	75,474	75,474
Cost Per Hour Open ¹	\$336.71	\$421.55	\$353.17	\$353.17
Branches/Mobile Libraries Operated	34	34	34	34
Circulation/Usage ⁴	9,807,422	23,598,962	9,807,422	9,931,436
Circulation/Electronic Resource Usage ⁴	4,395,210	6,049,570	4,395,210	4,395,210
Web Hits ⁴	5,412,212	17,549,392	5,412,212	5,536,226
Programs ²	7,180	7,294	7,733	7,733
Outreach Services ³	257	835	870	870

¹ Implemented Year 3 of AB 494 Plan of Service in mid-November 2002. In accordance with Board of Supervisors directives Fletcher Hills, Imperial Beach, Lakeside, and El Cajon branch libraries were closed for extended periods of time during the fiscal year for installation of shelving and/or other renovation/ADA projects during Fiscal Year 2002-03.

² The County Library restructured program service delivery. Children’s Programs are realigned with a new programming focus under the direction of a Principal Librarian. All programs conducted in the County Library system have a target of youth, adult, or intergenerational audiences.

³ Outreach Services include customers who cannot easily access a County branch library and community contacts made by the Program Services Division.

⁴ Circulation/Electronic Resource Usage has been split into two elements, hard copy library materials circulation/electronic resource usage and Web Hits. This was done because of the significant growth in circulation/usage as well as the major increase in Web Hits. The Web Hits reflected in Fiscal Year 2002-03 Actual are from March through June 30, 2003. Data for the first part of the fiscal year was lost on September 11, 2001, due to the software vendor being located on the top floor of the World Trade Center. The County Library had been unable to measure this data until mid-March 2003, when new software was deployed.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Library Operations and Administration	18.50	22.25	22.25
Library Professional & Technical Support Service	52.25	51.25	48.75
Library Branch Operations	235.00	230.50	215.00
Total	305.75	304.00	286.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Library Operations and Administration	\$ 2,753,129	\$ 2,150,215	\$ 2,853,639	\$ 242,724
Library Professional & Technical Support Service	5,482,352	7,858,959	5,753,315	5,729,875
Library Branch Operations	17,786,739	15,766,163	18,355,571	18,291,841
Total	\$ 26,022,220	\$ 25,775,338	\$ 26,962,525	\$ 24,264,440

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 14,185,134	\$ 13,454,061	\$ 16,608,216	\$ 14,348,854
Services & Supplies	11,388,390	11,035,262	10,257,732	9,915,586
Other Charges	35,000	—	—	—
Fixed Assets Equipment	—	475,593	—	—
Operating Transfers Out	413,696	810,421	96,577	—
Total	\$ 26,022,220	\$ 25,775,338	\$ 26,962,525	\$ 24,264,440



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	250,000	250,000	1,500,000	—
Taxes Current Property	19,639,665	17,833,185	18,286,927	18,317,419
Taxes Other Than Current Secured	364,201	632,603	478,671	478,671
Fines, Forfeitures & Penalties	—	(14,413)	—	—
Revenue From Use of Money & Property	287,600	161,607	187,600	187,600
Intergovernmental Revenues	1,624,058	1,298,834	1,476,750	1,265,750
Charges For Current Services	893,000	1,288,298	1,087,000	1,126,000
Miscellaneous Revenues	563,696	740,956	585,577	489,000
Other Financing Sources	2,400,000	2,457,067	3,360,000	2,400,000
General Revenue Allocation	—	1,127,201	—	—
Total	\$ 26,022,220	\$ 25,775,338	\$ 26,962,525	\$ 24,264,440

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 (ISF), except the General Fund Equipment Acquisition budget that manages lease purchased vehicles.

Mission Statement

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

2002-03 Accomplishments

Environment

- Completed Master Planning and design of the CAC Waterfront Park. Selected developer for County property at Kettner/Cedar. Site will include 650 parking spaces and retail space/condominiums.
- Invested \$2 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.
- Completed the Kearny Mesa and North County Regional Center master plans.
- Continued preliminary master planning process with City of Santee, including requirements for the San Diego River flood plain, while negotiating Disposition (development) Agreement with Ryan Properties surplus land.
- Completed site searches and obtained options to purchase the Alpine, Fallbrook, and Ramona libraries.
- Completed the acquisition of 871 acres of land for the preservation of open space in support of the Multiple Species Conservation Program (MSCP).
- Completed the purchase of the third parcel at 1168 Union Street to acquire 75% of the ownership of the Downtown Block property.
- Continued development of a site plan for a new jail to replace Las Colinas Women’s Correctional Facility delayed due to ongoing negotiations regarding the final site plan.
- Prepared a long-term Stormwater Management Plan and Implementation program for 19 high priority and 20 medium/low priority facilities.
- Conducted energy audits at animal shelters, which consume more than 100 kilowatts, and provided customer departments with recommendations for energy management investments.
- Completed the third and final phase of the \$5 million North County Regional Center Annex.
- Scheduled to begin construction on the Julian Library in Summer 2003. Construction on the Campo Library was not started due to lack of Prop. 14 funding.
- Completed design on the Ramona, Fallbrook, and Alpine libraries. Bid award and construction subject to Prop. 14 funding, scheduled for 2004.
- Completed construction on the Cardiff and Valley Center libraries in Spring 2003. Completed substantial construction of the Spring Valley library.



General Services

- Began construction of the East Mesa Juvenile Detention Facility, which is scheduled to be completed in Fiscal Year 2003-04.
- Completed the Probation Department's Girl's Rehabilitation Center in April 2003.
- Completed the Sheriff's Julian Substation in March 2003.
- Completed the Sheriff's Simunition Building by June 2003. Completion of the Fire Arms Training Facility Site Improvements delayed until July 2003 due to design issues.
- Provided successful proposal to Registrar of Voters to fold, insert, mail, and image capture new ballots for absentee voting.
- Participated in updating Countywide standards for workstations and templates for ergonomic configurations.
- Conducted inspection on 140 leased facilities to ensure lease compliance.
- Established 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.
- Implementation of bar coding was not deemed feasible after thorough study.

Workplace Improvement

- Continued County's commitment to maintaining its capital assets by investing a minimum of \$11 million per year.
- Conducted workplace assessments and identified potential improvements for 14 customer departments' key facilities.
- Initiated construction in February 2003 on 30,000 sq. ft. Assessor Building on Clairemont Mesa Blvd.
- Initiated negotiations to purchase additional land for more parking at North County Regional Center (NCRC) to accommodate Traffic Court Relocation to the NCRC.
- Acquisition leases for the Health and Human Services Agency's (HHSA) Kearny Mesa Family Resource Center, and Aging and Independent Services Central Region were initiated but not completed due to funding uncertainties.
- Completed design of the new Edgemoor Skilled Nursing facility in December 2002.
- Entered into a Ground Lease Agreement with Ryan Companies, USA for the construction of a Hartford Service Center on eight acres of surplus land south of the San Diego River in Santee. Lease produces \$204,000 annual revenue to support Edgemoor Skilled Nursing Facility Construction Fund.
- Acquired 80% of parcels by negotiation as opposed to using 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.
- Integration of FacilityCenter with Oracle delayed pending full implementation of Oracle.
- Sold 12 units at 525 Grand Avenue in Spring Valley owned by the Housing Authority for \$955,000.
- Procured reliable energy service at the lowest cost by executing direct access service for 20 electricity accounts with an anticipated savings of \$869,000 over the 17-month life of the agreement.
- Assisted County departments in energy management and maintained for the second year the 10% reduction in energy consumption first realized in Fiscal Year 2000-01.



- Procured California Energy Commission loan to invest \$1 million in Energy Demand Management projects that have a 10% rate of return (ROI) to provide recession proofing of energy dollars with project completion scheduled in Fiscal Year 2003-04.
- Completed 100% of the vehicle and equipment acquisition program by acquiring all replacement and additional vehicles and equipment approved by the Board of Supervisors.
- Implemented option year one with Fleet Management ISF employee group for the Managed Competition vehicle maintenance contract.
- Implemented book mailings on behalf of County Library's on-line books sales program.
- Complete the sale of the 20 acres of Edgemoor property to Santee Partners, L.L.C.
- Enter into Ground Lease (Option) for surplus land in the City of Vista.
- Enter into a Development and Disposition Agreement with Ryan Companies, USA for the sale or lease of approximately 88 acres of High Tech Overlay Zone land (Edgemoor property) south of San Diego River in Santee.
- Acquire rights of way to support the Department of Public Work's Transportation Improvement Program.
- Complete South Santa Fe Right of Way mapping and document consultation oversight.
- Purchase remaining 10,000 square foot parcel to complete the Downtown Block acquisition.
- Purchase land in San Marcos area for future site of Assessor/Land Use and Environment Group office buildings in North County contingent upon funding availability.
- Acquire lands for open space preservation in support of Multiple Species Conservation Programs (MSCP).
- Lease/purchase/build-to-suit for new Air Pollution Control District headquarters in Kearny Mesa.
- Process Conveyance to State of California of County's Camp Lockett property in Campo for formation of State's Buffalo Soldiers Historic Park.
- Complete developer agreement for development of 650-space County parking garage at Kettner/Cedar in support of County's CAC Waterfront Park.
- Develop the Ramona Intergenerational Community Campus master plan.
- Implement the CAC Waterfront Park Master Plan contingent upon Board direction.

2003-05 Objectives

Strategic Initiative – Kids

- Complete land purchases for Library sites in Alpine and Fallbrook. Complete ground lease for library site in Bonita.
- Exercise Option to Purchase the new Ramona Library site.
- Complete tenant improvement at San Marcos Sheriff Substation for the Sheriff North County Gang Task Force.
- Purchase Starling Drive Building for Probation Department in vicinity of Juvenile Hall.
- Provide support to the Health and Human Services Agency for the printing and mailing of documents associated with the CalWIN program (welfare recipient management program).
- Provide support to the Department of Child Support Services for the printing and mailing of documents.

Strategic Initiative – The Environment

- Implement Stormwater Management Plan.



General Services

- Continue to conduct energy audits at facilities, which consume more than 100 kilowatts, and provide customer departments with recommendations for energy management investments.
- Develop Strategic Energy Plan implementation as part of Facilities Assets Management Business Plan.
- Complete installation of 280 kilowatts photovoltaics at four County sites.
- Complete installation of \$1 million of energy demand management projects.
- Identify \$2.5 million in funding for additional photovoltaic and energy demand management projects.

Strategic Initiative – Safe and Livable Communities

- Renegotiate El Cajon Mental Health and Central Mental Health (Morena Blvd.) facility leases for the Health and Human Services Agency.
- Identify a new site for purchase or lease to support a 20,000 sq. ft. Sheriff Station in Rancho San Diego.
- Provide support and improved mailing for the new Voting System in 2004.
- Complete 100% of the vehicle and equipment acquisition program by acquiring all Public Safety departments', and all other departments', replacement and additional vehicles and equipment approved by the Board of Supervisors.

Changes from 2002-03 Adopted

Expenditure

- Salaries and Benefits increased \$5.8 million due to negotiated salary and benefit agreements and an overall increase of 19.50 staff years.
- Services and Supplies decreased \$11.6 million due to the identified reduced spending by customer departments associated with Major Maintenance Program projects, postage processed, service contracts, and various routine maintenance supplies.
- Other Charges decreased \$2.0 million due to reduced vehicle debt service payments.
- Operating Transfers decreased \$3.6 million due to reduced General Fund obligation to the Fleet Management Internal Service Fund for vehicle acquisition debt financing and reduced Major Maintenance obligation to the Facilities Management Internal Service Fund associated with Project Management staff costs.

Revenue

- Revenues decreased \$11.4 million in direct relation to the reduction in expenditures.

Staffing

- Overall staff increased 19.50 staff years. The increase is due to the addition of 21.00 FTE building maintenance staff for Sheriff Detention facilities and Probation Department's new 288-bed juvenile detention facility located at East Mesa, a 1.00 FTE increase in Management Services, the reduction of 2.00 FTE in vehicle maintenance and .50 FTE decrease associated with the expected mid-year retirement of a position in Document Services Internal Service Fund.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
U.S. Mail Pieces Processed (in millions)	13.8	14.4	14.4	14.5
Images Converted (in millions)	4.0	4.2	4.2	4.2
% of Fleet Preventive Maintenance Completed	95%	100%	100%	100%
% Vehicle Repair/Maintenance Completed in 3 days or less	90%	90%	90%	90%
% of Facilities Equipment Preventive Maintenance Completed	90%	92%	90%	90%
Response time to routine maintenance Customer Service Requests (CSR)	1.5 days	.5 days	1.0 days	1.0 days



General Services

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Facilities Management Internal Service Fund	279.75	301.75	301.75
Fleet Management Internal Service Fund	72.00	70.00	70.00
Document Services Internal Service Fund	55.00	54.50	54.00
Total	406.75	426.25	425.75

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Facilities Management Internal Service Fund	\$ 75,383,633	\$ 68,057,182	\$ 68,490,059	\$ 65,267,215
Fleet Management Internal Service Fund	35,863,276	34,595,022	36,082,710	35,692,316
Document Services Internal Service Fund	12,183,581	11,636,772	9,340,489	9,495,177
General Fund Contribution to GS ISF's	2,866,780	5,174,629	981,780	136,780
Total	\$ 126,297,270	\$ 119,463,607	\$ 114,895,038	\$ 110,591,488

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 25,125,649	\$ 25,113,669	\$ 30,927,623	\$ 32,483,157
Services & Supplies	73,146,139	68,495,128	61,489,742	57,662,744
Other Charges	12,492,449	9,284,490	10,522,893	9,689,507
Fixed Assets Equipment	9,228,209	10,486,267	9,273,000	9,269,300
Reserves	100,000	—	100,000	100,000
Operating Transfers Out	6,204,824	6,084,051	2,581,780	1,386,780
Total	\$ 126,297,270	\$ 119,463,607	\$ 114,895,038	\$ 110,591,488



Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	8,576,228	8,576,228	8,576,228	8,093,228
Taxes Other Than Current Secured	—	14,397	—	—
Revenue From Use of Money & Property	786,484	1,627,776	960,444	960,444
Intergovernmental Revenues	580,675	1,618,038	720,910	709,671
Charges For Current Services	106,036,759	94,565,819	97,835,972	97,816,552
Miscellaneous Revenues	745,520	1,289,945	437,924	761,153
Other Financing Sources	6,704,824	7,491,201	5,381,780	2,113,660
General Revenue Allocation	2,866,780	4,280,203	981,780	136,780
Total	\$ 126,297,270	\$ 119,463,607	\$ 114,895,038	\$ 110,591,488



Housing and Community Development



Department Description

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

Mission Statement

Building Better Neighborhoods.

2002-03 Accomplishments

Self Sufficiency

- Provided rental assistance to approximately 10,441 families per month.
- Preserved, rehabilitated, or developed 900 housing units for low- and moderate-income persons through the County's Rehabilitation, Homeownership, Mobile Home, Density Bonus, and Acquisition/Rehabilitation programs.
- Conducted 24 First-Time Homebuyers Education Courses for families considering the purchase of their first home.
- Provided 168,480 service enhanced bed nights for special need populations, including homeless persons and persons with HIV/AIDS.
- Provided 348 homeownership opportunities to residents of San Diego County.
- Initiated Section 8 Homeownership program targeting Family Self Sufficiency participants.

Environment

- Monitored progress of the County's two Redevelopment Projects, and obtained approval to contract with a redevelopment consultant to assist the Redevelopment Agency in meeting inclusionary housing requirements.

Fiscal Stability

- Planned and developed the County's 29th Year and 30th Year Community Development Block Grant applications, in cooperation with County departments, local cities, and public service agencies.
- Managed contracts with non-profit agencies so emergency housing services were provided to the homeless.

Technology

- Provided professional development to employees on various subjects, including, Public Housing Management, Project Management, Rent Calculation and the Rental Assistance software program, to increase competence and scope.
- Upgraded Rental Assistance software program to increase efficiency and service to customers.
- Reorganized and enhanced the departmental web site, increasing utility and functionality to better serve department customers.



Housing and Community Development

Regional Leadership

- Obtained “high performer” designation in the Public Housing program and the Housing Choice Voucher Program, which may result in increased future allocations for rental assistance programs.

2003-05 Objectives

Strategic Initiative – Kids

- Promote a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provide housing assistance subsidy to approximately 10,650 households annually.
- Assist in the funding of a minimum of 24 public facilities that benefit children, including youth centers, sidewalks, parks, community centers, and health centers.
- Provide educational opportunities and outreach to a minimum of 60 public housing families with children.
- Develop an educational and support program for a minimum of 100 rental assistance ‘Family Self Sufficiency’ participants seeking educational and economic opportunities.

Strategic Initiative – The Environment

- Encourage energy efficiency in 200 units of affordable housing developed with assistance from County housing programs.

- Provide affordable housing opportunities for a minimum of 100 mobile home park residents annually in conjunction with approved redevelopment project areas.

Strategic Initiative – Safe and Livable Communities

- Ensure federal assistance is directed towards building communities free of drugs and violence. Screen all rental assistance applicants for criminal history and sex offender registration.
- Assist in development of 200 safe and sanitary affordable housing units for low-income families.
- Assist in revitalization of lower income neighborhoods with at least 40 new public facilities or improvements to existing facilities.

Changes from 2002-03 Adopted

Expenditure

- Expenditure decrease of \$2.0 million is the net result of a \$1.4 million increase for negotiated salary and benefit agreements, and a \$3.5 million decrease in services and supplies and multi-year project estimates.

Revenue

- Intergovernmental revenues are decreasing \$2.0 million due to revised multi-year project estimates.

Staffing

- The staffing increase of one position is a technical adjustment from the prior year.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Number of Families Assisted	10,500	10,441	10,750	10,750
Units preserved, rehabilitated or developed	1,100	900*	N/A**	N/A
Service enhanced bed nights	200,000	168,480*	N/A**	N/A
Educational opportunities/support provided	N/A	N/A	80	80
Energy Efficient units developed	N/A	N/A	100	100
Community Development Projects completed	35	45	32	32
Customer satisfaction rate	97%	94%	97%	97%

* The Fiscal Year 2002-03 Adopted Performance Measures cover the two year Operational Plan structure. Actuals exceed 50% of the Adopted two-year goal.

** Performance Measures have been revised for Fiscal Year 2003-05 to better represent the County's three Strategic Initiatives.



Housing and Community Development

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Housing & Community Development	115.00	116.00	116.00
Total	115.00	116.00	116.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Housing & Community Development	\$ 10,310,975	\$ 7,804,134	\$ 11,106,099	\$ 11,655,344
HCD - Multi-Year Projects	31,475,434	7,609,635	28,604,458	28,604,458
Total	\$ 41,786,409	\$ 15,413,769	\$ 39,710,557	\$ 40,259,802

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 7,070,441	\$ 6,519,191	\$ 8,512,484	\$ 9,061,758
Services & Supplies	25,455,953	5,906,608	22,904,700	22,904,671
Other Charges	4,492,671	1,533,700	2,952,431	2,952,431
Expenditure Transfer & Reimbursements	(165,432)	(224,856)	—	—
Operating Transfers Out	4,932,776	1,679,125	5,340,942	5,340,942
Total	\$ 41,786,409	\$ 15,413,769	\$ 39,710,557	\$ 40,259,802

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Reserve/Designation Decreases	\$ —	\$ —	\$ 16,722	\$ —
Intergovernmental Revenues	41,679,922	19,733,252	39,550,630	40,057,429
Charges For Current Services	—	55,103	—	—
Miscellaneous Revenues	590,570	58,565	590,570	590,570
General Revenue Allocation	(484,083)	(4,433,151)	(447,365)	(388,197)
Total	\$ 41,786,409	\$ 15,413,769	\$ 39,710,557	\$ 40,259,802

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 has centralized reutilization and disposal of surplus equipment and salvage materials. Departmental 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.

2002-03 Accomplishments

Technology

- Expanded and refined on-line auction capabilities utilizing eBay to provide excellent values in used property for the citizens of San Diego County and expanded the number of items available on-line.
- Designed improvements in the department's business processes in conjunction with preparation for the implementation of the Oracle Enterprise Resource Planning (ERP) Purchasing module next year.
- Continued refinements of BuyNet II in preparation for the final integration with the Oracle Purchasing Module.
- Successfully converted over 20 inventories in eight departments to the Oracle Inventory module, which included a 100% validation and standardization of descriptions and other coding for more than 3,500 stock records.
- Increased utilization of online resources with consolidation and redevelopment of the BuyNet application.
- Conducted two reverse auctions using e-commerce technology to drive down prices.
- Received Achievement in Excellence in Procurement award from the American Purchasing Institute and the California Association of Public Purchasing Officials for the second time in recognition of our business processes and technology enhancements.
- Accepted acknowledgement from the San Diego County Disabled Veterans Association for the department's support of providing opportunities for contracts and purchases from the County.
- Developed new business processes inline with Oracle capabilities to ensure a successful implementation of the Procure-to-Pay ERP program.
- Outsourced Central Stores with "Just-In-Time" programs providing considerable cost savings of approximately \$575,000 annually for County departments for paper and food products. Reduction of 3.00 staff years and \$5,197,700 in costs associated with replenishing inventory, facility occupancy, utilities, and fleet maintenance.



Human Resources Modernization

- Provided useful information and recommendations on Oracle Inventory processes in three-day Core Inventory classes, in PACE articles, and in lab sessions with County inventory personnel, in conjunction with the ERP inventory conversion project.
- Continued 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

- Conducted a thorough cleanup and reorganization of the warehouse including retained records storage in preparation for closure of Central Stores and conversion of freed-up space to other County uses.

Fiscal Stability

- Successfully implemented the “Just-In-Time” program to outsource food and paper products resulting in approximately \$575,000 in savings to County departments while providing increased opportunities for outside commercial suppliers to provide additional commodities to the County.
- Outsourced Central Stores freeing up valuable warehouse space and reducing staffing requirements allowing better utilization of these resources with approximate annual savings of \$5,197,700.
- Maximized the Procurement Card Program from U.S. Bank Corp for encouraging use of Procard purchases over traditional means.
- Expanded the use of fixed price contracts thereby freeing up contractor administrative resources for direct services and reducing County fiscal oversight cost.
- Increased the use of department-wide charge allocation thereby reducing administrative cost required to track numerous small tasks.

Continuous Improvement

- Continually analyzed Oracle capabilities to ensure implementation of the Procure-to-Pay and maximize use of E-Procurement capabilities.
- Developed performance measures to assess performance in the delivery of goods and services.
- Conducted analysis of moving office to paperless inventory and implementing best business practices.
- Increased reuse of County items as an aggressive property-recycling program.
- Evaluated resources quarterly to ensure customer’s needs are being met.
- Assured management of the County’s travel program by implementing a streamlined cost savings initiative with the travel agency to provide better response time at lower costs.
- Revised Board policies A-87 and B-39a to make them more responsive and better suited to today’s business climate.

Regional Leadership

- Exerted strong regional influence and leadership in using modern procurement techniques and strategies by encouraging maximum membership, attendance and participation in the California Association of Public Purchasing Officers (CAPPO).

2003-05 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Award all contracts and purchase orders in support of our strategic initiatives on a timely basis to eliminate and gaps in support of the initiatives.



- Ensure that business processes are reviewed to ensure that all critical purchase orders and contracts in support of our strategic initiatives are promptly awarded, and continue to work with critical County departments to perform advance acquisition planning.
- Expand on-line auction capabilities to better serve the citizens of San Diego County and expand the number of items available on-line.
- Implement new business processes in line with Oracle functionality to ensure a successful implementation of Procure-to-Pay Enterprise Resource Program (ERP).
- Increase the utilization of on-line services to better serve the citizens of San Diego County by expanding and enhancing BuyNet capabilities to integrate with the new Oracle system.

Strategic Initiative – Kids

- Analyze reporting capabilities to seek a means to code purchase requirements for high visibility reporting of Strategic Initiative for Kids and monitoring of status, including immediate notification if milestones or required delivery dates are in jeopardy.
- Encourage all Purchasing and Contracting personnel to personally support County or local initiatives and events for kids causes (i.e., March of Dimes), community clean-up projects, neighborhood watch participation, etc., and report their accomplishments for possible use in PACE or the Community Services Group Newsletter. Provide recognition and awards for such participation.
- Assign a senior Purchasing and Contracting Officer to thread with Probation and Mental Health on Juvenile Forensic programs.

Strategic Initiative – The Environment

- Assign a lead Purchasing and Contracting Officer to support environmental service support contracts.

- Schedule a Purchasing and Contracting Officer briefing on the importance of the County’s Multiple Species Conservation Program, County’s Clean Water Plan, and support Air Pollution Control District grant activity.
- Salvage operation business process will continue to stress proper disposal of e-waste such as computer monitors.
- Monitor and eliminate fuel spills and other petroleum spills from consigned auction vehicles.

Strategic Initiative – Safe and Livable Communities

- Provide assistance in the acquisition of a consultant to develop a Countywide disaster mitigation plan.
- Provide ongoing support to existing County outreach and case management programs designed to improve the quality of an individual’s life.

Changes from 2002-03 Adopted

Expenditure

- Expenditures for Purchasing ISF decrease of \$5.7 million due to outsourcing of Central Stores for expenses associated with replenishing inventory, reducing three staff years, and facility and fleet maintenance costs.
- Increase of approximately \$1.0 million for Purchasing ISF due to addition of Oracle ERP support staff and related costs.
- Increase of Blanket Purchase Orders of \$2.0 million because the Fiscal Year 2001-02 budget was underestimated.
- Reduction of Ready Cash Purchase Orders of \$225,000 because of the increased use of Procurement Cards for purchases of \$2,500 or less.

Revenue

- Revenue for Purchasing ISF decrease of \$5.7 million due to outsourcing of Central Stores for expenses associated with replenishing inventory, reducing three staff years, and facility and fleet maintenance costs.



Purchasing and Contracting

- Increase in revenues for Purchasing ISF approximately \$1.0 million due to increased staff and support costs.
- Increase in revenues for Blanket Purchase Orders of \$2,000,000 due to underestimating revenues in Fiscal Year 2002-03 Op Plan.
- Decrease in revenues for Ready Cash Purchase Orders of \$225,000 due to the increased use of Procurement Card purchases less than \$2,500.

Staffing

- Decrease of three staff years due to the outsourcing of Central Stores.
- Increase of three staff years to support purchasing components of Oracle ERP: one ERP Administrator and two ERP Functional Analysts.

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Procurement Card Sales (in millions)	\$25	\$ 29	\$30	\$30
Maintain Customer Service Satisfaction Rating of 4.0 (scale 1-5)	4.0	4.1	4.0	4.0
Central Stores Requisitions Filled from Stock *	90%	91%	N/A	N/A
Purchase Orders issued within 21 days	75%	83%	75%	75%
Property Disposal Sales	\$3 M	\$3 M	\$3.15 M	\$3.25 M
Stabilize Procurement Card Surcharge Rate, if possible	1.0%	1.0%	1.0%	1.2%

*The "Central Stores Requisitions Filled from Stock" Performance Measure is no longer applicable due to the outsourcing of Central Stores.



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Central Stores	7.00	—	0.00
Administration	45.00	52.00	52.00
Total	52.00	52.00	52.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Central Stores	\$ 5,735,967	\$ 432,146	\$ —	\$ —
Purchasing ISF Buyouts	28,000,000	27,867,918	30,000,000	30,000,000
Purchasing RCPO's	800,000	582,097	575,000	575,000
Administration	4,625,429	3,702,467	5,685,418	5,769,230
General Fund Contribution	126,440	63,220	63,220	—
Total	\$ 39,287,836	\$ 32,647,849	\$ 36,323,638	\$ 36,344,230

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 3,881,787	\$ 3,103,824	\$ 4,212,107	\$ 4,465,849
Services & Supplies	35,274,009	31,118,777	32,042,117	31,872,187
Other Charges	5,600	1,363	6,194	6,194
Expenditure Transfer & Reimbursements	—	(1,639,335)	—	—
Operating Transfers Out	126,440	63,220	63,220	—
Total	\$ 39,287,836	\$ 32,647,849	\$ 36,323,638	\$ 36,344,230



Purchasing and Contracting

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Revenue From Use of Money & Property	98,000	60,617	78,210	86,059
Intergovernmental Revenues	—	23,859	—	—
Charges For Current Services	9,817,693	5,702,810	5,070,516	5,205,090
Miscellaneous Revenues	29,119,263	29,215,722	31,048,472	31,053,081
Other Financing Sources	126,440	63,220	63,220	—
General Revenue Allocation	126,440	(2,418,379)	63,220	—
Total	\$ 39,287,836	\$ 32,647,849	\$ 36,323,638	\$ 36,344,230

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 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

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.

2002-03 Accomplishments

Upper San Diego River Improvement Project

Environment

- Identified short-term opportunities to fund low- and moderate-income housing in the Lakeside area as required by State redevelopment law. Four properties were identified but project funding was rescinded at the request of the sponsor.
- Commenced consultant hiring for a longer term housing plan. A consultant has been selected.
- Completed base mapping for Riverway Trail Plan and commenced public involvement process.

Fiscal Stability

- Continued repayment of debt to Flood Control District.

Gillespie Field Redevelopment Project

Fiscal Stability

- La Jolla Investments, Inc. continued their planned expansion, completing 75% of the proposed development by adding 43,000 square feet of aircraft storage spaces on the northeast side of Marshall Avenue.
- Entered into a short-term lease with Toro Ag for last available lot in John Towers Industrial Park.

2003-05 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Facilitate Riverway Trail construction to provide recreational amenity for youth and the community.
- Increase housing opportunities for low-income families.

Strategic Initiative – The Environment

- Facilitate Riverway Trail alignment that respects sensitive river habitats.



Strategic Initiative – Safe and Livable Communities

- Facilitate Riverway Trail alignment to create a new community asset.
- Increase safe and decent housing opportunities for low-income residents.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Initiate process to create a park on Marshall Avenue.

Strategic Initiative – The Environment

- Augment effort to meet or exceed the State of California’s mandates with respect to the Industrial and Municipal Stormwater Permits.

Strategic Initiative – Safe and Livable Communities

- Contribute Tax Increment for low- and moderate-income housing.

Changes from 2002-03 Adopted

Upper San Diego River Improvement Project

Expenditure

- Increase of \$1.4 million is due to funding of debt service, consultant contracts, funding for affordable housing, transfer of funds to Educational Revenue Augmentation Fund, and implementation of Local Rental Subsidy Program.

Revenue

- Increase of \$1.4 million is from fund balance, projected and prior year(s) tax increment revenue.

Gillespie Field Redevelopment Project

Expenditure

- Increase of \$900,000 is due to funding of consultant contracts, funding for affordable housing, transfer of funds to Educational Revenue Augmentation Fund, significant increase in mandatory pass-through payments to schools, and implementation of Local Rental Subsidy Program.

Revenue

- Increase of approximately \$900,000 is from fund balance and projected and prior year(s) tax increment revenue.



Upper San Diego River Improvement Project Area

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Estimated Tax Increment	\$938,852	\$999,965	\$1,029,963	\$1,091,760
Percent of Tax Increment utilized for project Administration	7.5%	7.4%	7%	7%
Project acres managed and maintained	532	532	532	532

Gillespie Field Project Area

Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Estimated Tax Increment	\$1,226,976	\$1,236,686	\$1,286,153	\$1,324,737
Percent of Tax Increment utilized for project Administration	7%	8%	7%	7%
Project acres managed and maintained	746	746	746	746
Contracts Managed	98	114	114	114
Newly Developed Land Leases executed (in net acres)	5	5	5	5



Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Gillespie Field Redevelopment Project Area	\$ 3,513,317	\$ 2,198,846	\$ 4,413,604	\$ 2,710,453
Upper San Diego River Redevelopment Project Area	1,530,816	570,917	2,924,109	2,374,589
Total	\$ 5,044,133	\$ 2,769,764	\$ 7,337,713	\$ 5,085,042

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Services & Supplies	2,806,187	1,133,794	3,469,225	2,390,545
Other Charges	1,736,807	1,188,639	2,757,135	2,043,395
Operating Transfers Out	501,139	447,330	1,111,353	651,102
Total	\$ 5,044,133	\$ 2,769,764	\$ 7,337,713	\$ 5,085,042

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Fund Balance	596,271	596,271	958,221	262,768
Taxes Other Than Current Secured	2,651,479	2,236,651	3,569,625	3,147,567
Revenue From Use of Money & Property	193,041	122,416	79,250	83,250
Miscellaneous Revenues	1,102,203	926,543	1,619,264	940,355
Other Financing Sources	501,139	447,330	1,111,353	651,102
General Revenue Allocation	—	(1,559,447)	—	—
Total	\$ 5,044,133	\$ 2,769,764	\$ 7,337,713	\$ 5,085,042

Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all Federal, State, 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.

2002-03 Accomplishments

Technology

- Developed a strategy, issued a Request for Proposals, and selected a new Direct Record Electronic Voting System to be implemented for the March 2004 Presidential Primary Election.

Regional Leadership

- Successfully conducted the November 5, 2002 Gubernatorial General Election which included consolidated elections for 17 cities, 47 school districts, and 74 special districts.
- Maintained the accuracy and integrity of the voter registration file by identifying and removing or updating over 100,000 voter registration records in accordance with State and Federal law.

Fiscal Stability

- Submitted application for State Proposition 41 monies and obtained an allocation of nearly \$17 million to help fund the acquisition of a new voting system.

Continuous Improvement

- Successfully implemented, for the first time, new federal requirements, in compliance with Section 203 of the Voting Rights Act, by providing voting materials and language assistance to Filipino voters in San Diego County.
- Continued 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; 545 students from 75 high schools participated.

Human Resources

- Supported the continuation of the department's Diversity Committee in its efforts to address employee satisfaction and other issues.
- Supported participation of staff in Countywide diversity efforts.
- Continued to support the Countywide transition to PeopleSoft by encouraging staff training on the various PeopleSoft modules.

2003-05 Objectives

Strategic Initiative – Kids

- Continue to sponsor the Student Poll Worker Program for high school seniors.



- Continue to make polling booths and mock voting materials available for local school programs.
- Continue to support high school voter registration programs for eligible students.
- Ensure poll workers are trained to know children are allowed to accompany parents into the polling booth.

Strategic Initiative – The Environment

- Continue to provide information on Countywide environmental issues to citizens of San Diego County by advertising these issues on filler pages printed in the Sample Ballot Pamphlet mailed to all registered voters for both the March 2004 and November 2004 elections.
- Continue the department’s practice of recycling discarded election supplies.
- Continue to support the County’s energy conservation efforts and implement energy-saving actions when possible.

Strategic Initiative – Safe and Livable Communities

- Maintain practice of protecting confidential information through existing protocol and procedures.
- Maintain practice of referring all complaints of voter fraud or abuse of the voter registration file to the District Attorney for investigation.
- Maintain the accuracy and integrity of the voter file by identifying and removing/updating voter registration records in accordance with State and Federal law.

- Successfully conduct the March 2004 Presidential Primary and November 2004 Presidential General Elections using a new Direct Record Electronic Voting System.

Changes from 2002-03 Adopted

Expenditure

- Salaries & Benefits increased by \$273,000 due to negotiated salary and benefit increases.
- Services and Supplies increased by \$133,000 due to a shared major maintenance project at the Ruffin Road Annex
- A new reserve designation of \$1.2 million is established to provide sustained funding for those election years with few billable participating jurisdictions.

Revenue

- Revenues changed as follows: \$591,500 decrease because fewer billable jurisdictions participate in the Presidential Primary Election compared to the Gubernatorial General Election, and \$600,000 decrease due to the State of California’s suspension of funding for SB90 mandated activities.
- Revenues increased by \$1.2 million in Fund Balance required to fund the reserve designation.

Staffing

- Staffing increased by one position added to assist with Enterprise Resource Planning (ERP) implementation.



Performance Measures	2002-03 Adopted	2002-03 Actual	2003-04 Projected	2004-05 Projected
Registered Voters	1,400,000	1,399,628	1,300,000	1,300,000
Cost per Contest per Registered Voter	.08	.10	.10	.10
Removal and Updates to Voter Rolls	500,000	644,845	500,000	500,000
Overall Customer Satisfaction Rating*	4.6	4.6	4.6	4.6
Number of Fixed Locations to facilitate Voter Registration	395	405	405	405

* Scale of 1-5, with 5 being better.



Registrar of Voters

Staffing by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Registrar of Voters	49.00	50.00	50.00
Total	49.00	50.00	50.00

Budget by Program

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Registrar of Voters	\$ 8,329,643	\$ 6,928,382	\$ 9,506,203	\$ 8,437,116
Total	\$ 8,329,643	\$ 6,928,382	\$ 9,506,203	\$ 8,437,116

Budget by Categories of Expenditures

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Salaries & Employee Benefits	\$ 3,690,990	\$ 3,331,230	\$ 3,963,626	\$ 4,249,762
Services & Supplies	4,155,870	3,593,672	4,288,577	4,150,992
Other Charges	6,000	3,480	4,000	—
Fixed Assets Equipment	45,000	—	50,000	—
Reserve/Designation Increase	—	—	1,200,000	—
Management Reserves	431,783	—	—	36,362
Total	\$ 8,329,643	\$ 6,928,382	\$ 9,506,203	\$ 8,437,116

Budget by Categories of Revenues

	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2002-2003 Adjusted Actuals	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Approved Budget
Reserve/Designation Decreases	\$ —	\$ —	\$ —	\$ 600,000
Fund Balance	876,836	876,836	2,205,835	—
Fines, Forfeitures & Penalties	—	51	—	—
Intergovernmental Revenues	447,500	—	—	—
Charges For Current Services	1,756,000	1,739,923	1,017,000	1,955,000
Miscellaneous Revenues	170,000	166,540	165,000	165,000
General Revenue Allocation	5,079,307	4,145,032	6,118,368	5,717,116
Total	\$ 8,329,643	\$ 6,928,382	\$ 9,506,203	\$ 8,437,116