County of San Diego

Community Services Group

Community Services Group Summary & Executive Office

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the former San Diego County Redevelopment Agency and Successor Agency. The six departments are:

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

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries and 2 mobile libraries with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

Mission Statement

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

2012-13 Accomplishments

The departments of the Community Services Group collectively support all Strategic Initiatives and Required Disciplines for Excellence. Their program results are detailed in subsequent sections. Accomplishments include:

- Selection of the County Library as the 2012 Library of the Year by the Library Journal.
- Opened the new Lincoln Acres Library, community room, and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.

- Increased the number of permanent vote-by-mail voters by 15.6% for a total of 798,020 voters.
- Completed the addition of Chinese language to voting and election materials.
- Improved County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Ensured that more than 70% of the dogs and cats in County animal shelters were reunited with their owner or adopted into a new home.
- Developed new communication channels to release timely housing-related information to the public in emergencies as well as information about ongoing housing and community development opportunities.
- Enabled electronic responses to County procurement efforts through enhancements to BuyNet, the County's e-procurement website.
- Conducted the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.

2013-15 Objectives

Community Services Group activities over the next two years continue the departments' support of the County's Strategic Initiatives, dedication to internal and external customer service, and maintaining a culture of accountability and transparency in the use of public resources. Objectives include:

Strategic Initiative – Healthy Families

- Support regional efforts with a variety of programs and outreach to reduce homelessness among families and veterans and increase self-sufficiency.

Strategic Initiative – Sustainable Environments

- Celebrate 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.

Required Discipline for Excellence – Essential Infrastructure

- Plan and design facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, and a new office for the Assessor/Recorder/County Clerk in El Cajon.

- Construct the new Registrar of Voters (ROV) building on the County Operations Center Campus, relocation of ROV operations and equipment in time to conduct the 2014 election cycle, and sale of the County Operations Center Annex, the current location of the ROV.

- Maintain County facilities by performing preventive maintenance on buildings and systems according to schedule.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

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

Related Links

For additional information about the Community Services Group, refer to the website at www.sdcounty.ca.gov/community.

Executive Office Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $0.8 million

- Services and Supplies — net increase of $1.2 million due to one-time projects in the Department of General Services: $0.9 million for water and energy-efficiency projects in County facilities and $0.5 million for an infrastructure condition assessment of County parks offset by a decrease in a prior year one-time project of $0.2 million.

- Operating Transfers Out — net decrease of $0.5 million due to a decrease in prior year one-time projects of $0.7 million offset by an increase of $0.2 million for a one-time information technology project to improve building information data management in the Department of General Services.

- Management Reserves — no net increase. Management Reserves are budgeted as a contingency for unplanned operational and other unanticipated needs in departments.

Revenues

Increase of $0.8 million.

- Use of Fund Balance — increase of $0.8 million for a total budget of $4.9 million to fund one-time projects and provide management reserves for operating contingencies: $3.3 million for management reserves, $0.9 million for water and energy-efficiency projects in County facilities, $0.5 million for an infrastructure condition assessment of County parks, and $0.2 million for an information technology project to improve building information data management.

- General Purpose Revenue Allocation — No significant change.

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

Net decrease of $1.5 million due primarily to a decrease of $1.3 million in Services and Supplies and a decrease in Operating Transfers Out of $0.2 million due to the anticipated completion of prior year one-time projects.

Group Staffing by Department

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Animal Services		123.00			123.00	123.00
County Library		270.00			270.00	270.00
General Services		336.00			338.00	338.00
Housing & Community Development		102.00			102.00	102.00
Purchasing and Contracting		56.00			56.00	56.00
Registrar of Voters		64.00			64.00	64.00
Total		959.00			961.00	961.00

Group Expenditures by Department

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Community Services Executive Office	$ 2,189,619	$ 6,725,231	$ 8,624,133	$ 2,166,881	$ 7,540,254	$ 6,036,567
Animal Services	14,995,250	15,822,397	16,243,010	15,168,207	15,736,716	15,858,001
County Library	32,781,801	33,415,948	34,210,170	32,044,169	35,983,321	35,160,604
General Services	147,747,270	174,595,980	192,667,204	140,223,672	181,778,246	181,232,902
Housing & Community Development	19,591,563	24,456,940	33,051,718	17,771,976	23,366,257	23,485,522
Purchasing and Contracting	12,015,281	20,015,588	13,596,497	12,078,708	9,724,851	9,537,758
County of San Diego Redevelopment Agency	11,576,806	—	—	—	—	—
County Successor Agency	17,175,154	9,410,160	11,754,955	8,572,693	8,164,212	8,137,700
Registrar of Voters	15,651,238	21,094,756	21,855,148	18,659,098	18,613,081	17,334,028
Total	$ 273,723,982	$ 305,537,000	$ 332,002,834	$ 246,685,404	$ 300,906,938	$ 296,783,082

Executive Office Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Total		8.00			8.00	8.00

Executive Office Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Community Services Executive Office	$ 2,189,619	$ 6,725,231	$ 8,624,133	$ 2,166,881	$ 7,540,254	$ 6,036,567
Total	$ 2,189,619	$ 6,725,231	$ 8,624,133	$ 2,166,881	$ 7,540,254	$ 6,036,567

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 1,212,739	$ 1,343,130	$ 1,343,130	$ 1,193,588	$ 1,360,753	$ 1,381,393
Services & Supplies	975,636	1,482,101	3,025,818	704,964	2,729,501	1,405,174
Operating Transfers Out	1,244	650,000	1,005,185	268,329	200,000	—
Management Reserves	—	3,250,000	3,250,000	—	3,250,000	3,250,000
Total	$ 2,189,619	$ 6,725,231	$ 8,624,133	$ 2,166,881	$ 7,540,254	$ 6,036,567

Executive Office Budget by Categories of Revenues

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Intergovernmental Revenues	$ —	$ —	$ —	$ 8,837	$ —	$ —
Charges For Current Services	1,043,002	791,836	791,836	1,079,496	791,836	791,836
Miscellaneous Revenues	348,162	—	—	—	—	—
Use of Fund Balance	(1,136,024)	4,050,000	5,948,902	(804,847)	4,850,000	3,250,000
General Purpose Revenue Allocation	1,934,479	1,883,395	1,883,395	1,883,395	1,898,418	1,994,731
Total	$ 2,189,619	$ 6,725,231	$ 8,624,133	$ 2,166,881	$ 7,540,254	$ 6,036,567

Animal Services

Department Description

The Department of Animal Services (DAS) protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned or lost pets each year. More than 26,000 animals enter DAS' three shelters annually. DAS provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.

Mission Statement

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

2012-13 Accomplishments

Strategic Initiative – Safe Communities

- Euthanized 0% of healthy, friendly animals by reuniting animals with their owner or through adoption.
- Promoted child safety and injury prevention by conducting 60 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations. The goal of 80 presentations was not met due to a lack of schools and other organizations signing up for these presentations.
- Responded to 88% of 28,319 patrol calls on time. Due to staffing shortages, DAS was unable to ensure at least 94.4% of patrol responses were on time according to DAS protocols for responding to various levels of priority calls.
- Conducted nine classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system, exceeding the goal of eight classes.
- Informed and educated county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
  - □ Participated in four Community Emergency Response Team (CERT) meetings.
  - □ Conducted 10 presentations to community groups.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in joint facility tours and educa-

tion programs with the San Diego Humane Society. Co-hosted 10 classroom or youth group visits to the Campus for Animal Care. This is two less than the goal of 12 visits per year due to a lack of schools and other youth groups signing up for these educational tours. These educational endeavors helped ensure that both animals and people were protected from neglect and abuse, promoting safe communities.

Strategic Initiative – Healthy Families

- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read through support of the Read to Feed Sheltered Animals effort. Students read 3,900 hours toward the goal of 5,000 hours. For their efforts, Hill's Science Diet pet foods contributed one pound of dog food for every hour read by youth and adults up to 5,000 pounds.
- Assisted young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth (WAY), the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs (ROP) from various schools in the county. DAS provided job training opportunities for 2 WAY students, 11 Mesa College students, 5 PIMA Medical Institute students, and 4 ROP students, exceeding the goal of providing job training opportunities to one participant in each program per year.

Required Discipline for Excellence – Customer Satisfaction

- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable;

achieved a customer satisfaction rating of 4.67, below the target of 4.72 (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence – Regional Leadership

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

- Submitted three articles to trade journals or community publications to highlight DAS services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.

- Provided 17 dog bite prevention presentations for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service). This is less than the goal of 24 dog bite presentations since some of the previous departments and companies did not request repeat presentations this year.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

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

Required Discipline for Excellence – Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focused on the following key objectives:
  - Ensured at least 72.4% of 21,793 sheltered dogs and cats were reunited with their owner or adopted into a new home, exceeding the goal of 71.4%.
  - Of animals that were euthanized, 28% were treatable. DAS provided medical care to as many treatable animals as possible and made every effort to place these animals with rescue partners and adopters. However, due to an increased volume of animals with pre-existing medical conditions that were surrendered or abandoned by their owners, DAS did not meet the goal of ensuring no more than 12.9% of treatable animals were euthanized.
  - While DAS reduced the dependency on veterinary clinics, it did not meet the goal of increasing the number of in-house sterilization surgeries by 500

over the previous year to 3,400, primarily due to surgical staff shortages. Instead, DAS completed 2,499 in-house surgeries. DAS did increase the use of mobile spay/neuter services to reduce or eliminate wait times for adopters to take possession of their new pet.

- Developed and implemented one business process reengineering improvement that reduced costs or enhanced customer service, productivity or revenue. DAS improved its kennel inventory process by implementing a new system that greatly reduced the amount of time needed for daily inventory of animals, improving efficiency and increasing productivity. A second project was not undertaken due to a lack of staff resources.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.

- Promote child safety and injury prevention by conducting a minimum of 80 animal safety and dog bite prevention presentations to area schools and other organizations that encounter dogs during normal operations.

- Respond to 94.4% of patrol calls on time according to DAS protocols for responding to various levels of priority calls.

- Conduct eight classes for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.

- Inform and educate county residents on emergency preparedness for their pets and themselves to help ensure they are protected in case of an emergency.
  - Participate in four Community Emergency Response Team (CERT) meetings per year.
  - Conduct 10 presentations to community groups.

- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters. These educational endeavors will help ensure that both animals and people are protected from neglect and abuse, promoting safe communities.

- In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.

Strategic Initiative – Healthy Families

- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read through supporting animals.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through providing job training for at least one participant each in the County's Workforce Academy for Youth, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and ROP programs from various schools in the county.

Required Discipline for Excellence – Customer Satisfaction

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

Required Discipline for Excellence – Regional Leadership

- Make eight presentations per year to community or industry groups describing DAS services, disaster preparedness, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight DAS services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.

- Provide at least 24 dog bite prevention presentations per year for County departments and local area companies to promote the safety of employees who may encounter dogs in the scope of their duties (e.g., SDG&E and the U.S. Postal Service).

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

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

Required Discipline for Excellence – Continuous Improvement and Innovation

- DAS strives to continuously improve the plight and welfare of the animals in its care through best practices, innovation and creative strategies. To fulfill its mission and provide maximum service and value to the community, DAS focuses on the following key objectives:
  - Ensure at least 71.4% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
  - Ensure no more than 12.9% of treatable animals are euthanized by providing medical care when resources allow and placing animals with rescue partners or adopters.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue by June 30, 2015.

Related Links

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

■ ■ ▪ Animal Services

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Actuals	2013-14 Adopted	2014-15 Approved
Sheltered dogs and cats either adopted or reunited with owners	69.7% of 23,267	71.4%	72.4% of 21,793	71.4.%	71.4%
On-time patrol response[1]	86% of 28,503 calls	94.4%	88% of 28,319 calls	94.4%	94.4%
Adoptable shelter animals euthanized[2]	0%	0%	0%	0%	0%
Euthanized animals that were treatable	25.3%[3]	12.9%	28%[3]	12.9%	12.9%
Customer Satisfaction Rating[4]	4.67	4.72	4.67	4.72	4.72

Table Notes

[1]Patrol time response standards, varying by urgency of call, are established by contract with client cities. In Fiscal Year 2012-13, DAS was unable to ensure at least 94.4% of patrol responses were on time according to department protocols for responding to various levels of priority calls due to staffing shortages.

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

[3]This goal was not met because the number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to diagnose medical issues and treat sheltered animals. Cats with medical conditions are particularly problematic due to their large numbers and lack of adoption or rescue options.

[4]Scale of 1 to 5, with 5 being "excellent."

Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Decrease of $0.1 million.

- Services and Supplies — decrease of $0.2 million due to the completion of special projects.
- Capital Assets Equipment — decrease of $0.2 million due to the completion of one-time fixed asset purchases.
- Salaries and Benefits — increase of $0.3 million primarily due to previously negotiated labor agreements and increased County retirement costs.

Revenues

Decrease of $0.1 million.

- Charges for Current Services — increase of $0.3 million for the contract cities' proportional share of the DAS operational budget.
- Use of Fund Balance — decrease of $0.5 million for completion of one-time projects and fixed asset purchases for a total budget of $0.1 million for major maintenance.
- General Purpose Revenue Allocation — increase of $0.2 million due to increased County retirement contributions.

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

Net increase of $0.1 million. An increase in Salaries and Benefits of $0.2 million due to increased County retirement contributions offset by a $0.1 million decrease in Services and Supplies due to a decrease in major maintenance.

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Animal Services		123.00			123.00	123.00
Total		123.00			123.00	123.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Animal Services	$ 14,995,250	$ 15,822,397	$ 16,243,010	$ 15,168,207	$ 15,736,716	$ 15,858,001
Total	$ 14,995,250	$ 15,822,397	$ 16,243,010	$ 15,168,207	$ 15,736,716	$ 15,858,001

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 10,387,970	$ 10,553,035	$ 10,553,035	$ 10,382,485	$ 10,813,413	$ 11,042,248
Services & Supplies	4,546,172	5,099,362	5,519,086	4,767,566	4,923,303	4,815,753
Capital Assets Equipment	61,108	170,000	170,889	18,157	—	—
Total	$ 14,995,250	$ 15,822,397	$ 16,243,010	$ 15,168,207	$ 15,736,716	$ 15,858,001

Budget by Categories of Revenues

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Licenses Permits & Franchises	$ 2,161,865	$ 2,170,204	$ 2,170,204	$ 2,115,247	$ 2,107,867	$ 2,107,867
Fines, Forfeitures & Penalties	2,006	3,000	3,000	1,771	3,000	3,000
Revenue From Use of Money & Property	87,753	66,061	66,061	84,415	66,061	66,061
Charges For Current Services	9,678,445	10,164,661	10,164,661	10,098,684	10,493,609	10,613,774
Miscellaneous Revenues	65,309	46,000	46,000	53,020	46,000	46,000
Use of Fund Balance	329,872	602,471	1,023,084	45,070	91,000	—
General Purpose Revenue Allocation	2,670,000	2,770,000	2,770,000	2,770,000	2,929,179	3,021,299
Total	$ 14,995,250	$ 15,822,397	$ 16,243,010	$ 15,168,207	$ 15,736,716	$ 15,858,001

County Library

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries and 2 mobile libraries. Library services include providing information in print, non-print and online formats for lifelong learning; promoting reading and literacy skills; instruction and access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To inform, educate, inspire, and entertain.

2012-13 Accomplishments

Strategic Initiative – Safe Communities

- Exceeded current levels of services by presenting an average of 300 after-school programs per month, providing students and families a safe place for the pursuit of education and constructive civic engagement.

Strategic Initiative – Sustainable Environments

- Named 2012 "Library of the Year" by Library Journal magazine and Gale, an educational publishing company, for "profoundly demonstrating service to community" by automating services, increasing circulation and the number of programs offered, despite the recession. The award is given each year to the top public library in the nation.
- Opened a new Lemon Grove Library. SDCL reached an agreement with the Lemon Grove School District (District) to continue providing public library services to City of Lemon Grove residents at a shared-use library at the Lemon Grove Middle School. SDCL assists the District in operating and managing the Lemon Grove Library.
- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.

- Ensured that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - The planned annual average circulation per item was not met due to cumulative effect of four years of diminished materials collection funding. The fewer items to select from, the lower the circulation rate because customers' demands are not met.
  - Exceeded the goal of participation in adult programs that promote lifelong learning and civic engagement by 101%, serving 132,800 participants.
  - For calendar year 2013, SDCL hosted 11 events celebrating the County Library's centennial, "100 Years of Stories," including collecting customer stories in branch and online at www.sdcl.org/centennial that note how library services change lives.
  - Launched "Seed Library" program at El Cajon Branch Library in November 2012, allowing 30 local gardeners to swap saved and unused seeds. The effort is in partnership with the Hawaii-based organization Eating In Public (www.nomoola.com), which provides a starter kit for host locations.

Strategic Initiative – Healthy Families

- Supported County of San Diego's *Live Well San Diego* Building Better Health initiative by presenting 220 healthy lifestyle programs per month, exceeding the goal of offering more than 120 programs and past levels of service by 100 programs for all ages per month.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Completed three library remodels, exceeding the goal of two remodels, to redesign circulation, programming, information services, and support services performed

in the branches and headquarters to increase efficiency, allowing SDCL to meet ongoing demands for services with staffing that has been significantly reduced due to resource constraints.

Required Discipline for Excellence – Customer Satisfaction

- Ensured customers were provided with superior services by being responsive to the needs of the community, reflecting SDCL's commitment to excellence offered by professional, courteous, attentive, and knowledgeable staff. Achieved an average customer satisfaction rating of 4.50 (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline for Excellence – Information Services

- Completed the radio frequency-enabled loss prevention security gates pilot project to deter theft of library materials at the Vista and El Cajon branch libraries.
- Placed 48 Google Chromebooks (wireless, ultralight laptops) into service for public use at eight branches including Borrego Springs, Casa de Oro, El Cajon, La Mesa, Rancho San Diego, San Marcos, Santee and Spring Valley.

2013-15 Objectives

Strategic Initiative – Safe Communities

- Maintain the current levels of services by offering an average of 200 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Implement a pilot mentorship program for at-risk teen boys at two library branches incorporating technology and reading, and sustain a participation rate of 20% out of 24 participants.

Strategic Initiative – Sustainable Environments

- Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Maintain the planned schedule of library operations.
  - Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.

- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Meet the planned annual average circulation per item.
  - Maintain participation in adult programs that promote lifelong learning and civic engagement by serving 100,000 participants.
  - For calendar year 2013, host events celebrating the County Library's centennial, "100 Years of Stories," including collecting customer stories in branch and online at www.sdcl.org/centennial that note how library services change lives.

Strategic Initiative – Healthy Families

- Support the County of San Diego's *Live Well San Diego* Building Better Health initiative by offering more than 140 healthy lifestyle programs for all ages every month.

Required Discipline for Excellence – Customer Satisfaction

- Ensure customers are provided with superior services by being responsive to the needs of the community, reflecting SDCL's commitment to excellence offered by professional, courteous, attentive, and knowledgeable staff. Achieve an average customer satisfaction rating of 4.70 or higher (on a scale of 1 to 5, with 5 being "Excellent.")
- Ensure customers are provided with quality programs that are current, relevant, and engaging. Achieve an average customer satisfaction rating of 4.75 or higher (on a scale of 1 to 5, with 5 being "Excellent") for SDCL programs.

Required Discipline for Excellence – Information Services

- Complete the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post implementation assessment and review at 6 months; install another 24/7 Library-To-Go kiosk in Bonsall; examine the viability and feasibility of rolling out these devices to other potential locations.
- Plan and install, as needed, radio frequency-enabled loss prevention security gates to deter theft of library materials.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Actuals	2013-14 Adopted	2014-15 Approved
Library hours open[1]	89,569	89,200	89,636	89,750	89,800
Annual average circulation per item[2]	7.98	8.00	7.52	7.50	7.50
Annual SDCL Virtual Branch Visitors[3]	N/A	14,000,000	22,586,926	16,000,000	16,000,000
SDCL virtual library resource sharing and services per capita[4]	1.73	1.77	1.30	1.50	1.50
Average customer satisfaction rating[5]	4.46	4.70	4.50	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[6]	4.82	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library[7]	5,920,891	5,750,000	5,678,239	5,750,000	5,750,000

Table Notes

[1]Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2012-13 Actual number of hours open is higher than the Fiscal Year 2012-13 Adopted level due to no occurrences of unanticipated circumstances to decrease branch operating hours. The Fiscal Year 2012-13 Adopted level was underestimated. The Fiscal Year 2013-14 Adopted and 2014-15 Approved levels reflect more accurate figures. The library hours vary each fiscal year due to the holiday schedule.

[2]Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection. The Fiscal Year 2012-13 Actual circulation is lower than the Fiscal Year 2012-13 Adopted level due to a lower volume of foot traffic than anticipated at the library branches.

[3]The number of visitors is reflected by the following "doors" that customers to the Virtual Branch may enter on the SDCL website: Kids Corner, Teen Lounge, Encore Catalog, Book Letters reading suggestion sites, SDCL website, Classic Catalog, or Hot.Right.Now. Fiscal Year 2012-13 was the first year SDCL calculated this statistic with the noted data. As such, the Fiscal Year 2012-13 Actual number of visitors will be the new baseline for this measure.

[4]Measures the use of premium databases, e-Books, audiobook downloads, interlibrary (resource) sharing and online services (i.e., JobNow, HelpNow) by library customers, and represents the penetration of virtual library services and resource sharing in the community. Usage of virtual library and resource sharing services may be considered comparable to, but will be less than, annual average circulation per item, as customers must use and be comfortable with technology to access virtual library and resource sharing services. The Fiscal Year 2012-13 Actual level is lower than the Fiscal Year 2012-13 Adopted level due to allocating more of the books and library materials budget to printed books, resulting in reduced availability of databases that provided a wide range of resourceful information to library customers.

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

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

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

Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Increase of $2.6 million

- Salaries and Benefits — increase of $0.3 million due to an increase in County retirement contributions, flex credit, and worker's compensation costs.
- Services and Supplies — increase of $2.0 million primarily due to an increase in books and library materials ($1.0 million), allocated central support costs ($0.1 million), Department of General Services Internal Service Fund costs ($0.1 million), and major maintenance improvement projects at San Marcos, Vista, Rancho Santa Fe, Borrego Springs, Fallbrook, and Valley Center library branches ($0.8 million).
- Capital Assets Equipment — increase of $0.3 million due to an automated materials project and the installation of a 24/7 Library-To-Go kiosk.
- Management Reserves — budgeted for operating contingencies and pending labor negotiations.

Revenues

Net increase of $2.6 million

- Taxes Current Property — increase of $0.3 million in the current secured property tax projections.

- Intergovernmental Revenues — increase of $0.5 million in Redevelopment Agency Tax Increment projections.
- Charges For Current Services — decrease of $0.2 million in library services revenue projections.
- Other Financing Sources – increase of $0.9 million in General Fund contributions for major maintenance improvement projects and a 24/7 Library-To-Go kiosk.
- Use of Fund Balance — increase of $0.9 million. Total budget of $2.9 million will be used to fund management reserves of $1.0 million, major maintenance of $0.2 million, $0.2 million to provide a match for public donations for library materials, $0.1 million for an automated materials handler (book sorter), $1.0 million for additional books and library materials for library branches, and $0.4 million for holding position vacancies for new libraries at Alpine and Imperial Beach.

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

A net decrease of $0.8 million in total expenditures. An increase of $0.4 million in Salaries and Benefits is primarily due to previously negotiated salary increases and an increase in County retirement contributions is offset by a decrease of $1.2 million in Services and Supplies and Capital Asset Equipment due to eliminating one-time costs of an automated materials project, a 24/7 Library-To-Go kiosk, and major maintenance projects.

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Library Operations and Administration		19.75			19.75	19.75
Library Professional & Technical Support Service		38.25			38.25	38.25
Library Branch Operations		212.00			212.00	212.00
Total		270.00			270.00	270.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Library Operations and Administration	$ 3,606,038	$ 5,115,919	$ 4,754,778	$ 3,294,299	$ 5,222,998	$ 5,268,721
Library Professional & Technical Support Service	6,431,437	6,660,932	8,046,930	7,031,845	8,636,764	7,565,844
Library Branch Operations	22,744,326	21,639,097	21,408,462	21,718,026	22,123,559	22,326,039
Total	$ 32,781,801	$ 33,415,948	$ 34,210,170	$ 32,044,169	$ 35,983,321	$ 35,160,604

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 20,728,518	$ 21,229,306	$ 20,166,428	$ 19,939,013	$ 21,535,406	$ 21,975,675
Services & Supplies	11,528,202	11,141,642	12,855,079	12,005,059	13,134,979	12,184,929
Capital Assets Equipment	521,371	45,000	152,373	98,291	312,936	—
Operating Transfers Out	3,710	—	36,290	1,806	—	—
Management Reserves	—	1,000,000	1,000,000	—	1,000,000	1,000,000
Total	$ 32,781,801	$ 33,415,948	$ 34,210,170	$ 32,044,169	$ 35,983,321	$ 35,160,604

County Library

Budget by Categories of Revenues						
	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Taxes Current Property	$ 27,461,840	$ 27,909,997	$ 27,909,997	$ 27,835,799	$ 28,192,523	$ 28,266,122
Taxes Other Than Current Secured	233,437	375,000	375,000	276,123	421,461	421,461
Revenue From Use of Money & Property	41,992	105,000	105,000	31,979	105,000	105,000
Intergovernmental Revenues	1,893,373	1,212,569	1,255,365	4,545,821	1,737,951	1,737,951
Charges For Current Services	885,679	1,288,112	1,288,112	868,751	1,138,112	1,138,112
Miscellaneous Revenues	688,746	553,821	553,821	482,613	553,821	553,821
Other Financing Sources	4,764	—	170,373	170,373	935,000	—
Use of Fund Balance	1,571,970	1,971,449	2,552,502	(2,167,290)	2,899,453	2,938,137
Total	$ 32,781,801	$ 33,415,948	$ 34,210,170	$ 32,044,169	$ 35,983,321	$ 35,160,604

General Services

Department Description

The Department of General Services (DGS) is primarily an internal service department within the County of San Diego. The DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services include management of more than 425 real estate leases; management of major maintenance and capital improvement projects exceeding $100 million annually; facility maintenance, security and mail management services totaling $50.5 million; and acquisition, maintenance and refueling of more than 3,900 fleet vehicles. The DGS is also a committed leader in sustainability and has been recognized for its efforts in conserving energy resources while promoting expansion of renewable sources of energy in the County.

Mission Statement

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

2012-13 Accomplishments

Strategic Initiative – Sustainable Environments

- Improved County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
  - Reduced total electricity usage at County facilities by 1% (13.94 to 13.82 kWh/SF) over prior fiscal year usage based on a kWh per square foot metric. DGS achieved a 1% reduction in electricity usage, lower than its anticipated target, because the methodology used to calculate the measure was revised mid-year to more accurately reflect the reduction in usage for all County facilities including high-usage facilities such as detention facilities.
  - Reduced vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older, higher-emission vehicles.
  - Prepared greenhouse gas inventories of County operations for calendar years 2011 and 2012 and achieved 14.6% reduction (172,559 to 147,364 metric tons) in total greenhouse gas emissions in 2012 compared to the prior calendar year. The inventory for calendar year 2013 was not completed because the data was not available at the time of publication.
  - Began development of the Green Fleet Action Plan which will identify opportunities and establish a strategy to reduce the County's greenhouse gas emissions. Data collection and analysis took longer than expected as this is the first plan of its type in the region. The plan will be completed by December 2013.

Strategic Initiative – Safe Communities

- Supported client departments in their public safety efforts.
  - Maintained availability of County-supported fire apparatus at 95%.
  - Ensured maximum availability of law enforcement patrol vehicles at 95%.

Required Discipline for Excellence – Essential Infrastructure

- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% of all 1,054 emergency requests within 4 hours of notification.
- Completed 100% (25,200) of targeted preventive maintenance actions to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems, exceeding the goal of 96% completion.

- Received the 2012 California Counties Facilities Services Association Award of Excellence in recognition of exceptional dedication to Facility Management Program excellence, as well as the 2013 City of San Diego Director's Recycling Award.
- Completed 100% of 140 active real estate lease acquisition inspections to ensure operational efficiency for County departments. The reduction in leases from 143 to 140 was primarily due to County departments moving from leased to owned facilities with the completion of the County Operations Center.
- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - □ Completed construction and fully occupied the Phase 1B office buildings and Conference Center at the County Operations Center (COC).
  - □ Completed construction of the Lincoln Acres Library and Community Room project which provided for the expansion of the library, community room, park play area and offices for the Lower Sweetwater Fire Protection District and Sheriff Department.
  - □ Began construction of the new Rancho San Diego Sheriff's Station with completion by fall 2013.
  - □ Began construction of the new San Diego County Women's Detention and Reentry Facility and on schedule to complete occupancy of Phase 1 of the project by summer 2014, with completion of the detention facility construction anticipated January 2016, subject to State funding.
  - □ Awarded design-build contract for construction of the new Cedar and Kettner parking structure development with completion by spring 2015.
  - □ Began construction of the County Administration Center Waterfront Park with completion by spring 2014.
  - □ Completed relocation of 41 business tenants from property adjacent to the COC in order to relocate the Registrar of Voters (ROV) by December 2013.
  - □ Began construction of the new ROV building at the COC for completion in December 2013.
  - □ Awarded a design-build contract for the new East Mesa Reentry Facility, with completion scheduled for spring 2014.
  - □ Awarded a design-build contract for construction of the new Pine Valley Sheriff Substation replacing an undersized leased facility.
  - □ On track to complete the sale of the County

Operations Center Annex property by January 2014.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Completed 96% (7,604 of 7,920) of vehicle and mobile equipment preventive maintenance actions to maximize the operational effectiveness of County vehicles.
- Implemented a new service, fleet mobile maintenance, to reduce costs and increase operational efficiency within County departments.

Required Discipline for Excellence – Fiscal Stability

- Maximized postage discounts by bar coding 97% (487,420 of 502,495) of all standard business letters, exceeding the goal of 95%.
- Matched the average market rental rate for Class B office space. However, the DGS did not meet the goal of reducing the cost of space for County operations to 95% or lower than the average market rental rate due to the consolidation of more than 300,000 square feet of space from long-term, below-average market rate leases to new COC facilities.
- Maintained and monitored the timely collection of rent revenue ensuring that 97% (237 of 245) of all DGS leases were less than 30 days delinquent.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- Improve County operations through sustainability efforts such as energy conservation, alternative energy generation systems, green building design and recycling.
  - □ Reduce total electricity usage at County facilities each year by 2% over prior fiscal year usage based on a kWh per square foot metric.
  - □ Reduce vehicle emissions by 3% of 4,371 metric tons (2011 baseline) for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements, by replacing or retrofitting older higher-emission vehicles.
  - □ Prepare greenhouse gas inventories of County operations for calendar years 2013 and 2014. Achieve a 1% reduction in total greenhouse gas emissions each year compared to the prior calendar year.
  - □ Implement Green Fleet Action Plan recommendations to reduce the County's vehicle

Strategic Initiative – Safe Communities

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

Required Discipline for Excellence – Essential Infrastructure

- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% of all emergency requests within 4 hours of notification.
- Complete 96% of targeted preventive maintenance activities to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
- Complete the sale of COC Annex property by January 2014.
- Complete 100% of lease inspections on all County asset leases, excluding regional communication system radio sites, to ensure the maximum life of the asset is maintained.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Complete occupancy of Phase 1 of the new San Diego County Women's Detention and Reentry Facility project by summer 2014, with construction of the facility anticipated to be completed by January 2016, subject to State funding.
  - Complete construction of the East Mesa Re-Entry and Rehabilitation Facility, and related support facilities in spring 2014.
  - Complete Phase 1 of the County Administration Center Waterfront Park in fall 2013 and Phase 2 in spring 2014.
  - Complete construction of the Rancho San Diego Sheriff Station in fall 2013.
  - Complete COC emergency generation consolidation in November 2013.
  - Coordinate with the Administrative Office of the Courts to begin construction of the new Downtown Courthouse, and Courthouse/Hall of Justice Bridge

by winter 2014 and completion in 2016. With the Sheriff and the San Diego Superior Court, develop alternate approaches to transportation for inmate arraignment and non-jury hearings by 2016, to address the State's decision not to build a Prisoner Transfer Tunnel.
  - By fall 2014, prepare a proposal for review by the Facilities Planning Board for the interim and permanent relocation of the justice system support departments that are not included in the new State Courthouse and will be displaced by demolition of the old courthouse or are in leased space. The plan will assist in strategically placing these departments around the new State Courthouse once construction is completed.
  - Complete the new design-build Pine Valley Sheriff Station project by spring 2014.
  - Award a design-build contract for the new Boulevard Fire Station for completion by winter 2014-15.
  - Award a design-build contract for the replacement of the Assessor/Recorder/County Clerk's El Cajon office for completion in 2015.
  - Coordinate with key departments to prepare long-term facility effectiveness assessments and master plans to be used as tools in the development of the Capital Improvement Needs Assessment and Major Maintenance Improvement Plan.
  - Award a design-build contract for the construction of a new 13,500 square feet Alpine library to replace the existing 3,018 square feet facility, for completion in mid-2015.
  - Award a design-build contract for the construction of a new 14,000 square feet Imperial Beach branch library to replace the existing 5,100 square feet facility, with connectivity and potential improvements to the existing adjacent community center, for completion in 2015.
  - Initiate the next three-year cycle of facility condition assessments, including an assessment survey of parks infrastructure, to refresh the maintenance and renewal recommendations to the capital and major maintenance planning programs.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Complete 96% of vehicle and mobile equipment preventative maintenance actions to maximize the operational effectiveness of County vehicles.

◼ ◼ ◼ General Services

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

■ Monitor leases on County-owned property ensuring that rents are paid within 30 days of due date for 97% of the leases.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Actuals	2013-14 Adopted	2014-15 Approved
Major Maintenance Improvement Plan and capital projects completed within estimated budget	95% of 140	93% of 140	97% of 141	93% of 150	93% of 150
Electricity consumption decrease per square foot[1]	3.5% of 21.47 kWh/SF	2% of 20.72 kWh/SF	1% of 13.94 kWh/SF	2% of 13.82 kWh/SF	2% of 13.54 kWh/SF
County operations greenhouse gas emissions reduction[2]	N/A	1% of 208,223 Metric Tons CO_2e	14.6% of 172,559 Metric Tons CO_2e	1% of 147,364 Metric Tons CO_2e	1% of 145,890 Metric Tons CO_2e
Law enforcement patrol vehicles available	95% of 470	95% of 495	95% of 495	95% of 495	95% of 495
Fire services program apparatus available	95% of 38	95% of 45	95% of 45	95% of 53	95% of 65
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 2,130	100% of 2,500	100% of 1,054	100% of 1,175	100% of 1,175
Monthly facilities' preventive maintenance actions completed	100% of 2,000	96% of 2,100	100% of 2,100	96% of 2,300	96% of 2,300
Applicable monthly mail bar coded/total pieces of mail	95% of 496,300	95% of 496,300	97% of 502,495	95% of 500,000	95% of 500,000
County office space lease rate as a percentage of San Diego area Class B office rental rate[3]	95.65% ($1.98 of $2.07)	95% ($1.98 of $2.08)	100% ($2.01 of $2.01)	N/A	N/A
Leases managed less than 30 days delinquent[4]	N/A	N/A	97% 237 of 245	97% 240 of 248	97% 240 of 248

Table Notes

[1]Beginning with the Fiscal Year 2012-13 Actuals, the kWh/SF metric has been revised to include the square footage of all facilities including high-usage electricity facilities such as detention facilities. Due to the electricity demands by these high-usage facilities, DGS was unable to achieve its anticipated target of 2% reduction in electricity usage. DGS plans to target some of these high-usage facilities to achieve optimal facility operations and reduce electricity consumption.

²New metric effective Fiscal Year 2012-13 is based on the Climate Action Plan approved by the Board of Supervisors in June 2012 and its identified goal of 1% reduction of greenhouse gas emissions of County operations based on 2011 inventory. Due to industry standards, the greenhouse gas inventories are prepared to cover calendar year activity only. A third party contractor has reviewed the data and approved the 2011 and 2012 greenhouse gas emissions inventory report. Based on this reporting, the department achieved a higher reduction in greenhouse gas emissions than previously anticipated.

³In Fiscal Year 2011-12, below-market County leases and continued lower-market rental rates throughout the San Diego region caused the percentage to drop slightly to 95.65% ($1.98 per sq. ft. versus $2.07 per sq. ft.). In Fiscal Year 2012-13, the department was able to reach the average market rental rate for Class B office space, but was unable to achieve the goal of reducing County rent to a level of 95% or less than market because more than 300,000 square feet of space leased at levels below the average rental rate were terminated due to lease consolidations at the COC. This measure will be discontinued beginning Fiscal Year 2013-14.

⁴In Fiscal Year 2013-14, General Services added a new metric to monitor the delinquency rate of leases for County-owned property ensuring that rents are paid within 30 days of due date for 97% of all County owned leases.

Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 2.00 staff years for dedicated property management services to oversee the administrative support requirements at the COC and County Administration Center campuses.

Expenditures

Net increase of $7.2 million.
- Salaries and Benefits — increase of $0.6 million due to the increase in 2.00 staff years as described above and increases in County retirement contributions and other benefit costs.
- Services and Supplies — increase of $7.7 million.
  - Increase of $1.9 million for costs associated with A-87 costs and other department overhead.
  - Increase of $1.7 million for contracted services and routine maintenance of County-owned facilities.
  - Increase of $1.5 million for anticipated Major Maintenance projects.
  - Increase of $1.4 million related to an overall increase of utility costs and County departments moving from leased space to the County-owned COC.
  - Increase of $1.4 million for one-time projects for a countywide water efficiency project ($0.5 million), an infrastructure condition assessment of County parks ($0.5 million), and for the implementation of a consolidated Building Automation System ($0.4 million), also referred to as "Smart Building" technology.
  - Increase of $0.5 million to align appropriations with actual costs related to maintaining fleet vehicles.
  - Increase of $0.3 million related to the increase in demand for fuel and increases in fuel costs.
  - Increase of $0.2 million for the rebudget for the Downtown Justice Center Support Facilities Master Plan.
  - Increase of $0.1 million for the rebudget for the Building Automation System or Smart Building Project.
  - Increase of $0.1 million for the rebudget for the upgrade of the County's automated fleet management system.
  - Increase of $0.1 million for critical repairs and maintenance at the central regional health building.
  - Decrease of $1.5 million for energy-efficiency projects due to unanticipated delays in the external approval process.
- Other Charges — increase of $0.6 million.
  - Increase of $0.3 million due to increased depreciation costs for equipment located at the COC.
  - Increase of $0.3 million related to the repayment of the On-Bill Finance (OBF) loans which are used to fund energy-efficiency projects.
- Capital Assets Equipment — net decrease of $0.2 million.
  - Decrease of $0.4 million for one-time costs to upgrade the fleet management application.
  - Increase of $0.2 million for a one-time cost to transfer project Building Information Model (BIM) data on spaces, areas, equipment and other key

data elements for maintenance, operations and warranty into Tririga, the facilities management application.

- Operating Transfers Out — decrease of $1.5 million to reflect the reduction in transfers to the Major Maintenance Internal Services Fund for delayed energy-efficiency projects as described above.

Revenues

Net increase of $7.2 million.

- Revenue from Use of Money & Property — decrease of $1.2 million.
  □ Decrease of $0.7 million in rents and concessions due to the loss of lease revenue related to current construction projects including the previously leased Chesapeake properties and the Cedar-Kettner parking lot.
  □ Decrease of $0.4 million in interest on deposits due to lower than anticipated interest received for the acquisition of replacement vehicles.
- Charges for Current Services — increase of $10.3 million reflects services provided to client departments based on operational needs ($10.0 million), for the Smart Building project ($0.1 million), and the Downtown Justice Center Support Facilities Master Plan ($0.2 million).
- Miscellaneous Revenues — increase of $0.1 million to account for the trust fund reimbursement related to energy-efficiency programs.
- Other Financing Sources — net decrease of $3.6 million.
  □ Decrease of $1.5 million due to a reduction in OBF funding for energy-efficiency projects due to unanticipated delays in the approval process.
  □ Decrease of $1.5 million in the operating transfer to the Major Maintenance Internal Service Fund decreasing the funding to support the energy-efficiency projects as described above.

□ Decrease of $0.7 million for one-time funding related to the completion of the upgrade for the fleet management application ($0.4 million) and a decrease in the operating transfer related to non-billable project management services provided to County departments ($0.3 million).
□ Decrease of $0.3 million due to a technical adjustment to record the loss on disposal of fixed assets in Fleet Management.
□ Increase of $0.2 million for one-time funding to transfer project Building Information Model (BIM) data on spaces, areas, and equipment into Tririga as described above.
□ Increase of $0.1 million for the rebudget to upgrade the automated fleet management system.

- Use of Fund Balance — increase of $1.2 million. A total of $9.7 million is budgeted to fund the Fleet Management Internal Service Fund Countywide replacement acquisition program ($9.6 million), and a rebudget for critical repairs and maintenance at the central regional health building ($0.1 million).
- General Purpose Revenue Allocation — increase of $0.3 million to fund non-billable project management services provided to County departments.

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

A net decrease of $0.5 million is due to an increase of $1.4 million associated with anticipated additional staffing for the new San Diego County Women's Detention and Reentry Facility, partially offset by a decrease of $1.8 million primarily due to the completion of one-time projects.

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Facilities Management Internal Service Fund		278.00			280.00	280.00
Fleet Management Internal Service Fund		58.00			58.00	58.00
Total		336.00			338.00	338.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Facilities Management Internal Service Fund	$ 101,769,253	$ 126,228,747	$ 136,455,711	$ 101,041,563	$ 131,215,953	$ 130,723,468
Fleet Management Internal Service Fund	43,620,431	46,582,233	52,968,099	36,346,116	48,777,293	48,714,434
General Fund Contribution to GS ISF's	2,357,586	1,785,000	3,243,394	2,835,993	1,785,000	1,795,000
Total	$ 147,747,270	$ 174,595,980	$ 192,667,204	$ 140,223,672	$ 181,778,246	$ 181,232,902

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 32,483,681	$ 34,497,419	$ 34,497,419	$ 32,523,971	$ 35,094,951	$ 36,544,298
Services & Supplies	92,518,471	108,919,572	119,850,346	92,110,480	116,623,321	114,818,630
Other Charges	10,902,215	11,082,221	11,072,721	10,621,330	11,683,816	11,683,816
Capital Assets/Land Acquisition	—	—	—	(185,419)	—	—
Capital Assets Equipment	(194,705)	9,985,581	15,677,138	185,419	9,785,581	9,585,581
Contingency Reserves	—	103,000	103,000	—	103,000	103,000
Operating Transfers Out	12,037,608	10,008,187	11,466,581	4,967,891	8,487,577	8,497,577
Total	$ 147,747,270	$ 174,595,980	$ 192,667,204	$ 140,223,672	$ 181,778,246	$ 181,232,902

Budget by Categories of Revenues

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Revenue From Use of Money & Property	$ 2,594,603	$ 2,785,757	$ 2,785,757	$ 1,453,998	$ 1,621,585	$ 1,621,585
Intergovernmental Revenues	3,978,062	3,364,973	3,364,973	4,067,168	3,372,403	3,372,403
Charges For Current Services	127,084,809	141,889,937	157,044,378	128,135,319	152,221,610	152,126,574
Miscellaneous Revenues	1,299,970	1,078,186	1,078,186	1,883,230	1,202,182	1,204,182
Other Financing Sources	4,262,360	15,458,187	16,916,577	5,485,273	11,867,837	11,547,577
Residual Equity Transfers In	600,531	—	—	5,424,624	—	—
Use of Fund Balance	6,461,934	8,483,940	9,942,333	(7,760,940)	9,707,629	9,565,581
General Purpose Revenue Allocation	1,465,000	1,535,000	1,535,000	1,535,000	1,785,000	1,795,000
Total	$ 147,747,270	$ 174,595,980	$ 192,667,204	$ 140,223,672	$ 181,778,246	$ 181,232,902

Housing and Community Development

Department Description

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

Mission Statement

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

2012-13 Accomplishments

Strategic Initiative – Healthy Families

- Provided 20 competitive academic scholarships to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency, or who reside in public housing, exceeding the goal of 15 scholarships.

- Provided $65,000 for the County Health and Human Services Agency's (HHSA's) Hotel/Motel Voucher Program to help close the gap in funding for emergency housing for 209 homeless families, as identified by the Health and Human Services Agency, residing in the County's Community Development Block Grant (CDBG) jurisdiction. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.

- Promoted self-sufficiency by issuing 33 housing choice vouchers to all eligible homeless families who graduated from transitional housing programs and were referred by homeless service agencies. The referrals are from the 12 homeless service agencies through the County's Continuum of Care program.

- Supported the County's *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that served 75 youth aging out of the foster care sys-

tem, exceeding the goal of 65 youth, and 52 families with children that were participants of the County's substance abuse recovery and family reunification programs, exceeding the goal of 44 families.

- Provided rental assistance to permanently house 294 homeless veterans through the Veterans Affairs Supportive Housing (VASH) program, exceeding the goal of 200. Use of these vouchers is dependent upon referrals received from the U.S. Department of Veterans Affairs (VA).

- Supported the *Live Well San Diego* Building Better Health initiative by establishing partnerships with HHSA First Five Commission, Aging and Independence Services, and Public Health Services to provide new resources to Family Self-Sufficiency Program participants offering needed services to those working toward self-sufficiency.

- Collaborated with the VA, the U.S. Department of Housing and Urban Development (HUD), other housing authorities and local nonprofit agencies to reduce the time to house homeless veterans. This effort streamlined referral processes, inspections and internal procedures resulting in housing 103 homeless veterans in 100 days.

Strategic Initiative – Sustainable Environments

- Ensured environmental reviews were performed on 100% (80 projects) of federally funded programs included in the Fiscal Year 2012-13 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works. In compliance with HUD regulations, HCD ensured environmental reviews were completed on all program projects in order to analyze the effect a proposed project will have on the

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

Strategic Initiative – Safe Communities

- Supported the *Live Well San Diego* Living Safely initiative by promoting crime-free communities and renewing annual Crime-Free Certifications at all four public housing sites, in collaboration with the local police department.

- Educated the community by conducting five community outreach meetings throughout the county regarding affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: CDBG, HOME Investment Partnership Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS, exceeding the goal of four community outreach meetings.

- Addressed issues impacting community living standards by conducting 10 community revitalization meetings with policymakers and stakeholders.

- Promoted fair housing by completing 40 random site tests on multifamily rental properties to ensure compliance with fair housing laws, exceeding the goal of 35 site tests.

- The goal to ensure that permanent affordable housing providers were in compliance with the Uniform Federal Accessibility Standards (UFAS) by requiring at least 20% (8 out of 40 providers) complete the UFAS Accessibility Checklist Self-certification was not met during Fiscal Year 2012-13 due to a restructuring of available resources based on 3 cumulative fiscal year net reductions totaling 34% of CDBG, and 50% of HOME Investment Partnerships program funds. The feasibility of conducting this activity will be reevaluated for inclusion in upcoming fiscal years.

- Supported the *Live Well San Diego* Building Better Health initiative by funding 32 completed public community projects for parks, street/sidewalk improvements, public services, community, youth and family centers, American with Disabilities Act (ADA) improvements and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.

- Inspected 100% of 11,292 units that were leased through the Rental Assistance Division and ensured that these units were decent, safe and sanitary by meeting Housing Quality Standards required by HUD.

Required Discipline for Excellence – Customer Satisfaction

- Held four Section 8 owner/landlord seminars to educate owners on the requirements of the program, as well as promote the benefits of participating as a partner.

- Ensured customers were provided with superior services by being responsive to customers' needs, professional, courteous, attentive and knowledgeable. A key indicator of how well service was provided was achievement of a customer service satisfaction rating of 4.90 (on a scale of 1 to 5, with 5 being "excellent"), exceeding the goal of a 4.70 rating.

Required Discipline for Excellence – Information Services

- Added two new communication channels, making additional information and resources available to the public 24/7. The following resources now provide timely housing-related information in the event of an emergency and highlight department undertakings, community development housing and opportunities for self-sufficiency and employment.
  - The HCD YouTube Channel (http://www.youtube.com/user/CountyofSanDiegoHCD?feature=watch) highlights important housing-related videos and resources.
  - The annual CDBG application webinar was recorded and posted to the HCD website allowing greater public access to this information.

- Created a web-based module to allow 24/7 self-service when completing or updating rental assistance applications. Full implementation is anticipated in fall 2013.

Required Discipline for Excellence – Regional Leadership

- As the Lead Agent and Collaborative Applicant on behalf of the Regional Continuum of Care Council (RCCC), submitted the annual application to HUD and was awarded $15.1 million in homeless funding on behalf of the Regional Continuum of Care (CoC) to address homelessness in the San Diego region. Since 1997, more than $65 million has been awarded to County homeless housing programs. These funds support 52 local homeless housing programs that help individuals, families, veterans and victims of domestic violence. The funding addresses a wide variety of housing needs including transitional housing, permanent supportive housing and the Homeless Management Information System (HMIS).

■ Demonstrated regional leadership by providing five presentations on the County's homeless programs to five public groups, and by participating in three out-reach activities to address homelessness in the San Diego region.

2013-15 Objectives

Strategic Initiative – Healthy Families

■ Provide $65,000 for HHSA's Hotel/Motel Voucher Program to help close the ongoing gap in funding for emergency housing for homeless families in the County's jurisdiction as identified by the Regional Task Force on the Homeless. The Regional Cold Weather Shelter Voucher Program provides emergency shelter through the issuance of hotel vouchers for homeless families, disabled and elderly individuals.

■ Support the *Live Well San Diego* Building Better Health initiative, by funding the continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging-out of the foster care system and 44 families with children that are participants of the County's substance abuse recovery and family reunification programs.

■ Provide 15 competitive academic scholarships annually to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self- sufficiency or that reside in Public Housing.

■ Promote self-sufficiency by providing permanent housing for up to 200 eligible homeless families graduating from transitional housing programs provided by 11 homeless service agencies through the County's Continuum of Care program. All eligible homeless families referred by the 11 agencies will be assisted until the housing funding allocation is fully expended.

■ Assist families to secure safe, decent and affordable housing through rental assistance subsidies by using 100% of the anticipated annual funding allocation of $102.7 million or issue up to 11,195 vouchers to provide a nurturing and healthy environment while improving opportunities for children and adults in support of the *Live Well San Diego* Building Better Health initiative.

■ Provide rental assistance to permanently house up to 305 homeless veterans through the VASH program. Utilization of these vouchers is dependent upon HCD receiving referrals from the VA.

■ Increase the number of participants receiving VASH security and utility deposit assistance funded through the Emergency Solutions Grant (ESG) funds to 10 total participants, to allow recipients and their families access to permanent housing.

■ Use the Family Self Sufficiency and Ross Service Coordinator Program Coordinating Committee (PCC) to provide program participants three new resources to promote self-sufficiency.

Strategic Initiative – Safe Communities

■ Ensure environmental reviews are performed on 100% (minimum of 62) of federally funded programs included in the Fiscal Year 2013-14 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works. In compliance with HUD regulations, HCD will ensure environmental reviews will be completed on all program projects in order to analyze the effect a proposed project will have on the people and the natural environment within a designated project area and the effect the material and social environment may have on a project.

■ Based on the recently completed Energy Roadmap, implement two energy-efficiency measures at the five Housing Authority-owned residential properties (e.g., replace incandescent bulbs with compact fluorescent lamps, replace refrigerators with ENERGY STAR models, install motion-sensor lighting and install low-flow kitchen faucets or faucet aerators).

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

■ Address issues impacting community living standards by conducting 10 community revitalization meetings with policymakers and stakeholders.

■ Promote fair housing by completing a minimum of 35 random site tests on multifamily rental properties to ensure compliance with fair housing laws.

■ Provide First-Time Homebuyer assistance or HOME Repair assistance to at least 30 households.

■ Support the *Live Well San Diego* Building Better Health initiative by funding 23 public community projects for parks, street/sidewalk improvements, public services, community, youth and family centers, health clinics,

American with Disabilities Act (ADA) improvements and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.

- Inspect 100% of 11,359 units that are leased through the Rental Assistance Division and ensure that these units are decent, safe and sanitary by meeting Housing Quality Standards required by HUD.

Required Discipline for Excellence – Customer Satisfaction

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

Required Discipline for Excellence – Regional Leadership

- Provide regional leadership through participation in two housing industry organizations and/or by providing up to three presentations to relevant groups/events.
- Participate in the regular San Diego Housing Federation Policy Committee meetings. The Federation leads the region's efforts in identifying housing opportunities and challenges affecting the local community. HCD represents the County's interests in the effort to produce, improve, and preserve local housing options. The Federation conducts its advocacy efforts in all 18 cities in the San Diego region and the unincorporated areas of San Diego County. The Federation also monitors and takes positions on State and federal housing programs, regulations and legislation.

Required Discipline for Excellence – Information Services

- Implement a newly created web-based module for rental assistance applications. It is anticipated that 2,500 applicants will establish user accounts to update rental assistance applications and that the self-service application will reduce processing time for waiting list database updates from 7 days to 1 and enhance customer service.
- Provide enhanced customer service by sharing/disseminating information on Housing Quality Standards (HQS) inspections via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Two Tenant Commissioners who serve on the Housing Authority of the County of San Diego (HACSD) Board of Commissioners will complete ethics training.
- To encourage the highest level of ethical standards, engage in a public education campaign to heighten awareness of program integrity. Due to increased awareness, it is anticipated that the number of reports of potential program fraud will increase by 10% to 40 of 400 total fraud reports.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Actuals	2013-14 Adopted	2014-15 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is higher[1]	100% of 10,863	98% of 11,015	100% of 11,015 ($108 million)	100% of 11,195 ($102.7 million)	100% of 11,195 ($102.7 million)
Households assisted through the Home Repair Program or the First-Time Homebuyer Program[2]	36	30	26	30	30
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Shelter Plus Care[3]	505	248	310	244	244
Number of Community Development projects completed to enhance low-income neighborhoods and communities[4]	29	23	32	23	20
Number of random site tests to ensure compliance with Fair Housing laws or regulations[5]	40	35	40	35	N/A
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet Housing Quality Standards[6]	100% of 10,783	100% of 11,292	100% of 11,292	100% of 11,359	100% of 11,359
Level of customer satisfaction[7]	4.9	4.7	4.9	4.7	4.7
Number of families served with hotel/motel vouchers within the Urban County[8]	N/A	N/A	209	150	150

Table Notes

[1]Maximum number of authorized rental assistance vouchers is 11,015 with an actual federal funding allocation of $108 million for Fiscal Year 2012-13; Fiscal Year 2013-14 includes a maximum of 11,195 vouchers with an estimated decreased federal funding allocation to $102.7 million. Effective Fiscal Year 2013-14 this measure has been revised to report the percent usage of the federal funding allocation for housing assistance with a goal of maximizing the number of families assisted by issuing up to 11,195 vouchers as authorized by HUD. The 2013 federal funding allocation is subject to change based on the passage of the Appropriations Act 2013.

[2]The Home Repair Program emphasizes energy efficiency, accessibility and safety. Due to market conditions, the number of households assisted in the First-Time Homebuyer Program did not meet the goal for Fiscal Year 2012-13. Assuming market conditions remain stable, it is anticipated that about 30 households will be assisted in Fiscal Year 2014-15 through both the First-Time Homebuyer and Home Repair programs.

[3]Program definitions: SARMS (Substance Abuse and Recovery Management System): housing assistance for family reunification; Foster: housing assistance for former foster youth ages 18-24 years; HOPWA: Housing Opportunities for Persons with AIDS; Shelter Plus Care: housing and services for homeless and disabled individuals and families; VASH (Veterans Affairs Supportive Housing): tenant-based housing assistance for homeless veterans. The number of families assisted each year varies depending on the availability of federal

funding allocations to these programs and the housing assistance cost per family. Effective Fiscal Year 2012-13, the VASH program is now included with the Housing Choice Voucher (HCV) program and reported as part of rental assistance vouchers.

[4]It is anticipated that the number of completed projects will decline beginning in Fiscal Year 2013-14 due to potential entitlement reductions and potential nonfederal funding reductions impacting partner agencies administering CDBG projects.

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

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

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

[8]New measure effective Fiscal Year 2013-14 to reflect HCD's priorities. HCD provides funding on behalf of the Urban County to provide for winter shelter needs where facilities are unavailable. The Urban County consists of the unincorporated areas of the County of San Diego and the cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway and Solana Beach. The program typically runs from late November through April and provides vouchers for hotel/motel rooms for families with children, the disabled, and the elderly.

Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net decrease of $1.1 million.

- Salaries and Benefits — net decrease of $0.1 million due to increased County retirement contributions offset by projected salary savings from vacant positions.
- Services and Supplies — net increase of $0.5 million.
  - Increase of $1.6 million in contracted services for affordable housing projects based on one-time carryover of remaining prior year Home Investment and Partnership Grant (HOME) funding allocation.
  - Increase of $0.2 million in contracted services for emergency housing services based on one-time carryover of remaining prior year Emergency Shelter Grant (ESG) funding allocation.
  - Decrease of $0.4 million in program administration cost due to elimination of one-time project cost for data automation, decrease in various discretionary expenses to offset cost increases in other services such as utilities and contracted information technology services.
  - Decrease of $0.2 million in affordable housing project cost based on one-time carryover of prior year remaining CDBG funding allocation reallocated to CDBG community improvement and residential rehabilitation projects.
  - Decrease of $0.6 in Shelter Plus Care (SPC) program contracted services for community-based homeless assistance based on decreased federal annual funding.
  - Decrease of $0.1 million in Housing Opportunities for Persons with Aids (HOPWA) program contracted services for temporary housing services due to reallocation of funds to rental housing assistance.
- Other Charges — net decrease of $1.5 million.
  - Decrease of $1.7 million in project cost due to reallocation of HOME funding annually allocated to housing assistance and other cities projects to HOME affordable housing based on the approved 2013-14 Annual Funding Plan Allocation.
  - Decrease of $0.8 million in project cost for first-time homebuyer assistance loans based on a lower estimate of the amount of loans funded with the CalHome grant to be completed in Fiscal Year 2013-14. The CalHome State funding is used to augment the First-Time Homebuyer Program.

- Increase of $0.1 million in community development and residential rehabilitation project cost due to one-time carryover of remaining prior year CDBG uncommitted funding allocation.
- Increase of $0.1 million in project cost for rental assistance to rapidly provide housing assistance to eligible low-income veterans based on available ESG grant allocation.
- Increase of $0.5 million in SPC project cost for temporary housing assistance administered through the Housing Authority based on a grant contract by HUD.
- Increase of $0.3 million in project cost for rental assistance for eligible low-income individuals based on a one-time carryover of remaining prior year HOPWA funding allocation.

Revenues

Net decrease of $1.1 million.

- Intergovernmental Revenue — net decrease of $1.0 million.
  - Decrease of $0.8 million in CalHome revenue based on an estimated lower number of completed First Time Homebuyer Assistance loans in Fiscal Year 2013-14. The CalHome State funding is used to leverage the First-Time Homebuyer Program funding that provides loans to eligible low-income first time homebuyers.
  - Decrease of $0.2 million in SPC revenue based on the actual amount of grant funding awarded to the County. The SPC grant provides funding for efforts by nonprofit providers, State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness.
  - Decrease of $0.1 million in HOME revenue due to the elimination of a one-time rebudget of funds in Fiscal Year 2012-13.

- Decrease of $0.6 million in Aid from the Housing Authority revenue for program administration based on a decreased funding allocation for calendar year 2013.
  - Increase of $0.3 million in CDBG revenue based on one-time carryover of remaining prior year funding allocation for housing administration activities.
  - Increase of $0.3 million in ESG revenue based on one-time carryover of remaining uncommitted prior year funding allocation.
  - Increase of $0.1 million in HOPWA revenue based on one-time carryover of remaining prior year uncommitted funding allocation for rental and housing assistance services partially offset with elimination of one-time rebudget of funds from Fiscal Year 2012-13.
- Miscellaneous Revenue — Increase of $0.1 million in revenue from program income based on anticipated loan reconveyances.
- Use of Fund Balance — decrease of $0.2 million. A total budget of $0.3 million includes the rebudget of $0.1 million for a one-time communications equipment improvement project and $0.1 million for affordable housing contracts monitoring and program administration costs related to the Successor Housing Agency program for temporary rental housing assistance to eligible low-income residents in the Gillespie Field and Upper San Dieguito River Improvement Project areas.

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

Net increase of $0.1 million due to an increase of $0.2 million in Salaries and Benefits for increased County retirement contributions offset by a decrease in Services and Supplies of $0.1 million based on a one-time expenditure of Use of Fund Balance for communications equipment improvement.

Housing and Community Development

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Housing & Community Development		102.00			102.00	102.00
Total		102.00			102.00	102.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Housing & Community Development	$ 10,050,548	$ 11,718,925	$ 11,936,984	$ 9,667,220	$ 11,204,882	$ 11,324,147
County Successor Agency - Housing	19,566	105,000	105,000	40,561	63,000	63,000
HCD - Multi-Year Projects	9,521,449	12,633,015	21,009,734	8,064,195	12,098,375	12,098,375
Total	$ 19,591,563	$ 24,456,940	$ 33,051,718	$ 17,771,976	$ 23,366,257	$ 23,485,522

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 8,743,789	$ 9,140,248	$ 9,140,248	$ 8,221,235	$ 9,059,858	$ 9,269,123
Services & Supplies	5,375,263	9,809,875	11,886,119	4,871,006	10,313,199	10,223,199
Other Charges	5,562,464	5,589,817	12,108,351	4,764,268	4,076,800	4,076,800
Expenditure Transfer & Reimbursements	(89,952)	(83,000)	(83,000)	(84,534)	(83,600)	(83,600)
Total	$ 19,591,563	$ 24,456,940	$ 33,051,718	$ 17,771,976	$ 23,366,257	$ 23,485,522

Budget by Categories of Revenues

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Intergovernmental Revenues	$ 18,777,322	$ 23,805,319	$ 32,400,097	$ 18,458,693	$ 22,829,686	$ 23,148,951
Charges For Current Services	25,355	100	100	10,316	50	50
Miscellaneous Revenues	724,135	585,000	585,000	374,787	645,000	645,000
Use of Fund Balance	436,230	438,000	438,000	(700,341)	263,000	63,000
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	$ 19,591,563	$ 24,456,940	$ 33,051,718	$ 17,771,976	$ 23,366,257	$ 23,485,522

Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting (DPC) operates as an internal service fund (ISF), purchasing all goods, materials and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. DPC ensures the competitive process is used for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An ISF operates on a business-like model by directly billing customer departments for the cost of services. Additionally, DPC is responsible for the Countywide records management program.

Mission Statement

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

2012-13 Accomplishments

Strategic Initiative – Sustainable Environments

- Conducted 17 outreach activities for the local business community to increase the supplier base and opportunities for competition, exceeding the goal of 10 outreach activities.

Required Discipline for Excellence – Fiscal Stability

- Achieved cost savings of $4.0 million in Fiscal Year 2012-13 for County customer departments, exceeding the goal of $1.8 million, by using innovative procurement methods including reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).
- Managed a contract portfolio in excess of $7.9 billion dollars, including $1.0 billion dollar annual contract spending.

Required Discipline for Excellence – Customer Satisfaction

- Ensured departments' records retention schedules due for revision in Fiscal Year 2012-13 were processed and finalized in compliance with County policy.
- Expedited services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.

  □ Converted 75% (504 of 672) of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  □ Converted 60% (404 of 672) of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt, exceeding the goal of 50%.
- Streamlined the procurement process by working with customer departments to identify and pre-plan for 68% (193 of 285) projects annually, exceeding the goal of 60%, as measured by obtaining agreed upon plans and timelines for acquisition from customer departments in advance. This allowed DPC to manage and deploy resources with maximum efficiency.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Reviewed and updated, as needed, 100% of 19 essential procurement processes, forms and templates currently published in the County's Contracting Guide to ensure staff are using the most recent and accurate information.
- Trained 71 County staff in accessing and interpreting purchasing-related fiscal data in Oracle, the County's financial system, in order to more effectively manage contracts and budgets, exceeding the goal to train 40 staff.
- Provided annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.
- Completed development of training content for contract administration. DPC is finalizing an agreement with a vendor to produce final audio and visual materi-

als. Additionally, DPC is re-evaluating its training strategies in order to deliver customized procurement trainings to County groups and departments.

Required Discipline for Excellence – Information Services

■ Completed the development phase of the BuyNet electronic approval project and undergoing preparations for user acceptance testing. The receipt of electronic proposal documents through the County's e-procurement website will shorten solicitation timelines, reduce the need for potential suppliers to travel to County offices or send documents and reduce the need to store and route lengthy paper documents. The delay in project completion is a result of limited staff resources of the information technology (IT) vendor.

■ Completed the Statement of Work for the enhancement of the Two-Step Procurement process via BuyNet. This project will provide efficiency to buyers by simplifying the existing process and improving communication with proposers. This project supports DPC's electronic receipt of all solicitations. The delay in project completion is tied to the delay in completion of the BuyNet electronic approval project and limited staff resources of the IT vendor.

■ Created and published four new Oracle classes in the County's web-based Learning Management System (LMS) and classroom-based courses, giving greater flexibility for end users to access training. LMS classes allow end users to receive training online at their convenience and eliminate costs associated with traveling to classroom-based courses, such as transportation and travel time.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

■ Conduct a minimum of 12 outreach activities in Fiscal Year 2013-14 and 12 in Fiscal Year 2014-15 for the local business community to increase the supplier base and opportunities for competition.

Required Discipline for Excellence – Fiscal Stability

■ Achieve cost savings of $3.3 million in Fiscal Year 2013-14 and $3.5 million in Fiscal Year 2014-15 for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).

Required Discipline for Excellence – Customer Satisfaction

■ Ensure departments' records retention schedules due for revision in Fiscal Years 2013-14 and 2014-15 are processed and finalized in compliance with County policy.

■ Expedite services to County customer departments by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
  □ Convert at least 75% of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  □ Convert 50% of customer requisitions to Standard Purchase Orders within 15 calendar days of receipt.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

■ Provide training for at least 50 County staff in accessing and interpreting purchasing-related fiscal data in Oracle in order to more effectively manage contracts and budgets.

■ Provide annual, individualized training to all County departments to ensure implementation of required operational practices related to records and content management.

■ Deploy contract administration training electronically in Fiscal Year 2013-14, making training available to all County staff that require it.

Required Discipline for Excellence – Information Services

■ Complete the technological enhancement project for two-step proposals and bids submitted via BuyNet. The first step is for potential suppliers to submit their qualifications for review before proceeding to the next step, the submission of bids and/or proposals by those suppliers deemed qualified. This will shorten procurement timelines and clarify communication with proposers. This project also supports DPC's move toward electronic receipt of all solicitations.

■ Create and publish four new Oracle LMS classes and classroom-based courses giving greater flexibility for end-users to access training.

■ Complete the requirements for a project that provides a secure, efficient and time-saving method for the public to obtain relevant contract information from the County's website. This effort will enable self-service while maintaining document security and will be deployed into production in Fiscal Year 2014-15.

Related Links

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

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Actuals	2013-14 Adopted	2014-15 Approved
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurement card usage and other sources	$3.3 million	$1.8 million	$4.0 million[1]	$3.3 million	$3.5 million
Purchase Requisitions converted to Purchase Orders within 21 days of receipt[2]	81% of 658	75% of 1,100	75% of 672	75% of 1,200	75% of 1,200
Purchase Requisitions converted to Purchase Orders within 15 days of receipt[2]	N/A	50% of 1,100	60% of 672	50% of 1,200	50% of 1,200

Table Notes

[1]Exceeded projected cost savings due to departments' increased use of streamlined procurement transactions (e.g., Countywide blanket purchase agreements, County procurement cards, piggyback on other government agencies contracts, and one-time negotiated savings with suppliers.) These cost savings offset anticipated decreases due to reverse auction and other contracts expiring in Fiscal Year 2013-14.

[2]The time to convert Purchase Requisitions to Purchase Orders is based on procurement requirements and complexity. Half or more of all submitted Purchase Requisitions are converted within 15 days; however, those that are more complex require more time.

Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Decrease of $10.3 million.

- Salaries and Benefits — Increase of $0.1 million primarily due to increased County retirement contributions.
- Services and Supplies — Net decrease of $5.2 million. Decrease of $5.3 million due to the shift of oversight and maintenance responsibilities of Documentum, the County's electronic document management tool, to the County Technology Office and savings from DPC's office relocation to the County Operations Center, offset by a $0.1 million increase in A-87 costs.
- Other Charges — Decrease of $0.1 million in End User License Agreements depreciation costs.
- Operating Transfers Out — Net decrease of $5.1 million. Decrease of $5.2 million due to the shift of Documentum oversight and maintenance responsibilities to the County Technology Office, offset by $0.1 million increase in Records program overhead costs.

Revenues

Decrease of $10.3 million.

- Charges for Current Services — Decrease of $0.2 million due to a reduction in surcharge revenues based on the rates approved by the County Cost Commission in December 2012.

- Other Financing Sources — Net decrease of $5.1 million. Decrease of $5.2 million due to the shift of Documentum oversight and maintenance responsibilities to County Technology Office, offset by $0.1 million increase in Records program overhead costs.

- Use of Fund Balance — Net decrease of $3.9 million is the result of a $4.1 million decrease for Documentum version upgrade and End User License Agreement depreciation cost, offset by an increase of $0.2 million to support ISF rates.

- General Purpose Revenue Allocation — Decrease of $1.1 million due to the shift of Documentum oversight and maintenance responsibilities to County Technology Office and an adjustment for overhead costs of the Records program.

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

Net decrease of $0.2 million. Decrease of $0.3 million in Services and Supplies due to anticipated completion of BuyNet improvement for two-step procurements and contracts web publishing in Fiscal Year 2013-14, offset by an increase of $0.1 million in Salaries and Benefits due to increased County retirement contributions.

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Content/Records Services		6.00			6.00	6.00
Purchasing ISF		50.00			50.00	50.00
Total		56.00			56.00	56.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Content/Records Services	$ 2,930,543	$ 6,238,755	$ 3,028,062	$ 2,502,432	$ 952,537	$ 958,742
Purchasing ISF	7,260,830	7,781,833	7,782,003	6,922,079	7,862,314	7,664,016
General Fund Contribution	1,823,908	5,995,000	2,786,432	2,654,196	910,000	915,000
Total	$ 12,015,281	$ 20,015,588	$ 13,596,497	$ 12,078,708	$ 9,724,851	$ 9,537,758

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 5,975,806	$ 6,550,596	$ 6,550,596	$ 5,994,094	$ 6,632,849	$ 6,775,497
Services & Supplies	3,233,892	7,367,694	4,157,171	3,329,025	2,159,663	1,824,922
Other Charges	981,675	102,298	102,298	101,393	22,339	22,339
Operating Transfers Out	1,823,908	5,995,000	2,786,432	2,654,196	910,000	915,000
Total	$ 12,015,281	$ 20,015,588	$ 13,596,497	$ 12,078,708	$ 9,724,851	$ 9,537,758

Budget by Categories of Revenues						
	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Revenue From Use of Money & Property	$ 9,332	$ 7,000	$ 7,000	$ 11,205	$ 7,000	$ 7,000
Charges For Current Services	6,778,227	7,293,345	7,293,345	7,413,490	7,059,594	7,275,758
Miscellaneous Revenues	924,989	412,099	412,099	870,577	440,050	425,000
Other Financing Sources	1,827,476	6,228,185	3,019,617	2,655,155	1,108,207	915,000
Use of Fund Balance	830,257	4,079,959	869,436	(866,719)	200,000	—
General Purpose Revenue Allocation	1,645,000	1,995,000	1,995,000	1,995,000	910,000	915,000
Total	$ 12,015,281	$ 20,015,588	$ 13,596,497	$ 12,078,708	$ 9,724,851	$ 9,537,758

County of San Diego Successor Agency

Department Description

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

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

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

of El Cajon, the Lakeside Fire Protection District, and the Chairman of the Board of Supervisors (as employee representative).

Mission Statement

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

2012-13 Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- At the direction of the County Oversight Board, maintained compliance with all laws.
- Transferred all housing assets to the Housing Successor.
- Performed required cash transfers to County Auditor and Controller for distribution to affected taxing entities:
  - Excess Low- and Moderate-Income Housing Funds of $1.4 million
  - Excess Non-Housing Funds of $1.3 million
  - "True-up" payment of Fiscal Year 2011-12 tax increment revenues of $2.2 million

2013-15 Objectives

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

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

County of San Diego Successor Agency

Related Links

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

For additional information about Gillespie Field, refer to the website located at www.sdcounty.ca.gov/dpw/airports/gillespie.html.

Budget Changes and Operational Impact: 2012-13 to 2013-14

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

Expenditures

Net decrease of $1.2 million.

- Other Charges — net decrease of $0.3 million for a scheduled loan repayment to the Airport Enterprise Fund. The loan was disallowed by the State Department of Finance.
- Operating Transfers Out — net decrease of $0.9 million due to accounting transfers among funds for the loan repayment.

Revenues

Net decrease of $1.2 million.

- Taxes Other Than Current Secured — net decrease of $0.3 million for the scheduled loan repayment to the Airport Enterprise Fund.
- Other Financing Sources — net decrease of $0.9 million due to accounting transfers among funds for the loan repayment.

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

No significant change.

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Total		0.00			0.00	0.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
County Successor Agency	$ 17,175,154	$ 9,410,160	$ 11,754,955	$ 8,572,693	$ 8,164,212	$ 8,137,700
Total	$ 17,175,154	$ 9,410,160	$ 11,754,955	$ 8,572,693	$ 8,164,212	$ 8,137,700

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Services & Supplies	$ 13,567,482	$ 250,000	$ 250,000	$ 58,215	$ 202,000	$ 202,000
Other Charges	2,743,115	2,583,056	4,927,851	4,755,932	2,282,492	2,278,164
Operating Transfers Out	864,558	6,577,104	6,577,104	3,758,546	5,679,720	5,657,536
Total	$ 17,175,154	$ 9,410,160	$ 11,754,955	$ 8,572,693	$ 8,164,212	$ 8,137,700

Budget by Categories of Revenues

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Taxes Other Than Current Secured	$ 914,233	$ 2,244,276	$ 2,244,276	$ 475,996	$ 1,896,930	$ 1,891,384
Revenue From Use of Money & Property	11,746	—	—	10,951	—	—
Miscellaneous Revenues	19,534	588,780	588,780	—	587,562	588,780
Other Financing Sources	8,375,583	6,577,104	6,577,104	3,758,546	5,679,720	5,657,536
Use of Fund Balance	7,854,057	—	2,344,795	4,327,200	—	—
Total	$ 17,175,154	$ 9,410,160	$ 11,754,955	$ 8,572,693	$ 8,164,212	$ 8,137,700

Registrar of Voters

Department Description

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

Mission Statement

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

2012-13 Accomplishments

Required Discipline for Excellence – Sustainable Environments

- Informed 1.6 million registered voters of countywide environmental programs and ways to reduce environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the November 6, 2012 Presidential General Election.

- Conserved resources by printing 1.6 million November 6, 2012 Presidential General Election Sample Ballot and Voter Information Pamphlets on approximately 169 tons of paper and by printing 700,000 Sample Ballot and Voter Information Pamphlets on approximately 10.7 tons of paper for the March 12, 2013 40th State Senate District Special, March 26, 2013 City of San Diego District 4 Special, May 21, 2013 Consolidated 80th State Assembly and City of San Diego District 4 Special and June 18, 2013 City of Encinitas Special elections containing as much as 25% post-consumer recycled paper.

- Conducted the November 6, 2012 Presidential General, March 12, 2013 40th State Senate District Special, March 26, 2013 City of San Diego District 4 Special, May 21, 2013 Consolidated 80th State Assembly and City of San Diego District 4 Special, May 21, 2013 San Diego County Employees Retirement Association (SDCERA) 3rd Seat, and June 18, 2013 City of Encinitas Special elections with efficiency and integrity.

- Increased the number of permanent vote-by-mail voters by 15.6% (or 107,740) to a total of 798,020 for the November 6, 2012 Presidential General Election. This represents a 10.6% increase over the goal of a 5% increase in permanent vote-by-mail voters.

- By Monday after Election Day, tallied 74.3% (500,869 of 673,599) of vote-by-mail ballots for the November 6, 2012 Presidential General Election. The goal of an 85% tally (or 514,845 of an estimated 605,700) of vote-by-mail ballots for this election was not met due to an increase of 15.6% (or 107,740) in permanent vote-by-mail voters after the June 5, 2012 Presidential Primary Election, which exceeded the original forecasted growth of 5%.

- Continued to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements by increasing the number of accessible poll sites for the November 6, 2012 Presidential General Election by 7.4% (or 45), for a total of 657, based on the number of sites for the June 5, 2012 Presidential Primary Election of 612.

- Engaged the community in the electoral process and ensured polling sites were sufficiently staffed with qualified personnel for the November 6, 2012 Presidential General Election by meeting the planned recruitment goals for poll workers.

- Processed 100% (or 93,021) of valid voter registrations received on or before the 15-day close of registration by the seventh day before the November 6, 2012 Presidential General Election, ensuring that eligible registrants were printed in the official roster of voters and therefore had the opportunity to vote using a regular ballot.

Required Discipline for Excellence – Customer Satisfaction

- In addition to translating all voting and election materials into Spanish, Filipino and Vietnamese, added the translation of all voting and election materials into Chinese and recruited Chinese bilingual poll workers for the November 6, 2012 Presidential General, March 12, 2013 40th State Senate District Special and March 26, 2013 City of San Diego District 4 Special, May 21, 2013 Consolidated 80th State Assembly and City of San Diego District 4 Special, and June 18, 2013 City of Encinitas Special elections. Also implemented a voter outreach plan focused on the Chinese community.

- Achieved an overall customer satisfaction rating with core services of 4.72 (using a scale of 1 to 5, with 5 being "excellent").

- Encouraged overall satisfaction and retention of volunteers by mailing all poll worker stipends within 14 working days after the November 6, 2012 Presidential General Election, exceeding the goal by one day.

Required Discipline for Excellence – Regional Leadership

- As a result of redistricting activities following the 2010 decennial census, 75 voter precinct boundaries were realigned to 50 new water and irrigation district boundaries and 25 new trustee areas in 5 school districts before the November 6, 2012 Presidential General Election.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Enhanced employee awareness and knowledge of safety and security concerns by holding quarterly Safety and Security Committee meetings to review accidents and identify high-risk security concerns.

- 100% of poll worker trainers completed online training assessments with scores of 90% or higher at least 26 days prior to the November 6, 2012 Presidential General Election, exceeding the goal of 95%.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Processed vote-by-mail ballots for the November 6, 2012 Presidential General Election according to identified management controls, including pre-planning meetings with the vendor, onsite vendor inspections, validation of election materials, hiring, training and scheduling of staff, revision of training materials and supervisory oversight.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Enhanced the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system that screened, scanned, sorted, and opened returned mail ballot envelopes; and verified and reconciled ballots returned and counted in the November 6, 2012 Presidential General Election.
  - □ Reported 33% (or 393,106 of 1,203,265) of all ballots cast in the Mail Ballot report released just after 8:00 p.m. on November 6, 2012 Presidential General Election night.
  - □ The per-mail-ballot labor cost of processing vote-by-mail ballots returned in the November 6, 2012 Presidential General Election was 46 cents, a 5 cent increase from the June 5, 2012 Presidential Primary Election and above the goal of no more than 40 cents. This increase was due to additional staffing required to process the greater than anticipated number of returned mail ballots and the increase in compensation for higher-skilled seasonal staff.

2013-15 Objectives

Strategic Initiative – Healthy Families

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

Strategic Initiative – Sustainable Environments

- Continue to distribute information on reducing environmental risks using "filler" pages printed in the Sample Ballot and Voter Information Pamphlets provided to all registered voters for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.

- Conserve resources by printing the Sample Ballot and Voter Information Pamphlets for all elections conducted in Fiscal Years 2013-15 on paper containing as much as 25% post-consumer recycled paper.

- Based on the number of permanent vote-by-mail voters (798,020) for the November 6, 2012 Presidential General Election, increase the number of permanent vote-by-mail voters by 3% (or 23,950), for a total of 821,970, for the November 2014 Gubernatorial General Election.

- Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements:
  - □ Increase the number of accessible poll sites for the June 2014 Gubernatorial Primary Election by 7% (or 46), for a total of 703, based on the number of sites for the November 6, 2012 Presidential General Election of 657.
  - □ Increase the number of accessible poll sites for the November 2014 Gubernatorial General Election by 3% (or 21), for a total of 724, based on the anticipated number of sites for the June 2014 Gubernatorial Primary Election of 703.
- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the June 2014 Gubernatorial Primary and the November 2014 Gubernatorial General elections by meeting the planned recruitment goals for poll workers.
- Process 100% of valid registrations received on or before the 15-day close of registration by the 7th day before the election to ensure eligible registrants are printed in the official roster of voters and therefore have the opportunity to vote using a regular ballot.

Required Discipline for Excellence – Customer Satisfaction

- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent") during and after the transition to a new ROV facility planned for December 2013.
- To encourage overall satisfaction and retention of volunteers, mail all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2013-15, ensuring all poll workers are reimbursed in a timely manner.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Ensure 100% of poll worker trainers complete online training assessments with scores of 90% or higher no later than 26 days prior to the June 2014 Gubernatorial Primary and the November 2014 Gubernatorial General elections, ensuring knowledgeable instructors are available and prepared to train poll workers.

Required Discipline for Excellence –

Accountability, Transparency and Ethical Conduct

- Increase public access to the election process, specifically the processing of the vote-by-mail ballots and tabulation of ballots.
- Ensure 50% (725 of 1,450) precincts are tallied by 11:30 p.m. on Election Night for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, verify signature and open returned mail ballot envelopes, and by verifying and reconciling ballots returned and counted.
  - □ Report 85% of eligible mail ballots received by the ROV by the Sunday before Election Day in the first Election Night Results Bulletin released shortly after 8:00 p.m. for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
  - □ Report 33% or more of all mail ballots cast in the first Election Night Results Bulletin for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
  - □ By Monday after Election Day, tally 85% of mail ballots received by the ROV for the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections.
  - □ Achieve a per-mail-ballot labor cost for vote-by-mail ballots returned in the June 2014 Gubernatorial Primary and November 2014 Gubernatorial General elections of no more than 40 cents.

Required Discipline for Excellence – Essential Infrastructure

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

Related Links

For additional information about the Registrar of Voters, refer to the website at www.sdvote.com or www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Actuals	2013-14 Adopted	2014-15 Approved
Overall Customer Satisfaction Rating[1]	4.73	4.70	4.72	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election[2]	100% of 15,817	100% of 50,000	100% of 93,021	100% of 40,000	100% of 50,000
Precincts tallied by 11:30 p.m. on Election Night[3]	61% of 1,643	38% of 1,600	34% of 1,527	50% of 1,450	45% of 1,500
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[4]	50 days	40 days	42 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[4]	42 days	39 days	43 days	39 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[4]	41 days	32 days	42 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited[4]	19 days	18 days	20 days	18 days	18 days
Mail ballots received that are tallied by the Monday after Election Day[5]	98% of 360,520	85% of 605,700	74.3% of 673,599	85% of 600,000	85% of 700,000
Mail ballots received by the Sunday before Election Day that are reported in the 8:00 p.m. Election Night Results Bulletin[6]	N/A	N/A	N/A	85%	85%
Per ballot cost of processing returned vote-by-mail ballots[7]	41 cents	40 cents	46 cents	40 cents	40 cents

Table Notes

[1]Scale of 1-5, with 5 being "excellent."

[2]This measure tracks the number of valid registrations that are processed at the 15-day close of registration. The 100% goal set for Fiscal Year 2012-13 was achieved in spite of an 86% increase over the number of anticipated valid registrations received due in large part to the implementation of the California Online Voter Registration system.

[3]This measure is based on an one-card ballot used in the November 6, 2012 Presidential General, June 2014 Gubernatorial Primary, and the November 2014 Gubernatorial General elections. The high turnout at the polls and the high volume of ballots tabulated resulted in the lower than expected percentage of precincts tallied in Fiscal Year 2012-13.

[4]These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. Due to the high interest in the 2012 Presidential General Election, the Fiscal Year 2012-13 goal to recruit poll workers was achieved earlier than initially projected.The more days before the election that workers are recruited, the improved likelihood of sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June primary election.

[5]In Fiscal Year 2012-13, it was anticipated that 85% of an estimated 605,700 vote-by-mail ballots received would be processed and tallied by the Monday following Election Day for the November 6, 2012 Presidential General Election. Actual figures from this election show 74.3% of 673,599 (or 500,869) were processed and tallied by the Monday following Election Day. This shortfall was attributed to a 15.6% (or 107,740) increase in the number of permanent vote-by-mail voters since the June 5, 2012 Presidential Primary Election.

[6]This new Fiscal Year 2013-14 measure tracks the number of vote-by-mail ballots returned to the ROV by the Sunday before Election Day and counted by 8:00 p.m. on Election Night. The purpose of this objective is to measure the increase in the number of returned vote-by-mail ballots that are processed, verified and counted by Sunday before Election Day. This will allow staff to process, verify, and count 100% of vote-by-mail ballots that are returned to the polls on Election Day by the Monday after Election Day.

[7]The department anticipated further processing efficiencies and a labor cost reduction in the November 6, 2012 Presidential General Election to 40 cents; however, per-mail-ballot labor cost increased by 5 cents due to a larger than anticipated number of returned mail ballots.

Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net decrease of $2.5 million.

- Salaries and Benefits — increase of $0.1 million due to additional temporary help for the recruitment and replacement of non-accessible poll sites and the preventative maintenance of 10,200 voting machines.
- Services and Supplies — net decrease of $2.6 million due to eliminating expenditure for new Americans with Disabilities (ADA) voting booths. The ROV and the Voting Accessibility Advisory Committee (VAAC) have been working closely on the requirements for a new ADA voting booth. The ROV has issued a Request for Proposal and a Request for Bid to find a vendor who can meet the requirements developed by the ROV and VAAC. At this time, there is not a vendor or an ADA voting booth that meets those requirements.

Revenues

Net decrease of $2.5 million.

- Intergovernmental Revenues — increase of $0.4 million due to Help America Vote Act (HAVA) 261 grant funding for recruiting and replacing non-accessible poll sites; and HAVA 301 grant funding for the preventative maintenance of 10,200 voting machines, annual maintenance agreement, replacement of voting booths, and Optical Scan (OS) cards.

- Charges for Current Services (Election Services) — decrease of $2.8 million due to the lower number of billable jurisdictions that participate in the 2014 Gubernatorial Primary Election as compared to the 2012 Presidential General Election.
- Use of Fund Balance — net decrease of $1.5 million. A total of $2.7 million is budgeted for unemployment insurance premiums ($0.4 million), costs related to relocating to the new ROV building ($2.0 million) and costs related to the warehouse asset tracking system and poll worker internet project ($0.3 million).
- General Purpose Revenue Allocation — increase of $1.4 million to provide ongoing funding for the Vote-by-Mail program.

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

Net decrease of $1.3 million is the result of a decrease of $0.02 million in Salaries and Benefits due to lower temporary labor costs; a decrease of $0.3 million in Services and Supplies due to one-time purchase of the warehouse asset tracking system and the poll worker internet project and a decrease of one-time funding of $2.0 million in Capital Assets/Land Acquisition for relocation of the ROV offset by an increase of $1.0 million in Fund Balance Component Increases to provide funding for the 2016 Presidential Primary Election which has a fewer number of participating billable jurisdictions compared to the 2014 Gubernatorial General Election.

Registrar of Voters

Staffing by Program

		Fiscal Year 2012-13 Adopted Budget			Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Registrar of Voters		64.00			64.00	64.00
Total		64.00			64.00	64.00

Budget by Program

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Registrar of Voters	$ 15,651,238	$ 21,094,756	$ 21,855,148	$ 18,659,098	$ 18,613,081	$ 17,334,028
Total	$ 15,651,238	$ 21,094,756	$ 21,855,148	$ 18,659,098	$ 18,613,081	$ 17,334,028

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Salaries & Benefits	$ 7,863,330	$ 8,401,178	$ 9,681,178	$ 9,252,497	$ 8,534,915	$ 8,512,491
Services & Supplies	7,246,769	10,693,578	10,173,970	9,416,888	8,078,166	7,821,537
Capital Assets/Land Acquisition	—	2,000,000	2,000,000	—	2,000,000	—
Capital Assets Equipment	541,140	—	—	—	—	—
Expenditure Transfer & Reimbursements	—	—	—	(10,286)	—	—
Fund Balance Component Increases	—	—	—	—	—	1,000,000
Total	$ 15,651,238	$ 21,094,756	$ 21,855,148	$ 18,659,098	$ 18,613,081	$ 17,334,028

Budget by Categories of Revenues						
	Fiscal Year 2011-12 Actuals	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2012-13 Amended Budget	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Approved Budget
Fines, Forfeitures & Penalties	$ —	$ —	$ —	$ 1,300	$ —	$ —
Intergovernmental Revenues	847,655	287,756	287,756	346,051	734,081	295,000
Charges For Current Services	3,294,208	5,005,000	5,005,000	5,299,097	2,177,000	3,522,000
Miscellaneous Revenues	45,691	80,000	80,000	66,261	80,000	80,000
Fund Balance Component Decreases	1,260,319	—	—	—	—	—
Use of Fund Balance	(1,198,635)	4,200,000	4,960,392	1,424,388	2,700,000	400,000
General Purpose Revenue Allocation	11,402,000	11,522,000	11,522,000	11,522,000	12,922,000	13,037,028
Total	$ 15,651,238	$ 21,094,756	$ 21,855,148	$ 18,659,098	$ 18,613,081	$ 17,334,028