

COUNTY OF SAN DIEGO

1978-79 PROGRAM BUDGET

TABLE OF CONTENTS

Volume I

<u>Schedules</u>		<u>Page</u>
I.	Summary of Total Budget by Agency and Department	i
II.	Summary of Full Cost Budget by Agency and Department	xi
III.	Summary of Staff Years by Agency and Department	xv
A.	Need and Performance Indicators	xx
B.	Glossary of Budget Terms	xxii

Program Budget Detail

Human Resources Agency	1
Health Care Agency	107
Fiscal and Justice Agency	187
Community Services Agency	344
Capital Program	488
General Administration	497
Reserves and Debt Service	545

Appendix: Direct Public Service Program by Agency and Department

Schedule I

SUMMARY OF TOTAL BUDGET BY AGENCY AND DEPARTMENT

HUMAN RESOURCES AGENCY	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>Agency Administration</u>			
Salaries & Benefits	\$ 326,597	\$ 221,819	\$(- 104,778)
Services & Supplies	275,463	12,073	(- 263,390)
Fixed Assets	950	1,044	94
TOTAL	603,010	234,936*	(- 368,074)
Revenue	-0-	6,725	6,725
<u>Welfare</u>			
Salaries & Benefits	\$ 38,845,437	\$ 36,763,222	\$(- 2,082,215)
Services & Supplies	141,978,204	138,438,447	(- 3,539,757)
Fixed Assets	116,707	74,349	(- 42,358)
TOTAL	180,940,348	175,276,018*	(- 5,664,330)
Revenue	136,326,726	167,481,794	31,155,068
<u>Probation</u>			
Salaries & Benefits	\$ 22,534,345	\$ 22,039,016	\$(- 495,329)
Services & Supplies	2,667,728	2,736,057	68,329
Fixed Assets	68,082	71,755	3,673
TOTAL	25,270,155	24,846,828	(- 423,327)
Revenue	3,082,604	3,877,765	795,161
<u>Human Services</u>			
Salaries & Benefits	\$ 10,798,064	\$ 8,995,469	\$(- 1,802,595)
Services & Supplies	11,618,530	13,549,629	1,931,099
Fixed Assets	1,409	37,029	35,620
Cost Applied	(-4,901,192)	(-5,594,113)	(- 692,921)
TOTAL	17,516,811	16,988,014	(- 528,797)
Revenue	14,946,580	13,906,095	(- 1,040,485)
<u>TOTAL HUMAN RESOURCES AGENCY</u>			
Salaries & Benefits	\$ 72,504,443	\$ 68,019,526	\$(- 4,484,917)
Services & Supplies	156,539,925	154,736,206	(- 1,803,719)
Fixed Assets	187,148	184,177	(- 2,971)
Cost Applied	(-4,901,192)	(-5,594,113)	(- 692,921)
TOTAL	224,330,324	217,345,796*	(- 6,984,528)
Revenue	154,355,910	185,272,379	30,916,469
<u>Allocated Federal Revenue Sharing and Countercyclical Funds</u>			
Human Services	\$ 6,970,786	\$ 7,708,036	\$ 737,250
Maintenance of Effort- Countercyclical Funds	\$ 4,000,000	\$ 3,253,561	\$(- 746,439)
Maintenance of Effort- Revenue Sharing	\$ 3,750,000	\$ 13,608,170	\$ 9,858,170
Total Allocation	14,720,786	24,569,767	9,848,981
Net Appropriation	209,609,538	192,776,029	(-16,833,509)
*Appropriations include CETA Special Projects as follows:			
Agency Administration	\$	6,725	
Welfare		663,557	
Human Services		80,935	

Schedule I (cont'd)

HEALTH CARE AGENCY	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>Agency Administration</u>			
Salaries & Benefits	\$ 475,460	\$ 259,005	\$(- 216,455)
Services & Supplies	98,336	39,295	(- 59,041)
Fixed Assets	5,190	-	(- 5,190)
TOTAL	578,986	298,300	(- 280,686)
Revenue	-	-	-
<u>Medical Institutions</u>			
Salaries & Benefits	\$15,417,894	\$16,246,588	828,694
Services & Supplies	23,092,613	11,729,900	(- 11,362,713)
Fixed Assets	118,888	110,666	(- 8,222)
TOTAL	38,629,395	28,087,154	(- 10,542,241)
Revenue	20,278,784	24,182,602	3,903,818
<u>Public Health</u>			
Salaries & Benefits	\$ 8,051,149	\$ 8,328,042*	276,893
Services & Supplies	4,643,344	5,287,384	644,040
Fixed Assets	81,898	111,233	29,355
TOTAL	12,776,391	13,726,659	950,268
Revenue	6,353,757	7,048,119	694,362
<u>Substance Abuse</u>			
Salaries & Benefits	\$ 1,539,546	\$ 1,308,935	(- 230,611)
Services & Supplies	3,556,011	3,786,398	230,387
Fixed Assets	2,784	1,146	(- 1,638)
TOTAL	5,098,341	5,096,479	(- 1,862)
Revenue	3,229,170	3,509,453	280,283
<u>Air Pollution Control</u>			
Salaries & Benefits	\$ 1,748,221	\$ 1,791,031*	42,810
Services & Supplies	174,669	185,584	10,915
Fixed Assets	74,614	51,802	(- 22,812)
TOTAL	1,998,504	2,028,417	29,913
Revenue	1,063,200	1,129,050	65,850
<u>TOTAL HEALTH CARE AGENCY</u>			
Salaries & Benefits	\$27,232,270	\$27,933,601	701,331
Services & Supplies	31,565,973	21,028,561	(- 10,537,412)
Fixed Assets	283,374	274,847	(- 8,527)
TOTAL	59,081,617	49,237,009	(- 9,844,608)
Revenue	30,924,911	35,869,224	4,944,313
<u>Allocated Federal Revenue Sharing & Countercyclical</u>			
Maintenance of Effort- Countercyclical	\$ 600,000	\$ 600,000	-
Maintenance of Effort- Federal Revenue Sharing	2,782,027	-0-	(- 2,782,027)
Net Appropriation	\$55,699,590	\$48,637,009	\$(- 7,062,581)
* Appropriations include CETA Special Projects as follows:			
Public Health		\$ 10,075	
APCD		2,750	

Schedule I (cont'd)

FISCAL & JUSTICE AGENCY	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>Agency Administration</u>			
Salaries & Benefits	\$ 289,058	\$ 132,764	\$(- 156,294)
Services & Supplies	31,722	10,645	(- 21,077)
Fixed Assets	340	-	(- 340)
TOTAL	321,120	143,409	(- 177,711)
Revenue	-	-	-
<u>Assessor</u>			
Salaries & Benefits	\$ 5,130,479	\$ 4,762,140	\$(- 368,339)
Services & Supplies	313,255	339,325	26,070
Fixed Assets	9,431	9,183	(- 248)
TOTAL	5,453,165	5,110,648	(- 342,021)
Revenue	28,535	28,535	-
<u>Tax Collector/Treasurer</u>			
Salaries & Benefits	\$ 1,463,825	\$ 1,377,471	\$(- 86,354)
Services & Supplies	363,894	373,941	10,047
Fixed Assets	18,162	25,955	7,793
TOTAL	1,845,881	1,777,367	(- 68,514)
Revenue	327,215	323,603	(- 3,612)
<u>Purchasing Agent</u>			
Salaries & Benefits	\$ 729,599	\$ 708,744	\$(- 20,855)
Services & Supplies	226,079	247,212	21,133
Fixed Assets	6,304	6,783	479
Interfund Charges	(- 329,702)	(- 329,005)	697
TOTAL	632,280	633,734	1,454
Revenue	135,000	135,000	-
<u>Recorder</u>			
Salaries & Benefits	\$ 590,300	\$ 618,156	\$ 27,856
Services & Supplies	75,236	81,807	6,571
Fixed Assets	2,818	7,034	4,216
TOTAL	668,354	706,997	38,643
Revenue	1,797,000	2,130,000	333,000
<u>Superior Court</u>			
Salaries & Benefits	\$ 2,648,019	\$ 2,651,227	\$ 3,208
Services & Supplies	2,941,954	3,311,095	369,141
Fixed Assets	43,237	24,192	(- 19,045)
TOTAL	5,633,210	5,986,514	353,304
Revenue	630,000	630,000	-
<u>Public Administrator</u>			
Salaries & Benefits	\$ 590,615	\$ 608,420	\$ 17,805
Services & Supplies	59,230	59,835	605
Fixed Assets	3,391	2,026	(- 1,365)
TOTAL	653,236	670,281	17,045
Revenue	262,000	292,000	30,000
<u>North County Municipal Court</u>			
Salaries & Benefits	\$ 1,271,014	\$ 1,267,665	\$(- 3,349)
Services & Supplies	617,859	569,531	(- 48,328)
Fixed Assets	38,365	8,428	(- 29,937)
TOTAL	1,927,238	1,845,624	(- 81,614)
Revenue	107,354	144,624	37,270
<u>El Cajon Municipal Court</u>			
Salaries & Benefits	\$ 1,148,986	\$ 1,261,140	\$ 112,154
Services & Supplies	383,504	388,496	4,992
Fixed Assets	15,745	9,191	(- 6,554)
TOTAL	1,548,235	1,658,827	110,592
Revenue	77,725	105,490	27,765
<u>South Bay Municipal Court</u>			
Salaries & Benefits	\$ 823,167	\$ 902,910	\$ 79,743
Services & Supplies	550,822	455,702	(- 95,120)
Fixed Assets	2,852	2,714	(- 138)
TOTAL	1,376,841	1,361,326	(- 15,515)
Revenue	72,250	76,550	4,300

Schedule I (cont'd)

Fiscal & Justice Agency (cont'd)	1977-78	1978-79	Increase/ Decrease
<u>San Diego Municipal Court</u>			
Salaries & Benefits	\$ 4,631,879	\$ 4,714,353	\$ 82,474
Services & Supplies	2,202,702	1,939,695	(- 213,007)
Fixed Assets	9,670	12,381	2,711
TOTAL	6,844,251	6,666,429	(- 177,822)
Revenue	718,597	797,947	79,350
<u>Sheriff</u>			
Salaries & Benefits	\$21,146,947	\$21,194,225	\$ 47,278
Services & Supplies	2,411,960	2,396,913	(- 15,047)
Fixed Assets	226,194	136,963	(- 89,231)
Interfund Charges	(- 477,716)	-	477,716
TOTAL	23,307,385	23,728,101	420,716
Revenue	2,341,429	2,331,279	(- 10,150)
<u>Marshal</u>			
Salaries & Benefits	\$ 2,827,780	\$ 3,611,287	\$ 783,507
Services & Supplies	147,326	121,443	(- 25,883)
Fixed Assets	28,022	20,616	(- 7,406)
TOTAL	3,003,128	3,753,346	750,218
Revenue	328,518	583,645	255,127
<u>Revenue & Recovery</u>			
Salaries & Benefits	\$ 2,376,253	\$ 2,570,837	\$ 194,584
Services & Supplies	62,485	93,865	31,380
Fixed Assets	19,109	22,105	2,996
TOTAL	2,457,847	2,686,807	228,960
Revenue	15,200	15,200	-
<u>Grand Jury</u>			
Services & Supplies	\$ 139,600	\$ 139,600	\$ -
TOTAL	139,600	139,600	-
Revenue	-	-	-
<u>Coroner</u>			
Salaries & Benefits	\$ 1,020,567	\$ 1,037,505	\$ 16,938
Services & Supplies	189,880	211,290	21,410
Fixed Assets	11,737	5,668	(- 6,069)
TOTAL	1,222,184	1,254,463	32,279
Revenue	168,300	90,674	(- 77,626)
<u>County Clerk</u>			
Salaries & Benefits	\$ 2,691,712	\$ 2,859,395	\$ 167,683
Services & Supplies	199,631	217,381	17,750
Fixed Assets	22,487	24,645	2,158
TOTAL	2,913,830	3,101,421	187,591
Revenue	1,730,979	1,670,955	(- 60,024)
<u>District Attorney</u>			
Salaries & Benefits	\$ 8,749,088	\$ 8,583,687	\$(- 165,401)
Services & Supplies	569,944	804,979	235,035
Fixed Assets	47,790	31,078	(- 16,712)
TOTAL	9,366,822	9,419,744	52,922
Revenue	5,635,010	6,732,783	1,097,773
<u>Defender Services</u>			
Salaries & Benefits	\$ 95,364	\$ 216,013	\$ 120,649
Services & Supplies	22,650	42,750	20,100
Fixed Assets	11,471	2,040	(- 9,431)
TOTAL	129,485	260,803	131,318
Revenue	-	-	-
<u>TOTAL FISCAL & JUSTICE AGENCY</u>			
Salaries & Benefits	\$58,224,652	\$59,077,939	\$ 853,287
Services & Supplies	11,509,733	11,805,505	295,772
Fixed Assets	517,125	351,002	(- 166,123)
Interfund Charges	(- 807,418)	(- 329,005)	478,413
TOTAL	69,444,092	70,905,441	1,461,349
Revenue	14,375,112	16,088,285	1,713,173

Schedule I (cont'd)

COMMUNITY SERVICES AGENCY	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>Agency Administration</u>			
Salaries & Benefits	\$ 485,547	\$ 271,103	\$ (-214,444)
Services & Supplies	24,720	20,765	(- 3,955)
Fixed Assets	1,686	1,040	(- 646)
Interfund Charges	(-164,550)	(- 79,440)	85,110
TOTAL	347,403	213,468	(-133,935)
Revenue	74,720	114,650	39,930
<u>Environmental Analysis</u>			
Salaries & Benefits	381,993	416,919	\$ 34,926
Services & Supplies	20,500	16,000	(- 4,500)
Fixed Assets	2,251	865	(- 1,386)
TOTAL	404,744	433,784*	29,040
Revenue	464,572	482,106	17,534
<u>Fire, Disaster and Safety Services</u>			
Salaries & Benefits	662,577	719,461	\$ 56,884
Services & Supplies	451,728	290,246	(-161,482)
Fixed Assets	105,944	105,462	(- 482)
Interfund Charges	(- 30,700)	(- 30,700)	-0-
TOTAL	1,189,549	1,084,469*	(-105,080)
Revenue	298,912	317,792	18,880
<u>Zoning Administrator</u>			
Salaries & Benefits	\$ 156,644	\$ 161,156	\$ 4,512
Services & Supplies	6,800	8,650	1,850
Fixed Assets	3,391	50	(-3,341)
TOTAL	166,835	169,856	3,021
Revenue	50,317	54,500	4,183
<u>Registrar of Voters</u>			
Salaries & Benefits	\$ 1,166,269	\$ 993,236	\$ (-173,033)
Services & Supplies	2,266,492	1,812,161	(-454,331)
Fixed Assets	14,595	4,900	(- 9,695)
TOTAL	3,447,356	2,810,297	(-637,059)
Revenue	1,115,479	437,000	(-678,479)
<u>Animal Control</u>			
Salaries & Benefits	\$ 1,307,086	\$ 1,758,505	\$ 451,419
Services & Supplies	115,245	117,075	1,830
Fixed Assets	3,969	4,650	681
TOTAL	1,426,300	1,880,230*	453,930
Revenue	1,149,500	2,314,906	1,165,406
<u>County Veterinarian</u>			
Salaries & Benefits	\$ 111,999	\$ 121,138	\$ 9,139
Services & Supplies	9,691	12,152	2,461
Fixed Assets	398	3,780	3,382
TOTAL	122,088	137,070	14,982
Revenue	7,680	14,880	7,200
<u>Agriculture</u>			
Salaries & Benefits	\$ 1,507,843	\$ 1,513,143	5,300
Services & Supplies	226,112	238,482	12,370
Fixed Assets	1,861	850	(- 1,011)
Interfund Charges	(-156,400)	(-169,200)	(- 12,800)
TOTAL	1,579,416	1,583,275	3,859
Revenue	329,605	413,305	83,700
<u>Grazing Lands</u>			
Services & Supplies	\$ 33,000	\$ 39,742	\$ 6,742
TOTAL	33,000	39,742	6,742
Revenue	33,000	39,742	6,742

Schedule I (cont'd)

COMMUNITY SERVICES AGENCY (contd.)	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/Decrease</u>
<u>Fish and Game</u>			
Services & Supplies	\$ 21,483	\$ 32,327	\$ 10,844
Fixed Assets	-0-	1,445	1,445
TOTAL	21,483	33,772	12,289
Revenue	21,483	33,772	12,289
<u>Farm Advisor</u>			
Salaries & Benefits	\$ 181,094	\$ 146,084	\$ (- 35,010)
Services & Supplies	15,000	16,900	1,900
Fixed Assets	1,476	850	(- 626)
TOTAL	197,570	163,834	(- 33,736)
Revenue	-0-	-0-	-
<u>Parks & Recreation</u>			
Salaries & Benefits	\$ 2,568,517	\$ 2,416,564	\$ (-151,953)
Services & Supplies	791,754	892,570	100,816
Fixed Assets	28,551	21,852	(- 6,699)
Interfund Charges	(-119,905)	(-140,425)	(- 20,520)
TOTAL	3,268,917	3,190,561	(- 78,356)
Revenue	370,944	518,981	148,037
<u>Local Park Development Fund</u>			
Services & Supplies	\$ 6,119,045	\$ 7,368,715	\$ 1,249,670
TOTAL	6,119,045	7,368,715	1,249,670
Revenue	6,119,045	7,368,715	1,249,670
<u>Governmental Reference Library</u>			
Services & Supplies	29,277	34,787	5,510
TOTAL	29,277	34,787	5,510
Revenue	-0-	-0-	-
<u>Real Property</u>			
Salaries & Benefits	\$ 1,259,057	\$ 1,072,021	\$ (-187,036)
Services & Supplies	165,237	105,097	(- 60,140)
Fixed Assets	4,279	621	(- 3,658)
Interfund Charges	(-643,620)	(-629,880)	13,740
TOTAL	784,953	547,859	(-237,094)
Revenue	202,470	168,500	(- 33,970)
<u>Land Use & Environmental Regulation</u>			
Salaries & Benefits	\$ 3,419,629	\$ 3,660,474	\$ 240,845
Services & Supplies	257,006	314,205	57,199
Fixed Assets	2,183	10,510	8,327
TOTAL	3,678,818	3,985,189	306,371
Revenue	3,586,683	4,347,349	760,666
<u>General Services</u>			
Salaries & Benefits	\$ 10,796,258	\$ 10,096,270	\$ (-699,988)
Services & Supplies	13,034,768	13,095,483	60,715
Fixed Assets	57,592	74,180	16,588
Interfund Charges	(-2,046,712)	(-1,658,782)	387,930
TOTAL	21,841,906	21,607,151*	(-234,755)
Revenue	360,425	640,285	279,860
<u>Sanitation & Flood Control</u>			
Salaries & Benefits	\$ 4,612,429	\$ 4,874,920	\$ 262,491
Services & Supplies	2,048,662	2,096,072	47,410
Fixed Assets	14,870	12,316	(- 2,554)
Interfund Charges	(-140,377)	(- 139,876)	501
TOTAL	6,535,584	6,843,432	307,848
Revenue	5,712,371	8,493,911	2,781,540

Schedule I (cont'd)

COMMUNITY SERVICES AGENCY (contd.)	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/Decrease</u>
<u>Library</u>			
Salaries & Benefits	\$ 2,314,177	\$ 2,048,661	\$ (-265,516)
Services & Supplies	2,010,642	1,561,749	(-448,893)
Fixed Assets	18,992	9,260	(- 9,732)
Interfund Charges	(- 360)	(- 374)	(14)
TOTAL	4,343,451	3,619,296	(-724,155)
Revenue	4,343,451	3,619,296	(-724,155)
<u>Transportation - General Fund</u>			
Salaries and Benefits	\$ -0-	\$ 20,164	\$ 20,164
Services and Supplies	2,965,702	2,871,802	(- 93,900)
Fixed Assets	34,283	14,133	(- 20,150)
TOTAL	2,999,985	2,906,099*	(- 93,886)
Revenue	812,484	1,110,209	297,725
<u>Transportation - Road Fund</u>			
Salaries & Benefits	\$ 12,487,708	\$12,998,943	\$ 511,235
Services & Supplies	14,071,119	16,226,494	2,155,375
Contingency Reserve	750,000	750,000	-0-
Fixed Assets	45,983	36,368	(- 9,615)
Interfund Charges	(- 4,131,694)	(-5,047,914)	(- 916,220)
TOTAL	23,223,116	24,963,891*	1,740,775
Revenue	23,223,116	24,963,891	1,740,775
<u>General Aviation Assistance</u>			
Services & Supplies	\$ 165,000	\$ 200,501	\$ 35,501
Interfund Charges	(- 24,500)	-0-	24,500
TOTAL	140,500	200,501	60,001
Revenue	140,500	200,501	60,001
<u>County Wide Equipment Acquisition</u>	\$ 2,203,846	\$ 2,446,512	\$ 242,666
<u>TOTAL COMMUNITY SERVICES AGENCY</u>			
Salaries & Benefits	\$ 43,418,827	\$43,288,762	\$(- 130,065)
Services & Supplies	44,848,983	47,371,975	2,522,992
Contingency Reserve	750,000	750,000	-0-
Fixed Assets	2,546,150	2,749,644	203,494
Interfund Charges	(-7,458,818)	(-7,896,591)	(- 437,773)
TOTAL	84,105,142	86,263,790	2,158,648
Revenue	48,416,757	55,654,291	7,237,534
* Appropriations include CETA Special Projects as follows:			
		\$ 7,800	
Environmental Analysis Division		44,792	
Fire, Disaster & Safety		114,173	
Animal Control		116,467	
General Services		22,405	
Transportation - General Fund		69,531	
Transportation - Road Fund		<u>375,168</u>	
TOTAL			
<u>Facilities Development</u>			
Services & Supplies	\$ 4,856,600	\$ 4,386,800	\$(- 469,800)
Fixed Assets	41,373,400	15,889,300	(-25,484,100)
Cost Applied	(-5,335,700)	(-1,896,200)	3,439,500
TOTAL	40,894,300	18,379,900	(-22,514,400)
Revenue	26,537,700	8,915,390	(-17,622,310)
Allocated Revenue Sharing	11,428,400	3,519,040	(- 7,909,360)

Schedule I (cont'd)

GENERAL ADMINISTRATION	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/Decrease</u>
<u>District #1</u>			
Salaries & Benefits	\$ 183,636	\$ 167,366	\$ (-16,270)
Services & Supplies	13,690	8,310	(- 5,380)
Fixed Assets	1,543	-0-	(- 1,543)
TOTAL	200,287	175,676	(-24,611)
Revenue	-0-	-0-	-0-
<u>District #2</u>			
Salaries & Benefits	\$193,263	\$186,320	\$(- 6,943)
Services & Supplies	12,812	11,578	(- 1,234)
Fixed Assets	3,508	-0-	(- 3,508)
TOTAL	209,583	197,898	(-11,685)
Revenue	-0-	-0-	-0-
<u>District #3</u>			
Salaries & Benefits	\$195,397	\$177,896	\$(-17,501)
Services & Supplies	14,884	19,902	5,018
Fixed Assets	413	-0-	(- 413)
TOTAL	210,694	197,798	(-12,896)
Revenue	-0-	-0-	-0-
<u>District #4</u>			
Salaries & Benefits	\$157,302	\$159,274	\$ 1,972
Services & Supplies	12,578	14,726	2,148
Fixed Assets	841	-0-	(- 841)
TOTAL	170,721	174,000	(- 3,279)
Revenue	-0-	-0-	-0-
<u>District #5</u>			
Salaries & Benefits	\$192,729	\$174,607	\$(-18,122)
Services & Supplies	10,130	10,080	(- 50)
Fixed Assets	164	450	286
TOTAL	203,023	185,137	(-17,886)
Revenue	-0-	-0-	-0-
<u>General Office</u>			
Salaries & Benefits	\$ 26,178	\$ 39,975	\$ 13,797
Services & Supplies	13,500	13,300	(- 200)
Fixed Assets	-0-	675	675
TOTAL	39,678	53,950	14,272
Revenue	-0-	-0-	-0-
<u>Clerk of the Board</u>			
Salaries & Benefits	\$731,030	\$780,016	\$ 48,986
Services & Supplies	206,907	196,042	(-10,865)
Fixed Assets	6,588	-0-	(- 6,588)
TOTAL	944,525	976,058	31,533
Revenue	25,050	41,990	16,940
<u>Chief Administrative Officer</u>			
Salaries & Benefits	\$586,559	\$573,838	\$(-12,721)
Services & Supplies	302,009	287,285	(-14,724)
Fixed Assets	2,659	3,264	605
TOTAL	891,227	864,387	(-26,840)
Revenue	-0-	23,630	23,630
<u>Equal Opportunity Mgmt Office</u>			
Salaries & Benefits	\$366,546	\$507,461	\$140,915
Services & Supplies	21,022	28,020	6,998
Fixed Assets	380	3,080	2,700
TOTAL	387,948	538,561	150,613
Revenue	-0-	123,848	123,848

Schedule I (cont'd)

GENERAL ADMINISTRATION
(contd)

	<u>1977-78</u>	<u>1978-79</u>	
<u>Program Evaluation</u>			
Salaries & Benefits	\$ 477,581	\$ 350,876	\$ (-126,705)
Services & Supplies	22,400	6,000	(- 16,400)
Fixed Assets	194	898	704
TOTAL	500,175	357,774	(-142,401)
Revenue	-0-	-0-	-0-
 <u>CAO Special Projects</u>			
Salaries & Benefits	\$ -0-	\$ -0-	\$ -0-
Services & Supplies	775,535	553,812	(-221,723)
Costs Applied	(-391,279)	(-241,279)	150,000
TOTAL	384,256	312,533	(- 71,723)
Revenue	58,000	14,000	(- 44,000)
 <u>County Counsel</u>			
Salaries & Benefits	\$ 1,404,625	\$ 1,418,405	\$ 13,780
Services & Supplies	92,638	104,760	12,122
Fixed Assets	9,395	4,023	(- 5,372)
TOTAL	1,506,658	1,527,188	20,530
Revenue	257,500	257,500	-
 <u>Personnel</u>			
Salaries & Benefits	\$ 1,372,373	\$ 1,384,073	\$ 11,700
Services & Supplies	319,465	219,875	(- 99,590)
Fixed Assets	8,362	3,300	(- 5,062)
TOTAL	1,700,200	1,607,248	(- 92,952)
Revenue	90,366	84,509	(- 5,857)
 <u>Office of Management & Budget</u>			
Salaries & Benefits	\$ 1,160,596	\$ 1,219,619	\$ 59,023
Services & Supplies	602,130	326,854	(-275,276)
Fixed Assets	6,689	4,413	(- 2,276)
Cost Applied	(- 62,362)	(- 34,435)	27,927
TOTAL	1,707,053	1,516,451	(-190,602)
Revenue	52,500	85,000	32,500
 <u>EDP Services</u>			
Salaries & Benefits	\$ 3,803,470	\$ 3,773,007	\$ (- 30,463)
Services & Supplies	2,550,653	2,605,436	54,783
Fixed Assets	5,271	12,650	7,379
Cost Applied	(-124,979)	(-109,452)	15,527
TOTAL	6,234,415	6,281,641	47,226
Revenue	72,400	72,350	(- 50)
 <u>Housing & Community Development</u>			
Salaries & Benefits	\$ 589,428	\$ 954,200	\$ 364,772
Services & Supplies	7,941,360	8,027,637	86,277
Fixed Assets	7,324	4,576	(- 2,748)
TOTAL	8,538,112	8,986,413	448,301
Revenue	8,541,873	9,112,858	570,985
 <u>Integrated Planning Office</u>			
Salaries & Benefits	\$ 2,417,433	\$ 1,953,100	\$ (-464,333)
Services & Supplies	416,758	305,548	(-111,210)
Fixed Assets	7,412	674	(- 6,738)
TOTAL	2,841,603	2,259,322	(-582,281)
Revenue	486,710	445,000	(- 41,710)
 <u>Criminal Justice Planning</u>			
Salaries & Benefits	\$ 169,649	\$ 171,726	\$ 2,077
Services & Supplies	6,153	8,175	2,022
Fixed Assets	-0-	-0-	-0-
TOTAL	175,802	179,901	4,099
Revenue	187,000	183,500	(- 3,500)

Schedule I (cont'd)

GENERAL ADMINISTRATION	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/Decrease</u>
(cont'd.)			

Auditor & Controller

Salaries & Benefits	\$ 3,230,918	\$ 3,591,912	\$ 360,994
Services & Supplies	495,793	493,259	(- 2,534)
Fixed Assets	24,294	19,554	(- 4,740)
Other (Worker's Comp.)	1,052,822	900,000	(- 152,822)
Cost Applied	(- 1,292,822)	(- 516,691)	776,131
TOTAL	3,511,005	4,488,034	977,029
Revenue	190,607	340,200	149,593

TOTAL GENERAL ADMINISTRATION

Salaries & Benefits	\$ 17,258,713	\$ 17,583,671	\$ 324,958
Services & Supplies	13,830,417	13,240,599	(- 589,818)
Fixed Assets	85,037	57,557	(- 27,480)
Other (Worker's Comp.)	1,052,822	900,000	(- 152,822)
Cost Applied	(- 1,871,442)	(- 901,857)	969,585
TOTAL	30,355,547	30,879,970	524,423
Revenue	9,962,006	10,784,385	822,379

*Appropriations include CETA Special Projects as follows:

Clerk of the Board	16,990
Equal Opportunity Mgmt. Office	123,848
IPO	15,887

<u>Debt Service</u>	\$ 2,145,463	\$ 3,649,115	\$ 1,503,652
---------------------	--------------	--------------	--------------

Reserves

Contingency	\$ 7,182,399	\$ 15,781,510	\$ 8,599,111
Federal Revenue Sharing	2,000,000	-0-	(-2,000,000)
TOTAL	9,182,399	15,781,510	6,599,111
Revenue	-		

Maintenance of Effort

Federal Revenue Sharing	\$ 7,065,243	\$ 13,608,170	\$ (- 6,542,927)
Countercyclical	4,600,000	4,300,000	(- 300,000)
TOTAL	11,665,243	17,908,170	6,242,927

TOTAL COUNTY

Salaries & Benefits	\$ 219,691,727	\$ 216,803,499	\$ (- 2,888,228)
Services & Supplies	275,252,493	273,196,710	(- 2,055,783)
Fixed Assets	44,991,934	19,506,527	(-25,485,407)
Cost Applied	(-20,255,000)	(-16,592,082)	3,662,918
TOTAL	519,681,154	492,914,654	(-26,766,500)
Revenue	285,573,057	300,585,443	15,012,386

Schedule II

SUMMARY OF FULL COST BUDGET BY AGENCY AND DEPARTMENT

DIRECT SERVICES

	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>Human Resources</u>			
Human Relations Commission	\$ 256,258	\$ -0-	\$(- 256,258)
Welfare	187,947,478	182,390,124	(- 5,557,354)
Probation	31,879,880	31,620,815	(- 259,065)
Human Services	17,599,704	17,383,464	(- 216,240)
Total	<u>\$237,683,320</u>	<u>\$231,394,403</u>	<u>\$(- 6,288,917)</u>
<u>Health Care</u>			
Medical Institutions	\$ 40,906,688	\$ 29,858,728	\$(-11,047,960)
Public Health	14,183,809	15,105,124	921,315
Substance Abuse	5,566,705	5,539,026	(- 27,679)
Air Pollution Control	2,333,063	2,390,328	57,265
Total	<u>\$ 62,990,265</u>	<u>\$ 52,893,206</u>	<u>\$(-10,097,059)</u>
<u>Fiscal and Justice</u>			
Assessor	\$ 6,983,197	\$ 6,592,182	\$(- 391,015)
Tax Collector - Treasurer	2,671,097	2,710,261	39,164
Recorder	942,507	1,008,019	65,512
Superior Court	6,728,143	7,291,160	563,017
Public Administrator	860,144	817,077	(- 43,067)
El Cajon Municipal Court	1,846,212	2,110,814	264,602
North County Municipal Court	2,466,757	2,412,787	(- 53,970)
South Bay Municipal Court	1,568,361	1,597,806	29,445
San Diego Municipal Court	8,262,922	8,227,784	(- 35,138)
Sheriff	29,795,669	30,844,383	1,048,714
Marshal	3,660,503	4,576,579	916,076
Grand Jury	157,372	170,720	13,348
Coroner	1,434,739	1,464,801	30,062
County Clerk	3,509,180	3,584,062	74,882
District Attorney	12,540,276	12,844,909	304,633
Office of Defender Services	124,725	282,869	158,144
Total	<u>\$ 83,551,804</u>	<u>\$ 86,536,213</u>	<u>\$ 2,984,409</u>
<u>Community Services Agency</u>			
Cable Television Regulation	\$ 46,954	\$ 70,437	\$ 23,483
Environmental Analysis	474,272	501,648	27,376
Fire, Disaster, and Safety Services	1,476,719	1,621,169	144,450
Zoning Administrator	195,858	241,772	45,914
Registrar of Voters	4,136,810	3,496,474	(- 640,336)
Animal Control	1,926,324	2,464,872	538,548
County Veterinarian	166,598	171,222	4,624
Agriculture	2,112,202	2,149,117	36,915
Farm Advisor	292,516	255,658	(- 36,858)
Parks and Recreation	10,373,224	11,933,619	1,560,395
Land Use & Environmental Regulation	4,556,047	5,183,010	626,963
Sanitation & Flood Control	8,953,390	9,321,593	368,203
Library	4,324,459	3,610,036	(- 714,423)
Transportation	24,894,420	26,017,956	1,123,536
Total	<u>\$ 63,929,793</u>	<u>\$ 67,038,583</u>	<u>\$ 3,108,790</u>

Schedule II (cont'd)

	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>General Administration</u>			
CAO Special Projects (LAFCO)	\$ 273,668	\$ 271,424	\$(- 2,244)
County Counsel	336,526	338,903	2,377
Office of Management and Budget	220,940	222,926	1,986
EDP Services	72,400	72,350	(- 50)
Housing and Community Development	8,597,235	9,136,097	538,862
Integrated Planning Office	3,446,759	3,067,151	(- 379,608)
Auditor and Controller	<u>559,537</u>	<u>598,902</u>	<u>39,365</u>
Total	\$ 13,507,065	\$ 13,707,753	\$ 200,688
<u>Reserves</u>			
Contingency Reserves	7,182,399	15,781,510	8,599,111
Federal Revenue Sharing	2,000,000	-0-	(- 2,000,000)
<u>Debt Service</u>	\$ 2,145,463	\$ 3,649,115	\$ 1,503,652
<u>Total Operations Costs</u>	\$472,348,688	\$471,000,783	\$(- 1,347,905)
Less Depreciation Capital Program	(-2,958,862) 44,942,734	(-3,318,737) 17,958,006	(- 359,875) (-26,984,728)
Adjustments (Unallocated CETA and Facilities Development Indirect Costs)	\$ 5,348,594	\$ 7,274,602	1,926,008
TOTAL APPROPRIATIONS	\$519,681,154	\$492,914,654	\$(-26,766,500)

Following are summaries of support and overhead organizations; the costs of which have been allocated to direct service agencies noted above.

Schedule II

SUMMARY OF FULL COST BUDGET BY AGENCY AND DEPARTMENT

SUPPORT & OVERHEAD COSTS

	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
<u>Human Resources</u>			
Agency Administration	\$ 345,902	\$ 233,892	\$(- 112,010)
Welfare Department Overhead	863,653	819,160	(- 44,493)
Probation Department Overhead	957,635	667,083	(- 290,552)
Human Services Department Overhead	<u>380,314</u>	<u>411,849</u>	<u>31,535</u>
Total	\$ 2,547,504	\$ 2,131,984	\$(- 415,520)
<u>Health Care</u>			
Agency Administration	\$ 573,796	\$ 298,300	\$(- 275,496)
DMI - Administration & General Services	905,437	895,246	(- 10,191)
DMI - County Mental Health	3,003,854	2,967,842	(- 36,012)
Public Health	728,492	711,402	(- 17,090)
DMI - Edgemoor	315,462	330,672	15,210
Substance Abuse	<u>330,472</u>	<u>317,357</u>	<u>13,115</u>
Total	\$ 5,857,513	\$ 5,520,819	\$(- 336,694)
<u>Community Services Agency</u>			
Agency Administration	\$ 306,552	\$ 154,514	\$(- 152,038)
Fire, Disaster, and Safety Services	121,079	88,576	(- 32,503)
Registrar of Voters	159,777	174,567	14,790
Agriculture	162,363	161,985	(- 378)
Parks and Recreation	305,729	240,746	(- 64,983)
Governmental Reference Library	29,277	34,787	5,510
Real Property	780,674	547,238	(- 233,436)
Land Use and Environmental Regulation	184,772	186,082	1,310
General Services	27,697,314	27,395,407	(- 301,907)
Sanitation & Flood Control	179,664	262,814	83,150
Library	134,910	142,256	7,346
Transportation	<u>4,002,255</u>	<u>4,691,823</u>	<u>689,568</u>
Total	\$ 34,064,366	\$ 34,080,795	\$ 16,429
<u>Fiscal and Justice Agency</u>			
Agency Administration	\$ 320,779	\$ 143,409	\$(-177,370)
Assessor	328,244	347,815	19,571
Tax Collector-Treasurer	429,753	397,838	(- 31,915)
Purchasing Agent	626,142	626,981	839
Recorder	130,708	98,636	(- 32,072)
Superior Court	214,658	242,942	28,284
Public Administrator	242,191	263,702	21,511
El Cajon Municipal Court	126,845	95,787	31,058
North County Municipal Court	263,414	84,974	(-178,440)
South Bay Municipal Court	102,412	72,547	(- 29,865)
San Diego Municipal Court	343,576	362,284	18,708
Sheriff	1,425,983	1,976,992	551,019
Revenue and Recovery	2,438,942	2,596,702	157,760
Coroner	154,224	160,930	6,706
County Clerk	391,135	403,691	12,556
District Attorney	<u>698,094</u>	<u>697,274</u>	<u>(- 820)</u>
TOTAL COSTS	\$8,237,100	\$8,572,504	\$ 397,230
Revenue	<u>806,991</u>	<u>1,148,640</u>	<u>341,649</u>
NET COSTS	\$7,430,109	\$7,423,864	\$ 55,581

Schedule II (Cont.)

General Administration

Board of Supervisors	\$ 1,026,099	\$ 883,334	\$ (- 42,765)
Clerk of the Board	937,937	976,058	38,121
Chief Administrative Office	888,568	861,123	(- 27,445)
Equal Opportunity Management Office	387,568	535,481	147,913
Office of Program Evaluation	499,981	356,876	(- 143,105)
CAO Special Projects	85,687	69,245	(- 67,870)
County Counsel	1,241,788	1,264,845	23,057
Civil Service & Personnel	1,691,838	1,603,948	(- 87,890)
Office of Management & Budget	1,534,758	1,349,542	(- 185,216)
Electronic Data Process. Services	6,162,518	6,200,393	37,875
Integrated Planning Office	394,417	370,161	(- 24,256)
Auditor & Controller	<u>3,152,005</u>	<u>4,064,041</u>	<u>912,036</u>
 Total	 \$ 18,003,164	 \$ 18,635,047	 \$ 580,445

Schedule III

SUMMARY OF STAFF YEARS BY AGENCY AND DEPARTMENT

<u>HUMAN RESOURCES AGENCY</u>	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
Agency Administration			
Regular	9.63	6.25	(- 3.38)
CETA	8.00	1.50	(- 6.50)
Welfare			
Regular	2,668.00	2,440.50	(-227.50)
CETA	64.00	64.00	-0-
Probation			
Regular	1,209.50	1,161.75	(- 47.75)
CETA	31.00	29.00	(- 2.00)
Human Services			
Regular	93.00	106.00	13.00
CETA	34.00	35.00	1.00
Agency Total			
Regular	3,979.63	3,714.50	(-265.13)
CETA	<u>137.00</u>	<u>129.50</u>	<u>(- 7.50)</u>
Total	4,117.13	3,844.00	(-273.13)
 <u>HEALTH CARE AGENCY</u>			
Agency Administration			
Regular	15.00	7.00	(- 8.00)
CETA	8.00	2.00	(- 6.00)
Medical Institutions			
Regular	892.51	931.67	39.16
CETA	1.00	4.00	3.00
Public Health			
Regular	475.66	472.50	(- 3.16)
CETA	15.00	15.00	-
Substance Abuse			
Regular	97.00	73.00	(- 24.00)
CETA	1.00	1.00	-
Air Pollution Control			
Regular	74.00	73.50	(- 00.50)
CETA	22.00	21.00	(- 1.00)
Agency Total			
Regular	1,554.17	1,557.67	3.50
CETA	47.00	43.00	(- 4.00)

Schedule III

SUMMARY OF STAFF YEARS BY AGENCY AND DEPARTMENT

<u>FISCAL & JUSTICE AGENCY</u>	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
Agency Administration			
Regular	11.08	5.25	(- 5.83)
CETA	-	-	-
Assessor			
Regular	294.25	262.58	(-31.67)
CETA	2.00	2.00	-
Tax Collector-Treasurer			
Regular	98.91	93.75	(- 5.16)
CETA	8.00	7.00	(- 1.00)
Purchasing Agent			
Regular	44.00	43.00	(- 1.00)
CETA	6.00	6.00	-
Recorder			
Regular	40.80	42.60	1.80
CETA	6.00	6.00	-
Superior Court			
Regular	149.00	153.50	4.50
CETA	1.00	-	(- 1.00)
Public Administrator			
Regular	33.25	33.25	-
CETA	4.00	4.00	-
El Cajon Municipal Court			
Regular	62.00	62.00	-
CETA	3.00	3.00	-
North County Municipal Court			
Regular	69.50	71.00	1.50
CETA	-	-	-
South Bay Municipal Court			
Regular	43.00	47.00	4.00
CETA	-	-	-
San Diego Municipal Court			
Regular	256.00	254.58	(- 1.42)
CETA	2.00	2.00	-
Sheriff			
Regular	1,112.25	1,109.50	(- 2.75)
CETA	48.00	60.75	12.75
Marshall			
Regular	178.75	196.50	17.75
CETA	3.00	3.00	-
Revenue & Recovery			
Regular	174.00	174.00	-
CETA	6.00	6.00	-
Coroner			
Regular	43.25	43.25	-
CETA	5.00	5.00	-

Schedule III

SUMMARY OF STAFF YEARS BY AGENCY AND DEPARTMENT

<u>FISCAL & JUSTICE AGENCY</u>	<u>1977-78</u>	<u>1978-79</u>	<u>Increase Decrease</u>
County Clerk			
Regular	181.00	177.50	(- 3.50)
CETA	18.00	18.00	-
District Attorney			
Regular	424.50	415.50	(- 9.00)
CETA	20.00	19.00	(- 1.00)
Defender Services			
Regular	4.33	10.00	5.67
CETA	-	-	-
Fiscal & Justice Agency			
Regular	3,219.87	3,194.76	(- 25.11)
CETA	132.00	141.75	9.75
Total	3,351.87	3,336.51	(- 15.36)
 <u>COMMUNITY SERVICES AGENCY</u>			
Agency Administration			
Regular	24.25	12.08	(-12.17)
CETA	1.00	1.00	-
Environmental Analysis			
Regular	19.00	19.00	-0-
CETA	1.00	1.00	-0-
Fire, Disaster, and Safety			
Regular	25.75	27.75	2.00
CETA	10.00	11.00	1.00
Zoning Administrator			
Regular	7.00	6.60	(- 0.40)
CETA	-0-	-0-	-
Registrar of Voters			
Regular	103.09	87.65	(-15.44)
CETA	2.00	-0-	(- 2.00)
Animal Control			
Regular	76.75	98.75	22.00
CETA	10.00	17.00	7.00
County Veterinarian			
Regular	6.00	6.25	0.25
CETA	-0-	-0-	-
Agriculture			
Regular	79.43	77.00	(- 2.43)
CETA	7.00	7.00	-0-
Farm Advisor			
Regular	10.50	10.00	(- 0.50)
CETA	4.00	1.00	(- 3.00)
Parks & Recreation			
Regular	153.50	138.25	(-15.25)
CETA	13.00	13.00	-0-

Schedule III

SUMMARY OF STAFF YEARS BY AGENCY AND DEPARTMENT

<u>COMMUNITY SERVICES AGENCY</u>	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
Real Property			
Regular	60.00	47.50	(-12.50)
CETA	-0-	-0-	-
Land Use & Environ. Reg.			
Regular	175.50	173.50	(- 2.00)
CETA	4.00	3.00	(- 1.00)
General Services			
Regular	641.83	590.08	(-51.75)
CETA	32.50	26.00	(- 6.50)
Sanitation & Flood Control			
Regular	234.08	239.67	5.59
CETA	5.00	5.00	-0-
Library			
Regular	195.92	165.00	(-30.92)
CETA	8.00	8.00	-0-
Transportation			
Regular	602.75	608.00	5.25
CETA	54.00	55.00	1.00
Agency Total			
Regular	2,415.35	2,307.08	(-108.27)
CETA	151.50	148.00	3.50)
 <u>GENERAL ADMINISTRATION</u>			
District # 1			
Regular	6.50	6.50	-
CETA	4.00	1.50	(- 2.50)
District # 2			
Regular	8.25	8.75	.50
CETA	3.00	2.00	(- 1.00)
District # 3			
Regular	7.50	8.00	.50
CETA	5.00	3.00	(- 2.00)
District # 4			
Regular	7.00	6.25	(- .75)
CETA	3.00	3.00	-
District # 5			
Regular	6.25	6.00	(- .25)
CETA	4.00	3.00	(- 1.00)
General Office			
Regular	2.50	2.50	-
CETA	-	1.00	1.00
Clerk of the Board			
Regular	43.50	43.00	(- .50)
CETA	8.00	10.00	2.00
Chief Administrative Office			
Regular	22.00	16.00	(- 6.00)
CETA	4.00	3.00	(- 1.00)

Schedule III

SUMMARY OF STAFF YEARS BY AGENCY AND DEPARTMENT

<u>GENERAL ADMINISTRATION</u>	<u>1977-78</u>	<u>1978-79</u>	<u>Increase/ Decrease</u>
Equal Opportunity Management Office			
Regular	16.33	14.00	(- 2.33)
CETA	6.00	11.00	5.00
Office of Program Evaluation			
Regular	18.00	11.00	(- 7.00)
CETA	4.00	4.00	-
CAO Special Projects			
Regular	-	-	-
CETA	-	-	-
County Counsel			
Regular	61.00	62.00	1.00
CETA	2.00	2.00	-
Personnel			
Regular	58.75	55.75	(- 3.00)
CETA	17.00	19.00	2.00
Office of Management & Budget			
Regular	43.50	43.00	(- .50)
CETA	10.00	11.00	1.00
EDP Services			
Regular	207.00	204.00	(- 3.00)
CETA	2.00	1.00	(- 1.00)
Housing & Comm. Develop.			
Regular	31.75	56.00	24.25
CETA	2.00	-	(- 2.00)
Integrated Planning Office			
Regular	111.00	80.00	(-31.00)
CETA	6.00	6.00	-
Criminal Justice Planning			
Regular	9.00	9.00	-
CETA	-	-	-
Auditor & Controller			
Regular	181.00	190.83	9.83
CETA	29.00	31.00	2.00
General Administration Total			
Regular	839.33	822.58	(-16.75)
CETA	109.00	111.50	2.50
TOTAL COUNTY			
Regular	12,008.35	11,596.59	(-411.76)
CETA	576.50	573.75	(- 2.75)

Schedule A

NEED AND PERFORMANCE INDICATORS

One of the basic purposes of a program budget is to provide the Board of Supervisors with a decision package dealing with service needs. Information is contained in the program budgets attempting to indicate the nature and size of needs and how the needs are to be met. It is from this data the Board determines how limited financial resources will be allocated.

The 1978-79 Program Budget contains an improved format for reporting the performance of programs. The 78/79 document distinguishes four types of program indicators referred to as Need and Performance Indicators:

- Need - Quantifies the scope or size of the community/clients, condition, or problem which the program serves or impacts;
- Workload - The volume of work accomplished or projected measured by units of work activity;
- Efficiency - Two measures of how economically a program utilizes allocated resources to process its workload -
1. Unit costs - the total program cost including indirects, (support and overheads) divided by the prime or final work output units,
 2. Productivity index - the prime final work output units divided by total staff years including CETA and departmental overhead staff.
- Effectiveness - Provides indicators on how program results impact the community/clients, condition or problem cited above.

All of the measures developed over prior budget years appear in the 1978-79 document and, in addition, improvements in performance reporting have been made through the development of new measures. In the case of new measures, attempts have been made by programs to provide historical actuals where the data was available. However, the development of new measures requires changes in record keeping, or program follow-up to provide the necessary data and, therefore, some historical data is not available.

Productivity Index Coverage

Productivity measures are broadly defined as the efficiency with which resources are utilized to produce final outputs. In the Program Budget, both unit costs and the productivity index provide measures of productivity in relationship to the type of input: one is based on annualized expenditures, the other on labor (staff time) only. Output per unit of labor input (staff hours or staff years) is the most frequently developed and perhaps the most useful productivity measure because the basis of measure is a constant value unaffected by the inflation of costs.

The 1977-78 Program Budget contained a productivity measure, referred to as the productivity Index, for 62 Programs covering approximately 7,000 staff years or 56% of the proposed County work force. This year, the Proposed 1978-79 Program Budget contains such measures for 86 programs covering approximately 7,980 staff years or 63% of the proposed County work force.

Using the Productivity Index

Productivity measures for County programs provide comparisons between current and planned output-input relationships with that of previous periods. The measures reflect the use of resources relative to work output regardless of the effectiveness of the program work output. They assume no change in the quality of services. Future indicators in the budget will attempt to reflect such changes where possible or applicable.

When reading the productivity index it is necessary to keep in mind the various factors impacting the resulting measure. Changes in productivity indices may be caused by any or all of variety of influences such as:

- . Imposed changes in law, policies, resulting in more/less staff time being required to process work.
- . Voluntary changes in methods, or quality resulting in more/less staff time being required to process work.
- . Changes in the pace of work whether voluntary or resulting from "tighter" staffing ratios (i.e. yardsticks).
- . Changes in the amount of "on site" time available per staff year due to variation in absent paid time such as vacation, sick leave, training, etc.

For comparative purposes, labor productivity adequately examines trend changes in efficiency and focuses on the reasons for changes in their trends. Therefore, such indices should be viewed as indicators of the level of efficiency of a program and not as a rigid formula for determining staffing levels.

Schedule B

GLOSSARY OF BUDGET

TERMS

Activity

An element of a program which can be isolated by identification of specific services delivered, clientele served, and/or resources allocated.

Appropriation

The amount authorized by the County Board of Supervisors to spend and to obligate for specific purposes. Limited in amount for each department of the County and during the budget year only.

Assessed Valuation

A valuation set on real estate as a basis for levying taxes. Real property in San Diego County is assessed at 25% of full market value.

Budget

A financial plan serving as a pattern for and control over future operations. See also "Line-Item Budget" and "Program Budget".

Capital Program

That portion of the Budget containing funding for new construction, land acquisition, vehicles, communications and other equipment. Also known as "fixed assets".

Contingency Reserve

Appropriations provided to meet unprogrammed needs during the fiscal year. Transfers of funds from the Contingency Reserve require four votes of the Board of Supervisors.

Costs Applied

See Interfund Charges.

Direct Costs

Those costs associated with the direct provision of services to the public. They consist of salary costs for employees providing the service, supplies, and any transfer payment such as Welfare aids.

Fiscal Year

The twelve month period for which the Board authorizes expenditures of funds; July 1, 1978 through June 30, 1979.

Fixed Assets

See Capital Program.

Full Cost Budget

Direct costs of public services plus all support and overhead costs attributable to providing those services.

Fund

An independent fiscal and accounting entity with a self-balancing set of accounts for the purpose of carrying on specific activities.

Fund Balance

At the end of the Fiscal Year, the excess of the fund's assets and estimated revenues over its liabilities, reserves and appropriations for the period. This balance is available for financing the subsequent budget year.

General Fund

The fund used to account for the ordinary operations of the County which are financed from taxes and other general revenues.

Indirect Costs

Those support and overhead costs, while not providing direct services are a necessary adjunct to service delivery. They include such items as space costs, accounting and EDP costs, management, etc.

Interfund Charges

The transfer of costs of services performed by one budget unit for the benefit of another budget unit. The amount of the performing unit's expenditures is credited to the cost applied account which in effect cancels the charge against the performing unit's appropriations and in turn is debited as an expenditure against the appropriation of the receiving budget unit.

Line Item Budget

The budgeted appropriations shown by type of expenditure (i.e., salaries and benefits, services and supplies, etc.) and grouped by department.

Program

A group of related activities operating together to satisfy one or more similar needs. This is the basic element of service delivery in the County.

Program Budget

A Budget wherein basic decision-making is at the program level. The Program Budget differs from the Line Item Budget in that resources are indicated for specific service needs. All financial data includes allocation of support costs providing an indication of the full cost of providing services to the public.

Secured Property Taxes

Taxes on real property on which a tax lien is sufficient to secure payment.

Unsecured Property Taxes

Taxes on property which is not real property and on which a tax lien is not sufficient to secure payment. Examples of unsecured property include boats, mining claims, business inventories and possessory interest.

1978-79 PROPOSED BUDGET

SUMMARY OF CAPITAL PROGRAM

	<u>1977-78 Budgeted</u>	<u>1978-79 Adopted</u>	<u>Budgeted Change</u>	<u>% Change</u>
Capital Projects	\$28,575,900	\$ 8,095,900	(-20,480,000)	(-71%)
Land Acquisition	12,773,000	7,793,400	(-4,979,600)	(-39%)
Vehicle Acquisition	1,938,740	2,140,385	201,645	10%
Communications Equipment Acquisition	265,106	306,127	41,021	15%
Fixed Asset Equipment	<u>1,389,988</u>	<u>1,122,190</u>	<u>267,798</u>	<u>19%</u>
Total Cost	\$44,942,734	\$19,458,006	\$(- 25,484,728)	(-57%)
Direct Revenue	<u>26,406,500</u>	<u>8,059,860</u>	<u>(-17,896,640)</u>	<u>(-68%)</u>
Net Cost	\$18,536,234	\$11,398,146	\$(- 7,138,088)	(-39%)
Recommended Revenue Sharing	11,428,400	(-3,519,040)	(- 7,909,360)	(-69%)
Other General Revenue Sources	7,107,834	7,819,106	771,272	11%

DETAIL OF CAPITAL PROJECTS

(AMOUNTS IN \$)

SERIAL NUMBER	PROJECT TITLE	RECOMMENDED APPROPRIATION	RELATED REVENUE	NET COST TO COUNTY
FISCAL & JUSTICE AGENCY				
SHERIFF				
KK4508	SHERIFFS AVIATION FACILITY-GILLESPIE FIELD (REBUDGET)	25,700		25,700
KK9234	DESIGN SHERIFF COMM. CTR. + COC (REBUDGET \$35,000)	245,000	245,000 RS	
KK9397	REMODEL 6TH FLOOR FOR INFIRMARY & PSYCHIATRIC UNIT-JAIL	656,200	656,200 CR	
	TOTAL	926,900	901,200	25,700
MARSHAL				
KK9219	INSTALL BARRED JAIL DOOR BETWEEN CONTROL TUNNEL & PRISONER DETENTION FOR SECURITY + JAIL	4,400		4,400
	TOTAL	4,400		4,400
	AGENCY TOTALS	931,300	901,200	30,100
HUMAN RESOURCES				
PROBATION				
489 KK4991	GIRLS REHAB FACILITY-JUV. HALL (REBUDGET \$130000)	505,000	505,000 RS, CR	
KK9269	INSULATE CEILINGS OF VARIOUS BLDGS. + CAMP VIEJAS	12,000		12,000
KK9274	INSTALL NEW ELECTRICAL SVC SWITCHBOARD IN POWERHOUSE CAMP BARRETT	80,100	80,100 RS	
KK4367	REMODEL JUVENILE CT WING AT JUVENILE HALL	599,500	599,500 CR	
	TOTAL	1,196,600	1,184,600	12,000
	AGENCY TOTALS	1,196,600	1,184,600	12,000
COMMUNITY SERVICES AGENCY				
PARK DEVELOPMENT DIV.				
KN3723	WOODGLEN VISTA PARK-SANTEE (REBUDGET)	10,000	10,000 PP	
KN6261	EDEN GARDENS PK. DEV. (REBUDGET)	70,000	70,000 CR	
KN6418	BIG ROCK PARK DEV. (REBUDGET)	10,000	10,000 CR	
KN7314	RIVERVIEW PARK (REBUDGET)	70,000	70,000 PP	
KN7421	LINDO LAKE PARK (REBUDGET)	80,000	80,000 CR	
KN7428	LINCOLN ACRES COMMUNITY CENTER (REBUDGET)	24,000	24,000 CR	
KN7430	SPRING VALLEY COMMUNITY CTR. - PHASE 1 & 2 (REBUDGET)	80,000	80,000 CR	
KN8327	POWAY COMMUNITY PARK (REBUDGET)	100,000	100,000 CR	

08/22/78

DETAIL OF CAPITAL PROJECTS

(AMOUNTS IN \$)

SERIAL NUMBER	PROJECT TITLE	RECOMMENDED APPROPRIATION	RELATED REVENUE	NET COST TO COUNTY
KN8329	ROBERT ADAMS PARK-VALLEY CENTER	207,000	207,000	PPGR
KN8332	GUAJOME RANCH HOUSE RESTORATION - PHASE 1 (REBUDGET \$260,000)	260,000	260,000	GR
KN8357	OAKCREST PARK DEV. (REBUDGET)	100,000	100,000	PPGR
KN8506	LAUDERBACK NEIGHBORHOOD CTR. (REBUDGET)	100,000	100,000	GR
KN8507	RAMONA NEIGHBORHOOD FACILITY (REBUDGET)	180,000	180,000	GR
KN9302	SAN ELIJO LAGOON WATER MANAGEMENT	119,200	119,200	AS
KN9303	WILLIAM HEISE PARK FIRE HYDRANT	8,700		8,700
KN9309	AVOCADO SCHOOL FACILITY SPRING VALLEY LPPA CONST. 2 ACRE IRVING MULTI-PURPOSE PLAYING FIELD	8,000	8,000	PP
KN9317	HERITAGE PARK-SENLIS COTTAGE (PUBLIC RESTROOMS)	105,000		105,000
KN9356	SAN MARCOS PARK DEV. - RECREATION FACILITIES	110,000	110,000	PP
KN9360	FALLBROOK TOWN CENTER REHABILITATION	100,000	100,000	GR
KN9399	OTAY COMMUNITY CENTER	100,000	100,000	GR
	TOTAL	1,841,900	1,728,200	113,700

AIRPORTS

KJ7170	AIRCRAFT PARKING APRON, VISUAL APPROACH SYSTEM & ELEC. EQUIPMENT ENCLOSURE, RAMONA (REV. APPROPRIATED IN 77-78)	11,400		11,400
KJ7172	FNCE NORTH BOUNDARY OF GILLESPIE FIELD (REBUDGET)	49,300	44,400	GR 4,900
KJ8224	CONST. APRON & HELICOPTER PADS-PALOMAR AIRPORT (REBUDGET)	114,600	103,100	GR 11,500
KJ8226	STRENGTHEN RUNWAY-BORREGO VALLEY AIRPORT (REBUDGET)	140,700	126,600	GR 14,100
KJ8248	REPLACE TAILWAY LIGHTS-GILLESPIE FIELD (REBUDGET)	66,100	59,500	GR 6,600
KJ9278	REBUILD RUNWAY 17/35 & TAXIWAY LIGHTING WEST SIDE GILLESPIE FIELD	712,100	640,900	GR 71,200
KJ9279	FILL CRACKS & SEAL TAXIWAY - PALOMAR AIRPORT	33,300	30,000	GR 3,300
KJ9280	COMPLETE EASTERLY WATER MAIN LOOP FOR FIRE PROTECTION GILLESPIE FIELD	56,900	56,900	GR
KJ9287	DESIGN CUL-DE-SAC & UTILITIES SO. OF RUNWAY 9/27 & WEST OF BILLY MITCHELL DR. - GILLESPIE FIELD	5,800		5,800
KJ9288	DEVELOP UTILITIES WEST OF CUYAMACA - GILLESPIE FIELD	15,500		15,500
KJ9289	DESIGN RUBEN FLEET DRIVE - GILLESPIE FIELD (DESIGN REV. MAY BE APPLIED FOR ONCE PROJ. GOES IN CONST.)	3,700		3,700
	TOTAL	1,209,400	1,061,400	148,000

TRANSPORTATION

KH6370	LA MESA PARK & RIDE (REBUDGET CONST)	318,000	318,000	GR
KH7391	NORTH COASTAL MULTI-PURPOSE TRANS. FACILITY - DEL MAR DESIGN ONLY	129,500	129,500	GR
KH8083	BUS STOPS & TURNOUTS - WEST SIDE OF MISSION GORGE RD.			

08/22/78

DETAIL OF CAPITAL PROJECTS

(AMOUNTS IN \$)

SERIAL NUMBER	PROJECT TITLE	RECOMMENDED APPROPRIATION	RELATED REVENUE	NET COST TO COUNTY
	REBUDGET \$47,000	47,000	47,000	GR
KH9179	STORAGE BLDG. AT DIV. 2 HDQTRS - RAMONA	57,100	57,100	RF
KH9320	DEVELOP PITS IN VARIOUS LOCATIONS	24,400	24,400	RF
KH9374	POWAY ROAD STATION ADDITION	27,600	27,600	RF
KH9375	VALLEY CENTER ROAD STATION - STORAGE BLDG.	67,800	67,800	RF
KH9391	BRADLEY AVE. ROAD IMPROVEMENT DIST.	100,000	100,000	RS
	TOTAL	771,400	771,400	
	SANITATION & FLOOD CONT.			
KK7092	ACCESS ROAD - SYCAMORE LANDFILL	130,000	130,000	RS
KK7426	DEVELOP WATER SUPPLY & FENCE LANDFILL - SAN MARCOS	100,700	100,700	RS
KK9325	2 SCALES & WEIGH HOUSE - SYCAMORE LANDFILL	108,700	108,700	RS
KK9335	PROVIDE 25 PERCENT OF COST FOR INSTALLING TRAFFIC SIGNAL NEAR PALOMAR TRANSFER STA. - COND. OF SPEC. PERMIT	19,700		19,700
KK9336	METHANE MONITORING SYSTEM - ENCINITAS LANDFILL	38,700	38,700	RS
KK9337	WEIGH HOUSE - OTAY LANDFILL	28,100		28,100
KK9339	ENTRANCE ROAD IMPROVEMENTS - OTAY LANDFILL	39,100	39,100	RS
KK9342	ACCESS ROAD EXTENSION - BONSALL LANDFILL	20,000		20,000
KK9343	JAPATUL VALLEY ROAD INTERSECTION IMPROVEMENT			
	DESCANSO LANDFILL	60,700	60,700	RF
KK9394	4000 GALLON FUEL STORAGE TANK - DESCANSO	14,600		14,600
	TOTAL	560,300	477,900	82,400
	AGENCY TOTALS	4,383,000	4,038,900	344,100
	GENERAL GOVERNMENT			
	GENERAL GOVERNMENT			
	South Bay Regional Center	1,500,000		1,500,000
KK9251	CAC-REMODEL (REBUDGET)	85,000	85,000	RS
	TOTAL	85,000	85,000	
	AGENCY TOTALS	85,000	85,000	
	FINAL TOTALS	8,095,900	6,209,700	1,886,200

08/22/78

DETAIL OF LAND ACQUISITION

(AMOUNTS IN \$)

SERIAL NUMBER	PROJECT TITLE	RECOMMENDED APPROPRIATION	RELATED REVENUE	NET COST TO COUNTY
FISCAL & JUSTICE AGENCY				
SHERIFF				
KA9396	VALLE DE ORO SHERIFF STATION	80,000	80,000 RS	
	TOTAL	80,000	80,000	
AGENCY TOTALS		80,000	80,000	
COMMUNITY SERVICES AGENCY				
PARK DEVELOPMENT DIV.				
KA6250	SWIFTWATER REG PARK ACQUISITION (REBUDGET)	900,000	900,000 GR	
KA6252	SAN FLIJO LAGOON ACQ. (REBUDGET \$370,000)	500,000	500,000 GR	
KA6261	EDEN GARDENS PARK (REBUDGET \$42,000)	42,000	42,000 GR	
KA6270	OTAY RIVER PARK (REBUDGET \$44,500)	44,500	44,500 GR	
KA6397	ORPHEUS ST. PARK (REBUDGET \$244,000)	244,000	244,000 PF	
KA8360	ESCONDIDO LOCAL PARK #1 (REBUDGET \$100,000)	150,000	150,000 PF	
KA8361	UNDESIGNATED LOCAL PARK #1 - VISTA (REBUDGET \$120,000)	140,000	140,000 PF	
KA8372	SOUTH LANE LOCAL PARK (REBUDGET \$50,000)	200,000	200,000 PFGR	
KA8374	FALLBROOK TOWN CENTER ACQ (REBUDGET \$350,000)	350,000	350,000 GR	
KA8479	VALLEY CENTER COMMUNITY PARK (REBUDGET \$100,000)	100,000	100,000 GR	
KA8961	LAKE MURRAY/COWLES/FORTUNA ACQ. (\$600,000 IN-LIEU TAXES IN AUDITORS BUDGET)	900,000	900,000 RS, GR	
KA9307	RAINBOW COMMUNITY PARK ACQUISITION - FALLBROOK LPPA	80,000	80,000 PF	
KA9405	ENCINITAS NEIGHBORHOOD PARK	200,000	200,000 PF	
	TOTAL	3,850,500	3,850,500	
AIRPORTS				
KA5017	ADDITION TO RUNWAY & TAXIWAY - PALOMAR AIRPORT	1,750,000	1,575,000 GR	175,000
KA6141	CLEAR ZONE - PALOMAR AIRPORT	167,300	150,600 GR	16,700
KA8232	CLEAR ZONE - GILLESPIE FIELD	214,000	192,600 GR	21,400
KA9283	ACQUIRE R/W FOR KENNEY ST, WIDENING - GILLESPIE FIELD	47,400		47,400
KA9385	REIMBURSE S/F FOR RIGHT OF WAY AT FORESTER CREEK	11,100		11,100
	TOTAL	2,189,800	1,918,200	271,600
TRANSPORTATION				
KA6370	LA MESA PARK & RIDE (REBUDGET \$158,000)	267,200	267,200 GR	
KA7391	NORTH COASTAL MULTI-PURPOSE TRANS. FACILITY - DEL MAR REBUDGET \$27,700	27,700	27,700 GR	
KA9177	EXPAND STOR. YARD ADJACENT TO DIV. 2 HDQTRS - RAMONA	134,000	134,000 GR	
KA9393	PURCHASE MATERIAL PITS FOR ROAD MAINT. - VARIOUS LOC.	25,000	25,000 RF	
	TOTAL	453,900	453,900	

08/22/78

DETAIL OF LAND ACQUISITION

(AMOUNTS IN \$)

SERIAL NUMBER	PROJECT TITLE	RECOMMENDED APPROPRIATION	RELATED REVENUE	NET COST TO COUNTY
SANITATION & FLOOD CONT.				
KA7426	SAN MARCOS LANDFILL	415,900	415,900 ^{RS}	
KA9324	JAMACHA TRANSFER STATION	272,700	272,700 ^{RS}	
KA9343	R/W & SLOPE RIGHTS - DESCANSO LANDFILL	18,600		18,600
	TOTAL	707,200	688,600	18,600
	AGENCY TOTALS	7,201,400	6,911,200	290,200
GENERAL GOVERNMENT				
GENERAL GOVERNMENT				
KA5303	SO. COUNTY REGIONAL CENTER ACQUISITION	300,000	300,000 ^{RS}	
KA9395	RELOCATION ASSISTANCE - VARIOUS ACQ. PROJECTS	212,000	144,000 ^{FFGR}	68,000
	TOTAL	512,000	444,000	68,000
	AGENCY TOTALS	512,000	444,000	68,000
	FINAL TOTALS	7,793,400	7,435,200	358,200

4920

PROGRAM: VEHICULAR EQUIPMENT # 86404 Manager: Don Fehlings
Department: General Services # 5500 Ref: Pr. Yr. Bud. Vol-Pg. I-361
Function: Capital Costs # 86000 Service: Equipment and Furniture # 86400
Authority: This program was developed for the purpose of carrying out Administrative Code Sections 398.4 and 398.5 (f) which state that the Department of General Services is responsible for acquiring, maintaining, and operating the County's automotive and construction equipment and machinery excepting that of the Department of Transportation or equipment purchased with limited purpose funds.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$				
	\$				
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ -0-	-0-	-0-	-0-	0
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ -0-	-0-	-0-	-0-	0
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ -0-	-0-	-0-	-0-	0
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,107,674	1,005,025	1,938,740	2,140,385*	10
Revenue	\$				
Net Cost	\$ 1,107,674	1,005,025	1,938,740	2,140,385*	10
STAFF YEARS					
Direct Program	N/A	N/A	N/A	N/A	N/A
CETA	*Includes 6 tractors costing \$1,270,000 to be used in support of Sanitary Landfill Operations.				
Dept. Overhead					

PROGRAM STATEMENT

NEED

There is a need for mobility of personnel and materials to support County public services programs affecting 1.6 million residents. This program is to readily identify the annual purchase of vehicular equipment on a County-wide basis.

DESCRIPTION:

This budget program is designed to reflect, in a single location, the requests of all County agencies and departments for automotive equipment to be purchased with General Fund monies. Recommended in this program are new additional vehicles and replacement vehicles.

Recommended new additional vehicles are those vehicles determined by the individual Agency Administrator to be necessary to the work programs of the departments within the Administrator's agency.

Replacement vehicles are recommended by the Fleet Operations Division of the Department of General Services based upon general criteria that have been established to indicate the limits of maximum usage. The normal criteria used to determine vehicle replacement are: sedans - 100,000 miles, trucks - 100,000 miles; heavy off-road equipment - 10,000 hours of operation.

PROGRAM:	COMMUNICATIONS EQUIPMENT	# 86403	Manager: Robert R. Hively
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg. I-362
Function	Capital Costs	# 86000	Service: Equipment & Furniture # 86400
Authority: This program was developed for the purpose of carrying out Administrative Code Sections 398.4 and 82.85 (d) which state that the Community Services Agency is responsible for development, acquisition, installation and operation and maintenance of microwave, radio, audio, and intercommunication systems County wide.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$				
	\$				
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ -0-	-0-	-0-	-0-	0
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ -0-	-0-	-0-	-0-	0
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ -0-	-0-	-0-	-0-	0
CAPITAL PROGRAM					
Capital Outlay	\$ 135,656	477,212	265,106	306,127	15
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$ 135,656	477,212	265,106	306,127	15
STAFF YEARS					
Direct Program					
CETA	N/A	N/A	N/A	N/A	N/A
Dept. Overhead					

PROGRAM STATEMENT

NEED:

There is a need for rapid and efficient two-way communications to provide public safety services, i.e. law enforcement services, fire suppression services, etc., for 1.6 million residents of San Diego County. This program is to readily identify the purchasing of two-way communications equipment on a County-wide basis.

DESCRIPTION:

This budget program is designed to reflect, in a single location, the requests of all County agencies and departments for communications equipment to be purchased with General Fund monies. Recommended in this program are new additional communications equipment and replacement communications equipment.

Request for communications equipment items are initially submitted by General Fund departments to the Department of General Services. Cost data relative to the requests are computed and the information is referred to the respective Agency Administrator for review and approval.

COMMUNITY SERVICES AGENCY
DEPARTMENT OF GENERAL SERVICES
COMMUNICATIONS
BUDGET SUMMARY

	<u>1975-76</u> <u>ACTUAL</u>	<u>1976-77</u> <u>ACTUAL</u>	<u>1977-78</u> <u>BUDGET</u>	<u>1978-79</u> <u>ADOPTED</u>	<u>%</u> <u>CHANGE</u>
Communications - New Additional	\$ 135,656*	\$ 477,212*	\$ 232,371	\$ 208,547	(-10%)
Communications - Replacement	<u>-0-</u>	<u>-0-</u>	<u>32,735</u>	<u>97,580</u>	<u>198%</u>
TOTALS	\$ 135,656	\$ 477,212	\$ 265,106	\$ 306,127	15%

* Includes replacement as well as new additional

COMMUNITY SERVICES AGENCY
 DEPARTMENT OF GENERAL SERVICES
 VEHICULAR
 BUDGET SUMMARY

	<u>1975-76</u> <u>ACTUAL</u>	<u>1976-77</u> <u>ACTUAL</u>	<u>1977-78</u> <u>BUDGET</u>	<u>1978-79</u> <u>ADOPTED</u>	<u>%</u> <u>CHANGE</u>
Vehicles - New Additional	\$1,107,674*	\$1,005,025*	\$ 885,461	\$1,425,130	61%
Vehicles - Replacement	<u>-0-</u>	<u>-0-</u>	<u>1,053,279</u>	<u>715,255</u>	<u>32%</u>
TOTALS	\$1,107,674	\$1,005,025	\$1,938,740	\$2,140,385	10%

* Includes replacement as well as new additional

HUMAN RESOURCES AGENCY

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
Human Relations Commission	\$ 316,264	\$ 252,158	\$ 256,258	\$ -0-	\$(- 256,258)	(-100)
Welfare	148,693,104	165,640,031	187,947,478	182,390,124	(-5,557,354)	(- 3)
Probation	29,697,083	29,553,703	31,879,880	31,620,815	(- 259,065)	(- 1)
Human Services	<u>12,805,157</u>	<u>11,319,444</u>	<u>17,599,704</u>	<u>17,383,464</u>	<u>(- 216,240)</u>	<u>(- 1)</u>
Total Cost	\$191,511,608	\$206,765,336	\$237,683,320	\$231,394,403	\$(-6,288,917)	(- 3)
Revenue	<u>115,681,131</u>	<u>128,647,559</u>	<u>150,213,141</u>	<u>179,671,541</u>	<u>29,458,400</u>	<u>20</u>
Net Cost	\$ 75,830,477	\$ 78,117,777	\$ 87,470,179	\$ 51,722,862	\$35,747,317)	(- 41)

WELFARE DEPARTMENT

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
Eligibility Review	\$ 1,319,693	\$ 1,361,976	\$ 1,587,657	\$ 1,681,809	\$ 94,152	6
AFDC	86,361,106	102,705,396	116,896,483	120,799,572	3,903,089	3
AFDC BHI	8,774,481	9,482,784	10,234,861	10,051,832	(- 183,029)	(- 2)
General Relief	9,727,073	8,417,025	8,451,435	6,641,717	(- 1,809,718)	(-27)
Refugee Assistance	1,287,119	2,803,489	3,303,655	594,271	(- 2,709,384)	(-82)
Non-Cash Assistance	11,718,162	11,006,108	13,213,745	11,277,723	(- 1,936,022)	(-15)
Adult Aid	6,995,153	7,225,356	8,459,838	300,000	(- 8,159,838)	(-97)
Other Aid	294,177	208,071	200,000	100,000	(- 100,000)	(-50)
Care of Court Wards	134,275	160,074	160,000	160,000	-0-	-0-
Dependent Children of the Court	1,811,459	1,924,494	2,003,698	2,425,230	421,532	21
Child Placement & Protection	2,109,543	2,744,778	2,915,212	3,233,302	318,090	11
Boarding Home Licensing	1,065,868	1,097,995	1,152,011	1,196,349	44,388	38
Adoptions	2,082,718	2,310,002	2,248,620	2,209,567	(- 39,053)	(-17)
Adult Placement Protection	1,143,909	1,463,406	1,535,205	1,610,020	74,815	(- 5)
Social Services	5,450,500	5,459,665	5,725,856	5,539,646	(- 186,210)	(- 3)
Welfare Employment Development	1,961,175	2,018,819	1,960,000	2,719,254	759,254	(-39)
Homemaker	6,456,693	7,250,593	7,899,202	11,849,832	3,950,630	(-50)
Total Cost	<u>\$148,693,104</u>	<u>\$165,640,031</u>	<u>\$187,947,478</u>	<u>\$182,390,124</u>	<u>\$(-5,557,354)</u>	<u>(- 3)</u>
Revenue	<u>106,048,698</u>	<u>120,842,321</u>	<u>136,326,726</u>	<u>167,481,794</u>	<u>31,155,068</u>	<u>29</u>
Net Cost	\$ 42,644,406	\$ 44,797,710	\$ 51,620,752	\$ 14,908,330	\$(-36,712,422)	(-71)

PROGRAM:	ELIGIBILITY REVIEW	# 21004	Manager: R. Koenig
Department	Welfare	# 3200	Ref: Pr. Yr. Bud. Vol-Pg.
Function	PUBLIC ASSISTANCE	# 20000	Service: PUBLIC ASSISTANCE QUALIFICATION # 21000
Authority: This program was developed for the purpose of carrying out Social Security Act, Section 602(4) 42; Civil Rights Act of 1964, Title VI; Code of Federal Regulations, Title 45, Section 205.10(a); Welfare and Institutions Code, Division 9, Part 2, Chapter 7; California Administrative Code, Title 22, Par.			

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,037,365	1,056,776	1,241,277	1,309,822	6%
Services & Supplies	\$ 76,393	72,582	111,890	114,697	3%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 1,113,758	1,129,358	1,353,167	1,424,519	5%
Indirect:					
Dept. Overhead	\$ 21,806	23,332	25,354	26,320	4%
Ext. Support/O'head	\$ 184,129	209,286	209,136	230,970	10%
Total Costs	\$ 1,319,693	1,361,976	1,587,657	1,681,809	6%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 953,706	1,006,170	1,147,325	1,509,077	32%
Grants	\$				
CETA	\$		2,500	2,500	-
Total Funding	\$ 953,706	1,006,170	1,149,825	1,511,577	31%
NET COUNTY COSTS	\$ 365,987	355,806	437,832	170,232	-61%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,360	3,280	3,426	2,390	-30%
Revenue	\$ 1,180	1,640	1,713	2,100	23%
Net Cost	\$ 1,180	1,640	1,713	290	-83%
STAFF YEARS					
Direct Program	70.75	68.25	78.75	79.00	-
CETA	-	-	.25	.25	-
Dept. Overhead	1.00	1.00	1.25	1.25	-

PROGRAM STATEMENT

NEED:
Due to the large volume of applicants for assistance and complex regulations, there is potential for error and fraud in the eligibility determination process. There is a need to review the eligibility determination process, investigate potential fraud, and provide an opportunity for recipients to appeal department actions.

DESCRIPTION:
Eligibility Control is responsible for investigation and verification, on a sampling basis, of the eligibility and grant determination processes performed by Eligibility Workers. The Federal Government has established a maximum error tolerance of 5% for aid payments and 3% for eligibility. By identification of errors and error trends in AFDC, Food Stamps and GR, corrective actions are implemented which will mitigate the possibility of fiscal sanctions for AFDC and Food Stamps as well as achieving cost control for County GR funds.

Welfare Investigations is responsible for completing investigations on community complaints and department originated requests where there is reasonable grounds to suspect fraud and which require special investigative techniques. Fraud prevention and detection utilizing the investigative process contribute to total agency efforts directed towards the reduction of errors and collection of overpayments caused by recipient failure to report essential facts affecting eligibility and grant amount.

The Appeals Section is responsible for preparation of cases and representing the County at Fair Hearings before the State Department of Benefit Payments, responding to formal complaints lodged with the State concerning welfare matters in San Diego County and administering evidentiary hearings for General Relief recipients whose aid the County intends to terminate or reduce by more than 50%. The major activities involved in carrying out these responsibilities include: review of agency records; discussions with clients, their representatives, and/or agency personnel in an effort to resolve grievances in lieu of a formal hearing; research into regulations; policy guides to clarify issues and determine validity of the County's action which resulted in a hearing request; preparation of all documents and other evidence necessary to present the County's case at hearings; when necessary, request subpoenas from DBP and serve them to witnesses whose testimony is necessary at hearings; and for General Relief evidentiary hearings, review case records, conduct hearings, review evidence presented at hearings and prepare written decisions.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Eligibility Control Active Cases Subject to Audit	43,988	54,255	62,760	59,467	64,750
Welfare Investigations' Number of Requests for Investigation	2,210	2,674	2,400	2,950	3,000
WORKLOAD					
Quality Control Audits	5,752	5,522	5,700	5,200	5,700
Number of Investigations Completed	683	1,076	1,728	1,450	1,850
Number of Welfare Appeals	2,572	2,597	2,800	2,896	2,900
EFFICIENCY					
UNIT COSTS:					
Cost per Quality Control Audits	\$143	\$137	\$135	\$147	\$143
Cost per Investigation	340	325	\$321	\$332	\$315
Cost per Appeal	\$102	\$ 98	\$ 94	\$ 93	\$ 97
PRODUCTIVITY INDEX:					
Quality Control Audits per Staff Year	127.7	142.6	145.7	133.1	145.7
Investigations per Staff Year	54.2	60.5	61.8	55.2	66.2
Appeal Cases per Staff Year	182.7	204.2	208.6	207.7	216.1
EFFECTIVENESS					
Percent of Eligibility Control Total Audits Challenged and Found Incorrect	0.7%	0.5%	0.7%	0.5%	0.7%
Percent of Investigations Resulting in Grant Adjustment or Termination	56%	59%	70%	58%	65%
Percent of Hearing Decisions Found in Favor of Dept.	79.3%	75.7%	80%	79.3%	80%

UNIT COST DEFINED:

Self-explanatory

PRODUCTIVITY INDEX DEFINED:

Self-explanatory

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

To limit the number of audits challenged and found to be incorrect determinations to no more than .7% is being realized.

To maintain or decrease the incidence of fraud by increasing investigations cannot be achieved as the W.I. Unit was understaffed for more than half the fiscal year.

1978-79 OBJECTIVES:

- To limit to no more than .7% the number of Eligibility Control audit determinations which are challenged by line staff and actually found to be incorrect determinations on the part of Eligibility Control.
- To detect and/or deter the incidence of Welfare fraud by conducting 7% additional investigations.

STAFFING SCHEDULE

PROGRAM: ELIGIBILITY REVIEW		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	-	1.00	\$ -	\$ 29,382
50.20	Welf. Admin. II	1.00	-	24,891	-
48.14	Welf. Admin. I	2.00	2.00	45,202	49,417
47.64	Supv. Welf. Investigator	1.00	1.00	22,311	22,650
46.82	Program Assistant	7.00	7.00	143,161	161,216
46.80	Sr. Welf. Investigator	4.00	4.00	84,546	86,861
45.50	Welf. Investigator	16.00	16.00	297,205	309,129
43.16	Elig. Control Supervisor	4.00	4.00	72,349	72,871
42.16	Eligibility Supervisor	1.00	1.00	16,383	17,355
37.50	Senior Clerk	1.00	1.00	13,787	13,409
36.66	Elig. Control Worker	24.00	24.00	367,315	366,831
35.00	Int. Account Clerk	1.00	1.00	12,368	12,507
34.00	Int. Clerk Typist	10.00	10.00	114,385	118,081
	Sub-Total	72.00	72.00	\$1,213,903	\$1,259,709
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
50.20	Welfare Admin. II	.25	.25	\$ 6,223	\$ 6,852
49.42	Adm. Assistant II	.50	.50	11,458	11,704
46.82	Program Assistant	.25	.50	5,308	11,306
42.16	Eligibility Supervisor	.25	.25	4,298	4,343
41.00	Supervising Clerk	.25	.25	4,017	4,058
38.66	Eligibility Worker II/I	.25	.25	3,583	3,628
37.50	Sr. Clerk Typist	.25	.25	3,454	3,454
37.50	Sr. Account Clerk	.75	.75	10,227	10,321
35.20	Int. Stenographer	.25	.25	3,015	3,083
35.00	Int. Account Clerk	1.25	1.25	14,134	14,823
34.00	Int. Clerk Typist	2.25	2.25	25,470	25,621
34.00	Telephone Operator	.25	.25	2,761	2,830
	CETA	.25	.25	2,500	3,225
	Sub-Total	7.00	7.25	\$ 96,448	\$ 105,248
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 3,560	\$ 3,509
	Overtime			6,917	6,818
	Department Salary Savings			\$ (-67,400)	(-65,462)
	Extraneous Adjustment			(-12,151)	-
Total Direct Program		79.00	79.25	\$1,241,277	\$1,309,822
Department Overhead		1.25	1.25	24,180	25,186
Program Totals		80.25	80.50	\$1,265,457	\$1,335,008

PROGRAM:	AFDC	#	24001	Manager:	T. Schwend
Department	Welfare	#	3200	Ref. Pr. Yr. Bud. Vol-Pg.	
Function	PUBLIC ASSISTANCE	#	20000	Service:	AID PAYMENTS # 24000
Authority:	This program was developed for the purpose of carrying out Social Security Act, Title IV, Part A, Sections 402, 407, and 408. Welfare and Institutions Code, Division 9, Part 3, Chapter 2. State Eligibility Assistance Standards, Divisions 40, 41, 42, 43, 44, and 48.				

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-78 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 8,189,329	8,901,433	9,255,573	8,517,635	-8%
Services & Supplies	\$ 734,238	719,174	999,228	1,026,165	3%
Support & Care	\$ 75,458,234	90,944,633	104,547,600	109,141,456	4%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 84,381,801	100,565,240	114,802,401	118,685,256	3%
Indirect:					
Dept. Overhead	\$ 209,586	231,187	226,424	216,290	-4%
Ext. Support/O'head	\$ 1,769,719	1,908,969	1,867,658	1,898,026	2%
Total Costs	\$ 86,361,106	102,705,396	116,896,483	120,799,572	3%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 71,228,316	83,176,607	95,369,923	120,078,927	26%
Grants	\$				
CETA	\$ 75,000	77,500	77,500	77,500	-
Total Funding	\$ 71,303,316	83,254,107	95,447,423	120,156,427	26%
NET COUNTY COSTS	\$ 15,057,790	19,451,289	21,449,060	643,145	-97%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 22,668	32,498	30,598	19,630	-36%
Revenue	\$ 11,334	16,249	15,299	16,685	9%
Net Cost	\$ 11,334	16,249	15,299	2,945	-8%
STAFF YEARS					
Direct Program	672.50	668.50	697.75	643.50	-8%
CETA	7.50	7.75	7.75	7.75	-
Dept. Overhead	10.00	11.00	10.75	10.00	-7%

PROGRAM STATEMENT

NEED:

Some families who are without a head of household or where the head of household is unemployed are in need of cash aid.

DESCRIPTION:

Aid to Families with Dependent Children is provided to families determined eligible through the Eligibility Determination process and assists the family in meeting basic needs of dependent children in their own homes, consisting of food, clothing, household supplies, heat, electricity, and shelter. This program provides the money to be disbursed in the form of cash grants to eligible families in San Diego County. Cash grant amounts are determined by Eligibility Workers during the Eligibility Determination process and are adjusted based on monthly evaluations of income and circumstances.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
AFDC Eligible Households	26,485	28,659	30,300	29,421	30,700
WORKLOAD					
Monthly Averages:					
Determine Eligibility of Applicants for Assistance:					
Pre-Applications	N/A	385	3,816	3,443	3,500
Intake	2,729	2,637	2,671	2,550	2,600
Supervise Ongoing Cases Receiving Aid:					
Family Group	23,467	25,363	26,700	26,749	27,800
Unemployed Parent	3,018	3,296	3,600	3,066	2,900
EFFICIENCY					
UNIT COST:					
Eligibility Determination	N/A	\$57	\$48	\$51	\$47
Ongoing Caseload Supervision	N/A	\$338	\$283	\$288	\$268
Aid Payment Case Costs:					
Family Group	\$232.14	\$256.43	\$281.00	\$272.63	\$288.75
Unemployed Parent	275.71	329.41	336.00	366.46	368.23
PRODUCTIVITY INDEX:					
Ongoing Cases	38.4	41.7	42.3	41.9	46.4
EFFECTIVENESS					
% of Pre-Applications Denied	N/A	20%	N/A	15%	20%

UNIT COST DEFINED:

$$\frac{\text{Corresponding Program Cost}}{\text{Pre-Applications} + \text{Intake}} \times 12$$

$$\frac{\text{Corresponding Program Cost}}{\text{Ongoing Caseloads}}$$

$$\frac{\text{Support and Care Costs}}{\text{Ongoing Caseloads}}$$
PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Ongoing Cases}}{\text{Total Staff Years}}$$
COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Substantial achievement of the stated objectives has been realized

1978-79 OBJECTIVES:

1. To assist eligible families in meeting basic needs such as housing, food, and clothing through providing a cash grant at a level determined according to state and federal regulations.
2. To determine Eligibility promptly and efficiently.
3. To make adjustments in eligibility factors and/or in assistance amount quickly and accurately.

AFDC

DISCUSSION:

SB 154 provides that State funding for AFDC is increased to assume all approved County funding in 1978-79. This action resulted in a significant increase in revenue and a concomitant reduction in County costs. Net County costs remaining in this program represent the non-claimable portion of indirect costs.

STAFFING SCHEDULE

PROGRAM: AFDC		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	4.25	4.25	\$ 118,082	\$ 126,295
50.20	Welf. Admin. II	8.75	8.75	217,796	227,841
42.16	Eligibility Supervisor	65.75	48.25	1,116,907	804,263
41.00	Supervising Clerk	4.50	4.50	72,339	71,157
38.66	Eligibility Wkr. II/I	394.25	385.75	5,606,185	5,264,798
37.50	Sr. Clerk Typist	10.50	10.50	142,760	140,630
35.20	Int. Stenographer	5.00	5.00	64,254	56,205
34.00	Telephone Operator	2.75	1.75	31,803	18,652
34.00	Int. Clerk Typist	110.25	85.75	1,187,798	912,489
33.94	Security Guard	1.50	1.50	15,029	15,941
33.90	County Aid II	11.50	11.50	125,528	125,108
29.70	Jr. Clerk Typist	13.75	13.75	126,129	119,392
	CETA	6.00	6.00	60,000	70,685
	Sub-Total	638.75	587.25	\$8,884,610	\$7,953,456
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
54.16	Welf. Admin. IV	1.00	1.00	\$ 30,321	\$ 32,592
52.16	Welf. Admin. III	1.00	1.25	27,784	37,826
50.20	Welf. Admin. II	1.00	.50	24,891	13,704
50.90	Program Evaluator III	-	.25	-	6,371
49.42	Admin. Ass't II	3.75	2.75	85,932	64,372
49.20	Sr. Soc. Work Supv.	.75	.25	17,945	6,030
48.52	Assoc. Personnel Anal.	-	.50	-	10,486
47.44	Prog. Evaluator II	-	.25	-	5,006
46.82	Program Ass't	3.25	4.25	69,001	96,097
42.16	Eligibility Supervisor	2.75	2.25	47,279	39,087
41.00	Supervising Clerk	1.75	1.75	28,124	28,408
38.66	Elig. Wkr. II/I	1.00	1.00	14,330	14,510
37.70	Sr. Stenographer	.75	.75	10,264	10,581
37.50	Sr. Account Clerk	7.75	7.00	105,683	96,326
37.50	Sr. Clerk Typist	2.00	2.00	27,632	27,631
35.20	Int. Steno.	2.00	1.75	24,117	21,580
35.00	Int. Account Clerk	12.25	10.75	138,518	127,475
34.00	Telephone Operator	.75	.75	8,283	8,491
34.00	Int. Clerk Typist	23.25	23.25	263,187	264,745
	CETA	1.75	1.75	17,500	22,574
	Sub-Total	66.75	64.00	\$ 940,791	\$ 933,892
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 49,819	\$ 49,105
	Overtime			63,167	62,263
	Department Salary Savings			(-514,580)	(-481,081)
	Extraneous Adjustment			(-168,234)	-
Total Direct Program		705.50	651.25	\$9,255,573	\$8,517,635
Department Overhead		10.75	9.75	215,941	206,975
Program Totals		716.25	661.00	\$9,471,514	\$8,724,610

PROGRAM: AFDC - BHI # 24002 Manager: T. Schwend
 Department Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. _____
 Function PUBLIC ASSISTANCE # 20000 Service: AID PAYMENTS # 24000
 Authority: This program was developed for the purpose of carrying out Social Security Act, Title IV. Welfare and Institutions Code, Division 9, Part 3, Chapter 2. State Eligibility and Assistance Standards, Divisions 40, 41, 42, 43, and 44.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 532,536	599,057	617,887	591,715	-4%
Services & Supplies	\$ 48,319	48,920	66,214	68,022	3%
Support & Care	\$ 8,063,370	8,678,024	9,411,996	9,246,000	-2%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 8,644,225	9,326,001	10,096,097	9,905,737	-2%
Indirect:					
Dept. Overhead	\$ 13,793	15,726	15,004	14,945	-
Ext. Support/O'head	\$ 116,463	141,057	123,760	131,150	6%
Total Costs	\$ 8,774,481	9,482,784	10,234,861	10,051,832	-2%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 3,599,225	3,675,267	4,415,258	9,032,083	105%
Grants	\$				
CETA	\$				
Total Funding	\$ 3,599,225	3,675,267	4,415,258	9,032,083	105%
NET COUNTY COSTS	\$ 5,175,256	5,807,517	5,819,603	1,019,749	-82%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,492	2,210	2,028	1,356	-33%
Revenue	\$ 746	1,105	1,014	1,154	14%
Net Cost	\$ 746	1,105	1,014	202	80%
STAFF YEARS					
Direct Program	44.75	46.00	46.75	45.00	-4%
CETA	-	-	-	-	-
Dept. Overhead	.75	.75	.75	.75	-

PROGRAM STATEMENT

NEED:

The physical, mental, and moral welfare of children may necessitate their removal from an environment or condition in which they are not receiving adequate care.

DESCRIPTION:

The Boarding Homes and Institutions program provides the money for the costs of foster care in boarding homes and childrens' institutions throughout the county. Rates paid to boarding homes and institutions are established by the Board of Supervisors based on cost studies.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Incidence of BHI cases per capita	.1328%	.1322%	N/A	.1307%	.1300%
WORKLOAD					
Monthly Averages:					
Determine Eligibility of Applicants for Assistance: Intake	125	136	133	135	140
Supervise Ongoing Cases Receiving Aid	2,340	2,192	2,260	2,253	2,300
EFFICIENCY					
UNIT COSTS:					
Eligibility Determination	\$ 84	\$ 98	\$ 98	\$ 98	\$ 94
Ongoing Caseload Supervision	\$250	\$294	\$ 295	\$ 295	\$ 282
Aid Payment Case Cost	\$317.82	\$330.36	\$ 347.05	\$ 341.17	\$ 335.00
PRODUCTIVITY INDEX:					
Ongoing Cases	51.4	46.9	47.6	47.7	50.3
EFFECTIVENESS					
N/A					

UNIT COST DEFINED:

$$\frac{\text{Corresponding Program Cost}}{\text{Pre-Applications + Intake} \times 12}$$

$$\frac{\text{Corresponding Program Cost}}{\text{Ongoing Caseloads}}$$

$$\frac{\text{Support and Care Costs}}{\text{Ongoing Caseloads}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Ongoing Cases}}{\text{Total Staff Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Substantial achievement of the stated objective has been realized

1978-79 OBJECTIVES:

- To meet the basic needs such as food, clothing, and shelter of children removed from their homes by providing aid payments promptly and with maximum accuracy.

AFDC - BHI

DISCUSSION:

SB 154 provides that 1978-79 State funding for BHI is increased to assume 95% of County funding of aid payments and 100% of approved administrative costs. This action resulted in a significant increase in revenue and a concomitant reduction in County costs. Net County costs remaining in this program represent 5% of aid payments and the non-claimable portion of indirect costs.

STAFFING SCHEDULE

PROGRAM: AFDC-BHI		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	.25	.25	\$ 6,946	\$ 7,314
50.20	Welf. Admin. II	.50	.50	12,446	12,195
42.16	Eligibility Supervisor	4.50	3.50	76,442	58,348
41.00	Supervising Clerk	.25	.25	4,019	3,952
38.66	Eligibility Wkr. II/I	26.75	27.00	380,382	368,496
37.50	Sr. Clerk Typist	.75	.75	10,198	10,056
35.20	Int. Steno.	.25	.25	3,213	2,743
34.00	Telephone Operator	.25	.25	2,892	2,595
34.00	Int. Clerk Typist	7.00	6.00	75,416	63,781
33.90	County Aid II	.75	.75	8,187	8,104
29.70	Jr. Clerk Typist	1.00	1.00	9,173	8,709
	Sub-Total	42.25	40.50	\$ 589,314	\$ 546,293
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
54.16	Welf. Admin. IV	.25	.25	\$ 7,581	\$ 8,148
49.42	Admin. Ass't. II	.25	.25	5,729	5,852
49.20	Sr. Social Work Supv.	.25	.25	5,981	6,031
46.82	Program Ass't.	.25	.25	5,308	5,652
42.16	Eligibility Supervisor	.25	.25	4,298	4,343
37.50	Sr. Account Clerk	.50	.50	6,818	6,880
35.00	Int. Acct. Clerk	.75	.75	8,481	8,894
34.00	Int. Clerk Typist	2.00	2.00	22,640	22,774
	Sub-Total	4.50	4.50	\$ 66,836	\$ 68,574
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 3,235	\$ 3,189
	Overtime			4,102	4,043
	Department Salary Savings			(-34,365)	(-30,384)
	Extraneous Adjustment			(-11,235)	-
	Total Direct Program	46.75	45.00	\$ 617,887	\$ 591,715
	Department Overhead	.75	.75	14,309	14,300
	Program Totals	47.50	45.75	\$ 632,196	\$ 606,015

PROGRAM:	GENERAL RELIEF	# 24004	Manager: T. Schwend
Department	Welfare	# 3200	Ref: Pr. Yr. Bud. Vol-Pg.
Function:	PUBLIC ASSISTANCE	# 20000	Service: AID PAYMENTS # 24000
Authority: This program was developed for the purpose of carrying out Welfare and Institutions Code, Division 9, Part 5. County Administrative Code, Article XVI, Sections 256 through 262. Board of Supervisors Policy adopted 10/29/57, 4/8/75, and 5/13/75.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 3,790,514	1,861,955	1,837,420	1,600,562	-13%
Services & Supplies	\$ 340,935	154,735	200,412	191,386	-5%
Support & Care	\$ 4,676,557	5,971,927	5,993,600	4,449,632	-26%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 8,808,006	7,988,617	8,031,432	6,241,580	-22%
Indirect:					
Dept. Overhead	\$ 97,319	49,740	45,413	40,933	-10%
Ext. Support/O'head	\$ 821,748	378,668	374,590	359,204	-4%
Total Costs	\$ 9,727,073	8,417,025	8,451,435	6,641,717	-21%
FUNDING					
Charges, Fees, etc.	\$ 690,028	605,689	385,000	400,000	4%
Subventions	\$				
Grants	\$				
CETA	\$ 60,000	62,500	62,500	62,500	-
Total Funding	\$ 750,028	668,189	447,500	462,500	3%
NET COUNTY COSTS	\$ 8,977,045	7,748,836	8,003,935	6,179,217	-23%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 10,526	6,993	6,137	3,710	-40%
Revenue	\$ -	-	-	-	-
Net Cost	\$ 10,526	6,993	6,137	3,710	-40%
STAFF YEARS					
Direct Program	309.75	139.25	135.25	117.00	-13%
CETA	6.00	6.25	6.25	6.25	-
Dept. Overhead	4.75	2.50	2.25	2.00	-11%

PROGRAM STATEMENT

NEED:

There are indigent persons who do not qualify for one of the categorical programs (AFDC, APSB, and SSI/SSP) or who need emergency funds pending approval of their categorical aid application.

DESCRIPTION:

The General Relief program provides the necessary funds to be disbursed to eligible persons in the form of cash aid, board and care payments, necessary transportation payments, and emergency loans to SSI/SSP recipients and veterans. Grant payments are established by the Board of Supervisors.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
% of Population Receiving General Relief Assistance	.2331%	.2722%	N/A	.2811%	.2857%
WORKLOAD					
Monthly Averages:					
Determine Eligibility of Applicants for Assistance:					
Pre-Applications	N/A	3,091	4,018	3,500	4,000
Intake	1,598	1,400	1,700	1,400	1,450
Supervise Ongoing Cases Receiving Aid	3,709	4,512	4,383	4,704	2,473
EFFICIENCY					
UNIT COST:					
Eligibility Determination	N/A	\$ 31	\$ 25	\$ 28	\$ 27
Ongoing Caseload Supervision	N/A	\$174	\$167	\$168	\$170
Aid Payment Case Cost	\$97.85	\$102.06	\$102.00	\$106.00	\$107.00
PRODUCTIVITY INDEX:					
Ongoing Cases	N/A	30.5	30.5	32.7	19.7
EFFECTIVENESS					
% of Pre-Applications Denied	22%	54%	-	71%	71%
% of Intakes Denied	N/A	9%	-	N/A	6%

UNIT COST DEFINED:

$$\frac{\text{Corresponding Program Costs}}{\text{Pre-Applications + Intake} \times 12}$$

$$\frac{\text{Corresponding Program Cost}}{\text{Ongoing Caseloads}}$$

$$\frac{\text{Support and Care Costs}}{\text{Ongoing Caseloads}}$$
PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Total Ongoing Cases}}{\text{Total Staff Years}}$$
COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Substantial achievement of the stated objectives has been realized.

1978-79 OBJECTIVES:

1. To assist eligible persons in meeting basic needs such as food, shelter and clothing through providing a cash grant at a level determined according to County Regulations.
2. To recover, to the maximum extent possible, General Relief funds expended.

GENERAL RELIEF

DISCUSSION

Due to fiscal constraints in 1978-79, it became necessary to make a major reduction in this program which is largely funded by the County. Procedures have been implemented to restrict eligibility for employable applicants and reduce the General Relief caseload. The impact of this effort will be determined through application of the procedural change.

STAFFING SCHEDULE

PROGRAM: GENERAL RELIEF		DEPT.: Welfare			
Salary Range	Classification	Staff Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	.75	.75	\$ 20,838	\$ 22,006
50.20	Welf. Admin. II	1.75	1.75	43,560	44,759
42.16	Eligibility Supervisor	12.50	9.50	212,340	158,431
41.00	Supervising Clerk	1.00	1.00	16,075	15,813
38.66	Eligibility Wkr. II/I	74.25	68.00	1,055,825	936,933
37.50	Sr. Clerk Typist	2.00	2.00	27,192	26,818
35.20	Int. Steno	1.00	1.00	12,850	11,241
34.00	Telephone Operator	.50	.50	5,782	5,191
34.00	Int. Clerk Typist	22.25	15.25	239,714	162,302
33.94	Security Guard	.25	.25	2,505	2,592
33.90	County Aid II	2.50	2.50	27,288	27,099
29.70	Jr. Clerk Typist	2.75	2.75	25,226	23,898
	CETA	6.00	6.00	60,000	70,685
	Sub-Total	127.50	111.25	\$1,749,195	\$1,507,768
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
54.16	Welf. Admin. IV	.25	.25	\$ 7,581	\$ 8,148
52.16	Welf. Admin. III	.25	.50	6,946	15,130
50.20	Welf. Admin. II	.25	.25	6,223	6,852
49.42	Admin. Ass't. II	.75	.25	17,187	5,852
49.20	Sr. Social Work Supv.	.25	-	5,981	-
48.52	Assoc. Personnel Analyst	-	.25	-	5,242
47.22	Prog. Evaluator II	-	.25	-	5,006
46.82	Prog. Ass't	.75	.50	15,924	11,306
42.16	Eligibility Supervisor	.50	.25	8,596	4,343
41.00	Supervising Clerk	.25	.25	4,017	4,058
38.66	Eligibility Worker II/I	.25	.25	3,583	3,628
37.70	Sr. Steno	.25	.25	3,421	3,527
37.50	Sr. Acct. Clerk	1.50	1.00	20,456	13,761
37.50	Sr. Clerk Typist	.50	.50	6,908	6,908
35.20	Int. Steno	.50	.50	6,029	6,166
35.00	Int. Acct. Clerk	2.50	1.50	28,269	17,787
34.00	Telephone Oper.	.25	.25	2,761	2,830
34.00	Int. Clerk Typist	4.75	4.75	53,769	54,088
	CETA	.25	.25	2,500	3,225
	Sub-Total	14.00	12.00	\$ 200,151	\$ 177,857
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 10,377	\$ 10,228
	Overtime			13,158	12,969
	Department Salary Savings			(-102,086)	(-108,260)
	Extraneous Adjustment			(-33,375)	-
	Total Direct Program	141.50	123.25	\$1,837,420	\$1,600,562
	Department Overhead	2.25	1.75	43,311	39,170
	Program Totals	143.75	125.00	\$1,880,731	\$1,639,732

PROGRAM:	<u>REFUGEE ASSISTANCE</u>	# <u>24008</u>	Manager: <u>T. Schwend</u>
Department	<u>Welfare</u>	# <u>3200</u>	Ref: Pr. Yr. Bud. Vol-Pg. _____
Function	<u>PUBLIC ASSISTANCE</u>	# <u>20000</u>	Service: <u>AID PAYMENTS</u> # <u>24000</u>
Authority:	This program was developed for the purpose of carrying out Public Laws 86-571, 87-64, 87-510, 93-24, and 94-24; Title XI of the Social Security Act; Executive Order 11077; Migration and Refugee Assistance Act of 1962; Welfare and Institutions Code 1200; Eligibility and Assistance Standards 68-100, 69-100, and 69-200.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 128,414	312,050	398,319	80,465	-80%
Services & Supplies	\$ 11,877	27,650	42,490	16,543	-61%
Support & Care	\$ 1,114,810	2,364,500	2,773,800	476,160	-83%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 1,255,101	2,704,200	3,214,609	573,168	-82%
Indirect:					
Dept. Overhead	\$ 3,390	8,889	9,628	2,159	-78%
Ext. Support/O'head	\$ 28,628	90,400	79,418	18,944	-76%
Total Costs	\$ 1,287,119	2,803,489	3,303,655	594,271	-82%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 1,276,704	2,787,130	3,272,720	585,242	-82%
Grants	\$				
CETA	\$				
Total Funding	\$ 1,276,704	2,787,130	3,272,720	585,242	-82%
NET COUNTY COSTS	\$ 10,415	16,359	30,935	9,029	-71%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 368	1,250	1,300	200	-85%
Revenue	\$ 184	625	650	190	-71%
Net Cost	\$ 184	625	650	10	-98%
STAFF YEARS					
Direct Program	11.00	26.00	30.00	6.50	-78%
CETA	-	-	-	-	-
Dept. Overhead	.25	.50	.50	.25	-50%

PROGRAM STATEMENT

NEED:

The United States Government has admitted refugees from Cuba, Vietnam, Cambodia and Laos into the United States who are in need of housing, utilities, food, personal needs, clothing, transportation and medical care.

DESCRIPTION:

Refugee applicants who are determined to be eligible through an eligibility determination process by an eligibility worker are provided cash assistance, food stamps and Medi-Cal. A refugee may be eligible for any one or all of these forms of assistance. Eligibility for continued assistance is determined by a monthly evaluation of income, property and individual or family criteria of need.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Estimated number of refugees in county				15,000	20,000
WORKLOAD					
Monthly Averages: Determine Eligibility of Applicants for Assistance Supervise Ongoing Cases Receiving Aid	67 420	106 776	150 930	90 576	60 512
EFFICIENCY					
UNIT COST:					
Eligibility Determination	N/A	N/A	\$120	\$139	\$226
Ongoing Caseload Supervision	N/A	N/A	\$337	\$357	\$453
Aid Payment Case Cost	\$221.15	\$253.92	\$248.55	\$246.54	\$310.00
PRODUCTIVITY INDEX:					
Ongoing Cases	N/A	N/A	30.5	23.5	20.0
EFFECTIVENESS					

UNIT COST DEFINED:

$$\frac{\text{Corresponding Program Cost}}{\text{Intake X 12}}$$

$$\frac{\text{Corresponding Program Cost}}{\text{Ongoing Caseloads}}$$

$$\frac{\text{Support and Care Costs}}{\text{Ongoing Caseloads}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Ongoing Cases}}{\text{Total Staff Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Substantial achievement of the stated objective has been realized.

1978-79 OBJECTIVES:

1. To meet the cash, food stamp, and/or medical need of individuals or families who are classified as refugees.
2. To determine eligibility promptly and efficiently.
3. To make adjustments in eligibility factors and/or in assistance amounts quickly and accurately.

REFUGEE ASSISTANCE

DISCUSSION

Approved costs is this program was funded by the Federal Government at 100% until October 1, 1978 and was scheduled to decrease to 75% at that time. During budget hearings, the department was directed to delete the 25% County costs for the last nine months of 1978-79. This meant deleting the program at October 1, 1978 as no Federal funding would be available without County matching funds. Therefore, the program is budgeted for three months and no provision is made to provide assistance after that date.

STAFFING SCHEDULE

PROGRAM: REFUGEE ASSISTANCE		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Administrator III	.25	.25	\$ 6,946	\$ 7,314
50.20	Welf. Administrator II	.25	.25	6,223	6,090
42.16	Eligibility Supervisor	3.00	.25	50,962	4,168
41.00	Supervising Clerk	.25	.25	4,019	3,952
38.66	Eligibility Wkr. II/I	18.75	2.00	266,622	26,896
37.50	Sr. Clerk Typist	.50	.50	6,798	6,702
35.20	Int. Steno.	.25	.25	3,213	2,743
34.00	Int. Clerk Typist	3.75	.50	40,402	5,190
33.90	County Aid II	.25	.25	2,729	2,660
29.70	Jr. Clerk Typist	.50	.50	4,587	4,250
	Sub-Total	27.75	5.00	\$ 392,501	\$ 69,965
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
49.42	Admin. Ass't. II	.25	.25	\$ 5,729	\$ 5,852
46.82	Prog. Ass't	.25	.25	5,308	5,652
37.50	Sr. Acct. Clerk	.25	-	3,409	-
35.00	Int. Acct. Clerk	.50	-	5,654	-
34.00	Int. Clerk Typist	1.00	1.00	11,320	11,387
	Sub-Total	2.25	1.50	\$ 31,420	\$ 22,891
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 1,703	\$ 1,679
	Overtime			2,160	2,129
	Department Salary Savings			(-22,205)	(-16,199)
	Extraneous Adjustment			(-7,260)	-
	Total Direct Program	30.00	6.50	\$ 398,319	\$ 80,465
	Department Overhead	.50	.25	9,182	2,066
	Program Totals	30.50	6.75	\$ 407,501	\$ 82,531

PROGRAM: <u>NON CASH ASSISTANCE</u>	# <u>24007</u>	Manager: <u>T. Schwend</u>
Department <u>Welfare</u>	# <u>3200</u>	Ref: Pr. Yr. Bud. Vol-Pg. _____
Function <u>PUBLIC ASSISTANCE</u>	# <u>20000</u>	Service: <u>AID PAYMENTS</u> # <u>24000</u>
Authority: This program was developed for the purpose of carrying out Federal Title 19; Federal Food Stamp Act of 1964 as Amended; State Title 22; Welfare and Institutions Code, Division 9, Parts 3 and 6; State Department of Benefit Payments, Manual of Policy and Procedures, Division 63.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 8,807,091	7,790,857	9,908,880	8,310,629	-16%
Services & Supplies	\$ 787,686	687,535	1,067,566	894,984	-16%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 9,594,777	8,478,392	10,976,446	9,205,613	-16%
Indirect:					
Dept. Overhead	\$ 224,841	221,016	241,910	211,972	-12%
Ext. Support/O'head	\$ 1,898,544	2,306,700	1,995,389	1,860,138	-7%
Total Costs	\$ 11,718,162	11,006,108	13,213,745	11,277,723	-15%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 10,770,382	10,189,622	12,107,462	10,435,358	-14%
Grants	\$				
CETA	\$ 60,000	60,000	65,000	65,000	-
Total Funding	\$ 10,830,382	10,249,622	12,042,462	10,500,358	-13%
NET COUNTY COSTS	\$ 887,780	756,486	1,171,283	777,365	-34%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 24,320	31,068	32,690	19,240	-41%
Revenue	\$ 12,160	15,534	16,345	17,700	8%
Net Cost	\$ 12,160	15,534	16,345	1,540	-91%
STAFF YEARS					
Direct Program	723.50	640.50	747.25	631.75	-15%
CETA	6.00	6.00	6.50	6.50	-
Dept. Overhead	10.75	10.50	11.50	9.75	-15%

PROGRAM STATEMENT

NEED:

There are individuals and families who are able to meet most of their basic daily living needs from earnings or other income, but because of low income and/or large families are in need of assistance in the form of bonus food stamps or medical care.

DESCRIPTION:

Although there are no cash grants disbursed to recipients in this program, the non-cash assistance impact is large. According to State Department of Benefit Payments and the State Department of Health statistics, during calendar year 1977 the total value of food stamps issued in San Diego County was \$38,718,414 and the payment of fees to Medi-Cal service providers in San Diego County was approximately \$153,691,000.

Food stamps are available to any person in the county who is otherwise eligible and whose income does not exceed a maximum standard for the number of persons in the eating unit and who does not receive SSI/SSP.

A purchase requirement is established for each eligible applicant which requires the recipient to pay for food stamps, including bonus stamps.

Medi-Cal is available to persons whose income and property does not exceed a certain standard. Some recipients will be required to pay for the first portion of their medical bill in a three-month period before Medi-Cal will cover any part of medical care. SSI/SSP recipients receive full Medi-Cal coverage. Eligibility Workers are responsible for eligibility determination and for recertifying eligibility after the applicant is found to be eligible in both the Food Stamp and/or Medi-Cal programs.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Caseload Per Capita (FSO & MNO)	.0167%	.0189%		.0217%	.0217%
WORKLOAD					
Monthly Averages:					
Determine Eligibility of Applicants for Assistance:					
Food Stamps Only Intake	3,602	3,363	3,900	2,895	3,500
Medical Assistance Only:					
Pre-Applications	N/A	3,136	3,200	5,459	6,500
Intake	4,583	4,523	5,450	4,458	5,000
Supervise Ongoing Recipient Caseloads					
Medical Assistance Only	14,769	18,892	25,000	23,885	25,000
EFFICIENCY					
UNIT COST:					
Eligibility Determination	N/A	N/A	\$ 46	\$ 43	\$ 31
Ongoing Caseload Supv.(MA)	N/A	N/A	\$174	\$174	\$182
PRODUCTIVITY INDEX:					
Eligibility Determination	N/A	N/A	373.0	412.6	561.0
Medical Assistance Ongoing	N/A	N/A	99.1	101.2	95.4
EFFECTIVENESS					

UNIT COST DEFINED:

$$\frac{\text{Corresponding Program Cost}}{\text{Intake and Pre-Application Cases} \times 12}$$

$$\frac{\text{Corresponding Program Cost}}{\text{Ongoing Caseloads}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Applicant Cases}}{\text{Corresponding Staff Years}}$$

$$\frac{\text{MA Ongoing Cases}}{\text{Corresponding Staff Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Substantial achievement of the stated objective has been realized.

1978-79 OBJECTIVES:

1. To provide for the certification of food stamps and/or Medi-Cal for eligible persons promptly and efficiently.
2. To accurately determine continuing eligibility and purchase requirements for food stamps.
3. To accurately determine continuing eligibility and spenddown requirements for Medi-Cal.

NON CASH ASSISTANCE

DISCUSSION

SB 154 provides that 1978-79 State funding is increased to assume all approved County funding. This action resulted in an increase in revenue and decrease in County costs. Net County costs remaining in this program represent the non-claimable portion of indirect costs.

STAFFING SCHEDULE

PROGRAM: NON-CASH ASSISTANCE		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	3.50	3.50	\$ 97,245	\$ 104,005
50.20	Welf. Admin. II	7.75	7.75	192,906	202,618
45.44	Med. Services Worker	4.00	4.00	80,863	75,452
42.16	Eligibility Supervisor	65.25	48.25	1,108,413	804,264
41.00	Supervising Clerk	4.00	4.00	64,302	63,252
38.66	Eligibility Wkr. II/I	456.75	385.75	6,494,930	5,264,687
37.50	Sr. Clerk Typist	9.25	9.25	125,765	123,982
35.20	Int. Steno	4.50	4.50	57,828	50,544
34.00	Telephone Operator	2.50	1.50	28,912	16,011
34.00	Int. Clerk Typist	109.75	85.75	1,182,411	912,785
33.94	Security Guard	1.25	1.25	12,524	13,221
33.90	County Aid II	10.00	10.00	109,155	108,900
29.70	Jr. Clerk Typist	12.00	12.00	110,076	104,508
	CETA	5.00	5.00	50,000	59,897
	Sub-Total	695.50	582.50	\$ 9,715,330	\$ 7,904,126
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
54.16	Welf. Admin. IV	1.00	1.00	\$ 30,321	\$ 32,592
52.16	Welf. Admin. III	1.00	1.25	27,784	37,826
50.20	Welf. Admin. II	1.00	.75	24,891	20,556
50.90	Prog. Evaluator III	-	.25	-	6,372
49.42	Admin. Ass't. II	3.25	2.50	74,476	58,520
49.20	Sr. Social Work Supv.	.75	.25	17,945	6,031
48.52	Assoc. Personnel Analyst	-	.50	-	10,486
46.82	Program Ass't.	2.75	3.50	58,386	79,139
42.16	Eligibility Supervisor	2.50	2.00	42,981	34,744
41.00	Supervising Clerk	1.50	1.50	24,106	24,349
38.66	Eligibility Wkr. II/I	1.00	1.00	14,330	14,510
37.70	Sr. Steno	.75	.75	10,263	10,581
37.50	Sr. Account Clerk	6.50	5.75	88,638	79,125
37.50	Sr. Clerk Typist	1.75	1.75	24,178	24,177
35.20	Int. Steno	1.50	1.50	18,087	18,497
35.00	Int. Account Clerk	10.75	9.25	121,556	109,688
34.00	Telephone Operator	.75	.75	8,283	8,491
34.00	Int. Clerk Typist	20.00	20.00	226,398	227,737
	CETA	1.50	1.50	15,000	19,350
	Sub-Total	58.25	55.75	\$ 827,623	\$ 822,771
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 43,538	\$ 42,914
	Overtime			55,204	54,414
	Department Salary Savings			(-552,262)	(-513,596)
	Extraneous Adjustment			(-180,553)	-
Total Direct Program		753.75	638.25	\$ 9,908,880	\$ 8,310,629
Department Overhead		11.50	9.75	230,709	202,843
Program Totals		765.25	648.00	\$ 10,139,589	\$ 8,513,472

PROGRAM:	ADULT AID	# 24006	Manager:	T. Schwend
Department	Welfare	# 3200	Ref: Pr. Yr. Bud. Vol-Pg.	
Function	PUBLIC ASSISTANCE	# 20000	Service:	AID PAYMENTS # 24000
Authority:	This program was developed for the purpose of carrying out Social Security Act, Title XVI, Part A, Section 1616. Welfare and Institutions Code, Division 9, Part 3, Chapters 3, 4, and 5, State Eligibility and Assistance Standards, Division 46.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$				
Support & Care	\$ 6,995,153	7,225,356	8,459,838	300,000	-96%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 6,995,153	7,225,356	8,459,838	300,000	-96%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 6,995,153	7,225,356	8,459,838	300,000	-96%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 207,653	258,141	350,000	300,000	-14%
Grants	\$				
CETA	\$				
Total Funding	\$ 207,653	258,141	350,000	300,000	-14%
NET COUNTY COSTS	\$ 6,787,500	6,967,215	8,109,838	-	-
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:
When the federal government assumed responsibility for public assistance programs for the aged, blind, and disabled, there were left certain unmet service and cash needs. The California State Legislature subsequently established assistance programs for these former recipients to provide for needs not met by the federal programs.

DESCRIPTION:
This program provides the funds for making payments to applicants for Aid to the Potentially Self Supporting Blind (APSB). The department must also provide funds for special circumstances such as replacing essential items destroyed in a catastrophe, making required repairs to a home owned by a recipient, or providing necessary moving expenses.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
<u>WORKLOAD</u> Aid Payments to Aid to Potentially Self-Supporting Blind and Special Circumstances	\$ 177,700	\$ 258,141	\$ 350,000	\$ 280,000	\$ 300,000
<u>EFFICIENCY</u>					
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

To provide funds for aid payments for SSI/SSP residual programs.

ADULT AID

DISCUSSION

SB 154 provides State funds in 1978-79 to assume the entire County share of the State Supplementary Program which augments SSI aid payments to California adult recipients. This action permitted elimination of a \$9.4 million appropriation and a like amount of County cost. The remaining appropriation in this program provides for aid payments to Potentially Self Supporting Blind and special circumstances related to adult recipients.

PROGRAM: OTHER AID # 24005 Manager: T. Schwend
 Department Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. 1-13
 Function PUBLIC ASSISTANCE # 20000 Service: AID PAYMENTS # 24000
 Authority: This program was developed for the purpose of carrying out Welfare and Institutions Code, Section 11451. County Supplemental Allowance was authorized by the Board of Supervisors in or prior to 1965 and is budgeted each year.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$				
Support & Care	\$ 294,177	208,071	200,000	100,000	-50%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 294,177	208,071	200,000	100,000	-50%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 294,177	208,071	200,000	100,000	-50%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 294,177	208,071	200,000	100,000	-50%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

Families who receive AFDC and have no other income, at times, need emergency funds to pay for items or supplies not in the basic grant.

DESCRIPTION:

The County Supplemental Allowance fund covers purchase of such emergency items as household necessities, child care where parent is ill, furniture such as beds, stoves or refrigerators, housing deposits and certain utility costs.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> AFDC Cases Receiving Aid	26,485	28,659	30,300	29,421	30,700
<u>WORKLOAD</u> Number of Supplemental Fund Requests Authorized	5,550	4,151	3,704	3,599	1,818
<u>EFFICIENCY</u> <u>UNIT COSTS:</u> Average Amount of Aid Per Request	\$54	\$51	\$54	\$56	\$55
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The stated objective has been realized.

1978-79 OBJECTIVES:

1. To insure that AFDC families do not go without shelter or food and meet true emergencies by the provision of payments for necessary items not covered in the AFDC grant.

OTHER AID

DISCUSSION

Due to budget funding limitations, this program was reduced to \$100,000. The reduced funding will severely limit the numbers of emergency situations that can be assisted. It will be necessary to deny a large number of requests due to lack of funding.

PROGRAM: CARE OF COURT WARDS # 24003 Manager: J. Redwine
 Department Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. 1 - 10
 Function PUBLIC ASSISTANCE # 20000 Service: AID PAYMENTS # 24000
 Authority: This program was developed for the purpose of carrying out Welfare and Institutions Code, Article 16, Section 900; and by Resolution of the Board of Supervisors on July 1, 1972.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$				
Support & Care	\$ 134,275	160,074	160,000	160,000	-
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 134,275	160,074	160,000	160,000	-
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 134,275	160,074	160,000	160,000	-
FUNDING					
Charges, Fees, etc.	\$ 16,692	31,669	15,000	48,400	223%
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 16,692	31,669	15,000	48,400	223%
NET COUNTY COSTS	\$ 117,583	128,405	145,000	111,600	-23%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

The Welfare & Institutions Code Section 900 et seq. mandates that counties shall provide for basic need and maintenance of dependent children not in their own homes.

Basic need and maintenance can include all or part of care for the child; special medical, dental, or therapy needs not covered by any other resource; and travel costs of dependent children who are placed in free homes out of the county.

DESCRIPTION:

Staff from Dependent Children recommend use of these basic need and maintenance funds on an individual basis subject to section approval. However, the Juvenile Court at all times has the right to accept, modify or deny the staff recommendations.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> Cases served by Dependent Children of the Court Service Workers Petitions filed recommending Dependency (Court Ward)	1,363 N/A	1,528 N/A	1,363 N/A	1,540 N/A	1,740 1,008
<u>WORKLOAD</u> <u>Monthly Averages:</u> Cases receiving aid	61	66	62	77	64
<u>EFFICIENCY</u> <u>UNIT COSTS:</u> Aid Payment Case Cost	\$183.44	\$202.11	\$215.05	\$192.20	\$208.33
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED:

$$\frac{\text{Program Cost}}{\text{Cases Receiving Aid} \times 12}$$

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Substantial achievement after stated objectives has been realized.

1978-79 OBJECTIVES:

1. Provide for basic need and maintenance of dependent children in the most economical manner possible.

CARE OF COURT WARDS

DISCUSSION

This program provides County funds to pay certain expenses of children who are under care and custody of the Juvenile Court and not in their own homes. Costs have continued to increase because Medi-Cal has reduced and restricted payments for certain medical and dental care and Crippled Children Services has curtailed services because of insufficient funding. Certain special needs formerly paid by AFDC or BHI have also been discontinued serving to decrease other available resources. Funding for these Court ordered costs was reduced to \$160,000 during budget hearings. Anticipated costs will exceed the appropriation unless there is a change in Court direction.

PROGRAM: DEPENDENT CHILDREN OF THE COURT # 27001 Manager: J. Redwine
Department: Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. _____
Function: PUBLIC ASSISTANCE # 20000 Service: OTHER PUBLIC ASSISTANCE # 27000
Authority: This program was developed for the purpose of carrying out Title XX of the Social Security Act; Welfare and Institutions Code, Section 10300 and Section 576.5.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,428,370	1,502,495	1,564,919	1,864,965	19%
Services & Supplies	\$ 103,657	104,752	141,634	186,912	32%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 1,532,027	1,607,247	1,706,553	2,051,877	20%
Indirect:					
Dept. Overhead	\$ 29,589	33,674	32,415	38,193	18%
Ext. Support Overhead	\$ 249,843	283,573	264,730	335,160	27%
Total Costs	\$ 1,811,459	1,924,494	2,003,698	2,425,230	21%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 1,202,502	1,285,120	1,269,973	1,465,556	15%
Grants	\$				
CETA	\$ 10,000	10,000	32,500	32,500	-
Total Funding	\$ 1,212,502	1,295,120	1,302,473	1,498,056	15%
NET COUNTY COSTS	\$ 598,957	629,374	701,225	927,174	32%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,200	4,734	4,338	3,468	-20%
Revenue	\$ 1,600	2,367	2,169	2,080	-4%
Net Cost	\$ 1,600	2,367	2,169	1,388	-36%
STAFF YEARS					
Direct Program	95.00	97.50	97.75	111.75	14%
CETA	1.00	1.00	3.25	3.25	-
Dept. Overhead	1.50	1.50	1.50	1.75	17%

PROGRAM STATEMENT

NEED:

This is a state-mandated program (W & I Code 300) which requires:

1. The investigation of child abuse, neglect and molestation allegations.
2. The provision of protective services to abused, neglected and molested children, and rehabilitative services to their parents.

The purpose of the investigative program is the early identification of abuse problems, without which children can suffer irreparable physical and/or emotional damage, even death. Protective services (or supervision) prevents further harm to the children and works towards a safe reuniting of the family, or makes permanent plans for these children if they cannot be safely reunited with their parents.

DESCRIPTION:

Petitions are filed with the Juvenile Court for children whose safety is contingent upon continuing services from the Dependent Children of the Court (Supervision) Section. Referrals are completed to other community social agencies for children in less dangerous circumstances.

The Juvenile Court accepts responsibility for the care and supervision of these children under Section 300 of the Welfare and Institutions Code, and directs the Dependent Children staff to provide services to alleviate the conditions which caused the abuse, neglect or molestation. These services may include foster home placements, institutional placements, supervision of children in their own homes or relatives' homes, and referral to County Adoptions for permanent care services.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Child Abuse Complaints (San Diego County)	1,896	2,700	N/A	3,742	4,500
Child Abuse Complaints (California)	60,000	65,000	N/A	69,800	75,000
Child Abuse Complaints (National)	294,796	335,000	N/A	380,000	425,000
WORKLOAD					
Families Served (Monthly Average)	1,094	1,173	N/A	1,140	1,395
Cases Served (Monthly Average)	1,363	1,528	1,363	1,603	1,740
Complaints Investigated (Annual)	N/A	N/A	N/A	N/A	4,320
Petitions Filed (Annual)	N/A	N/A	N/A	N/A	1,008
EFFICIENCY					
UNIT COSTS:					
Cases Served	\$1,329	\$1,259	\$1,470	\$1,060	\$1,175
Complaints Investigated	N/A	N/A	N/A	N/A	88
PRODUCTIVITY INDEX:					
Cases Served and Complaints Investigated	14.0	15.3	13.3	16.4	51.9
EFFECTIVENESS					
Average Months in Service	31.6	28.8	28	28	28
Dependency Status Terminated By The Court	482	443	N/A	550	575
% of Dependent Children in Foster Care	26.3%	24.9%	N/A	24.5%	24%
Children Referred to Adoptions For Placement in Adoptive Homes	45	55	N/A	60	65

UNIT COST DEFINED:

Annual cost per case served and complaint investigated.

PRODUCTIVITY INDEX DEFINED:

Average number of cases served and complaints investigated per month per staff year.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objectives set up for 1977/78 have been met or exceeded.

1978-79 OBJECTIVES:

- To investigate 4320 complaints of child abuse and neglect, and to file petitions with the Juvenile Court recommending a Declaration of Dependency to 1008 cases.
- To provide the following services to an average of 1,740 cases (1,395 families) per month:
 - To carry out the orders and plans of the Juvenile Court.
 - To safely reunite families at the earliest possible time, thus decreasing the percentage of children in foster care to 24%.
 - To refer children to the Adoptions Section who cannot be safely returned to their own homes.
- To not let the average time in service exceed 28.0 months.

DEPENDENT CHILDREN OF THE COURT

DISCUSSION

The 1978-79 proposed budget provides for the transfer of the Intake and Investigation from the Probation Department and for an increase of staff-years to handle a projected 27.6% increase in caseload over 1977-78 budgeted cases. The projected increase in caseload requires additional staff to:

1. Adhere to a Juvenile Court mandate that all foster children be visited at least monthly in their foster homes. This mandate is currently being violated, with many foster homes contacted only quarterly.
2. Increase contacts to children in "high-risk" homes, many of whom are seen only monthly at present.
3. Refer to County Adoptions a backlog of 24 children who could be freed for adoption except for personnel shortages in this program.

The Intake and Investigation responsibility was formerly performed in the Probation Department but is now assumed by Welfare. No revenue was available under Probation administration and none is available under Welfare. Therefore, County costs in this program show a significant increase.

STAFFING SCHEDULE

PROGRAM: DEPENDENT CHILDREN OF THE COURT		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	1.00	1.00	\$ 27,878	\$ 30,457
50.20	Welf. Admin. II	1.00	1.00	25,430	28,028
49.20	Sr. Social Work Supv.	2.00	5.00	47,376	120,793
47.70	Sr. Social Worker, MSW	1.00	4.00	21,366	83,344
46.94	Social Work Supv.	5.00	3.00	108,240	65,928
45.70	Sr. Soc. Wkr./Soc. Wkr., MSW	23.00	37.00	443,283	711,923
45.44	Jr./Sr. Social Worker	22.00	22.00	439,696	447,076
37.50	Sr. Clerk Typist	1.00	1.00	13,837	14,026
35.20	Int. Steno.	1.00	1.00	10,605	11,241
34.00	Int. Clerk Typist	17.00	17.00	190,241	187,691
33.90	County Aid II/I	11.00	11.00	116,054	119,790
	CETA	3.00	3.00	30,000	30,682
	Sub-Total	88.00	106.00	\$1,474,006	\$1,850,979
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
54.16	Welfare Admin. IV	.25	.25	\$ 7,581	\$ 8,148
52.16	Welfare Admin. III	.25	.50	6,946	15,130
50.20	Welf. Admin. II	.25	.25	6,223	6,852
49.42	Admin. Ass't.	.75	.25	17,187	5,852
49.20	Sr. Soc. Wk. Supv.	.25	-	5,981	-
46.82	Prog. Ass't.	.75	.25	15,924	5,652
42.16	Elig. Supv.	.50	.25	8,596	4,343
41.00	Supervising Clerk	.25	.25	4,017	4,058
38.66	Eligibility Wkr. II/I	.25	.25	3,583	3,628
37.70	Sr. Steno	.25	.25	3,421	3,527
37.50	Sr. Acct. Clerk	1.50	1.00	20,456	13,761
37.50	Sr. Clerk Typist	.25	.25	3,454	3,454
35.20	Int. Steno.	.25	-	3,015	-
35.00	Int. Account Clerk	2.25	.25	25,442	2,965
34.00	Telephone Operator	.25	.25	2,761	2,830
34.00	Int. Clerk Typist	4.50	4.50	50,939	51,241
	CETA	.25	.25	2,500	3,225
	Sub-Total	13.00	9.00	\$ 188,026	\$ 134,666
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 4,527	\$ 4,463
	Overtime			2,079	2,050
	Department Salary Savings			(-75,496)	(-127,193)
	Extraneous Adjustment			(-28,223)	-
	Total Direct Program	101.00	115.00	\$1,564,919	\$1,864,965
	Department Overhead	1.50	1.75	30,914	36,548
	Program Totals	102.50	116.75	\$1,595,833	\$1,901,513

PROGRAM: CHILD PLACEMENT & PROTECTION # 27020 Manager: J. Redwine
Department: Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. _____
Function: PUBLIC ASSISTANCE # 20000 Service: OTHER PUBLIC ASSISTANCE # 27000
Authority: This program was developed for the purpose of carrying out Title XX, Federal Social Security Act; Code of Federal Regulations, Title 45, Chapter II, Part 228; California Comprehensive Annual Services Plan.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,684,554	2,205,670	2,297,309	2,525,823	10%
Services & Supplies	\$ 114,995	135,061	199,704	226,990	14%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 1,799,549	2,340,731	2,497,013	2,752,813	10%
Indirect:					
Dept. Overhead	\$ 32,825	43,417	44,932	49,153	9%
Ext. Support/O'head	\$ 277,169	360,630	373,267	431,336	16%
Total Costs	\$ 2,109,543	2,744,778	2,915,212	3,233,302	11%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 1,412,070	1,837,279	1,796,670	2,203,410	23%
Grants	\$				
CETA	\$		122,500	122,500	-
Total Funding	\$ 1,412,070	1,837,279	1,919,170	2,325,910	21%
NET COUNTY COSTS	\$ 697,473	907,499	996,042	907,392	-9%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,550	6,104	6,114	4,460	-27%
Revenue	\$ 1,775	3,052	3,057	3,029	-1%
Net Cost	\$ 1,775	3,052	3,057	1,431	-53%
STAFF YEARS					
Direct Program	106.50	127.00	127.75	135.75	6%
CETA	-	-	12.25	12.25	-
Dept. Overhead	1.50	2.00	2.25	2.25	-

NEED: **PROGRAM STATEMENT**
 Sections 16500 through 16511 of the California Welfare and Institutions Code and Title XX of the Social Security Act require the County to provide protective services, including out-of-home care where needed, to children who are, or are in danger of being neglected, abused or exploited. State and local health, welfare and law enforcement statistics show that both the incidence and the reporting of such neglect and abuse have been increasing at an alarming rate for several years.

The purpose of Child Placement and Protection is to provide or bring into play all possible resources to insure that children are protected from the abuse and/or neglect of the family or community.

DESCRIPTION:
 California law requires that protective services be provided to families on a voluntary basis, including the placement of children in out-of-home care. When the family of a neglected, abused or endangered child does not voluntarily accept these services, the matter is referred for investigation by law enforcement or the juvenile court system. Child Placement and Protective Services attempts to bring about those conditions which enable a child to live safely in his own home in an atmosphere which will promote physical and emotional well being. If circumstances require that a child be temporarily placed out-of-home, on a voluntary basis, it is the responsibility of this program to make every effort to help restore or create the home conditions, including the behavior of parents, which will enable the child to be returned to his family at the earliest possible time. Professional counseling by program staff is a major method of this program to bring about the change needed for the well-being of the children it serves. Additionally, all relevant resources of the community are utilized, including health, mental health, financial, employment, child care, housing, educational and other services.

When circumstances dictate that a child cannot remain with or ever return to his family, the goal is to give that child the security and continuity of one home for the remainder of his childhood. This may be accomplished through permanent placement with relatives, adoption, or a formal long-term placement plan with foster parents who want and are able to accept such a responsibility.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Growth in Monthly Intakes (Community Referrals)	478	550	N/A	620	716
Monthly Number of Cases Needing Service	N/A	N/A	N/A	2,420	2,637
Estimated Number of Indo-Chinese Refugees In County	N/A	N/A	N/A	15,000	20,000
WORKLOAD					
Average Monthly Number of Cases (Including Intake)	2,041	2,193	1,900	2,073	2,370
Average Monthly Number of Children Served	N/A	N/A	N/A	4,125	4,476
Average Number of Indo-Chinese Cases (Monthly)	N/A	N/A	145	140	150
EFFICIENCY					
<u>UNIT COSTS:</u>					
Total Cases Served	\$1,034	\$1,252	\$1,426	\$1,313	\$1,283
<u>PRODUCTIVITY INDEX:</u>					
Total Cases Served	18.9	17.0	14.4	17.3	16.8
EFFECTIVENESS					
Ratio of Cases Served to Intake (Monthly)	4.27:1	3.98:1	N/A	3.56:1	3.31:1
Percent of Cases Receiving Continuing Needed Services	76%	74%	N/A	71%	69%
Ratio of Refugees in County to Cases Served	N/A	N/A	N/A	107:1	133:1

UNIT COST DEFINED:

$$\frac{\text{Total Program Costs}}{\text{Protective and Indo-Chinese Cases Served}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Protective and Indo-Chinese Cases Served}}{\text{Total Staff-Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objectives of 1977/78 have been substantially achieved.

1978-79 OBJECTIVES:

1. To protect from neglect and abuse a monthly average of 4,476 children, in an average of 2,370 cases.
2. To provide specialized social services to assist a monthly average of 150 refugee Southeast Asian families to achieve an adjustment and independent functioning consistent with their new environment.

CHILD PLACEMENT & PROTECTION

DISCUSSION

The 1978-79 staffing schedule for CPPS begins a process to correct the disparity between actual workload and staffing. In consideration of fiscal limitations, 8 additional service staff years are approved although worker load trends indicate a need for more. A small increase in Federal Title XX and CWS funding has permitted an improvement in this program's revenue ratio as related to proposed expenditures and County funding. In support of the 1978-79 Budget Policy Guideline, this program seeks to avoid institutionalization of children by providing those services needed to keep children in their own homes.

STAFFING SCHEDULE

PROGRAM: CHILD PLACEMENT AND PROTECTION		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	1.00	1.00	\$ 27,183	\$ 30,457
50.20	Welf. Admin. II	2.00	2.00	49,206	56,056
49.20	Sr. Soc. Wrkr. Supv.	12.00	11.00	285,604	266,275
47.70	Sr. Soc. Wrkr., MSW	23.00	24.00	491,409	508,274
45.70	Sr. Soc. Wkr./Soc. Wkr, MSW	53.00	64.00	1,024,143	1,269,064
37.50	Sr. Clerk Typist	-	1.00	-	13,080
35.20	Int. Steno	1.00	1.00	10,605	11,241
35.00	Int. Acct. Clerk	2.75	.75	31,096	8,894
34.00	Telephone Operator	.25	.25	2,761	2,830
34.00	Int. Clerk Typist	8.00	8.00	89,430	87,379
33.90	County Aid II/I	13.00	13.00	133,993	141,082
	CETA	12.00	12.00	120,000	115,443
	Sub-Total	125.00	137.00	\$2,231,573	\$2,498,351
	<u>FISCAL ADMINISTRATIVE SUPPORT</u>				
54.16	Welf. Admin. IV	.25	.25	\$ 7,581	\$ 8,148
52.16	Welf. Admin. III	.25	.25	6,946	7,565
50.20	Welf. Admin. II	.25	.25	6,223	6,852
49.42	Admin. Asst. II	.75	.25	17,187	5,852
49.20	Sr. Social Wk. Supv.	.25	-	5,981	-
46.82	Prog. Asst.	.75	.75	15,924	16,958
42.16	Elig. Supv.	.50	.25	8,596	4,343
41.00	Supv. Clerk	.25	.25	4,017	4,058
38.66	Elig. Wkr. II/I	.25	.25	3,583	3,627
37.70	Sr. Steno	.25	.25	3,421	3,527
37.50	Sr. Acct. Clerk	1.75	1.00	23,864	13,761
37.50	Sr. Clerk Typist	.50	.50	6,908	6,908
35.20	Int. Steno	.50	.25	6,029	3,083
35.00	Int. Acct. Clerk	2.75	.75	31,096	8,894
34.00	Telephone Operator	.25	.25	2,761	2,830
34.00	Int. Clerk Typist	5.25	5.25	59,429	59,781
	CETA	.25	.25	2,500	3,225
	Sub-Total	15.00	11.00	\$ 212,046	\$ 159,412
	<u>ADJUSTMENTS:</u>				
	Bilingual Compensation			\$ 9,682	\$ 9,544
	Overtime			2,407	2,373
	Department Salary Savings			(-115,432)	(-143,857)
	Extraneous Adjustment			(-42,967)	-
Total Direct Program		140.00	148.00	\$2,297,309	\$2,525,823
Department Overhead		2.25	2.25	42,852	47,036
Program Totals		142.25	150.25	\$2,340,161	\$2,572,859

PROGRAM: BOARDING HOME LICENSING # 27007 Manager: J. Redwine
Department: Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. _____
Function: PUBLIC ASSISTANCE # 20000 Service: OTHER PUBLIC ASSISTANCE # 27000
Authority: This program was developed for the purpose of carrying out California Health and Safety Code, Section 1500; California Administrative Code, Title 22: Division 2, Sections 30131, and 30151; and Division 6.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 850,381	876,630	913,051	940,536	3%
Services & Supplies	\$ 58,307	57,960	77,191	78,876	2%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 908,688	934,590	990,242	1,019,412	3%
Indirect:					
Dept. Overhead	\$ 16,644	18,632	17,492	18,100	3%
Ext. Support/O'head	\$ 140,536	144,773	144,277	158,837	10%
Total Costs	\$ 1,065,868	1,097,995	1,152,011	1,196,349	4%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 719,790	741,486	744,305	785,064	5%
Grants	\$				
CETA	\$				
Total Funding	\$ 719,790	741,486	744,305	785,064	5%
NET COUNTY COSTS	\$ 346,078	356,509	407,706	411,285	1%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,800	2,618	2,364	1,642	-31%
Revenue	\$ 900	1,309	1,187	1,074	-10%
Net Cost	\$ 900	1,309	1,187	568	-52%
STAFF YEARS					
Direct Program	54.00	54.50	54.50	54.50	-
CETA	-	-	-	-	-
Dept. Overhead	.75	1.00	.75	.75	-

PROGRAM STATEMENT

NEED:
 State law requires that community facilities, including family homes providing care for unrelated adults and children, must be licensed.

The purpose of Foster Home Licensing Program is to license and monitor residential care homes for adults, foster homes for children and day care homes for children. The two support programs were developed by the Welfare Department to reduce out of home placement cost for troubled adolescents and to provide respite care to help prevent abuse, neglect, and exploitation of children.

DESCRIPTION:
 The state has delegated responsibility for licensing all family home facilities caring for 15 or fewer persons, to the County of San Diego. These facilities include family homes for children, family residential homes for adults, and foster family homes for children.

The Licensing Section provides information and consultation concerning licensing matters to community persons. The central function is inspection and evaluation of potential facilities in terms of general quality of care. Following licensure, homes are regularly supervised and a yearly evaluation is made. A renewal license study is carried out at intervals required by law. Orientation, training, and referral services are provided.

The primary function of the Adolescent Foster Care Project is to divert, seriously troubled adolescents from institutional care.

The Respite Care Program's primary function is to provide part time out-of-home care for children where protection is the goal. The Respite Program is funded by the State Department of Education Title XX child care funds.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
Family Residential Homes in San Diego County	2,952	2,320	3,163	3,492	3,744
<u>WORKLOAD</u>					
Renewals	1,524	1,067	1,734	1,698	1,856
New Licenses	1,438	1,253	1,429	1,394	1,888
Total Licenses	2,952	2,320	3,163	3,092	3,744
<u>EFFICIENCY</u>					
<u>UNIT COSTS:</u>					
Total Licenses	\$361	\$473	\$364	\$372	\$320
<u>PRODUCTIVITY INDEX:</u>					
Total Licenses	53.9	41.8	57.3	56.0	67.8
<u>EFFECTIVENESS</u>					
% of Total Licenses Renewed	52%	36%	74%	56%	49.5%
No. of Violations Discovered	156	200	350	350	375
No. of Violations Solved	153	190	340	347	360
Average Response Time to Citizen Complaints	N/A	N/A	10 days	7 days	5 days

UNIT COST DEFINED:

$$\frac{\text{Total Program Costs}}{\text{Total Licenses}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Total Licenses}}{\text{Total Staff-Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The unquantified objectives for 1977/78 have been achieved through the activities of program staff.

1978-79 OBJECTIVES:

1. To renew 80 (4.5%) more licenses by June 30, 1979.
2. To issue 172 (10%) more new licenses by June 30, 1979.

STAFFING SCHEDULE

PROGRAM: BOARDING HOME LICENSING		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.20	Welf. Admin. II	1.00	1.00	\$ 25,430	\$ 28,028
49.20	Sr. Social Work Supv.	2.00	2.00	47,987	47,715
47.70	Sr. Social Worker, MSW	1.00	1.00	21,366	22,511
46.94	Social Work Supv.	3.00	3.00	64,908	64,707
45.70	Sr. Social Wkr./Social Wkr, MSW	4.00	4.00	77,093	77,813
45.44	Jr./Sr. Social Worker	26.50	26.50	529,634	533,383
37.50	Sr. Clerk Typist	1.00	1.00	13,882	14,026
35.20	Int. Steno	1.00	1.00	10,605	12,607
34.00	Int. Clerk Typist	9.00	9.00	100,609	101,637
33.90	County Aid II/I	1.00	1.00	10,342	10,890
	Sub-Total	49.50	49.50	\$ 901,856	\$ 913,317
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
52.16	Welf. Admin. III	.25	.25	\$ 6,946	\$ 7,565
49.42	Admin. Ass't. II	.25	.25	5,729	5,852
49.20	Sr. Social Work Supv.	.25	.25	5,981	6,031
46.82	Program Ass't.	.25	.25	5,308	5,652
42.16	Eligibility Supervisor	.25	.25	4,298	4,343
37.50	Sr. Account Clerk	.50	.50	6,818	6,880
35.20	Int. Steno	.25	.25	3,015	3,083
35.00	Int. Account Clerk	1.00	1.00	11,308	11,858
34.00	Int. Clerk Typist	2.00	2.00	22,640	22,774
	Sub-Total	5.00	5.00	\$ 72,043	\$ 74,038
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 957	\$ 943
	Overtime			810	798
	Department Salary Savings			(-45,630)	(-48,560)
	Extraneous Adjustment			(-16,985)	-
	Total Direct Program	54.50	54.50	\$ 913,051	\$ 940,536
	Department Overhead	.75	1.00	16,682	17,320
	Program Totals	55.25	55.50	\$ 929,733	\$ 957,856

PROGRAM: ADOPTIONS # 27009 Manager: J. Redwine
Department: Welfare # 3200 Ref: Pr. Yr. Bud. Vol-Pg. _____
Function: PUBLIC ASSISTANCE # 20000 Service: OTHER PUBLIC ASSISTANCE # 27000
Authority: This program was developed for the purpose of carrying out Civil Codes 221-239; Welfare and Institutions Codes 16100-16130; California Administrative Code, Title 22, Chapter 3.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,649,343	1,676,990	1,746,664	1,697,061	-3%
Services & Supplies	\$ 113,375	112,728	150,840	151,488	-
Support & Care	\$ 14,373	15,245	35,000	25,000	-29%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 1,777,091	1,804,963	1,932,504	1,873,549	-3%
Indirect:					
Dept. Overhead	\$ 32,362	36,237	34,180	34,374	1%
Ext. Support/O'head	\$ 273,265	468,802	281,936	301,644	7%
Total Costs	\$ 2,082,718	2,310,002	2,248,620	2,209,567	-2%
FUNDING					
Charges, Fees, etc.	\$ 34,255	37,670	33,000	33,000	-
Subventions	\$ 1,871,923	2,097,715	2,026,536	1,986,000	-2%
Grants	\$				
CETA	\$ 20,000	20,000	22,500	22,500	-
Total Funding	\$ 1,926,178	2,155,385	2,082,036	2,041,500	-2%
NET COUNTY COSTS	\$ 156,540	154,617	166,584	168,067	1%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,500	5,094	4,620	3,120	-32%
Revenue	\$ 1,750	2,547	2,310	2,855	24%
Net Cost	\$ 1,750	2,547	2,310	265	-89%
STAFF YEARS					
Direct Program	103.00	104.00	104.25	101.25	-3%
CETA	2.00	2.00	2.25	2.25	-
Dept. Overhead	1.50	1.75	1.50	1.50	-

PROGRAM STATEMENT

NEED:
 There are children who have no parents or guardians or who have been relinquished by their parents who need care and assistance in finding suitable adopting parents. There are adults seeking children who also need help and assistance in finding suitable children for adoption. Numerous social and legal services are required to properly match children with adopting parents.

DESCRIPTION:
 The Adoptions program provides casework, legal and medical services to children permanently separated from their natural family. This involves matching the child's needs and capacities to the family which can offer the best setting for his growth and development.

The Adoptions program provides social service counseling and assistance with medical and legal help for natural parents, adopting parents and the child.

The independent adoption petitions are evaluated and the findings are reported to the Superior Court with a recommendation based on the facts of the case.

Post Adoption social services to all parties to an adoption are also provided.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Children Legally Available for Adoption	331	388	360	286	300
WORKLOAD					
Reviews of Children Offered for Adoption	1,214	1,402	1,405	1,412	1,420
Requests for Adoption from Prospective Adoptive Parent	1,651	1,590	1,800	1,800	1,850
Children Placed in Adoptive Homes	191	215	262	220	210
Services to Natural Parents	1,039	996	*1,037	985	1,100
Services to Children Terminated Prior to Placement	535	580	525	694	630
Post Adoption Services	N/A	N/A	N/A	200**	220
EFFICIENCY					
UNIT COSTS:					
Services to Adoptive Children	\$1,482	\$1,429	\$1,349	\$1,361	\$1,356
PRODUCTIVITY INDEX:					
Services to Adoptive Children	13.2	15.0	15.4	15.2	15.5
EFFECTIVENESS					
Percent of Children available for adoption that are placed.	57.7%	55.4%	72.8%	69.9%	70.0%

UNIT COST DEFINED:

Total Program Cost
Reviews of children offered for adoption and children placed in adoptive homes

PRODUCTIVITY INDEX DEFINED:

Reviews of children offered for adoptions and children placed in adoptive homes
Total Staff-Years

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objective for 1977-78 has been achieved and exceeded.

1978-79 OBJECTIVES:

1. To place 70% of children legally free (210).
2. To approve 80% of formal applications received from prospective adoption families (250).
3. To provide 10% more Post Adoption Services (220).

* 77-78 Final Budget in error.

** Post adoption refers to requests for services to individuals whose original adoption service was completed at any time since the agency was licensed (30 years).

STAFFING SCHEDULE

PROGRAM: ADOPTIONS		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
54.16	Welf. Admin. IV	1.00	-	\$ 30,591	\$ -
52.16	Welf. Admin. III	1.00	1.00	27,183	29,744
50.20	Welf. Admin. II	1.00	1.00	25,475	28,051
49.20	Sr. Social Work Supv.	8.00	6.00	190,403	143,173
47.70	Sr. Social Worker, MSW	16.00	16.00	341,850	359,019
45.70	Social Work, MSW	32.50	32.50	655,256	619,837
41.00	Supervising Clerk	1.00	1.00	16,397	16,598
37.50	Sr. Clerk Typist	3.00	3.00	41,511	42,078
35.20	Int. Steno	2.00	2.00	21,210	23,871
34.00	Telephone Operator	1.00	1.00	10,474	10,644
34.00	Int. Clerk Typist	27.00	27.00	318,496	319,755
33.90	County Aid II/I	1.00	1.00	11,256	11,769
	CETA	2.00	2.00	20,000	19,894
	Sub-Total	96.50	93.50	\$1,710,102	\$1,624,433
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
54.16	Welf. Admin. IV	.25	.25	\$ 7,581	\$ 8,148
52.16	Welf. Admin. III	.25	.25	6,946	7,565
50.90	Program Evaluator III	-	.25	-	6,372
50.20	Welf. Adm. II	.25	.25	6,223	6,852
49.42	Adm. Ass't. II	.50	.25	11,458	5,852
46.82	Prog. Ass't.	.50	.50	10,616	11,306
42.16	Elig. Supv.	.50	.50	8,596	8,686
41.00	Supervising Clerk	.25	.25	4,017	4,058
38.66	Eligibility Wkr. II/I	.25	.25	3,583	3,627
37.70	Sr. Steno.	.25	.25	3,421	3,527
37.50	Sr. Clerk Typist	.25	.25	3,454	3,454
37.50	Sr. Acc't. Clerk	1.25	1.25	17,046	17,201
35.20	Int. Steno	.25	.25	3,015	3,083
35.00	Int. Acct. Clerk	1.75	1.75	19,788	20,752
34.00	Int. Clerk Typist	3.00	3.00	33,960	34,161
34.00	Telephone Operator	.25	.25	2,761	2,830
	CETA	.25	.25	2,500	3,225
	Sub-Total	10.00	10.00	\$ 144,965	\$ 150,699
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 8,722	\$ 8,597
	Overtime			1,567	1,545
	Department Salary Savings			(-86,496)	(-88,213)
	Extraneous Adjustment			(-32,196)	-
Total Direct Program		106.50	103.50	\$1,746,664	\$1,697,061
Department Overhead		1.50	1.50	32,598	32,894
Program Totals		108.00	105.00	\$1,779,262	\$1,729,955

PROGRAM: ADULT PLACEMENT AND PROTECTION # 27021 **Manager:** W. L. Porterfield
Department: Welfare # 3200 **Ref: Pr. Yr. Bud. Vol-Pg.** _____
Function: PUBLIC ASSISTANCE # 20000 **Service:** OTHER PUBLIC ASSISTANCE # 27000
Authority: This program was developed for the purpose of carrying out Title XX of the Social Security Act; Welfare and Institutions, Sections 500 and 10800.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 902,483	1,163,504	1,211,844	1,261,230	4%
Services & Supplies	\$ 65,326	74,975	104,456	108,546	4%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 967,809	1,238,479	1,316,300	1,369,776	4%
Indirect:					
Dept. Overhead	\$ 18,647	24,102	23,669	24,576	4%
Ext. Support/O'head	\$ 157,453	200,825	195,236	215,668	10%
Total Costs	\$ 1,143,909	1,463,406	1,535,205	1,610,020	5%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 763,182	978,997	962,713	1,042,472	8%
Grants	\$				
CETA	\$ 10,000	10,000	42,500	42,500	-
Total Funding	\$ 773,182	988,997	1,005,213	1,084,972	8%
NET COUNTY COSTS	\$ 370,727	474,409	529,992	525,048	-1%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,016	3,388	3,198	2,230	-30%
Revenue	\$ 1,008	1,694	1,599	1,460	-9%
Net Cost	\$ 1,008	1,694	1,599	770	-52%
STAFF YEARS					
Direct Program	63.25	69.50	69.50	69.75	-
CETA	1.00	1.00	4.25	4.25	-
Dept. Overhead	1.00	1.25	1.00	1.25	25%

NEED: **PROGRAM STATEMENT**
This specialized program is needed by adults whose mental and/or physical functioning is so severely impaired that their lives, health or well-being is endangered or the health or welfare of the community is threatened.

The purpose of the Adult Protective Services Program is to remove or decrease the real or potential danger to the client and community.

DESCRIPTION:
Adult Protective Services are available to all persons, age 18 or over, without regard to their economic status. Clients served by this program are "high risk" individuals, characterized by severe emotional, mental or physical impairments. Included among this client population are individuals who are potentially suicidal, self-mutilating or present a danger to others in the community. Also served by this program are individuals who are; living in unhealthy or hazardous housing, those who are unable to manage their own affairs, and those who, because of their mental or physical limitations, are being financially exploited or physically or emotionally abused. Services are provided by specialized social work units located throughout San Diego County.

Because of the nature of the client population and types of problems being addressed, SW services are characterized as being outreaching and aggressive. If the client is not capable or willing to ask for help, the SW is responsible for initiating contact, offering services and mobilizing resources in behalf of the client.

The assigned social worker evaluates the client's needs, involves relatives and community resources as needed to stabilize or otherwise maintain the person in his own home. This may include advocating in behalf of the client's rights and entitlements, arranging for legal services, substitute payee, guardianship or conservatorship. When required, the SW arranges for an alternate living situation including institutionalization if necessary.

The Conservatorship Unit is one component of the Adult Protective Services Program which serves those individuals adjudicated as being incompetent by the Superior Court.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Requests for Adult Protective Services	N/A	N/A	1,818	1,818	1,950
Number of Conservatorship Investigations	N/A	1,070	1,220	1,220	1,350
WORKLOAD					
Number of Adult Protective Service Cases	N/A	1,084	1,085	1,033	1,207
Number of Conservatorship Cases	657	700	675	793	743
EFFICIENCY					
UNIT COSTS:					
Total Service Cases	N/A	\$820	\$872	\$836	\$826
PRODUCTIVITY INDEX:					
Total Service Cases	N/A	24.9	23.5	24.4	25.9
EFFECTIVENESS					
Average number of services provided per case/month	N/A	N/A	5.8	5.8	6.0

UNIT COST DEFINED:

$$\frac{\text{Total Program Costs}}{\text{APP and Conservatorship case served}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{APP and Conservatorship cases served}}{\text{Total Staff-Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objectives for 1977/78 have been substantially achieved.

1978-79 OBJECTIVES:

1. To increase the average number of services given per case/month from 5.8 to 6.0 by June 30, 1979.

STAFFING SCHEDULE

PROGRAM: ADULT PLACEMENT AND PROTECTION		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.20	Welf. Admin. II	1.00	1.00	\$ 24,448	\$ 28,028
49.20	Sr. Soc. Work Supv.	5.00	5.00	118,174	119,104
47.70	Sr. Soc. Wkr, MSW	5.00	5.00	106,827	104,995
45.70	Sr. Soc. Wkr./Soc. Wkr. MSW	29.00	29.00	558,923	567,421
45.44	Jr./Sr. Social Wkr.	10.00	10.00	199,862	203,191
37.50	Sr. Clerk Typist	1.00	1.00	13,882	14,026
35.20	Int. Steno	1.00	1.00	10,605	11,241
34.00	Int. Clerk Typist	5.00	5.00	55,894	57,935
33.90	County Aid II/I	6.00	6.00	62,052	70,749
	CETA	4.00	4.00	40,000	39,793
	Sub-Total	67.00	67.00	\$1,190,667	\$1,216,483
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
50.20	Welf. Admin. II	.25	.25	\$ 6,223	\$ 6,852
49.42	Adm. Ass't. II	.50	.25	11,458	5,852
47.44	Prog. Eval. II	-	.25	-	5,005
46.82	Prog. Ass't.	.25	.50	5,308	11,306
42.16	Eligibility Supv.	.25	.25	4,298	4,343
41.00	Supervising Clerk	.25	.25	4,017	4,058
37.50	Sr. Acc't. Clerk	.75	.75	10,227	10,321
37.50	Sr. Clerk Typist	.25	.25	3,454	3,454
35.20	Int. Steno	.25	.25	3,015	3,083
35.00	Int. Acc't. Clerk	1.25	1.25	14,134	14,823
34.00	Int. Clerk Typist	2.50	2.50	28,300	28,467
	CETA	.25	.25	2,500	3,225
	Sub-Total	6.75	7.00	\$ 92,934	\$ 100,789
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 9,043	\$ 8,914
	Overtime			1,114	1,098
	Department Salary Savings			(-59,694)	(-66,054)
	Extraneous Adjustment			(-22,220)	-
Total Direct Program		73.75	74.00	\$1,211,844	\$1,261,230
Department Overhead		1.00	1.25	22,574	23,518
Program Totals		74.75	75.25	\$1,234,418	\$1,284,748

PROGRAM:	SOCIAL SERVICES	#	27023	Manager:	W. L. Porterfield
Department	Welfare	#	3200	Ref: Pr. Yr. Bud. Vol-Pg.	
Function	PUBLIC ASSISTANCE	#	20000	Service:	OTHER PUBLIC ASSISTANCE # 27000
Authority:	This program was developed for the purpose of carrying out Title XX of the Social Security Act; Welfare and Institutions Code, Section 10800.				

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 4,378,053	4,376,813	4,488,313	4,280,465	-5%
Services & Supplies	\$ 290,186	283,681	399,762	419,136	5%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 4,668,239	4,660,494	4,888,075	4,699,601	-4%
Indirect:					
Dept. Overhead	\$ 82,832	91,193	90,586	85,935	-5%
Ext. Support/O'head	\$ 699,429	707,978	747,195	754,110	1%
Total Costs	\$ 5,450,500	5,459,665	5,725,856	5,539,646	-3%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 3,686,590	3,687,070	3,589,557	3,891,530	8%
Grants	\$				
CETA	\$ 10,000	10,000	157,500	157,500	-
Total Funding	\$ 3,696,590	3,697,070	3,747,057	4,049,030	8%
NET COUNTY COSTS	\$ 1,753,910	1,762,595	1,978,799	1,490,616	-25%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 8,960	12,820	12,240	7,800	-36%
Revenue	\$ 4,480	6,410	6,120	5,300	-13%
Net Cost	\$ 4,480	6,410	6,120	2,500	-59%
STAFF YEARS					
Direct Program	267.75	265.75	260.50	243.00	-7%
CETA	1.00	1.00	15.75	15.75	-
Dept. Overhead	4.00	4.25	4.25	4.00	-6%

PROGRAM STATEMENT

NEED:

Many low income adults and families require special assistance with such problems as, obtaining appropriate health care services, entering into employment or training programs. locating and arranging child care.

DESCRIPTION:

Services provided under this program are directed at one of the national goals established by Title XX of the Social Security Act, and the program contains many sub-components. Social Services, directed at the Title XX national goals, are provided throughout the county at service centers and neighborhood outstations, such as Project 86+. Included in this program for FY 78-79 is the Child Health and Disability Prevention Program (CHDP). CHDP involves periodic health screening and follow-up for Medi-Cal eligible children.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
<p>NEED</p> <p>Medi-Cal Children (Age 0-20) CHDP Potential No. eligible for social services</p>	<p>N/A N/A</p>	<p>N/A 93,659</p>	<p>77,869 334,300</p>	<p>77,869 334,300</p>	<p>78,000 340,997</p>
<p>WORKLOAD</p> <p>Monthly Averages: Requests received for CHDP screenings Number of social service cases</p>	<p>N/A N/A</p>	<p>427 8,325</p>	<p>650 8,680</p>	<p>975 9,303</p>	<p>1,300 9,117</p>
<p>EFFICIENCY</p> <p><u>UNIT COST:</u> Social Service Cases Served</p> <p><u>PRODUCTIVITY INDEX:</u> Social Service Cases Served</p>	<p>N/A N/A</p>	<p>\$656 30.7</p>	<p>\$660 30.9</p>	<p>\$613 33.3</p>	<p>\$608 34.7</p>
<p>EFFECTIVENESS</p>					

UNIT COST DEFINED:

$$\frac{\text{Total Program Cost}}{\text{Social Service cases served}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Social Service Cases served}}{\text{Total Staff-years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objectives of 1977-78 have been substantially achieved.

1978-79 OBJECTIVES:

1. To increase the number of CHDP medical screenings to 15,600 by June 30, 1979.
2. To increase the average number of social services provided each month to 6.0 by June 30, 1979.

SOCIAL SERVICES

DISCUSSION

Due to fiscal constraints, 23.25 staff-years were cut from the CAO proposed budget. In addition, it is anticipated a number of staff-years will have to be transferred to the Dependent Children Section. The result will be a substantial but undetermined reduction in services provided in this program for the current fiscal year.

STAFFING SCHEDULE

PROGRAM: SOCIAL SERVICES		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	-	1.00	\$ -	\$ 29,382
50.20	Welf. Admin. II	3.00	3.00	74,673	81,852
49.20	Sr. Social Work Supv.	-	1.00	-	24,123
46.94	Soc. Wrk. Supv.	19.25	17.00	411,759	373,431
45.44	Jr./Sr. Social Wkr.	154.00	136.00	3,077,870	2,758,612
38.66	Elig. Wkr. II/I	-	2.00	-	26,034
37.50	Sr. Clerk Typist	3.50	5.00	46,954	68,782
35.20	Int. Steno	1.00	1.00	10,605	12,607
34.00	Int. Clerk Typist	37.00	37.00	413,887	426,473
33.90	County Aid II/I	16.00	16.00	171,064	181,855
	CETA	15.00	15.00	150,000	142,060
	Sub-Total	248.75	234.00	\$4,356,812	\$4,125,211
	FISCAL & ADMINISTRATIVE SUPPORT				
54.16	Welf. Admin. IV	.50	.50	\$ 15,160	\$ 16,297
52.16	Welf. Admin. III	.50	.50	13,892	15,130
50.90	Prog. Eval. III	-	.25	-	6,372
50.20	Welf. Admin. II	.50	.25	12,446	6,852
49.42	Admin. Ass't. II	1.50	.75	34,372	17,556
49.20	Sr. Soc. Wrk. Supv.	.25	-	5,981	-
48.52	Assoc. Personnel Analyst	-	.25	-	5,242
47.44	Prog. Eval. II	-	.25	-	5,005
46.82	Prog. Ass't.	1.25	1.50	26,539	33,917
42.16	Elig. Supv.	1.25	1.00	21,490	17,372
41.00	Supv. Clerk	.75	.75	12,053	12,175
38.66	Elig. Wkr. II/I	.50	.50	7,165	7,255
37.70	Sr. Steno	.25	.25	3,421	3,526
37.50	Sr. Acc't. Clerk	3.25	2.75	44,319	37,842
37.50	Sr. Clerk Typist	.75	.75	10,362	10,362
35.20	Int. Steno	.75	.50	9,042	6,166
35.00	Int. Acc't. Clerk	5.00	3.50	56,539	41,503
34.00	Telephone Oper.	.25	.25	2,761	2,830
34.00	Int. Clerk Typist	9.50	9.50	107,538	108,175
	CETA	.75	.75	7,500	9,675
	Sub-Total	27.50	24.75	\$ 390,580	\$ 363,252
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 35,945	\$ 35,429
	Overtime			4,429	4,365
	Department Salary Savings			(-217,220)	(-247,792)
	Extraneous Adjustment			(-82,233)	-
	Total Direct Program	276.25	258.75	\$4,488,313	\$4,280,465
	Department Overhead	4.25	4.00	86,392	82,234
	Program Totals	280.50	262.75	\$4,574,705	\$4,362,699

PROGRAM:	WELFARE EMPLOYMENT DEVELOPMENT	#	27026	Manager:	W. L. Porterfield
Department	Welfare	#	3200	Ref: Pr. Yr. Bud. Vol-Pg.	
Function	PUBLIC ASSISTANCE	#	20000	Service:	OTHER PUBLIC ASSISTANCE # 27000
Authority:	This program was developed for the purpose of providing employment assistance in accordance with the comprehensive Employment and Training Act of 1973, Title IVC of the Social Security Act, Welfare and Institutions Code, sections 5000-5400, 10800 and 11300 and Board of Supervisors' Policy adopted 6/29/69.				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,539,180	1,591,981	1,550,044	2,118,083	37%
Services & Supplies	\$ 114,184	109,538	132,429	280,575	112%
	\$				
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 1,653,364	1,701,519	1,682,473	2,398,658	43%
Indirect:					
Dept. Overhead	\$ 32,594	35,212	30,008	32,796	9%
Ext. Support/O'head	\$ 275,217	282,088	247,519	287,800	16%
Total Costs	\$ 1,961,175	2,018,819	1,960,000	2,719,254	39%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 972,157	996,959	1,024,662	1,906,784	86%
Grants	\$				
CETA	\$ 50,000	50,000	52,500	52,500	-
Total Funding	\$ 1,022,157	1,046,959	1,077,162	1,959,284	82%
NET COUNTY COSTS	\$ 939,018	971,860	882,838	759,970	-14%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,525	4,948	4,054	2,978	-27%
Revenue	\$ 1,334	1,838	1,696	2,046	21%
Net Cost	\$ 2,191	3,110	2,358	932	-60%
STAFF YEARS					
Direct Program	97.00	98.00	94.25	93.50	-1%
CETA	5.00	5.00	5.25	5.25	-
Dept. Overhead	1.50	1.75	1.50	1.50	-

PROGRAM STATEMENT

NEED

The purpose of the Program is to assist recipients in obtaining permanent employment as quickly as possible by eliminating barriers to employment.

All AFDC applicants are required to register for the Work Incentive Program (WIN), unless exempted by law. Individuals who are exempt may voluntarily register for WIN. Many of the WIN registrants need training and supportive services to become job ready.

The program also provides many adult Vietnamese refugees with employment assistance to better integrate themselves into our social and economic system.

In order to comply with the recommendations of the Office of Program Evaluation (OPE) all employable General Relief (GR) recipients must be assigned to a work project.

DESCRIPTION:

This program comprises 4 activities; the Work Incentive Program (WIN), the Employment Services Program (ESP), the Indochinese Orientation and Employment Program (IOEP), the Comprehensive Employment and Training Act (CETA).

The WIN Program is jointly administered by the State Employment Development Department (EDD) and the Separate Administrative Units (SAU) of the Social Services Division. SAU's responsibility is to remove any barriers which would prevent or limit the individual's ability to enter into employment or job training. SAU carries out its responsibilities by providing, arranging for, or purchasing any needed services. The five mandated services to

DESCRIPTION: Continued

be provided are; child care, health services, family planning, counseling, and vocational-rehabilitation services. When the person is prepared to accept employment or training, SAU certifies to EDD that the individual is "job ready".

The activities of ESP were authorized by the Board of Supervisors on April 28, 1969, Item #4, as a continuation of activities found productive in Title V Economic Opportunity Act efforts.

To reduce dependence on Public Assistance by Vietnamese refugees, IOEP is designed to provide a means for the refugees to acquire marketable job skills or employment. IOEP provides English as a Second Language (ESL) training and vocational training services, under a 100% funded federal grant, to assist Vietnamese refugees in the transition to the American employment market.

This program administers a federally funded CETA activity by developing and submitting proposals for employment, interviewing applicants, and developing job and training opportunities for specific segments of the local population which have been most seriously affected by unemployment.

The GR Work Project is responsible for the assignment of GR clients to Work Projects, maintaining attendance records, monitoring, terminating and maintaining work project credit records. Any non-cooperative clients are terminated before they receive their second month check.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADORTED
NEED					
Average Number of Persons Unemployed	77,075	72,409	-	62,474	62,100
Number of AFDC clients eligible for training (ESP)	12,000	14,000	15,000	15,000	16,000
Average number of registrants (WIN)	N/A	N/A	N/A	10,608	11,500
General Relief Cases	3,709	4,512	4,383	4,500	4,400
No. of Clients eligible for Work Projects(monthly avg.)	3,709	4,512	5,200	4,780	5,000
No. of Indochinese Refugees eligible for employment training.	10,000	14,000	20,000	15,000	20,000
WORKLOAD					
Number of Clients served by SAU (Monthly Average)	N/A	2,251	2,000	4,031	3,000
Number of Certifications requested by EDD (Annual)	N/A	6,964	N/A	7,216	7,900
Number of AFDC Clients Enrolled in ESP (Annual)	361	393	450*	607	600
Number of AFDC Clients Graduated from ESP (Annual)	239	254	300	286	400
Number of Clients placed in Employment from ESP (Annual)	199	233	225	240	300
Number of GR Employment Cases (Monthly Average)	1,408	1,211	825	1,055	-
Number of Confirmed Hires (Annual)	N/A	1,464	N/A	1,896	-
Cases Closed for Failure to Meet Seek Work Requirements (Monthly Average)	N/A	365	N/A	430	840
GR Clients Terminated from Work Projects (Annual)	2,710	4,091	5,000	4,875	6,000
Indochinese Refugees Enrolled in Training (Annual)	-	471	500	500	500
Indochinese Refugees Graduating from Training (Annual)	-	261	270	270	370
Indochinese Employed as a Result of Training (Annual)	-	257	250	260	340
EFFICIENCY					
UNIT COSTS:					
Clients served by SAU	N/A	N/A	\$500	\$329	\$481
Clients Enrolled in ESP	N/A	N/A	\$600	\$437	\$633
Number of Confirmed Hires (GR Recipients)	N/A	N/A	N/A	\$223	-
Indochinese Refugees Employed	N/A	N/A	\$770	\$770	\$825
PRODUCTIVITY INDEX:					
SAU Clients Served	N/A	N/A	39.6	51.5	46.8
ESP Clients Enrolled	N/A	N/A	30.1	32.0	35.4
Number of Confirmed Hires (GR)	N/A	N/A	N/A	124.1	-
Indochinese Refugees Employed	N/A	N/A	18.2	19.4	21.6
EFFECTIVENESS					
Percent of graduates who have obtained full time employment (ESP)	83%	92%	75%	80%	75%
Number of Individuals certified Job Ready (WIN)	N/A	6,321	N/A	6,512	6,900
AFDC savings through client employment and imposition of WIN sanctions	N/A	\$177,097	N/A	\$330,096	\$450,000
Minimum aid payment savings due to confirmed hires and cases closed for failure to seek work (GR)	N/A	\$1,402,560	-	\$1,693,440	-

UNIT COST DEFINED:

Related Program Costs	Related Program Costs	Related Program Costs	Related Program Costs
SAU Clients Served	Clients Enrolled in ESP	Number of Confirmed Hires	Indochinese Refugees Employed

PRODUCTIVITY INDEX DEFINED:

SAU Clients Served	Clients Enrolled in ESP	Number of Confirmed Hires	Indochinese Refugees Employed
Related Staff-Years	Related Staff-Years	Related Staff-Years	Related Staff-Years

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objectives of 1977-78 have been substantially achieved particularly as to the number of graduates who have obtained full time employment.

1978-79 PROPOSED OBJECTIVES:

- To complete 85% (6715) of the "job ready" certifications requested by EDD by June 30, 1979.
- To place at least 75% of clients who graduate from the ESP program.
- To increase the existing level of employment services to GR recipients.
- To improve the programs cost savings level in relation to total program costs.
- To achieve an annual savings to San Diego County of \$200,000 by daily monitoring of Work Projects.
- To train up to 500 Indochinese refugees on public assistance for full time, unsubsidized employment in the private sector of our economy.
- To place at least 75% of those who graduate from the IOEP program into employment.
- To remove 500 persons from County Public Assistance by providing employment and training opportunities in FY 1978-79.

*Figure of 600 appearing in 77/78 budget was a typo error.

WELFARE EMPLOYMENT DEVELOPMENT

DISCUSSION

The General Relief Employment portion was eliminated from this program as a part of the cost reduction effort. This action deleted 22 staff-years from proposed budget which eliminates employment assistance services for GR recipients.

STAFFING SCHEDULE

PROGRAM: WELFARE EMPLOYMENT DEVELOPMENT		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.20	Welf. Admin. II	2.00	2.00	\$ 50,905	\$ 54,940
49.42	Supv. Human Serv. Contract Specialist	-	1.00	-	20,966
48.14	Welf. Admin. I	1.00	1.00	19,670	25,190
47.12	Education Trng. Supv.	1.00	2.00	21,837	40,931
46.94	Social Work Supv.	7.50	6.00	161,148	129,434
46.82	Prog. Ass't.	-	1.00	-	19,806
45.44	Jr./Sr. Social Worker	54.50	50.00	990,264	1,010,900
39.46	Admin. Aid	-	2.00	-	26,108
37.50	Sr. Clerk Typist	2.00	2.00	23,626	26,489
34.00	Int. Clerk Typist	10.00	10.00	111,818	116,696
33.90	County Aid II/I	7.00	7.00	71,472	81,191
	CETA	5.00	5.00	50,000	46,743
	Temporary and Seasonal	-	-	-	430,509
	Sub-Total	90.00	89.00	\$1,500,740	\$2,029,903
FISCAL & ADMINISTRATIVE SUPPORT					
54.16	Welf. Admin. IV	.25	.25	\$ 7,581	\$ 8,148
52.16	Welf. Admin. III	.25	.25	6,946	7,565
49.42	Admin. Ass't. II	.75	.25	17,187	5,852
48.52	Assoc. Personnel Analyst	-	.50	-	10,486
46.82	Prog. Ass't.	.50	.75	10,616	16,958
42.16	Eligibility Supv.	.25	.25	4,298	4,343
41.00	Supv. Clerk	.25	.25	4,017	4,058
37.70	Sr. Steno	.25	.25	3,421	3,527
37.50	Sr. Clerk Typist	.25	.25	3,454	3,454
37.50	Sr. Account Clerk	1.00	1.00	13,636	13,761
35.20	Int. Steno	.25	.25	3,015	3,083
35.00	Int. Account Clerk	1.75	1.75	19,788	20,752
34.00	Int. Clerk Typist	3.50	3.50	39,620	39,854
	CETA	.25	.25	2,500	3,225
	Sub-Total	9.50	9.75	\$ 136,079	\$ 145,066
ADJUSTMENTS:					
	Bilingual Compensation			\$ 15,569	\$ 9,662
	Overtime			1,571	918
	Department Salary Savings			(-76,731)	(-67,466)
	Extraneous Adjustment			(-27,184)	-
Total Direct Program		99.50	98.75	\$1,550,044	\$2,118,083
Department Overhead		1.50	1.50	28,618	31,384
Program Totals		101.00	100.25	\$1,578,662	\$2,149,467

PROGRAM:	HOMEMAKER	#	27006	Manager:	W. L. Porterfield
Department	Welfare	#	3200	Ref: Pr. Yr. Bud. Vol-Pg.	
Function:	PUBLIC ASSISTANCE	#	20000	Service:	OTHER PUBLIC ASSISTANCE # 27000
Authority:	This program was developed for the purpose of carrying out Welfare and Institutions Code, Sections 12300-12306.				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,254,402	849,766	990,270	880,351	-11%
Services & Supplies	\$ 128,762	85,344	117,556	102,033	-13%
Svc. Provider Pymts	\$ 4,726,422	5,964,465	6,545,012	10,638,566	63%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 6,109,586	6,899,575	7,652,838	11,620,950	52%
Indirect:					
Dept. Overhead	\$ 36,755	27,435	26,638	23,414	-12%
Ext. Support/O'head	\$ 310,352	323,583	219,726	205,468	-6%
Total Costs	\$ 6,456,693	7,250,593	7,899,202	11,849,832	50%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 6,238,523	7,149,730	7,761,663	11,721,218	51%
Grants	\$				
CETA	\$ 110,000		2,500	2,500	-
Total Funding	\$ 6,348,523	7,149,730	7,764,614	11,723,718	51%
NET COUNTY COSTS	\$ 108,170	100,863	134,588	126,114	-6%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,974	3,856	3,600	2,125	-41%
Revenue	\$ 1,987	1,928	1,800	2,000	11%
Net Cost	\$ 1,987	1,928	1,800	125	-93%
STAFF YEARS					
Direct Program	108.25	80.25	82.75	70.25	-15%
CETA	11.00	-	.25	.25	-
Dept. Overhead	1.75	1.25	1.25	1.00	-20%

PROGRAM STATEMENT

NEED

Homemaker Services are needed by many aged, blind and disabled adults who are unable to perform essential house-keeping and personal care tasks. The primary purposes of the Homemaker Program are to enable these adults to remain in or return to their own homes, as an alternative to institutional care.

DESCRIPTION:

Homemaker Services for the aged, blind and disabled involves providing specific supportive and personal care services such as; housecleaning, essential shopping, meal preparation, help with bathing, ambulation and routine bodily functions, including bowel and bladder care.

The assigned social worker assesses the client's needs, determines eligibility, and provides any needed supportive social services. The specific homemaker tasks are performed by either individuals who contract with the recipients, a county employed homemaker or by a private homemaker agency.

Cases assigned to the private homemaker agency are routinely monitored. This function is performed by social workers to ensure that the appropriate quality and quantity of care is provided.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
New referrals plus caseload	N/A	5,347	5,272	5,868	6,683
<u>WORKLOAD</u>					
Number of individuals served annually	N/A	N/A	4,762	5,113	6,683
Average number of persons served/month	3,965	4,373	4,329	4,950	5,390
Average number of cases monitored/month	N/A	N/A	N/A	200	300
<u>EFFICIENCY</u>					
<u>UNIT COSTS:</u>					
Individuals served annually	N/A	N/A	\$1,659	\$1,833	\$1,773
<u>PRODUCTIVITY INDEX:</u>					
Individuals served annually	N/A	N/A	56.5	61.6	93.5
<u>EFFECTIVENESS</u>					
Cost savings (Cost of ICF Inst. care for 70% of clients, minus IHSS budget)	N/A	N/A	\$20.1 mil.	\$24.2 mil.	\$26.4 mil.
Av. number of IHSS hrs./month, per client	N/A	N/A	N/A	43	40
Av. number of complaints per month	N/A	N/A	N/A	51	35
Av. number of appeals per month		3	N/A	10	8

UNIT COST DEFINED:

$$\frac{\text{Total Program Cost}}{\text{Individuals Served Annually}}$$

PRODUCTIVITY INDEX DEFINED:

$$\frac{\text{Individuals Served Annually}}{\text{Total Staff Years}}$$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objective of 1977/78 has been exceeded since a larger than anticipated number of elderly and disabled persons were provided service.

1978-79 OBJECTIVES:

1. To increase the number of cases monitored to 300 per month, by June 30, 1979.
2. To decrease the number of appeals to 8 per month by June 30, 1979.

STAFFING SCHEDULE

PROGRAM: HOMEMAHER		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.16	Welf. Admin. III	1.00	1.00	\$ 27,833	\$ 30,457
46.94	Social Work Supv.	1.00	1.00	21,666	21,782
45.44	Jr./Sr. Social Worker	6.00	6.00	119,916	118,979
45.18	Pub. Hlth. Nurse II	1.00	1.00	17,607	19,727
37.50	Sr. Clerk Typist	1.00	1.00	13,225	13,409
35.90	Homemaker Supv.	6.00	5.00	77,286	64,630
35.20	Int. Steno	1.00	1.00	10,605	11,241
34.00	Int. Clerk Typist	4.00	4.00	44,715	45,136
33.90	Homemaker III	34.50	28.00	403,901	329,612
32.40	Homemaker II	21.00	16.00	228,417	174,817
	Sub-Total	76.50	64.00	\$ 965,171	\$ 829,790
	<u>FISCAL & ADMINISTRATIVE SUPPORT</u>				
49.42	Admin. Ass't. II	.25	.25	\$ 5,729	\$ 5,851
46.82	Prog. Ass't.	.25	.25	5,308	5,653
42.16	Elig. Supv.	.25	.25	4,298	4,342
41.00	Supv. Clerk	.25	.25	4,017	4,059
38.66	Elig. Wkr. II/I	.25	.25	3,583	3,627
37.50	Sr. Acc't. Clerk	.75	.75	10,227	10,320
37.50	Sr. Clerk Typist	.25	.25	3,454	3,453
35.20	Int. Steno	.25	.25	3,015	3,082
35.00	Int. Account Clerk	1.25	1.25	14,134	14,822
34.00	Int. Clerk	2.50	2.50	28,300	28,466
	CETA	.25	.25	2,500	3,224
	Sub-Total	6.50	6.50	\$ 84,565	\$ 86,899
	ADJUSTMENTS:				
	Bilingual Compensation			\$ 6,950	\$ 6,850
	Overtime			1,048	1,033
	Department Salary Savings			(-49,164)	(-44,221)
	Extraneous Adjustment			(-18,300)	-
	Total Direct Program	83.00	70.50	\$ 990,270	\$ 880,351
	Department Overhead	1.25	1.25	25,405	22,406
	Program Totals	84.25	71.75	\$1,015,675	\$ 902,757

PROBATION DEPARTMENT

	1975-76 Actual	1976-77 Actual	1977-78 Budgeted	1978-79 Adopted	Budgeted Change	% Change
Juvenile Court Support Services	\$ 3,576,126	\$ 3,541,506	\$ 3,965,419	\$ 3,821,929	(-143,490)	(-36)
Adult Court Support Services	4,719,865	4,584,793	4,796,640	5,104,271	307,631	6
Juvenile Detention	3,009,130	3,201,680	3,331,787	3,495,154	163,367	5
Institutional Juvenile Correction	2,395,798	2,144,763	2,388,003	2,506,459	118,456	5
Juvenile Correction	4,439,857	3,733,720	3,951,708	3,697,880	(-253,828)	6
Institutional Adult Correction	5,375,481	5,698,741	5,869,812	5,263,484	(-606,328)	10
Adult Correction	4,808,083	5,209,941	5,874,583	6,018,069	143,486	2
Protective Placement	<u>1,372,743</u>	<u>1,438,559</u>	<u>1,701,928</u>	<u>1,713,569</u>	<u>11,641</u>	<u>0</u>
Total Cost	\$29,697,083	\$29,553,703	\$31,879,880	\$31,620,815	\$(-259,065)	\$(- 1)
Revenue	3,160,464	2,797,839	3,408,970	3,877,765	468,795	14
Net Cost	\$26,536,619	\$26,755,864	\$28,470,910	\$27,743,050	\$(-727,860)	\$(- 3)

PROGRAM: JUVENILE COURT SUPPORT SERVICES # 13030 Manager: Nayade Cabrera

Department: Probation # 3600 Ref: Pr. Yr. Bud. Vol-Pg. 1-155

Function: Public Protection # 10000 Service: Judicial # 13000

Authority: W & I Code, Sections 600-827, 900-914. These code sections require the County Probation Officer to receive referrals for juvenile delinquent and civil matters, and in conjunction with the Officer of the District Attorney, determine appropriate disposition in each case. All activities in this program are mandated.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,636,662	2,567,773	2,892,602	2,785,098	-4
Services & Supplies	\$ 61,855	42,965	51,724	51,700	0
	\$				
Subtotal-Direct Costs	\$ 2,698,517	2,610,738	2,944,326	2,836,798	-4
Indirect:					
Dept. Overhead	\$ 141,314	154,736	128,041	87,472	-32
Ext. Support/O'head	\$ 736,295	776,032	893,052	897,659	16
	\$				
Total Costs	\$ 3,576,126	3,541,506	3,965,419	3,821,929	8
FUNDING					
Charges, Fees, etc.	\$ 33,995	44,165	40,000	40,000	0
Subventions	\$		130,000	330,000	154
Grants	\$ 70,493	99,427	143,610	102,753	-28
CETA	\$ 40,796	40,792	44,921	48,986	9
Interfund Charges	\$				
Total Funding	\$ 145,284	184,384	358,531	521,739	18
NET COUNTY COSTS	\$ 3,430,842	3,357,122	3,606,888	3,300,190	-2
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 35,982	3,369	635	2,295	261
Revenue	\$				
Net Cost	\$ 35,982	3,369	635	2,295	261
STAFF YEARS					
Direct Program	152.16	144.67	160.20	145.67	-9
CETA	4.00	4.00	4.00	4.00	0
Dept. Overhead	7.86	8.56	7.02	5.21	-26

PROGRAM STATEMENT

NEED:

Approximately 11,200 referrals will be received by the Probation Department from law enforcement agencies, parents, schools, and private citizens indicating that there are juveniles who need corrective measures for antisocial and delinquent behavior. Another 4,000 referrals will be received for civil investigations in response to requests for stepparent adoptions, free from custody and control actions, and divorce custody petitions. Furthermore, an additional 42,000 citations issued to juveniles for violation of the Vehicle Code will be referred to the Probation Officer. All of the above requests require immediate screening and investigation and many of them result in a court adjudicatory hearing.

DESCRIPTION:

This program provides professionally trained deputy probation officers who conduct comprehensive investigations for juveniles who may require society's intervention into their behavior and possibly corrective court action. Officers conduct interviews and field investigations to evaluate the need for court jurisdiction. If a delinquency petition is filed, a comprehensive, factual investigation is conducted, followed by a written report and a dispositional recommendation to the court. Additionally, this program has the responsibility of adjudicating and providing uniform disposition of juvenile traffic citations.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Delinquency and civil case referrals	19,787	19,261	19,110	20,103	15,200
WORKLOAD					
Intake Referrals	19,787	19,261	19,110	20,103	15,200
Investigations	7,644	7,216	8,364	6,608	5,400
Juvenile Traffic Citations Processed	28,025	36,595	30,000	37,617	42,000
Juvenile Traffic Hearings	24,581	27,177	N/A	27,362	27,000
EFFICIENCY					
UNIT COST:					
Cost per Intake Referral	\$ 74	\$ 81	\$ 90	\$ 95	\$ 98
Cost per Investigation	261	258	231	242	249
PRODUCTIVITY INDEX:					
Total Workload (excl. Hearings)/Staff Year	338	401	336	412	360
EFFECTIVENESS					
Non-Recidivism Rate of Intakes Counseled & Closed	57%	57%	58%	59%	60%

UNIT COST DEFINED:

Cost of activity (referrals, investigations) divided by workload of activity

PRODUCTIVITY INDEX DEFINED:

Sum of workload outputs (excluding traffic hearings) divided by total staff years

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The impact of legislative changes (AB 3121), the change in Juvenile Court processes (Readiness Hearing) and the impending transfer of Dependency I & I to DPW have precluded development of a basic work unit approach as delineated in Objective #1. Objective #2 is being achieved. Development of a classification system of juvenile offenders is planned and standardization of services to foster home parents has been instituted to insure that expended yardsticks do not diminish effectiveness of services.

1978-79 OBJECTIVES:

- Intake:** To provide an effective Intake process so that of those counseled and closed at the Intake level, 60% will not return to the Probation Department for juvenile services.
- Investigation:** To establish by October 31, 1978, an ongoing system of evaluation with the Juvenile Court so that the quality of new investigation reports submitted is reviewed and quantifiably rated quarterly.

DISCUSSION:

The reduction of one and one-half staff years in traffic has resulted in the discontinuance of traffic hearings in East County and South Bay. Individuals previously served in these areas must now report to the main office in the Probation Center. The need to reduce the number of traffic hearings has resulted in the institution of a bail forfeiture system where certain violators are given the option of a hearing or automatic forfeiture of bail.

STAFFING SCHEDULE

PROGRAM: JUVENILE COURT SUPPORT SERVICES		DEPT.: PROBATION			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	0.5	0.5	\$ 15,590	\$ 15,625
51.78	Probation Director I	2	2	54,125	55,068
50.24	Supervising Probation Officer	13	11	324,181	297,946
48.24	Senior Probation Officer	33	27.5	748,960	694,879
46.24	Deputy Probation Officer II	64	60	1,261,852	1,177,982
42.58	Principal Clerk	0.5	0.5	9,035	9,335
40.00	Supervising Clerk	1	1	15,605	15,850
38.20	Secretary II	0.2	0.17	2,954	2,214
36.54	Corrections & Services Officer I	1	1	10,436	11,047
36.50	Senior Clerk Typist	4	4	53,533	54,990
34.20	Intermediate Stenographer	1	1	12,488	13,090
33.00	Intermediate Clerk Typist	37	34	396,261	378,242
33.00	Telephone Operator & Information Clerk	1	1	10,478	10,694
28.70	Junior Clerk Typist	2	2	17,146	18,291
	Driver Training Instructor	-	-	2,500	2,500
	CETA	4	4	42,112	49,192
	Adjustments:				
	Premium Overtime			0	1,500
	Salary Savings			-84,654	-23,847
Total Direct Program		164.20	149.67	\$ 2,892,602	\$ 2,785,098
Department Overhead		7.02	5.21	119,657	81,690
Program Totals		171.22	154.88	\$ 3,012,259	\$ 2,866,788

PROGRAM: ADULT COURT SUPPORT SERVICES	# 13031	Manager: Gerry Williams
Department Probation	# 3600	Ref: Pr. Yr. Bud. Vol-Pg. 1-157
Function Public Protection	# 10000	Service: Judicial # 13000

Authority: Penal Code Sec. 1203 et al, Code of Civil Procedure, Sec. 131.3. This program was developed to carry out referenced codes which require the Probation Officer, as directed by the Courts, to investigate convicted felons and misdemeanants and make recommendations to the Courts as to sentencing, and to make recommendations as to bail for felony offenders. This program is mandated.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 3,487,432	3,320,107	3,485,275	3,729,274	7
Services & Supplies	\$ 71,647	61,212	80,996	80,990	0
	\$				
Subtotal—Direct Costs	\$ 3,559,079	3,381,319	3,566,271	3,810,264	7
Indirect:					
Dept. Overhead	\$ 186,912	200,072	154,244	114,898	-26
Ext. Support/O'head	\$ 973,874	1,003,402	1,076,125	1,179,109	9
	\$				
Total Costs	\$ 4,719,865	4,584,793	4,796,640	5,104,271	6
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$			280,000	
Grants	\$ 35,214	66,793	42,081	39,639	-6
CETA	\$ 3,291	3,165	3,431	3,714	8
Interfund Charges	\$				
	\$				
Total Funding	\$ 38,505	69,958	45,512	323,353	610
NET COUNTY COSTS	\$ 4,681,360	4,514,835	4,751,128	4,780,918	1
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,558	8,719	6,195	4,705	-24
Revenue	\$				
	\$				
Net Cost	\$ 3,588	8,719	6,195	4,705	-24
STAFF YEARS					
Direct Program	203.00	199.00	206.50	212.50	3
CETA					
Dept. Overhead	10.39	11.07	8.46	6.85	-19

PROGRAM STATEMENT

NEED:

Approximately 19,500 persons charged with or convicted of crimes, will be referred by the courts to the Probation Officer for investigation and the providing of presentence reports to the courts in accordance with statutory requirements.

DESCRIPTION:

Investigations are made and written reports submitted to the courts to assist in the evaluation and proper identification of those offenders who can be safely released in to the community as follows:

Presentence Investigations: Persons convicted of crimes and referred by the courts are investigated and reports are submitted together with recommendations concerning the granting or withholding of probation.

O.R./Bail Review Project: Felony arrestees in County Jail, and others referred by the court, are evaluated relative to possible release on their own recognizance or bail pending further court hearing.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Presentence Investigation Referrals from Courts	22,333	19,551	19,450	18,285	19,500
OR/Bail Review Referrals from Courts	8,229	8,650	8,760	8,323	8,800
WORKLOAD					
Presentence Investigation Reports	22,333	19,551	19,450	18,285	19,500
OR/Bail Review Reports	8,229	8,650	8,760	8,323	8,800
EFFICIENCY					
Unit Costs:					
Presentence Investigations	188	210	218	221	229
OR/Bail Reports	64	56	54	54	56
Productivity Index	143	134	131	130	128
EFFECTIVENESS					
This measure to be determined through meetings with the Courts.					

UNIT COST DEFINED:

Full cost of investigation (OR/Bail review) activity ÷ Number of investigations (OR/Bail reports).

PRODUCTIVITY INDEX DEFINED:

Sum of investigation and OR/Bail reports ÷ Total staff year allocation.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objective #1 - to gather pertinent, accurate information, etc. - is being met.

Objective #2 - to increase efficiency according to PAR guidelines - is no longer applicable because new work standards are being developed.

1978-79 OBJECTIVES:

1. To gather pertinent, accurate information, and submit reports, with appropriate recommendations, to assist the court in effective decision making relative to the granting or denying of probation.
2. To establish by 1/30/79 a system of ongoing communication with the Superior and Municipal Courts so that this program receives a quantifiable evaluation of service quality.

STAFFING SCHEDULE

PROGRAM: ADULT COURT SUPPORT SERVICES		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
54.84	Probation Director III	0.5	0.5	\$ 15,620	\$ 15,625
51.38	Probation Director I	2	2	54,744	54,916
50.24	Supervising Probation Officer	12	11	302,403	328,437
48.24	Senior Probation Officer	32	35	732,052	807,452
46.24	Deputy Probation Officer II	66	69	1,379,396	1,447,116
42.58	Principal Clerk	0.5	0.5	9,035	8,825
40.00	Supervising Clerk	2	2	32,221	31,253
38.74	Corrections & Services Officer II	8	8	108,547	97,349
36.50	Senior Clerk Typist	7	7	95,765	90,314
34.20	Intermediate Stenographer	1.5	1.5	18,725	17,811
33.00	Intermediate Clerk Typist	73	73	824,489	827,878
28.70	Junior Clerk Typist	2	3	19,403	27,523
	Adjustments:				
	Premium Overtime				9,028
	Salary Savings			-107,125	-34,253
Total Direct Program		206.50	212.50	\$ 3,485,275	\$ 3,729,274
Department Overhead		8.46	6.85	144,141	107,302
Program Totals		214.96	219.35	\$ 3,629,416	\$ 3,836,576

PROGRAM: JUVENILE DETENTION # 15005 **Manager:** Jane Clark
Department Probation # 3600 **Ref: Pr. Yr. Bud. Vol-Pg.** 1-179
Function Public Protection # 10000 **Service:** Detention # 15000
Authority: This Program was developed for the purpose of carrying out Article 23 of the Welfare and Institutions Code which says that your Board shall provide, maintain, and staff a separate facility for the detention of court wards and other persons alleged to be under 18 who have violated any law. This program is mandated.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,060,617	2,102,656	2,239,701	2,338,925	4
Services & Supplies	\$ 262,639	336,852	301,500	328,916	9
	\$				
Subtotal—Direct Costs	\$ 2,323,256	2,439,508	2,541,201	2,667,841	5
Indirect:					
Dept. Overhead	\$ 110,441	126,708	99,180	73,459	0
Ext. Support/O'head	\$ 575,433	635,464	691,406	753,854	9
	\$				
Total Costs	\$ 3,009,130	3,201,680	3,331,787	3,495,154	5
FUNDING					
Charges, Fees, etc.	\$ 160,330	220,838	194,540	225,000	16
Subventions	\$ 11,906	78,191	11,692	15,000	28
Grants	\$ 20,241	106,376	55,599	26,897	-52
CETA	\$ 30,675	42,378	23,254	25,600	10
Interfund Charges	\$				
Total Funding	\$ 223,152	447,783	285,085	292,497	3
NET COUNTY COSTS	\$ 2,785,978	2,753,897	3,046,702	3,202,657	5
CAPITAL PROGRAM					
Capital Outlay	\$		39,100	253,500	548
Fixed Assets	\$ 13,978	4,543	2,004	2,118	6
Revenue	\$				
Net Cost	\$ 13,978		41,104	255,618	522
STAFF YEARS					
Direct Program	118.87	118.99	111.48	120.49	9
CETA	3.00	1.00	2.00	2.00	0
Dept. Overhead	6.14	7.00	5.44	4.38	-20

PROGRAM STATEMENT

NEED:

To provide secure detention for minors under age 18 who are charged with a criminal offense or are awaiting court ordered placement. Juvenile Court Law requires that the Board provide housing for these juveniles.

DESCRIPTION:

Temporary detention, shelter and care of those juveniles charged with violation of Section 602 of the Welfare and Institutions Code are provided at Juvenile Hall with the population limit of 217, (including beds currently used by Girls Rehabilitation Facility) as determined by the California Youth Authority. While detained, these youth share in housekeeping activities, participate in group sports and recreation activities, and attend school classes specifically developed and conducted for this setting by the Department of Education. Medical attention is provided by staff of the Department of Medical Institutions at the institution.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Juvenile Hall Admissions	5,979	5,880	5,060	5,631	5,650
WORKLOAD					
Juvenile Hall Average Daily Attendance	188	206	187	212	204
EFFICIENCY					
UNIT COST:					
Cost per Average Daily Attendance	\$ 15,226	\$ 15,542	\$ 17,808	\$ 15,780	\$ 17,133
PRODUCTIVITY INDEX:					
Average Daily Attendance/Staff Year	1.47	1.62	1.58	1.67	1.61
EFFECTIVENESS					
Days in Excess of Youth Authority Standards	28	145	N/A	185	73
Assaults on Staff	1	18	N/A	27	23
Staff injured by Detainees	5	9	N/A	20	7
Juveniles injured as a result of Physical Contacts	29	69	N/A	68	60
Escapes from Institution	6	12	N/A	8	11
Suicides Accomplished/Suicides Attempted	0/12	0/22	N/A	0/14	0/8

UNIT COST DEFINED:

Total Cost for the Program divided by Average Daily Attendance.

PRODUCTIVITY INDEX DEFINED:

Average Daily Attendance divided by Total Staff Years for the Program.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Achievement of current year's objectives is less than satisfactory. Physical incidents are developing more frequently, a product of minimum staffing and an increase in the proportion of residents with a violent nature. Training in conversational Spanish is progressing on schedule. Compliance with Youth Authority standards was finally accomplished in June 1978 by using the Adult Camp West Fork to augment the juvenile facilities.

1978-79 OBJECTIVES:

1. To maintain daily population in substantial compliance with Youth Authority standards; exceeding standards not more than 73 days (20%).
2. To maintain a safe and secure setting for detained juveniles with appropriate supervision so that:
 - . Assaults on staff and minors are reduced by 15%
 - . Escapes from the institution are less than 1% of admissions
 - . There will be no suicides.

STAFFING SCHEDULE

PROGRAM: JUVENILE DETENTION		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	0.33	0.33	\$ 10,394	\$ 10,416
53.26	Probation Director II	1	1	29,316	29,453
51.78	Probation Director I	1	1	26,416	27,498
50.24	Supervising Probation Officer	7.25	7.25	182,647	186,448
48.24	Senior Probation Officer	23.25	24	532,857	563,136
47.10	Chaplain Coordinator	0.10	0.08	2,101	1,785
46.24	Deputy Probation Officer II or I or Corrections and Services Officer II or I	46.50	37.50	958,428	799,003
45.52	Food Services Manager	0.10	0.08	2,030	1,630
41.06	Chef	1	1	16,390	16,466
40.00	Supervising Clerk	1	1	16,359	15,653
38.74	Corrections & Services Officer II	13	17.75	172,563	261,147
36.54	Corrections & Services Officer I	0	12.50	0	151,055
38.20	Secretary II	0.20	0.25	2,954	3,592
37.66	Storekeeper I	1	1	14,610	14,011
36.70	Senior Stenographer	1	1	13,345	13,437
35.66	Cook II or I	6	6	77,241	73,245
33.00	Intermediate Clerk Typist	7.75	7.75	90,672	87,174
31.36	Sewing Room Supervisor	1	1	10,870	10,423
	CETA	2	2	21,056	23,096
	Adjustments:				
	Premium Overtime			7,659	2,413
	Call Back Overtime			21,549	14,954
	Shift Differential			30,244	32,890
Total Direct Program		113.48	122.49	\$ 2,239,701	\$ 2,338,925
Department Overhead		5.44	4.38	92,689	68,603
Program Totals		118.92	126.87	\$ 2,332,390	\$ 2,407,528

PROGRAM: INSTITUTIONAL JUVENILE CORRECTION # 17004 **Manager:** Jane Clark

Department: Probation # 3600 **Ref: Pr. Yr. Bud. Vol-Pg.** 1-182

Function: Public Protection # 10000 **Service:** Correction # 17000

Authority: This Program was developed for the purpose of carrying out Article 24 of the Welfare & Institutions Code which says that your Board may establish juvenile homes, ranches, or camps to provide appropriate facilities for the housing of wards under direct supervision of the Juvenile Court.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,501,717	1,406,377	1,447,212	1,507,133	4
Services & Supplies	\$ 394,237	228,602	430,244	466,230	8
	\$				
Subtotal—Direct Costs	\$ 1,895,954	1,634,979	1,877,456	1,973,363	5
Indirect:					
Dept. Overhead	\$ 80,486	84,749	64,117	47,335	1
Ext. Support/O'head	\$ 419,358	425,035	446,430	485,761	9
	\$				
Total Costs	\$ 2,395,798	2,144,763	2,388,003	2,506,459	5
FUNDING					
Charges, Fees, etc.	\$ 143,617	158,931	177,200	179,317	1
Subventions	\$ 156,300	153,899	151,939	156,015	3
Grants	\$ 14,544	28,293	16,447	17,152	4
CETA	\$ 30,148	43,865	22,466	24,693	10
Interfund Charges	\$				
Total Funding	\$ 344,609	384,988	368,052	377,177	2
NET COUNTY COSTS	\$ 2,051,189	1,759,775	2,019,951	2,129,282	5
CAPITAL PROGRAM					
Capital Outlay	\$			300	
Fixed Assets	\$ 3,117	13,778	7,419	26,803	261
Revenue	\$			20,594	
Net Cost	\$ 3,117	13,778	7,419	6,509	-12
STAFF YEARS					
Direct Program	85.46	80.18	72.09	73.68	2
CETA	3.00	2.00	2.00	2.00	0
Dept. Overhead	4.48	4.68	3.51	2.82	-20

PROGRAM STATEMENT

NEED:

The Juvenile Court is expected to commit 907 boys and 94 girls to Juvenile Institutions next year, having determined that these juveniles are in need of specialized treatment programs as a result of their behavior.

DESCRIPTION:

This program provides facilities and activities to accommodate 140 boys at Rancho del Campo and Rancho del Rayo and 26 girls in Juvenile Hall's vacated Unit 600. The program includes supervised work activities, recreational activities group sports, and educational programs offered by the County Department of Education. Medical care is provided by the Department of Medical Institutions at the facilities.

During FY 78-79, it is anticipated that a new facility for Rancho del Rayo will be completed, increasing bed space from 40 to 50. It is anticipated that a new facility for Girls Rehabilitation program may be completed, decreasing bed space from 26 to 20.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Commitments:					
Rancho del Campo	331	325	306	347	361
Rancho del Rayo	142	150	172	210	164
Lightning Unit	-	391	429	538	435
Girls Rehabilitation Facility	92	73	94	70	69
WORKLOAD					
Average Daily Attendance:					
Rancho del Campo	75	67	73	76	74
Rancho del Rayo	29	28	32	37	45
Lightning Unit	-	20	20	22	20
Girls Rehabilitation Facility	21	19	26	19	20
Total Average Daily Attendance	125	134	151	154	159
EFFICIENCY					
UNIT COST:					
Cost per Total Average Daily Attendance	\$ 19,166	\$ 16,006	\$ 15,815	\$ 15,490	\$ 15,850
PRODUCTIVITY INDEX:					
Total Average Daily Attendance/Staff Year	1.34	1.54	1.95	2.00	2.01
EFFECTIVENESS					
% Graduates, no True Finding within 12 months	65	63	N/A	56	68
Number of minors completing Program	426	733	N/A	742	770

UNIT COST DEFINED:

Total Cost for the Program divided by Total Average Daily Attendance.

PRODUCTIVITY INDEX DEFINED:

Total Average Daily Attendance divided by Total Staff Years for the Program.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The Program is functioning satisfactorily although the location of Girl's Rehabilitation has affected the number of commitments and the 5% targeted increase in graduates were not met. Counseling at the boy's camps did not meet the stated objective due to a staff reduction in DMI for this activity.

1978-79 OBJECTIVES:

- To provide a program of counseling, education, and group living which ensures that 60% of the minors who graduate do not receive a true finding on a new petition for a period of twelve months (excluding Lightning Unit).
- To increase the number of minors who successfully complete the program from 1977-78 level by 3%.

STAFFING SCHEDULE

PROGRAM: INSTITUTIONAL JUVENILE CORRECTION		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	0.34	0.34	\$ 10,279	\$ 10,418
53.26	Probation Director II	2	2	58,682	55,749
51.78	Probation Director I	1	1.25	27,405	33,256
50.24	Supervising Probation Officer	7.25	7.25	189,870	205,567
48.24	Senior Probation Officer	11.25	11.25	264,396	264,964
47.10	Chaplain Coordinator	0.20	0.17	4,201	3,570
46.24	Deputy Probation Officer II or I or Corrections and Services Officer II or I	24.50	24.50	523,527	523,575
45.52	Food Services Manager	0.10	0.17	2,030	3,260
41.06	Chef	1	1	16,390	16,466
38.74	Corrections & Services Officer II	3	3	40,800	45,180
38.20	Secretary II	0.20	0.25	2,954	3,592
36.54	Corrections & Services Officer I	9.00	9.50	107,870	123,385
36.50	Senior Clerk Typist	1	1	13,888	13,292
35.66	Cook II or I	5	5	60,503	58,569
35.06	Stock Clerk	1	1	12,758	11,736
34.00	Intermediate Account Clerk	1	0	10,966	0
33.00	Intermediate Clerk Typist	3.25	4.50	37,615	49,115
31.36	Sewing Room Supervisor	1	1	10,870	10,423
	CETA	2	2	21,056	23,096
	Boys' Wages			14,021	14,644
	Adjustments:				
	Premium Overtime			4,801	2,207
	Standby Overtime			0	14,600
	Call-Back Overtime			4,200	12,296
	Shift Differential			8,130	8,173
Total Direct Program		74.09	75.68	\$ 1,447,212	\$ 1,507,133
Department Overhead		3.51	2.82	59,925	44,206
Program Totals		77.60	78.50	\$ 1,507,137	\$ 1,551,339

PROGRAM: JUVENILE CORRECTION # 17005 Manager: Navade Cabrera
Department: Probation # 3600 Ref: Pr. Yr. Bud. Vol-Pg. 1-184
Function: Public Protection # 10000 Service: Correction # 17000
Authority: W & I Code, Sections 600-827,900-914, 1900-1904. These code sections require the County Probation Officer to supervise juveniles placed on probation by the Juvenile Court, and also permits the Probation Officer to place juveniles on informal probation (no Court Order required) and to undertake delinquency prevention measures. Approximately 60% of this program is mandated (the general supervision activity).

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,789,760	2,253,492	2,323,085	2,190,180	-6
Services & Supplies	\$ 721,530	663,381	808,628	733,000	-9
	\$				
Subtotal—Direct Costs	\$ 3,511,290	2,916,873	3,131,713	2,923,180	-7
Indirect:					
Dept. Overhead	\$ 149,520	135,797	102,862	68,788	-33
Ext. Support/O'head	\$ 779,047	681,050	717,133	705,912	-2
	\$				
Total Costs	\$ 4,439,857	3,733,720	3,951,708	3,697,880	-6
FUNDING					
Charges, Fees, etc.	\$ 223,376	219,816	220,000	220,000	0
Subventions	\$ 968,943	329,520	485,000	604,000	25
Grants	\$ 26,954	45,335	21,115	26,256	24
CETA	\$ 98,402	50,078	75,910	60,208	-21
Interfund Charges	\$				
Total Funding	\$ 1,317,675	644,749	802,025	910,464	14
NET COUNTY COSTS	\$ 3,122,182	3,088,971	3,149,683	2,787,416	-12
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,430	3,380	6,040	7,311	21
Revenue	\$			2,080	
Net Cost	\$ 2,430	3,380	6,040	5,231	-13
STAFF YEARS					
Direct Program	166.81	123.92	131.45	122.42	-7
CETA	10.00	5.00	7.00	5.00	-29
Dept. Overhead	8.31	7.51	5.63	4.10	-27

PROGRAM STATEMENT

NEED:

Approximately 6,500 juveniles will come under the jurisdiction of the Juvenile Court because of delinquent conduct. They will be placed under the general supervision of the Probation Officer to be placed in one of the correctional programs operated by this department. Additionally, 2500 persons will be referred to Youth Service Bureaus for individual and family counseling to correct antisocial conduct, family dysfunction, to avoid recourse to the Juvenile Court.

DESCRIPTION:

Deputy probation officers are assigned to provide general supervision of minors who are wards of the Juvenile Court. Deputy probation officers are required to insure that the orders of the Court are carried out through programs such as work projects, restitution and any other condition of probation deemed appropriate. The program includes two community day centers which provide intensive supervision of juveniles who require special treatment. When minors under probation supervision commit subsequent offenses or violate an order of the court, officers investigate the present offense and submit written reports to the court for purposes of disposition.

Minors identified as pre-delinquents and juveniles exposed to family dysfunction deemed to be conducive to anti-social behavior receive specialized counseling and home crisis intervention to avoid entry into the Juvenile Justice system.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Juveniles placed on probation by the court.	3,758	4,000	4,000	4,120	4,200
WORKLOAD					
Cases Supervised	N/A	6,443	6,500	6,520	6,550
Youth Service Bureaus Individuals Counseled	3,400	4,480	3,260	3,400	2,600
Juveniles Counseled	N/A	N/A	N/A	1,881	1,300
EFFICIENCY					
UNIT COST: Cost per case supervised	N/A	487	503	496	495
PRODUCTIVITY INDEX: Cases supervised plus YSB Individuals Counseled/ Staff Years	N/A	80	68	70	72
EFFECTIVENESS					
Supervision Supplemental Petitions Per Cent Successful	N/A N/A	2,308 64%	2,100 67%	2,171 69%	2,000 69%
Youth Service Bureau Per Cent Successful	85%	88%	88%	85%	85%

UNIT COST DEFINED:

Cost of supervision activity divided by workload (cases supervised) activity

PRODUCTIVITY INDEX DEFINED:

Total program workload (cases supervised, YSB individuals counseled) divided by total staff years

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The impact of legislative changes (AB 3121), the change in Juvenile Court Processes (Readiness Hearing) and the impending transfer of Dependency I & I to DPW have precluded development of a basic work unit approach as delineated in Objective #1. Objective #2 is being achieved. Development of a classification system of juvenile offenders is planned and standardization of services to foster home parents has been instituted to insure that expended yardsticks do not diminish effectiveness of services.

1978-79 OBJECTIVES:

- Supervision:** To provide a level and quality of juvenile supervision to wards of the court so that at least 65% of those active during the year will not have a violation supplemental petition filed.
- To develop and implement by December 1978, a classification system to improve differential probation supervision to enable the department to more effectively provide protection to the community.
- Youth Service Bureaus:** To provide counseling in FY 78-79 to 600 individuals per month in FY 78-79 and maintain a juvenile success rate of 85% (no true finding on a delinquency petition within one year following termination of services).

DISCUSSION:

The closing of two Youth Service Bureaus, one in Oceanside and one in Southeast San Diego, has expanded the areas of coverage for the remaining bureaus, increased caseloads per officer, and reduced diversion services available to these communities. No impact is anticipated in intake on the number of referrals to the department or in supervision on the number of wards in caseloads.

STAFFING SCHEDULE

PROGRAM: JUVENILE CORRECTION		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	0.50	0.50	\$ 15,590	\$ 15,624
51.78	Probation Director I	2	2	54,125	55,035
50.24	Supervising Probation Officer	9.25	7.25	232,995	175,996
48.24	Senior Probation Officer	22.25	20.25	511,456	460,062
46.24	Deputy Probation Officer II	43.50	41.50	881,497	870,094
42.58	Principal Clerk	0.50	0.50	9,034	8,919
40.00	Supervising Clerk	1	1	15,605	15,693
38.72	Corrections & Services Officer II	9	9	106,888	104,968
38.20	Secretary II	0.20	0.17	2,954	2,894
36.54	Corrections & Services Officer I	5	5	61,390	59,435
36.50	Senior Clerk Typist	2	2	26,460	27,348
34.20	Intermediate Stenographer	4	4	45,618	45,781
33.00	Intermediate Clerk Typist	29.25	26.25	325,110	283,877
33.00	Telephone Operator & Information Clerk	1	1	10,478	11,263
28.70	Junior Clerk Typist	2	2	17,146	17,689
	CETA	7	5	73,696	57,740
	Adjustments:				
	Premium Overtime			0	2,400
	Salary Savings			-66,957	-24,638
Total Direct Program		138.45	127.42	\$ 2,323,085	\$ 2,190,180
Department Overhead		5.63	4.10	96,129	64,240
Program Totals		144.08	131.52	\$ 2,419,214	\$ 2,254,420

PROGRAM:	INSTITUTIONAL ADULT CORRECTION	#	17006	Manager:	Cecil Steppe
Department	Probation	#	3600	Ref: Pr. Yr. Bud. Vol-Pg.	1-186
Function	Public Protection	#	10000	Service:	Correction # 17000
Authority: Administrative Code Section 350-356, Penal Code Sections 1208, 4100-4137. Lawful authority for the establishment and running of county industrial farms or road camps and work furlough law authorizing employment outside of custody facility.					

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 3,442,520	3,629,780	3,639,632	3,157,789	-13
Services & Supplies	\$ 583,542	654,880	696,743	787,380	13
Fire & Conservat'n.	\$ 152,742	92,766	184,996	176,265	-5
Wages (Reimbursed)					
Subtotal-Direct Costs	\$ 4,178,804	4,377,426	4,521,371	4,121,434	-9
Indirect:					
Dept. Overhead	\$ 192,691	224,324	169,028	101,406	-40
Ext. Support/O'head	\$ 1,003,986	1,096,991	1,179,413	1,040,644	-12
Total Costs	\$ 5,375,481	5,698,741	5,869,812	5,263,484	-10
FUNDING					
Charges, Fees, etc.	\$ 214,647	150,560	245,582	277,868	13
Subventions	\$				
Grants	\$ 50,585	74,890	44,463	44,003	-1
CETA	\$ 22,547	22,720	24,818	27,193	10
Interfund Charges	\$				
Total Funding	\$ 287,779	248,170	314,863	349,064	11
NET COUNTY COSTS	\$ 5,087,702	5,450,571	5,554,949	4,914,420	-12
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 29,355	31,193	27,223	12,575	-54
Revenue	\$				
Net Cost	\$ 29,355	31,193	27,223	12,575	-54
STAFF YEARS					
Direct Program	183.82	192.34	178.30	153.34	-14
CETA	2.00	2.00	2.00	2.00	0
Dept. Overhead	10.71	12.4	9.27	6.04	-35

PROGRAM STATEMENT

NEED:

Annually approximately 2,300 sentenced male inmates are classified to the six minimum-security facilities maintained by the Adult Institutional Correction Program with an average confinement period of approximately 141 days. Upon release, these inmates are expected to phase back into productive society as law-abiding citizens.

DESCRIPTION:

This program maintains five rural and one urban minimum-security confinement facilities with a maximum capacity of 501 beds. Activities conducted include supervision, vocational training, high school level academic classes, remedial reading classes, the opportunity to engage in gainful employment prior to release and productive work-crew assignments. Work assignments include fire fighting, fire prevention and disaster relief work for the State, fire prevention for federal agencies, as well as park construction, park and beach maintenance, road beautification, and anti-litter projects for the County of San Diego.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Male Jail inmates classified to minimum security facilities.	2003	2572	2300	2419	2300
WORKLOAD					
Average Daily Count	434	490	501	473	465
Rural Camps	395	420	421	396	385
Work Furlough Center	39	70	80	78	80
Work Furlough Participation	308	358	300	936	822
Residents receiving academic or vocational training	461	487	475	295	305
Work Furlough/Training Participation Percent	38	33	34	51	55
EFFICIENCY					
Unit Cost (Resident Year)	\$ 12,034	\$ 11,440	\$ 11,310	\$ 11,940	\$ 11,785
Productivity Index	N/A	N/A	2.64	2.52	2.78
EFFECTIVENESS					
Dollar value of Productive work for County, State, and Federal Agencies	\$3,437,002	\$3,192,435	\$2,899,274	\$2,890,000	\$ 2,870,050
Work Furlough participants employed upon release (Success Rate Percent)	203 (66)	259 (61)	210 (70)	874 (93)	750 (91)

UNIT COST DEFINED:

Total County cost minus reimbursed staff and resident fire and conservation wages + average daily count = unit cost for a resident year of confinement.

PRODUCTIVITY INDEX DEFINED:

Average daily count + direct staff years expended by the program = productivity index.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The program achieved all stated objectives, and exceeded the goal of Objective #3 for Work Furlough/training participation by residents. A change in court sentencing policy has since June 1977 assigned employed offenders directly to the Work Furlough Center after jail booking. Since these commitments are short term (4-40 days) and job search is not necessary, they have resulted in increased Work Furlough participation totals.

1978-79 OBJECTIVES:

1. To provide 2,300 sentenced adult male offenders with minimum-security confinement.
2. To provide resident labor to indirectly reduce county cost by \$1,212,750 and to provide productive work in natural resource conservation in the amount of \$1,757,200.
3. To provide work furlough, educational, and vocational opportunities for not less than 55% of the assigned population.
4. To show not less than 85% success rate for work furlough participants with success being defined as having a job at the time of release.

DISCUSSION:

The loss of Camp West Fork in the FY 78-79 budget will have no effect on total A.I. population estimates since empty bed figures generally totaled higher figures than the compensating loss of beds in Camp West Fork. The reduction in staff positions should reduce unit costs throughout A.I. We can expect however, that the loss of Camp West Fork will reduce some program opportunities for residents. Specifically, the GED equivalency & supervisory skills courses that were offered at Camp West Fork will contribute to a reduction in the workload, "residents receiving academic or vocational training" section and this estimated figure has been reduced to 305 for FY 78-79.

STAFFING SCHEDULE

PROGRAM: INSTITUTIONAL ADULT CORRECTION		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	1	1	\$ 30,596	\$ 31,250
53.26	Probation Director II	2	2	57,412	58,951
51.78	Probation Director I	8	7	213,767	189,632
50.24	Supervising Probation Officer	16	14	417,011	373,392
48.24	Senior Probation Officer	23	20	545,504	484,405
47.10	Chaplain Coordinator	.60	.67	12,604	14,286
46.24	Deputy Probation Officer II, I	70	15	1,474,774	332,190
46.24	Deputy Probation Officer II or Corrections & Services Officer II	0	5	0	102,312
46.24	Deputy Probation Officer II or Corrections & Services Officer I	0	25	0	511,557
45.52	Food Services Manager	.70	.67	14,205	13,848
41.06	Chef	15	10	238,186	160,144
38.74	Corrections & Services Officer II	0	13	0	183,576
37.66	Storekeeper I	0	1	0	13,851
36.54	Corrections and Services Officer I	21	17	231,118	206,817
36.50	Senior Clerk Typist	2	2	26,325	25,340
35.80	Delivery Vehicle Operator	0	3	0	32,757
35.66	Cook II	3	5	36,454	56,838
35.06	Stock Clerk	1	0	12,291	0
34.20	Intermediate Stenographer	1	1	12,473	11,945
34.00	Intermediate Account Clerk	2	1	24,077	11,796
33.90	County Aid II	2	0	22,087	0
33.00	Intermediate Clerk Typist	9	9	103,236	100,585
28.70	Junior Clerk Typist	1	1	8,188	8,326
	CETA	2	2	21,056	23,096
	Adjustments:				
	Premium			25,011	18,525
	Call Back			0	9,336
	Standby Pay			0	93,472
	Shift Differential			9,855	19,980
	Staff Fire Pay (Reimbursable)			89,710	75,014
	Resident Pay			82,908	69,582
	Resident Fire and Conservation Pay (Reimbursable)			95,286	101,251
Total Direct Program		180.30	155.34	\$ 3,818,195	\$ 3,334,054
Department Overhead		9.27	6.04	157,734	94,251
Program Totals		189.57	161.38	\$ 3,975,929	\$ 3,428,305

PROGRAM: <u>ADULT CORRECTION</u>	# <u>17000</u>	Manager: <u>Gerry Williams</u>
Department <u>Probation</u>	# <u>3600</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>1-188</u>
Function: <u>Public Protection</u>	# <u>10000</u>	Service: <u>Correction</u> # <u>17000</u>

Authority: Penal Code Sec. 1203, 1215, et al. This Program was developed to carry out referenced codes which require that the Probation Officer supervise persons placed on probation by the Courts. This program is mandated.

	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 3,535,017	3,752,267	4,269,339	4,372,537	2
Services & Supplies	\$ 96,442	97,550	98,909	98,900	0
	\$				
Subtotal—Direct Costs	\$ 3,631,459	3,849,817	4,368,248	4,471,437	2
Indirect:					
Dept. Overhead	\$ 189,462	226,115	188,831	137,329	-27
Ext. Support/O'head	\$ 987,162	1,134,009	1,317,774	1,409,303	7
	\$				
Total Costs	\$ 4,808,083	5,209,941	5,874,853	6,018,069	2
FUNDING					
Charges, Fees, etc.	\$ 237	99			
Subventions	\$ 451,488	470,569	975,000	1,100,000	13
Grants	\$ 262,267	212,158	50,277	49,945	-1
CETA	\$ 3,336	3,577	14,716	16,222	10
Interfund Charges	\$				
	\$				
Total Funding	\$ 717,328	686,403	1,039,993	1,166,167	12
NET COUNTY COSTS	\$ 4,090,755	4,523,538	4,834,860	4,851,902	-
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 22,947	10,336	15,165	11,975	-21
Revenue	\$			1,454	
	\$				
Net Cost	\$ 22,947	10,336	15,165	10,521	-31
STAFF YEARS					
Direct Program	198.10	208.00	234.50	231.50	-1
CETA	-	-	1.00	1.00	0
Dept. Overhead	10.53	12.50	10.36	8.18	-21

PROGRAM STATEMENT

NEED:

To meet statutory provisions and carry out orders of the court in the supervision of approximately 17,000 probation cases placed under the charge and supervision of the Probation Officer.

DESCRIPTION:

Persons granted probation and referred to the Probation Officer are supervised and counseled to assist them in fulfilling the conditions of probation which may include, among other things, payment of fines or restitution. Progress under supervision is evaluated and early release from probation recommended for those whose performance has demonstrated that further supervision is not necessary. Those who fail to comply satisfactorily are returned to the court for further proceedings.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Felony and Misdemeanor crime Convictions resulting in probation grants by the Courts	14,115 487	13,807 653	15,919 1,050	15,565 1,224	15,500 1,200
WORKLOAD					
Supervision Cases (Average/Month) Regular Special Supervision	14,115 487	13,807 653	15,919 1,050	15,565 1,224	15,500 1,200
TOTAL	14,602	14,460	16,969	16,789	16,700
EFFICIENCY					
Unit Costs: Regular Supervision Case Special Supervision Case	\$ 270 -	340	\$ 294 1,137	\$ 295 1,019	\$ 302 1,038
Productivity Index	70	66	65	72	68
EFFECTIVENESS					
Number of Supervision Cases Closed Number of Successful Completions Percentage of Successful Completions	4,208 3,102 74	5,973 4,353 73	5,665 4,022 71	7,330 5,456 74	6,200 4,600 74

UNIT COST DEFINED:

Full cost of supervision (regular and special) ÷ average number of cases under supervision.

PRODUCTIVITY INDEX DEFINED:

Sum total of supervision cases ÷ Total staff years.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objective #1 - to maintain a success rate of 71% - was exceeded.

Objective #2 - to increase efficiency according to PAR guidelines - is no longer applicable because new work standards are being developed.

1978-79 OBJECTIVES:

- To maintain a minimum success rate of 71% for probationers in completing their period of probation satisfactorily.
- To establish and implement by 12-78 a classification system which will enable the program to efficiently utilize resources and improve differential probation supervision.

STAFFING SCHEDULE

PROGRAM: ADULT CORRECTION		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	0.5	0.5	\$ 15,619	\$ 15,625
53.26	Probation Director II	2	2	58,634	58,997
51.78	Probation Director I	3	3	81,429	81,573
50.24	Supervising Probation Officer	19	17	478,130	441,248
48.24	Senior Probation Officer	46	45	1,056,441	1,061,742
46.24	Deputy Probation Officer II	94	94	1,918,454	1,956,167
42.58	Principal Clerk	0.5	0.5	9,034	8,825
40.00	Supervising Clerk	2	2	31,210	31,261
38.74	Corrections & Services Officer II	1	1	10,436	11,047
36.50	Senior Clerk Typist	6	6	79,380	78,116
34.20	Intermediate Stenographer	1.5	1.5	17,340	15,941
33.00	Intermediate Clerk Typist	56	56	604,982	614,740
28.70	Junior Clerk Typist	3	3	25,719	26,067
	CETA	1	1	10,526	10,526
	Adjustments:				
	Premium Overtime				2,855
	Salary Savings			-127,995	-42,193
Total Direct Program		235.50	232.50	\$ 4,269,339	\$ 4,372,537
Department Overhead		10.36	8.18	176,459	128,251
Program Totals		245.86	240.68	\$ 4,445,798	\$ 4,500,788

PROGRAM: PROTECTIVE PLACEMENT # 27019 Manager: Jane Clark
Department: Probation # 3600 Ref: Pr. Yr. Bud. Vol-Pg. 1-46
Function: Public Assistance # 20000 Service: Other Public Assistance # 27000
Authority: This Program was developed for the purpose of carrying out Article 23 and Section 206 of the Welfare and Institutions Code which says that your Board shall provide, maintain, and staff a separate facility for the detention of dependent court wards and other persons under 18 alleged to be a dependent child of the Court. This program is mandated.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 930,972	985,820	1,157,570	1,158,832	0
Services & Supplies	\$ 131,899	95,399	135,882	144,841	7
	\$				
Subtotal-Direct Costs	\$ 1,062,871	1,081,219	1,293,452	1,303,673	1
Indirect:					
Dept. Overhead	\$ 49,896	59,406	51,332	36,396	-3
Ext. Support/O'head	\$ 259,976	297,934	357,144	373,500	-5
	\$				
Total Costs	\$ 1,372,743	1,438,559	1,701,928	1,713,569	-1
FUNDING					
Charges, Fees, etc.	\$ 62,218	64,729	60,855	99,600	64
Subventions	\$ 4,506	5,529	4,654	5,782	24
Grants	\$ 8,962	19,833	12,550	13,410	7
CETA	\$ 10,446	41,313	116,850	128,276	10
Interfund Charges	\$				
Total Funding	\$ 86,132	131,404	194,909	247,068	27
NET COUNTY COSTS	\$ 1,286,611	1,307,155	1,507,019	1,466,501	-3
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 636	5,180	361	2,623	627
Revenue	\$				
Net Cost	\$ 636	5,180	361	2,623	627
STAFF YEARS					
Direct Program	62.45	64.90	64.48	64.40	0
CETA	1.00	1.00	11.00	11.00	0
Dept. Overhead	2.78	3.28	2.81	2.17	-23

PROGRAM STATEMENT

NEED:

It is anticipated that dependent children will be taken into custody or held by the Juvenile Court. Juvenile Court Law requires that the Board provide housing accommodations for these children.

DESCRIPTION:

Temporary dependent shelter and care for those juveniles who meet the criteria of Section 600 of the Welfare and Institutions Code are provided at Hillcrest Receiving Home. In accordance with Code requirement, a home-like atmosphere is approximated, and staff supervise organized games, craft activities, parties, field trips and informal play and TV entertainment. Medical services are provided by the Department of Medical Institutions either on-site or if necessary at the University Hospital. Educational instruction is conducted in classrooms at the facility by the Department of Education. As an alternative to detention at Hillcrest, a series of foster homes (provided through Welfare Department) has been developed for infants with physical problems and/or other special needs requiring individualized attention.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Hillcrest Receiving Home Admissions	2,203	2,222	2,336	2,358	2,190
WORKLOAD					
Hillcrest Receiving Home Average Daily Attendance	83	86	85	87	90
Foster Home Average Daily Attendance *	0	26	0	18	30
*Memo Indicator only (Administered by Welfare).					
EFFICIENCY					
UNIT COST:					
Cost per Average Daily Attendance	\$ 18,623	\$ 16,727	\$ 19,847	\$ 19,530	\$ 19,155
PRODUCTIVITY INDEX:					
Average Daily Attendance/Staff Year	1.25	1.24	1.09	1.19	1.15
EFFECTIVENESS					
Assaults on Staff and Minors	N/A	N/A	-	20	17
Escapes from Institution	68	95	-	111	57

UNIT COST DEFINED:

Total Cost for the Program divided by Hillcrest Receiving Home Average Daily Attendance.

PRODUCTIVITY INDEX DEFINED:

Average Daily Attendance divided by Total Staff Years for the Program.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Added staffing for this year has improved considerably the conditions at the facility and all objectives were accomplished.

1978-79 OBJECTIVES:

1. To maintain a safe setting for dependent children with appropriate supervision so that assaults on staff and minors are reduced by 15%.
2. To maintain a secure setting for dependent children with appropriate supervision so that escapes number less than 57 (3% of admissions).

STAFFING SCHEDULE

PROGRAM: PROTECTIVE PLACEMENT		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.24	Probation Director III	0.33	0.33	\$ 10,369	\$ 10,416
53.26	Probation Director II	1	1	29,341	29,498
51.78	Probation Director I	1	0	27,360	0
50.24	Supervising Probation Officer	5.25	6.25	132,298	158,284
48.24	Senior Probation Officer	5.25	5.25	120,272	121,233
47.10	Chaplain Coordinator	0.10	0.08	2,101	1,785
46.24	Deputy Probation Officer II or I or Corrections and Services Officer II or I	9.50	9.50	193,839	199,616
45.52	Food Services Manager	0.10	0.08	2,029	1,630
41.06	Chef	1	1	16,390	16,466
38.20	Secretary II	0.20	0.16	2,953	2,393
36.70	Senior Stenographer	1	1	13,037	13,392
36.54	Corrections and Services Officer I	0	1	0	13,015
36.50	Senior Account Clerk	1	0	13,157	0
35.66	Cook II or I	3	3	38,430	38,189
35.62	Senior Child Care Worker	7	7	93,134	89,238
34.12	Child Care Worker	17	17	206,628	199,698
33.90	County Aid II	1	0	11,453	0
33.00	Intermediate Clerk Typist	2.75	3.75	32,226	42,196
29.36	Sewing Room Operator	1	1	9,920	9,534
27.66	Food Service Worker	4	4	36,738	35,202
	CETA	11	11	115,808	127,028
	Temporary & Seasonal	3	3	28,445	28,377
	Adjustments:				
	Premium Overtime			7,376	7,376
	Call Back Overtime			1,895	1,895
	Shift Differential			12,371	12,371
Total Direct Program		75.48	75.40	\$ 1,157,570	\$ 1,158,832
Department Overhead		2.81	2.17	47,979	33,989
Program Totals		78.29	77.57	\$ 1,205,549	\$ 1,192,821

HUMAN SERVICES DEPARTMENT

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
Comprehensive Juvenile Justice Program	\$ N.A.	\$ 101,680	\$ 1,155,770	\$ 1,405,416	\$ 249,646	\$ 22%
Community Action Partnership	8,350,093	7,759,273	9,692,885	10,717,614	1,024,729	11%
Senior Citizens Assistance	2,200,286	1,954,797	2,041,605	3,383,910	1,342,305	66%
Employment & Training Services	<u>2,254,778</u>	<u>1,503,694</u>	<u>4,709,444</u>	<u>1,876,524</u>	<u>(-2,832,920)</u>	<u>(-60%)</u>
Total Cost	\$12,805,157	\$11,319,444	\$17,599,704	\$17,383,464	\$(- 216,240)	\$(- 1%)
Revenue	6,471,969	5,007,399	10,021,953	8,311,982	(-1,709,971)	(-17%)
Net Cost	\$ 6,333,188	\$ 6,312,045	\$ 7,577,751	\$ 9,071,482	\$ 1,493,731	\$(-20)

PROGRAM: COMPREHENSIVE JUVENILE JUSTICE PROGRAM # 27002 **Manager:** RANDALL MECHAM
Department HUMAN SERVICES # 3800 **Ref: Pr. Yr. Bud. Vol-Pg.** I 26-27
Function PUBLIC ASSISTANCE # 20000 **Service:** PUBLIC ASSISTANCE # 27000
Authority: Administrative Code Section 300 - 300.5 Ordinance 4736 (N/S) 9/2/76. Board of Supervisor's Action 11/16/76 (49) established this program under terms of the Omnibus Crime Control and Safe Streets Act through a grant from the State Office of Criminal Justice Planning.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ N/A	21,192	95,711	113,995	19
Services & Supplies	\$	1,292	80,747	50,113	-38
Service Contracts	\$	48,500	945,323	1,127,337	19
CETA Spec. Project	\$	0	0	56,905	100
Subtotal-Direct Costs	\$	70,984	1,121,781	1,348,390	20
Indirect:					
Dept. Overhead	\$	14,978	15,593	26,148	68
Ext. Support/O'head	\$	15,718	18,396	30,878	68
Total Costs	\$	101,680	1,155,770	1,405,416	22
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$	69,910	1,123,091	1,284,257	14
CETA Spec. Project	\$			56,905	100
Interfund Charges	\$				
Total Funding	\$	69,910	1,123,091	1,341,162	19
NET COUNTY COSTS	\$	31,770	32,679	64,254	97
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$	0	0	0	0
STAFF YEARS					
Direct Program		1.26	7.00	7.00	0
CETA		0	0	0	0
Dept. Overhead		.58	.94	1.40	49

PROGRAM STATEMENT

NEED:

There were 29,284 youths arrested in the 10-17 age group in San Diego County during 1976 for 602 and 601 offenses. On January 1, 1977, AB 3121 became effective which prohibited the 601 classified youth from being detained in Juvenile Hall, but provided that some services be offered to the youth and their families. At the upper range of this age group, the major problems encountered are lack of employment opportunities, living arrangements for "homeless" youth, and services designed to reunite families and to resolve problem situations between the youth in question and the authority figure(s) involved; i.e., parents, schools, police, probation.

DESCRIPTION:

The Comprehensive Juvenile Justice Program is charged with implementing portions of the County's Comprehensive Plan for juvenile services. This includes: 1) needs assessment updates; 2) developing and implementing Community Youth Development Plans in high-need/high-risk areas of the County; and 3) use needs assessment data in establishing contracts with youth and family social service agencies to:

- a) Provide short-term crisis resolution services to predelinquent youth;
- b) Provide non-residential counseling and other services to predelinquent youth and their families through Neighborhood Centers located in high-need/high-risk areas of the county, and;

4) improve the coordination of referral processes between public and private youth-serving agencies and programs.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Estimated total youth age 10-17		210,973	210,973	217,412	223,851
Estimated youth age 10-17 arrested		29,284	29,284	30,178	31,072
Number of contracts administered		N/A	N/A	12	12
WORKLOAD					
<u>Contract Administration</u>					
1. Reports on site visits		N/A	72	72	144
2. Review and processing of monthly claims		3	72	72	144
3. Random review of statistical reports		1	36	12	12
4. Contractor Evaluations		N/A	N/A	12	12
5. Technical Assistance to Comm. Development Groups		N/A	N/A	0	9
<u>Planning and Coordination among jurisdictions</u>					
6. JJPAC meetings staffed		N/A	10	10	12
7. Prepare and submit grant applications		N/A	3	3	2
8. Reports prepared or reviewed for State		8	16	16	16
9. Interdepartmental or Interagency reports		N/A	N/A	N/A	6
EFFICIENCY					
<u>Unit Cost</u>					
Administrative cost per contract dollar		N/A	N/A	N/A	.07
EFFECTIVENESS					
1. Number of youth served, non residential services		N/A	N/A	3,257	8,000
2. Number of youth served, residential services		N/A	N/A	700	1,000
3. Number of items in CJJP Workplan implemented; six possible		N/A	N/A	2	2

UNIT COST DEFINED:

1. The administrative cost of each contract dollar.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:**

The following FY 77/78 objectives have been achieved or are target: 1) to establish the majority of contractual and administrative agreements by January 1, 1978; 2) by January 1, 1978, to provide residential and non-residential services based on a needs assessment

1978-79 OBJECTIVES:

1. To administer contracts for the four major program objectives of the CJJP Plan shown on page 1.
2. To coordinate administrative and program planning with at least three interdepartmental or interagency jurisdictions for the purpose of improving the system and thereby the services available to youth and their families.
3. To produce and implement at least one of the major long range goals of the CJJP Plan which will be determined by September of 1978.

STAFFING SCHEDULE

PROGRAM: COMPREHENSIVE JUVENILE JUSTICE PROGRAM		DEPT.: HUMAN SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.80	Juvenile Justice Planning Coordinator	1.00	-0-	\$ 21,270	\$ -0-
49.42	Administrative Assistant II	1.00	-0-	21,869	-0-
48.36	Human Services Specialist II	1.00	-0-	19,621	-0-
47.02	Associate Accountant or Assistant Accountant or Junior Accountant		1.00	-0-	17,015
46.36	Human Services Planner/Analyst II		2.00	-0-	36,214
44.78	Human Services Specialist I	1.00	-0-	16,230	-0-
43.36	Human Services Contract/Specialist I		2.00	-0-	32,964
41.52	Junior Accountant	1.00	-0-	14,210	-0-
35.20	Intermediate Stenographer	1.00	1.00	10,568	11,241
34.00	Intermediate Clerk/Typist	1.00	1.00	9,979	10,644
	Salary Adjustments			-18,036*	5,917
*	Anticipated savings from late program start-up				
Total Direct Program		7.00	7.00	\$ 95,711	\$ 113,995
Department Overhead		.94	1.40	14,564	24,043
Program Totals		7.94	8.40	\$110,275	\$ 138,038

COMPREHENSIVE JUVENILE JUSTICE PROGRAM

DISCUSSION:

OVERVIEW: The Comprehensive Juvenile Justice Program (CJJP) is charged with administration of a grant from the California Office of Criminal Justice Planning under terms of the Omnibus Crime Control and Safe Streets Act. The program is responsible for assessing the County's youth diversion service needs, and preparing and administering service contracts with private agencies to meet those needs.

The diversion services and the planning and coordination activities of CJJP among those jurisdictions responsible for serving juveniles is currently funded by grant monies awarded by OCJP in the amount of \$1,219,589. Counter cyclical funds were used to provide the local match for the first year. A renewal grant award for FY 78/79 in the amount of \$1,300,447 is to become effective during October, 1978.

The CETA Title III Special Project is funded through RETC under terms of the Youth Employment and Demonstration Projects Act (YEDPA). This Demonstration Work Experience Program is designed to provide services to 120 youth ages 16-19 selected from Diversion or Probation status for the purposes of placing them in unsubsidized employment or returning them to school. The administrative staff for this project is budgeted for an equivalent of 5.45 staff years. Currently, the Board of Supervisors is considering transferring this program to the Probation Department.

INCREMENTAL CHANGES: CJJP staffing has been restructured to conform to existing Departmental job classifications, with a 19% increase in staffing costs reflecting the filling of positions required to accomplish the existing and renewal grant objectives and requirements. Increases in grant funding figures reflect an enlarged State OCJP renewal grant award for FY 78/79 and a newly obtained youth employment services grant received from local RETC to augment basic CJJP youth diversion services.

PROGRAM: COMMUNITY ACTION PARTNERSHIP # 27017 **Manager:** ROBERT VALDERRAMA
Department HUMAN SERVICES # 3800 **Ref. Pr. Yr. Bud. Vol-Pg.** Vol. 1 Pgs. 24-25
Function: PUBLIC ASSISTANCE # 20000 **Service:** OTHER PUBLIC ASSISTANCE # 27000
Authority: Administrative Code Section 300 - 300.5 Ordinance 4736 (N/S) 9/2/76. This program was developed for the purpose of contracting for human care services to address the needs of the poor and disadvantaged.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 201,379	703,072	731,669	762,091	4
Services & Supplies	\$ 372,316	426,826	262,143	158,058	-39
Other (Contracts)	\$ 7,686,275	6,468,593	8,437,109	9,524,250	12
Subtotal--Direct Costs	\$ 8,259,970	7,598,491	9,430,921	10,444,399	10
Indirect:					
Dept. Overhead	\$ 90,121	108,875	120,179	125,279	4
Ext. Support/O'head	\$ N/A	51,907	141,785	147,936	4
Total Costs	\$ 8,350,091	7,759,273	9,692,885	10,717,614	11
FUNDING					
Charges, Fees, etc.	\$ N/A	N/A	N/A	32,500	100
Subventions	\$				
Grants	\$ 2,358,107	2,211,315	2,317,928	2,521,574	8
CETA	\$ 73,129	98,454	155,730	174,081	12
Interfund Charges	\$				
Total Funding	\$ 2,431,236	2,309,769	2,473,658	2,728,155	10
NET COUNTY COSTS	\$ 5,918,855	5,449,504	7,219,227	7,989,459	11
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,883	2,499	0	37,029	100
Revenue	\$				
Net Cost	\$ 1,883	2,499	0	37,029	100
STAFF YEARS					
Direct Program	19.01	25.00	31.00	30.00	-3
CETA	0	0	14.00	15.00	7
Dept. Overhead	4.24	2.52	7.27	6.60	-9

PROGRAM STATEMENT

NEED:

There are an estimated 172,000 persons below the federal poverty level in San Diego County. This population, along with the near poor and the disadvantaged, have a basis socio-economic need that has not been met due to unemployment and underemployment, poor or fixed income, lack of transportation, inadequate housing, improper medical care, and family-oriented problems.

DESCRIPTION:

The Community Action Partnership (CAP) provides services to the poor and disadvantaged through a combination of human service delivery systems. CAP administers a total of 108 contracts. Of these contracts, 94 are funded by Revenue Sharing funds under policies and procedures as approved by the Board of Supervisors, and 14 contracts are funded with federal Community Services Administration (CSA) funds as mandated by federal legislation. The contractors provide a broad spectrum of services including health, counseling, day care, residential, and social services throughout San Diego County.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of contracts administered to serve the poor or near poor in San Diego county.	N/A	110	111	108	108
Estimated persons poor or near poor in San Diego County.	N/A	135,842	141,000	167,000	167,000
WORKLOAD					
1. Number of site visits	N/A	N/A	N/A	425	625
2. Number of claims and monthly progress reports processed	N/A	N/A	N/A	2,540	2,592
3. Number of contracts negotiated	N/A	110	111	108	108
4. Number of contract amendments	N/A	108	132	240	132
5. Number of evaluations	N/A	N/A	N/A	108	108
EFFICIENCY					
Administrative cost per contracted dollar	N/A	N/A	.086	.071	.078
EFFECTIVENESS					
1. Number of poor or near poor served	N/A	121,175	142,130	121,175	121,175
2. Counseling contacts	N/A	98,195	102,403	131,193	131,193
3. Social service contact	N/A	378,864	391,864	523,196	523,196
4. Patient encounter	N/A	106,325	110,484	112,468	112,468

UNIT COST DEFINED:

Derived by dividing the dollars used for administration by the dollars contracted to projects.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

CAP was successful in obtaining over \$2.2 million from Community Services Administration for Fiscal Year 77/78 for the poor and near poor of San Diego county. CAP has, through its contractors, provided social services in the areas of custodial day care, health and nutrition, energy conservation, advocacy and other related social services resulting from 523,196 social service contacts by June 30, 1978.

1978-79 OBJECTIVES:

- To provide human care services to at least 65% of the persons classified as poor or near poor within San Diego county.
- To procure \$1,610,172 in-kind contribution to augment total federal resources from anti-poverty funds in San Diego by June 30, 1979.

DISCUSSION:

Overview:

The CAP Division of the Human Services Department is currently administering 108 human service contracts. The staff of the CAP Division provides monitoring to assure contract compliance, technical assistance, and fiscal reimbursement to the contractors. The services monitored by the CAP Division are in the following service categories:

Service Category

Community Mobilization
Counseling/Problem Solving
Day Care
Senior Care
Health Services/Clinic
Homemaker/Home Helps
Legal
Transportation
Nutrition Services
Recreation/Social Services
Residential Short Term/Long Term
Social Services

The Fiscal Year 78/79 approved budget has been increased due to the continuation of mid-year appropriation granted by the Board during Fiscal Year 77/78 for human services. The federal funding from the Community Services Administration was increased by \$108,000. Additional funds for weatherization were received from the Community Services Administration.

STAFFING SCHEDULE

PROGRAM: COMMUNITY ACTION PARTNERSHIP		DEPT.: HUMAN SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.60	Division Chief, Human Services Program	1.00	1.00	\$ 26,264	\$ 27,110
49.42	Research Analyst I or II	1.00	1.00	19,882	20,971
49.42	Supervising Human Service Planner Analyst	3.00	3.00	59,646	66,306
49.42	Supervising Human Service Contract Specialist	1.00	1.00	19,882	20,966
47.02	Associate Accountant	2.00	2.00	41,480	43,585
46.36	Human Service Planner Analyst II	2.00	2.00	34,241	36,214
46.36	Human Services Contract Specialist II	6.00	6.00	105,316	111,448
44.36	Human Services Contract Specialist I or Administrative Trainee	6.00	6.00	95,520	105,845
43.36	Human Services Planner Analyst I or Administrative Trainee	1.00	0.00	15,530	0
40.66	Accounting Technician	2.00	2.00	26,556	30,577
37.70	Senior Stenographer	1.00	1.00	14,000	14,202
35.20	Intermediate Stenographer	1.00	1.00	11,074	11,987
34.00	Intermediate Clerk Typist	3.00	3.00	30,644	33,075
	Salary Adjustment			717	2,957
	Temporary	1.00	1.00	15,716	15,727
	CETA	14.00	15.00	215,201	231,412
	Salary Savings				(10,291)
Total Direct Program		45.00	45.00	731,669	762,091
Department Overhead		7.27	6.60	112,251	115,188
Program Totals		52.27	51.60	843,920	877,279

PROGRAM: SENIOR CITIZENS ASSISTANCE (Area Agency on Aging)# 27014 **Manager:** LOILA J. HOBBS

Department: HUMAN SERVICES # 3800 **Ref:** Pr. Yr. Bud. Vol-Pg. I pp 42-43

Function: PUBLIC ASSISTANCE # 20000 **Service:** OTHER PUBLIC ASSISTANCE # 27000

Authority: The Area Agency on Aging is included within the Department of Human Services by authority of Administrative Code Section 300.5 and Ordinance 4736, enacted 9/1/76. The program was established to implement the Older Americans Act which insures the provision of necessary services to senior citizens.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 614,222	564,589	500,816	638,960	28
Services & Supplies	\$ 60,931	45,679	45,050	49,890	11
CETA Spec. Proj.	\$ 1,250,071	1,032,577	1,316,674	2,465,253	87
Subtotal—Direct Costs	\$ 1,925,224	1,642,845	1,862,540	3,154,103	69
Indirect:					
Dept. Overhead	\$ 275,062	187,403	82,148	105,375	28
Ext. Support/O'head	\$ N/A	124,549	96,917	124,432	28
Total Costs	\$ 2,200,286	1,954,797	2,041,605	3,383,910	66
FUNDING					
Charges, Fees, etc.	\$ 975	0	0	0	0
Subventions	\$ 0	0	0	0	0
Grants	\$ 1,724,055	1,355,254	1,970,710	2,936,006	49
CETA	\$ 113,095	119,871	109,828	69,080	-37
Interfund Charges	\$ 18,601	0	0	0	0
Total Funding	\$ 1,856,726	1,475,125	2,080,538	3,005,086	44
NET COUNTY COSTS	\$ 343,560	479,672	(38,933)	378,824	1100
CAPITAL PROGRAM					
Capital Outlay	\$ 0	0	0	0	0
Fixed Assets	\$ 3,154	122	0	0	0
Revenue	\$ 3,154	122	0	0	0
Net Cost	\$ 0	0	0	0	0
STAFF YEARS					
Direct Program	46.50	24.30	21.00	34.00	62
CETA	12.94	10.68	10.00	6.00	-40
Dept. Overhead	N/A	5.45	4.97	5.50	11

PROGRAM STATEMENT

NEED:

There are 205,000 persons 60 years and older and 51,000 persons over the age of 75 in San Diego County. Some 28,000 older persons in San Diego County live below the poverty level. Older persons have special problems resulting from limited mobility, advancing age and fixed incomes. In particular, older persons as a group require special services in the areas of medical care, nutrition, housing, in-home care and employment.

DESCRIPTION:

The Area Agency on Aging is charged with implementing and administering the Older Americans Act which mandates insuring the availability of services to seniors. Among services provided county-wide to seniors and senior-serving agencies by the AAA, either directly or through contract, are:

1. Information and Referral;
2. Nutrition;
3. Transportation to nutrition sites;
4. Staff support to the AAA Advisory Council and its sub-committees;
5. Part-time employment and training of seniors meeting certain need criteria;
6. Outreach and service brokerage to minority seniors;
7. Legal services;
8. Technical assistance to senior-serving agencies;
9. Multi-purpose senior centers;
10. In-home support services to prevent institutionalization;
11. Model projects to test new service concepts.

In addition to the above, the AAA is mandated by the Older American Act (Title IV) to provide training opportunities for its staff and those of its contractors to meet critical shortages in the area of trained personnel in the field of aging.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED Seniors with needs identified in Area Plan	N/A	N/A	N/A		
1. Transportation				\$15,960	\$15,960
2. Health				44,103	44,103
3. Home Support				23,353	23,353
4. Nutrition				21,642	21,642
5. Legal Services				5,954	5,954
WORKLOAD					
1. Nutrition Programs	9	14	14	19	20
a. Meals Served	310,799	406,630	612,171	596,544	725,000
2. Information & Referral Contracts	2	2	4	3	4
a. Contacts Made	17,136	16,674	14,463	14,771	14,000
3. Advisory Councils and other meetings staffed	N/A	N/A	N/A	36	36
4. Hours of workshops and contractor training sessions conducted and/or organized.	N/A	N/A	N/A	N/A	200
5. Staff Training Hours	N/A	N/A	N/A	1,916	2,775
6. Technical Assistance Hours	N/A	N/A	N/A	N/A	16,686
EFFICIENCY					
Unit Costs:					
1. Administrative Cost per contract dollar	N/A	N/A	N/A	N/A	0.15
2. Training and Outreach	N/A	N/A	N/A	N/A	17.14
3. Meals, including services	N/A	2.24	2.23	2.06	2.08
4. Cost per legal service case opening	N/A	N/A	N/A	27.45	24.23
EFFECTIVENESS					
1. Number of persons receiving meals	7,177	5,801	8,808	8,500	11,000
2. Number of persons receiving home support services	2,788	2,313	1,515	1,515	2,000
3. Number of persons receiving legal services	0	2,612	4,612	4,612	5,600

UNIT COST DEFINED:

1. The administrative cost of each contract dollar.
2. The administrative cost of each hour of training and outreach.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:**

The AAA exceeded expected levels on its first two objectives (providing outreach and service linkages to 1,510 minority seniors and providing legal services to 4,612 seniors). Outreach and service linkages were provided to 6,616 seniors, and legal services to 6,000 seniors. The third objective (integration of information and referral services) was not achieved during 1977/78 but will be met by October 1, 1978.

1978-79 OBJECTIVES:

1. To publish the Area Plan by March, 1979.
2. To conduct reviews of the fiscal practices of all contractors.
3. To publish and distribute 750 copies of a monthly newsletter to seniors and senior serving agencies.
4. To extend technical assistance to 75 different agencies and groups serving seniors.

Discussion:

The Area Agency on Aging budget reflects an increase in total costs and grant funding. This results from an increase in the State's allocation of Older Americans Act funds to San Diego County. Net County Costs also reflect a substantial increase over 1977/78 budgeted levels. This occurred because supplemental grant funds received in mid-year were included in a re-estimation of revenues, but not also reflected in expenditures. This gave the incorrect impression that the County had received grant funds that it had no obligation to spend.

STAFFING SCHEDULE

PROGRAM: SENIOR CITIZEN'S ASSISTANCE		DEPT.: HUMAN SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.60	Division Chief	1.00	1.00	\$ 25,436	\$ 31,709
49.42	Administrative Assistant II or Administrative Assistant I or Administrative Trainee	2.00	1.00	46,449	24,829
49.42	Research Analyst II	1.00	1.00	23,680	24,601
49.42	Supervising H.S. Contract Specialist	1.00	1.00	23,640	45,266
47.02	Associate Accountant or Assistant Accountant or Junior Accountant	1.00	1.00	16,770	17,832
46.70	Nutritionist	1.00	1.00	18,640	21,399
46.36	H.S. Contract Specialist II	3.00	3.00	62,177	63,469
46.36	H.S. Planner/Analyst II	1.00	1.00	18,225	20,906
45.86	Sr. Cit. Community Consultant II	3.00	3.00	61,501	59,506
44.36	H.S. Contract Specialist I or Administrative Trainee	1.00	2.00	17,034	32,964
43.36	H.S. Planner/Analyst I	1.00	1.00	16,740	15,705
43.36	Sr. Cit. Community Consultant I	0.00	5.00	-0-	78,525
40.66	Accounting Technician	0.00	1.00	-0-	13,849
37.70	Senior Stenographer	0.00	1.00	-0-	12,617
35.20	Intermediate Stenographer	2.00	2.00	24,285	24,000
35.00	Intermediate Account Clerk	0.00	1.00	-0-	10,616
34.00	Intermediate Clerk Typist	3.00	3.00	31,266	35,851
29.70	Junior Clerk Typist	0.00	2.00	-0-	16,594
	Temporary/Extra Help Employees (2 Full-Time Equivalent Positions)	0.00	2.00	-0-	20,131
	Ceta Salary Adjustments Salary Savings	10.00	6.00	116,988 (2,015)	79,797 (11,206)
Total Direct Program		31.00	40.00	\$500,816	\$638,960
Department Overhead		4.97	5.50	76,728	96,887
Program Totals		35.97	45.50	\$577,544	\$735,847

PROGRAM: EMPLOYMENT AND TRAINING SERVICES # 27010 Manager: STEPHEN S. BILLINGS
 Department HUMAN SERVICES # 3800 Ref: Pr. Yr. Bud. Vol-Pg. 1-38
 Function PUBLIC ASSISTANCE # 20000 Service: OTHER PUBLIC ASSISTANCE # 27000
 Authority: This program was developed for the purpose of providing employment assistance in accordance with the Comprehensive Employment and Training Act of 1973.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,065,968	984,213	990,513	791,536	-20
Services & Supplies	\$ 126,878	94,967	8,335	122,500	1370
CETA	\$ 5,424,010	3,817,567	8,622,583	6,272,321	-27
Subtotal-Direct Costs	\$ 7,616,856	4,896,747	9,621,431	7,186,357	-25
Indirect:					
Dept. Overhead	\$ 61,932	83,079	162,394	130,353	-20
Ext. Support/O'head	\$ N/A	341,435	191,589	153,927	-20
Total Costs	\$ 7,678,788	5,321,261	9,975,414	7,470,637	-25
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$ 6,441,370	4,896,747	9,534,851	7,053,281	-26
CETA	\$ 1,166,647	73,415	75,785	108,837	44
Interfund Charges	\$				
Total Funding	\$ 7,608,017	4,970,162	9,610,636	7,162,118	-26
NET COUNTY COSTS	\$ 70,771	351,099	364,778	308,519	-15
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 0	99	0	0	0
Revenue	\$ 0	0	0	0	0
Net Cost	\$ 0	99	0	0	0
STAFF YEARS					
Direct Program	11.00	55.00	59.00	39.00	-34
CETA	117.00	7.00	7.00	11.00	57
Dept. Overhead	2.92	3.45	9.82	6.80	-31

PROGRAM STATEMENT

NEED:

While the unemployment rate in San Diego has dropped to 7.5% during this past year, approximately 49,800 persons in the County are still jobless. These persons require services such as public assistance or unemployment insurance. There is a need, therefore, to find and develop for such persons, training, work experience and employment opportunities that will contribute to their return to the work force.

DESCRIPTION:

This division administers federally funded Comprehensive Employment and Training Act (CETA) programs by developing and submitting proposals for employment, allocating the funds received, interviewing applicants, and developing job and training opportunities for specific segments of the local population which have been most seriously affected by unemployment. Services are provided through contracts with private non-profit organizations, private industry and public agencies such as incorporated cities, water districts, fire districts, and school districts throughout San Diego County and through employment with County of San Diego agencies and departments.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Average Unemployment Rate for San Diego County	12.03	11.13	-	7.5	9.00
Average Total Persons Unemployed	77,075	72,409	-	49,800	62,100
Subagent Contracts Administered	86	93	95	124	125
WORKLOAD					
Employment Opportunities	-	-	2,800	1399	1,399
Training Opportunities	-	-	-	877	800
EFFICIENCY					
UNIT COSTS					
1. Cost per Employment Opportunity	-	-	-	10,533	11,900
2. Cost per Training Opportunity	-	-	-	24	60
Productivity Indices					
1. Employment Opportunity/Staff Years	-	-	-	28.22	27.98
2. Training Opportunity/Staff Years	-	-	-	17.57	16.00
EFFECTIVENESS					
Participants Enrolled (Cumulative)				768	624
Significant Segments Served: (%)					
Economically Disadvantaged				27	50
Women				67	45
Minorities				48	35
Persons Removed from Subsidized Employment				230	300

UNIT COST DEFINED:

1. The cost per Employment Opportunity is the ratio of total CETA II and VI costs to employment opportunities provided.
2. The cost per Training Opportunity is the ratio of total CETA II and VI Training Costs to opportunities provided.

PRODUCTIVITY INDEX DEFINED:

1. The Employment Opportunity index is the ratio of opportunities provided to staff-years.
2. The Training Opportunity index is the ratio of opportunities provided to staff-years.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All objectives are on-target except one. The objective to provide 100 training workshops annually was misstated in the budget and should read "to provide 36 training workshops annually." This restated objective is on-target.

1978-79 OBJECTIVES:

1. To distribute federal employment funds and 1,399 employment opportunities throughout San Diego County by contracting such funds and jobs to 125 different non-profit agencies in the county and to 55 county agency/departments during FY 1978-79.
2. To distribute employment assistance to those most in need to meet the significant segment goals set by the Regional Employment and Training Consortium Policy Board for FY 1978-79.
3. To provide training opportunities to enhance participant employability by enrolling 800 participants in training programs during FY 1978-79.

EMPLOYMENT AND TRAINING SERVICES

DISCUSSION:

Overview: The Employment and Training Services (ETS) program administers Comprehensive Employment and Training Act (CETA) funds under Title II and Title VI. This program also coordinates CETA Title VI Special Projects.

A total of 1399 CETA Title II and Title VI public service employment opportunities are provided throughout San Diego County. Of this total, 562 are Title II employment opportunities provided within County of San Diego agencies and departments, and 837 are Title VI opportunities within 124 subagents of the County. A total of 62 CETA Title VI Special Projects are coordinated within County agencies and departments. The appropriation levels presented in the resource request form reflect only the CETA appropriation within the County's family of funds. Appropriations for the County's subagents are accumulated in separate operating funds which are used to accumulate all the expenditures, both County and subagent, incurred and reported under CETA Titles II and VI.

Incremental Changes: The decrease in salaries and benefits represents primarily the dollar amount of CETA Title I personnel transferred to the Department of Public Welfare as part of a program consolidation. The increase in services and supplies is due to the revised accounting procedure for training and other costs. The decrease in direct costs is due primarily to a decrease in CETA funding of 2.3 million anticipated from new legislation in FY '77-'78 which did not materialize.

Grants and Contracts: CETA Title II, VI and Special Projects are being funded by the Department of Labor via revenue contracts with the Regional Employment and Training Consortium. The funding levels for '77-'78 are: CETA Titles II and VI, \$16.94 million; Title VI Special Projects, \$3.5 million.

STAFFING SCHEDULE

PROGRAM: EMPLOYMENT AND TRAINING SERVICES		DEPT.: HUMAN SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$) **
56.58	Division Chief, Human Services Programs	1.00	1.00	\$ 22,743	\$ 28,149
49.42	Administrative Assistant II or I	2.00	2.00	28,772*	46,631
49.42	Supervising Human Services Contract Spec.	2.00	1.00	44,728	24,865
47.78	Training Coordinator	1.00	1.00	17,505	19,386
47.02	Associate Accountant	1.00	1.00	21,864	23,121
46.36	Human Services Contract Specialist II	4.00	4.00	79,964	75,945
46.36	Human Services Planner/Analyst II	2.00	2.00	39,982	39,731
43.36	Human Services Planner/Analyst I	2.00	2.00	32,460	31,410
37.50	Senior Stenographer	1.00	1.00	12,900	14,897
35.20	Intermediate Stenographer	2.00	2.00	22,977	24,835
	Temporary and Seasonal	41.00	22.00	581,153	347,533
	CETA	7.00	11.00	76,735	120,380
	Adjustments	---	---	8,730	11,275
	Salary Savings				(16,622)
<p>*FY '77-'78 represents one Administrative Assistant I and one Administrative Assistant II. FY '78-'79 Proposed represents two (2) Administrative Assistant II's.</p> <p>**Includes increased management rates, and increased retirement and health insurance benefits.</p>					
Total Direct Program		66.00	50.00	990,513	791,536
Department Overhead		9.82	6.80	151,680	119,853
Program Totals		75.82	56.80	1,142,193	911,389

DEPARTMENT OF HUMAN SERVICES
PROGRAM - LINE ITEM BUDGET RECONCILIATION

	<u>DIRECT COST</u>	<u>DEPT. OH</u>	<u>FIXED ASSETS</u>	<u>TOTAL APPROP.</u>	<u>EARNED REVENUE</u>	<u>CETA REVENUE</u>	<u>DIRECT STAFF YRS.</u>	<u>CETA STAFF YRS.</u>
CJJP	1,348,390-	26,148	0	1,374,538-	1,341,162- ⁽¹⁾		7.0	0
CAP	10,444,399-	125,279-	37,029	10,606,707-	2,554,074-	174,081-	30.0	15.0
AAA	3,154,103-	105,375-	--	3,259,478-	2,936,006-	69,080-	34.0	6.0
ETS ⁽²⁾	7,186,357-	130,353-	--	7,316,710-	7,053,281-	108,837-	39.0	11.0
DEPT. OH	(390,277) ⁽³⁾			(390,277) ⁽³⁾		35,290-	17.5	3.0
DEPT. OH-CETA VI PROJ.	21,572	3,122 ⁽⁴⁾	--	24,694-	21,572-	--	--	--
	<u>22,154,821-</u>	<u>390,277-</u>	<u>37,029</u>	<u>22,582,127-</u>	<u>13,906,095-</u>	<u>357,288</u>	<u>127.5 ⁽⁵⁾</u>	<u>35.0</u>
Less:								
Revenue Sharing Cost Applied				(7,708,036-)				
CETA Cost Applied 3520/3560				(5,594,113-)				
Auditors Worksheet								
Totals 3800 + 3560 + 3520				<u>9,279,978 ⁽⁶⁾</u>	<u>13,906,095</u>			

- (1) CETA III - Youth Employment Program Of 56.905 included.
- (2) Includes CETA budgeted outside of 3800 in 3520 & 3560.
- (3) Memo only - not included in totals, spread to other units.
- (4) Dept OH allocation for CETA VI project not reflected on program budget, but allocated for accounting purposes.
- (5) Includes 22 CETA admin. staff years.
- (6) Net appropriation for 3800 & 3560 & 3520; Total appropriation less cost - applied appropriation.

SUMMARY OF FULL COST BY PROGRAM

RESERVES & DEBT SERVICE

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
Unallocated Federal Revenue Sharing	\$13,479,656	\$ 109,587	\$ 8,876,512	\$13,608,170	\$ 4,731,658	53%
Anti-Recession Fiscal Assistance	-	2,093,936	4,600,000	4,300,000	(-300,000)	(-7%)
Debt Service	2,516,650	2,487,446	2,145,463	3,649,115	1,503,652	70%
Contingency Reserve	<u>-</u>	<u>-</u>	<u>7,182,399</u>	<u>15,781,510</u>	<u>8,599,111</u>	<u>120%</u>
Total Cost	\$15,996,306	\$4,690,969	\$22,804,374	\$37,338,795	\$14,534,421	64%
Revenue	<u>13,479,656</u>	<u>2,203,523</u>	<u>13,476,512</u>	<u>17,908,170</u>	<u>4,431,658</u>	<u>33%</u>
Net Cost	\$ -	\$2,487,446	\$ 9,327,862	\$19,430,625	\$10,102,763	108%

PROGRAM: Unallocated Funds - Federal Revenue Sharing # 7901 **Manager:** Manuel Lopez
Department: Chief Administrative Officer # 0230 **Ref: Pr. Yr. Bud. Vol-Pg.** 349
Function: Reserve # 7000 **Service:** Reserve # 7900
Authority: State and Fiscal Assistance Act of 1972 as amended by Public Law 94-488

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$ 101,279	109,587	361,279	11,279	(-312%)
Inter-fund Charges	\$ 13,378,377	-	8,515,233	13,608,170	60%
Subtotal-Direct Costs	\$ 13,479,656	109,587	8,876,512	13,619,449	53%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 13,479,656	109,587	8,876,512	13,619,449	53%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 13,479,656	109,587	8,876,512	13,619,449	53%
Grants	\$				
CETA	\$				
Total Funding	\$ -	-	-	-	-
NET COUNTY COSTS	\$				
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$ -	-	-	-	-
STAFF YEARS					
Direct Program	-	-	-	-	-
CETA					
Dept. Overhead					

PROGRAM STATEMENT

The 1978-79 Federal Revenue Sharing Budget total \$24,846,525 and is reflected in the following appropriations:

Appropriations	1977-78 Budget	1978-79 Adopted	Increase/ Decrease
Capital Projects	\$11,185,406	\$ 1,831,000	\$(- 9,354,406)
Land Acquisition	243,000	1,668,600	1,425,600
Human Services	6,970,786	7,727,476	756,690
San Diego Transit	11,279	11,279	-
Maintenance of Service Levels	6,865,233	13,608,170	6,742,937
Unallocated Funds	2,000,000	-	(- 2,000,000)
Total	\$27,275,704	\$24,846,525	\$(- 2,429,179)

Unallocated Funds - Federal Revenue Sharing

<u>Financing</u>	<u>1977-78 Budget</u>	<u>1978-79 Adopted</u>	<u>Increase/ Decrease</u>
1976-77 Entitlement (½ year)	\$ 7,872,236	\$ -	\$(-7,872,236)
Entitlement	16,098,722	17,000,000	901,278
Carryover	2,454,746	6,997,125	4,542,379
Interest Earned	850,000	850,000	-
TOTAL	<u>\$27,275,704</u>	<u>\$24,846,525</u>	<u>\$(-2,429,179)</u>

The funds (\$13,619,449) appropriated in this program reflect Federal Revenue Sharing Funds for maintenance of Current Service Levels (\$13,608,170) and San Diego Transit (\$11,279).

The funds allocated to maintain current service efforts are cost-applied to the following agencies:

<u>Agency/Program</u>	<u>Amount</u>
<u>Human Resources Agency</u>	
<u>Probation</u>	
Hillcrest Protective Placement	\$ 1,000,000
Juvenile Correction	2,500,000
Institutional Juvenile Correction	2,000,000
Juvenile Detention	711,731
Institutional Adult Correction	2,650,000
Adult Correction	2,000,000
<u>Welfare</u>	
General Relief	2,746,439
TOTAL	<u>\$13,608,170</u>

Federal Revenue Sharing funds appropriated for Capital Projects, Land Acquisition, Human Care Services are included in the Capital Projects Program and the Human Care Services Program. The amounts allocated to these programs are noted in this program for informational purposes only. The payment to the San Diego Transit (\$11,279) is cost-applied to the General Projects Program.

PROGRAM:	Anti-Recession Fiscal Assistance	#		Manager:	Manuel Lopez
Department	Anti-Recession Funds	#	0240	Ref: Pr. Yr. Bud. Vol-Pg.	
Function	Reserves	#		Service:	Reserves
Authority:	Title II of the Public Works Act of 1976 (P.L. 94-369) as amended by (P.L. 95-30) Intergovernmental Anti-Recession Assistance Act of 1977.				

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$	-	\$ 2,093,936	\$ 4,600,000	\$ 4,300,000 (-7)
	\$				
Subtotal-Direct Costs	\$	-	\$ 2,093,936	\$ 4,600,000	\$ 4,300,000 (-7)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
	\$				
Total Costs	\$	-	\$ 2,093,936	\$ 4,600,000	\$ 4,300,000 (-7)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
	\$				
Total Funding	\$	-	\$ 2,093,936	\$ 4,600,000	\$ 4,300,000 (-7)
NET COUNTY COSTS	\$				
<hr/>					
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
	\$				
Net Cost	\$				
<hr/>					
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

In establishing the Anti-Recession Fiscal Assistance Program, Congress determined that the economic health of State and local governments was essential to national economic prosperity. These governments were suffering financial problems which resulted in budget related actions that interfered with Federal efforts to stimulate the economy. The Federal Government was reducing taxes, while State and local governments were increasing taxes. The Federal Government was allocating funds for additional public service jobs, which the state and local government used to replace permanent employees who were being laid off. It was the view of the Congress that this situation could be improved through emergency Federal fiscal assistance to state and local government.

To implement the program the Congress enacted the Public Works Act of 1976 (P.O. 94-369) which provided fiscal assistance to state and local governments for five quarters beginning with July 1, 1976. In 1977 the Congress amended the Act extending payments to eligible jurisdictions for five quarters from July 1, 1977 to September 30, 1978. The law provides that payments over these five quarters may not exceed \$2.25 billion. Whether the program will be continued past the expiration date will depend on the state of the national economy. The bill provides for \$125 million to be made available quarterly to state and local governments when the national unemployment rate rises above 6%. Also, for each one-tenth of a point increase of unemployment above 6%, an additional \$30 million will be released each quarter.

Discussion - Use of Anti-recession funds

The intended use of Anti-recession funds in Fiscal Year 1978-79 is to maintain current service levels. Specific projects can also be funded in this program if the Board of Supervisors deems it necessary and falls within the definition of a basic service customarily provided to persons in the area. One project recommended by the Chief Administrative Officer is the Mountain Health Project (\$70,000) to continue providing primary health care and home assistance to elderly or homebound citizens of the rural southeast County area. \$3,783,561 is being cost-applied to General Relief (\$3,253,561) and Edgemoor Hospital (\$530,000) appropriations to maintain current service levels. Overall, Anti-recession funds will be used as follows:

<u>Program</u>	<u>Amount</u>
General Relief	\$ 3,253,561
Edgemoor Hospital	530,000
Mountain Health Project	<u>70,000</u>
Total	\$ 4,300,000

PROGRAM: Debt Service # 01101 Manager: Gerald Lonergan
 Department Debt Service # 1800 Ref: Pr. Yr. Bud. Vol-Pg. Vol. I, pg. 352
 Function Capital Costs # 86000 Service: Debt Service # 01100
 Authority: Government Code Sections 29900, et seq., and Section 53852 authorizes counties to incur short term indebtedness for operating and long term, bonded indebtedness for capital projects.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$ 2,156,650	2,487,446	2,145,463	3,649,115	70%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 2,156,650	2,487,446	2,145,463	3,649,115	70%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 2,156,650	2,487,446	2,145,463	3,649,115	70%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 2,156,650	2,487,446	2,145,463	3,649,115	70%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

Need: To provide a method of financing capital improvements over an extended period of time as well as providing short-term financing for current operations.

Description: The County periodically finances the cost of major capital outlays by borrowing the necessary funds by the sale of General Obligation Bond issues approved by the voters. The amount appropriated annually provides for the payment of the principal and interest on outstanding issues. This budget also includes the interest payment on County Revenue Anticipation Notes which are issued to alleviate General Fund cash flow problems and thereby provide a more effective cash management program.

Discussion: Principal and interest payments totalling \$919,665 will be made on outstanding bonds issued in 1958 for the construction of the County Hospital (now run by the University of California). The remaining amount of \$2,729,450 is interest on Revenue Anticipation Notes.

PROGRAM:	Contingency Reserve	# 80206	Manager: Elmer Keshka
Department	Contingency Reserve	# 1850	Ref: Pr. Yr. Bud. Vol-Pg. Vol. I, pg. 352
Function	Reserves	# 80000	Service: Contingency Reserve # 80200
Authority:			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$		7,182,399	15,781,510	120%
	\$				
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$		7,182,399	15,781,510	120%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$		7,182,399	15,781,510	120%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$		7,182,399	15,781,510	120%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

The purpose of the Contingency Reserve is to provide a source of funds for any expenditures not specifically contained in other appropriations in this budget. Transfers from the Contingency Reserve require 4 votes by the Board of Supervisors.

APPENDIX

Direct Public Service Programs
by Agency and Department

<u>DEPARTMENT</u>	<u>PAGE NUMBER</u>	<u>PROGRAMS</u>
HUMAN RESOURCES AGENCY		
Agency Administration		
Welfare Department	3	Eligibility Review
	6	AFDC
	10	AFDC-BHI
	14	General Relief
	18	Refugee Assistance
	22	Non-Cash Assistance
	26	Adult Aids
	29	Other Aid
	32	Care of Court Wards
	35	Dependent Children/Court
	39	Child Placement and Protection
	43	Boarding Home Licensing
	46	Adoptions
	49	Adult Placement and Protection
	52	Social Services
	56	Welfare Employment Development
	61	Homemaker
Probation	65	Juvenile Court Support Services
	68	Adult Court Support Services
	71	Juvenile Detention
	74	Institutional Juvenile Correction
	77	Juvenile Correction
	80	Institutional Adult Correction
	83	Adult Correction
	86	Protective Placement
Human Services	90	Comprehensive Juvenile Justice
	94	Community Action Partnership
	98	Senior Citizens Assistance
	102	Employment and Training Services
HEALTH CARE AGENCY		
DMI - Administration and General Services	126	
	129	
DMI - County Mental Health	109	Adult Inpatient Care
	112	Children and Adolescent Inpatient
	115	Adult Outpatient Care
	118	Children and Adolescent Outpatient Program
	121	Partial Day Care
	124	Community Services
	127	Probation Psychological Services
Edgemoor	130	Edgemoor Geriatric Hospital
DMI - University Hospital	137	University Hospital
Public Health	140	Maternal Health
	143	Child Health
	146	Crippled Children Services
	149	Special Health Services
	152	Community Disease Control
	155	Ambulatory Care Project
	158	Comprehensive Health Care Project
	161	Environmental Health Protection
	164	Records and Statistics
	167	Emergency Medical Services

APPENDIX (Cont.)

Direct Public Service Programs
by Agency and Department

Substance Abuse	171	Alcohol
	175	Drug
	179	Crisis Telephone Services
Air Pollution Control	184	Air Pollution Control

FISCAL AND JUSTICE AGENCY

Assessor	189	Real Property
	194	Personal Property
	198	Exemption
	202	Property Identification
Treasurer - Tax Collector	207	Secured Property Tax
	210	Unsecured Property Tax
	213	Licensing
	216	Treasury
Recorder	221	Recording Services
Superior Court	226	Superior Court Services
Public Administrator	230	Guardianships/Conservatorships
	234	Estates of Deceased Persons
Municipal Courts		Municipal Court Services
	238	- El Cajon
	242	- North County
	247	- South Bay
	251	- San Diego
Sheriff	256	Internal Investigations
	260	Special Investigations
	264	Records
	268	Northern Field Operations
	272	Contract Law Enforcement
	276	Process Service
	280	Central Field Operations
	285	Eastern Field Operations
	290	Court Security
	294	Adult Detention - Central Jail
	298	Prisoner Transportation
	302	Adult Detention - Las Colinas
306	Adult Detention - Vista	
Marshal	311	Marshal Services
Grand Jury	315	Grand Jury Proceedings
Coroner	317	Decedent Investigation
County Clerk	321	Court Support
	324	Document Issuance
District Attorney	328	Juvenile Court Services
	331	Family Support Enforcement
	334	General Criminal Prosecution
	337	Specialized Criminal Prosecution
Office of Defender Services	341	Indigent Defense

COMMUNITY SERVICES AGENCY

CSA Administration Cable TV Review Commission	346	Cable Television Regulation
Environmental Impact Analysis	350	Environmental Impact Analysis

APPENDIX (Cont.)

Direct Public Service Programs
by Agency and Department

Fire, Disasters & Safety Services	355	Fire Protection
	359	Disaster Preparedness
Zoning Administrator	364	Zoning Hearings and Appeals
Registrar of Voters	369	Registration
	372	National - State Elections
	375	Special Elections
Animal Control	379	Animal Health and Regulation
County Veterinarian	384	Animal Health - Epidemiology
Agriculture	388	Enforcement
	391	Plant Pest Suppression/Environmental Review
	394	Weights and Measures
	397	Grazing Lands
	398	Fish & Game Committee
Farm Advisor	400	Farm and Home Education Support
Parks and Recreation	404	Regional/Subregional Parks
	408	Local Parks
	412	County Beaches
	416	Special Use Parks
	420	Other Recreational and Cultural
	423	Park Development
	427	Local Park Development
Land Use and Environmental Regulation	429	Codes Enforcement
	433	Land Use Regulation
	437	Plan Implementation
Sanitation and Flood Control	442	Solid Waste
	445	Flood Control
	448	Liquid Waste
County Library	451	Library Services
Transportation	456	Regulatory Development Engineering
	459	County Roads Betterment and Rehabilitation
	462	County Roads Maintenance and Operations
	465	County Roads - New Construction
	467	County Roads - Grant Construction Projects
	470	County Roads - Contingency Reserve
	471	Engineering Services Requested by Other Governmental Organizations
	474	Engineering Regulation and Assistance
	477	Engineering and Transportation Services
	480	Airports
	483	Other Districts Management
	486	General Aviation Airport Assistance (Special Aviation Fund)
Capital Program	489	Capital Projects
	492	Land Acquisition
	493	Vehicle Acquisition
	494	Communications Equipment Acquisition
	496	Vehicles - New
	496	Vehicles - Replacement
	495	Communications - New
	495	Communications - Replacement

APPENDIX (Cont.)

Direct Public Service Programs
by Agency and Department

GENERAL ADMINISTRATION

CAO Special Projects	498	Local Agency Formation Commission
County Counsel	502	Services to Schools and Special Districts
EDP Services	508	EDP Intergovernmental Services
Housing and Community Development	512 514	Housing Authority Community Development
Integrated Planning Office	517 521 524 526 530 532 536	Regional Coordination Information Systems Socio-Economic Planning County General Plan Capital Facilities Planning Regional Growth Management Criminal Justice Planning
Office of Management & Budget	505	Citizen Advisory Assistance
Auditor and Controller	539 542	Fiscal Control Auditing
CAO	546 548 550 551	Unallocated Fund - Fed. Revenue Sharing Anti-Recession Debt Service Contingency Reserve

INDEX

DIRECT PUBLIC SERVICE PROGRAMS

<u>PAGE NUMBER</u>		<u>PAGE NUMBER</u>	
46	Adoptions	146	Crippled Children Services
26	Adult Aids	179	Crisis Telephone Service
83	Adult Correction - Probation	317	Decedent Investigation
68	Adult Court Support Services	35	Dependent Children/Court
294	Adult Detention - Central Jail	359	Disaster Preparedness
302	Adult Detention - Las Colinas	324	Document Issuance
306	Adult Detention - Vista	175	Drug
109	Adult Inpatient Care	285	Eastern Field Operations
115	Adult Outpatient Care	130	Edgemoor Geriatric Hospital
49	Adult Placement and Protection	508	EDP Intergovernmental Services
6	AFDC	3	Eligibility Review
10	AFDC - BHI	167	Emergency Medical Services
184	Air Pollution Control	102	Employment and Training Services
480	Airports	388	Enforcement - Agriculture
171	Alcohol	474	Engineering Regulation and Assistance
155	Ambulatory Care Project	471	Engineering Services Requested by Other Government Organizations
384	Animal Health Epidemiology	477	Engineering and Transportation Services
379	Animal Health and Regulation	161	Environmental Health Protection
548	Anti-recession Funds	350	Environmental Impact Analysis
542	Auditing Intergovernmental Services	234	Estates of Deceased Persons
43	Boarding Home Licensing	198	Exemption
346	Cable Television Regulation	331	Family Support Enforcement
530	Capital Facilities Planning - IPO	400	Farm and Home Education Support
489	Capital Program	546	Federal Revenue Sharing
32	Care of Court Wards	355	Fire Protection
280	Central Field Operations	539	Fiscal Control
102	CETA	398	Fish and Game Committee
143	Child Health	445	Flood Control
39	Child Placement & Protection	486	General Aviation Airport Assistance - Special Aviation Fund
112	Children and Adolescent Inpatient	334	General Criminal Prosecution
505	Citizen Advisory Assistance	14	General Relief
118	Children and Adolescent Outpatient	315	Grand Jury Proceedings
429	Codes Enforcement	397	Grazing Lands
90	Comprehensive Juvenile Justice Program	230	Guardianships/Conservatorships
494	Communications Equipment	61	Homemaker
94	Community Action Program	512	Housing Authority
152	Community Disease Control		
514	Community Development	341	Indigent Defense - Office of Defender Services
124	Community Services CMH	501	Information Systems - IPO
158	Comprehensive Health Care Project	256	Internal Investigations - Sheriff
551	Contingency Reserve	80	Institution Adult Correction
272	Contract Law Enforcement	74	Institution Juvenile Correction
412	County Beaches	77	Juvenile Correction
526	County General Plan - IPO	328	Juvenile Court Services - District Attorney
133	County Patient Services		
290	Court Security - Sheriff		
321	Court Support		
536	Criminal Justice Planning - IPO		

950

INDEX
DIRECT PUBLIC SERVICE PROGRAMS

(Cont.)

PAGE
NUMBER

65 Juvenile Court Support Services
71 Juvenile Detention
433 Land Use Regulation
Law Library
451 Library Services
213 Licensing
448 Liquid Waste
498 Local Agency Formation Commission
427 Local Park Development Fund
408 Local Parks
311 Marshal Services
140 Maternal Health
Medi-Cal Services
251 Municipal Court Services - San Diego
238 Municipal Court Services - El Cajon
247 Municipal Court Services - South Bay
242 Municipal Court Services - North County
372 National and State Elections
22 Non-Cash Assistance
268 Northern Field Operations
29 Other Aid
483 Other Districts Management
420 Other Recreational and Cultural
423 Park Development
121 Partial Day
194 Personal Property
437 Plan Implementation
391 Plant Pest Suppression/Environmental Review
298 Prisoner Transportation
127 Probation Psychological Services
276 Process Service - Sheriff
202 Property Identification
86 Protective Placement
189 Real Property

PAGE
NUMBER

221 Recording Services
264 Records - Sheriff
164 Records and Statistics - Public Health
18 Refugee Assistance
517 Regional Coordination
532 Regional Growth Management
404 Regional/Sub-Regional Parks
369 Registration
456 Regulatory Development Engineering
459 Roads - Betterments and Rehabilitation
470 Roads - Contingency Reserve
467 Roads - Grant Construction Projects
462 Roads - Maintenance and Operation
465 Roads - New Construction
207 Secured Property Tax
98 Senior Citizens Assistance
502 Services to Schools and Special Districts -
County Counsel
52 Social Services
524 Socio-Economic Planning
442 Solid Waste
375 Special Elections
149 Special Health Services
260 Special Investigations
416 Special Use Parks
337 Specialized Criminal Prosecution
226 Superior Court
216 Treasury
137 University Hospital
210 Unsecured Property Tax
493 Vehicular Equipment
394 Weights and Measures
56 Welfare Employment Development
364 Zoning Hearings and Appeals

FOR USE IN LIBRARY ONLY
DO NOT CIRCULATE

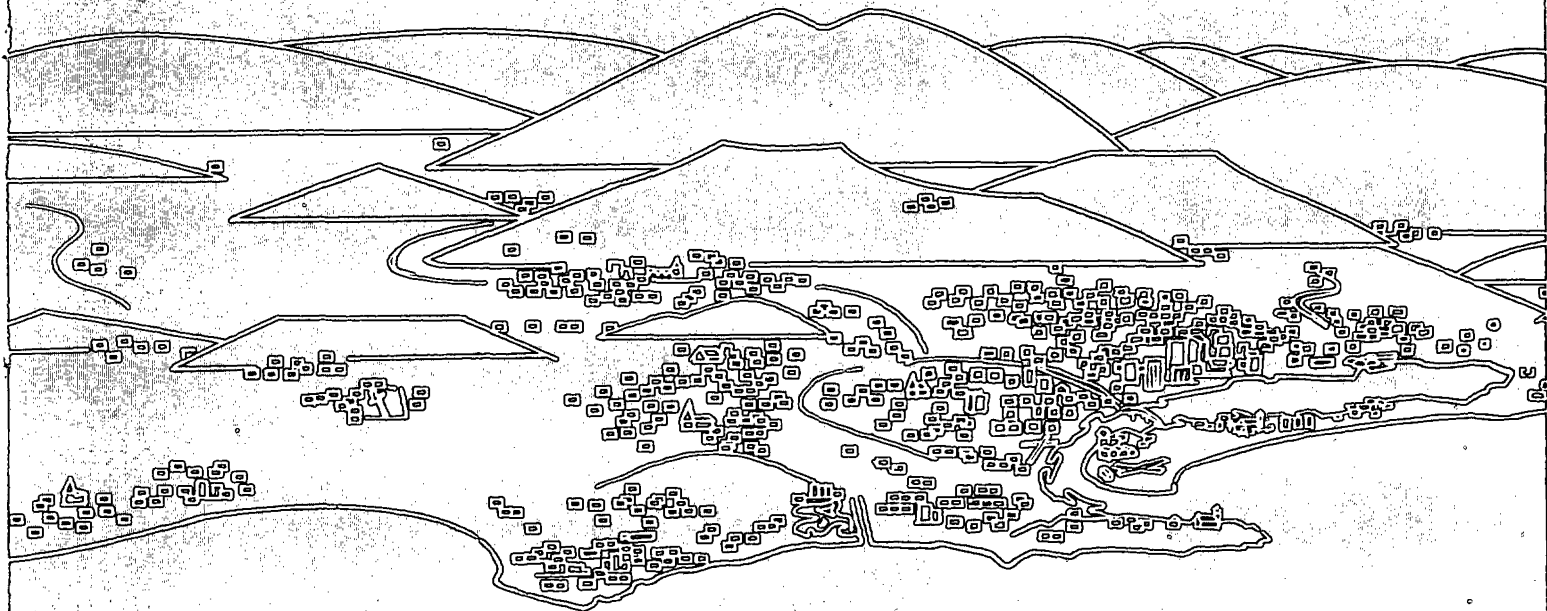


Final Program Budget

FOR SUPPORT AND OVERHEAD SERVICES
VOLUME II

County of San Diego 1978-1979

Governmental Reference Library
Room 602 County Administration Center
1600 Pacific Highway
San Diego, CA. 92101



500 497 641

FOR USE IN LIBRARY ONLY
DO NOT CIRCULATE

COUNTY OF SAN DIEGO



FISCAL YEAR 1978-79 FINAL PROGRAM BUDGET

FOR SUPPORT & OVERHEAD SERVICES VOLUME II

BOARD OF SUPERVISORS

Lucille V. Moore, Chairwoman
Tom Hamilton, Vice Chairman

Supervisor Tom Hamilton	First District
Supervisor Lucille V. Moore	Second District
Supervisor Roger Hedgecock	Third District
Supervisor Jim Bates	Fourth District
Supervisor Lee Taylor	Fifth District

DATE DUE

.FEB 6	1984		
10/17/84			
MAY 04	1988		
JAN 24	1992		
GAYLORD			PRINTED IN U.S.A.

VOLUME II

SUPPORT AND OVERHEAD COSTS

ADOPTED BUDGET 1978-79

The program budgets included in this volume for the 1977-78 Budget provide executive and support services to the public service programs budgeted in Volume I.

The entire "direct" costs in this volume, excepting fixed assets, have been allocated to the public service programs in Volume I and appear as indirect costs. The indirect costs allocated to these support units are "memo" only and do not represent an appropriation. They have been included to identify the full costs of support and overhead operations. Therefore, the comparative summaries and schedules are prepared on the basis of direct cost only.

The support and overhead programs included in Volume II have been arrayed by agency and department.

SUMMARY OF SUPPORT AND OVERHEAD COSTS BY AGENCY

Organization Unit	DIRECT COSTS		
	<u>1977-78</u>	<u>1978-79</u>	<u>Inc/Dec</u>
Human Resources	\$ 2,547,504	\$ 2,131,984	\$ (-415,520)
Health Care	5,857,513	5,520,819	(-336,694)
Fiscal and Justice	8,237,100	8,572,504	335,404
Community Services	34,064,366	34,080,795	16,429
General Administration	<u>18,003,164</u>	<u>18,631,828</u>	<u>628,664</u>
Total Direct Cost	\$68,709,647	\$68,937,930	\$ 228,283

The direct cost of executive, legislative and central County administrative services such as the Board of Supervisors, Chief Administrative Officer, Office of Management and Budget, etc. have been allocated to public service programs on a fixed formula basis related to the size of the public service program. Other support service departments and their programs have been allocated on a specific use basis. Examples are space costs, vehicle usage, communications, EDP services, etc.

The summary sheets for each agency are green and are followed by the program budgets associated with that agency.

SUPPORT & OVERHEAD COSTS

HUMAN RESOURCES AGENCY

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
Agency Administration	\$ 362,607	\$ 355,386	\$ 345,902	\$ 233,892	\$(-112,010)	(-32%)
Welfare						
Department Overhead	852,983	859,792	863,653	819,160	(- 44,493)	(- 5%)
Probation						
Department Overhead	1,100,722	1,211,907	957,635	667,083	(-290,552)	(-30%)
Human Services						
Department Overhead	<u>604,640</u>	<u>488,339</u>	<u>380,314</u>	<u>411,849</u>	<u>31,535</u>	<u>8%</u>
Total Cost	\$ 2,920,952	\$2,915,424	\$2,547,504	\$2,131,984	\$(-415,520)	(-16%)
Revenue	1,787,361	1,159,463	985,300	1,040,741	55,441	6%
Net Cost	1,133,591	1,755,961	1,562,204	1,091,243	(-470,961)	(-30%)

PROGRAM: Agency Overhead Costs # 91101 Manager: Ruben E. Dominguez
Department: Human Resources Agency # 3000 Ref: Pr. Yr. Bud. Vol-Pg. 11-91
Function: Overhead # 91000 Service: Agency Overhead # 91100
Authority: Administrative Code, Article III f.
 County Charter and Administrative Code recognizes the need for the Assistant CAO, Human Resources, to exercise general supervision over the Department of Public Welfare, the Probation Department, the Department of Human Services and coordinate all functions of these departments and offices.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 326,482	326,731	326,597	215,767	(33%)
Services & Supplies	\$ 36,125	28,655	19,305	11,400	(40%)
CETA Special Project	\$			6,725	-
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 362,607	355,386	345,902	233,892	(32%)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 125,045	97,786	118,166	116,253	(2%)
Total Costs	\$ 487,652	453,172	464,068	350,145	(25%)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 81,755	90,860	70,000	10,723	(85%)
CETA Special Project				6,725	-
Total Funding	\$ 81,755	90,860	70,000	17,448	(75%)
NET COUNTY COSTS	\$ 405,897	362,312	394,068		
CAPITAL PROGRAM					
Capital Outlay	\$ -	-	-	-	
Fixed Assets	\$ -	3,394	950	1,044	9%
Revenue	\$ -	-	-	-	
Net Cost	\$ -	3,394	950	1,044	
STAFF YEARS					
Direct Program	6.75	8.63	9.63	6.26	
CETA	9.00	10.00	8.00	1.50	
Dept. Overhead					

PROGRAM STATEMENT

NEED:

To respond to the needs of the citizens of San Diego County by providing quality human services in the areas of individual and family services, public protection and income maintenance, in a manner which ensures their integration with related services provided by public and private agencies; which contributes to the development of a common data base for integrated planning; which is innovative in approach and cost-effective in application; and which maximizes use of available resources.

DESCRIPTION:

The Human Resources Agency is an administrative unit which includes the Department of Human Services, Department of Public Welfare and Probation Department. Under the direction of the Assistant Chief Administrative Officer, Human Resources, the Agency seeks to provide effective managerial guidance to, and coordinate the programmatic activities of, its component departments, and to plan effectively to meet immediate and long range needs. Agency overhead functions include policy management, and planning and evaluation.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> Total Agency Budgeted Staff-Years Annual Appropriation Administered			4173.13 228,043,266	4059.31 225,284,105	3888.26 222,602,268
<u>WORKLOAD</u> Estimated Board of Supervisors Referrals Estimated Analyzed Legislative Bills Estimated Docketed Items for Board of Supervisors' Approval Estimated Meetings of Boards, Commissions and Advisory Committees			375 550 270 174	375 550 270 174	300 500 200 180
<u>EFFICIENCY</u> See comments on degree of achievement of 1977-78 Objectives.					
<u>EFFECTIVENESS</u> Inasmuch as the basic mission of HRA is to coordinate departmental functions and programs, there are few measures that would concretely or appropriately assess effectiveness. Possible exception: timely submission of referrals and other requested information.					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Significant progress was made on most, but not all of 1977-78 Objectives. With respect to Objectives 2 and 3 (HRA Reorganization Task Force), an Agency Planning Coordinator (APC) position was established and significant progress has been made in implementing several recommendations from that report. Additionally, the APC has been working with departmental planning staff to establish a common data base. HRA staff was able to negotiate significant increases in State and Federal funds for Title XX services (Objective #4). In regard to evaluation of social service, institutional foster home placements (Objective #6), three studies were completed during the fiscal year and carry recommendations for the next fiscal year (see FY 79 Objective #4). Finally, with respect to Objective #8, a major study was completed during FY 78 for juvenile services, the recommendations from which are currently being implemented.

The only FY 78 Objective for which little progress was made was Objective #7. However, a report on Employment Services Consolidation, to be presented to the Board by HRA, may provide some impetus during FY 79 for ensuring training and employment opportunities for residents of honor camps.

1978-79 PROPOSED OBJECTIVES:

1. To enhance Agency management by developing policy priorities for the most cost effective allocation of scarce resources.
2. To develop further the Agency Planning Coordinator function in order to provide analysis of departmental functions and possible proposals for further HRA reorganization, and to put forth a minimum of six (6) policy position papers on issues of special interest to HRA by June 1, 1979.
3. To develop and implement a uniform data base that will meet State and Federal reporting requirements as well as for use in policy development and departmental planning, by January 1, 1979.
4. To implement the recommendations of two major evaluation studies in the areas of social services and institutional and foster home placements, by June 30, 1979.
5. To develop and implement a comprehensive, county-wide information and referral system for human services, by October 1, 1978.

DISCUSSION:

During the budget review process 9.87 staff years and \$191,265 were cut from Agency Administration. This significant reduction will result in:

1. Reduced fiscal management and liaison with other agencies, jurisdictions and the community;
2. Elimination of the departmental liaison function, with reduced coordination and information flow between the Agency and its Departments;
3. The elimination of all special projects, such as the Redlining/Neighborhood Reinvestment Program;
4. A diminished capacity to provide staffing for the Agency Advisory Board and other special committees and boards.

STAFFING SCHEDULE

PROGRAM: Agency Overhead Cost		DEPT.: Human Resources Agency			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
64.84	Assistant CAO, Human Resources	1.00	1.00	\$ 50,520	\$ 54,093
60.94	Deputy Administrator, Human Resources	1.00	.42	40,528	26,067
50.90	Administrative Asst III	1.00	-0-	25,116	-0-
54.36	Executive Assistant	2.00	1.42	61,884	52,047
49.42	Administrative Asst I/II or Trainee	1.00	1.00	19,736	25,792
41.70	Administrative Secretary	1.00	1.00	17,017	17,172
39.20	Secretary II	1.00	1.00	15,045	15,214
35.20	Intermediate Stenographer	1.00	.42	11,138	7,722
	CETA	8.00	1.50	70,000	21,386
	CETA Excess	-	-	-	3,299
	Temp. & Seasonal	.63	-0-	4,334	-0-
	HRAAB	-	-	9,624	-0-
	Premium OT	-	-	1,655	-0-
	Adjustments	-	-	-	(7,025)
	1977-78 Estimated Actual Overtime Cost: \$1,800				
Total Direct Program		16.63	7.76	\$ 326,597	\$ 215,767
Department Overhead					
Program Totals					

PROGRAM:	DEPARTMENT OVERHEAD	# 92101	Manager: S. W. Herzik
Department	Welfare	# 3200	Ref: Pr. Yr. Bud. Vol-Pg.
Function	DEPARTMENT OVERHEAD	# 91000	Service: DEPARTMENT OVERHEAD # 92100
Authority:			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 808,713	816,190	823,667	783,880	-5%
Services & Supplies	\$ 44,270	43,602	39,986	35,280	-12%
	\$				
Subtotal-Direct Costs	\$ 852,983	859,792	863,653	819,160	-5%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
	\$				
Total Costs	\$ 852,983	859,792	863,653	819,160	-5%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 639,737	644,840	647,740	696,280	7%
Grants	\$				
CETA	\$				
Interfund Charges	\$				
	\$				
Total Funding	\$ 639,737	644,840	647,740	696,280	7%
NET COUNTY COSTS	\$ 213,246	214,952	215,913	122,880	-43%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	41.00	41.00	41.00	38.00	-10%
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:
 The Department of Public Welfare is mandated through federal, state, and local regulations provide a broad spectrum of services to eligible residents of San Diego County. In order to coordinate these various programs it is necessary that the department provide effective department administration through policy formulation, overall administration, liaison activities with the public as well as other governmental units, and supportive services to the line operating units.

DESCRIPTION:
 Department Overhead includes top management personnel together with supportive services in the areas of budget and management, personnel, fiscal processing and controls, and supply. Also included in this program are division level personnel responsible for coordination of line program operations.

Through this program the department develops and monitors policy, provides administrative direction for the divisions, hires and trains personnel, monitors and keeps records on expenditures, files claims for state and federal revenue, provides supplies to staff, maintains closed case records, and develops plans for future department operations.

Program: DEPARTMENT OVERHEAD

<u>Performance Indicators:</u>	<u>1975-76 Actual</u>	<u>1976-77 Actual</u>	<u>1977-78 Budget</u>	<u>1977-78 Est. Act.</u>	<u>1978-79 Proposed</u>
Administer Federal/State/County Mandated Welfare Programs in San Diego County:					
Total Budget Appropriation (Millions)	\$141.6	\$160.0	\$180.9	\$175.9	\$175.3
Total Revenue (Millions)	105.7	120.6	136.3	138.5	167.5
Total Direct Staff-Years	2769.50	2750.00	2691.00	2604.75	2466.50
Total Overhead Staff-Years	39.00	41.00	41.00	42.00	38.00
Ratio of Total Budget Appropriation to Overhead Appropriation	166:1	186:1	208:1	204:1	214:1

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: Welfare			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
61.84	Director Pub. Welfare	1.00	1.00	\$ 43,729	\$ 47,252
56.20	Asst. Director Public Welf.	2.00	2.00	67,173	72,977
54.36	Executive Assistant	1.00	1.00	30,832	33,756
52.48	Graduate Trng. Supv.	2.00	-	51,637	-
52.34	Welfare Finance Off.	1.00	1.00	28,119	30,465
51.50	Dept. Personnel & Trng. Officer	1.00	1.00	27,036	25,331
51.50	Dept. Training Officer	1.00	1.00	22,670	23,670
51.02	EDP Coordinator	1.00	1.00	26,045	28,544
50.90	Adm. Assistant III	1.00	1.00	26,243	28,583
50.90	Prog. Evaluator III	1.00	1.00	22,451	25,487
50.06	Asst. Welf. Fin. Officer	1.00	1.00	24,930	28,031
49.42	Research Analyst II	1.00	1.00	24,558	24,624
48.52	Senior Accountant	1.00	1.00	23,263	23,617
48.46	Programmer Analyst II	1.00	1.00	23,151	23,306
48.14	Welf. Admin. I	2.00	2.00	42,438	47,608
47.70	Med. Soc. Wrkr II	1.00	1.00	22,422	22,556
47.70	Sr. Soc. Wrkr., MSW	2.00	2.00	40,629	45,067
47.02	Associate Accountant	2.00	2.00	42,510	43,204
45.70	Sr. Soc. Wrkr. Soc. Wrkr., MSW	1.00	1.00	17,254	20,591
45.44	Jr./Sr. Social Worker	1.00	1.00	19,986	20,302
44.46	Prog. Evaluator I	-	2.00	-	33,088
43.58	Principal Clerk	2.00	2.00	35,107	37,100
42.16	Eligibility Supv.	1.00	-	16,009	-
40.66	Accounting Technician	2.00	2.00	32,172	32,608
39.20	Secretary II	3.00	2.00	45,024	30,451
38.66	Eligibility Wkr. II/I	1.00	-	14,663	-
38.66	Storekeeper I	1.00	1.00	14,649	14,857
36.06	Stock Clerk	2.00	2.00	25,836	25,462
35.80	Offset Equip. Oper	2.00	2.00	23,382	24,523
29.70	Jr. Clerk Typist	2.00	2.00	19,265	19,508
	EXTRA HELP				
46.82	Program Assistant	-	-	17,305	-
	ADJUSTMENTS:				
	Department Salary Savings			\$(-46,821)	\$(-48,688)
Total Direct Program		41.00	38.00	\$ 823,667	\$ 783,880
Department Overhead					
Program Totals		41.00	38.00	\$ 823,667	\$ 783,880

PROGRAM: DEPARTMENT OVERHEAD COSTS # 92101 Manager: Mike Garvey
 Department Probation # 3600 Ref: Pr. Yr. Bud. Vol-Pg. 11-95
 Function: Department Overhead # 92100 Service: Department Overhead # 92100
 Authority: County Charter, Art. IV, Sec. 14 & Art. XII, Sec. 57. Admin. Code Art. XIX, Sec. 350, and Art. XXA, Sec. 336. County Charter and Administrative Code recognizes the need for department heads, management and support staff including personnel & payroll, training, budget & fiscal, and general administration.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-78 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,005,425	1,135,628	894,933	622,983	-30
Services & Supplies	\$ 95,297	76,279	62,702	44,100	-30
Inter-fund Charges	\$				
Subtotal--Direct Costs	\$ 1,100,722	1,211,907	957,635	667,083	-30
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 1,100,722	1,211,907	957,635	667,083	-30
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$ 203,480	404,591	246,504	247,055	
CETA	\$ 19,172	19,172	21,056	23,096	
Total Funding	\$ 222,652	423,763	267,560	270,151	1
NET COUNTY COSTS	\$ 878,070	788,144	690,075	396,932	-42
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 14,432	13,196	3,040	1,350	-56
Revenue	\$	980		1,000	
Net Cost	\$ 14,432	12,216	3,040	350	-88
STAFF YEARS					
Direct Program	61.20	66.00	50.50	37.75	-25
CETA	1.00	1.00	2.00	2.00	0
Dept. Overhead					

PROGRAM STATEMENT

NEED:

To provide centralized basic administrative services for the department, to provide support services to the programs and activities, and to serve as the primary liaison office with other governmental agencies.

The basic mission of the San Diego County Probation Department is to protect the community by stabilizing the behavior of both the adult and juvenile offender, to provide services to the courts, as both mandated by law and as requested, and to prevent further penetration of pre-delinquent youth into the juvenile justice system. The department's mission is carried out through the operation of eight major programs described in the program budget.

DESCRIPTION:

This program provides administrative and support services to the department's 1,200 employees working in nine programs situated in more than 30 facilities and offices. These services consist of personnel and payroll, budgeting, fiscal control, statistics and records maintenance, planning, program and operations evaluation, staff development and training, community relations, and centralized general administration which includes facilities maintenance and liaison, telephone service, travel requests, requisitions, work orders, car pool operations, office management, administrative manual preparation and maintenance, Board Letters, and general communications. This centralized administration, while not always immediately responsive to the branch sites, considerably reduces the amount of overhead staff support required for decentralized administrative control. The total permanent staff of 28.5 staff-years (9.0 staff-years are associated with a grant that expires June 30, 1979) and related costs represents 2.5% of the Probation Department's total budget.

PROGRAM: DEPARTMENT OVERHEAD COSTS

<u>OUTPUTS:</u>	<u>1975-76 ACTUAL</u>	<u>1976-77 ACTUAL</u>	<u>1977-78 BUDGETED</u>	<u>1977-78 ACTUAL</u>	<u>1978-79 ADOPTED</u>
Evaluations Completed	2	7	6	6	5
Training Hours Provided	N/A	16,000	16,000	16,000	16,000
% of Underutilized Minority New Hires	N/A	N/A	52	52	60
% of Promotions Filled by Underutilized Minority	N/A	N/A	57	57	60
% of Appeals Above Department Level	N/A	N/A	42	42	25

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All objectives have been accomplished except the objective (#3) to begin and complete automation of the juvenile index. The start of that project has been delayed until April or May 1978 because other data systems work of higher priority had to be attended to.

1978-79 PROPOSED OBJECTIVES:

1. To complete at least five evaluation or work standard reports during FY 1978-79.
2. To provide 16,000 Training hours to staff of institutions and field services personnel.
3. To establish employment and promotional practices to ensure equal probability for selection and promotion of under-utilized minority groups (by class, new hires required from 30 to 60%, in accordance with consent decree).
4. To strengthen the ability of departmental management to resolve personnel problems and reduce to 25% the number of appeals referred above the departmental level.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD COSTS		DEPT.: Probation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
60.60	Probation Officer	1	1	\$ 41,591	\$ 41,463
54.36	Executive Assistant	1	1	30,804	30,961
50.50	Departmental Personnel Officer	1	1	27,635	25,550
50.24	Supervising Probation Officer	2	2	50,348	50,648
48.42	Administrative Assistant II	6	3.25	145,970	75,476
48.42	Research Analyst II	1	1	24,524	23,238
48.24	Senior Probation Officer	1	1	22,997	23,115
46.24	Deputy Probation Officer II/I	3	0	62,925	0
42.58	Principal Clerk	1	1	18,128	17,311
38.20	Secretary II	1	1	14,770	14,365
37.66	Storekeeper I	2	1	29,218	12,942
36.50	Senior Clerk Typist	5	5	69,260	65,695
34.20	Intermediate Stenographer	1	1	12,473	11,945
34.00	Intermediate Account Clerk	0.5	0.5	6,258	5,806
33.00	Intermediate Clerk Typist	11	9	128,528	101,455
33.00	Telephone Operator & Information Clerk	1	0	11,794	0
28.70	Junior Clerk Typist	1	0	9,034	0
	CETA	2	2	21,056	23,096
	Temporary & Seasonal	11	9	153,260	134,961
	Adjustments				
	Premium Overtime			0	1,300
	Salary Savings			-41,753	-36,344
Total Direct Program		52.50	39.75	\$ 894,933	\$ 622,983
Department Overhead					
Program Totals		52.50	39.75	\$ 894,933	\$ 622,983

PROGRAM: DEPARTMENT OVERHEAD # 92101 Manager: ROBERT S. CAULK

Department HUMAN SERVICES # 3800 Ref: Pr. Yr. Bud. Vol-Pg. II pp 97-98

Function DEPARTMENT OVERHEAD # 91000 Service: DEPARTMENT OVERHEAD # 92100

Authority: This Program was developed for the purpose of carrying out County of San Diego Admin. Code Sections 300. - 300.5 which states that the Department of Human Services will provide administrative, comprehensive planning, research, evaluation & resource development services designed to address the needs of the poor, aged, unemployed and disadvantaged residents of San Diego County. (Ord. 4736 N.S. 9/2/76)

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 496,763	405,124	355,223	358,842	1
Services & Supplies	\$ 107,877	83,215	25,091	31,435	29
CETA Spec. Proj.	\$ 0	0	0	21,572	100
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 604,640	488,339	380,314	411,849	8
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 604,640	488,339	380,314	411,849	8
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$			35,290	100
CETA Spec. Proj.	\$ 0	0	0	21,572	100
Total Funding	\$ 0	0	0	56,862	100
NET COUNTY COSTS	\$ 604,640	488,339	380,314	354,987	-7
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$		1,409	0	-100
Revenue	\$				
Net Cost	\$ 0	0	1,409	0	-100
STAFF YEARS					
Direct Program	20.10	15.75	20.00	17.50	0
CETA	15.00	12.00	3.00	3.00	0
Dept. Overhead	0	0	0	0	0

PROGRAM STATEMENT

NEED:

To coordinate a broad spectrum of Human Services to the poor, aged, unemployed and disadvantaged residents of San Diego County. These services are identified as priorities by the Board of Supervisors and correspond to requirements of federal legislation. In that regard Department Administration provides for contract administration, planning and evaluation, program and resource development, as well as liaison with other local public jurisdictions and community based organizations involved in the delivery of Human Services.

DESCRIPTION:

Department overhead reflects management and support personnel directing a countywide human services delivery network which addresses the Board of Supervisor's service priorities through contracts. Services are provided through program under the Area Agency on Aging, Community Action Partnership, Employment and Training Services, and the Comprehensive Juvenile Justice Project. The Department overhead develops and directs Department of Human Services policy, has over-all direction for planning and evaluation, resource development, contract administration (250 DHS contracts), grant preparation, major human services plans (CETA allocation plan, CAP plan, AAA plan, and CJJP plan), performs supportive services to DHS Divisions for budget preparation, budget review, personnel, fiscal processing for supplies, and monitors fixed assets control.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Department of Human Services - Annual Appropriation Administered Budgeted staff-years	N/A N/A	\$14,700,000 150.99	\$22,418,000 172.00	\$21,019,997 175.0	\$22,552,127 162.50
WORKLOAD					
BOARD SUPPORT ACTIVITIES - Board of Supervisors referrals - formal/informal) Analysis of Legislative Bills) Docketed items for Board of Supervisors approval)	N/A	190	170	170	170
ADVISORY BOARD SUPPORT Mandated Advisory Boards Staffed	N/A	3	3	4	4
EVALUATION - No. of DHS contractors evaluated for efficiency	N/A	140	210	196	250
EFFICIENCY					
N/A					
PRODUCTIVITY					
N/A					
EFFECTIVENESS					
To direct an effective Human Services network responding to concerns of the aged, poor, unemployed, and disadvantaged residents of San Diego County in accordance with priorities established by the Board of Supervisors.					

UNIT COST DEFINED:

N/A

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The current objectives are progressing on course and we expect them to be achieved during the present fiscal year. Since the stated objectives are primarily programmatic in nature, the end product is measured through our service delivery capacity. It is expected that in the future our service delivery capacity will expand to reach a greater number of San Diego County residents in need as defined by the Board of Supervisors.

1978-79 OBJECTIVES:

- To maintain a systematic approach to the provision of Human Services as defined by Board of Supervisors, by integration of funds (grants management), development of comprehensive planning and evaluation systems, maintenance of model for coordination between and among county agencies, other public agencies, and community based providers of Human Services for purpose of information exchange.
- To establish and maintain, based on Board approved priorities, contracts (250) for specific Human Services in the area of aged, poor, disadvantaged and unemployed; which are administered through four DHS contracting divisions.

DEPARTMENTAL OVERHEAD

DISCUSSION:

Program Overview: The Department overhead reflects management and support personnel directing the Human Services contracting divisions and the planning, evaluation and resource development activities related to provision of Human Services. Although Salaries and Benefits show a small increase for FY 78/79, staffing for Department Overhead has been reduced approximately ten percent (10%) over the prior year level - the resultant dollar amount of the reduced staffing being offset by in-service and management and step increases for top management personnel and promotion and step increases for other staff.

Grants and Contracts: The Department of Human Services will administer the following grants and contracts during fiscal year 1978-79.

Area Agency on Aging
Older Americans Act

Title III	\$1,195,939	California Department of Aging
Title VII	1,555,578	California Department of Aging
Title IV-A	21,000	California Department of Aging
Title IX	121,489	California Department of Aging
City of San Diego (Revenue Sharing)	42,000	
TOTAL	\$2,936,006	

Employment & Training Services:

Department of Labor

Via Regional & Training Consortium -
10/1/77 - 9/30/78.

CETA Title I General Relief/OJT Project Regional Employment & Training Consortium was transferred to Department of Public Welfare during FY 1977-78.

CETA Title II: Public Service Employment Regional Employment & Training Consortium -
amount estimated by fiscal years 10/1/76 - 9/30/78. \$11,687,974

CETA Title VI - Public Service Employment Regional Employment & Training Consortium -
2/1/77 - 9/30/77 \$ 6,170,501

7/1/77 - 9/30/78 \$10,724,119

CETA Title VI - under operating funds 7/1/77 - 6/30/78 \$10,059,000

Community Action Partnership - Community Services Act of 1974 - Anti Poverty Program \$ 2,459,876
Revenue Sharing \$ 7,708,036

Comprehensive Juvenile Justice Project - LEAA \$ 1,284,257

STAFFING SCHEDULE

PROGRAM: Department Overhead		DEPT.: Human Services			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.60	Director of Human Services*	1.00	1.00	\$ 32,424	\$ 39,609
55.60	Asst. Director of Human Services*	1.00	1.00	28,063	34,745
53.20	Chief, Planning - Resource Development*	1.00	1.00	21,548	26,238
50.90	Admin. Assistant III	1.00	1.00	24,631	26,264
49.42	Admin. Assistant II, I, or Trainee	3.00	2.50	58,019	50,455
48.52	Senior Accountant	1.00	1.00	23,364	23,341
44.36	Human Services Contract Spec. I or Admin. Trainee	1.00	.50	13,977	9,404
39.20	Secretary II	1.00	1.00	13,978	15,214
37.70	Senior Stenographer	1.00	1.00	12,417	13,879
37.50	Senior Clerk Typist	1.00	1.00	12,900	14,049
35.20	Intermediate Stenographer	3.00	1.50	33,765	18,641
35.00	Intermediate Account Clerk	2.00	2.00	20,910	24,769
34.00	Intermediate Clerk Typist	1.00	1.00	9,979	10,644
	CETA	3.00	3.00	39,237	45,403
	Temporary & Seasonal	2.00	2.00	10,011	6,187
	*Budgeted rates for FY 1977-78 were understated as these were based on provisional "A" steps for positions that became permanent during mid-fiscal year.				
Total Direct Program		23.00	20.50	\$355,223	\$358,842
Department Overhead					
Program Totals		23.00	20.50	\$355,223	\$358,842

SUPPORT & OVERHEAD COSTS

HEALTH CARE AGENCY

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
AGENCY ADMINISTRATION	\$ 554,860	\$ 429,508	\$ 573,796	\$ 298,300	\$(-275,496)	(-48)
DMI-Admin. & General Services						
Requested Services	595,082	622,400	707,174	704,356	(- 2,818)	-
Department Overhead	238,603	197,402	198,263	190,890	(- 7,373)	(- 4)
DMI-County Mental Health						
Requested Services	151,592	76,938	82,833	85,539	2,706	3
Administration & Support Services	2,336,618	2,316,744	2,921,021	2,882,303	(-38,718)	(- 1)
DMI-Edgemoor						
Requested Services	109,009	314,036	315,462	330,672	15,210	5
PUBLIC HEALTH						
Requested Services	161,544	77,772	162,885	169,452	6,567	4
Department Overhead	388,158	471,220	565,607	541,950	(-23,657)	4
SUBSTANCE ABUSE						
Employee Assistance	25,876	26,058	26,877	28,711	1,834	7
Department Overhead	<u>262,175</u>	<u>302,759</u>	<u>303,595</u>	<u>288,646</u>	<u>(-14,949)</u>	<u>(- 5)</u>
TOTAL COST	\$4,823,517	\$4,834,837	\$5,857,513	\$5,520,819	\$(-336,694)	(- 6)
REVENUE	<u>60,892</u>	<u>69,644</u>	<u>157,110</u>	<u>69,830</u>	<u>(- 87,280)</u>	<u>(-56)</u>
NET COST	\$4,762,625	\$4,765,193	\$5,700,403	\$5,450,989	\$(-249,414)	(- 4)

PROGRAM:	Agency Administration	#	91101	Manager:	Frank Panarisi
Department:	Health Care Agency	#	6150	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II, Page 160
Function:	Health Care	#	91000	Service:	Health # 91000
Authority:	The Administrative Code of the County of San Diego, Article IIIe, Section 82.4 provides for the creation of a Health Care Agency to provide direction to the health related services of the County.				

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 517,034	399,248	475,460	259,005	(46)
Services & Supplies	\$ 37,826	30,260	98,336	39,295	(60)
Inter-fund Charges	\$				
Subtotal--Direct Costs	\$ 554,860	429,508	573,796	298,300	(55)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 51,907	44,657	65,581	64,288	(2)
Total Costs	\$ 606,767	474,165	658,909	362,588	(45)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 57,031	65,435	89,160	23,269	(74)
CETA Special Projects			23,844		(100)
Total Funding	\$ 57,031	65,435	113,004	23,269	(79)
NET COUNTY COSTS	\$ 549,736	408,730	545,905	339,319	(38)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,888	5,609	5,190		(100)
Revenue	\$				
Net Cost	\$ 1,888	5,609	5,190		(100)
STAFF YEARS					
Direct Program	25	17	15	7	(47)
CETA		8	8	2	(75)
Dept. Overhead					

PROGRAM STATEMENT

During the Board of Supervisors' discussions of the Proposed Fiscal Year 1978-79 Budget, certain actions were taken to direct a County-wide reorganization which included the elimination of the Agency concept. Specifically, for the Health Care Agency direction was given to reduce the budget for the Agency and to develop an alternative organizational structure that would allow for the merger of the Health Care and Human Resources Agencies. The total reduction in the Agency budget is 8.0 staff-years and \$275,496 (exclusive of Fixed Assets) of which 1.0 staff-year and \$48,195 are related to SB 154 reductions.

STAFFING SCHEDULE

PROGRAM: Agency Administration		DEPT.: Health Care Agency			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
67.96	ACAO-Health Care	1.0		\$ 49,190	\$
64.34	Deputy Administrator	1.0	1.0	36,399	45,650
59.80	Physician III	1.0	1.0	35,767	36,553
54.36	Executive Assistant	1.0		30,134	
57.56	Chief, Health Planning	1.0	1.0	29,855	33,417
53.94	Administrative Assistant III	2.0	1.0	49,793	28,013
51.70	Health Program Analyst III	1.0		23,024	
49.42	Administrative Assistant II	1.0		24,501	
45.86	Senior Citizens Community Consultant II	1.0	1.0	18,688	20,412
41.70	Administrative Secretary	1.0		16,919	
39.20	Secretary II		1.0		12,136
41.00	Supervising Clerk	1.0		15,199	
37.70	Senior Stenographer	1.0		13,002	
37.50	Senior Clerk/Typist		1.0		13,560
35.20	Intermediate Stenographer	1.0		11,074	
34.00	Intermediate Clerk/Typist	1.0		11,115	
	Agency Advisory Board			11,135	11,135
	CETA	8.0	2.0	81,172	20,318
	Adjustments			18,812	17,493
Total Direct Program		23.0	9.0	\$ 475,779	\$ 259,005
Department Overhead					
Program Totals		23.0	9.0	\$ 475,779	\$ 259,005

PROGRAM:	REQUESTED SERVICES	# 85404	Manager: W. W. Stadel, M.D.
Department	DMI Admin & Gen Services	# 6000	Ref: Pr. Yr. Bud. Vol-Pg. Vol.II, p.164
Function	Requested Services	# 85000	Service: DMI Requested Services # 85400
Authority:	County Admin Code, Article XIII, Section 182(d) provides for the administrative supervision and control of all medical and/or nursing services supplied by the department to other County departments.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 556,444	579,351	646,339	643,846	0
Services & Supplies	\$ 38,638	43,049	60,835	60,510	(1)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 595,082	622,400	707,174	704,356	0
Indirect:					
Dept. Overhead	\$ 224,656	184,979	184,209	177,655	(4)
Ext. Support. O'head	\$ 153,040	180,942	189,566	151,899	(20)
Total Costs	\$ 972,778	988,321	1,080,949	1,033,910	(4)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 972,778	988,321	1,080,949	1,033,910	(4)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 859		57,715	44,000	(24)
Revenue	\$				
Net Cost	\$ 859		57,715	44,000	(24)
STAFF YEARS					
Direct Program	41.14	40.48	41.75	42.50	2
CETA					
Dept. Overhead	7.50	7.50	6.50	6.50	0

PROGRAM STATEMENT

NEED: To assure that adequate interdepartmental laundry, nursing and non-acute medical services are available.

DESCRIPTION: DMI Requested Services provides laundry, medical, and nursing services to other County departments.

Laundry Services are provided to Edgemoor Geriatric Hospital, Mental Health Services, and the Probation Department's four protective institutions.

DMI Nursing staff provide the on-location nursing treatment necessary at the four protective institutions: Hillcrest Receiving Home, Honor Camps (seven facilities), Juvenile Hall, and Rancho del Campo (three facilities).

Pediatric services are provided to Hillcrest Receiving Home by contract with University Hospital. Ancillary services (lab tests, radiology, etc.) are provided to the protective institutions as needed.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
Admissions by Protective Institutions					
Hillcrest Receiving Home	2,203	2,221	2,336	2,358	2,360
Honor Camps (total confined)	2,003	2,572	2,300	2,419	2,420
Juvenile Hall	5,979	5,880	5,060	5,691	5,700
Rancho Del Campo & Del Rayo	473	868	907	1,095	1,100
Total Admissions	10,658	11,541	10,603	11,563	11,580
WORKLOAD					
Interdepartmental Services					
Nursing Contacts					
Admissions and readmissions at nursing stations	N/A	N/A	N/A	13,271	13,300
Sick calls by nurses	N/A	N/A	N/A	89,237	89,300
Medications and treatments	N/A	N/A	N/A	213,755	213,800
Emergency calls treated at the facility	N/A	N/A	N/A	2,794	2,800
Total Nursing Contacts	N/A	N/A	N/A	319,057	319,200
Laundry Pounds Processed					
Total Laundry Pounds Processed	2,193,172	2,279,006	2,400,000	2,255,504	2,200,000
EFFICIENCY					
Unit Cost					
Cost per nursing contact	N/A	N/A	N/A	\$ 1.72	\$ 1.83
Cost per laundry pound	\$.1199	\$.1226	\$.1278	\$.1284	\$.1259
Productivity Index					
Nursing contacts/staff years	N/A	N/A	N/A	12,271	11,822
Laundry pounds/staff years	156,655	162,786	171,429	161,107	157,143
EFFECTIVENESS					
Not Applicable	N/A	N/A	N/A	N/A	N/A

UNIT COST DEFINED:

Cost Per
Nursing Contact = $\frac{\text{Total Direct \& Indirect Nursing Costs}}{\text{Total \# of Nursing Contacts}}$

Cost Per
Laundry Pound = $\frac{\text{Total Direct \& Indirect Laundry Costs}}{\text{Total \# of Laundry Pounds Processed}}$

PRODUCTIVITY INDEX DEFINED:

Nursing Contacts
Per Staff Year = $\frac{\text{Total Nursing Contacts}}{\text{Total Nursing Staff Years}}$

Laundry Pounds
Per Staff Year = $\frac{\text{Total Laundry Pounds}}{\text{Total Laundry Staff Years}}$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objective for 1977-78 is being achieved at a high level.

1978-79 OBJECTIVES:

Maintain and provide services at a level commensurate with fiscal restraints and inflation, at the least possible cost.

DISCUSSION:

The passage of Proposition 13 did not result in any significant changes to this program.

STAFFING SCHEDULE

PROGRAM: REQUESTED SERVICES 85404		DEPT.: DMI Admin & General Services 6000			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.80	Physician II, I	.75	.50	27,029	18,624
43.02	Correctional Facility Nurse III	3.00	4.00	56,562	71,568
(2) 42.28	Head Nurse	1.00		15,404	
41.02	Correctional Facility Nurse II, I	18.00	23.00	306,353	397,440
(1) 40.78	Registered Nurse	4.00		65,303	
37.36	Laundry Supervisor	1.00	1.00	14,386	13,884
35.86	Laundry Worker IV	1.00	1.00	13,401	13,620
32.36	Laundry Worker III	5.00	5.00	55,230	55,140
29.36	Sewing Room Operator	1.00	1.00	9,785	9,312
28.86	Laundry Worker II	2.00	2.00	19,161	19,584
27.86	Laundry Worker I	5.00	5.00	46,095	44,880
	Subtotal-Permanent Employees			628,709	644,052
	Premium pay and extra help				
	Premium overtime			6,499	2,537
	Call back overtime			1,963	2,674
	Night shift differential			4,660	4,700
	Extra help			13,161	7,172
	Subtotal			26,283	17,083
	Charge nurse differential				4,925
	Total premium pay and extra help			26,283	22,008
	Salary adjustments			(344)	
	Salary savings			(8,309)	(22,214)
	(1)Reclassified to Correctional Facility Nurse II, I (4 positions), Salary Ordinance No. 4966, effective Sept. 23, 1977				
	(2)Reclassified to Correctional Facility Nurse III (1 position), Salary Ordinance No. 4966, effective Sept. 23, 1977				
	Total Direct Program	41.75	42.50	646,339	643,846
	Department Overhead	6.50	6.50	180,629	176,730
	Program Totals	48.25	49.00	826,968	820,576

ADMINISTRATION & SUPPORT SERVICES		92105	Manager: W. W. Stadel, M.D.
PROGRAM:			
Department	DMI-Admin & Gen Services # 6000	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II, p.174
Function	OVERHEAD # 91000	Service:	Intra-Department Overhead # 92100
Authority:	County Admin Code, Article XIII, Sec 180-205.2 provides for coordination of various activities of the department and within the scope of Board policy, issuance of Administrative regulations designed to accomplish this end.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 230,742	188,576	188,398	183,700	(2)
Services & Supplies	\$ 7,861	8,826	9,865	7,190	(27)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 238,603	197,402	198,263	190,890	(4)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 238,603	197,402	198,263	190,890	(4)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 238,603	197,402	198,263	190,890	(4)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	8.20	7.12	7.00	6.00	(14)
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: To provide administration and fiscal management as indicated under the program description.

DESCRIPTION: DMI Administration and General Services provides administration and fiscal management for Mental Health Services, Edgemoor Geriatric Hospital, and the medical sections of the Probation Department Institutions. In addition, DMI Administration and General Services provides fiscal and contract management for the University Hospital Contract, administers payments to private hospitals, for emergency medical service and for gathering medical evidence on victims of sexual assault. The function of administering payments to private ambulance companies for emergency services in unincorporated areas has been transferred to Department of Public Health effective July 1, 1978.

ADMINISTRATION & SUPPORT PROGRAM 92105

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

For the fiscal year 1977-78, the Department is achieving the objectives set out for the year. Medical services are being provided to those who have met the various eligibility requirements. The internal operations of these administrative and support services monitor the medical care which is given and the cost at which it is provided.

1978-79 PROPOSED OBJECTIVES:

- 1). To maintain medical, administrative, fiscal, eligibility, services and supplies at a level commensurate with fiscal restraints and inflation.
- 2). To see that adequate medical service is provided to those who have been determined to be eligible for such care and that this care is provided in accordance with County and State requirements.

DISCUSSION:

The passage of Proposition 13 did not result in any significant changes to this program.

STAFFING SCHEDULE

PROGRAM: ADMINISTRATION & SUPPORT SERVICES 92105		DEPT.: DMI Admin & General Services 6000			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
66.14	Director of Medical Institutions	1.00	1.00	55,946	59,460
63.66	Asst Director of Medical Institutions	1.00	1.00	52,170	56,628
51.38	DMI Finance Officer	1.00	1.00	26,763	29,904
46.02	Assoc, Asst, Junior Accountant	1.00	.50	17,574	8,772
38.20	Secretary II	1.00	1.00	15,003	15,240
36.50	Senior Account Clerk	1.00	1.00	13,194	13,836
34.20	Intermediate Stenographer	1.00	.50	12,454	6,198
	Salary adjustments			(2,257)	
	Salary savings			(2,449)	(6,338)
Total Direct Program		7.00	6.00	188,398	183,700
Department Overhead					
Program Totals		7.00	6.00	188,398	183,700

PROGRAM:	REQUESTED SERVICES	# 85498	Manager:	W. W. Stadel, M.D.
Department	DMI-County Mental Health	# 6050	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II P.168
Function	Requested Services	# 85000	Service:	DMI Requested Services # 85400
Authority:	This program was developed for the purpose of carrying out the provisions of Article XIII, Section 182, of the County Administrative Code, which states that the Director of Medical Institutions shall be responsible for the administrative supervision and control of Interdepartmental Medical Services, including all medical and/or nursing services supplied by the department to other County departments.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 80,667	5,417			
Services & Supplies	\$ 70,925	71,521	82,526	85,539	4
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 151,592	76,938	82,833	85,539	4
Indirect:					
Dept. Overhead	\$ 147,087	108,089	137,445	107,798	(22)
Ext. Support/O'head	\$ 40,091	8,288	5,484	15,201	177
Total Costs	\$ 338,770	193,315	225,455	208,538	(8)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 338,770	193,315	225,455	208,538	(8)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	1.22	0.05			
CETA					
Dept. Overhead	9.32	1.75	2.40	1.75	(27)

PROGRAM STATEMENT

NEED: Various County departments need the type of medical services that are available at CMH in order to support or supplement their own patient services. These departments have determined that it is more economically feasible to obtain such services from CMH, rather than developing the services for themselves or purchasing them from other private or public agencies.

DESCRIPTION: This program is designed to meet the needs of those County departments requiring the type of medical services which are available through CMH's existing service programs and facilities. The program is comprised entirely of services provided by CMH, including pharmacy services for Edgemoor Geriatric Hospital and County Protectors Institutions, utility services via University Hospital for the DMI Laundry, and utilization review services by CMH physicians for Edgemoor Geriatric Hospital and various other County departments. The total cost of these services (including CMH direct and indirect costs) are reported to the other departments on memorandum billings, permitting these departments to include the cost of such services in their overall cost of operations for cost reimbursement and rate setting purposes.

PROGRAM:	ADMINISTRATION & SUPPORT SERVICES	# 92199	Manager:	W. W. Stadel, M.D.
Department	DMI-County Mental Health	# 6050	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II, P.172
Function	Overhead	# 91000	Service:	Intra-Department Overhead # 92100
Authority:	This program was developed for the purpose of carrying out the provisions of Division 5, Part 2, of the California Welfare and Institutions Code (i.e., "The Short-Doyle Act") which states that the County Board of Supervisors shall establish a community mental health service to cover the entire area of the County in accordance with the County's approved Short-Doyle plan.			

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,060,584	1,991,935	2,504,688	2,482,278	(1)
Services & Supplies	\$ 276,034	324,809	416,333	400,025	(4)
Inter-fund Charges	\$				
Subtotal--Direct Costs	\$ 2,336,618	2,316,744	2,921,021	2,882,303	(1)
Indirect:					
Dept. Overhead	\$				
Ext. Support/Overhead	\$				
Total Costs	\$				
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 2,336,618	2,216,744	2,921,021	2,882,303	(1)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 9,143	35,875	41,153	47,241	15
Revenue	\$ 8,229	32,288	37,038	42,517	15
Net Cost	\$ 914	3,587	4,115	4,724	15
STAFF YEARS					
Direct Program	148.12	141.06	171.00	164.09	(4)
CETA				1.00	
Dept. Overhead					

PROGRAM STATEMENT

NEED: In order to accomplish the overall goals and objectives of the Department, indirect services are needed to manage and support the Department's direct service activities. Without these services, the direct mental health service programs could not perform their function properly and the Department would not be able to meet the mental health needs of the community.

DESCRIPTION: The Administrative-Support Program is designed to provide management and support services to all programs and organizational units within the Department. The program is comprised of indirect support activities performed by CMH, including General Administrative Services, Regional Administrative Services, Mental Health Advisory Board, Fiscal Services, Personnel, Medical Records, Pharmacy, Housekeeping, Admitting, Evaluation and Research, Contract Monitoring, Outpatient Appointments, Patient Eligibility, Occupational Therapy, Recreational Therapy, and other related support activities. The cost of this program is apportioned or allocated to the direct mental health service programs and requested services in accordance with the California State Department of Health's "Community Services Systems Manual", the "California Health Facilities Accounting Manual", and generally accepted cost accounting principles. A "step-down" cost allocation method is used by the Department to distribute administrative-support cost (i.e., department overhead) on the basis of statistical data that measure the amount of service rendered by each administrative-support activity to other direct service activities of the Department. The purpose of this cost finding procedure is to determine the total or full cost of operating the direct mental health service programs of the Department, to establish standard rates of charge for billing patients and other third party payors for services rendered, and to provide financial information to State and Federal agencies for cost reimbursement purposes.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Program expenditures:					
County operated	11,914,304	12,512,221	15,723,585	14,794,556	17,173,296
Contracted (gross costs)	3,201,351	3,628,774	5,348,426	4,767,948	7,747,079
Number of department staff-years	500.03	488.06	571.26	527.18	606.51
Number of provider contracts administered					41
Total County Revenue dollars	11,570,602	13,139,548	16,850,00	15,000,000	20,539,414
WORKLOAD					
Number of employees, plus estimated new hires	897	1,220	1,350	1,410	1,500
Monitoring and/or site visits to contractors					164
Claims and receiving requests processed					9,500
Number of medical record charts, plus new charts	28,072	34,529	40,000	40,874	47,274
Number of patient financial contracts processed	13,889	13,423	13,500	12,900	13,000
Number of pharmacy prescriptions and issues	94,700	95,161	95,000	95,000	98,000
Square footage maintained by housekeeping staff	42,304	43,304	64,260	64,260	64,260
EFFICIENCY					
Percentage of revenue to expenditures, including indirect costs	84.34%	89.91%	86.64%	83.61%	88.48%
PRODUCTIVITY INDEX:					
Ratio of general administrative staff to combined program expense dollars	1:102,050	1:114,426	1:122,869	1:124,348	1:150,950
EFFECTIVENESS					
Not applicable					

UNIT COST DEFINED:
Not applicable

PRODUCTIVITY INDEX DEFINED:
Program expense dollars (County operated, plus gross contracts costs) - administration and support services staff years.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Not applicable

1978-79 OBJECTIVES:

To provide necessary administrative and support services for direct programs as required by mandate and program expansion.

DISCUSSION:

The passage of Proposition 13 did not result in any significant changes to this program.

STAFFING SCHEDULE

PROGRAM: ADMINISTRATION & SUPPORT SERVICES 92190		DEPT.: COUNTY MENTAL HEALTH SERVICES 6050			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	<u>General Administration & Other</u>				
55.06	Chief, Clinical Psychologist	1.00	1.00	32,064	35,460
50.50	Chief, Administrative Services	1.00	1.00	26,352	28,980
49.04	Chief, Psych Social Worker	.50	.50	12,120	13,494
48.42	Administrative Asst II, I, Tr	2.50	2.00	60,870	48,456
47.60	MH Consultant II, I, Tr	1.00	1.00	20,640	20,676
45.54	Supervising Occupational Therapist	1.00	1.00	21,240	21,564
42.82	MH Specialist II, I	1.00	1.00	16,620	16,044
42.20	Occupational Therapist II, I	2.00	2.00	35,208	33,936
39.66	Accounting Technician	1.00	1.00	15,972	15,384
36.70	Senior Steno		1.00		13,752
34.20	Intermediate Stenographer	4.00	5.00	67,848	49,584
33.40	Mail Clerk Driver	1.00	1.00	11,988	11,592
33.00	Intermediate Clerk Typist	3.00	3.50	34,956	40,656
32.12	Occupational Therapy Assistant	1.00	1.00	11,280	10,824
28.70	Junior Clerk Typist	1.00	1.00	9,048	9,360
	Sub-Total	<u>22.00</u>	<u>22.00</u>	<u>376,206</u>	<u>369,762</u>
	<u>Program Administration</u>				
65.74	Chief, Children's Services	1.00	1.00	56,136	60,588
65.74	Chief, Regional Adult Services	1.00	.67	53,556	30,928
65.70	Chief, Central Adult Services	1.00	1.00	52,896	57,768
50.72	Regional Manager-CMH	4.00	4.00	104,400	110,976
48.42	Administrative Asst II, I, Tr	2.00	2.00	48,696	48,456
41.08	Recreational Therapy Supervisor	1.00	1.00	15,300	15,924
37.92	Recreational Therapy Spec	2.00	2.00	29,784	27,864
36.70	Senior Stenographer	4.00	4.00	52,944	55,008
36.50	Senior Clerk Typist	2.00	3.00	25,896	41,508
33.00	Intermediate Clerk Typist	15.00	15.00	174,780	174,240
29.02	Recreational Therapy Aid	1.00	1.00	8,532	8,616
28.70	Junior Clerk Typist	2.00	1.00	18,096	9,360
	Sub-total	<u>36.00</u>	<u>35.83</u>	<u>641,016</u>	<u>641,236</u>
	<u>Personnel, Payroll Svcs & Staff Development</u>				
50.50	Departmental Personnel Officer	1.00	1.00	27,096	27,084
48.42	Administrative Asst II, I, Tr		1.00		24,228
47.60	MH Consultant II, I, Tr	1.00		20,640	
40.00	Supervising Clerk	1.00	1.00	16,440	16,596
37.86	Audio Visual Technician	1.00	1.00	12,852	13,644
36.50	Senior Clerk Typist	1.00	2.00	12,948	27,672
34.00	Intermediate Account Clerk	2.00	2.00	24,096	24,072
33.00	Intermediate Clerk Typist	3.00	2.00	34,956	23,232
	Sub-total	<u>10.00</u>	<u>11.00</u>	<u>149,028</u>	<u>156,528</u>
	<u>Fiscal Services</u>				
50.00	Fiscal Analyst	1.00	1.00	26,424	26,424
47.52	Senior Accountant	1.00	1.00	23,244	23,208
40.52	Associate, Assistant, Jr. Accountant	4.58	4.25	83,215	74,562
39.66	Accounting Technician	.92	.92	14,641	14,102
36.50	Senior Account Clerk	1.00	1.00	13,848	13,836
36.50	Senior Clerk Typist	1.00	1.00	12,948	13,836
34.00	Intermediate Account Clerk	1.00	1.00	12,048	12,036
33.00	Intermediate Clerk Typist	1.00	1.00	11,652	11,616
	Sub-total	<u>11.50</u>	<u>11.50</u>	<u>198,020</u>	<u>189,620</u>
	<u>Evaluation & Research</u>				
50.50	Research Analyst III	1.00	.67	25,800	19,216
48.42	Administrative Asst II, I, Tr	1.00	1.00	24,348	24,228
48.42	Research Analyst II, I	2.00	2.00	49,128	49,224
36.50	Senior Clerk Typist	2.00	1.00	25,896	13,836
33.00	Intermediate Clerk Typist		1.00		11,616
	Sub-total	<u>6.00</u>	<u>6.00</u>	<u>125,172</u>	<u>118,120</u>
	Total Direct Program				
	Department Overhead				
	Program Totals				

STAFFING SCHEDULE

PROGRAM: ADMINISTRATION & SUPPORT SERVICES 92190		DEPT.: COUNTY MENTAL HEALTH SERVICES 6050			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	Clerical Services				
42.58	Principal Clerk	1.00	1.00	18,540	18,324
40.00	Supervising Clerk	1.00	1.00	16,440	16,596
36.50	Senior Clerk Typist	3.00	3.00	38,844	41,508
34.20	Intermediate Stenographer	2.00	2.00	24,672	24,792
33.00	Intermediate Clerk Typist	25.00	20.83	291,300	242,000
28.70	Junior Clerk Typist	3.00	2.00	27,144	18,720
	Sub-total	<u>35.00</u>	<u>32.50</u>	<u>416,940</u>	<u>361,940</u>
	Eligibility Interviewing Services				
42.58	Principal Clerk		1.00(a)		18,324
40.00	Supervising Clerk	1.00		16,440	
37.66	Eligibility Worker II, I	11.25	10.75	140,265	146,802
33.00	Intermediate Clerk Typist	2.00	2.00	23,304	23,232
28.70	Junior Clerk Typist	2.00	1.25	18,096	11,700
	Sub-total	<u>16.25</u>	<u>16.25</u>	<u>198,105</u>	<u>200,058</u>
	Medical Records				
42.60	Medical Records Librarian	1.00	1.00	17,676	18,288
36.10	Medical Records Technician	1.25	1.25	16,080	15,630
33.00	Intermediate Clerk Typist	4.00	4.00	46,608	46,464
33.00	Medical Typist	2.00	1.50	22,440	17,424
28.70	Junior Clerk Typist	4.00	6.00	36,192	56,160
	Sub-total	<u>12.25</u>	<u>15.00</u>	<u>138,996</u>	<u>153,966</u>
	Pharmacy				
52.02	Chief Pharmacist	1.00	1.00	27,816	30,456
51.04	Pharmacist	2.50	2.00	63,720	52,512
40.92	Pharmacy Technician	1.00	1.00	16,296	16,356
37.12	Pharmacist Assistant	3.50	3.00	46,410	38,844
	Sub-total	<u>8.00</u>	<u>7.00</u>	<u>154,242</u>	<u>138,168</u>
	Housekeeping				
34.90	Custodian III	2.00	2.00	24,408	25,248
32.90	Custodian II	12.00	12.00	132,768	141,984
	Sub-total	<u>14.00</u>	<u>14.00</u>	<u>157,176</u>	<u>167,232</u>
	CETA		1.00		10,860
	Adjustments:				
	Premium overtime			10,000	23,000
	Other extraordinary pay (Charge Nurse & Bilingual)			14,500	29,393
	Night shift differential			9,500	9,500
	Extra help			6,000	6,000
	Salary savings			(90,213)	(93,105)
	Memo:				
	1977-78 est. actual premium pay & other Premium overtime				20,700
	Other extraordinary pay (Charge nurse & bilingual)				26,454
	Night shift differential				8,550
	(a)Reclassified from Supervising Clerk- Amendment #4966				
Total Direct Program		171.00	165.09	2,504,688	2,482,278
Department Overhead					
Program Totals		171.00	165.09	2,504,688	2,482,278

PROGRAM: Requested Services # 85458 Manager: W. W. Stadel, M.D.

Department DMI-Edgemoor # 6004 Ref: Pr. Yr. Bud. Vol-Pg. II, Page 166

Function Requested Services # 85000 Service: DMI-Requested Services # 85400

Authority: This program was developed under B/S Order No. 60 (11-25-75) which approved combined, centralized DMI Storeroom and maintenance functions at Edgemoor to achieve savings through coordination and elimination of duplicated efforts.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 82,410	238,509	238,312	246,442	3
Services & Supplies	\$ 26,599	75,427	77,150	84,230	9
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 109,009	314,036	315,462	330,672	5
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 5,649	16,166	19,102	16,713	(13)
Total Costs	\$ 114,658	330,202	334,564	347,385	4
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 114,658	330,202	334,564	347,385	4
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	6.74	14.72	15.00	15.00	-
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

The establishment of various geographical locations housing County Mental Health activities and the lack of available space have created the need to provide storeroom, maintenance and laundry transportation services from Edgemoor to achieve better coordination and efficiency. There is also a need to distribute medical supplies to DMI personnel assigned to the Probation protective institutions.

DESCRIPTION:

Requested Services are allocated through an internal cost accounting system to receiving department activities. Fiscal Year 1978-79 services to be provided by Edgemoor are:

1. All maintenance, unless otherwise provided through lease arrangements, of buildings and grounds occupied by the various divisions of the Department of Medical Institutions.
2. Issuance of supplies from a combined storeroom to all DMI activities.
3. Laundry transportation service to County Mental Health, Juvenile Hall and Hillcrest Receiving Home.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
<u>WORKLOAD</u>					
<u>EFFICIENCY</u>					
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED: Costs associated with these services are deducted from Edgemoor's primary program of patient care and community services. These costs will become a part of other programs and be billed through their respective reimbursement mechanisms.

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The organizational plan as established has enabled DMI to provide for its supply and repair needs without capital expansion or leasing. Centralization of these services has also enhanced department control of doubtful expenditures.

1978-79 OBJECTIVES:

1. To provide support services as needed within budgetary limitations.
2. To maximize discounts through judicious quantity purchasing and storage procedures.

Note: The diversification of services precludes the use of meaningful statistical output measurements.

STAFFING SCHEDULE

PROGRAM: Requested Services		DEPT.: DMI - Edgemoor			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
48.04	Hospital Plant & Maintenance Supervisor	.7	.7	13,962	17,254
47.54	Building Maintenance Supervisor II	.2	.2	4,447	4,723
46.48	Plumber	.2	.2	4,429	4,498
46.10	Painter Supervisor	.5	.5	10,903	11,052
46.10	Electrician	.3	.3	6,395	6,631
44.00	Painter	1.8	1.8	34,663	35,813
43.50	Carpenter	1.1	1.1	21,027	21,569
43.50	Building Maintenance Engineer	1.1	1.1	20,858	21,252
42.00	Building Maint. Engineer Assistant II/I	.1	.1	1,597	1,766
40.60	Gardener Supervisor I	1	1	16,801	17,052
39.00	Construction and Services Worker II	1	2	15,622	29,112
38.00	Construction and Services Worker I/Public Works Trainee	2.2	1.2	29,759	17,899
37.66	Storekeeper I	.7	.7	10,219	10,382
37.08	Gardener II/I	1	1	12,946	13,908
36.00	Senior Account Clerk	.3	.3	4,163	4,151
35.06	Stock Clerk	1.5	1.5	18,558	19,354
34.00	Intermediate Account Clerk	.3	.3	3,709	3,610
29.88	Parking Lot Attendant	1	1	10,218	10,332
	Overtime			8,910	8,910
	Night Differential			2,142	2,069
	Temporary Extra Help			2,593	2,593
	Salary Savings			(15,609)	(17,488)
Total Direct Program		15.00	15.00	238,312	246,442
Department Overhead					
Program Totals		15.00	15.00	238,312	246,442

PROGRAM: REQUESTED SERVICES	# 81211	Manager: John Melbourn
Department Public Health	# 6350	Ref: Pr. Yr. Bud. Vol-Pg. II-162
Function Health Care	# 81000	Service: Health # 81200

Authority: This program was designed to implement the mandated provision of Title 7 and 8 of the California Administrative Code, and the California Occupational Safety and Health Act to reduce the risk of environmental health hazards and to determine the physical qualification of employees to perform assigned work.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 156,158	73,973	147,897	155,639	5
Services & Supplies	\$ 5,386	3,799	14,988	13,813	(8)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 161,544	77,772	162,885	169,452	4
Indirect:					
Dept. Overhead	\$ 10,480	12,299	11,448	10,839	(5)
Ext. Support/O'head	\$ 31,565	36,984	33,636	34,081	1
Total Costs	\$ 203,589	127,055	207,969	214,372	3
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 3,701	3,996	3,990	3,996	
Grants	\$				
CETA	\$				
Total Funding	\$ 3,701	3,996	3,990	3,996	
NET COUNTY COSTS	\$ 199,888	123,059	203,979	210,376	3
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 14,372	5,182	2,791	225	(92)
Revenue	\$				
Net Cost	\$ 14,372	5,182	2,791	225	(92)
STAFF YEARS					
Direct Program	6.57	7.49	7.49	7.49	
CETA					
Dept. Overhead	.59	.66	.58	.58	

NEED:**PROGRAM STATEMENT**

The County has approximately 11,500 employees. In order to decrease the loss of employee productivity and cost of disability to the County and to protect the occupational health of the employee, it is necessary to reduce the risk of environmental health hazards and to determine that a given employee is physically qualified to perform the assigned work. The individual and work environment must be evaluated to determine (1) the physical eligibility of applicants for County employment; (2) the continuing physical fitness of County employees in selected positions; (3) that certain hazardous environments do not result in health problems for County employees; (4) the work relatedness and extent of disability in County employees seeking disability retirement; and (5) that healthful working conditions are maintained for all County employees.

DESCRIPTION:

The program involves three types of activities; (1) pre-employment, periodic and special employee examinations which include a medical history, physical examination and selected screening and laboratory tests; (2) routine and special request surveys of potentially hazardous work locations, environmental conditions or job-related substances; (3) control of hazardous work conditions by (a) making recommendations for improvements or correction to the responsible Agency and/or (b) stimulating interest in good occupational health through education.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
No. Employees Potentially Exposed to Hazardous Work Conditions	2,500	2,500	2,500	2,500	2,500
No. Potentially Hazardous Places of Employment.	235	235	235	235	235
WORKLOAD					
Pre-employment Medical Exams	1,443	1,365	1,500	1,882	2,000
Employee Exams	383	628	2,600	1,044	1,500
Work Environments Investigated	156	220	200	166	200
Work Environment Problems	450	540	400	385	450
Employee Awareness/Education	200	250	500	328	300
EFFICIENCY					
Physical Exams	N/A	N/A	30.50	29.21	26.19
Work Environments	N/A	N/A	295.22	284.81	259.67
Problem Resolution	N/A	N/A	170.43	126.36	118.08
Awareness/Education	N/A	N/A	37.02	34.71	41.92
EFFECTIVENESS					
No Significant Findings					
Pre-Employment Exams	1,227	1,209	1,280	1,713	1,800
Employee Exams	295	548	2,000	961	2,450
Work Environment Problems Controlled	250	300	600	800	1,000

UNIT COST DEFINED: Physical Exams: Total direct and indirect costs related to physical examinations divided by the total number of pre-employment and employee medical exams.

Work Environments: Total direct and indirect costs related to work environment investigations/problem resolutions divided by the number of work environments investigated and problem resolutions.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objectives are being met.

1978-79 OBJECTIVES:

1. Provide pre-employment examinations to determine medical qualifications for employment.
2. Provide periodic and special examinations to determine medical qualifications for continuing employment for (a) safety officers, (b) employees exposed to hazardous working conditions or substances; and (c) other employees with special needs (such as wearing certain types of protective equipment); and (d) employees working with patients (exam. required by law).
3. To locate, identify and evaluate occupational health hazards through routine programmatic means and through requests on a priority basis.
4. To control or eliminate those existing identified occupational health hazards.
5. To educate employees as to an awareness and protection against occupational health hazards.
6. To institute monitoring and medical surveillance activities.

STAFFING SCHEDULE

PROGRAM: REQUESTED SERVICES		DEPT.: PUBLIC HEALTH			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
63.38	Chief, Medical Services	.08	.08	4,125	4,518
57.60	Physician II	1.00	1.00	36,319	37,188
55.00	Public Health Engineer	.25	.25	7,488	7,956
50.90	Industrial Hygienist Engineer	1.00	1.00	25,911	23,558
49.12	Senior Industrial Hygienist	1.00	1.00	21,352	24,258
47.68	Supervising Public Health Nurse	.08	.08	1,751	1,798
46.70	Health Educator	.08	.08	1,708	1,738
46.60	Industrial Hygienist	1.00	1.00	18,939	21,420
41.28	Registered Nurse	1.00	1.00	16,402	15,946
37.50	Senior Clerk Typist	1.00	1.00	13,631	13,718
34.00	Intermediate Clerk	1.00	1.00	11,226	11,405
	Salary Adjustments			(1,501)	(1,601)
	Salary Savings			(9,454)	(6,263)
Total Direct Program		7.49	7.49	147,897	155,639
Department Overhead		.58	.58	11,448	10,283
Program Totals		8.07	8.07	159,345	165,922

PROGRAM:	DEPARTMENT OVERHEAD SUMMARY	#	92101	Manager:	John S. Celis
Department	Public Health	#	6350	Ref: Pr. Yr. Bud. Vol-Pg.	II-176
Function	Health Care	#	91000	Service:	Health # 92100
Authority: This program was developed to implement Sections 450-547 of the Health and Safety Code regarding the administration and enforcement of all state statutes, orders of the State Health Director, City and County ordinances to protect the health and sanitation in all incorporated and unincorporated areas in the San Diego County.					

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 370,852	430,806	524,767	514,145	(2)
Services & Supplies	\$ 17,306	40,414	40,840	25,472	(38)
Inter-fund Charges	\$			2,333	100
Subtotal-Direct Costs	\$ 388,158	471,220	565,607	541,950	(4)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 388,158	471,220	565,607	541,950	(4)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$		40,000	40,000	
CETA Special Prog.	\$			2,333	100
Total Funding	\$		40,000	42,333	6
NET COUNTY COSTS	\$ 388,158	471,220	525,607	499,617	(5)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 13,893			650	100
Revenue	\$				
Net Cost	\$ 13,893			650	100
STAFF YEARS					
Direct Program					
CETA		4.00	4.00	4.00	-0-
Dept. Overhead	28.69	26.33	26.33	24.33	(8)

PROGRAM STATEMENTNEED:

To provide direction, coordination, budgeting, and management of County-wide Public Health and Sanitation Programs.

DESCRIPTION:

Administers public health and sanitation programs adopted to meet the current and potential needs of the County of San Diego. Establishes immediate and long range goals and objectives of the department based on priorities of need and comprehensive planning. Directs the total resources of staff, supplies and services, equipment and facilities to attain an optimum level of service. Makes evaluations and provides administration support to programs. Directs the preparation and control of the annual fiscal budget. Reviews sources and fee schedules and makes recommendations.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> <p style="text-align: center;">N/A</p>					
<u>WORKLOAD</u> Claims Processed Mail Processed Requisition/Purchase Order Processed Receipt/Issue Transactions Payroll Transactions	N/A N/A N/A N/A N/A	N/A N/A N/A N/A N/A	42,000 5,000 3,000 8,000 13,500	43,728 5,987 3,420 8,402 14,229	45,000 6,500 3,600 8,800 16,000
<u>EFFICIENCY</u> <p style="text-align: center;">N/A</p>					
<u>EFFECTIVENESS</u> <p style="text-align: center;">N/A</p>					

UNIT COST DEFINED:

N/A

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objective being met.

1978-79 OBJECTIVES:

1. To provide required support services to Public Health Department Programs commensurate with current fiscal constraints.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: PUBLIC HEALTH			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
67.32	Director of Public Health	1.00	1.00	56,454	59,826
63.86	Assistant Director of Public Health	1.00	1.00	52,764	56,626
54.36	Executive Assistant	1.00	1.00	30,808	33,756
49.42	Administrative Assistant II/I	2.00	2.00	43,806	45,427
48.70	Public Health Analyst	1.00	1.00	23,438	23,821
47.02	Associate Accountant	1.00	1.00	21,557	21,080
43.58	Principal Clerk	1.00	1.00	18,481	18,762
41.00	Supervising Clerk	1.33	1.33	16,343	21,797
39.20	Secretary II	2.00	2.00	28,606	29,609
38.66	Storekeeper I	1.00	1.00	14,593	14,834
37.50	Senior Account Clerk	1.00	1.00	13,827	14,026
37.50	Senior Clerk Typist	3.00	3.00	40,890	41,154
35.00	Intermediate Account Clerk	2.00	2.00	24,347	24,997
34.00	Intermediate Clerk/Typist	6.00	4.00	67,379	45,656
29.70	Junior Clerk Typist	2.00	2.00	17,873	18,046
	CETA	4.00	4.00	64,302	70,955
	Adjustments			3,078	(4,802)
	Salary Savings			(13,779)	(21,425)
<p>The Board of Supervisors reduced the CAO Proposed Budget by deleting two (2) staff years (\$24,238) in Salaries & Benefits and \$2,000 in Services and Supplies and referred to the CAO for inclusion in the report on reorganization the following recommendations:</p> <p>Explore the use of nurse practitioners in family planning, tuberculosis, venereal disease and well child screening programs; assign doctors to direct service programs rather than administration; retain the doctor assigned to the Ambulatory Care Project and transfer this individual to DHS for the purpose of planning, monitoring and contracting for health services; examine the feasibility of coordinating Public Health Management Information System with the County MIS; centralize control over data processing input; eliminate manual reporting preparation; explore the feasibility of combining Administrative Services with business management services and possibly implementing the DMI business management organization; and examine the elimination of duplicate bookkeeping with the County ARMS system by expanding the use of the ARMS reporting system.</p>					
Total Direct Program		30.33	28.33	524,767	514,145
Department Overhead					
Program Totals		30.33	28.33	524,767	514,145

PROGRAM:	EMPLOYEE ASSISTANCE PROGRAM	# 81210	Manager: Charles Pennell
Department	Substance Abuse	# 6650	Ref: Pr. Yr. Bud. Vol-Pg. II-70
Function	Support Costs	# 81000	Service: Personnel # 81200
Authority: Board of Supervisors Policy C-14 establishes the Employee Assistance Program. San Diego County Admin. Code § 245 authorizes the Department of Substance Abuse to perform these duties as assigned by the Board.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 21,399	21,938	22,677	24,511	8
Services & Supplies	\$ 4,477	4,120	4,200	4,200	--
	\$				
Subtotal—Direct Costs	\$ 25,876	26,058	26,877	28,711	7
Indirect:					
Dept. Overhead	\$ 2,742	10,899	7,590	5,666	(25)
Ext. Support/O'head	\$ 6,402	7,150	5,865	6,983	19
	\$				
Total Costs	\$ 35,020	44,107	40,332	41,360	3
FUNDING					
Charges, Fees, etc.	\$ --	--	--	--	--
Subventions	\$ --	--	--	--	--
Grants	\$ --	--	--	--	--
CETA	\$ 160	213	116	232	100
Interfund Charges	\$ --	--	--	--	--
	\$				
Total Funding	\$ 160	213	116	232	100
NET COUNTY COSTS	\$ 34,860	43,894	40,216	41,128	2
CAPITAL PROGRAM					
Capital Outlay	\$ --	--	--	--	--
Fixed Assets	\$ 305	311	--	--	--
Revenue	\$ --	--	--	--	--
	\$				
Net Cost	\$ 305	311	--	--	--
STAFF YEARS					
Direct Program	1.00	1.00	1.00	1.00	--
CETA			.02	.02	--
Dept. Overhead	.16	.14	.28	.22	(21)

PROGRAM STATEMENT

NEED:

Approximately 8 percent of the County's work force (1,050 employees) is affected by serious substance abuse and/or health-behavior problems. These personal problems have been shown to repeatedly and continually interfere with an employee's ability to perform on the job. Specifically, the "troubled" employee, as compared to the norm, exhibits the following characteristics: (1) absence from the job 3 to 6 times more often; (2) 2.5 times as many absences of 8 days or more; (3) an accident rate 3.5 times as high; (4) receive 3 times the sickness benefits; (5) files 5 times the compensation claims; (6) subject to garnishment proceedings 7 times as often; (7) repeated involvement in grievances; and (8) demonstrated faltering dependability and poor judgment. Losses due to such decreased work performance are estimated by the Government Accounting Office and other groups to be one-quarter or more (equivalent to \$3,900.00 for the average county salary) of the affected employee's annual salary and benefit cost.

DESCRIPTION:

The Employee Assistance Program (EAP) assists all County employees in resolving personal problems which cause decreased work performance. This assistance is provided through troubled employee pre-treatment/motivational interviews, direct linkage to community public and private resources, and follow-up evaluation for up to one year. The program provides supervisors and managers with staff consultation and training services, and orientation for general employee groups.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Estimated number of troubled county employees	n/a	n/a	1,100	1,000	1,050
WORKLOAD					
County supervisors, managers and/or employees receiving EAP consultation, training and orientation	684	1,226	1,980	1,368	1,565
Employee interview by EAP	186	205	200	282	231
Number of follow-up evaluations	647	697	680	681	924
EFFICIENCY					
Unit Costs:					
EAP consultation/referrals	\$ 40	\$ 31	\$ 18	\$ 22	\$ 23
EFFECTIVENESS					
Number of employees referred to EAP, who show improved work performance ratings and/or resolution of personal problems at follow-up.	155	172	120	226	193

UNIT COST DEFINED: The full program cost is divided by the sum of "County supervisors, managers, and/or employees receiving EAP consultation, training, and orientation" and "Employees interviewed by EAP".

PRODUCTIVITY INDEX DEFINED: n/a

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Due to acceptance of EAP by County staff, stated program objectives will be exceeded this year in all categories except training. The higher than expected number of employee interviews and follow-up evaluations limit the time available for training.

1978-79 OBJECTIVES:

1. Through EAP consultation, training and orientation, 22 percent of the troubled employee population in the County work force will be referred to and interviewed by the program.
2. To effect improved employees work performance ratings and/or resolution of personal problems in 70 percent of those employees referred to EAP as measured at 6 month and one year follow-up.

PROGRAM: CRISIS TELEPHONE SERVICES

DISCUSSION:

As a result of Proposition 13 cutbacks, 7.5 staff years were approved, rather than the 8 staff years requested in the 1978-79 Proposed Program Budget.

In addition, during Budget deliberations the Board of Supervisors made the decision to initiate a Countywide reorganization which would eliminate Substance Abuse as a separate department and thereby placing the Crisis Telephone Service under another operating department. The Board also froze one half of the Crisis Telephone Services Budget pending that reorganization.

STAFFING SCHEDULE

PROGRAM: EMPLOYEE ASSISTANCE PROGRAM		DEPT.: SUBSTANCE ABUSE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
48.70	Senior Health Educator	1.00	--	\$ 22,357	--
48.70	Employee Assistance Program Coordinator	--	1.00	--	\$ 24,511
	<u>Adjustments/Savings</u>				
	Adjustments			320	
	(Estimated overtime pay for 1978-79 = 0)				
Total Direct Program		1.00	1.00	22,677	24,511
Department Overhead		.30	.24	7,590	
Program Totals		1.30	1.24	30,267	

PROGRAM:	DEPARTMENT OVERHEAD SUMMARY		#	Manager: Richard W. Jacobsen, Jr.	
Department	Substance Abuse	#	6650	Ref: Pr. Yr. Bud. Vol-Pg.	II-177
Function	Health Care	#	40000	Service:	Substance Abuse # 42100
Authority: S.D. County Admin. Code § 245 establishes the Department and assigns its functions and responsibilities. Cal. Wel. & Inst. Code § 5600 & 19900 et. seq. specify conditions which the Department must meet to receive State funds for substance abuse. Board policies A-64 and B-29 specify policies and procedures for service contracts and revenue recovery which require the Department to maintain contract management and monitoring systems.					

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 212,215	250,062	256,820	254,552	(1)
Services & Supplies	\$ 49,960	52,697	46,775	34,094	(27)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 262,175	302,759	303,595	288,646	(5)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 262,175	302,759	303,595	288,646	(5)
FUNDING					
Charges, Fees, etc.	\$ --	--	--	6,000	100
Subventions	\$ 75,149	105,411	122,772	130,100	6
Grants	\$ 9,450	9,000	11,226	11,900	6
CETA	\$ 16,039	21,316	11,600	11,600	--
Total Funding	\$ 100,638	135,727	145,598	159,600	10
NET COUNTY COSTS	\$ 161,537	167,032	157,997	129,046	(18)
CAPITAL PROGRAM					
Capital Outlay	\$ --	--	--	--	--
Fixed Assets	\$ 8,482	20,451	--	1,146	100
Revenue	\$ --	--	--	--	--
Net Cost	\$ 8,482	20,451	--	1,146	100
STAFF YEARS					
Direct Program	14.50	12.50	14.00	11.00	(21)
CETA	2.00	2.00	1.00	1.00	--
Dept. Overhead	--	--	--	--	--

PROGRAM STATEMENT

NEED:

To provide direction, administrative and fiscal services, and health information in support of the Department's direct service programs, ALCOHOL; DRUG, CRISIS TELEPHONE SERVICE and EMPLOYEE ASSISTANCE. These direct programs have unique management and support service requirements because of multiple funding sources and the number of contract agencies which perform the services.

DESCRIPTION:

The Department's Overhead Program consists of the Director's office, an Administrative Services section and a Fiscal Services section. The Director's office provides: general management; liaison with the Board of Supervisors, Health Systems Agency, Health Care Agency Advisory Board, Mental Health Advisory Board, and the State and Federal substance abuse agencies; health information; affirmative action compliance; contracting-for-service systems management; Board policies A-64 (contracting) and B-29 (revenue management compliance; and program research and reporting. The Administrative Services section is responsible for: employee services; plan and property management; material procurement and inventory; duplicating; mail; loan of films to community; audiovisual support to Substance Abuse direct service elements; development of Department procedures; and preparation, control and accounting for the Departmental budget. The Fiscal Services section instructs contract agencies on internal control and accounting systems; conducts fiscal reviews; prepares indirect cost allocation plan; prepares budgets for grants and subvention; manages revenue recovery from State and Federal sources; and provides fiscal analysis for program evaluations, contract negotiations, and reports to the Board of Supervisors.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Combined program expense dollars (county & contract)*	\$ 5,811,000	\$ 5,692,000	\$ 6,451,000	\$ 6,038,000	\$
Number of provider contracts administered	25	30	37	45	
Total dollars of contracts administered	\$ 3,043,000	\$ 2,906,000	\$ 4,174,000	\$ 3,965,000	
Number of revenue sources	8	9	8	8	
Total county revenue dollars	\$ 2,329,000	\$ 2,807,000	\$ 3,241,000	\$ 3,279,000	
WORKLOAD					
Claims and deposits certified	n/a	1,089	1,150	1,154	1,160
Material orders placed	n/a	357	429	429	430
Maintenance requests placed	n/a	490	350	350	325
Fiscal monitoring visits	6	92	134	134	130
Health information releases issued	n/a	12	20	20	20
Media appearances arranged	n/a	75	85	85	80
Department procedures issued	n/a	42	58	60	60
Substance abuse films loaned to community	n/a	1,203	n/a	1,168	1,800
Legislative bills analyzed	n/a	46	50	50	50
Board and agency referrals	n/a	129	100	100	100
Number of advisory committee meetings staffed	36	42	42	44	46
Board docket items	94	61	90	90	60
EFFICIENCY					
Net County Cost	\$ 3,220,000	\$ 2,376,000	\$ 2,366,000	\$ 2,050,000	
Number of department staff-years	121.50	105.00	98.00	84.25	
Productivity Index					
Ratio of overhead staff to combined program expense dollars	1:352,000	1:393,000	1:430,000	1:415,000	
EFFECTIVENESS					
Percent of new department hires filled by members of consent decree protected groups	n/a	75%	75%	75%	75%

UNIT COST DEFINED: N/A

PRODUCTIVITY INDEX DEFINED: Overhead staff is the number of staff years identified in the program. Combined program expense means the total of County appropriations and contractor earned income for which the Department is accountable to State and Federal funding sources, as analyzed in the following table (*):

Item	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ESTIMATED	1978-79 PROPOSED
County direct & indirect cost	\$5,550,000	\$5,182,000	\$5,607,000	\$5,290,000	\$5,754,000
Contractor earned income	261,000	510,000	844,000	748,000	947,000
Combined Program Expense	<u>\$5,811,000</u>	<u>\$5,692,000</u>	<u>\$6,451,000</u>	<u>\$6,038,000</u>	<u>\$6,701,000</u>

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The Department has exceeded its 1977-78 objective. Net County cost decreased 14%, compared to the budgeted decrease of 12%, while the level of services increased by \$346,000, as measured by total public and private resources expanded.

1978-79 OBJECTIVES:

- To manage 1978-79 delivery of substance abuse program services at a level equal to or greater than budgeted in 1977-78 (measured in total public and private resources) with a 6 percent decrease in net County cost and a reduction of 20 staff years.
- To avoid audit disallowances by County, State or Federal funding agencies.
- To conduct three fiscal reviews per contract agency per fiscal year.
- To meet or exceed County objectives for hiring members of Consent Decree protected groups.
- To research and evaluate three Department activities: narcotic abuse treatment alternatives; alcoholism service follow-up; and convicted drinking driver programs (CDDPs).

PROGRAM: DEPARTMENT OVERHEAD SUMMARY

DISCUSSION:

As a result of Proposition 13 cuts, two positions were deleted from the 1978-79 Proposed Overhead Budget. These are one Audio Visual Technician and one Public Information Specialist. Also, \$6,706 was cut from Services and Supplies.

In addition, during Budget deliberations the Board of Supervisors made the decision to initiate a County-wide reorganization which would eliminate the Department of Substance Abuse as a separate department and relocate it under another existing department within the County. The Board also froze one half of the Department's Overhead budget pending that reorganization.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD SUMMARY		DEPT.: SUBSTANCE ABUSE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.98	Director, Department of Substance Abuse	1.00	1.00	36,758	38,833
56.62	Asst. Director, Dept. of Substance Abuse	1.00	1.00	29,740	34,806
51.00	Fiscal Analyst	1.00	1.00	22,505	25,852
50.90	Administrative Assistant III	1.00	1.00	26,206	28,560
47.02	Associate/Assistant/Junior Accountant	--	1.00	--	21,080
46.04	Public Information Specialist	1.00	--	19,785	--
40.66	Accounting Technician	1.00	1.00	13,628	16,242
39.20	Secretary II	1.00	1.00	15,003	15,237
37.80	Audio Visual Technician	1.00	--	14,102	--
37.70	Senior Stenographer	1.00	--	13,955	--
37.50	Senior Account Clerk	2.00	2.00	27,655	28,075
35.20	Intermediate Stenographer	--	1.00	--	10,723
35.00	Intermediate Account Clerk	1.00	--	12,119	--
34.00	Intermediate Clerk Typist	2.00	1.00	22,193	11,343
	Subtotal	14.00	11.00	253,649	230,751
49.42	Administrative Assistant II/I/Trainee-CETA	1.00	1.00	13,748	19,200
	<u>Adjustments/Savings</u>				
	Adjustments	--	--		4,601
	Savings	--	--	(10,577)	--
	(Estimated overtime pay for 1977-78 = \$150)				
Total Direct Program		15.00	12.00	256,820	254,552
Department Overhead		--	--	--	--
Program Totals		15.00	12.00	256,820	254,552

SUMMARY OF SUPPORT AND OVERHEAD COSTS
FISCAL AND JUSTICE AGENCY

	<u>1975-76</u> <u>Actual</u>	<u>1976-77</u> <u>Actual</u>	<u>1977-78</u> <u>Budgeted</u>	<u>1978-79</u> <u>Adopted</u>	<u>Budgeted</u> <u>Change</u>	<u>%</u> <u>Change</u>
<u>Agency Administration</u>	\$ 362,064	\$ 395,941	\$ 320,779	\$ 143,409	\$ (-177,370)	(-55%)
<u>Assessor</u>						
Department Overhead	301,041	287,515	328,244	347,815	19,571	6%
<u>Tax Collector-Treasurer</u>						
Retirement Administration	141,966	142,395	170,877	161,291	(- 9,856)	(- 6%)
Deferred Compensation	-	-	23,000	14,405	(- 8,595)	(-37%)
Department Overhead	223,480	382,164	235,876	222,142	(- 13,734)	(- 6%)
<u>Purchasing Agent</u>						
Purchasing	567,703	497,204	596,187	558,781	(- 37,436)	(- 7%)
Central Duplicating	11,834	(- 55,837)	(- 47,116)	(- 39,634)	7,482	15%
Department Overhead	76,933	75,317	77,071	107,834	30,763	40%
<u>Recorder</u>						
Department Overhead	83,801	84,129	130,708	98,636	(- 32,072)	(-25%)
<u>Superior Court</u>						
Department Overhead	256,081	269,482	214,658	242,942	28,284	13%
<u>Public Administrator</u>						
Department Overhead	220,048	231,879	242,191	263,702	21,511	9%
<u>El Cajon Municipal Court</u>						
Department Overhead	60,189	107,038	126,845	95,787	31,058	(-24%)
<u>North County Municipal Court</u>						
Department Overhead	188,481	197,070	263,414	84,974	(-178,440)	(-67%)
<u>South Bay Municipal Court</u>						
Department Overhead	86,524	96,033	102,412	72,547	(- 29,865)	(-29%)
<u>San Diego Municipal Court</u>						
Department Overhead	305,348	321,235	343,576	362,284	18,708	5%
<u>Sheriff</u>						
Department Overhead	1,059,028	1,109,889	1,425,983	1,976,992	551,019	38%
<u>Revenue and Recovery</u>						
Collection of Acct. Rec.	1,677,358	1,948,917	2,233,824	2,478,453	244,629	11%
Department Overhead	186,690	251,344	205,118	118,249	(- 86,869)	(- 9%)
<u>Coroner</u>						
Department Overhead	154,013	154,592	154,224	160,930	6,706	4%
<u>County Clerk</u>						
Department Overhead	357,238	368,814	391,135	403,691	12,556	3%
<u>District Attorney</u>						
Department Overhead	628,944	659,896	698,094	697,274	(- 820)	-
TOTAL COSTS	<u>\$6,948,764</u>	<u>\$7,525,017</u>	<u>\$8,237,100</u>	<u>\$ 8,572,504</u>	<u>\$ 397,230</u>	<u>5%</u>
Revenue	<u>303,094</u>	<u>375,673</u>	<u>806,991</u>	<u>1,148,640</u>	<u>341,649</u>	<u>42%</u>
NET COSTS	<u>\$6,645,670</u>	<u>\$7,149,344</u>	<u>\$7,430,109</u>	<u>\$7,423,864</u>	<u>\$ 55,581</u>	<u>-</u>

PROGRAM:	AGENCY OVERHEAD	# 91101	Manager:	J.A. Bruhn, ACAO-Fiscal & Justice
Department	Fiscal & Justice Agency	# 1950	Ref: Pr. Yr. Bud. Vol-Pg.	II-63
Function	Agency Overhead	# 91000	Service:	Agency Overhead # 91100
Authority:	This program exists for the purpose of carrying out Administrative Code Section 82.01 and Section 82.20 which establish the agency concept. This permits the coordination and guidance of the function of those departments which relate to the broad area of fiscal and justice matters of the county.			

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 334,327	230,930	301,057	132,764	(-56)%
Services & Supplies	\$ 27,737	165,011	19,722	10,645	(-46)%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 362,064	395,941	320,779	143,409	(-55)%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 213,552	231,636	152,287	148,284*	(- 3)%
Total Costs	\$ 575,616	627,577	473,066	291,693	(-61)%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$	40,752			
CETA	\$		11,400	11,979	5%
Total Funding	\$ 0	40,752	11,400	11,979	5%
NET COUNTY COSTS	\$ 575,616	586,825	461,666	279,714	(-60)%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 625	350	340	0	(-100)%
Revenue	\$				
Net Cost	\$ 625	350	340	0	(-100)%
STAFF YEARS					
Direct Program	10.83	11.50	11.50	4.75	(-59)%
CETA			1.00	0.50	(-50)%
Dept. Overhead					

PROGRAM STATEMENT

*Includes overhead cost for Law Library

NEED:

To provide coordination and assistance to the Agency organizational units to ensure within legal restraints, their ability to implement programs and policies mandated or authorized by units of federal, state and county governments.

DESCRIPTION:

The Agency Office until FY 78-79 has provided administrative guidance and support to the eleven departments, the Superior Court, four Municipal Court Districts, and Marshal's Office. The Agency Office has conducted budget review and analysis, special reports and studies, and coordination of issues having interdepartmental consequences.

DISCUSSION:

During FY 78-79 budget deliberations, the Board of Supervisors determined to abolish the Fiscal & Justice Agency in order to achieve savings in general administration. The Chief Administrative Officer was also directed to devise a successor administration. One-half year funding provided in this program is to permit the orderly disbanding of the Agency and contemplates an effective date on or about October 19, 1978. Unexpended funds will revert to the General Fund year end surplus.

STAFFING SCHEDULE

PROGRAM: AGENCY OVERHEAD		DEPT.: FISCAL & JUSTICE AGENCY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	Assistant CAO - Fiscal & Justice	1.00	.50	45,456	54,093
	Deputy Coordinator, Fiscal & Justice	1.00	.50	42,588	42,508
	Executive Assistant	1.00	.50	31,407	31,700
	Administrative Assistant III	2.00	.50	50,908	27,231
	Administrative Assistant II/I/Trainee	2.00	.50	44,576	48,358
	Administrative Secretary	2.00	1.00	33,991	34,321
	Intermediate Stenographer	2.00	1.00	25,337	25,237
	CETA	1.00	.50	11,650	12,973
	Extra Help	0.50	.25	4,268	4,181
	Advisory Board	----	----	9,600	9,600
	Salary Adjustment			6,977	**(-157,438)
	Salary Savings			(-5,701)	0
<p>** Salary adjustment reflects action of Board of Supervisors disbanding Fiscal & Justice Agency Office. Salary appropriation provides one-half year funding to permit orderly phase-out of this program.</p>					
Total Direct Program					
Department Overhead		12.50	5.25	\$301,057	\$132,764
Program Totals		12.50	5.25	\$301,057	\$132,764

PROGRAM: Overhead # 92101 **Manager:** E. C. Williams
Department: Assessor # 1150 **Ref: Pr. Yr. Bud. Vol-Pg.** Vol. 2 Pg. 73
Function: Fiscal Administration # 92100 **Service:** Property Assessment # 92101
Authority: This program was developed for the purpose of carrying out California Revenue and Taxation Code, Section 601 and California Constitution Article XIII which says that the Assessor shall prepare an Assessment Roll illustrating name, address, legal description, revenue district and assessed value for land, improvements and personal property at fair market value for each property in the county.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 281,409	\$ 270,295	\$ 309,547	\$ 333,167	8
Services & Supplies	\$ 19,632	17,220	18,697	14,648	(21)
	\$ -0-	-0-	-0-	-0-	-0-
Subtotal--Direct Costs	\$ 301,041	\$ 287,515	\$ 328,244	\$ 347,815	6
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	-0-
Ext. Support/O'head	\$ 77,180	97,228	84,390	104,350	24
Total Costs	\$ 378,221	\$ 384,743	\$ 412,634	\$ 452,165	10
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	-0-
Subventions	\$ -0-	-0-	-0-	-0-	-0-
Grants	\$ -0-	-0-	-0-	-0-	-0-
CETA	\$ -0-	-0-	-0-	-0-	-0-
Interfund Charges	\$ -0-	-0-	-0-	-0-	-0-
Total Funding	\$ -0-	\$ -0-	\$ -0-	\$ -0-	-0-
NET COUNTY COSTS	\$ 378,221	\$ 384,743	\$ 412,634	\$ 452,165	10
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-0-
Fixed Assets	\$ 1,500	184	2,828	-0-	(100)
Revenue	\$ -0-	-0-	-0-	-0-	-0-
Net Cost	\$ 1,500	184	2,828	-0-	(100)
STAFF YEARS					
Direct Program	14.50	12.50	13.50	13.50	-0-
CETA	-0-	-0-	-0-	-0-	-0-
Dept. Overhead	-0-	-0-	-0-	-0-	-0-

PROGRAM STATEMENT

NEED

Overhead consists of Administrative and Administrative Services Divisions and 5.5 man years staffed to Standards Division. The primary function of Overhead is to administer the four major programs within the Department.

DESCRIPTION

The Assessor sets policy, manages the budget, and directs day-to-day operations for his Department. The Administrative staff provides general administrative and clerical support to the Department.

DISCUSSION:

Staff resources for the Overhead Program reflect a 1.00 staff year increase for an additional Administrative Aid to perform the duties and tasks associated with that of a Personnel Officer.

Administrative tasks such as interviewing job candidates, liaison with the Personnel Department in all matters dealing with this department's examination needs, reviewing departmental job descriptions, monitoring position duties to assure that duties are being performed consistent with the employees' classification, and manage and coordinate all matters dealing with Equal Employment matters.

The majority of the above tasks and other tasks associated with personnel matters are, for the most part, decentralized activities performed at the division level by multiple persons. A Personnel Officer would free divisional management personnel to concentrate on their operational responsibilities and operate their divisions in a more efficient manner. Centralized personnel interviewing and coordinated liaison with the Personnel Department and EOMO will assure a more responsible EOMO effort and an improved service to the department. The cost for the additional Administrative Aid position is \$12,340.

STAFFING SCHEDULE

PROGRAM: Overhead 92101		DEPT.: Assessor			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
0110	Assessor	1.00	1.00	41,414	41,714
0210	Chief Deputy	1.00	1.00	37,715	37,702
56.32	Asst. Assessor-Valuation	1.00	1.00	33,051	36,490
54.84	Assessor Division Chief II	2.00	2.00	58,954	69,642
52.20	Supervising Audit-Appraiser	1.00	1.00	24,555	27,964
49.42	Administrative Assistant	1.00	1.00	21,891	23,067
48.86	Assessor's Field Assistant	1.00	1.00	23,065	26,500
39.20	Secretary II	1.00	.16	14,645	14,697
37.50	Senior Account Clerk	1.00	1.00	13,819	14,026
35.20	Intermediate Stenographer	1.00	1.00	12,327	12,591
35.00	Intermediate Account Clerk	1.00	1.00	10,947	11,144
34.00	Intermediate Clerk Typist	1.50	1.50	17,164	17,630
Total Direct Program		13.50	12.66	309,547	333,167
Department Overhead					
Program Totals		13.50	12.66	309,547	333,167

PROGRAM: RETIREMENT ADMINISTRATION	# 81203	Manager: RICHARD H. JARVIS
Department: TREASURER-TAX COLLECTOR	# 1100	Ref: Pr. Yr. Bud. Vol-Pg. II-66
Function: SUPPORT COSTS	# 81000	Service: PERSONNEL
Authority: PROGRAM DEVELOPED TO CARRY OUT GOVERNMENT CODE SECTION 31451 et seq, WHICH STATES THAT RETIREMENT COMPENSATION AND DEATH BENEFIT SHALL BE ADDITIONAL ELEMENTS OF EMPLOYEE COMPENSATION AND THE SYSTEM IS A RESPONSIBILITY OF THE TREASURER.		

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 132,915	93,815	115,872	118,240	2
Services & Supplies	\$ 9,051	48,580	55,005	43,051	-22
	\$				
Subtotal--Direct Costs	\$ 141,966	142,395	170,877	161,291	-6
Indirect:					
Dept. Overhead	\$ 25,036	82,386	27,518	21,845	-21
Ext. Support/O'head	\$ 99,463	73,722	47,287	71,151	50
	\$				
Total Costs	\$ 266,465	298,503	245,682	254,287	4
FUNDING					
Charges, Fees, etc.	\$	172		73	
Subventions	\$				
Grants	\$				
CETA	\$ 18,374		23,330	34,055	46
Interfund Charges	\$				
	\$				
Total Funding	\$ 18,374	172	23,330	34,128	46
NET COUNTY COSTS	\$ 248,091	298,331	222,352	220,232	-1
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,600	500	265	3,261	1,131
Revenue	\$				
	\$				
Net Cost	\$ 2,600	500	265	3,261	1,131
STAFF YEARS					
Direct Program	6.40	6.45	6.50	5.17	-20
CETA	1.00	2.00	2.00	3.00	50
Dept. Overhead	.90	1.00	.90	.67	-25

PROGRAM STATEMENT

NEED:

TO PROVIDE MANAGEMENT AN ACCOUNTABILITY OF FUNDS FOR EMPLOYEES' RETIREMENT SYSTEM.

DESCRIPTION:

THE RETIREMENT OFFICER MAINTAINS RECORDS AND ACCOUNTS OF ALL ACTIVE AND RETIRED MEMBERS OF THE COUNTY RETIREMENT SYSTEM. DUTIES INCLUDE COUNSELING EMPLOYEES REGARDING THEIR RETIREMENT BENEFITS, DETERMINATION OF ALL ELIGIBLE SERVICE TIME, COMPUTATION OF MONTHLY ALLOWANCES USING COMPUTERIZED BENEFIT ESTIMATES, DEVELOPING ACTUARIAL DATA, MAINTENANCE OF A VOLUNTARY DEDUCTION REGISTER FOR 12,300 ACTIVE EMPLOYEES, AND A PAYROLL FOR 3,200 RETIREES, INCLUDING A PAID HEALTH INSURANCE PLAN.

THE RETIREMENT STAFF PREPARES DISABILITY CASES WHICH INVOLVE MEDICAL AND LEGAL INVESTIGATION FOR FORMAL HEARING BY THE RETIRMENT BOARD OR BY A HEARING OFFICER. THE STAFF ALSO PREPARES THE AGENDA FOR THE RETIREMENT BOARD MEETINGS.

THE RETIREMENT OFFICER INTERPRETS THE 1937 RETIREMENT ACT FOR STAFF, REVIEWS PENDING LEGISLATION REGARDING THIS ACT FOR CAO RECOMMENDATIONS, AND PREPARES NEW LEGISLATION FOR INTRODUCTION INTO THE STATE LEGISLATURE.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
ACTIVE CERS	11,873	11,853	12,800	12,401	13,038
RETIRED CERS	2,714	3,042	3,195	3,374	3,423
AVERAGE DAILY FUNDS INVESTED	100,314	231,205		230,500	340,627
WORKLOAD					
REQUESTS FOR SERVICE	N/A	6,988	21,680	14,405	15,080
RETIREMENT COMPUTATIONS	N/A	988	1,577	1,258	1,254
NEW ENROLLMENTS	1,255	1,441	1,161	2,105	1,060
RETIREMENTS	272	467	425	378	407
TERMINATIONS	775	1,481	1,379	1,562	1,288
EFFICIENCY					
ADM COST/MEMBER	18.27	20.04	15.85	19.81	19.50
EFFECTIVENESS					
AVERAGE RATE OF RETURN ON INVESTMENTS	7.39	7.89	-	8.02	7.9
INTEREST EARNED ON INVESTMENTS	13,972,421	16,523,120	-	18,431,208	19,500,000

UNIT COST DEFINED:

TOTAL COSTS OF PROVIDING SERVICES FOR ACTIVE CERS MEMBERS.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:**

USE OF COMPUTERIZED EQUIPMENT PLACES OBJECTIVE ON SCHEDULE, PROCESSING TIME FOR RETIREMENT BENEFIT ESTIMATES HAS BEEN REDUCED TO 30 DAYS.

1978-79 OBJECTIVES:

TO PROCESS AND PLACE ON THE RETIREMENT PAYROLL ALL RETIREMENTS WITHIN SIX WEEKS AFTER BOARD OF RETIREMENT APPROVAL.

STAFFING SCHEDULE

PROGRAM: RETIREMENT ADMINISTRATION		DEPT.: TREASURER-TAX COLLECTOR			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
51.48	RETIREMENT OFFICER	1.00	1.00	27,399	26,622
45.44	ASSISTANT RETIREMENT OFFICER	1.00	-	20,105	-
36.50	SENIOR ACCOUNT CLERK	2.00	2.00	27,700	27,387
34.20	INTERMEDIATE STENOGRAPHER	1.00	1.00	11,435	12,254
34.00	INTERMEDIATE ACCOUNT CLERK	1.00	1.00	12,295	11,144
	RETIREMENT BOARD (5 MEMBERS)			7,200	7,200
	CETA	2.00	3.00	28,504	41,924
	TEMPORARY EMPLOYEES	.50	.17	6,318	1,819
	SALARY SAVINGS			-26,000	-12,000
	SALARY ADJUSTMENTS			916	1,890
Total Direct Program		8.50	8.17	\$115,872	\$118,240
Department Overhead		.90	.67	\$ 27,503	\$ 17,221
Program Totals		9.40	8.84	\$143,375	\$135,461

PROGRAM: DEFERRED COMPENSATION MANAGEMENT # _____ **Manager:** RICHARD H. JARVIS

Department: TREASURER # _____ **Ref: Pr. Yr. Bud. Vol-Pg.** None

Function: SUPPORT OVERHEAD # _____ **Service:** PERSONNEL # _____

Authority: This program carries out County Ordinance 4779 which establishes a Deferred Compensation Plan for the officers and employees of San Diego County, and authorizes the Treasurer to invest such funds in a variety of government and public securities and other investments.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$				
Other Charges	\$		23,000	14,405	-37
Subtotal-Direct Costs	\$		23,000	14,405	-37
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$		23,000	14,405	-37
FUNDING					
Charges, Fees, etc.	\$	2,561	20,440	14,405	-30
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
Total Funding	\$	\$2,561	\$20,440	14,405	-30
NET COUNTY COSTS	\$	\$(-2,561)	\$ 2,560	-	-
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: To provide accountability for funds of the Deferred Compensation Plan.

DESCRIPTION: The Plan is a vehicle whereby employees may defer all or a portion of their salary to provide for retirement, disability, and death benefits. It is available to full-time employees and currently includes 305 participants. Gains or losses are credited or debited to the participant accounts from a separate investment fund, composed of the deferred amounts. Accounts are also charged a biweekly administrative fee accounted for in program 07701. Various repayment options are available upon termination or retirement.

PROGRAM:	DEPARTMENT OVERHEAD	# 92101	Manager:	PAUL BOLAND
Department	TREASURER-TAX COLLECTOR	# 1201	Ref: Pr. Yr. Bud. Vol-Pg.	II-72, 74
Function	OVERHEAD	# 91000	Service:	INTRA-DEPARTMENT OVERHEAD # 92100
Authority: THIS PROGRAM WAS DEVELOPED FOR THE PURPOSE OF CARRYING OUT COUNTY CHARTER, SECTIONS 13 and 30, WHICH SAY THAT THE TREASURER-TAX COLLECTOR IS AN ELECTIVE COUNTY OFFICE, SHALL BE THE EX-OFFICIO LICENSE COLLECTOR, AND SHALL HAVE THE POWERS AND DUTIES PRESCRIBED BY GENERAL LAW AND THE COUNTY CHARTER.				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 213,087	212,523	208,262	175,113	-18
Services & Supplies	\$ 10,393	169,641	27,614	47,029	
	\$				
Subtotal—Direct Costs	\$ 223,480	382,164	235,876	222,142	-6
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 223,480	382,164	235,876	222,142	-6
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 10,000				
Interfund Charges	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 213,480	382,164	235,876	222,142	-6
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 375	492	680	150	-77
Revenue	\$				
Net Cost	\$ 375	492	680	150	-77
STAFF YEARS					
Direct Program					
CETA	1.0				
Dept. Overhead	9.70	9.25	9.00	7.42	-18

PROGRAM STATEMENT

NEED:

TO PROVIDE MANAGEMENT AND ADMINISTRATIVE DIRECTION FOR 5 PROGRAMS IN THE TREASURER-TAX COLLECTOR'S OFFICE.

DESCRIPTION:

THE PROGRAM SETS DEPARTMENTAL POLICY, MANAGES AND DIRECTS OPERATIONS FOR THE FIVE DEPARTMENT PROGRAMS: TREASURY, RETIREMENT ADMINISTRATION, SECURED PROPERTY TAX, UNSECURED PROPERTY TAX, AND LICENSING.

DEPARTMENT OVERHEAD

DISCUSSION:

Overview: The 1978-79 budget for department overhead reflects the combination of the Treasurer and the Tax Collector into one department. This consolidation was effective on February 1, 1978 pursuant to Charter Section 13. Budgeted resources are allocated to the four department direct service programs and one support service program on the basis of salary and benefit costs of each program. The Treasury program has 25 percent, the secured property tax program has 41 percent, the unsecured property tax program has 22 percent, the license program has three percent, and the retirement administration program has 10 percent.

Incremental Changes: The \$33,149 decrease in salaries and benefits reflects the combination of the Treasurer and the Tax Collector positions into one position and the elimination of one Secretary II position as a result of the merger of the two offices.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: TREASURER-TAX COLLECTOR			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	TREASURER-TAX COLLECTOR	-	1.00	-	38,375
	TREASURER	1.00	-	35,426	-
	TAX COLLECTOR	1.00	-	33,244	-
	CHIEF DEPUTY TREASURER	1.00	1.00	32,408	34,272
	CHIEF DEPUTY TAX COLLECTOR	1.00	1.00	31,425	34,348
50.50	ADMINISTRATIVE ASST III	1.00	1.00	24,839	27,231
38.20	SECRETARY II	2.00	1.00	29,651	15,214
36.50	SENIOR CLERK TYPIST	1.00	1.00	13,921	14,026
36.20	SECRETARY I	1.00	1.00	13,751	12,328
	TEMPORARY & SEASONAL EMPLOYEES	-	0.42	-	3,899
	ADJUSTMENTS				
	BI-LINGUAL PAY				1,690
	SALARY SAVINGS			-6,317	-6,317
	SALARY ADJUSTMENTS			- 56	47
Total Direct Program					
Department Overhead		9.00	7.42	208,262	175,113
Program Totals		9.00	7.42	208,262	175,113

PROGRAM: Purchasing # 81301 Manager: James G. Tapp
 Department Purchasing # 1300 Ref: Pr. Yr. Bud. Vol-Pg. II/68
 Function Support Costs # 81000 Service: Purchasing # 81300
 Authority: This program was developed for the purpose of complying with Sections 400 through 424 of the Administrative Code and Section 705 of the County Charter which defines the Purchasing Agent's responsibilities regarding the acquisition of material and services, stocking and issuance of commonly used materials and the disposal of salvage and surplus property.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 449,280	466,302	554,522	500,495	-10
Services & Supplies	\$ 118,423	30,902	41,665	58,256	+40
	\$				
Subtotal—Direct Costs	\$ 567,703	497,204	596,187	558,751	-7
Indirect:					
Dept. Overhead	\$ 60,508	58,656	61,657	90,580	47
Ext. Support/O'head	\$ 273,309	268,923	292,479	398,666	36
	\$				
Total Costs	\$ 901,520	824,783	950,323	1,047,997	10
FUNDING					
Charges, Fees, etc.	\$ 111,450	111,996	135,000	135,000	-0-
Subventions	\$				
Grants	\$				
CETA	\$ 25,000	11,875	69,413	55,541	-20
Interfund Charges	\$ 0	0	0	0	
	\$				
Total Funding	\$ 136,450	123,871	204,413	190,541	-7
NET COUNTY COSTS	\$ 765,070	700,912	745,910	857,456	15
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	
Fixed Assets	\$ 909	9,957	1,854	6,783	365
Revenue	\$ -0-	-0-	-0-	-0-	
	\$				
Net Cost	\$ 909	9,957	1,854	6,783	365
STAFF YEARS					
Direct Program	30.06	35.00	33.75	31.75	-6
CETA	2.40	3.00	6.0	5.0	-17
Dept. Overhead	2.50	2.28	2.4	4.25	77

PROGRAM STATEMENT

NEED: Sixty-nine County departments and offices, the County Department of Education and other governmental entities require the centralized professional purchasing and contracting expertise necessary for the economical and efficient acquisition of material and services; storage and issuance of common use items; and centralized disposal of salvage and surplus material.

DESCRIPTION: On receipt of properly executed requisitions, the Purchasing Department issues from store purchases or enters into contract for that material and services required for County operations. By means of public sale, the Purchasing Department disposes of County and Public School System surplus and excess material.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of County Employees	12,779	12,894	---	13,191	13,500
Purchase Order Value (Million Dollars)	25.6	28.5	33.0	33.0	37.3
WORKLOAD					
Purchase Orders Processed	28,482	28,000	27,000	25,155	26,000
Line Items Processed				42,573	44,000
Line Items Carried in Stores	4,300	4,781	5,000	5,000	5,000
Line Items Issued	132,688	157,000	170,000	170,000	170,000
EFFICIENCY					
Unit Cost (Cost per \$100 of purchase)	2.83	2.23	2.25	2.25	2.28
Productivity Index (Purchase Orders per Buyer hour)					1.5
EFFECTIVENESS					
Maximum Processing Time (in weeks) for 90% of Purchase Orders	5	7	3	3	3

UNIT COST DEFINED:

Cost of Purchasing Department operation per \$100 of purchase. = $\frac{\text{Cost of Department Operation}}{\text{Total Dollar Value of Purchases}} \times 100$

PRODUCTIVITY INDEX DEFINED:

Purchase Orders processed per Buyer Hour. = $\frac{\text{Number of Purchase Orders for Year}}{\text{Buyer Staff Hours}}$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The change in management direction and emphasis along with reorganization of the Department has reduced the backlog of outstanding requisitioned items by approximately 50% since August 30, 1977.

1978-79 OBJECTIVES:

Implement 75 percent of the recommendations of Admiral Howard's report as approved by the Board of Supervisors by the end of FY 78-79.

PROGRAM: PURCHASING

DISCUSSION:

The Purchasing Department provides services to all County departments and offices, the County Department of Education and some special districts and other governmental agencies. The services provided can be grouped into two categories:

1. The acquisition of equipment, services, materials and supplies including fixed asset items. Procurement includes establishment of specifications and standardization of products to ensure the lowest cost possible for volume buying.
2. A second function of Purchasing is to maintain in the Stores warehouse an inventory of approximately 5,000 "high-use" items needed by County departments. These items are issued and delivered to the using departments as requested.

Since July 7, 1977, there have been several changes in the Purchasing Department. The previous Purchasing Agent retired and the Chief Deputy, who was appointed Acting Purchasing Agent, resigned. Mr. M. R. Pion (Director of Revenue and Recovery) was then appointed Acting Purchasing Agent until a new Purchasing Agent was recruited and appointed.

In early July, 1977, the Board of Supervisors authorized Rear Admiral Joseph Howard, SC USN (Ret.) to conduct a study of the Purchasing Department. His report containing 76 findings and some 170 recommendations was presented to the Board on November 15, 1977. The recommendations contained in this report are currently being implemented.

STAFFING SCHEDULE

PROGRAM: PURCHASING		DEPT.: Purchasing 1300			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	Chief Buyer	-0-	1.0	\$ -0-	\$ 23,157
45.86	Senior Buyer	1.0	5.0	21,595	97,779
44.44	Chief Storekeeper	-0-	2.0	-0-	34,692
43.86	Buyer/Assistant Buyer (As Case May Be)	7.0	4.0	126,486	79,718
41.10	Automotive Parts Storekeeper II	1.0	0.0	17,496	-0-
40.20	Property Salvage Coordinator	1.0	1.0	16,746	17,028
39.30	Accounting Technician	1.0	1.0	16,093	16,327
39.22	Buyer Aid	1.0	-0-	12,747	-0-
38.80	Storekeeper II	1.0	-0-	13,942	-0-
38.66	Storekeeper I	-0-	4.0	-0-	50,372
37.50	Data Entry Supervisor	-0-	1.0	-0-	11,908
37.10	Auto Parts Storekeeper I	2.0	-0-	28,886	-0-
36.10	Senior Account Clerk	1.0	-0-	13,805	-0-
35.00	Intermediate Account Clerk	-0-	1.0	-0-	12,803
34.70	Stock Clerk	6.0	2.0	75,673	25,632
33.80	Intermediate Stenographer	1.0	-0-	12,454	-0-
32.60	Intermediate Clerk Typist	7.0	9.0	76,038	99,411
	Temporary Extra Help	3.75	0.75	45,210	10,626
	CETA	6.0	5.0	77,802	60,309
	Salary Adjustments			9,045	7,500
	Salary Savings			- 9,496	- 46,767
Total Direct Program		39.75	36.75	\$554,522	\$500,495
Department Overhead		2.4	4.25	\$ 61,657	\$ 87,580
Program Totals		42.15	41.00	\$616,179	\$588,075

PROGRAM: <u>Central Duplicating</u>	# <u>81501</u>	Manager: <u>James G. Tapp</u>
Department: <u>Purchasing</u>	# <u>1300</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>II/70</u>
Function: <u>Support Costs</u>	# <u>81000</u>	Service: <u>Duplicating</u> # <u>81500</u>
Authority: Administrative Directive		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 96,842	83,790	100,172	103,415	3
Services & Supplies	\$ 152,970	140,974	182,414	185,956	2
	\$				
Inter-fund Charges	\$(-237,834)	(-280,601)	(-329,702)	(-329,005)	-
Subtotal--Direct Costs	\$ 11,978	(- 55,837)	(- 47,116)	(- 39,634)	15%
Indirect:					
Dept. Overhead	\$ 16,425	16,661	15,414	17,254	12
Ext. Support/O'head	\$ 40,747	34,294	39,500	22,800	-42
Total Costs	\$ 69,150	(- 4,882)	7,798	420	(-95%)
FUNDING					
Charges, Fees, etc.	\$ -0-				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 69,150	(- 4,882)	7,798	420	
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-0-
Fixed Assets	\$ 177	4,701	4,450	-0-	-100
Revenue	\$ -0-	-0-	-0-	-0-	-0-
Net Cost	\$ 177	4,701	4,450	-0-	-0-
STAFF YEARS					
Direct Program	8.0	7.25	7.25	7.25	-0-
CETA	-0-	-0-	-0-	-0-	-0-
Dept. Overhead	.6	.72	.6	.75	25

PROGRAM STATEMENT

NEED: County departments require centralized in-house printing services to facilitate lowest cost duplicating.

DESCRIPTION: Requests are received for printing from County departments and a determination is made whether to use Central Duplicating facilities or outside printing firms. Services of this operation include composition and typesetting for camera-ready copy as well as platemaking and offset printing of various forms, brochures, and reports. Costs of printing are reimbursed by user departments.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of County Employees	12,779	12,894		13,191	
WORKLOAD					
Job Orders	3,316	3,200	3,200	3,200	*
Number of Impressions	25,168,200	20,828,900	20,323,300	21,016,112	*
Number of Forms	43,900,400	42,161,300	40,858,800	40,061,212	*
Outside Vendor Costs (Dollars)	45,000	90,000	100,000	100,000	*
EFFICIENCY					
Unit Cost	.0070	.0067	.0082	.0083	*
EFFECTIVENESS					
Percent of Job Orders Processed in One Month or Less	70	37	37	38	85

UNIT COST DEFINED:

Total cost of Central Duplicating divided by number of forms printed.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:****1978-79 OBJECTIVES:**

- * Central Duplicating is presently being studied and evaluated to determine the most cost effective method of providing duplicating services to all County Departments. Until the type and levels of service are determined, any projection of 1978-79 workload indicators would be premature. If, for example, a true copy center is established the number of job orders will increase substantially while the number of forms and impressions would decrease due to more low production runs. If Central Duplicating assumes all large production work presently done by Welfare, then the reverse would be true. Expansion of the centralized concept is being considered by the Duplication Standards Committee, chaired by OMB.

Establish a Forms Control and Standardization Program.

Further reduce the use of outside duplicating vendors.

STAFFING SCHEDULE

PROGRAM: CENTRAL DUPLICATING		DEPT.: Purchasing 1300			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
44.44	Chief Duplicating Services	-0-	1.0	\$ -0-	\$ 18,605
40.50	Publication Supervisor	1.0	-0-	16,959	-0-
36.40	Senior Offset Equipment Operator	1.0	2.0	13,998	26,323
35.90	Layout Composer	1.0	1.0	13,487	13,935
34.40	Offset Equipment Operator	3.0	2.0	37,354	25,961
29.40	Print Shop Helper	1.0	1.0	11,349	11,554
	Temporary Extra Help	0.25	0.25	3,024	3,026
	Salary Adjustment			4,001	4,011
Total Direct Program		7.25	7.25	\$100,172	\$103,415
Department Overhead		.60	.75	15,414	17,254
Program Totals		7.85	8.00	\$115,586	\$120,669

PROGRAM: CENTRAL DUPLICATION

DISCUSSION:

The Fiscal and Justice Agency has recently completed a comprehensive study of printing and duplicating equipment and practices in all County departments. The results of this study when analyzed and combined with Admiral Howard's report will have a major impact on the future role of Central Duplicating. Until this role is defined and established by action of the Board of Supervisors, long-range projections of workload, staffing and equipment requirements would be misleading. This study is being pursued by the Duplicating Standards Committee.

With this in mind, the proposed budget contains no major changes in program or equipment.

PROGRAM: Department Overhead # _____ Manager: James G. Tapp
 Department Purchasing # 1300 Ref: Pr. Yr. Bud. Vol-Pg. II/75
 Function Support Costs # _____ Service: Purchasing # _____
 Authority: This program was developed for the purpose of complying with Sections 400 through 424 of the Administrative Code and Section 32 of the County Charter which defines the Purchasing Agent's responsibilities regarding the acquisition of material and services, stocking and issuance of commonly used materials and the disposal of salvage and surplus property.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 71,933	73,317	75,071	104,834	40
Services & Supplies	\$ 5,000	2,000	2,000	3,000	50
	\$				
Subtotal—Direct Costs	\$ 76,933	75,317	77,071	107,834	40
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
	\$				
Total Costs	\$ 76,933	75,317	77,071	107,834	40
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ -0-	-0-	-0-	11,979	100
Interfund Charges	\$				
	\$				
Total Funding	\$			11,979	100
NET COUNTY COSTS	\$ 76,933	75,317	77,071	95,855	24
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$ -0-	-0-	-0-	-0-	
	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	3.0	3.0	3.0	4.0	33
CETA				1.0	100
Dept. Overhead					

PROGRAM STATEMENT

NEED: Administer the programs and manage personnel in Purchasing & Central Duplicating within this department.

DESCRIPTION: The Purchasing Agent sets departmental policy, manages and supervises his departmental budget, appoints and supervises personnel, and directs the operation of the Purchasing Department. Staff support develops policy and procedural guidelines and performs special studies for the efficient performance of departmental functions.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> Number of County Employees Purchase Order Value (Million Dollars)	12,779	12,844	33.0	13,191	13,500
<u>WORKLOAD</u>					
<u>EFFICIENCY</u>					
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

STAFFING SCHEDULE

PROGRAM: Department Overhead		DEPT.: Purchasing			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.82	Purchasing Agent	1.0	1.0	33,795	36,267
51.38	Chief Deputy Purchasing Agent	1.0	1.0	26,273	29,921
39.20	Secretary II	1.0	1.0	15,003	14,526
37.50	Senior Account Clerk	-0-	1.0		13,409
	CETA	-0-	1.0		17,211
	SALARY ADJUSTMENT				- 6,500
Total Direct Program Department Overhead					
Program Totals		3.0	5.0	75,071	104,834

PROGRAM: PURCHASING DEPARTMENT OVERHEAD

DISCUSSION:

The Purchasing Department, including Stores and Central Duplicating Divisions, provided goods and services for County Departments, Offices and certain governmental agencies, of over \$33,000,000 in value this year. Many of the decisions and agreements reached by the Purchasing Department have long-lasting financial and policy impact. A decision made early this year (77-78) in regard to standardization and combined bidding on office furniture will result in a minimum savings to the County for this year of \$110,000 with comparable savings expected next year on the renewal option of the bid. The Purchasing Department administration provides the leadership and direction for the Department along with the administrative support services (i.e., payroll/personnel, etc.) needed for efficient operation.

The overhead program cost increase of 40 percent over last year reflects the reallocation of two staff years to more accurately reflect true costs.

PROGRAM:	DEPARTMENT OVERHEAD	# 92100	Manager:	HARLEY F. BLOOM
Department	RECORDER	# 1500	Ref: Pr. Yr. Bud. Vol-Pg.	II 76
Function	OVERHEAD	# 91000	Service:	INTRA-DEPARTMENT OVERHEAD # 92100
Authority:	Government Code Section 24000, and Sections 27201 through 27383			

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 82,004	82,624	127,469	95,150	(25)
Services & Supplies	\$ 1,797	1,505	3,239	3,486	8
	\$				
Subtotal—Direct Costs	\$ 83,801	84,129	130,708	98,636	(25)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
	\$				
Total Costs	\$ 83,801	84,129	130,708	98,636	(25)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 83,801	84,129	130,708	98,636	(25)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 0	41	0	0	
Revenue	\$				
	\$				
Net Cost	\$ 0	41	0	0	
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead	4.00	4.00	6.00	4.00	(33)

PROGRAM STATEMENT

NEED: To manage the program "Recording Services" within the office of the Recorder.

DESCRIPTION: The Recorder, Chief Deputy Recorder, and Chief, Recording Services, have the responsibility and control for all operations of the department including budget, personnel matters, and policy setting. Administration, operational management and supervision of the department, purchasing, budget preparation and reports, payroll and personnel report requirements constitute the workload of the department overhead program.

DISCUSSION: Decreased staff years relate to the transfer of one Supervising Clerk and one Microfilm Supervisor position to the Recording Services Program, thereby reducing Department Overhead Salaries and Benefits by \$32,319 and increasing Recording Services Salaries and Benefits by the same amount.

STAFFING SCHEDULE

PROGRAM: RECORDING SERVICES - DEPARTMENT OVERHEAD		DEPT.: RECORDER 1500			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	Recorder	1	1	32,043	31,709
	Chief Deputy Recorder	1	1	30,642	29,702
44.96	Chief, Recording Services	1	1	19,938	21,530
41.00	Supervising Clerk	1	0	16,504	0
39.54	Microfilm Supervisor	1	0	15,381	0
37.20	Secretary I	1	1	13,498	13,840
	Adjustments			-(537)	
	Salary Savings			0	-(1,631)
Total Direct Program		6	4	127,469	95,150
Department Overhead					
Program Totals		6	4	127,469	95,150

PROGRAM: Department Overhead	# 92101	Manager: Presiding Judge
Department: Superior Court	# 2000	Ref: Pr. Yr. Bud. Vol-Pg. _____
Function: Public Relations	# 10000	Service: Judicial # 13000
Authority: Article six, Section ten of the Constitution of the State of California		

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 245,051	259,098	193,293	216,006	12
Services & Supplies	\$ 11,040	10,384	21,365	26,936	26
	\$				
Subtotal—Direct Costs	\$ 256,081	269,482	214,658	242,942	13
Indirect:					
Dept. Overhead	\$ 0	0	0	0	
Ext. Support/O'head	\$				
	\$				
Total Costs	\$ 256,081	269,482	214,658	242,942	13
FUNDING					
Charges, Fees, etc.	\$ 0	0	0	0	
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
	\$				
Total Funding	\$ 0	0	0	0	
NET COUNTY COSTS	\$ 256,081	269,482	214,658	242,942	13
CAPITAL PROGRAM					
Capital Outlay	\$ 856	1,420	3,113	12,840	312
Fixed Assets	\$				
Revenue	\$				
	\$				
Net Cost	\$ 856	1,420	3,113	12,840	312
STAFF YEARS					
Direct Program	13.0	13.0	11.0	12.0	9
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

The Superior Court needs administrative and secretarial support in order to carry out its constitutionally mandated responsibilities.

DESCRIPTION:

The Executive Officer of the Superior Court carries out the non-judicial functions of the Court. This includes program and budget management, personnel administration, logistic support and the other general administration functions associated with the orderly conduct of the administration of the Court.

STAFFING SCHEDULE

PROGRAM: DEPARTMENTAL OVERHEAD - 92101		DEPT.: Superior Court (2000)			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.22	Superior Court Administrator/ Jury Commissioner	1	1	\$ 35,382	\$ 38,796
45.36	Asst. Superior Court Administrator	1	1	20,011	24,502
42.28	Sr. Asst. Secretary to Superior Court (Judicial)	1	1	18,251	18,529
39.00	Asst. Secretary (Judicial)	8	9	123,004	141,059
	Adjustments			(3,355)	
	Salary Savings				(6,880)
Total Direct Program		11	12	\$193,293	\$216,006
Department Overhead					
Program Totals		11	12	\$193,293	\$216,006

PROGRAM:	DEPARTMENT OVERHEAD	#		Manager:	W. E. THACKER
Department	Public Administrator	#	2050	Ref: Pr. Yr. Bud. Vol-Pg.	II-78
Function	Intra-Departmental Overhead	#	91000	Service:	Administrative & Support Service #92100
Authority:	This program was developed to administer the two direct service programs of this department pursuant to the provisions of California Probate Codes, Welfare and Institutions Code Section 8000, et seq., and County Administrative Code Sections 397-397.5 and 440.				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 212,690	\$ 220,869	\$ 229,513	\$ 252,976	10
Services & Supplies	\$ 7,358	11,010	12,678	10,726	(15)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 220,048	231,879	242,191	263,702	9
Indirect:					
Dept. Overhead	\$ 79,940	118,762		NA	NA
Ext. Support/O'head	\$				
Total Costs	\$ 299,988	350,641	242,191	263,702	9
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$			10,980	100
Total Funding	\$				
NET COUNTY COSTS	\$ 299,988	350,641	242,191	252,722	4
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$		1,267	1,131	(11)
Revenue	\$				
Net Cost	\$		1,267	1,131	(11)
STAFF YEARS					
Direct Program	15.25	15.25	15.25	16.25	6
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

To manage and administer the two direct service programs entitled "Estates of Deceased Persons" and "Guardianships/Conservatorships" within the Public Administrator's Department.

DESCRIPTION:

The Public Administrator exercises direct program authority, has budgetary control and sets policy for the department. This program supports the two direct programs by furnishing telephone and reception service, legal stenographic service, budget, payroll, personnel and custody, warehousing and liquidation of estate tangible properties.

DISCUSSION:

- (1) Overview. The budgeted resources of this program will be allocated to the support of the "Estates of Deceased Persons" and Guardianships/Conservatorships" programs. One sale of personal property of estates of deceased persons and conservatorships will be held each month, three real property, automobile and mobile home sales will be conducted during 1978/79, and all estates will be reviewed and directions given for closing or filing an annual accounting. This program will put into effect the County's policy of increasing the number of minorities and women hired in support of the "Consent Decree".
- (2) Incremental Changes. There is no change in the budgeted staff years. One CETA position budgeted in "Estates of Deceased Persons" program for 1977/78 is being transferred to the "Overhead" program for 1978/79, needed due to the time restrictions placed on the department for closing estates in the "Estates of Deceased Persons" program, and the filing of accounts in the "Guardianship/Conservatorships" program. This transfer and the increase in salaries and benefits results in a 9% increase in the cost of this program.
- (3) Grants and Contracts. None.
- (4) Capital Program.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: PUBLIC ADMINISTRATOR			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
53.36	Public Administrator	1.00	1.00	\$ 29,362	\$ 33,174
49.70	Assistant Public Administrator	1.00	1.00	24,787	25,182
47.34	Estate Property Manager	1.00	1.00	21,997	22,192
38.96	Estate Property Custodian II	1.00	1.00	14,841	14,954
38.20	Secretary II	1.00	1.00	14,958	15,214
37.20	Legal Stenographer	3.00	3.00	41,969	41,661
35.96	Estate Property Custodian I	4.00	4.00	50,979	50,484
34.00	Intermediate Account Clerk	1.00	1.00	12,295	12,507
33.00	Intermediate Clerk Typist	2.00	2.00	23,071	22,568
	CETA	0.00	1.00	-0-	12,388
	Temporary Extra Help	.25	.25	2,650	2,652
	Salary Savings			(7,000)	
	Salary Adjustment			(396)	
Total Direct Program		15.25	16.25	\$229,513	\$252,976
Department Overhead					
Program Totals		15.25	16.25	\$229,513	\$252,976

PROGRAM:	DEPARTMENT OVERHEAD	# 13035	Manager: Doris R. Rogers
Department	El Cajon Municipal Court	# 2100	Ref: Pr. Yr. Bud. Vol-Pg. II-79
Function	Public Protection	# 10000	Service: Judicial # 13000
Authority:	California Government Code		

	1975-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 57,000	104,406	124,006	92,287	(26%)
Services & Supplies	\$ 3,167	2,632	2,839	3,500	23%
	\$ 0	0	0	0	-
Subtotal-Direct Costs	\$ 60,189	107,038	126,845	95,787	(24%)
Indirect:					
Dept. Overhead	\$ 0	0	0	0	-
Ext. Support/O'head	\$ 0	0	0	0	-
Total Costs	\$ 60,189	107,038	126,845	95,787	(24%)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
Total Funding	\$ 0	0	0	0	
NET COUNTY COSTS	\$ 60,189	107,038	126,845	95,787	(24%)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	48.50	52.00	56.00	63.00	13%
CETA	1.00	3.00	3.00	4.00	33%
Dept. Overhead	3.50	5.00	6.00	4.00	(33%)

PROGRAM STATEMENT

NEED: To provide administrative support to the court through the accounting for and allocation of all fines, forfeitures, and charges for supplies; and to support the Municipal Court service program through management of the Clerk's Office.

DESCRIPTION: The Clerk's Office accepts and files all documents filed with the Court, maintains court records, and under direction of the Presiding Judge, the Clerk is responsible for the day to day administration of the Court.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD - EL CAJON		DEPT.: EL CAJON MUNICIPAL COURT			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
28.46	Clerk - Administrative Officer	1.0	1.0	37,364	37,863
53.46	Assistant Clerk-Administrative Officer	1.0	1.0	28,652	30,016
39.80	Judicial Secretary	2.0	-	31,177	0
34.90	Deputy Clerk II	-	1.0	0	12,964
32.90	Deputy Clerk I	2.0	1.0	21,840	11,719
	SALARY SAVING			0	(275)
	SALARY ADJUSTMENT			7,812	0
Total Direct Program					
Department Overhead		6.0	4.0	126,845	92,287
Program Totals		6.0	4.0	126,845	92,287

PROGRAM:	DEPARTMENT OVERHEAD	# 13034	Manager:	WILLIAM E. HARTFORD
Department	North County Municipal Court	# 2200	Ref: Pr. Yr. Bud. Vol-Pg.	II-80
Function	Public Protection	# 10000	Service:	Judicial # 13000
Authority:	Article VI, Section 1, State Constitution; Penal Code; Vehicle Code; Code of Civil Procedure			

COSTS	1975-76 ACTUAL	1876-77 ACTUAL	1877-78 BUDGETED	1878-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 145,267	130,149	183,555	67,889	-0.63
Services & Supplies	\$ 43,214	66,921	79,859	17,085	-0.79
	\$				
Subtotal—Direct Costs	\$ 188,481	197,070	263,414	84,974	-0.68
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 63,424	52,951	83,148	17,267	-0.79
	\$				
Total Costs	\$ 251,905	250,021	346,562	102,241	-0.74
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 251,905	250,021	346,562	102,241	-0.70
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
	\$				
Net Cost	\$ 0	0	0	0	
STAFF YEARS					
Direct Program					
CETA	2				
Dept. Overhead	10	10	10	2	-0.80

PROGRAM STATEMENT

NEED:

To provide administrative support to the court through the accounting for and allocation of all fines, forfeitures, and charges for services; and to support the Municipal Court service program through management of the Clerk's Office.

DESCRIPTION:

The Clerk's Office accepts and files all documents filed with the Court, maintains court records, and under direction of the Presiding Judge, the Clerk is responsible for the day to day administration of the Court.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: 2200			
Salary Range	Classification	Staff-Years ADOPT		Salary and Benefit Costs ADOPT	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
53.46	Assistant Clerk/North County Municipal Court	1	1	26,304	30,026
37.40	Deputy Clerk III	4	Ø	68,628	Ø
36.00	Deputy Clerk II	1	Ø	12,865	Ø
35.10	Deputy Clerk Key punch Operator	2	Ø	23,685	Ø
37.70	Deputy Clerk, Stenographer	1	Ø	13,544	Ø
58.46	Clerk, Municipal Court, North County	1	1	37,340	37,863
	SALARY ADJUSTMENTS			1,189	Ø
Total Direct Program					
Department Overhead					
Program Totals		10	2	183,555	67,889

PROGRAM:	Department Overhead	# 92101	Manager:	Stephen Thunberg
Department	South Bay Municipal Court	# 2250	Ref: Pr. Yr. Bud. Vol-Pg.	11-81
Function	Overhead	# 91000	Service:	Intra-Dept. Overhead Costs # 92100
Authority:	California Government Code Sections 74742 and 74743 provide a Clerk/Administrator and various support personnel to carry out the mandate of the Court.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 74,711	93,734	100,132	70,292	(-30%)
Services & Supplies	\$ 11,813	2,299	2,280	2,355	4%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 86,524	96,033	102,412	72,547	(-29%)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 86,524	96,033	102,412	72,547	(-29%)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 86,524	96,033	102,412	72,547	(-29%)
CAPITAL PROGRAM					
Capital Outlay	\$ 0	0	0	0	-
Fixed Assets	\$ 2,463	773	672	0	-
Revenue	\$ 0	0	0	0	-
Net Cost	\$ 2,463	773	672	0	-
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead	5.00	6.00	4.00	3.00	(-25%)

PROGRAM STATEMENT

NEED:

The South Bay Municipal Court is mandated by the State Constitution and statutory law to adjudicate and process cases involving public offenses and civil disputes. In order to effectively and efficiently accomplish these mandates, it is necessary to provide effective court administration through management of the Clerk's Office and the provision of administrative and secretarial support to the Judges.

DESCRIPTION

The Clerk's Office accepts and files all documents pertinent to court cases, maintains court records, and accounts for all fines and forfeitures under direction.

STAFFING SCHEDULE

PROGRAM: Department Overhead		DEPT.: South Bay Municipal Court			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.46	Clerk/Administrative Officer	1.0	1.0	37,361	37,840
53.46	Asst. Clerk/Administrative Officer	1.0	-	29,605	0
45.46	Supervising Deputy Clerk	-	1.0	0	18,673
43.96	Deputy Clerk IV	1.0	-	17,483	0
37.70	Deputy Clerk Stenographer	1.0	1.0	13,983	14,179
	Salary Adjustments			5,700	
	Salary Savings			(-4,000)	(-500)
Total Direct Program					
Department Overhead		4.0	3.0	100,132	70,192
Program Totals		4.0	3.0	100,132	70,192

PROGRAM:	MUNICIPAL COURT SERVICES - SAN DIEGO	# 92101	Manager: PAUL E. DATO
	OVERHEAD		
Department	SAN DIEGO MUNICIPAL COURT	# 2300	Ref: Pr. Yr. Bud. Vol-Pg. II 82
Function	PUBLIC PROTECTION	# 10000	Service: JUDICIAL # 13000
Authority:	California Government Code, Sections 74342 and 74343 provide a Clerk/Administrative Officer and various support personnel to carry out the mandate of the Court.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 292,141	298,793	325,328	340,609	5%
Services & Supplies	\$ 13,207	22,442	18,248	21,675	19%
	\$				
Subtotal—Direct Costs	\$ 305,348	321,235	343,576	362,284	5%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 305,348	321,235	343,576	362,284	5%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 305,348	321,235	343,576	362,284	5%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead	17	16.48	17	17	0

PROGRAM STATEMENT

NEED:

The San Diego Municipal Court is mandated by the State Constitution and statutory law to adjudicate and process cases involving public offenses and civil disputes. In order to effectively and efficiently accomplish these mandates, it is necessary to provide effective court administration through management of the Clerk's Office and the provision of administrative and secretarial support to the Judges.

DESCRIPTION:

The Clerk's Office accepts and files all documents pertinent to court cases, maintains court records, and accounts for all fines and forfeitures under direction.

STAFFING SCHEDULE

PROGRAM: MUNICIPAL COURT SERVICES - SAN DIEGO - OVERHEAD		DEPT.: 2300			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
62.86	Clerk /Administrative Officer	1.0	1.0	46,863	48,006
56.86	Assistant Clerk	1.0	1.0	32,586	34,604
53.46	Assistant Clerk-Administrative Officer	-	1.0	-	25,476
49.36	Chief Clerk	1.0	1.0	24,850	24,894
46.36	Assistant Chief Clerk	1.0	1.0	21,663	21,760
43.36	Deputy Clerk IV	3.0	4.0	56,482	75,312
42.28	Chief Judicial Secretary	1.0	1.0	18,254	18,507
39.00	Judicial Secretary	4.0	4.0	61,655	62,891
37.50	Deputy Clerk III	1.0	-	14,482	-
35.00	Deputy Clerk II	2.0	-	25,843	-
33.00	Deputy Clerk I	2.0	3.0	21,758	34,840
	Salary Adjustment			5,302	303
	Salary Savings			(-4,410)	(-5,984)
Total Direct Program					
Department Overhead					
Program Totals		17.0	17.0	325,328	340,609

PROGRAM: DEPARTMENTAL OVERHEAD # 2401 Manager: R. W. Robinson
 Department Sheriff # 2400 Ref: Pr. Yr. Bud. Vol-Pg. II-83
 Function Public Protection # 10000 Service: --
 Authority: Section 605 of the County Charter charges the Sheriff with organizing his department in order to provide the County with efficient and effective police protection. The Sheriff is the chief law enforcement officer in his county and is charged with preserving the peace and arresting all persons who commit or attempt to commit crimes within the county (Government Code 26600 et seq.). The state also mandates the Sheriff to execute court process (G.C. 26608); attend the Superior Court (26602); & to maintain the County Jail & its prisoners (G.C. 26605).

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 930,628	\$ 920,719	\$ 1,127,997	\$ 1,508,868	34%
Services & Supplies	\$ 128,400	189,170	297,986	373,513	25%
CETA Spec. Projs.	\$ -0-	-0-	-0-	94,611	--
Subtotal-Direct Costs	\$ 1,059,028	\$ 1,109,889	\$ 1,425,983	\$ 1,976,992	39%
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	-0-
Ext. Support/O'head	\$ -0-	-0-	-0-	-0-	-0-
Total Costs	\$ 1,059,028	\$ 1,109,889	\$ 1,425,983	\$ 1,976,992	39%
FUNDING					
Charges, Fees, etc.	\$ 69,050	\$ 75,096	\$ 198,463	\$ 135,188	(32)%
Subventions	\$ -0-	-0-	-0-	-0-	-0-
Grants	\$ -0-	52,778	255,165	243,407	(5)%
CETA	\$ 36,000	10,000	20,000	321,612	1,508%
CETA Spec. Projs.	\$ -0-	-0-	-0-	94,611	--
Total Funding	\$ 105,050	\$ 137,874	\$ 473,628	\$ 794,818	68%
NET COUNTY COSTS	\$ 953,978	\$ 972,015	\$ 952,355	\$ 1,182,174	24%
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	\$ 40,087	\$ 19,150	(52)%
Fixed Assets	\$ 8,212	46,516	43,215	48,729	13 %
Revenue	\$ -0-	-0-	-0-	(23,906)	--
Net Cost	\$ 8,212	\$ 46,516	\$ 83,302	\$ 43,973	(47)%
STAFF YEARS					
Direct Program	-0-	-0-	-0-	-0-	-0-
CETA	4.00	1.00	2.00	23.75	1,088%
Dept. Overhead	48.00	54.00	60.00	64.75	8 %

PROGRAM STATEMENT

NEED: To provide administrative control and direction, and operational support to the thirteen program activities included within the Sheriff's Department.

DESCRIPTION: The Office of the Sheriff, as the executive unit provides overall management of the Department, along with community and intergovernmental liaison operations.

The Sheriff's Office of Special Services includes the personnel unit, the Departmental Training Unit, and the Reserve Unit. The Sheriff's Personnel Unit has the primary responsibility for recruiting and selecting qualified personnel for the position of Deputy Sheriff and for civilian support positions. The unit also monitors the Departmental Affirmative Action program, processes employee complaints and claims, and maintains the payroll and personnel records for 1200 employees. Additionally, it is responsible for personnel evaluation and career development. The Sheriff's Training Division administers the Sheriff's Regional Training Academy, which provides basic training to Sheriff's sworn personnel, as well as to personnel employed by other local law enforcement and military agencies. The unit provides the training required by statute and by regulations established by the Commission on Peace Officers Standards & Training, which has established minimum standards for recruitment and training. The Sheriff's Reserves Unit consists of more than 400 volunteers who are frequently deployed to unique and unusual circumstances where specialized public safety strategies (search and rescue, etc.) are warranted. The Sheriff's Crime Prevention program is responsible to Government Code 26600 which provides for his sponsorship of Crime Prevention programs, "Neighborhood Watch", "Merchants Alert", and self defense seminars for women are typical of such presentations. The Office of Special Services also maintains relations with Mexico through the International Liaison Officer.

The Sheriff's Office of Staff Services provides budget coordination, comprehensive research and planning for short-term planning, research assignments, grant development and monitoring, contract development and administration, and project management. The office maintains the departmental capital facilities program and oversees a productivity

NEED AND PERFORMANCE INDICATORS		1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
ACTIVITY Office of Sheriff	NEED To provide overall administrative direction & control to 13 direct service programs. Thus ensuring that the highest level of public safety services possible are provided to county residents.					
	WORKLOAD					
	EFFICIENCY					
	EFFECTIVENESS					

NEED AND PERFORMANCE INDICATORS		1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
ACTIVITY Personnel/Training	NEED Citizens of San Diego are entitled to the highest quality of public safety personnel.					
	WORKLOAD					
	# of employment interviews	925	1,020	1,460	1,650	1,675
	# of deputies trained (includes limited duty)	36	76	127	127	75
	# of Reserves trained	142	100	90	90	165
	# of payroll records maintained	1,060	1,120	1,200	1,200	1,260
	# of formal employee complaints & claims investigated	92	135	150	167	199
EFFICIENCY						
Interviews per interviewer per year	463	510	730	825	558	
EFFECTIVENESS						

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

During 1977-78 the Sheriff's Personnel Unit was responsible for the successful implementation of the Limited Duty program; a career development officer has been employed in support of the Department's Affirmative Action program. The Training Division was instrumental in the development of job-related physical agility tests and a physical conditioning program for inservice personnel, and a program is being developed in response to a state mandated increase in the hours of instruction for entry level sworn personnel (from 640 hours to 880 hours).

1978-79 OBJECTIVES:

1. To provide 20 hours of inservice training for 150 sworn officers; 16 hours for 50 civilian staff members and develop a formal supervisory training program.
2. To establish the capability for conducting thorough background investigations on 500 prospective personnel at 8 hours each.
3. To establish the capability for legal training and advise in support of departmental operations.
4. To maintain an aggressive and effective affirmative action program.
5. To establish the capability for processing 1675 employment applications and conducting 1675 interviews.

		NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
ACTIVITY	Budget & Planning 22 %	NEED To provide administrative support, fiscal management assistance and program development expertise to direct service program.					
		WORKLOAD					
		EIRS processed for law enforcement impact	31	79	N/A	106	260
		Revenue contracts administered	8(\$894,000)	8(\$1,067,754)	8(\$1,391,995)	8(\$1,327,963)	8(\$1,350,000)
		Requisitions processed	1,735	2,018	2,282	2,282	2,556
Inventory Maintained	\$140,165	\$175,359	\$187,634	225,000	229,500		
		EFFICIENCY					
		EFFECTIVENESS					
		Grant revenue received	\$197,189	\$351,034	\$383,228	\$267,509	\$317,746
		Annual savings returned to general fund or transferred.	\$ 64,000	\$334,768	N/A	\$125,000	N/A
ACTIVITY	Crime Prevention 36 %	NEED Citizen involvement has the potential for decreasing the opportunities for the commission of certain crimes.					
		WORKLOAD					
		Number of formal crime prevention presentations	98	162	708	1,022	1,140
		Number of county residents participating in the "Neighborhood Watch" program	N/A	500	1,160	1,768	3,300
				EFFICIENCY			
		EFFECTIVENESS					
		Community surveys have indicated positive support and increased feeling of security.					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES: Through a judicious fiscal management effort the Department was able to return approximately \$158,000 to the general fund and an additional \$176,500 was transferred to other Departments. The Budget and Planning Division has streamlined workload EDP systems and has recommended changes in patrol deployment which are projected to annually increase the amount of preventive patrol time in Santee/Lakeside by approximately 6,900 hours. The division has also been involved in the testing of tape recorders as an alternative to manually written reports. These programs are helping to maximize the use of existing personnel. The crime prevention unit has expanded its operation to all unincorporated areas and the public's interest has been extensive.

1978-79 OBJECTIVES:

1. To maintain the capability for a crime prevention forum which emphasizes community involvement through Neighborhood Watch, Merchants Alert, self defense for women and school instruction.
2. To formalize a departmental long range planning process and to expand the application of the PPMS process to thirteen (vs. one pilot) programs.
3. To test the effectiveness of automated patrol manpower allocation systems, based on research conducted during 1977-78, in order to minimize response times and equalize workload with minimal increases in personnel.
4. To establish the capability for timely crime analysis in order to selectively impact the occurrences of burglaries and robberies.

DESCRIPTION - continued

improvement project in support of patrol operations. The office provides expanded, timely and complete logistical support for programs and activities in terms of accounting, procurement, storage, distribution and control of all classes and categories of services/supplies and fixed assets. This office is responsible for the control of all expenditures and generated or anticipated revenue of the Sheriff's Department.

DISCUSSION:

The increase in Salaries & Benefits is the result of the addition of 26.50 staff years, which includes both new positions and existing positions transferred from other programs due to an internal reorganization.

One (1) Administrative Assistant III will assume the responsibility for the Fiscal Control Unit (one (1) Administrative Assistant II/I/Trainee is deleted), supervising the accounting, travel and purchasing/supply functions. One (1) Administrative Assistant III will function as the Departmental Personnel Officer (one (1) Administrative Assistant II/I/Trainee is deleted) for civilian personnel. One (1) Administrative Assistant II/I/Trainee will be assigned to the Budget and Planning Division and one (1) Administrative Assistant II/I/Trainee will be assigned to Special Services with responsibility within the Training and Personnel Divisions. One (1) Deputy Sheriff position has been added for the Community Crime Prevention grant program. One (1) Intermediate Account Clerk will provide overtime management and more expeditious processing of payroll-related paperwork. One (1) Intermediate Account Clerk will handle accounts payable, claim processing and other fiscal functions (one (1) Intermediate Stenographer position is deleted). One (1) Senior Clerk will function as staff assistant within the Office of Staff Services (one (1) Intermediate Clerk Typist position is deleted). The 21.75 increase in CETA staff years includes the Crime Prevention Specialists assigned to the Sheriff's Crime Prevention program. The special project portion of the program has been absorbed within the "Salaries and Benefits" category. Extra Help decreased by 3.0 staff years due to the expiration of a Law Enforcement Assistance Administration grant program. Increases or decreases in other classifications directly relate to transfers from other Sheriff's programs (which indicate corresponding changes).

Fixed Assets reflect \$33,000 for the mandated acquisition of duty weapons. Similarly the services and supplies request reflects \$26,400 for mandated leather equipment. The provision of weapons and leather equipment is mandated by Section 6401 of the Labor Code.

The Services and Supplies budget reflects range supplies and ammunition (\$113,000); medical and psychiatric exams (\$10,000); travel (\$59,000 of which \$30,000 reimbursed); Sheriff's special fund (\$35,000); crime prevention supplies (\$38,500 grant funded); and lease of ARJIS computer terminals (\$20,000).

The increase in Revenue is the result of the addition of the CETA Crime Prevention program which augments the Community Crime Prevention grant program.

STAFFING SCHEDULE

PROGRAM: DEPARTMENTAL OVERHEAD		DEPT.: Sheriff			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	Sheriff	1.00	1.00	\$ 47,522	\$ 47,448
	Undersheriff	1.00	1.00	43,004	42,794
56.40	Sheriff's Inspector	1.00	1.00	38,237	38,237
53.96	Executive Assistant	1.00	1.00	28,976	33,586
52.40	Sheriff's Captain	1.00	1.00	31,423	31,561
	Confidential Investigator	3.00	3.00	83,109	91,302
50.50	Admin. Assistant III	1.00	3.00	24,312	82,181
49.70	Sheriff's Lieutenant	2.00	4.00	54,542	103,953
48.42	Admin. Assistant Trainee, I, II	5.00	5.00	120,833	117,365
46.70	Sheriff's Sergeant	3.00	4.00	69,152	93,416
46.02	Associate Accountant	1.00	1.00	21,838	21,602
44.30	Weapons Training Coordinator	1.00	1.00	20,103	20,588
42.70	Deputy Sheriff	9.00	10.75	158,586	224,530
39.90	Supervising Clerk	1.00	1.00	16,502	16,598
39.80	Administrative Secretary	1.00	1.00	17,021	17,149
37.76	Assistant Range Master	1.00	1.00	15,171	15,173
37.66	Storekeeper I	1.00	-0-	15,099	-0-
37.36	Secretary II	1.00	1.00	15,133	15,237
36.60	Senior Stenographer	2.00	2.00	27,162	28,307
36.40	Senior Clerk Typist	-0-	1.00	-0-	13,409
35.06	Stock Clerk	1.00	2.00	13,360	26,931
34.10	Intermediate Stenographer	3.00	2.00	34,718	24,614
34.00	Intermediate Account Clerk	-0-	2.00	-0-	21,232
32.90	Intermediate Clerk Typist	10.00	9.00	113,558	105,350
28.60	Junior Clerk Typist	1.00	1.00	8,623	8,709
	Extra Help	8.00	5.00	89,443	44,058
	CETA	2.00	23.75	20,000	311,467
	Adjustments			570	(87,929)
Total Direct Program		-0-	-0-	\$ -0-	-0-
Department Overhead		62.00	88.50	1,127,997	\$ 1,508,868
Program Totals		62.00	88.50	1,127,997	1,508,868

PROGRAM:	COLLECTION OF ACCOUNTS RECEIVABLE	# 81701	Manager:	Morris R. Pion
Department	Revenue and Recovery	# 2600	Ref: Pr. Yr. Bud. Vol-Pg.	II-64
Function	Support Costs	# 81000	Service:	Revenue Collection # 81700

Authority: This program was developed to carry out Welfare & Inst. Code 900 et. seq. provides recovery of monies from responsible relatives for juveniles in detention facilities and monies expended for Court appointed attorneys for juveniles; 17403 provides recovery from individuals for whom public monies have been expended; 17109 returns the right of the County to obtain Grants of Lien and collect such liens; Civil Code 4700 et. seq. pertains to recovery of child support under Federal IV-D Program; P.C. 987 et. seq. recovery of Court appt. attorneys for adults.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,588,269	1,863,065	2,178,071	2,386,793	10
Services & Supplies	\$ 89,089	85,852	55,753	85,430	53
CETA Special Proj.	\$			6,230	0
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 1,677,358	1,948,917	2,233,824	2,478,453	11
Indirect:					
Dept. Overhead	\$ 186,690	251,344	205,118	186,249	(9)
Ext. Support/O'head	\$ 715,615	898,769	853,343	1,034,290	21
Total Costs	\$ 2,579,663	3,099,030	3,292,285	3,698,992	12
FUNDING					
Charges, Fees, etc.	\$ 32,720	23,548	15,200	15,000	1
Subventions	\$				
Grants	\$				
CETA	\$	46,895	58,580	58,580	0
				6,230	0
Total Funding	\$ 32,720	70,443	73,780	79,810	8
NET COUNTY COSTS	\$ 2,546,943	3,028,587	3,218,505	3,619,182	12
CAPITAL PROGRAM					
Capital Outlay	\$ 0	0	240	0	(240)
Fixed Assets	\$ 12,504	15,575	19,109	22,105	16
Revenue	\$				
Net Cost	\$ 12,504	15,575	19,349	22,105	16
STAFF YEARS					
Direct Program	129.75	152.0	161.0	168.0	4
CETA	9.00	9.0	6.0	6.0	0
Dept. Overhead	13.00	13.0	13.0	11.0	(15)

PROGRAM STATEMENT

NEED: To provide centralized, cost effective professional billing and collection services to other County Departments which administer programs for which there is provision or mandate to recover the costs for services.

DESCRIPTION: The professional collections services include the computation of charges, billing for services, evaluation of financial ability to pay, recommending civil litigation, recommending compromise and discharges of accountability, and receipt of, account for, and disbursement of payments. In cases of non-compliance, referrals are made to the District Attorney, Municipal and Superior Courts. These activities are accomplished by professional recovery officers supported by clerical staff at six locations throughout the County. Efforts are directed primarily toward the recovery of monies from the legally responsible parties who have received County services and, when feasible, from Federal Medicare, State Medi-Cal, or other third parties.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Total Estimated Outstanding Debt (\$)	41,793,947	54,484,670	57,000,000	54,323,800	61,000,000
WORKLOAD					
Volume of Accounts					
Beginning Accounts:	63,258	70,955	77,954	82,700	96,604
Accounts Opened:	53,915	53,842	69,000	52,200	110,000
Accounts Closed:	46,219	43,637	60,500	40,800	99,750
Net Inc/Dec:	7,696	10,205	8,500	11,400	10,250
Ending Accounts:	70,954	81,160	86,454	94,100	106,854
Payments Processed:	214,456	262,819	275,000	280,600	320,629
Total Collections (\$)	19,748,613	24,595,082	25,743,000	27,399,000	28,143,000
EFFICIENCY					
Unit Cost:	12.4 ¢	12.6 ¢	12.3 ¢	13.5 ¢	11.6 ¢
Productivity Index:	130	141	143	148	152
EFFECTIVENESS					
Percent of Estimated Amount Due Collected	47	45	45	50	46

UNIT COST DEFINED:

Cost/ \$ Collected

PRODUCTIVITY INDEX DEFINED:

Total \$ Collected/Total Staff Years

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

A mid-year staff augmentation of ten positions will result in an additional \$1.2 million over the 1977-78 Budgeted amount.

1978-79 OBJECTIVES:

1. To collect \$28,143,000 during FY 78-79 while maintaining overall collections program costs at less than 15 cents per dollar collected.
2. To survey all County programs to determine if there is a provision to recover costs for services which has not been applied or where a more effective collection effort could be provided by the Department of Revenue and Recovery.
3. To work together with the Department of Electronic Data Processing Services to modernize the Department's Accounts Receivable Trust Account System to, when and where possible, increase the utilization of automated processes.

COLLECTION OF ACCOUNTS RECEIVABLE

DISCUSSION:

As a result of the passage of Proposition 13 and the subsequent temporary State funding through SB154, the direct program has been reduced by three (3) staff years. These deletions amount to \$-34,614 for positions associated with collection of deferred fines.

The program for Department Overhead was also reduced by two (2) staff years. Deletions included one (1) staff year for an administrative position, and one (1) staff year for extra help funding. The total overhead reduction amounts to \$-35,886.

STAFFING SCHEDULE

PROGRAM: COLLECTION OF ACCOUNTS RECEIVABLE		DEPT.: REVENUE AND RECOVERY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
51.50	Principal Accountant	1.00	1.00	26,973	30,113
48.52	Senior Accountant	1.00	1.00	22,211	22,538
47.30	Chief of Revenue and Investigations	1.00	0	22,235	0
47.02	Associate Accountant	1.00	1.00	21,646	22,032
45.68	Supervising Revenue and Recovery Officer*	1.00	1.00	20,330	20,731
45.54	Supervising Collections Field Investigator*	1.00	1.00	20,216	20,586
43.80	Collections Field Investigator*	5.00	6.00	93,205	110,782
42.98	Revenue and Recovery Officer IV*	6.00	6.00	107,649	109,324
41.00	Supervising Clerk	0.00	1.00	0	17,414
40.98	Revenue and Recovery Officer III*(3)	20.00	20.00	325,268	330,166
40.98	Revenue and Recovery Officer II or III	3.00	3.00	43,612	45,746
40.66	Accounting Technician*	3.00	3.00	48,234	48,849
40.50	Legal Procedures Clerk II	1.00	1.00	15,917	16,158
38.98	Revenue and Recovery I/II	26.00	28.00	340,530	405,867
38.50	Legal Procedures Clerk I	2.00	2.00	26,810	26,691
37.70	Senior Stenographer	1.00	2.00	13,955	29,053
37.50	Senior Clerk Typist	1.00	0.00	13,850	0
37.50	Senior Account Clerk	7.00	7.00	95,830	97,940
35.20	Intermediate Stenographer	4.00	3.00	45,801	36,936
35.00	Cashier Clerk	1.00	1.00	12,295	12,484
35.00	Intermediate Account Clerk	34.00	37.00	405,781	445,703
34.00	Intermediate Clerk Typist	41.00	43.00	457,632	496,949
	Other Extraordinary Pay			16,300	16,300
	CETA	6.00	6.00	74,683	74,683
	Adjustments:				
	Salary Savings			-70,210	-50,252
	Salary Adjustments			-22,682	0
	*Positions reclassified on 6/30/78. New Classification not listed.				
Total Direct Program		167	174	2,178,071	2,386,793
Department Overhead		13	11	198,386	177,814
Program Totals		180	185	2,376,457	2,564,607

PROGRAM:	DEPARTMENT OVERHEAD SUMMARY	# 92101	Manager:	Morris R. Pion
Department	Revenue and Recovery	# 2600	Ref: Pr. Yr. Bud. Vol-Pg.	II-86
Function		#	Service:	Operational
Authority:	This program was developed for the purpose of carrying out the Administrative Code, Article XIII-A; Section 210.1 et. seq. which establishes the department and its functions.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 186,690	243,141	198,386	177,814	(10)
Services & Supplies	\$	8,203	6,732	8,435	25
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 186,690	251,344	205,118	186,249	(9)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 186,690	251,344	205,118	186,249	(9)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 186,690	251,344	205,118	186,249	(9)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	13.0	13.0	13.0	11.0	(15)
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: To provide administrative control and direction, program management, and logistic support to the operating subelements of the Department's singular program, the collection of Accounts Receivable.

DESCRIPTION: This program provides for the Director's administration and general supervision of the overall functions of the Department. Included in this program are the personnel, budget, safety, training, purchasing, expenditure control, program review, and account file control activities.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of staff in the Department	151.75	174	180	185	185
Total Department appropriation administered (\$)	2,579,663	3,099,030	3,292,285	3,287,764	3,698,992
WORKLOAD					
Number of interviews conducted for new or vacated positions	226	260	395	335	372
Legislative Bills Analyzed	4	4	5	5	7
EFFICIENCY					
Department Overhead (Administrative Costs) as a percent of total departmental costs	7.3	8.1	6.2	5.6	5.0
EFFECTIVENESS					
Effectiveness of Collectors and Investigators is measured against the turnover rate of clerical and accounting personnel:					
No. of new Clerical & Accounting personnel (total)	33(87)	42(102)	59(107)	53(114)	67(114)
% of total Department Clerical and Accounting	38%	41%	55%	46%	59%
No. of new Investigators and Collectors (total)	6(50)	10(58)	18(67)	16(70)	21(70)
% of total Department Investigators and Collectors	12%	17%	27%	23%	30%

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

A control group study was begun during the second half of the fiscal year. Insufficient data has been collected and continued work is being done to establish better parameters. A final report will be submitted at mid-year 1978-79.

1978-79 OBJECTIVES:

To continue development of a Cost Benefit Analysis Model which will enable the Department to examine program cost effectiveness in terms of the relationships of collections, caseload and staffing patterns.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD SUMMARY		DEPT.: REVENUE AND RECOVERY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
54.36	Director of Revenue and Recovery	1.00	1.00	30,804	34,857
51.38	Assistant Director of Revenue and Recovery	1.00	1.00	25,780	28,747
49.42	Administrative Assistant II or Administrative Assistant I or Administrative Trainee	1.00	1.00	23,152	24,252
45.94	Administrative Assistant I or Administrative Trainee or Administrative Aid	1.00	1.00	17,643	18,655
39.20	Secretary II	1.00	1.00	14,958	15,214
37.50	Senior Clerk Typist	1.00	Ø	12,651	Ø
37.20	Secretary I	1.00	1.00	13,682	13,263
34.00	Telephone Operator Information Clerk	1.00	Ø	11,512	Ø
34.00	Intermediate Clerk Typist	0.00	1.00	Ø	11,557
29.70	Junior Clerk Typist	4.00	4.00	36,472	37,832
	Temporary Extra Help	1.00	Ø	12,935	Ø
	Adjustments:				
	Salary Savings			-962	-1,082
	Salary Adjustments			-241	-5,481
Total Direct Program		13.00	11.00	198,386	177,814
Department Overhead					
Program Totals		13.00	11.00	198,386	177,814

PROGRAM: <u>DEPARTMENT OVERHEAD</u>	# <u>92101</u>	Manager: <u>David Stark</u>
Department <u>CORONER</u>	# <u>2750</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>II - 87</u>
Function <u>INTRA-DEPARTMENT OVERHEAD</u>	# <u>91000</u>	Service: <u>INTRA-DEPARTMENT OVERHEAD</u> # <u>92100</u>
Authority: This program was developed for the purpose of providing administrative support and guidance to the Direct Public Service Program Decedent Investigation. The Coroner is designated as an appointive officer in the County Charter, Section 14.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 145,013	144,476	142,634	147,100	3
Services & Supplies	\$ 9,000	10,116	11,590	13,830	19
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 154,013	154,592	154,224	160,930	4
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 154,013	154,592	154,224	160,930	4
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ -0-	-0-	-0-	-0-	-0-
NET COUNTY COSTS	\$ 154,013	154,592	154,224	160,930	4
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$	2,003			
Revenue	\$				
Net Cost	\$	2,003			
STAFF YEARS					
Direct Program	11.0	10.0	10.0	10.0	-0-
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: To administer the program "Decedent Investigation" within the office of the County Coroner.

DESCRIPTION: The overhead support group in the Coroner's Department provides administrative guidance and clerical support to personnel engaged in the direct program, Decedent Investigation. The Coroner has direct responsibility and control for all departmental operations including budget, personnel matters, and the setting of departmental policy and must personally attest to the cause of death for all cases.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> To provide administrative guidance and support to the staffyears associated with the direct Public Service Program Decedent Investigation	37.75	38.75	38.75	38.75	38.75
<u>WORKLOAD</u> Number of field investigations	4,903	5,083	5,000	5,589	5,200
<u>EFFICIENCY</u> Productivity Index Field Investigations/Total Staffyears	101	105	103	116	108
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED: No applicable unit cost data for department overhead.

PRODUCTIVITY INDEX DEFINED: The Productivity Index was developed by dividing field investigations by the total departmental staffyears.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

- To conduct a comprehensive review and update of the department's policy manual during the 1978-79 fiscal year.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: CORONER #2750			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.74	Coroner	1	1	32,861	34,770
50.30	Assistant Coroner	1	1	25,569	28,047
39.20	Secretary II/Senior Clerk	1	1	14,324	14,526
35.00	Intermediate Account Clerk	1	2	12,313	23,100
34.00	Intermediate Clerk Typist	5	4	56,629	47,144
34.00	Medical Typist	1	1	12,057	11,947
	Temporary Extra Help			5,587	5,581
	Salary Adjustments			-13,015	-13,015
	Salary Savings			- 3,691	- 5,000
Total Direct Program		10.0	10.0	142,634	147,100
Department Overhead					
Program Totals		10.0	10.0	142,634	147,100

PROGRAM:	Departmental Overhead	# 92101	Manager: County Clerk
Department:	County Clerk	# 2800	Ref: Pr. Yr. Bud. Vol-Pg. _____
Function:	Public Protection	# 10000	Service: Judicial # 13000
Authority:	California Government Code Sections 26800 to 26804.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 266,430	273,220	304,921	317,914	1
Services & Supplies	\$ 90,808	95,594	86,214	85,777	(-1)
	\$				
Subtotal—Direct Costs	\$ 357,238	368,814	391,135	403,691	1
Indirect:					
Dept. Overhead	\$ 0	0	0	0	0
Ext. Support/O'head	\$				
Total Costs	\$ 357,238	368,814	391,135	403,691	1
FUNDING					
Charges, Fees, etc.	\$ 0	0	0	0	0
Subventions	\$				
Grants	\$				
CETA	\$				
Interfund Charges	\$				
Total Funding	\$ 0	0	0	0	0
NET COUNTY COSTS	\$ 357,238	368,814	391,135	403,691	1
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,579	5,865	4,028	8,927	122
Revenue	\$				
Net Cost	\$ 2,579	5,865	4,028	8,927	122
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

The Document Issuance and Court Support Programs require administrative and accounting support.

DESCRIPTION:

The Administration Division of the County Clerk's Department manages the two direct programs mentioned above. The Accounting Division provides them with accounting for their trust funds, fees, purchases, payroll, and trial costs. The Accounting Division also operates the supply room and provides a messenger service.

STAFFING SCHEDULE

PROGRAM: Departmental Overhead - 92101		DEPT.: County Clerk (2800)			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
-	County Clerk	1	1	\$ 37,504	\$ 37,471
-	Chief Deputy County Clerk	1	1	34,555	33,889
50.50	Administrative Assistant III	1	1	26,274	28,560
46.02	Associate Accountant	1	1	21,685	22,032
40.00	Supervising Clerk	1	1	16,343	16,575
39.66	Accounting Technician	1	1	15,964	16,304
37.66	Storekeeper	1	1	14,596	14,834
37.36	Secretary II	1	1	14,984	15,237
35.06	Stock Clerk	1	0	12,910	0
34.90	Secretary I	1	1	13,661	13,863
34.00	Intermediate Account Clerk	3	5	35,811	58,285
34.00	Cashier Clerk	2	2	22,324	23,324
33.40	Mail Clerk Driver	2	2	23,940	24,296
33.00	Intermediate Clerk Typist	2	2	22,955	23,635
	Salary Savings			(8,585)	(10,391)
Total Direct Program		19	20	\$304,921	\$317,914
Department Overhead					
Program Totals		19	20	\$304,921	\$317,914

PROGRAM:	DEPARTMENT OVERHEAD COSTS	# 92101	Manager: District Attorney Miller
Department	District Attorney	# 2900	Ref: Pr. Yr. Bud. Vol-Pg. II-89
Function	OVERHEAD	# 92000	Service: Dept. Overhead # 92100
Authority:			

COSTS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 561,378	591,372	614,375	619,398	.8
Services & Supplies	\$ 67,566	68,524	83,719	77,876	7.0
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 628,944	659,896	698,094	697,274	(.1)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 628,944		698,094	697,274	(.1)
FUNDING					
Charges, Fees, etc.	\$ 500	8			
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 500	8			
NET COUNTY COSTS	\$ 628,444	659,888	698,094	697,274	(.1)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,409	1,647	4,577	2,060	(55)
Revenue	\$				
Net Cost	\$ 1,409	1,647	4,577	2,060	(55)
STAFF YEARS					
Direct Program	27.25	25.43	29.25	29.25	0
CETA					
Dept. Overhead					

PROGRAM STATEMENT

Need: To provide administrative control and direction, program management and logistic support to a geographically dispersed staff serving the courts in eight locations.

Description: Administration includes overall supervision of departmental divisions, personnel procurement and training, acquisition and distribution of services and supplies, payroll, office management, grant administration, revenue acquisition, budget formulation, public relations and citizen liaison.

NEED AND PERFORMANCE INDICATORS	1978-78 ACTUAL	1978-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Number of personnel (SY) in the Office	362.13	396.07	444.00	427.13	434.50
Total Office appropriation administered (\$)	7,090,949	8,178,880	9,367,149	9,367,149	9,419,744
WORKLOAD					
Acquisition of revenue (less CETA funding)	4,537,951	6,234,475	6,093,069	6,411,154	6,732,763
EFFICIENCY					
% of Overhead versus total appropriation	8.89	8.09	7.50	7.45	7.40
% of revenue versus appropriation	64.00	76.23	65.05	68.44	71.48
EFFECTIVENESS					

UNITY COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

Closely administer prosecutorial efforts to see that 1977-78 effectiveness is not diminished despite \$248,249 reduction in program funding.

STAFFING SCHEDULE

PROGRAM: DISTRICT ATTORNEY OVERHEAD		DEPT.: DISTRICT ATTORNEY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	District Attorney	1.00	1.00	52,430	53,037
	Assistant District Attorney	1.00	1.00	49,934	50,460
	Chief Deputy District Attorney	1.00	1.00	48,841	49,222
	Confidential Investigator	3.00	3.00	67,511	85,230
56.42	Chief Investigator	1.00	1.00	32,496	32,940
57.56	Executive Assistant	1.00	1.00	29,385	33,681
54.02	Assistant Chief Investigator	1.00	1.00	28,969	29,344
53.94	Administrative Assistant III	1.00	1.00	26,266	27,231
50.00	Investigator III	4.00	3.00	95,970	75,254
46.50	Investigator I		1.00		19,221
43.58	Principal Clerk	1.00	1.00	18,046	18,773
41.70	Administrative Secretary	1.00	1.00	16,899	17,149
41.00	Supervising Clerk	1.00	1.00	16,383	16,575
41.00	Investigative Assistant II	2.00	2.00	27,702	31,971
39.20	Secretary II	1.00	1.00	14,980	15,214
38.66	Storekeeper		1.00		12,593
37.70	Senior Stenographer	2.00	2.00	27,248	27,757
37.50	Senior Account Clerk		1.00		14,408
37.50	Senior Clerk Typist	1.00	2.00	13,870	27,458
36.06	Stock Clerk	1.00		12,606	
35.20	Intermediate Steno	1.00	1.00	11,983	10,735
35.00	Intermediate Account Clerk	1.00		12,024	
34.00	Intermediate Clerk Typist	2.00	1.00	22,199	11,571
	Temporary Extra Help	1.25	1.25	8,565	
	ADJUSTMENTS				
	Premium Overtime				1,000
	Bi-Lingual Pay			840	840
	Salary Adjustments			(2,843)	(29,142)
	Salary Savings			(17,929)	(13,124)
Total Direct Program		29.25	29.25	614,375	619,398
Department Overhead					
Program Totals		29.25	29.25	614,375	619,398

SUMMARY OF SUPPORT AND OVERHEAD COST

COMMUNITY SERVICES AGENCY

	1975-76 <u>Actual</u>	1976-77 <u>Actual</u>	1977-78 <u>Budgeted</u>	1978-79 <u>Adopted</u>	Budgeted <u>Change</u>	% <u>Change</u>
Agency Administration	\$ 367,921	\$ 358,654	\$ 306,552	\$ 154,514	\$ (-152,038)	(- 50%)
Fire, Disaster & Safety Services, Safety Support	98,022	139,626	121,079	88,576	(- 32,503)	(- 27%)
Registrar of Voters Department Overhead	142,879	157,838	159,777	174,567	14,790	9%
Agriculture Department Overhead	153,986	153,603	162,363	161,985	(- 378)	-
Parks & Recreation Department Overhead	356,197	298,537	305,729	240,746	(- 64,983)	(- 21%)
Governmental Reference Library	29,126	24,377	29,277	34,787	5,510	19%
Real Property						
Property Management	44,281	221,380	224,257	181,772	(- 42,485)	(- 19%)
Real Property Services	81,969	171,301	247,258	187,545	(- 59,713)	(- 24%)
Property Leasing	22,126	97,103	132,422	93,620	(- 38,802)	(- 29%)
Property Acquisition	168,913	(-7,889)	64,396	(- 15,724)	(- 80,120)	(-124%)
Department Overhead	140,026	123,952	112,341	100,025	(- 12,316)	(- 11%)
Land Use & Environmental Regulation Department Overhead	485,569	182,853	184,772	186,082	1,310	1%
General Services						
Internal Mail	1,255,181	1,570,848	1,623,467	1,688,738	65,271	4%
Custodial Services	2,155,467	2,151,097	2,296,881	2,250,436	46,445	2%
Security Services	328,877	360,287	476,365	496,507	20,142	4%
Building Maintenance & Operations	3,570,116	3,735,319	4,782,794	4,556,456	(-226,338)	(- 5%)
Utility Payments	2,124,954	2,344,125	2,980,769	3,120,505	139,736	5%
Fleet Equipment Maintenance & Operation	3,501,658	3,778,795	3,974,580	3,871,638	(-102,942)	(- 3%)
Telephone & Public Information	2,965,305	3,078,770	3,594,820	3,535,258	(- 59,562)	(- 2%)
Radio & Electronics	664,103	737,272	883,743	917,032	33,289	4%
Records Management	161,869	187,695	288,449	276,025	(- 12,424)	(- 4%)
Facilities Development & Management	83,889	118,387	242,921	208,031	(- 34,890)	(- 14%)
Lease Payments	3,585,740	4,029,292	4,444,600	5,116,636	672,036	15%
Major Maintenance	773,214	786,741	1,468,400	745,800	(-722,600)	(- 49%)
Project Management	-0-	(- 9,467)	(- 51,325)	-0-	51,325	-
Architectural Services	380,040	199,069	414,292	339,201	(- 75,091)	(- 18%)
Department Overhead	259,551	215,733	276,558	273,144	(- 3,414)	1%
Sanitation & Flood Control Support to Others	239,139	104,169	81,024	154,509	73,485	91%
Department Overhead	97,865	92,200	98,640	108,305	9,665	10%
Library Department Overhead	109,787	113,821	134,910	142,256	7,346	5%
Transportation Services Requested by Other County Organizations	(- 891,960)	(-796,294)	(-690,391)	(- 557,388)	133,003	19%
Road Fund Plant & Equipment Operation	183,022	220,568	288,183	597,968	309,785	108%
Surveying & Mapping	1,211,333	1,488,371	1,367,754	1,441,076	73,322	5%
Department Overhead	<u>3,413,087</u>	<u>3,293,088</u>	<u>3,036,709</u>	<u>3,210,167</u>	<u>173,458</u>	<u>6%</u>
Total Cost	\$ 28,263,252	\$ 29,721,221	\$ 34,064,366	\$ 34,080,795	\$ 16,429	-
Revenue	<u>2,095,859</u>	<u>2,424,629</u>	<u>2,410,170</u>	<u>3,268,925</u>	<u>858,755</u>	<u>36%</u>
Net Cost	\$ 26,167,393	\$ 27,296,592	\$ 31,654,196	\$ 30,811,870	(- 842,326)	(- 3%)

PROGRAM:	AGENCY ADMINISTRATION	# 91101	Manager: Daniel Boggan, Jr.
Department	Community Services Agency	# 5300	Ref: Pr. Yr. Bud. Vol-Pg. II-100
Function	Agency Overhead	# 91000	Service: Agency Overhead # 91100
Authority:	In order to promote efficiency and effectiveness in County operations several departments and offices have been organized under the central aegis of the Community Services Agency in conformance with the Administrative Code IIII, Section 82.30.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 449,000	436,035	448,097	215,014	(52)
Services & Supplies	\$ 35,518	36,576	23,005	18,940	(18)
Inter-fund Charges	\$ (116,597)	(113,957)	(164,550)	(79,440)	(48)
Subtotal—Direct Costs	\$ 367,921	358,654	306,552	154,514	(50)
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	-0-
Ext. Support/O'head	\$ 225,337	195,268	190,440	160,304	(16)
Total Costs	\$ 593,258	553,922	496,992	314,818	(37)
FUNDING					
Charges, Fees, etc.	\$ 9,603	32,072	-0-	-0-	-0-
Subventions	\$ -0-	-0-	-0-	-0-	-0-
Grants	\$ -0-	-0-	-0-	-0-	-0-
CETA	\$ -0-	-0-	11,470	11,115	(3)
Total Funding	\$ 9,603	32,072	11,470	11,115	(3)
NET COUNTY COSTS	\$ 583,655	521,850	485,522	303,703	(37)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-0-
Fixed Assets	\$ 1,236	4,742	1,686	-0-	(100)
Revenue	\$ -0-	-0-	-0-	-0-	-0-
Net Cost	\$ 1,236	4,742	1,686	-0-	(100)
STAFF YEARS					
Direct Program	23	24	22.84	9.5	(58)
CETA	-0-	0.5	1	1	-0-
Dept. Overhead	-0-	-0-	-0-	-0-	-0-

PROGRAM STATEMENT

NEED:

Citizens of the County and departments within County government receive services from the thirteen departments and two offices of Community Services Agency. The delivery of these services requires an organizational structure that ensures that the services are provided effectively and in a cost efficient manner. The Chief Administrative Officer utilizes an Agency form of organization to assist in the provision of services to the community and to departments of County government, with the least cost to the taxpayer and without duplication or overlapping efforts.

DESCRIPTION:

This program provides managerial guidance, general administration and supervision for all departments/offices within the Agency. Central coordination of major Community Services Agency activities and functions includes planning and organizing to meet immediate and long range needs; formulating internal policies and procedures; evaluating departmental performance; coordinating and supporting citizen participation through the Agency Advisory Board; centralized operations for personnel and payroll activities, covering the Agency's 2500 employees; performing Agency-wide fiscal analysis; preparing major components in the Cost Allocation system; development of the annual budget; maintenance and operation of a system for processing and assigning all Board, CAO, and other referrals; and performing cost/benefit analysis of all new departmental programs.

Additionally, this program assists and supports the Chief Administrative Officer in carrying out the policies and directives of the Board of Supervisors.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Departments and Divisions within the Community Services Agency	16	15	15	15	15
WORKLOAD					
<u>Agency Administration:</u>					
Board of Supervisors/CAO Referrals	579	644	NA	610	350
Legislative Reviews	NA	400	NA	460	150
Special Reports/Assignments	NA	NA	NA	15	15
Program Budgets Analyzed	80	80	80	80	80
CSA Advisory Board Meetings Staffed	12	18	18	24	12
Issues Considered by CSA Advisory Board	NA	NA	NA	150	75
CSA Advisory Board Standing Committees	NA	NA	NA	7	5
<u>Personnel Section:</u>					
Total Agency Employees	2,990	2,933	2,900	2,900	2,900
EFFICIENCY					
Ratio of Agency Administrative staff years to total Agency staff years	1:102	1:104	NA	1:106	1:111
EFFECTIVENESS					
Board Reports reviewed by Agency and requested changes or additional information before docket	NA	NA	NA	245	125

UNIT COST DEFINED: Not Applicable

PRODUCTIVITY INDEX DEFINED: Not Applicable

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES: All listed 77-78 objectives were accomplished.

Unplanned/Unscheduled Achievements:

1. Lead coordination on all Local Public Works projects.
2. Guidance and assistance in conducting Integrated Program Budgeting System pilot program.
3. Conducted management audit of Department of Real Property.
4. Coordinated and assisted in Agency participation in Energy Element.
5. Direction and guidance in completing PPMS pilot programs.
6. Expanded planning efforts to strengthen CSA's Space Management responsibilities.

1978-79 OBJECTIVES:

1. To achieve 1978-79 Affirmative Action Goals for minorities and women in compliance with Consent Decree.
2. To complete the Local Public Works projects, funded by the Economic Development Administration, in full compliance with all applicable rules and regulations.
3. Provide direct and immediate assistance to departments and divisions of CSA to ensure timely and accurate reports to the Board of Supervisors and to the CAO.
4. To fully implement an efficient system for land use project and permit processing.
5. Implement PPMS in CSA's 43 direct public service programs.
6. Initiate a training policy for management personnel.
7. Increase communications with Board of Supervisors liaisons.

Discussion:

On July 7, 1978 (2) the Board of Supervisors directed the elimination of the Community Services Agency commencing 90 days after the adoption of the Fiscal Year 1978-79 Budget (9-12-78). The Chief Administrative Officer was directed to eliminate the Agency level of administration and devise an appropriate successor administration of consolidated departments. Funding has been provided accordingly.

STAFFING SCHEDULE

PROGRAM: AGENCY ADMINISTRATION		DEPT.: Community Services Agency			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
<u>AGENCY ADMINISTRATION</u>					
65.16	Assistant CAO - Community Services Agency	1	0.5	\$ 46,481	\$ 25,065
60.90	Deputy Administrator	1	0.5	41,713	22,099
54.36	Executive Assistant	1	0.5	30,759	16,524
51.00	Fiscal Analyst	1	0	26,373	-0-
50.90	Administrative Assistant III	2	0.5	52,502	14,067
49.42	Administrative Assistant II/I/Trn.	2.84	1	62,107	24,426
41.70	Administrative Secretary	1	0.5	16,874	8,570
40.66	Accounting Technician	1	0	16,093	-0-
39.20	Secretary II	1	0.5	15,003	7,616
34.00	Intermediate Clerk Typist	1	0.5	12,619	5,970
<u>PERSONNEL SECTION</u>					
41.00	Supervising Clerk	1	0.5	16,359	8,296
37.50	Senior Clerk Typist	1	0.5	13,194	7,022
35.00	Intermediate Account Clerk	1	0.5	13,174	6,263
34.00	Intermediate Clerk Typist	6	3	62,787	33,235
29.70	Junior Clerk Typist	1	0.5	9,475	3,929
	Sub-Total Permanent	22.84	9.5	\$435,513	\$183,082
	Boards and Commissions	-	-	6,612	6,612
	Premium Overtime	-	-	5,000	4,000
	Adjustment	-	-	(12,118)	7,530
	CETA	1	1	13,090	13,790
Total Direct Program		23.84	10.5	\$448,097	\$215,014
Department Overhead		-0-	-0-	-0-	-0-
Program Totals		23.84	10.5	\$448,097	\$215,014

PROGRAM: <u>Safety Support</u>	# <u>82407</u>	Manager: <u>Charlotte Langley</u>
Department: <u>Fire, Disaster & Safety Services</u>	# <u>5329</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>V2, p.102</u>
Function: <u>Support</u>	# <u>81000</u>	Service: <u>Other Support</u> # <u>82400</u>
Authority: This program carries out: (1) Labor Code 6400 et. seq., which holds the County responsible for protecting the health and safety of its employees and (2) the Administrative Code, Sections 60-60.2 and 132-132.5, which states that the Board provides for accident reports, a County Safety Officer, a loss prevention committee, and Departmental Safety Officers.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-78 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 97,009	146,056	127,062	89,330	(30)
Services & Supplies	\$ 22,380	10,667	15,390	14,390	(6)
	\$				
Inter-fund Charges	\$ (30,169)	(26,877)	(30,700)	(30,700)	-0-
Subtotal—Direct Costs	\$ 89,220	129,846	111,752	73,020	(35)
Indirect:					
Dept. Overhead	\$ 8,802	10,039	9,327	15,556	67
Ext. Support/O'head	\$ 9,474	9,898	12,680	12,441	(2)
Total Costs	\$ 107,496	149,783	133,759	101,088	(11)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 34,455	29,127	9,308	12,962	39
Total Funding	\$ 34,455	29,127	9,308	12,962	39
NET COUNTY COSTS	\$ 73,041	120,656	124,451	88,046	(29)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 3,408	1,244	4,000	-0-	100
Revenue	\$				
Net Cost	\$ 3,408	1,244	4,000	-0-	100
STAFF YEARS					
Direct Program	6.50	5.60	5.75	3.75	(35)
CETA	3.00	3.00	1.00	1.00	-0-
Dept. Overhead	.30	.30	.30	.64	113

PROGRAM STATEMENT

Need: To provide an accident prevention program for all County activities which will reduce workers' compensation costs and potential problem areas affecting the safety of employees, vehicles, and property; and to provide audio-visual support for the Agency's public service, training, and safety efforts.

Description: The Safety Officer's staff performs inspections and investigations, conducts safety training, and provides consulting services to management in order to comply with the State Occupational Safety and Health Act (CAL-OSHA).

Both the number of employee injuries and the number of vehicle accidents are on a dramatic increase. Safety staff time must be diverted from a prevention/training program emphasis to the investigation of accidents and injuries. Analysis is currently underway to determine the types of injuries, their causes and the location of injuries to provide information that could lead to an effective training program and a reduction in injuries and accidents.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County (Employees) Budgeted Staff Years Reported Injuries	12,401 785	12,478 818	12,565 760	12,565 1,200	12,565 1,140
WORKLOAD					
Accident Prevention Inspections	111	125	125	200	175
Investigations	50	55	70	180	100
Persons Safety Trained	365	370	300	130	150
EFFICIENCY					
Unit Cost					
Cost per accident prevention inspection	\$ 224	\$ 222	\$ 184	\$ 170	\$ 188
Cost per person trained	91	101	101	84	109
EFFECTIVENESS					
No. of "Lost Time" Injuries Per 100 Employees	1.95	1.95	1.90	2.50	2.40
Vehicle Collisions/Accidents	n/a	127	120	360	340
No. of Vehicle Accidents Per 100 Employees	n/a	1.01	1.00	3.00	2.80
Per Cent of County Staff Safety Trained	3.0	3.0	2.5	1.1	1.2

UNIT COST DEFINED:

Cost per accident prevention inspection: Total cost of accident prevention inspections divided by number of inspections. Cost per person trained: Total cost of training program divided by number of persons trained.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:**

The degree of achievement of 1977-78 objectives was minimal due to the increase in employee injuries and accidents. Safety staff effort was devoted to accident and injury investigations with a lesser amount of staff time devoted to prevention, inspections and training. An injury and accident analysis study is underway, hopefully resulting in a reduction of injuries and accidents.

1978-79 OBJECTIVES:

1. Assist departments in correcting unsafe equipment and behavior (1) incident by incident, and (2) ongoing training.
2. Develop data base to identify accident cause, frequency, and pattern.
3. Complete the initial training of all Departmental Safety Officers started in FY 77-78, complying with OSHA.
4. Identify causes of accidents, develop procedures to lead to reduction of the number of employee injuries and vehicle collisions by 5%.
5. Coordinate with worker's compensation and liability programs.
6. Coordinate purchasing of equipment for safety needs.
7. Inspect each low risk department at least once every two years; inspect each higher risk department annually.

Discussion:

The adopted salaries and benefits amount shows a decrease in the amount of \$37,732 from FY 77-78 due to the deletion of the position of Assistant Safety Officer and Audio Visual Specialist. Requested fixed assets were also deleted.

STAFFING SCHEDULE

PROGRAM: SAFETY SUPPORT		DEPT.: Fire, Disaster & Safety Services			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
51.98	Safety Officer	1.0	1.0	\$ 27,571	\$ 27,691
46.80	Safety Specialist	2.0	2.0	42,867	43,667
46.14	Asst. Safety Officer	1.0		20,632	
44.06	Audio-Visual Specialist	1.0		18,454	
	Extra Help	.75	.75	7,230	7,234
	Premium Overtime			1,000	1,000
	CETA	1.0	1.0	9,308	9,738
NOTE: No separate overhead program is presented. Department overhead for this office consists of: \$15,547, which includes 32% of the salaries of the Division Chief and Administrative Aid and \$1,000 in services and supplies (33%).					
Total Direct Program		6.75	4.75	\$ 127,062	\$ 89,330
Department Overhead		.35	.64	9,327	14,556
Program Totals		7.10	5.39	136,389	103,886

PROGRAM:	DEPARTMENT OVERHEAD	#	92101	Manager:	Keith D. Boyer, Acting
Department	Registrar of Voters	#	4230	Ref: Pr. Yr. Bud. Vol-Pg.	II-147
Function	Overhead	#	91000	Service:	Overhead # 92100
Authority:	San Diego County Charter - Section 14 San Diego County Administrative Code - Section 24-A				

	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 139,447	154,138	152,517	165,522	8
Services & Supplies	\$ 3,432	3,700	7,260	9,045	20
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 142,879	157,838	159,777	174,567	8
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 142,879	157,838	159,777	174,567	8
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 142,879	157,838	159,777	174,567	8
CAPITAL PROGRAM					
Capital Outlay	\$			-0-	-0-
Fixed Assets	\$			-0-	-0-
Revenue	\$				
Net Cost	\$ -0-	-0-	-0-	-0-	-0-
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead	8.00	8.00	8.00	8.00	-0-

PROGRAM STATEMENT

NEED: To operate the election process as mandated by federal, state, and local laws, regulations and codes; an administrative staff is required at the department level.

DESCRIPTION: The Registrar of Voters' Administrative Division is responsible for the overall direction, coordination and operation of the Department of Registrar of Voters. This includes Accounting, Personnel, Budget, Planning and Election Processing.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
46 Permanent Employees	46	46	46	46	46
10,000 Temporary and Seasonal Employees	8,000	8,000	9,500	9,500	10,000
Annual Budget Appropriation	\$2,493,021	\$2,341,433	\$3,447,356	\$3,447,356	\$2,810,297
WORKLOAD					
Board of Supervisors Referrals			10	10	15
Board of Supervisors Docket Items			11	11	15
Legislation Reviewed			80	80	100
Special Reports			75	75	100
General Administration of Elections Held	55	93	78	78	90
EFFICIENCY					
General Department Operation - % of total budget	\$139,447 6%	\$154,138 7%	\$152,517 4%	\$152,517 4%	\$165,522 6%
EFFECTIVENESS					
Reduce ballot processing time	13 hrs.	16 hrs.	12 hrs.	12 hrs.	10 hrs.

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1. Total county registrations increased - 125,000
2. Outreach program expanded - 400 schools, civic, fraternal and service groups and McDonald's Restaurants Program
3. Training and processing time improved - 10%

1978-79 OBJECTIVES:

1. Shorter ballot processing time - 10%
2. Automatic percincting
3. Increase outreach activity
4. Increase number of registered voters by 50,000

STAFFING SCHEDULE

PROGRAM: OVERHEAD		DEPT.: REGISTRAR OF VOTERS			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.34	Registrar of Voters	1.00	1.00	30,053	34,728
50.40	Assistant Registrar of Voters	1.00	1.00	25,080	28,039
49.42	Administrative Assistant II	1.00	1.00	24,509	24,624
47.02	Associate Accountant	1.00	1.00	21,691	22,055
39.20	Secretary II	1.00	1.00	15,003	15,237
37.50	Senior Clerk	1.00	1.00	13,690	14,105
33.98	Intermediate Clerk	2.00	2.00	22,491	22,984
	Premium Pay				3,750
Total Direct Program					
Department Overhead		8.00	8.00	152,517	165,522
Program Totals		8.00	8.00	152,517	165,522

PROGRAM: OVERHEAD	# 92101	Manager: Stephen G. Schier
Department: Agriculture-Weights & Measures	# 4850	Ref: Pr. Yr. Bud. Vol-Pg. II-177
Function: Overhead	# 91000	Service: Department Overhead # 92100
Authority: This program was developed for the purpose of carrying out the Administrative Code, Section 176.1, which establishes a Department of Agriculture within the County and the enforcement of all applicable State and local laws.		

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 141,737	142,173	151,615	150,985	(-1%)
Services & Supplies	\$ 12,249	11,430	10,748	11,000	2%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 153,986	153,603	162,363	161,985	-0-
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	-0-
Ext. Support/O'head	\$ -0-	-0-	-0-	-0-	-0-
Total Costs	\$ 153,986	153,603	162,363	161,985	-0-
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	-0-
Subventions	\$ 3,300	3,300	-0-	6,600	100%
Grants	\$ -0-	-0-	-0-	-0-	-0-
CETA	\$ -0-	-0-	-0-	-0-	-0-
Total Funding	\$ 3,300	3,300	-0-	6,600	100%
NET COUNTY COSTS	\$ 150,686	150,303	162,363	155,385	(-4%)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-0-
Fixed Assets	\$ -0-	-0-	-0-	-0-	-0-
Revenue	\$ -0-	-0-	-0-	-0-	-0-
Net Cost	\$ -0-	-0-	-0-	-0-	-0-
STAFF YEARS					
Direct Program	10.00	10.00	10.00	9.00	(-10%)
CETA	1.00	-0-	-0-	-0-	-0-
Dept. Overhead	-0-	-0-	-0-	-0-	-0-

PROGRAM STATEMENT

Need: In order to operate three County programs (Enforcement, Weights & Measures, and Plant Pest Suppress/Environmental Review), an administrative staff is required at the department level of Agriculture, Weights & Measures.

Description: Department Overhead in Agriculture, Weights & Measures consists of the Commissioner, Administrative Assistant, and all personnel in the Administrative Division. The Administrative Division is responsible for the overall direction and coordination at the department level of all programs. The Administrative Division includes the accounting and personnel functions for the department.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Population of County	1,590,700	1,656,800	1,705,500	1,705,500	1,754,300
Economic Base of Agriculture	239.9	292.2	322.0	322.0	355.0
Department Staffing	81.00	77.43	79.43	79.43	79.43
WORKLOAD					
Legislative Reviews	N/A	N/A	N/A	30	30
Board Referrals	N/A	N/A	N/A	N/A	N/A
CAO - Agency Referrals	N/A	N/A	N/A	44	44
Citizen Participation Meetings Conducted (Fish & Wildlife and Grazing Advisory Bd.)	12	7	7	7	7
EFFICIENCY					
Ratio of Overhead Staff to Dept.	1/7.1	1/6.7	1/6.9	1/6.9	1/ 7.7
EFFECTIVENESS					
N/A					

UNIT COST DEFINED:

N/A

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

1. Decrease cost to the County for mandate nursery inspections in the Enforcement program through legislative efforts.

STAFFING SCHEDULE

PROGRAM: OVERHEAD		DEPT.: Agriculture-Weights & Measures			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.82	Agricultural Commissioner	1	1	31,948	33,690
49.42	Administrative Assistant II	1	1	24,501	24,601
40.00	Supervising Clerk	0	1	-0-	16,246
39.20	Secretary II	1	1	14,281	14,526
37.70	Senior Stenographer	1	0	14,000	-0-
37.50	Senior Clerk	1	1	13,805	14,026
35.00	Intermediate Account Clerk	1	1	12,295	12,484
34.00	Intermediate Clerk	4	3	42,785	35,412
	Salary Savings			(-2,000)	-0-
Total Direct Program		10.00	9.00	151,615	150,985
Department Overhead		-0-	-0-	-0-	-0-
Program Totals		10.00	9.00	151,615	150,985

PROGRAM:	Department Overhead	# 92101	Manager: Laura Lopez
Department	Parks and Recreation	# _____	Ref: Pr. Yr. Bud. Vol-Pg. Vol.2, 151
Function	Overhead	# 91000	Service: Department Overhead # 92100
Authority:	County Administrative Code 430. Establishes a Department of Parks and Recreation and charges its Director with the operation and maintenance of all County parks and beaches.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 356,197	283,641	298,249	233,060	(-22)
Services & Supplies	\$	14,896	7,480	7,686	+3
	\$				
Subtotal—Direct Costs	\$ 356,197	298,537	305,729	240,746	(-22)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
	\$				
Total Costs	\$ 356,197	298,537	305,729	240,746	(-21)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 28,601	22,264	22,000	23,527	+7
Interfund Charges	\$				
	\$				
Total Funding	\$ 28,601	22,264	22,000	23,527	+7
NET COUNTY COSTS	\$ 327,596	276,273	283,729	217,219	(-23)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	17.00	15.00	14.20	10.17	(-28)
CETA	2.50	2.00	2.00	2.00	-0-
Dept. Overhead					

PROGRAM STATEMENT

Need: In order to operate six County programs (Regional/Subregional Parks; Local Parks, County Beaches; Special Use Parks; Park Development; and Other Recreational and Cultural), an administrative staff is required both at the Department level and the Division level in the Department of Parks and Recreation.

Description: Department Overhead in the Parks and Recreation Department consists of the Department Director and all administrative personnel. It includes all staff in the Administrative Division responsible for the overall direction and coordination at the department level of park programs. The Administrative Division is responsible for the accounting, budgeting, fiscal control, and personnel functions in the Department. Department Overhead also includes administrative personnel who are responsible for direction and coordination of several Department programs.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
Total Department Expenditures	\$2,996,180	\$2,894,383	\$3,385,331	\$3,393,569	\$3,190,561
<u>WORKLOAD</u>					
Board Referrals	24	64	-	185	185
Revenue Collected	\$304,989	\$349,076	\$370,944	\$432,198	\$500,000
Contract administration and evaluation	13	12	-	12	12
<u>EFFICIENCY</u>					
<u>EFFECTIVENESS</u>					
Expenditures per staff year	\$153,650	\$170,257	\$196,821	\$209,479	\$262,166

UNIT COST DEFINED:

Total Department expenditures, as shown above, divided by Staff Years shown on first page.

PRODUCTIVITY INDEX DEFINED:COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:1978-79 OBJECTIVES:

1. To further reduce the net County cost per park in all programs while still providing an adequate level of public service.
2. To administer efficiently and effectively an ever increasing work program (parks, park visitors, park County Service Areas administration, budget and revenue requirements, lifeguard consolidation and Board referrals) with a 38% decrease in overhead staff since 1975-76.
3. To provide adequate park services to an estimated 12% increase in park and beach visitors with an overall decrease in department staff.

PROGRAM: Department Overhead

DISCUSSION:

The elimination of the Chief, Park Maintenance position, the transfer of 2 Park Management Specialist positions from overhead to direct line supervision, and the elimination of the Senior Clerk/Typist position will result in reduced job and time analysis and delays in responding to public inquiries and complaints. The Department's central office will also experience delays in obtaining information required to meet Board referral and budget preparation deadlines.

Several of the objectives specified in the park programs may also of necessity be delayed or postponed. The department's capability for conducting special management studies (i.e. Lifeguard Consolidation, Water Conservation) will be significantly reduced.

STAFFING SCHEDULE

PROGRAM: Department Overhead		DEPT.: Parks and Recreation			
Salary Range	Classification	Staff Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.72	Director, Parks and Recreation	1	1	33,820	36,495
51.64	Chief, Park Services	1	1	26,663	28,557
51.64	Chief, Park Maintenance	1	0	26,663	0
51.40	Administrative Assistant III	1	1	26,402	28,583
48.74	Deputy Chief, Park Maintenance	1	1	23,518	23,621
48.52	Senior Accountant	.20	.17	4,716	4,011
47.96	Park Management Specialist	2	0	45,614	0
39.20	Secretary II	1	1	15,093	15,214
38.66	Storekeeper I	1	1	14,701	14,754
37.50	Senior Clerk/Typist	1	0	13,877	0
37.50	Senior Account Clerk	1	1	13,929	14,026
35.20	Intermediate Stenographer	2	2	23,133	24,318
34.00	Intermediate Clerk/Typist	1	1	11,822	11,700
	CETA	2	2	23,100	25,977
Adjustments:					
	Salary Savings			(-4,651)	0
	Salary Adjustments			(-151)	5,804
Total Direct Program		16.20	12.17	298,249	233,060
Department Overhead					
Program Totals		16.20	12.17	298,249	233,060

PROGRAM: <u>Governmental Reference Library</u>	# <u>82404</u>	Manager: <u>Arthur B. Murray</u>
Department: <u>County Library</u>	# <u>5150</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>Vol II Pg 104</u>
Function: <u>Support Costs Other</u>	# <u>81000</u>	Service: <u>Support Costs</u> # <u>82400</u>
Authority: <u>The City and County agreed to provide the Governmental Reference Library in County Contract Number 3707-1800-E (March 7, 1967 #36)</u>		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 0	0	0	0	0
Services & Supplies	\$ 29,126	24,377	29,277	34,787	19
Inter-fund Charges	\$ 0	0	0	0	0
Subtotal—Direct Costs	\$ 29,126	24,377	29,277	34,787	19
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 45,397	40,600	41,691	38,196	(8)
Total Costs	\$ 74,523	64,977	70,968	72,983	3
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 0	0	0	0	0
Grants	\$				
CETA	\$				
Total Funding	\$ 0	0	0	0	0
NET COUNTY COSTS	\$ 74,523	64,977	70,968	72,983	3
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: City and County employees require specialized library resources for operational and planning purposes, and for professional development.

DESCRIPTION: The Governmental Reference Library is located in the County Administration Building. Formally jointly supported by the County and the City, and staffed by the City Library, in 1978-79 sole support will be from the County. The collection consists of 9,200 books, 28,000 pamphlets, surveys and reports, and subscriptions to 412 periodicals, which pertain to government operations.

DISCUSSION: At this time, the Governmental Reference Library is funded for six months and is staffed by one County Library employee. Two CETA positions have been requested in order to minimize labor expenditures and have funds available to continue subscriptions and material acquisitions. A report of alternative funding is due the Board of Supervisors by October 28, 1978.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County Staff Years	11,975	11,867	11,867	12,005	11,990
City Staff Years	5,501	5,843	5,843	6,075	6,622
TOTAL	17,476	17,710	17,710	18,080	18,612
WORKLOAD					
Circulation					
Books	12,788	10,681	11,271	11,271	11,271
Periodicals/Documents	70,717	79,431	71,729	71,729	71,729
TOTAL	83,505	90,112	83,000	83,000	83,000
Reference Questions Asked	15,924	15,493	15,952	15,952	15,952
Number of Volumes	9,569	9,139	11,600	9,199	9,199
EFFICIENCY					
Unit Cost: Cost per County Staff Year	6.22	5.48	5.98	5.91	6.09
EFFECTIVENESS					
Circulation Per City/County Staff Year	4.778	5.088	4.687	4.591	4.460
Volumes Per City/County Staff Year	.548	.516	.655	.509	.494
Information/Reference Questions Per City/ County Staff Year	.911	.875	.901	.882	.857

UNIT COST DEFINED: Total appropriation divided by County staff years.

PRODUCTIVITY INDEX DEFINED: None

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All objectives will be achieved within 5% or exceeded except the projected volume/staff-year increase. Due to weight limitations in the floors in the County Operations Center tower, few book increases will be possible.

1978-79 OBJECTIVES:

1. Analyze the funding formula for this program.

PROGRAM: Property Management # 82109 **Manager:** James O. Tennant
Department Real Property # 5340 **Ref. Pr. Yr. Bud. Vol-Pg.** II-132
Function Support Services Space # 81000 **Service:** Occupancy Costs # 82100
Authority: The County of San Diego is authorized to acquire land for public purposes and to use said land for the general benefit of the County through Section 25371 of the Government Code; the Administrative Code, Section 73.9 et seq; and Board of Supervisors Policies F-34 and F-31.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 146,761	244,771	295,324	208,244	(29) %
Services & Supplies	\$ 15,541	16,214	23,373	17,528	(25)
	\$ -0-	3,523			
Inter-fund Charges	\$ (118,021)	(43,128)	(94,440)	(44,000)	(53)
Subtotal-Direct Costs	\$ 44,281	221,380	224,257	181,772	(19) %
Indirect:					
Dept. Overhead	\$ 19,884	19,164	25,228	22,372	(11)
Ext. Support/O'head	\$ 34,916	32,865	38,278	61,799	61
Total Costs	\$ 99,081	273,409	287,763	265,943	(8) %
FUNDING					
Charges, Fees, etc.	\$ 22,930	41,219	4,000	9,500	138 %
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 22,930	41,219	4,000	9,500	138 %
NET COUNTY COSTS	\$ 76,151	232,190	283,763	256,443	(9) %
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 628	661	225	-0-	(100) %
Revenue	\$				
Net Cost	\$ 628	661	225	-0-	(100) %
STAFF YEARS					
Direct Program	7.93	7.34	13.60	8.85	(35) %
CETA					
Dept. Overhead	1.04	1.04	1.45	1.05	(28) %

PROGRAM STATEMENT

Need:

When real property is acquired for road right of way or new County facilities, occasionally, either by mandate of law or economic feasibility, property excess to project requirements must be acquired. Also, because of the lead time involved in acquiring land for large complex projects (roads, regional centers, parks, etc.), some properties must be acquired far in advance of construction dates. Properties owned represent a possible revenue producing asset; they must be leased or razed as best suits current economics and intended usage. Some properties owned by the County are leased to business, private individuals, or service organizations to stimulate economic activity or provide greater service to the public (airport operations and park concession). When a project is completed or when County property is vacated with no future use, the property is declared surplus and disposed of at the best market price; 25 properties will be sold in Fiscal Year 1978/79.

Description:

Real properties owned by the County and not specifically used for County service facilities are leased out for revenue, recycled, or sold at the request of a client department, with the approval of the Board of Supervisors. This is a Countywide program to coordinate the lease, sale, or protection of property rights vested in the County or its community agencies. When a property is designated as available for lease or sale, it is advertised, offers are received and evaluated, and the most beneficial offer is presented to the Board of Supervisors for acceptance. When a property is sold, the documents are recorded and ownership title is transferred. When a property is leased, ongoing management and site inspection continue for the term of the lease.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Protect County property rights, generate revenue from an anticipated 41 sites; 12 structures for new construction; raze and dispose of 25 properties declared surplus to future County program needs.	20	23	30	43	41
	9	10	19	19	12
	21	25	30	30	25
WORKLOAD					
Properties required by client to be sold	21	25	30	18	25
Structures razed	9	10	19	9	12
New out-leases negotiated	20	23	30	26	41
Existing leases re-negotiated	15	35	35	13	44
Ongoing management of leased properties	130	145	170	154	133
Pre-project consultation with clients	*	*	*	5	52
Easements and right of entry permits issued	*	*	*	16	12
Public inquiries	*	*	*	1,900	2,020
Major new leases negotiated	*	*	*	-0-	2
EFFICIENCY (Average cost is staff)					
Surplus property sold	120	130	135	135	130
Structures razed	32	17	19	24	24
New leases negotiated	55	50	55	55	80
Existing leases re-negotiated	24	24	25	25	40
Ongoing management of existing leases	36	36	24	24	32
Pre-project consultations with clients	*	*	*	5	2
Easements and right of entry permits issued	*	*	*	24	24
Major new leases negotiated	*	*	*	-0-	950
EFFECTIVENESS (Percent of respective total)					
Surplus property sold on schedule	75	75	75	80	80
Structures razed on schedule	75	75	75	80	80
Leases negotiated on schedule	50	50	60	70	80
Easements and R/W permits issued on schedule	75	75	75	90	95
*New indicator					

UNIT COST DEFINED:

Unit costs are defined as the average staff hours required to produce a counted unit of workload.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Of the 35 sites available for lease, new or re-leased, 83% were leased. Also, of the 30 surplus properties available for sale, 86% were sold.

1978-79 OBJECTIVES:

Rent County-owned property identified as a rental (limit one year or \$500/mo. or less), within one month from the date a client's work request is received.

Process all rights of entry and permits to use County property within seven working days after receiving work request.

Raze structures on schedule so that client programs are not delayed.

Complete the sale of 70% of the surplus properties that clients request be sold this year.

Process two major Sweetwater Regional Park development lease projects to 75% completion this year.

STAFFING SCHEDULE

PROGRAM: Property Management		DEPT.: Real Property			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.38	Director of Real Property	.10	.10	\$ 3,710	\$ 3,972
54.70	Supervising Real Property Agent	1.00	1.00	32,320	32,585
51.70	Senior Real Property Agent	2.00	1.25	56,264	35,393
49.90	Assoc./Ass't. Real Property Agent	7.50	4.00	153,658	98,272
48.06	Ass't. Land Surveyor	.25	.25	5,244	5,934
45.76	Engineering Tech. II	.50	-0-	10,203	-0-
43.26	Engineering Tech. I	.50	.50	9,066	9,237
37.70	Senior Stenographer	.25	.25	3,489	3,367
35.20	Intermediate Stenographer	.50	.50	5,537	6,304
34.00	Intermediate Clerk Typist	1.00	1.00	10,778	11,754
	Adjustments:			16,165	1,426
	Salary Savings:			(10,110)	
Total Direct Program		13.60	8.85	295,324	208,244
Department Overhead		1.45	1.05	23,681	20,372
Program Totals		15.05	9.90	319,005	228,616

PROGRAM: Real Property Services	# 82108	Manager: James O. Tennant
Department Real Property	# 5340	Ref: Pr. Yr. Bud. Vol-Pg. II-136
Function Support Services Space	# 81000	Service: Occupancy Costs # 82000
Authority: This program was developed to provide expert, professional support for real property activities of consultation, negotiation, and ownership validation under provisions of the Land Conservation Act of 1965; Admin. Code, Section 475; Joint Powers Act, Section 6500; and B/S Policies I-17 and I-18.		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 258,830	218,295	222,582	186,961	(17)%
Services & Supplies	\$ 26,767	18,758	11,476	10,584	(8)
Contracts	\$ -0-	-0-	28,000	-0-	(100)
Inter-fund Charges	\$ (203,628)	(65,752)	(18,800)	(10,000)	(47)
Subtotal-Direct Costs	\$ 81,969	171,301	247,258	187,545	(24)%
Indirect:					
Dept. Overhead	\$ 34,306	22,150	21,405	18,233	(15)%
Ext. Support/O'head	\$ 17,458	57,968	63,706	55,913	(12)
Total Costs	\$ 133,733	251,419	332,369	261,691	(21)%
FUNDING					
Charges, Fees, etc.	\$ 39,562	36,940	117,300	122,700	5%
Subventions	\$				
Grants	\$				
CETA	\$ 5,615				
Total Funding	\$ 45,177	36,940	117,300	122,700	5%
NET COUNTY COSTS	\$ 88,556	214,479	215,069	138,991	(35)%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,084	2,287	1,858	-0-	(100)%
Revenue	\$				
Net Cost	\$ 1,084	2,287	1,858	-0-	(100)%
STAFF YEARS					
Direct Program	13.68	13.02	11.10	8.10	(27)%
CETA	.50	-0-			
Dept. Overhead	1.45	1.45	1.10	.90	(18)%

PROGRAM STATEMENT

Need:

Many County departments, Flood Control Zones and Special Districts require professional Real Property expertise to accomplish their program objectives, but their needs are not large enough to warrant separate support programs; these services are centered here. The engineering, appraisal, negotiation and consulting services concentrated in this program affect many citizen services throughout the County.

Description:

Services provided are: Real Property consultation, negotiation and ownership validation. Some of these services are: agricultural preserves, mandated by the "Williamson" California Conservation Act of 1965 which provides for reduced taxation for agricultural preserves; land dedicated to the County by law in return for development permits (streets and storm drains in a new housing development, etc.); and, road right-of-way plan checks performed through trust accounts for private citizens. Other services include land title checks and title research plus, real property consultation and coordination for client pre-project planning. Estimates of real property value are prepared to assist in pre-project budgeting, scheduling, and management decisions. County interests in real property are protected through trust deed reviews and lien recovery procedures. Finally, all facilities leased or owned by the County are inventoried, and property record drawings are prepared in this program.

The funding of this program stems primarily from General Funds; however, requested services involving \$122,700 of revenue are marked for this program through work requests received from plan check trust funds.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED Planning and budgeting of projects involving real property acquisition or leasing requires advanced estimates of property value. County service of Mandatory Dedication plan checks. The preparation of Agricultural Preserves.	148 797 82	47 882 44	75 1,050 110	75 950 70	75 1,000 65
WORKLOAD					
Estimates of property value prepared.	148	47	75 (est)	217	75
Agricultural Preserve contracts prepared.	82	44	110	71	65
Parcel property record drawings prepared.	12	15	15	16	25
Mandatory Dedication--deeds prepared.	797	882	1,050	1,018	1,000
Parcel exhibit and display packet--prepared.	70	42	85	52	50
EFFICIENCY (Cost in average staff hours)					
Estimates of property value prepared.	5	10	8	4	8
Agricultural Preserve contracts prepared.	11	15	15	15	15
Parcel property record drawings prepared.	100	75	70	70	80
Mandatory Dedication--deeds prepared.	4.5	4.5	5	4.4	4.5
Parcel exhibit and display packets prepared.	20	25	30	35	40
EFFECTIVENESS (Percent of respective totals)					
Estimates of property value delivered on time.	90	90	90	90	90
Agricultural Preserve contracts done on time.	100	100	100	100	100
Property record drawings done on time.	85	85	85	70	85
Mandatory Dedication--deeds accepted on time.	95	95	95	95	95
Parcel exhibit/display packets on time.	95	95	95	95	95

UNIT COST DEFINED:

Unit costs are based on an average staff hour to produce a counted unit of work. Hours of work are an indicator of efficiency unaffected by promotion, pay increases, or changes in assigned personnel.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All objectives were met. All agricultural preserve contracts were ready for recordation. All Mandatory Dedications were delivered within one week of their respective work requests. Property record drawings were available per the client's request date and project exhibits were delivered on time.

1978-79 OBJECTIVES:

To process to completion by February 28, the State of California final ownership filing date, all open space/agricultural preserve contracts received on or before the previous December 31st. Process all Mandatory Dedications within five working days after receiving the work requests. Provide estimates of property value within 30 days after receiving the work requests.

STAFFING SCHEDULE

PROGRAM: REAL PROPERTY SERVICES		DEPT.: REAL PROPERTY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.38	Director of Real Property	.10	.10	\$ 3,710	\$ 3,972
55.70	Supervising Real Property Agent	.50	.50	16,160	16,293
54.12	Senior Land Surveyor	.50	.50	14,491	15,290
52.70	Senior Real Property Agent	.50	.50	14,066	14,157
51.04	Associate Land Surveyor	.50	.50	11,645	13,086
49.90	Assoc./Assist. Real Property Agent	3.00	3.00	65,465	73,704
48.06	Assistant Land Surveyor	.50	.50	10,487	11,868
45.76	Engineering Tech II	1.00	-0-	20,405	-0-
43.26	Engineering Tech I	1.50	1.00	27,198	18,474
41.00	Supervising Clerk	.25	.25	3,937	4,144
40.26	Engineering Aid	1.00	-0-	15,711	-0-
35.20	Intermediate Stenographer	.50	-0-	5,537	-0-
34.00	Intermediate Clerk Typist	1.25	1.25	13,473	14,693
	Adjustments:			12,891	1,280
	Salary Savings:			(8,594)	
Total Direct Program		11.10	8.10	\$226,582	\$186,961
Department Overhead		1.10	.90	20,093	18,233
Program Totals		12.20	9.00	\$246,675	\$205,194

PROGRAM: <u>Property Leasing</u>	# <u>82110</u>	Manager: <u>James O. Tennant</u>
Department <u>Real Property</u>	# <u>5340</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>II-134</u>
Function <u>Support Services</u>	# <u>81000</u>	Service: <u>Occupancy Costs</u> # <u>82100</u>
Authority: This program is provided to acquire and manage leased facilities for County Services. This program locates, negotiates and manages leases for Department Clients under the provisions of State of CA Govt.; Code Sec. 25351; Co. of San Diego Admin. Code, Sec. 73.3 and B/S Policy F-22.		

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 73,381	99,421	129,519	115,433	(11)%
Services & Supplies	\$ 7,756	8,994	11,713	4,887	(58)
	\$ -0-	-0-	-0-	-0-	-0-
Inter-fund Charges	\$ (59,011)	(11,312)	(8,810)	(26,700)	203
Subtotal-Direct Costs	\$ 22,126	97,103	132,422	93,620	(29)%
Indirect:					
Dept. Overhead	\$ 9,942	10,088	13,508	11,258	(17)%
Ext. Support/O'head	\$ 60,242	26,578	31,719	35,314	11
Total Costs	\$ 92,310	133,769	177,649	140,192	(21)%
FUNDING					
Charges, Fees, etc.	\$ 11,465	-0-	2,200	-0-	(100)%
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 11,465	-0-	2,200	-0-	(100)%
NET COUNTY COSTS	\$ 80,845	133,769	175,449	140,192	(20)%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 314	408	164	-0-	(100)%
Revenue	\$				
Net Cost	\$ 314	408	164	-0-	(100)%
STAFF YEARS					
Direct Program	3.96	5.80	6.00	5.00	(17)%
CETA					
Dept. Overhead	.83	.83	.75	.60	(20)%

Need:

PROGRAM STATEMENT

Numerous County service programs require space in which to operate. However, there is insufficient County-owned space available to accommodate all of these programs. Therefore, space is leased throughout the County in order to satisfy the housing needs of such activities as health, welfare, criminal justice, libraries, et al. There are currently 170 leases in effect with an approximate square footage of 705,000.

Description:

Leased facilities for County services are acquired and managed through this program. Client departments of this program provide many of the direct citizen services of the County. Program managers with space and budget authorizations become clients through approved service requests. Space requirements are tested against published standards. A search for a suitable facility is commenced by staff. If appropriate space cannot be found within existing County facilities, leased space is considered. Responding to advertisements, property owners submit lease offers which are screened for the best combination of time, space, location, special purposes and budget. Negotiations are commenced with the owners of the best suited properties and specific lease terms are finalized. A lease document is prepared, signed by the property owner and approved by the Board of Supervisors. Lease negotiations range from a one-room "as-is" office to a modern multi-story build-to-suit facility. County interests are protected through ongoing management and inspection of the leased properties. Client complaints are resolved and renegotiation efforts, if needed, are conducted for the life of the lease. This year a balance of 170 leases will be managed; 51 new or renegotiation efforts will be conducted. Client program space needs do change. When possible existing leases with favorable terms are held by moving in new clients and programs replacing deleted programs. Negotiations to terminate early 6 leases will be conducted to prepare for the move-in schedules of the new Downtown, Vista and Ruffin Road buildings.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Manage leases housing County services.	163	161	152	149	170
Conduct negotiations involving new leases plus re-negotiations: options, amendments and early terminations.	80	85	51	50	115
WORKLOAD					
New leases negotiated.	50	45	6	17	21
Existing leases - re-negotiated (amendments, options, terminations).	30	40	45	50	94
Existing leases - ongoing management.	163	161	152	149	170
Existing lease sites inspected.	26	35	*	20	73
EFFICIENCY (Cost in average staff hours/lease)**					
New lease negotiated.	100	125	80	140	120
Existing lease re-negotiated.	30	30	35	30	32
Existing lease managed.	20	20	20	10	18
Lease site inspected	*	*	*	4	4
** Data from 11/22/77 CAO's Report					
EFFECTIVENESS (Percent of respective totals)					
New leases acquired per client's project schedule.	75	80	80	80	80
Existing leases re-negotiated on time.	85	90	90	90	90
Lease sites inspected	16	22	24	10	50
* New Indicator					

UNIT COST DEFINED:

Costs measured in average staff hours per unit of work measured.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

In cases where client departments had firm project timetables, the objective to provide facilities on time was met.

1978-79 OBJECTIVES:

Counsel client departments to establish realistic housing needs and occupancy dates, then meet those firm dates in at least 80% of the cases.

Protect County leasehold property rights by inspecting 50% of the existing lease sites this year.

Develop a system to monitor the leasing process. In concept, this system will set reasonable project timetables, establish inter-departmental responsibilities, call-out variances and keep projects on schedule.

STAFFING SCHEDULE

PROGRAM: PROPERTY LEASING		DEPT.: REAL PROPERTY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.70	Senior Real Property Agent	1.00	1.00	\$ 28,132	\$ 28,315
49.90	Assoc./Ass't. Real Property Agent	4.00	3.00	87,280	73,704
35.20	Intermediate Stenographer	1.00	1.00	11,074	12,604
	Adjustments:			9,099	807
	Salary Savings:			(6,066)	
Total Direct Program		6.00	5.00	\$129,519	\$115,433
Department Overhead		.75	.60	12,680	11,258
Program Totals		6.75	5.60	\$142,199	\$126,691

PROGRAM: Property Acquisition # 86338 **Manager:** James O. Tennant
Department Real Property # 5340 **Ref: Pr. Yr. Bud. Vol-Pg.** II-130
Function Capital Costs # 86000 **Service:** Land Acquisition # 86300
Authority: In accordance with Fed. Public Law 91646 (1970); State of CA Govt. Code 25350; Assembly Bill-11; Co. of San Diego Admin., Code Sec. 73; Sec. 475(a), this program acquires land, buildings, and property use rights that are needed for the operations of County Flood Control Zones, Special Districts and County governmental agencies/departments.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 560,173	518,179	504,178	465,424	(8)%
Services & Supplies	\$ 14,799	25,466	25,783	34,032	32
Contracts	\$ 44,416	35,286	56,005	34,000	(39)
Inter-fund Charges	\$ (450,475)	(586,820)	(521,570)	(549,180)	5
Subtotal-Direct Costs	\$ 168,913	(7,889)	64,396	(15,724)	(124)%
Indirect:					
Dept. Overhead	\$ 75,894	72,550	52,200	48,162	(8)%
Ext. Support/O'head	\$ 133,270	126,843	139,719	141,255	1
Total Costs	\$ 378,077	191,504	256,315	173,693	(32)%
FUNDING					
Charges, Fees, etc.	\$ 87,522	64,467	78,970	36,300	(54)%
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 87,522	64,467	78,970	36,300	(54)%
NET COUNTY COSTS	\$ 290,555	127,037	177,345	137,393	(23)%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,345	4,069	2,032	621	(69)%
Revenue	\$				
Net Cost	\$ 2,345	4,069	2,032	621	(69)%
STAFF YEARS					
Direct Program	30.26	27.54	23.85	20.85	(13)%
CETA					
Dept. Overhead	3.68	3.68	2.40	2.15	(10)%

Need:

PROGRAM STATEMENT

In order to provide and deliver public services, the County of San Diego acquires land and/or structures in/on which the services are placed. Services requiring the County to own land or structures include parks, sewers, landfills, airports, flood control channels, courts, jails, general office facilities, etc. County ownership of land and structures enables a more economical service delivery to the community because leased space with annual, recurring costs is not required.

Description:

Land, buildings or property use rights needed for the operations of the County, Flood Control Zones, Special Districts or related governmental agencies are acquired through this program. Projects range from temporary entry permits through the purchase of multi-million dollar structures and grounds. Most acquisition activities are handled with in-house professional staff. However, provision is made to contract for staff augmentation and special professional skills when needed. Condemnation procedures and federally funded projects normally require independent contracted appraisals. When a work request is received, a site search is started for properties suitable for a client's program or right-of-way needs. Studies are made to determine the best selection. Property ownerships are confirmed, values estimated, documents prepared, and efforts to acquire are begun. If settlement is reached, a contract is signed and presented to the Board of Supervisors for acceptance. However, if preliminary negotiations are not successful, authority for a suit in condemnation is requested, filed, and a trial is scheduled. Efforts continue during the condemnation process to settle before trial. If an acquisition will require an individual or a business to move, relocation assistance efforts commence early in the process and continue until those affected are relocated and their claims are satisfied. Program expenses are partially offset through specific work requests involving \$579,180 of interfund charges and \$36,300 of revenue; the remainder is covered by the general fund. Property rights are also secured for the County from property owners who wish to donate or endow said rights to the County.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED Work requests implementing the County's facility development program of "community" agencies indicate 100 parcels of land must be appraised, legally described and purchased. These purchases will involve satisfying relocation assistance claims from those displaced.	150	104	109	120	100
WORKLOAD					
Parcels acquired by contract	124	79	89	94	80
Parcels acquired after condemnation suit filed	26	25	20	9	20
Parcels in process	250	200	117	160	180
Relocation assistance claims processed	105	62	180	122	160
Relocation plan/housing studies completed	2	6	6	6	6
Parcels valued - in-house	102	51	80	61	80
Parcels valued - through contract	25	15	25	44	20
Parcels described (Engineering drawings)	150	100	110	111	110
EFFICIENCY (Cost measured in staff hours)					
Acquisition Unit--Parcels acquired by contract	50	60	72	72	80
Acquisition Unit--Parcels acquired by condemnation	75	101	105	105	115
Relocation Assistance--Claims processed	40	90	32	34	35
Relocation Assistance--Plan/housing study	64	56	56	56	56
Valuation Unit--Parcels appraised in-house	62	92	90	65	90
Valuation Unit--Parcels appraised contract	118	91	180	73	130
Engineering Unit--Parcels described	45	45	45	45	45
EFFECTIVENESS (Percent of measured totals)					
Parcels acquired through actual condemnation court hearings	3	3	3	3	4
Relocation claims requiring formal hearing	0	1	1	0	1
Relocation plans/housing studies completed on schedule	100	100	100	100	100

UNIT COST DEFINED:

Costs are developed by staff hours needed in each of the major processes involved in the acquisition of a parcel.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Parcels have to be acquired on schedule. Parcels acquired through actual condemnation trial work have been kept at 3% which was below the 6% objective. All relocation assistance claims have been resolved before the last resort, an Administrative Appeal hearing.

1978-79 OBJECTIVES:

Establish land acquisition schedules with client departments and meet 100% of those schedules.

Hold incidence of actual condemnation trials to less than 6% of all parcels acquired.

Hold average negotiation (Acquisition Unit) staff hours per parcel acquired by contract to 80 hours.

Maintain the incidence of relocation claims brought to formal administrative hearing to less than 1% of the claims open this year.

STAFFING SCHEDULE

PROGRAM: PROPERTY ACQUISITION		DEPT.: REAL PROPERTY			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.38	Director of Real Property	.10	.10	\$ 3,710	\$ 3,972
55.70	Supervising Real Property Agent	1.50	1.50	48,480	48,878
54.12	Senior Land Surveyor	.50	.50	14,491	15,290
52.70	Senior Real Property Agent	1.50	1.50	42,198	42,472
51.04	Associate Land Surveyor	.50	.50	11,645	13,086
49.90	Assoc./Assist. Real Property Agent	11.00	11.00	240,020	248,761
48.06	Assistant Land Surveyor	.25	.25	5,244	5,934
45.76	Engineering Tech II	1.00	1.00	20,405	20,808
43.26	Engineering Tech I	2.00	1.50	36,264	27,711
41.00	Supervising Clerk	1.00	-0-	15,747	-0-
40.26	Engineering Aid	1.00	-0-	15,711	-0-
37.50	Senior Clerk Typist	1.00	1.00	13,522	14,049
35.20	Intermediate Stenographer	1.50	1.00	16,611	12,607
34.00	Intermediate Clerk Typist	1.00	1.00	10,778	11,754
	Adjustments:			28,056	
	Salary Savings:			(18,704)	
Total Direct Program		23.85	19.85	\$504,178	\$465,424
Department Overhead		2.40	2.15	49,000	46,096
Program Totals		26.25	22.00	\$553,178	\$511,520

PROGRAM:	Department Overhead	# 92101	Manager:	James O. Tennant
Department:	Real Property	# 5340	Ref: Pr. Yr. Bud. Vol-Pg.	II-152
Function:	Overhead	# 91000	Service:	Department Overhead # 92110
Authority:	In compliance with State of California Govt. Code Section 25351; County of San Diego Administrative Code, Section 470-5; this program is set up to manage and administer Department resources and services.			

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 133,209	113,584	103,454	95,959	(7) %
Services & Supplies	\$ 6,817	10,368	8,887	4,066	(54)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 140,026	123,952	112,341	100,025	(11) %
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 140,026	123,952	112,341	100,025	(11) %
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 090	-0-	-0-	-0-	-0-
NET COUNTY COSTS	\$ 140,026	123,952	112,341	100,025	(11) %
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 875	-0-	-0-	-0-	-0-
Revenue	\$				
Net Cost	\$ 875	-0-	-0-	-0-	-0-
STAFF YEARS					
Direct Program	7.00	7.00	5.45	4.70	(14) %
CETA					
Dept. Overhead					

PROGRAM STATEMENT

Need:

The Department of Real Property provides support services to County agencies through four programs; Leasing, Property Management, Property Services, and Acquisition. To ensure that these four programs operate in a time and responsive manner, this Overhead Program provides administrative support, including personnel services, fiscal management, staff analysis, and general management.

Description:

This program provides general management, administration, and supervision to the department's four programs. Major activities include development and coordination of the budget; initiation, review, approval of personnel actions; review and approval of all department originated correspondence with the Board of Supervisors; preparation and coordination of responses to Board and Chief Administrative Officer's referrals; analysis of budget performance; and management coordination of all department activities.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of County Departments Serviced	46	46	46	46	46
Total Resources Administered					
Number of Program Staff Years	-	-	60.5	61.0	56.0
WORKLOAD					
Number of Referrals	-	55	60	53	60
Number of Board Letters	-	294	300	244	295
Legislative Reviews	-	22	20	11	20
Special Reports/Assignments	-	-	-0-	3	5
Number of Work Authorizations (includes Trusts)	1	700	900	1070	900
EFFICIENCY					
Ratio of Department Administrative staff years total Department years	-	-	1:16	1:16	1:15
Admin. Cost/Dept. Cost	-	-	14%	14%	14%
EFFECTIVENESS					
Number of Programs Operating Within Budget	-	-	4	3	4
Number of Referrals Responded to Within Due Dates	-	-	-	95%	95%

UNIT COST DEFINED:

Computed as Overhead Net Cost divided by total department Net Cost.

PRODUCTIVITY INDEX DEFINED: N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Not applicable. Objectives not required for Overhead in 1977-78 per Office of Management & Budget.

1978-79 OBJECTIVES:

- * Implement an In-Leasing system which is more responsive to client needs.
- * Develop service delivery proposals that will generate new revenues from sources outside County departments, i.e., property services for school districts.

STAFFING SCHEDULE

PROGRAM: Department Overhead		DEPT.: Real Property			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
58.38	Director of Real Property	.70	.70	\$ 25,971	\$ 27,804
49.42	Administrative Assistant	1.00	1.00	24,524	24,624
41.00	Supervising Clerk	.75	.75	11,810	12,431
37.70	Senior Stenographer	.75	.75	10,466	10,100
37.50	Senior Clerk Typist	1.00	1.00	13,522	14,049
35.20	Intermediate Stenographer	.50	.50	5,537	6,304
34.00	Intermediate Clerk Typist	.75	-0-	8,084	-0-
	Adjustments:			10,616	647
	Salary Savings:			(7,076)	
Total Direct Program		5.45	4.70	\$103,454	\$ 95,959
Department Overhead					
Program Totals		5.45	4.70	\$103,454	\$ 95,959

PROGRAM: DEPARTMENT OVERHEAD # _____ Manager: James J. Gilshian

Department Land Use & Environmental Regulation # 5361 Ref: Pr. Yr. Bud. Vol-Pg. Vol. II, Pg. 153

Function Overhead # 921013 Service: Department Overhead # 92100

Authority: Section 14 of the County Charter and Article XXII of the County Administrative Code require this program to exercise general supervision over the Department and to enforce rules and regulations established by the Civil Service Commission, the Planning Commission and the Board of Supervisors.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 457,508	161,505	174,704	164,052	(6)
Services & Supplies	\$ 28,061	21,348	10,068	22,030	119
Subtotal—Direct Costs	\$ 485,569	182,853	184,772	186,082	1
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 485,569	182,853	184,772	186,082	1
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 0	0	0	0	
NET COUNTY COSTS	\$ 485,569	182,853	184,772	186,082	1
CAPITAL PROGRAM					
Capital Outlay	\$ 0	0		0	0
Fixed Assets	\$ 18,472	1,541		350	
Revenue	\$ 0	0		0	0
Net Cost	\$ 18,472	1,541	0	350	100
STAFF YEARS					
Direct Program	24	8	8	7	(13)
CETA	0	0	0	0	
Dept. Overhead	0	0	0	0	

PROGRAM STATEMENT

Need: Without supervision, and administrative and policy guidance, the direct department programs would not function properly. An administrative structure is required to ensure that sound policies and consistent procedures are developed and followed in providing the direct services required of the department.

Description: The administrative structure of the department consists of all top management positions and functions as well as the administrative and clerical personnel and functions which support all of the department programs. The functions associated with departmental overhead are mainly those which provide overall guidance, direction and support to the direct services provided by the department.

Discussion: The increased amounts for services and supplies is because of increased costs for the rent and lease of xerographic and memory typing equipment to \$6,800 and a one-time purchase in minor equipment of conference chairs at \$2,430 to replace chairs which have been on loan to the Department for the past two years. The remainder of the increase, which amounts to \$2,732, reflects current operating costs.

The program will be decreased from eight staff years to seven staff years to provide one additional professional position in the direct service program, Codes Enforcement. The increasing complexity of regulations enforced by this department necessitates the move of this position so that the level of public service in application processing and information will be maintained.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of Programs Managed and Supported	3	3	3	3	3
WORKLOAD					
Dollars of Resources Managed	7,202,911	8,458,288	8,177,986	8,366,100	8,816,255
Staff Years Managed and Supported	184	177.5	180.5	180.5	177.5
Minority Recruitment and Hires	-	-	-	80	40
EFFICIENCY					
Ratio of Department Administrative Staff Years to Total Department Staff Years	.13	.045	.044	.044	.039
Admin. Cost as Percent of Total Dept. Cost	11.5	4.2	4.1	3.8	3.7
Percent of Direct Cost Offset by Revenue	59	115	98	94	99
EFFECTIVENESS					
Number of Programs Operating Within Budget	3	3	3	3	3
Percent of Minority Hires to Total Hires	-	-	33.3%	47.5%	37%

UNIT COST DEFINED:

Overhead cost/department total cost.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Not applicable. Objectives not required for Overhead in 1977-78 per Office of Management & Budget.

1978-79 OBJECTIVES:

- o Fiscal management to increase percentage of direct cost offset by revenues.
- o Meet consent decree objectives in all hiring categories.
- o Improve service delivery by implementing OPE recommendations involving the Project and Permit Processing (PAPP) system.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: Land Use & Environmental Regulation			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
59.66	Director	1	1	38,613	40,719
57.68	Assistant Director	1	1	35,191	36,965
51.50	Administrative Assistant III	1	1	24,116	26,580
49.00	Associate Planner	1	-	22,799	
38.20	Secretary II	2	2	29,782	28,932
37.50	Senior Account Clerk	-	1		13,032
35.06	Stock Clerk	1	1	12,479	12,699
33.00	Intermediate Clerk Typist	1	-	11,724	
	Salary Adjustment (In-Service)			0	5,125
Total Direct Program		8	7	174,704	164,052
Department Overhead					
Program Totals		8	7	174,704	164,052

PROGRAM:	INTERNAL MAIL SYSTEM	# 81651	Manager:	Robert R. Hively
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg.	II - 113
Function	Support Costs	# 81000	Service:	Internal Mail System # 81650
Authority:	This program was developed for the purpose of carrying out Administrative Code Section 82.85 (d) which says that the Community Services Agency is responsible for development, acquisition, installation and operation and maintenance of microwave, radio, audio, and intercommunication systems County wide.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 246,951	275,599	299,808	317,012	6
Services & Supplies	\$ 1,024,826	1,355,189	1,355,835	1,413,147	4
Service contracts	\$ -0-	-0-	1,584	1,584	0
Inter-fund Charges	\$ (16,596)	(59,940)	(33,760)	(43,005)	27
Subtotal-Direct Costs	\$ 1,255,181	1,570,848	1,623,467	1,688,738	4
Indirect:					
Dept. Overhead	\$ 3,709	2,589	3,236	6,009	86
Ext. Support/O'head	\$ 37,333	56,613	43,433	63,839	47
Total Costs	\$ 1,296,223	1,630,050	1,670,136	1,758,586	5
FUNDING					
Charges, Fees, etc.	\$ 442	13	-0-	-0-	0
Subventions	\$ -0-	-0-	-0-	-0-	0
Grants (CETA X)	\$ 10,135	21,630	-0-	-0-	0
CETA	\$ 16,410	1,057	39,631	50,803	28
Total Funding	\$ 26,987	22,700	39,631	50,803	28
NET COUNTY COSTS	\$ 1,269,236	1,607,350	1,630,505	1,707,783	5
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	14,805	-0-	-0-	0
Fixed Assets	\$ 68	-0-	365	250	(32)
Revenue	\$				
Net Cost	\$ 68	14,805	365	250	(32)
STAFF YEARS					
Direct Program	21.52	24.72	21.25	21.25	0
CETA	3.08*	.10	4.00	5.00	25
Dept. Overhead	.21	0.15	0.16	0.29	81

* Includes 1.10 SY CETA X PROGRAM STATEMENT

NEED:

Effective operation of the County organization requires the rapid and efficient processing and delivery of inter-office mail. Prompt delivery and processing of mail routed through the U.S. Postal System is also required in order to maintain an informational and service link to County residents.

DESCRIPTION:

This program provides inter-office mail processing by furnishing four pick-ups/deliveries per working day at the County Administration Center, downtown Courthouse, and County Operations Center; three pick-ups/deliveries per working day at the major Welfare Centers except those in North County; and two pick-ups/deliveries per working day to most other County facilities. It provides a central mail processing center for entering County mail into the U.S. Postal system including folding, inserting, and stamping equipment. Costs for all U.S. Postal charges (with minor exceptions) paid by the County fall within this program. In addition, the program provides for periodic reviews of mail routes to determine methods of reducing cost and/or improving services. Mail Section personnel assist in reducing mail costs by recommending the use of the lowest cost class of mail and encouraging the use of pre-sorted mail, bulk mail, and the County's business reply mail permit when applicable. County departments are also advised on cost saving methods such as reducing postcard size and reducing individual piece weights.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1978-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Departments Supported	57	56	57	57	57
WORKLOAD					
Total Dollars U.S. Postage	\$ 1,003,041	\$ 1,349,799	\$ 1,350,874	\$ 1,373,227	\$ 1,407,770
Total Miles Driven	263,877	300,804	260,000	316,889	300,000
Pieces of Mail Processed by machine (x 1,000)	5,527	4,811*	5,100	5,789	5,400
Mail Stops per day (average)	929	1,058	935	899	950
Parcels Handled Per Day (average)	136	143	151	172	158
*This reduction was due to the activation of the pre-sort mail program and the pre-paid return mail program.					
EFFICIENCY					
Productivity Index: Mail Stops per day per SY of direct labor.	44.3	38.5	44.5	41.6	39.2
Unit Cost: Direct Labor Cost per mail stop per day	\$ 0.85	\$ 0.91	\$ 0.97	\$ 1.10	\$ 1.08
EFFECTIVENESS					

UNIT COST DEFINED:

Average Daily Salaries and Benefits of Mail Center Personnel (including CETA but not including Mail Center Supervisor) divided by the number of mail stops per day as listed in "WORKLOAD".

PRODUCTIVITY INDEX DEFINED:

Mail Stops per day (as listed in "WORKLOAD") divided by Staff Years of Direct Labor (including CETA but not including the Mail Center Supervisor).

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1977-78 objective of maintaining a level of 44.5 mail stops per day per actual staff year will not be achieved due to addition of CETA staff coupled with required CETA training.

1978-78 OBJECTIVES:

To maintain a level of 39.2 mail stops/day per actual staff-year.

STAFFING SCHEDULE

PROGRAM: INTERNAL MAIL SYSTEM		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.22	Deputy Director, Communications	0.20	0.20	\$ 6,889	\$ 7,424
55.00	Electronics Engineer	0.20	0.20	6,477	6,542
47.40	Assistant Electronics Engineer	0.40	0.40	9,116	9,221
40.00	Mail Center Supervisor	1.00	1.00	16,453	16,598
36.50	Senior Clerk Typist	0.20	0.20	2,788	2,712
35.40	Senior Mail Clerk Driver	1.00	1.00	13,233	13,353
33.40	Mail Clerk Driver	18.00	18.00	208,508	210,618
	CETA	4.00	5.00	39,631	50,803
	Temporary and Seasonal	0.25	0.25	1,015	1,790
	Adjustments:				
	Salary Savings			(4,302)	(4,302)
	Salary Adjustments			<u>-0-</u>	<u>2,253</u>
	Sub-Total Adjustments			(4,302)	(2,049)
Total Direct Program		25.25	26.25	\$ 299,808	\$ 317,012
Department Overhead		0.16	0.29	2,813	5,326
Program Totals		25.41	26.54	\$ 302,621	\$ 322,338

PROGRAM:	CUSTODIAL SERVICES	#	82101	Manager:	Joseph Milliorn
Department	General Services	#	5500	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II p.107
Function	Support Services	#	81000	Service:	Space Occupancy Costs # 82100
Authority:	This program was developed for the purpose of carrying out the Administrative Code Section 398.5 (d), which says the Department shall provide custodial, window cleaning and trash removal services required for County facilities.				

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,157,461	2,074,775	2,274,403	1,918,940	(16)
Services & Supplies	\$ 127,348	150,065	104,880	112,665	7
Service contracts	\$ 39,874	71,967	106,998	375,290	251
Inter-fund Charges	\$ (169,216)	(145,710)	(189,400)	(156,459)	(17)
Subtotal—Direct Costs	\$ 2,155,467	2,151,097	2,296,881	2,250,436	(2)
Indirect:					
Dept. Overhead	\$ 9,967	6,752	8,684	9,014	4
Ext. Support/O'head	\$ 185,078	263,237	225,125	302,988	35
Total Costs	\$ 2,350,512	2,421,086	2,530,690	2,562,438	1
FUNDING					
Charges, Fees, etc.	\$	2,166			
Subventions	\$				
Grants	\$				
CETA	\$ 6,492	7,484	100,814	-0-	(100)
Total Funding	\$ 6,492	9,650	100,814	-0-	(100)
NET COUNTY COSTS	\$ 2,344,020	2,411,436	2,429,876	2,562,438	5
CAPITAL PROGRAM					
Capital Outlay	\$	690	-0-	-0-	0
Fixed Assets	\$ 7,761	3,451	4,550	225	(95)
Revenue	\$				
Net Cost	\$ 7,761	4,141	4,550	225	(95)
STAFF YEARS					
Direct Program	193.97	169.63	175.08	150.08	(14)
CETA	0.18	0.82	10.50	-0-	(100)
Dept. Overhead	.58	0.39	0.42	0.44	5

PROGRAM STATEMENT

NEED:

The normal occupancy of County facilities by employees and the public can create unsightly, unsafe and unsanitary conditions which, if unattended, may adversely affect the health and safety of the public and employees frequenting the facilities, employee work performance and the public attitude towards County government.

DESCRIPTION:

The Custodial Services Program provides regular, thorough cleaning of County facilities; monitors this service in other buildings where it is lessor or contractually supplied and provides contract trash disposal services. Program staff also provide advisory services to the Department of Real Property in their efforts to obtain lessor supplied custodial services for leased County facilities.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County Employees Served	12,401	12,478	12,565	12,565	
Total County Area Served (Average sq. footage)	1,721,241	1,712,141	1,836,722	1,787,562	2,007,744
WORKLOAD					
Buildings Cleaned by Contract	-0-	-0-	-4	-10	-13
Buildings Cleaned by County Staff	127	128	119	99	98
Area Cleaned by Contract Staff (Average Sq. Footage)	-0-	-0-	48,832	52,259	295,833
Area Cleaned by County Staff (Average Sq. Footage)	1,721,241	1,712,141	1,787,890	1,735,303	1,711,911
EFFICIENCY					
Unit Cost:					
Cleaning Cost Per Square Foot Per Year					
Staff:	\$ 1.36	\$ 1.29	\$ 1.25	\$ 1.17	\$ 1.10
Contract Cleaner:	-0-	-0-	0.94	0.37	0.78
Productivity Index:					
Area Cleaned per Staff Custodian II (Sq. Ft.)	11,932	13,892	14,275	13,970	16,265
Area Cleaned per Contract Cleaner (Sq. Ft.)	-0-	-0-	13,952	15,000	17,000
EFFECTIVENESS					
Percent of Areas Meeting Inspection Standards:					
Staff:	-	-	-	98	100
Contract Cleaner:	-	-	-	90	100

UNIT COST DEFINED: Staff: Costs include Custodian II and III wages, night premium and overtime costs, plus cost of cleaning supplies and trash service costs. The unit costs figures are based on direct cost only.
Contract Cleaner: Costs include actual contract costs, County contract administrative costs, and trash service costs associated with the facilities involved.

PRODUCTIVITY INDEX DEFINED: Staff: This is obtained by dividing the total square footage of area cleaned by the number of Custodian II's assigned to specific areas to be cleaned daily, which does not include day personnel.
Contract Cleaner: Square footage divided by the number of contract cleaning personnel staff years.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objective for increasing the workload per staff Custodian over the 1976-77 Actual level will not be achieved in 1977-78, as reflected in the above data. This is due to the unpredicted loss of facilities being serviced, plus contracting out additional buildings.

1978-79 OBJECTIVES:

The proposed objective for 1978-79 is to reduce the square foot cost of custodial services provided by County County staff 6% over the 1977-78 Actual level and expand contract custodial services in additional facilities as normal attrition of County staff permits.

STAFFING SCHEDULE

PROGRAM: CUSTODIAL SERVICES		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.20	Deputy Director, Building Services	0.50	0.50	\$ 12,793	\$ 14,025
49.42	Administrative Assistant II/I/Trainee	0.83	0.83	19,069	18,266
44.98	Chief of Custodial Services	1.00	1.00	18,700	20,193
40.80	Building Services Specialist	1.00	1.00	15,186	17,230
40.80	Building Services Supervisor	4.50	5.00	15,186	79,716
38.44	Supervising Custodian	3.50	3.00	50,159	43,992
37.70	Senior Stenographer	0.58	0.58	7,796	7,683
37.50	Senior Clerk Typist	0.92	0.92	12,195	12,270
37.40	Window Cleaner	3.00	2.00	41,550	27,939
35.90	Custodian III	24.00	18.00	305,382	234,492
33.90	Custodian II	135.25	112.25	1,584,069	1,333,648
99.99	Temporary and Seasonal	-0-	5.00	-0-	56,000
	CETA	10.50		100,814	-0-
	Adjustments				
	Premium overtime			6,846	6,800
	Night Premium			79,800	69,400
	Salary Savings			(50,797)	(24,270)
	Salary Adjustments			-0-	1,556
	Sub-Total Adjustments			35,849	53,486
Total Direct Program		185.58	150.08	\$2,274,403	\$1,918,940
Department Overhead		.42	0.44	7,550	7,988
Program Totals		186.00	150.52	\$2,281,953	\$1,926,928

PROGRAM:	SECURITY SERVICES	# 82102	Manager:	Joseph Milliorn
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg.	Vol II, p. 109
Function:	Support Services	# 8100	Service:	Space Occupancy Costs # 82100
Authority:	This program was developed for the purpose of carrying out the Administrative Code, Section 398.5 (e), which says the Department shall provide security protection services for County facilities and property.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 291,935	311,081	411,301	393,507	(4)
Services & Supplies	\$ 23,241	30,651	26,200	23,850	(9)
Service contracts	\$ 23,113	27,067	50,964	93,550	84
Inter-fund Charges	\$ (9,412)	(8,512)	(12,100)	(14,400)	(19)
Subtotal-Direct Costs	\$ 328,877	360,287	476,365	496,507	4
Indirect:					
Dept. Overhead	\$ 5,795	4,077	5,089	5,190	2
Ext. Support/O'head	\$ 24,965	39,334	39,728	62,058	56
Total Costs	\$ 359,637	403,698	521,182		
FUNDING					
Charges, Fees, etc.	\$ 5,492	5,617	4,750	6,150	29
Subventions	\$				
Grants	\$				
CETA	\$ 19,476	26,879	32,939	34,541	5
Total Funding	\$ 24,968	32,496	37,689	40,691	8
NET COUNTY COSTS	\$ 334,669	371,202	483,493	523,064	8
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	15,900	10,500	6,700	(36)
Fixed Assets	\$ 1,585	4,490	2,766	1,200	(57)
Revenue	\$				
Net Cost	\$ 1,585	20,390	13,266	7,900	(40)
STAFF YEARS					
Direct Program	19.59	24.26	26.67	24.67	7
CETA	3.19	2.37	3.00	3.00	0
Dept. Overhead	0.34	0.23	0.24	0.25	4

PROGRAM STATEMENT

NEED:

All County facilities and County property therein require some type of security protection. Failure to provide this protection can adversely affect the provision of County Services and result in significant monetary losses to the County.

DESCRIPTION:

The Security Services Program provides alarm systems, guard services, locksmith services and procedures to insure protection to County facilities and property. In addition, all new County facility designs are reviewed for inclusion of appropriate security measures.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
1. Security Incident Reports	350	361	425	325	350
2. County Facilities Requiring Security	690	700	710	710	710
WORKLOAD					
1. Facilities Guarded by County Staff					
Number -	3	3	3	3	3
Square footage - (Average) -	1,429,410	1,429,410	1,429,410	1,384,215	1,339,220
2. Facilities Guarded by Contract:					
Number -	0	0	1.5	1.33	2
Square footage (Average) -	-	-	457,315	504,910	673,820
3. County Facilities w/Alarm Systems	60	70	82	90	105
4. Alarm Systems Maintained by County Staff	90	110	124	142	151
5. Alarm systems maintained by contract	23	24	18	12	7
EFFICIENCY					
Unit Cost:					
1. Cost per Sq. Ft. Guarded by County Staff	\$.176	\$.186	\$.193	\$.185	\$.177
2. Cost per Sq. Ft. Guarded by Contract	-	-	.088	.109	.123*
3. Cost per Alarm System maintained by Staff	-	185.00	152.00	144.00	140.00
4. Cost per Alarm System maintained by Contract	480.00	510.00	521.00	521.00	671.00**
EFFECTIVENESS					
% of losses to unprotected facilities	Effectiveness data will not be available until the end of FY 78/79 as performance indicator information is based on a new Comprehensive Security Incident Report Form.				
% of losses to protected facilities					
% of time systems operational					

UNIT COST DEFINED: 1. Costs include salaries and benefits for permanent and temporary security Guards and associated night premium and overtime, 2. Costs are actual maximum contract amounts. 3. Costs include salary and benefits and overtime costs for staff maintaining alarm systems. 4. Costs include actual or planned expenditures for such services.

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All objectives have been met or exceeded.
 Increase number of County-owned locations with guard service by 2. Actual 2.
 Increase number of Facilities with Alarm Systems by 5. Actual 8.
 Increase number of facilities monitored by Central Alarm Systems by 8. Actual 10.

1978-79 OBJECTIVES:

Reduce the per square foot cost of security guard service provided by County staff by 4% over the 1977-78 Actual level.

*This increase in cost per square foot is due to the mid 1977-78 fiscal year shift of contract guards from the COC Annex, Ruffin Road, to the County Operations Center. The County Operations Center has a higher per square foot cost since this facility requires two guards on duty at all times after working hours whereas the COC Annex requires only one guard.

**This increase in the unit cost of maintaining alarm systems by contract is being caused by the increasing use of contracts to maintain only highly specialized systems not normally serviceable by County staff. Such specialized systems naturally involve a higher per unit cost for maintenance.

STAFFING SCHEDULE

PROGRAM: SECURITY SERVICES		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.20	Deputy Director, Building Services	0.50	0.50	\$ 12,792	\$ 14,026
49.42	Administrative Assistant II/I/Trainee	0.17	0.17	3,906	3,741
47.10	Security Alarm Specialist	1.00	1.00	18,721	21,502
45.34	Chief, Security Services	1.00	1.00	20,160	20,206
42.54	Locksmith	1.00	1.00	17,664	17,830
37.70	Senior Stenographer	0.42	0.42	5,645	5,564
37.50	Senior Clerk Typist	0.08	0.08	1,060	1,068
33.94	Security Guard	19.00	16.00	222,584	190,416
30.88	Parking Lot Attendant	1.00	2.00	3,823	18,654
	CETA	3.00	3.00	34,234	37,216
	Temporary and Seasonal	2.50	2.50	28,729	31,949
	Adjustments:				
	Premium Overtime			28,411	23,472
	Night Premium			11,712	10,400
	Salary Savings			(3,140)	(3,000)
	Salary Adjustments			-0-	463
	Sub-total Adjustments			\$ 36,983	\$ 31,335
Total Direct Program		29.67	27.67	\$ 411,301	\$393,507
Department Overhead		0.24	0.25	4,424	4,599
Program Totals		29.91	27.92	\$ 415,725	\$398,106

PROGRAM:	BUILDING MAINTENANCE AND OPERATION	# 82103	Manager: Cy Masuen
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg. II - 117
Function	Support Services	# 81000	Service: Space Occupancy Cost #2100
Authority:	The program was developed for the purpose of carrying out Administrative Code 393.5 (d) which says that the Department of General Services shall operate and maintain County facilities including the structural, mechanical, electrical, plumbing and lighting systems, and the adjoining grounds and parking lots.		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 3,328,321	3,423,313	3,871,650	3,627,766	(6)
Services & Supplies	\$ 759,893	784,204	755,563	745,030	0
CETA Special Proj.	\$ -0-	-0-	-0-	88,862	N/A
Service Contracts	\$ 6,865	11,377	513,665	433,000	(16)
Inter-fund Charges	\$ (524,963)	(483,575)	(358,084)	(338,202)	(6)
Subtotal—Direct Costs	\$ 3,570,116	3,735,319	4,782,794	4,556,456	(5)
Indirect:					
Dept. Overhead	\$ 113,579	105,796	127,715	130,290	2
Ext. Support/O'head	\$ 593,470	721,161	713,821	675,943	(5)
Total Costs	\$ 4,277,165	4,562,276	5,624,330	5,362,689	(5)
FUNDING					
Charges, Fees, etc.	\$ 176,002	39,404	184,975	174,616	(6)
Subventions	\$				
Grants	\$				
CETA	\$ 54,516	49,609	43,391	45,230	4
CETA Special Proj.	\$ -0-	-0-	-0-	38,862	N/A
Total Funding	\$ 230,518	89,013	228,366	308,758	35
NET COUNTY COSTS	\$ 4,046,647	4,473,263	5,395,964	5,053,931	(6)
CAPITAL PROGRAM					
Capital Outlay	\$	2,070		-0-	0
Fixed Assets	\$ 16,554	7,685	14,240	20,510	44
Revenue	\$				
Net Cost	\$ 16,554	9,755	14,240	20,510	44
STAFF YEARS					
Direct Program	196.94	190.33	212.25	197.00	(7)
CETA	7.74	4.86	4.00	4.00	0
Dept. Overhead	6.57	6.08	6.11	6.32	3

NEED

PROGRAM STATEMENT

Maintenance of County buildings and outside areas is required to prevent structural and grounds deterioration. In addition, the health and safety of the public and County employees requires that building structures be efficiently maintained and the proper climatic environment be provided through the efficient and economical operation of building, electrical, and mechanical systems. This program serves over 700 County buildings encompassing 4,239,200 square feet of building space and 2,375,000 square feet of landscape area.

DESCRIPTION

This program provides for the economic maintenance and operation of all County facilities. It includes many varied and diverse operations including the care and maintenance of gardens, grounds, pavements and parking lots; the care and maintenance of the building external and internal structure; the care, maintenance and servicing of the mechanical, electrical, and plumbing systems; operating centrally located trade and craft groups to provide light construction capability; repairing, renovating and moving furniture, fittings, dividing walls, outlets, etc.

This program also provides for the efficient and economical operation of environmental climate control equipment. Direct support of the County's energy and water conservation efforts which generates savings and cost avoidance in the utility program. Energy conservation activities will include the initiation of procedures for identifying total actual energy consumption in energy units by EDP; implementation of methods for reducing the use of potable water for irrigation; supplementing gas heating by solar at selected County locations.

Additional activities include the operation of clerical and supporting technical functions and the training and skill enrichment of personnel.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Sq. Ft. Building Space (Gross)	2,726,000	3,585,100	4,143,300	3,921,100	4,239,200
Sq. Ft. Landscape Area	1,825,600	2,114,000	2,313,950	2,313,950	2,375,000
WORKLOAD					
<u>Crafts and Trades (Total Hours)</u>	(126,514)	(158,730)	(176,850)	(184,175)	(158,564)
Routine Maintenance	39,036	38,388	71,150	59,380	66,946
Emergency	N/A	N/A	8,845	3,105	7,928
Alterations	22,021	18,280	35,370	51,295	39,641
Construction Projects	13,810	34,732	17,270	17,270	12,336
Misc. Services	46,647	67,330	44,215	48,125	31,713
<u>Building Maintenance (Total Hours)</u>	(82,607)	(82,208)	(112,425)	(98,700)	(112,623)
Routine Maintenance	61,511	60,324	61,835	49,390	67,574
Emergency	N/A	N/A	22,485	30,940	22,525
Alterations	5,441	5,484	16,865	13,040	11,262
Construction Projects	3,790	5,484	5,620	315	5,631
Misc. Services	11,865	10,916	5,620	5,015	5,631
<u>Grounds Maintenance (Total Hours)</u>	(50,586)	(48,009)	(52,850)	(48,900)	(47,617)
Scheduled	NA	NA	46,500	41,550	41,897
Non-Scheduled	NA	NA	6,350	7,350	5,720
EFFICIENCY					
<u>Productivity Index:</u>					
Sq. Ft. Building Space/Staff Year	15,904	21,532	22,600	22,125	24,751
Sq. Ft. Landscape Space/Staff Year	57,050	69,750	70,300	75,850	78,970
% Performance - Crafts and Trades	78	78	80	82	85
% Coverage - Crafts and Trades	85	80	85	62	70
EFFECTIVENESS					
Alterations (Total Hours)/ Routine Maintenance (Total Hours)	.273	.241	.393	.591	.378
Emergency (Total Hours)/ Routine Maintenance (Total Hours)	N/A	N/A	.236	.359	.226
Scheduled (Hours / Non-Scheduled (Hours)	N/A	N/A	7.32	5.65	7.33

UNIT COST DEFINED: N/A

PRODUCTIVITY INDEX DEFINED: Sq. Ft. Building (Landscape) Space/Staff Year is defined as the ratio of total building (landscape) space to the total number of maintenance (grounds) personnel including CETA and division overhead personnel. % Performance-Crafts and Trades is the ratio of total allowed hours (MTM Standards) to the total actual hours to complete the job. % Coverage-Crafts and Trades is the ratio of work performed covered by MTM standards to the total work performed.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

- Increase ratio of sq. ft. of building space maintained to direct staff-years expended by 10 percent over 1976-77 Budgeted level. Only a 2 percent increase is realized due to hiring of new staff in current year for facilities beginning operation next fiscal year.
- Increase ratio of sq. ft. of landscape maintained to direct staff-years expended by 3 percent over 1976-77 budgeted level. This level will be exceeded; it is anticipated that an 3.5 percent increase will be achieved.
- Maintain the Unit Cost of Welfare moves at 1976-77 budgeted level irrespective of inflationary cost increases and salary increases. Due to a refinement of the Maintenance Management System, Unit Cost of Welfare moves cannot be obtained.

1978-79 Proposed Objectives:

- Increase level of sq. ft. of building space maintained 12 per cent over FY77-78 Actual level.
- Increase the level of sq. ft. of landscape space maintained 12 per cent over FY77-78 budgeted level.

STAFFING SCHEDULE

PROGRAM: BUILDING MAINTENANCE AND OPERATION		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.22	Deputy Director, Fac. Maint.	1.00	1.00	34,442	33,065
54.88	Chief, Fac. Maint. Programs	1.00	1.00	32,008	34,802
54.64	Chief, Fac. Maint. Operations	1.00	1.00	31,556	30,980
52.90	Resource Conservation Engineer	1.00	1.00	28,301	32,170
50.20	Building Mechanical Specialist	1.00	1.00	26,452	26,700
50.00	Assoc. Mechanical Engineer	1.00	1.00	23,299	25,486
49.90	Building Structure Maintenance Suprnt.	1.00	1.00	23,262	24,305
49.76	Building Mechanical Systems Suprnt.	1.00	1.00	26,059	24,737
49.46	Program Analyst III	1.00	1.00	21,828	24,099
48.94	Estimator, Bldg. Const.	3.00	3.00	72,402	73,741
48.42	Admin. Asst. II/I Trn.	1.00	1.00	22,013	23,067
48.38	Refrig. Supr.	1.00	1.00	24,255	24,553
48.38	Plumber Supr.	1.00	1.00	23,301	23,497
48.38	Mason Supr.	1.00	1.00	24,255	24,552
48.38	Electrician Supr.	1.00	1.00	23,107	24,576
47.54	Building Maintenance Supr. II	3.50	3.00	76,661	70,880
46.48	Refrig. Mech.	4.00	4.75	38,558	105,737
46.48	Plumber	5.00	4.00	110,300	89,520
46.10	Painter Supr.	1.00	1.00	21,863	22,101
46.10	Mason	3.00	2.00	65,634	43,699
46.10	Electrician	6.50	7.00	141,711	154,318
46.04	Supervising Maintenance Technician	1.00	1.00	21,812	22,053
45.38	Carpenter Supr.	1.00	1.00	20,199	21,413
45.38	Building Maintenance Supr. I	8.00	8.00	167,654	167,931
45.04	Welder	2.00	2.00	41,631	42,201
45.04	Sign Painter	1.00	1.00	20,835	21,093
45.04	Senior Painter	2.00	1.00	41,715	21,116
44.44	Senior Carpenter	2.00	2.00	37,448	38,715
44.30	Gardner Suprnt.	1.00	1.00	19,565	21,480
44.04	Maintenance Technician	4.00	4.00	79,645	78,167
44.00	Painter	9.00	7.00	178,336	140,405
43.50	Carpenter	11.00	10.00	212,512	195,733
43.50	Building Maintenance Engineer	27.00	23.00	511,221	536,926
43.00	Construction and Services Supervisor	1.00	1.00	18,960	19,135
42.28	Refrigeration Mechanic Asst. II/I	2.00	2.00	34,565	36,990
42.28	Plumber Asst. II/I	3.00	3.00	54,540	53,406
42.10	Gardner Supervisor II	2.00	1.00	36,313	18,334
42.00	Mason Tender II/I	4.00	3.00	71,369	53,029
42.00	Electrician Asst. II/I	4.00	5.00	68,310	86,391
42.00	Building Maintenance Engineer Asst. II/I	14.50	13.50	257,881	237,059
41.76	Computer Operations Specialist	1.00	0	15,118	-0-
41.14	Tool and Equipment Repairer	1.00	1.00	16,727	17,518
41.00	Construction and Services Worker III	4.00	3.00	70,628	52,220
40.70	Welder Asst. II/I	1.00	1.00	16,998	15,294
40.60	Gardner Supervisor I	1.00	1.00	16,879	17,049
39.00	Construction and Services Worker II	9.00	9.00	140,106	139,761
38.00	Construction and Services Worker I/PWT	22.00	19.00	279,378	261,429
37.08	Gardner II/I	21.50	20.00	302,955	283,586
36.70	Senior Steno.	1.00	1.00	14,047	13,247
36.50	Senior Clerk/Typist	3.00	3.00	41,778	41,484
34.20	Intermediate Steno.	1.00	1.00	11,794	11,241
33.00	Intermediate Clerk/Typist	1.00	1.00	11,839	11,947
99.99	Temporary and Seasonal CETA	6.25	3.75	83,891	68,528
		4.00	4.00	43,391	46,826
	ADJUSTMENTS				
	Premium Overtime			\$ 43,800	\$ 60,000
	Salary Savings			(78,457)	(90,000)
	Salary Adjustment			\$ -0-	& (14,204)
	SUB-TOTAL ADJUSTMENTS			\$ (29,657)	\$ (44,204)
Total Direct Program		216.25	201.00	\$3,871,650	\$3,627,766
Department Overhead		6.11	6.32	111,044	115,468
Program Totals		222.36	207.32	\$3,982,694	\$3,743,234

PROGRAM:	UTILITY PAYMENTS	# 82104	Manager: Cy Masuen
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg. II pg. 119
Function	Support Services	# 81000	Service: Space Occupancy Cost # 82100
Authority:	This program was developed for the purpose of carrying out Administrative Code 398.5 (j) which says that the Department of General Services shall budget for, manage and monitor the County's utilities consumption and related costs.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ -0-	-0-	-0-	-0-	-0-
Services & Supplies	\$ 2,303,124	2,605,728	3,285,670	3,454,880	5
	\$ -0-	-0-	-0-	-0-	-0-
Inter-fund Charges	\$ (178,170)	(261,603)	(304,901)	(334,375)	10
Subtotal Direct Costs	\$ 2,124,954	2,344,125	2,980,769	3,120,505	5
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	-0-
Ext. Support/O'head	\$ -0-	-0-	-0-	-0-	-0-
Total Costs	\$ 2,124,954	2,344,125	2,980,769	3,120,505	5
FUNDING					
Charges, Fees, etc.	\$	140,186	-0-	121,300	N/A
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ -0-	-0-	-0-	121,300	N/A
NET COUNTY COSTS	\$ 2,124,954	2,203,939	2,980,769	2,999,205	1
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$ -0-	-0-	-0-	-0-	-0-
STAFF YEARS					
Direct Program	-0-	-0-	-0-	-0-	-0-
CETA	-0-	-0-	-0-	-0-	-0-
Dept. Overhead	-0-	-0-	-0-	-0-	-0-

NEED

PROGRAM STATEMENT

There is a budgetary and management need to isolate and identify in one budget unit water and energy costs necessary for the operation of electrical, heating, cooling, potable, sanitation, and irrigation systems at over 700 County buildings.

DESCRIPTION

Essentially all County utility costs are identified in this program while the resources for implementation of energy conserving activities are allocated in the Building Maintenance and Operations program. Analysis of resource consumption will continue by expanding efforts to conserve water, natural gas, and electricity as part of the Building Maintenance and Operations program. The major thrust of this conservation program will be accomplished by a new and innovative automated building control system.

The Central Monitoring and Control System is a computer based energy management system which through a series of customized application programs will optimize the energy consumed by the major County facilities. The programs will, through a system of priorities and commands:

1. Schedule loads to contain the electric demands within a pre-determined level.
2. Turn off lights to a time and calendar program.
3. Optimize heating and cooling equipment to provide an acceptable comfort level with the minimum use of energy.

The Central Computer System installation is completed and the Operations Center is scheduled for full control in the current fiscal year. Sub-systems are currently being installed at the C.A.C., Vista and the Juvenile Centers. Energy savings of 10 to 20 percent are anticipated, dependent upon the current efficiencies of the lighting, heating and cooling systems.

NEED AND PERFORMANCE INDICATORS		1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED						
Sq. Ft. Building Space - Utility Payments		2,726,000	3,765,900*	3,988,100	3,765,900	4,084,000
*Large Increase is due to more accurate data available from Facilities Inventory Report in FY 77-78.						
WORKLOAD All Facilities:						
Electricity	(1,000) KWHR	45,995	45,569	48,300	48,234	53,300
	(1,000,000) BTUs	156,981	155,527	164,848	164,623	181,913
Gas	(1,000) THERM	869	768	914	880	969
	(1,000,000) BTUs	86,900	76,800	91,400	88,000	96,900
Steam	(1,000) LBS.	44,041	41,965	43,000	43,220	43,200
	(1,000,000) BTUs	42,000	40,000	41,000	41,000	41,000
	TOTAL (1,000,000) BTUs	243,923	232,367	256,289	252,664	278,854
Water	(100) CU. FT.	495,191	514,781	520,150	470,000	483,000
EFFICIENCY Unit Cost All Facilities						
Electricity	Per (1,000) KWHR	N/A	\$ 44.40	\$ 51.00	\$ 46.23	\$ 57.40
Gas	Per (1,000) THERM	N/A	189.50	221.10	241.66	327.30
Steam	Per (1,000) LBS.	N/A	3.55	3.70	4.01	4.50
Productivity Index:						
	BTUs/SQ. FT.	89,480	61,700	64,260	67,100	68,280
	FY 72-73 Base Year BTUs/SQ. FT. - 172,120					
	% Change Over Base Year	(48.0)	(64.2)	(62.7)	(61.0)	(60.3)
EFFECTIVENESS						

UNIT COST DEFINED: Unit Cost was determined by separating the total cost of the program for electricity, gas and steam. These figures were then divided by total consumption of that utility.

PRODUCTIVITY INDEX DEFINED: BTU/SQ. FT. is defined as the total energy consumption paid by this program (converted into BTUs) and divided by total square feet of area serviced. The percent change over base year is the variance between the total annual energy consumption (in BTUs/SQ. FT.) and the total energy consumption in FY 72-73 (first year of energy conservation program).

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES: It is anticipated that a total net reduction of 50% in gas consumption and 25% in electrical consumption, from Base Year 1972-73, will be achieved.

1978-79 OBJECTIVES:

1. Intensify our conservation efforts to offset waning employee interest in conserving energy and to reduce the projected productivity index level for BTU/per SQ. FT. in FY 78-79 to the FY 77-78 budgeted level.

PROGRAM:	FLEET EQUIPMENT, MAINTENANCE AND OPERATIONS # 822XX		Manager: Don Fehlings
Department	General Services # 5500	Ref: Pr. Yr. Bud. Vol-Pg.	II 120
Function	Support Services # 81000	Service: Fleet Equipment	# 82200
Authority:	This program was developed for the purpose of carrying out Administrative Code 398.5 (f) which says that the Department of General Services shall acquire, maintain, and operate the County's automotive and construction equipment and machinery except such equipment and machinery of the Department of Transportation or such equipment purchased out of special district or other limited purpose funds.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,013,963	1,116,764	1,295,096	1,384,784	7
Services & Supplies	\$ 2,586,373	2,775,997	2,807,471	2,573,141	(8)
CETA Special Proj.	\$ -0-	-0-	-0-	27,605	N/A
Service Contracts	\$ -0-	-0-	-0-	1,850	N/A
Interfund Charges	\$ (98,678)	(113,966)	(127,987)	(115,742)	(10)
Subtotal-Direct Costs	\$ 3,501,658	3,778,795	3,974,580	3,871,638	(3)
Indirect:					
Dept. Overhead	\$ 27,120	25,349	46,434	47,526	2
Ext. Support/O'head	\$ 398,779	508,457	517,712	473,034	(9)
Total Costs	\$ 3,927,557	4,312,601	4,538,726	4,392,198	(3)
FUNDING					
Charges, Fees, etc.	\$ 10,995	8,191	8,000	8,000	0
Subventions	\$				
Grants	\$				
CETA	\$ 32,555	37,798	53,172	103,330	94
CETA Special Proj.	\$ -0-	-0-	-0-	27,605	N/A
Total Funding	\$ 43,550	45,989	61,172	138,935	127
NET COUNTY COSTS	\$ 3,884,007	4,266,812	4,477,554	4,253,263	(5)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 2,565	7,355	22,507	31,335	39
Revenue	\$				
Net Cost	\$ 2,565	7,355	22,507	31,335	39
STAFF YEARS					
Direct Program	57.78	59.57	64.50	68.50	6
CETA	3.63	3.77	6.00	9.00	50
Dept. Overhead	1.57	1.46	2.22	2.30	4

PROGRAM STATEMENT

NEED:

The performance of County public service programs requires mobility of County personnel and materials. This necessitates the effective management and maintenance of the County's automotive and construction equipment, and other units of equipment (i.e. fire vehicles, trailers, etc.).

DESCRIPTION:

This program provides for the cost effective management of all County units of automotive and construction equipment by providing a central repair and service facility and six (6) satellite automotive service centers to provide repairs, preventive maintenance service, and emergency mechanical service. In addition, this program specifies the procurement of vehicles; tests equipment for compliance with safety and environmental standards; controls vehicle allocation; monitors, reviews and investigates the utilization of vehicles; operates and supervises motor pools and shuttle bus services.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of Passenger Vehicles	747	762	762	762	708
Number of Patrol Vehicles	199	205	211	211	219
Number of Trucks/Busses	531	542	566	566	619
Number of Units of Construction Equipment	374	364	364	364	370
Number of Units of Fire Apparatus (Pumper, tankers, brush)	38	44	44	67	92
WORKLOAD					
Miles Used Per Year					
Passenger			8,758,044	8,860,029	8,491,044
Patrol			4,243,200	5,446,170	4,673,679
Trucks/Busses			5,659,060	5,913,057	6,307,610
Construction (hours)			473,824	490,321	495,060
Average Miles (hours) Per Vehicle Per Year					
Passenger			11,494	11,627	11,993
Patrol			20,110	25,811	21,341
Trucks/Busses			9,998	10,447	10,190
Construction (hours)			1,302	1,347	1,338
EFFICIENCY					
Unit Cost Average Cost Per Mile (hour) Per Vehicle					
Passenger	.122	.128	.133	.139	.145
Patrol	.167	.170	.175	.175	.183
Trucks/Busses	.220	.243	.254	.259	.262
Construction (hour)	\$15.00	\$19.25	\$34.25	\$35.15	\$37.00
Fire Apparatus (Cost/Yr./Veh.)				\$1,865.00	\$2,051.00
Effectiveness Scheduled to Unscheduled Maintenance Ratio					
Passenger					3:2
Patrol					1:1
Trucks/Busses					2:3
Construction (hours)					3:7
Fire Apparatus					3:7
Maintenance Downtime					8%
Parts Downtime					2%
Fleet Average Downtime					10%

UNIT COST DEFINED:

Average Cost Per Mile (hour) Per Vehicle has been derived from the Cost and Earning Statement.

PRODUCTIVITY INDEX DEFINED:

Scheduled to Unscheduled Maintenance is the ratio of total planned maintenance to the total emergency or unplanned maintenance by vehicle class.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objectives for 1977-78 were:

1. Increase employee productivity by 3% over 1976-77 Budgeted. Due to the expansion and refinement of the Maintenance Management System, employee productivity cannot be measured.
2. Reduce the Fleet Vehicle Cost per Mile 4%. The cost per mile has increased 2% due to the age of the fleet and the cost needed to rehabilitate older vehicles.
3. Reduce Construction Equipment Cost per hour 4%. The cost per hour has increased 3%.

1978-79 OBJECTIVES:

Through establishment of motor pools, expansion of shuttle bus services, and increasing the utilization of non-pooled vehicles to reduce the current passenger vehicle fleet by 61 units.

Through establishment of a vehicle maintenance production control activity improve downtime rates, increase the ratio of scheduled service to unscheduled repairs, and improve preventive maintenance scheduling effectiveness.

NOTE: Most of the information shown above is not available for years passed. Due to a new Work (Production) Control System it will be obtained during FY 1978-79.

STAFFING SCHEDULE

PROGRAM: FLEET EQUIPMENT, MAINTENANCE AND OPERATIONS		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.76	Deputy Director	1.00	1.00	\$ 29,316	\$ 27,914
50.14	Chief, Fleet Maintenance Operations	1.00	1.00	25,771	26,166
50.14	Chief, Fleet Management	1.00	1.00	25,881	23,913
49.42	Administrative Asst. II/I Trainee	1.00	1.00	22,975	22,007
48.68	Road Equipment Specialist	1.00	1.00	23,842	24,653
46.48	Equipment Shop Supervisor	4.00	4.00	89,135	88,931
45.04	Welder	3.00	3.00	62,550	62,295
44.10	Equipment Mechanic	14.00	14.00	282,626	281,649
44.10	Automobile Mechanic	10.00	10.00	198,504	200,280
44.10	Machinist	1.00	1.00	19,873	20,151
44.04	Maintenance Technician	3.00	3.00	56,295	58,231
41.14	Tool and Equipment Repair	1.00	1.00	17,379	17,518
40.70	Equipment Service Technician III	2.00	2.00	32,089	33,283
38.70	Equipment Service Technician II/I	14.00	12.00	210,416	180,130
36.70	Senior Stenographer	1.00	1.00	13,353	14,179
36.50	Senior Clerk/Typist	1.00	1.00	13,385	13,628
33.00	Intermediate Clerk/Typist	1.00	1.00	11,794	11,924
99.99	Temporary and Seasonal	4.50	10.50	78,496	212,386
	CETA	6.00	9.00	65,011	106,587
	Adjustments:				
	Salary Savings			(7,193)	(30,227)
	Premium Overtime			23,111	23,111
	Night Premium			487	487
	Salary Adjustment			-0-	(34,412)
	Total Adjustments			\$ 16,405	\$ (41,041)
	Estimated Premium Overtime for FY77-78 is \$20,000				
	Total Direct Program	70.50	77.50	\$1,295,096	\$1,384,784
	Department Overhead	2.22	2.30	40,373	42,120
	Program Totals	72.72	79.80	\$1,335,469	\$1,426,904

PROGRAM: TELEPHONE AND PUBLIC INFORMATION	# 82302	Manager: Robert R. Hively
Department: General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg. II - 115
Function: Support Costs	# 81000	Service: Communication Costs # 82300

Authority: This program was developed for the purpose of carrying out Administrative Code Section 82.85 (d) which says that the Community Services Agency is responsible for development, acquisition, installation and operation and maintenance of microwave, radio, audio, and intercommunication systems County wide.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-78 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 226,091	216,187	256,437	209,312	(18)
Services & Supplies	\$ 2,811,145	2,942,572	3,390,011	3,382,181	0
Inter-fund Charges	\$ (71,931)	(79,989)	(51,628)	(56,235)	9
Subtotal-Direct Costs	\$ 2,965,305	3,078,770	3,594,820	3,535,258	(2)
Indirect:					
Dept. Overhead	\$ 3,709	2,589	3,236	3,824	18
Ext. Support/O'head	\$ 14,127	22,873	22,670	38,079	68
Total Costs	\$ 2,983,141	3,104,232	3,620,726	3,577,161	(1)
FUNDING					
Charges, Fees, etc.	\$ 26,043	24,546	14,727	23,850	62
Subventions	\$ -0-	-0-	-0-	-0-	0
Grants	\$ -0-	-0-	-0-	-0-	0
CETA	\$ -0-	-0-	-0-	-0-	0
Total Funding	\$ 26,043	24,546	14,727	23,850	62
NET COUNTY COSTS	\$ 2,957,098	3,079,686	3,605,999	3,553,311	(1)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	0
Fixed Assets	\$ 784	230	620	530	(15)
Revenue	\$				
Net Cost	\$ 784	230	620	530	(15)
STAFF YEARS					
Direct Program	19.34	18.19	19.00	14.00	(26)
CETA	0.04	0	0	-0-	0
Dept. Overhead	0.21	0.15	0.16	0.19	19

PROGRAM STATEMENT

NEED:

The County of San Diego, like any large organization, cannot operate effectively without a comprehensive telephone system. A centralized program is needed to monitor use and service requests.

DESCRIPTION:

Provide all County offices with adequate telephone services. Maintain control of all telephone service requests from County departments to Pacific Telephone in order to provide adequate service at minimum cost. Process all Pacific Telephone billings. Provide switchboard operators to answer calls from the public and assist callers in reaching the proper department. Continuously analyze County telephone needs and implement improvements or cost saving methods by the installation of CENTREX equipment, addition or subtraction of ATSS lines, and changes in equipment.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Departments/Offices Supported	57	56	57	57	57
County Employees Staff Years Including CETA	12,401	12,478	12,565	12,565	12,565
Est. Total County Population (X 1,000)	1,600	1,657	1,706	1,706	1,754
WORKLOAD					
Telephone Billing Cost (x 1,000)*	\$ 2,668	\$ 3,018	\$ 3,370	\$ 3,062	\$ 3,358
Telephone Data Line Cost (x 1,000)	64	100	144	174	255
Telephone Service Requests & Service Orders (GS/119)	4,500	4,500	4,500	3,792	5,100
Telephone Inquiries	N.A.	N.A.	**350,000	646,633	656,500
Telephone Switchboards/Centrex Consoles Staffed	4	4	4	4	3
Total Telephone Instruments				9,000	8,800
* Includes Telephone Data Line Cost					
**Does not include Telephone inquiries to North County Facilities					
EFFICIENCY					
Productivity Indexes:					
Telephone Inquiries per Staff Year Expended	N.A.	N.A.	87,500	86,218	87,533
Telephone Service Requests & Service Orders per Staff Year Expended	1,125	1,286	1,286	1,517	1,457
Unit Costs:					
County Telephone System Cost per County Staff Year	\$ 215	\$ 242	\$ 268	\$ 244	\$ 295
EFFECTIVENESS					

UNIT COST DEFINED:

Total annual Telephone Billing Cost (see Workload) divided by the total County Employees Staff Years including CETA (see Need).

PRODUCTIVITY INDEX DEFINED:

Telephone inquiries (see Workload) divided by the number of Staff Years assigned to that task.

Telephone Service Requests (see Workload) divided by the number of Staff Years assigned to that task.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

To answer 87,500 or more telephone inquiries per Staff Year expended.
1977-78 Actual is within 1% of objectives.

1978-79 OBJECTIVES:

To increase the number of telephone service requests and service orders handled per staff year expended by 13% over 1977-78 Budget.

STAFFING SCHEDULE

PROGRAM: TELEPHONE AND PUBLIC INFORMATION		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.22	Deputy Director, Communications	0.20	0.20	6,888	7,424
55.00	Electronics Engineer	0.20	0.20	6,477	6,542
50.50	Communications Resources Mgr.	1.00	1.00	23,413	26,214
47.40	Assistant Electronics Engr.	0.40	0.40	9,116	9,221
45.02	Telephone Systems Coordinator	1.00	1.00	20,273	20,357
40.00	Supervising Clerk	1.00	1.00	16,422	16,575
36.50	Senior Clerk/Typist	0.20	1.20	2,788	16,278
34.70	Telephone Supervisor	1.00	1.00	12,468	12,943
33.00	Intermediate Clerk/Typist	6.00	2.50	70,365	28,896
33.00	Telephone Operator/Info. Clerk	8.00	5.50	89,840	64,307
	Adjustments:				
	Salary Savings			(1,613)	(1,698)
	Salary Adjustments				2,253
	Sub-Total Adjustments			(1,613)	555
Total Direct Program		19.00	14.00	\$ 256,437	\$ 209,312
Department Overhead		0.16	0.19	2,813	3,389
Program Totals		19.16	14.19	\$ 259,250	\$ 212,701

PROGRAM:	RADIO AND ELECTRONICS	# 82303	Manager: Robert R. Hively
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg. II - 111
Function	Support Costs	# 81000	Service: Communication Costs # 82300

Authority:
This program was developed for the purpose of carrying out Administrative Code Section 82.85 (d) which says that the Community Services Agency is responsible for development, acquisition, installation and operation and maintenance of microwave, radio, audio, and intercommunication systems County wide.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 687,442	826,412	790,470	837,635	6
Services & Supplies	\$ 129,080	155,324	168,456	168,977	0
Service contracts	\$ -0-	-0-	17,932	10,500	(42)
Inter-fund Charges	\$ (152,419)	(244,464)	(93,165)	(100,080)	7
Subtotal Direct Costs	\$ 664,103	737,272	883,743	917,032	4
Indirect:					
Dept. Overhead	\$ 18,775	17,366	18,391	15,569	(15)
Ext. Support/O'head	\$ 141,388	232,988	214,289	239,838	12
Total Costs	\$ 324,266	987,626	1,116,423	1,172,439	5
FUNDING					
Charges, Fees, etc.	\$ 50,705	44,903	13,973	24,780	77
Subventions	\$ -0-	-0-	-0-	-0-	0
Grants	\$ -0-	-0-	-0-	-0-	0
CETA	\$ 4,213	-0-	-0-	35,937	N/A
Total Funding	\$ 54,918	44,903	13,973	60,717	335
NET COUNTY COSTS	\$ 769,348	942,723	1,102,450	1,111,722	1
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	8,065	-0-	1,460	N/A
Fixed Assets	\$ 1,909	-0-	405	1,300	221
Revenue	\$				
Net Cost	\$ 1,909	8,065	405	2,760	581
STAFF YEARS					
Direct Program	43.47	44.49	46.00	43.00	7
CETA	.73	0	0	3.00	N/A
Dept. Overhead	1.09	1.00	0.88	0.76	(14)

PROGRAM STATEMENT

NEED:

The 1.6 million residents of San Diego County are entitled to effective law enforcement, fire suppression services, emergency medical services, and other public-safety services. A centralized, two-way radio communications system is required to enable these services to be delivered in a rapid and efficient manner. If this equipment is not maintained and monitored, the effectiveness of these services is impaired.

DESCRIPTION:

This program provides support to law enforcement agencies, fire departments, ambulances, hospitals, and other public-safety agencies by the installation and maintenance of radios, microwave systems and other electronic equipment for all County agencies and a number of contract districts. The Radio Operations Center provides direct dispatch and/or relay services 24 hours per day, seven days per week in support of emergency medical units, fire departments, animal regulations, road maintenance, building security, building inspection, coroner, parks and recreation sites and others.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County Departments Supported	57	56	57	57	57
Fire Districts Supported	12	12	12	11	11
Volunteer Fire Depts. Supported	2	28	28	30	35
WORKLOAD					
Mobile Radios Maintained	1,644	1,759	1,750	1,658	1,800
Handheld Radios Maintained	544	620	650	598	670
Base Stations Maintained	175	175	185	151	180
Mobile Radio Installations	N/A	540	600	633	600
Security Alarms Monitored	271	311	419	372	479
Average Messages Per Month on Medical Network	3,985	4,695	4,700	2,361	4,700
EFFICIENCY					
Productivity Index: Direct Labor Hours/Mobile Radio Maintained	8.86	8.26	7.95	7.05	7.90
Unit Cost: Average Maintenance Cost/Mobile Radio Maintained Including all overhead cost	\$154	\$161	\$169	\$126	\$165
EFFECTIVENESS					

UNIT COST DEFINED:

Maintenance Cost includes all costs and overheads for work done on Mobile Radios. This figure is divided by the number of Mobile Radios maintained as listed under WORKLOAD.

PRODUCTIVITY INDEX DEFINED:

Defined as total direct hours spent on Mobile Radio Maintenance divided by the number of Mobile Radios maintained as listed under WORKLOAD.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1977-78 Objective to reduce the number of Direct Labor Hours expended per Mobile Radio maintained by 10% from 1976-77 Budgeted figure is on schedule.

1978-79 OBJECTIVES:

To set up a Work Control Center, resulting in improved productivity, enabling this program to handle an increased workload with no additional personnel.

STAFFING SCHEDULE

PROGRAM: RADIO AND ELECTRONICS		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.22	Deputy Director, Communications	0.60	0.60	\$ 20,665	\$ 22,270
55.00	Electronics Engineer	0.60	0.60	19,431	19,626
50.20	Senior Radio Technician	1.00	1.00	26,407	26,700
48.38	Radio Technician III	4.00	4.00	97,200	95,648
47.40	Assistant Electronics Engineer	1.20	1.20	27,347	27,661
46.10	Radio Technician II/I/Trainee	19.00	19.00	400,187	407,613
38.00	Construction and Services Worker I	1.00	1.00	13,593	14,148
37.30	Senior Radio Telephone Operator	1.00	1.00	14,422	14,591
37.16	Electronics Parts Storekeeper	3.00	2.00	40,942	28,961
36.50	Senior Clerk Typist	0.60	0.60	8,365	8,139
35.30	Radio Telephone Operator	4.00	9.00	51,108	108,929
	Temporary and Seasonal	10.00	3.00	71,092	21,487
	CETA	-0-	3.00	-0-	42,151
	Adjustments:				
	Salary Savings			(26,028)	(26,028)
	Standby			12,510	12,510
	Premium Overtime			9,237	9,237
	Night Premium			3,992	3,992
	Sub-Total Adjustments			\$ (289)	\$ (289)
Total Direct Program		46.00	46.00	\$ 790,470	\$ 837,635
Department Overhead		0.88	0.76	15,991	13,798
Program Totals		46.88	46.76	\$ 806,461	\$ 851,433

PROGRAM: RECORDS MANAGEMENT # 82401 Manager: Don Christiansen

Department: General Services # 5500 Ref: Pr. Yr. Bud. Vol-Pg. II 123

Function: Support Services # 81000 Service: Other Support Costs # 82400

Authority: This program was developed for the purpose of carrying out Administrative Code 398.5 (h) which says that the Department of General Services shall manage the County's Central Records storage and provide microfilming, and reference services to County departments and to such other public agencies as may be directed by the Board.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 104,310	143,380	182,595	180,886	1
Services & Supplies	\$ 65,285	56,897	96,688	101,325	5
Service contracts	\$ 1,861	4,900	9,166	8,395	8
Inter-fund Charges	\$ (9,587)	(17,482)	-0-	(14,581)	N/A
Subtotal—Direct Costs	\$ 161,869	187,695	288,449	276,025	(4)
Indirect:					
Dept. Overhead	\$ 5,795	5,415	6,250	6,282	1
Ext. Support/O'head	\$ 68,275	73,427	60,594	67,625	12
Total Costs	\$ 235,939	266,537	355,293	349,932	(2)
FUNDING					
Charges, Fees, etc.	\$ 9,948	5,054	5,000	4,000	(20)
Subventions	\$				
Grants	\$				
CETA	\$ 10,150	12,135	9,634	11,048	15
Total Funding	\$ 20,098	17,189	14,634	15,048	3
NET COUNTY COSTS	\$ 215,841	249,348	340,659	334,884	(2)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 11,179	20,841	8,360	17,930	114
Revenue	\$				
Net Cost	\$ 11,179	20,841	8,360	17,930	114
STAFF YEARS					
Direct Program	7.40	11.90	14.00	14.00	0
CETA	.93	1.36	1.00	1.00	0
Dept. Overhead	-0-	.31	.30	0.30	0

PROGRAM STATEMENT

NEED

County government is required to maintain records of its transactions with other governmental agencies and the public. Records Management has the responsibility of providing off site centralized records management for various County departments. Such a program will aid these departments in responding to public demands in a more timely and efficient manner. An economical records storage, retrieval, and micro-filming program is needed for County departments. The client departments being serviced have approximately 13,000,000 documents identified for microfilming and about 90,000 cubic feet of semi-active records in their departments' on site record storage facilities. Growth factors in both box storage and microfilming project a continuing growth of about 10% per year. Based upon contacts with client departments, it has been estimated that approximately 4,000,000 documents are currently planned for microfilming for FY78-79. Approximately 22,000 cubic feet are scheduled for storage in Central Records facilities. Due to the trend of a diminishing level of services provided by support services, it is anticipated the backlog for Record Services will continue for the next several years. Critical relief is indicated in those departments where limited space and access to active records have combined to create overcrowded conditions. Where these two factors are present, an effective and efficient microfilming program is the most economical solution to the overcrowding problem.

DESCRIPTION

Records Management is striving to become the record management center for the County. As such, Records Management performs services in three distinct areas. The first is in advising, coordinating, and cooperating with all County departments on their records storage, retrieval, and disposition needs. This would include determining the most cost effective methods for meeting each departments' individual record function. Also

PROGRAM: RECORDS MANAGEMENT

advising departments on such matters as equipment requirements, the various types of microforms available, and retrieval requirements. Records Management is also involved in a centralized plan to include all County processing and purchasing of film for the purpose of obtaining an economy of scale.

The second area of service is in actual microfilming of documents. In addition to the routine annual microfilming done for County departments, Records Management is involved in several major microfilming projects for various departments. One such project is for the Clerk of the Board of Supervisors where a Special CETA Project is filming the backlog of over a million frames. Another major project is the record conversion to microfilm jackets for the Department of Medical Institutions. Film, processing, and auditing support are planned to assist the Sheriff's Department in their conversion to an automated records retrieval system. There is also increased usage of aperture cards by major County departments in their service delivery to the public.

The third area is the archival storage of records for all County departments. Records Management provides the facilities and staff for storage of active, semi-active, and inactive County records. This service is provided in a manner that complies with the provisions of the Board of Supervisors resolution concerning the orderly destruction of records. A major expansion of this function is planned with the transfer of operations to COC Annex.

Records Management will continue to pursue an aggressive program for the utilization of all available resources in an effort to meet current work requirements. Employee resources used have included CETA, Student Workers, temporary, and regular County employees.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Client departments requiring records management services			49	49	49
Documents requiring microfilming			13,000,000	13,000,000	13,000,000
Cubic feet requiring box storage			83,618	83,618	91,752
WORKLOAD					
<u>Microfilm</u>					
Film exposures (all departments)	2,372,000	2,684,450	5,276,000	4,200,000	4,000,000
Film processed (total in feet)	232,600	234,509	527,600	192,642	300,000
<u>Record Storage</u>					
Cubic feet stored	0	0	0	21,357	22,500
Cubic feet received	0	0	0	3,500	6,500
Cubic feet removed	0	0	0	6,200	6,200
<u>Retrieval Services</u>					
Number of requests	0	0	0	14,318	14,000
Items retrieved	0	0	0	38,111	42,000
EFFICIENCY					
<u>Unit Cost</u>					
Cost per exposure	\$ -0-	\$ -0-	\$.059	\$.06	\$.053
Cost per cubic foot serviced	-0-	-0-	-0-	.94	1.00*
<u>Utilization</u>					
Camera %	0	0	83%	70%	70%
Space %	0	0	0	62%	68%
EFFECTIVENESS					
<u>Total County Need Filled by Program</u>					
Microfilming %	0	0	41%	32%	31%
Record Storage %	0	0	0	26%	29%

UNIT COST DEFINED:
 UNIT COST was determined by separating the total costs for microfilming and record storage. These figures were then divided by the corresponding workload indicator (exposures and cubic feet serviced) which resulted in the two unit costs. Cubic feet serviced is defined as the total cubic feet stored plus the number of items retrieved by request.

PRODUCTIVITY INDEX DEFINED:
 This program does not have productivity indices in accordance with OMB Guidelines for programs with less than 30 positions.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All objectives under Phase I of a three-phase program were accomplished. Phase I was primarily concerned with defining the total backlog and automating a work control system. The objective of reducing the Clerk of the Board's backlog by increasing the work program to 700,000 frames per year has been achieved. Due to the implementation of a CETA Special Project the work program will be increased from 700,000 frames to 1,500,000 this year. The additional support required by the CETA Special Project necessitated a shift of permanent employees for the purpose of training and supervision. As a result, camera utilization is estimated at 70% this year.

1978-79 OBJECTIVES:

1. To reduce the cost of microfilming from \$.06 to \$.053 per exposure.
2. To increase the space utilization by 10% from 62% to 68%.
3. To develop Central Records Service as the central location for all processing of microfilm for the County of San Diego.

*Included is one-time cost for acquisition of shelving for COC Annex. Without shelving unit cost per unit serviced is \$.68.

STAFFING SCHEDULE

PROGRAM: RECORDS MANAGEMENT		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
48.42	Admin. Asst. II/I/Trn.	1.00	1.00	\$ 22,975	\$ 24,610
38.54	Microfilm Supervisor	1.00	1.00	15,350	13,769
36.50	Senior Clerk/Typist	2.00	2.00	28,060	27,586
36.20	Photo Reduction Technician	1.00	1.00	13,768	13,913
33.00	Microfilm Operator	3.00	3.00	33,405	34,927
	Temporary and Seasonal	6.00	6.00	61,700	58,321
	CETA	1.00	1.00	9,634	11,048
	ADJUSTMENTS				
	Premium Overtime			\$ 1,500	\$ 1,500
	Salary Savings			(3,797)	(4,788)
	TOTAL ADJUSTMENTS			\$ (2,297)	\$ (3,288)
Total Direct Program		15.00	15.00	\$182,595	\$180,886
Department Overhead		.30	.30	5,434	5,568
Program Totals		15.30	15.30	\$188,029	\$186,454

PROGRAM:	OVERHEAD - FACILITIES DEVELOPMENT AND MANAGEMENT # 32405		Manager:	R. W. de Lancey
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II, p.126
Function	Support Services	# 81000	Service:	Other Support Costs # 82400
Authority: This program was developed for the purpose of carrying out the Administrative Code, Section 398.5(a) (b,4), which says the Department shall provide facilities management including development and control of the County's Capital Improvement Program and manage space utilization.				

COSTS	1876-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 83,310	113,139	164,496	159,896	(3)
Services & Supplies	\$ 579	13,749	10,425	12,520	20
Service contracts	\$ -0-	-0-	68,000	35,615	(48)
Inter-fund Charges	\$ -0-	(8,501)	-0-	-0-	
Subtotal--Direct Costs	\$ 83,889	118,387	242,921	208,031	(14)
Indirect:					
Dept. Overhead	\$ 13,444	12,620	21,516	21,852	2
Ext. Support/O'head	\$ 32,412	27,391	50,294	18,275	(64)
Total Costs	\$ 129,745	158,398	314,731	248,158	(21)
FUNDING					
Charges, Fees, etc.	\$	874			
Subventions	\$				
Grants	\$				
CETA	\$ 450	11,786	34,961	12,095	(65)
Total Funding	\$ 450	12,660	34,961	12,095	(65)
NET COUNTY COSTS	\$ 129,295	145,738	279,770	236,063	(16)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	0
Fixed Assets	\$ -0-	475	258	-0-	(100)
Revenue	\$				
Net Cost	\$ -0-	475	258	-0-	(100)
STAFF YEARS					
Direct Program	4.39	4.80	5.33	6.33	
CETA	0.14	0.96	3.00	1.00	(67)
Dept. Overhead	0.77	0.72	1.03	1.06	3

PROGRAM STATEMENT

NEED:

The County's Capital Improvement Program for fiscal year 1978-79 is anticipated to encompass approximately 117 approved improvement requests and 281 projects totaling approximately \$18,776,000. A close integration of financial and physical planning, and budget preparation and monitoring by a central office can facilitate an effective and responsive County capital program.

Such an administrative structure will ensure the efficient coordination and planning that is necessary to develop a consistency in facilities development, including evaluation and management of space utilization, lease and lease-purchase requirements and funding sources.

DESCRIPTION:

The Facilities Development and Management Office program (1) coordinates budgeting, scheduling and expenditure of funds for capital projects, leases, land acquisition, and major maintenance projects throughout the County and (2) manages space allocation and utilization by all County organizations.

The functions associated with budgeting include the annual Facilities Development Budget, coordination of the Six-Year Capital Improvement Program and the physical and fiscal status of the authorized annual capital program.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
\$ value of Annual Facilities Development Budget	\$40,808,600	\$38,017,300	\$47,416,900	\$39,000,000	\$18,776,000
# of projects in annual budget	357	333	337	277	281
Approximate # of sq. ft. in County owned facilities	3,101,626	3,385,682	3,575,117	3,575,117	3,848,595
Approximate # of sq. ft. in County leased facilities	647,970	689,914	695,444	695,444	693,728
WORKLOAD					
# of Improvement Requests processed	488	505	400	418	375
# of Improvement Requests approved	177	176	160	116	117
# of existing lease contracts	158	167	161	161	164
# of new lease contracts	16	9	6	17	2
# of major maintenance projects budgeted/completed	63/54	68/55	42	34	29
# of capital projects budgeted/completed	75/42	61/27	88	49	58
# of land projects budgeted/completed	45/17	28/11	40	16	28
# of VMA projects completed	99	88	60	60	60
# of status reports produced per year	13	4	4	4	4
# of facility inventory reports produced per year	0	0	0	0	4
# of County owned facilities	549	550	552	552	553
# of County leased facilities	163	161	152	165	167
# of consultant contracts	-	-	3	5	2
# of referrals (B/S, CAO, public)	-	-	50	50	50
EFFICIENCY					
Apprx. total County cost of estimating Improvement Requests	-	\$ 48,000	\$ 44,000	\$ 40,000	\$ 40,000
% of referrals responded to on time (B/S, CAO, Public)	-	-	90%	70%	92%
% of major maintenance projects completed	86	81	NA	31	85
% of capital projects completed	56	44	NA	56	70
% of land projects completed	38	39	NA	40	60
EFFECTIVENESS					
% of form 12 requests approved to submitted	41	36	35	28	31
% of projects managed to within + 5% of project appropriations	-	65	65	65	68
% of space analyses approved	-	-	100%	100%	100%

UNIT COST DEFINED:

N/A

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Not applicable. Objectives were not required for overhead programs in 1977-78 per OMB budget instructions.

1978-79 OBJECTIVES:

1. To decrease number of Improvement Requests submitted by 10%.
2. To maintain current year expenditure for estimating Improvement Requests.
3. To increase percent of completed to budgeted capital projects by 14%.
4. To increase percent of completed to budgeted land projects by 20%.
5. To produce for distribution a facilities inventory report 4 times a year.
6. To confirm conformance with County space standards for 20% of County office personnel.

STAFFING SCHEDULE

PROGRAM: OVERHEAD - FACILITIES DEVELOPMENT AND MANAGEMENT OFFICE DEPT.: GENERAL SERVICES					
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
54.36	Executive Assistant	1.00	1.00	\$ 31,011	\$ 33,779
54.12	Senior Civil Engineer	1.00	1.00	30,224	29,207
50.90	Administrative Assistant III	1.00	1.00	26,405	27,896
49.42	Administrative Assistant II, I, Trainee	-0-	1.00	-0-	23,067
37.50	Senior Clerk Typist	1.00	1.00	14,030	13,793
35.20	Intermediate Stenographer	1.00	1.00	12,156	11,241
	CETA	3.00	1.00	42,053	14,839
	Temporary and Seasonal	0.33	0.33	8,617	8,571
	Adjustments:				
	Salary Savings				(1,437)
	Salary Adjustments				(1,060)
	Sub-Total Adjustments				\$ (2,497)
Total Direct Program		8.33	7.33	\$164,496	\$159,896
Department Overhead		1.03	1.06	18,708	19,366
Program Totals		9.36	8.39	\$183,204	\$179,262

PROGRAM:	LEASE PAYMENTS	#	82105	Manager:	
Department	Facilities Development	#	5350	Ref: Pr. Yr. Bud. Vol-Pg.	128
Function	Support Costs	#	81000	Service:	Space Occupancy # 82100
Authority:	California Government Code #24255, 25350, and 25351.3				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ -0-	-0-	-0-	-0-	
Services & Supplies	\$ 3,599,516	4,046,992	4,460,500	5,151,976	16%
Inter-fund Charges	\$ (- 13,776)	(- 17,700)	(- 15,900)	(- 35,340)	122%
Subtotal-Direct Costs	\$ 3,585,740	4,029,292	4,444,600	5,116,636	15%
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	
Ext. Support/O'head	\$ -0-	-0-	-0-	-0-	
Total Costs	\$ 3,585,740	4,029,292	4,444,600	5,116,636	15%
FUNDING					
Charges, Fees, etc.	\$ 352,235	444,957	296,200	286,200	
Subventions	\$ -0-	-0-	-0-	-0-	
Grants	\$ -0-	10,400	10,400	14,630	
CETA	\$ -0-	7,200	-0-	24,200	
Total Funding	\$ 352,235	462,557	306,600	325,030	6%
NET COUNTY COSTS	\$ 3,233,505	3,566,735	4,138,000	4,791,606	16%
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	
Fixed Assets	\$ -0-	-0-	-0-	-0-	
Revenue	\$ -0-	-0-	-0-	-0-	
Net Cost	\$ -0-	-0-	-0-	-0-	
STAFF YEARS					
Direct Program	-0-	-0-	-0-	-0-	
CETA	-0-	-0-	-0-	-0-	
Dept Overhead	-0-	-0-	-0-	-0-	

PROGRAM STATEMENT

NEED:

To provide a budget unit in which to identify the leases of real property on a County-wide basis in support of County adopted programs.

DESCRIPTION:

This program provides authority and funding for the temporary leasing of real property as required in support of approved County functions.

Authority: California Government Code - \$24255,25350, and 25351.3.

PROGRAM: <u>Major Maintenance</u>	# <u>819XX</u>	Manager: _____
Department <u>Facilities Development</u>	# <u>5350</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>129</u>
Function <u>Support Cost</u>	# <u>81000</u>	Service: <u>Major Maintenance</u> # <u>81900</u>
Authority: _____		

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ -0-	-0-	-0-	-0-	
Services & Supplies	\$ 773,214	869,041	1,583,000	787,300	(- 50%)
Inter-fund Charges	\$ -0-	(- 82,300)	(- 114,600)	(- 41,500)	(- 64%)
Subtotal—Direct Costs	\$ 773,214	786,741	1,468,400	745,800	(- 49%)
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	
Ext. Support/O'head	\$ -0-	-0-	-0-	-0-	
Total Costs	\$ 773,214	786,741	1,468,400	745,800	(- 49%)
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	
Subventions	\$ -0-	-0-	-0-	-0-	
Grants	\$ -0-	-0-	-0-	63,200	100%
CETA	\$ -0-	-0-	-0-	-0-	
Total Funding	\$ -0-	-0-	-0-	63,200	100%
NET COUNTY COSTS	\$ 773,214	786,741	1,468,400	682,600	(- 54%)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	
Fixed Assets	\$ -0-	-0-	-0-	-0-	
Revenue	\$ -0-	-0-	-0-	-0-	
Net Cost	\$ -0-	-0-	-0-	-0-	
STAFF YEARS					
Direct Program	-0-	-0-	-0-	-0-	
CETA	-0-	-0-	-0-	-0-	
Dept. Overhead	-0-	-0-	-0-	-0-	

PROGRAM STATEMENT

NEED:

To provide a budget unit in which to identify major maintenance projects required in support of County adopted programs.

DESCRIPTION:

This program provides authority and funding for the remodeling and alteration of existing County real property as required in support of approved County functions.

Authority:

California Government Code - #830-840.6.
County Administrative Code - #82.85(b) and 308.5.

PROGRAM:	PROJECT MANAGEMENT	#	82406	Manager:	William Sullins
Department	General Services	#	5505	Ref: Pr. Yr. Bud. Vol-Pg.	II, Pg. 124
Function:	Support Services	#	81000	Service:	Other Support Costs # 82400
Authority:	This program was developed to manage the design and construction of the South Bay and East County Regional Center projects through the construction management process. Utilization of Construction Management for these projects was directed by Board action of June 22, 1976 (177).				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ -0-	55,571	67,951		
Services & Supplies	\$ -0-	1,004	6,090		
Service Contracts	\$ -0-	9,800	30,000		
Inter-fund Charges	\$ -0-	(75,842)	(155,366)		
Subtotal--Direct Costs	\$ -0-	(9,467)	(51,325)	-0-	(100)
Indirect:					
Dept. Overhead	\$ -0-	15,317	9,126		
Ext. Support/O'head	\$ -0-	15,634	26,608		
Total Costs	\$ -0-	21,484	(15,591)	-0-	(100)
FUNDING					
Charges, Fees, etc.	\$ -0-	4,619	-0-		
Subventions	\$ -0-	-0-	-0-		
Grants	\$ -0-	-0-	-0-		
CETA	\$ -0-	-0-	-0-		
Total Funding	\$ -0-	4,619	-0-	-0-	
NET COUNTY COSTS	\$ -0-	16,865	(15,591)	-0-	(100)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-		
Fixed Assets	\$ -0-	-0-	25		
Revenue	\$ -0-	-0-	-0-		
Net Cost	\$ -0-	-0-	25	-0-	
STAFF YEARS					
Direct Program	-0-	2.67	3.00	-0-	(100)
CETA				-0-	
Dept. Overhead	-0-	.88	.44	-0-	

PROGRAM STATEMENT

This Program has been eliminated because it provided construction management services for completion of the Regional Center projects and these projects have either been eliminated or greatly reduced in scope.

STAFFING SCHEDULE

PROGRAM: PROJECT MANAGEMENT		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	<u>ALL TEMPORARY</u>				
55.50	Project Manager	1.0	0	28,610	0
50.90	Assistant Project Manager	1.0	0	25,149	0
39.20	Secretary II	1.0	0	14,192	0
Total Direct Program		3.00	0	\$ 67,951	0
Department Overhead		.44		7,935	0
Program Totals		3.44		75,886	0

PROGRAM:	ARCHITECTURAL SERVICES	# 55201	Manager: George Kern
Department	General Services	# 5500	Ref: Pr. Yr. Bud. Vol-Pg. Vol II, Pg 105
Function	Requested Services, Allocated Costs	# 85000	Service: General Services # 85200
Authority:	This program was developed to carry out those responsibilities of the Department of General Services as specified in the County's Admin. Code., Section 398.5 (b), which says the Department shall prepare plans and specifications for the construction of County buildings, inspect and supervise the construction of such buildings and maintain records of drawings and plans for all construction.		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 621,603	717,142	941,593	707,994	(25)
Services & Supplies	\$ 173,290	106,574	135,370	112,010	(17)
Service contracts	\$ 79,918	66,755	57,650	4,900	(92)
Inter-fund Charges	\$ (494,771)	(691,402)	(720,321)	(485,703)	(33)
Subtotal—Direct Costs	\$ 380,040	199,069	414,292	339,201	(18)
Indirect:					
Dept. Overhead	\$ 29,901	17,863	26,881	27,588	3
Ext. Support/O'head	\$ 86,625	105,583	105,263	104,847	0
Total Costs	\$ 496,566	322,515	546,436	471,636	(14)
FUNDING					
Charges, Fees, etc.	\$ 149,693	184,317	129,000	161,122	25
Subventions	\$				
Grants	\$				
CETA	\$ -0-	11,806	11,799	-0-	(100)
Total Funding	\$ 149,693	196,123	140,799	161,122	14
NET COUNTY COSTS	\$ 346,873	126,392	405,637	310,514	(23)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	690	-0-	-0-	0
Fixed Assets	\$ 1,901	2,403	2,260	900	(60)
Revenue	\$				
Net Cost	\$ 1,901	3,098	2,260	900	(60)
STAFF YEARS					
Direct Program	28.48	34.51	41.50	38.00	(8)
CETA	0.32	0.94	1.00	-0-	(100)
Dept. Overhead	1.73	1.02	1.29	1.34	4

PROGRAM STATEMENT

NEED:

All County services require operating space within County facilities. These facility and space needs are constantly being modified or expanded due to population shifts, variations in County operating procedures, and normal growth within County government. The modification and expansion of County facilities and space must be carefully designed and constructed for safe, efficient, economical operations and to meet legal requirements.

DESCRIPTION:

The Architectural Services Program is the primary vehicle through which the County obtains its needed facilities space. This Program's broad function consists of filling the essential role of direct Owner representation in accomplishing these facilities. Program staff provide professional definition of facilities requirements, and manage design development and construction quality control.

This Program retains architects and engineers in private practice to provide services for all large County projects, in which case Program staff act as the County's representative and liaison agent. Architectural services for smaller projects are provided directly by Program Staff, often with assistance by private consultants.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Active County construction projects in various stages of development:					
Value of Projects (x \$1,000,000)	\$ 32.8	\$ 93.6	\$100.9	\$101.5	\$ 39.3
Number of Projects	44	80	75	76	41
WORKLOAD					
Projects produced entirely in-house with program staff:					
Value of Projects (x \$1,000,000)	\$ 12.1	\$ 12.0	\$ 2.9	\$ 2.5	\$ 5.3
Number of Projects	29	69	45	44	26
Projects produced in conjunction with private Architects or Engineers:					
Value of Projects (x \$1,000,000)	\$ 20.7	\$ 81.6	\$ 98.0	\$ 99.0	\$ 34.0
Number of Projects	15	11	30	32	13
EFFICIENCY					
Percentage of total construction project costs that are required by the Architect Services Program to produce those projects. (The percentage is lower than industry standards when project volume is high, but percentage rises as volume drops off)	3%	2%	2%	2%	3%
EFFECTIVENESS					
% of in-house projects on schedule	63%	73%	78%	70%	75%
% of Architect/Engineer projects on schedule	62%	70%	75%	70%	75%
% of in-house projects within budget		89%	90%	85%	90%
% of Architect/Engineer projects within budget		89%	90%	90%	92%

UNIT COST DEFINED: Not applicable

PRODUCTIVITY INDEX DEFINED: Not applicable

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES: Objectives to increase the percentage of projects on schedule fell short due to the mid-year assignment of unforeseen priority projects. Effectiveness for increasing the percentage of in-house projects within budget was short of achievement due to a rapid rise in construction costs caused by high construction activity and material shortages. The percentage of Architect/Engineer Projects within budget is being maintained as planned. The program is pursuing careful monitoring and reducing project scopes where possible.

1978-79 OBJECTIVES:

1. To increase the number of in-house projects on schedule by five percent.
2. To increase the number of contract Architect/Engineer projects on schedule by five percent.
3. To increase the number of in-house projects within budget by five percent.
4. To increase the number of contract Architect/Engineer projects within budget by two percent.

PROGRAM: ARCHITECTURAL SERVICES

DISCUSSION:

There is a substantial reduction in the dollar volume of active projects budgeted for FY 1973-79 relative to the two prior years. This is due to deferment of major projects occasioned by reduction of the capital projects improvement budget.

Budgeted staff has been reduced, and should be further reduced by attrition during the current year. It appears that staff may be more substantially reduced in the following year if the County's building program continues to be curtailed.

STAFFING SCHEDULE

PROGRAM: ARCHITECTURAL SERVICES		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.16	Deputy Director, Arch. Services	1.00	1.00	\$ 32,117	\$ 34,798
54.62	Principal Architect	1.00	1.00	26,681	33,405
54.08	Senior Architect	1.00	0.25	30,226	7,637
51.70	Project Architect	7.00	6.00	186,236	163,852
51.62	Senior Architectural Designer	1.00	1.00	28,182	28,498
51.00	Associate Mechanical Engineer	1.00	0.50	26,208	13,075
50.90	Associate Electrical Engineer	1.00	1.00	26,041	26,307
50.34	Supervising Building Construction Inspector	1.00	0	23,884	-0-
49.24	Building Construction Inspector	3.00	3.00	72,366	73,205
48.00	Assistant Mechanical Engineer	1.00	0	19,433	-0-
47.20	Architectural Designer	5.00	3.00	110,818	60,651
45.66	Arch. Design Technician	3.00	3.00	59,303	61,225
37.70	Senior Stenographer	1.00	1.00	13,612	14,114
37.50	Senior Account Clerk	1.00	0	13,281	-0-
34.00	Intermediate Clerk/Typist	1.00	2.00	10,518	21,738
	CETA	1.00	0	17,001	-0-
	Temporary and Seasonal	12.50	15.25	257,445	169,180
	Adjustments				
	Salary Savings			(11,764)	(5,000)
	Salary Adjustments				(691)
	Sub-Total Adjustments			(11,764)	(5,691)
Total Direct Program		42.50	38.00	\$ 941,593	\$ 707,994
Department Overhead		1.29	1.34	23,373	24,449
Program Totals		43.79	39.34	\$ 964,966	\$ 732,443

PROGRAM:	OVERHEAD - ADMINISTRATION	# 92101	Manager: S. D. Hazzard
Department	General Services	# 5502	Ref: Pr. Yr. Bud. Vol-Pg. II - 154
Function	Overhead	# 91000	Service: Department Overhead # 92100
Authority:	This program was established to support the requirements of Administrative Code Section 398 which states that the Department of General Services shall manage the County's Capital Improvement Program; design, inspect, operate, maintain and protect County facilities; manage, maintain and operate the County's Automotive Fleet, Communications Systems and Records Management Program and Utilities Consumption including Energy Conservation Programs.		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 190,219	188,096	240,458	242,071	1
Services & Supplies	\$ 69,332	29,150	36,100	31,073	(14)
Inter-fund Charges	\$ -0-	(1,513)	-0-	-0-	
Subtotal-Direct Costs	\$ 259,551	215,733	276,558	273,144	(1)
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	0
Ext Support/Overhead	\$ -0-	-0-	-0-	-0-	0
Total Costs	\$ 259,551	215,733	276,558	273,144	(1)
FUNDING					
Charges Fees, etc.	\$ -0-	-0-	-0-	-0-	0
Subventions	\$ -0-	-0-	-0-	-0-	0
Grants	\$ -0-	-0-	-0-	-0-	0
CETA	\$ 27,757	-0-	-0-	-0-	0
Total Funding	\$ 27,757	-0-	-0-	-0-	0
NET COUNTY COSTS	\$ 231,794	215,733	276,558	273,144	(1)
CAPITAL PROGRAM					
Capital Outlay	\$ 12,891	1,239	1,236	-0-	(100)
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$ 12,891	1,239	1,236	-0-	(100)
STAFF YEARS					
Direct Program	10.92	12.39	13.25	13.25	0
CETA	2.48			-0-	0
Dept. Overhead				-0-	0

PROGRAM STATEMENT

NEED:

The Department of General Services is responsible for 11 programs providing operating support to all other County Departments. Each program requires a variety of administrative support activities including general administration and coordination, staff analyses, personnel services, fiscal management, processing and origination of correspondence and a variety of special assignments.

DESCRIPTION:

This program provides general administration and supervision over all programs included within the Department of General Services. Major activities include development and coordination of the department's program budgets, review and approval of personnel changes throughout the department, review and approval of Board letters initiated within the department, coordination of responses to Board Referrals, analysis of program budget performance, management coordination and staff support to each operating unit and division.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of Departmental Programs	-	-	13	13	12
Total Resources Administered (Sum of Salary & Benefits, Services & Supplies and Fixed Assets)	-	-	23,876,468	23,199,786	23,265,933
Number of Program Staff Years	-	-	675.33	659.68	616.08
WORKLOAD					
Number of Referrals (B/S,CAO,Public)	-	-	-	210	210
Number of Board Letters	-	-	-	120	120
Number of Personnel Actions	-	-	-	314	300
Number of Word Processing Job Requests	-	-	-	425	450
EFFICIENCY					
Productivity Index: Admin. Cost as % of Department Cost	-	-	1.2%	1.2%	1.2%
EFFECTIVENESS					
Number of Programs Operating Within Budget Levels	-	-	13	13	12
Number of Referrals Responded to within established time constraints	-	-	-	95%	95%

UNIT COST DEFINED: N/A

PRODUCTIVITY INDEX DEFINED:

Computed as Administration Overhead Program Net County Cost divided by total department Net County Cost (X100).

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Not applicable. Objectives were not required for Overhead Programs in 1977-78 per O.M.B. budget instructions.

1978-79 OBJECTIVES:

1. Respond to all Board Referrals within established deadlines.
2. Maintain the ratio of Administrative Services Program costs to total department costs during Fiscal 1978-79 at 1.2%.

STAFFING SCHEDULE

PROGRAM: OVERHEAD - ADMINISTRATION		DEPT.: GENERAL SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
60.84	Director General Services	1.00	1.00	\$ 41,926	\$ 44,022
57.38	Asst. Director, General Services	1.00	1.00	31,750	38,880
51.00	Fiscal Analyst	1.00	1.00	26,504	26,450
50.90	Administrative Assistant III	1.00	1.00	26,406	27,895
49.42	Administrative Assistant II/I/Trainee	1.00	1.00	22,975	24,609
39.20	Secretary II	2.00	2.00	29,454	30,451
37.50	Senior Clerk/Typist	2.00	2.00	28,059	27,585
37.50	Senior Account Clerk	0	1.00	-0-	14,742
34.00	Intermediate Clerk/Typist	3.00	2.00	31,913	23,667
	Temporary and Seasonal	1.25	1.25	8,471	800
	Adjustments:				
	Salary Savings			(9,000)	(19,030)
	Overtime			2,000	2,000
Total Direct Program		13.25	13.25	\$ 240,458	\$ 242,071
Department Overhead		-0-	-0-	-0-	-0-
Program Totals		13.25	13.25	\$ 240,458	\$ 242,071

PROGRAM: SUPPORT TO OTHERS # 85301 **Manager:** B. H. HOFFMASTER

Department Sanitation & Flood Control # 5850 **Ref: Pr. Yr. Bud. Vol-Pg.** II-143

Function Requested Services # 85000 **Service:** Support Costs # 85300

Authority: This program was developed to accumulate costs incurred by this Department to support other County agencies and departments in accomplishing their programs.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 266,072	192,064	194,016	264,955	37
Services & Supplies	\$ 29,002	37,624	27,385	29,430	7
Inter-fund Charges	\$ (-55,935)	(-125,519)	(-140,377)	(139,876)	-0-
Subtotal—Direct Costs	\$ 239,139	104,169	81,024	154,509	91
Indirect:					
Dept. Overhead	\$ 5,872	4,260	4,932	4,331	(12)
Ext. Support/O'head	\$ 31,302	33,761	45,531	38,236	(16)
Total Costs	\$ 276,313	142,190	131,487	197,076	50
FUNDING					
Charges, Fees, etc.	\$ 48,744	65,353	81,500	147,230	81
Subventions	\$ -0-	-0-	-0-	-0-	-0-
Grants	\$ -0-	-0-	-0-	-0-	-0-
CETA	\$ 5,453	-0-	-0-	-0-	-0-
Total Funding	\$ 54,197	65,353	81,500	147,230	81
NET COUNTY COSTS	\$ 222,116	76,837	49,987	49,846	-0-
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-0-
Fixed Assets	\$ 421	297	78	125	60
Revenue	\$ -0-	-0-	-0-	-0-	-0-
Net Cost	\$ 421	297	78	125	60
STAFF YEARS					
Direct Program	13.67	9.89	11.21	12.52	12
CETA	.38	-0-	-0-	-0-	-0-
Dept. Overhead	.23	.10	.20	.23	15

PROGRAM STATEMENT

NEED: This program contains all activities whereby the Department of Sanitation and Flood Control responds to requests of other County departments to do work in support of their programs.

DESCRIPTION:

- a. Improvement Requests (Form 12's): Request this Department to prepare studies and designs for some projects included in the County's capital improvement program.
- b. Service Requests (Form 21's): Request the performance of services enabling other departments to accomplish their programs. These services range from providing engineering services to the operation of sewer treatment facilities for honor camps.
- c. In response to requests by LAFCO and IPO, reports are reviewed and technical information provided.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
To perform services requested by other County Departments	N/A	31	33	42	32
WORKLOAD					
Number of County sewage facilities operated/maintained	N/A	26	25	23	32
Number of capital design projects requested	N/A	12	17	26	18
Number of land use reviews	1857	1800	1600	2300	2200
EFFICIENCY					
Land use reviews per staff year	742	708	620	760	647
EFFECTIVENESS					
Number of capital projects completed for facilities development	N/A	11	18	20	18

UNIT COST DEFINED:

N/A

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Departmental service to other County departments was accomplished in an efficient manner.

1978-79 OBJECTIVES:

Render satisfactory service in an efficient manner to the requesting department.

STAFFING SCHEDULE

PROGRAM: SUPPORT TO OTHERS		DEPT.: SANITATION & FLOOD CONTROL			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
57.22	Deputy Director of Sanitation & Flood Control	-0-	.33	-0-	12,247
55.24	Principal Civil Engineer	-0-	.91	-0-	31,675
53.52	Senior Civil Engineer	.45	1.00	13,382	30,375
53.46	Senior Sanitary Engineer	.20	.08	6,082	2,439
51.26	Environmental Management Specialist III	.25	.08	6,770	2,204
50.90	Administrative Assistant III	.04	.08	1,042	2,285
50.44	Associate Civil Engineer	2.10	3.33	55,087	87,193
50.00	Fiscal Analyst	.04	.08	1,070	2,220
48.42	Administrative Assistant II/I/Trainee	.28	.33	6,497	8,214
47.66	Assistant Civil Engineer/Eng. Tech. III	1.50	2.17	33,845	50,645
46.74	Sewerage Supervisor II	-0-	.17	-0-	3,741
46.00	Associate Sanitary Chemist	.06	-0-	1,293	-0-
45.90	Sewage Treatment Plant Operator III	-0-	.25	-0-	5,280
44.68	Equipment Operator II	.69	.41	13,925	8,486
44.66	Junior Civil Engineer/Eng. Tech. II	2.50	.58	46,154	11,293
44.50	Assistant Sanitary Chemist	.06	.33	1,134	6,543
43.94	Sewage Treatment Plant Operator II	1.31	.25	25,683	4,977
42.68	Equipment Operator I	.67	.33	11,990	5,911
42.50	Industrial Waste Control Representative	-0-	.08	-0-	1,441
42.26	Drafting Technician II/I	.70	-0-	10,948	-0-
41.94	Sewage Treatment Plant Operator I	-0-	.08	-0-	1,393
38.64	Sewer Const. & Maint. Wkr/Pub. Works Trainee	-0-	.33	-0-	4,785
36.70	Senior Stenographer	-0-	.33	-0-	4,679
36.50	Senior Clerk Typist	.04	-0-	561	-0-
34.20	Intermediate Stenographer	.04	.25	458	3,031
34.00	Intermediate Account Clerk	.04	.08	499	1,021
33.00	Intermediate Clerk Typist	.16	.41	1,897	4,929
	Sub Total	11.13	12.27	238,317	297,007
	Extra Help	.08	.25	568	2,412
		11.21	12.52	238,885	299,419
	Management Compensation Adjustment Adjustment & Salary Savings			838 (45,707)	-0- (34,464)
	Total Direct Program	11.21	12.52	194,016	264,955
	Department Overhead	.20	.23	4,932	4,331
	Program Totals	11.41	12.75	198,948	269,286

PROGRAM: Departmental Overhead	# 92101	Manager: C. J. HOUSON, Director
Department Sanitation & Flood Control	# 5850	Ref: Pr. Yr. Bud. Vol-Pg. II-157
Function Overhead	# 91000	Service: Intra Department Overhead # 92100
Authority: This program was established to support the requirements of Administrative Code, Section 448 which established the Department within the County and delineates Departmental functions.		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 97,865	92,200	98,640	108,305	10
Services & Supplies	\$				
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 97,865	92,200	98,640	108,305	10
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ -0-	-0-	-0-		
Total Costs	\$ 97,865	92,200	98,640	108,305	10
FUNDING					
Charges, Fees, etc.	\$			36,330	100+
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ -0-	-0-	-0-	36,330	100+
NET COUNTY COSTS	\$ 97,865	92,200	98,640	71,975	(27)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$ -0-	-0-	-0-	-0-	-0-
STAFF YEARS					
Direct Program	3.87	3.27	4.00	4.00	-0-
CETA	0	0	0	-0-	-0-
Dept. Overhead	N/A	N/A	N/A	N/A	N/A

PROGRAM STATEMENT

NEED: Supervision and coordination of Departmental Programs which includes the management of Sanitation Districts and the Flood Control District. An administrative structure is required to ensure that policies and procedures are consistently applied in directing the affairs of the Department.

DESCRIPTION: This program consists of all personnel costs of the Director's Office which are not directly attributable to Departmental Programs. These costs are allocated to all direct and support programs as Departmental overhead.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Total Resources Administered (\$ Millions)	12.02	11.58	18.73	14.84	14.84
Number of Departmental staff years	228.80	223.36	239.08	246.48	244.67
WORKLOAD					
Legislation reviewed	N/A	135	140	155	150
Board of Supervisors/Board of Directors' Referrals Completed	N/A	241	140	144	150
CAO-Agency Referrals completed	N/A	122	125	120	125
Number of Board of Supervisors/Board of Directors' letters prepared	N/A	280	300	340	340
EFFICIENCY					
Departmental Overhead cost as a % of total Departmental General Fund Appropriations	N/A	7%	8%	7%	2%
EFFECTIVENESS					
% of Department positions filled by protected groups	N/A	30	35	37	40
Net County cost as a % of total Departmental General Fund Appropriations	75%	78%	50%	49%	16%

UNIT COST DEFINED:

N/A

PRODUCTIVITY INDEX DEFINED:

N/A

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objectives were not specifically identified in previous years.

1978-79 OBJECTIVES:

1. Maintain a minority hiring rate to comply or exceed the requirements of the consent decree.
2. Continue to develop outside sources of revenue to offset dependency on County tax rate.

STAFFING SCHEDULE

PROGRAM: DEPARTMENTAL OVERHEAD		DEPT.: SANITATION & FLOOD CONTROL			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	<u>Permanent</u>				
59.76	Director	1.00	1.00	40,217	41,818
57.78	Assistant Director	1.00	1.00	36,626	38,856
39.20	Secretary II	1.00	1.00	15,233	15,237
37.20	Secretary I	1.00	1.00	12,307	13,673
	Total	4.00	4.00	104,383	109,584
	Adjustments			(5,743)	(1,279)
Total Direct Program		4.00	4.00	98,640	108,305
Department Overhead		-0-	-0-	-0-	-0-
Program Totals		4.00	4.00	98,640	108,305

PROGRAM: Library Services - Department Overhead # 92101 Manager: Arthur B. Murray
 Department County Library # 4950 Ref: Pr. Yr. Bud. Vol-Pg. Vol II pg 150
 Function Overhead # 91000 Service: Department Overlead # 92100
 Authority: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 27263.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 109,273	113,166	134,106	141,325	5
Services & Supplies	\$ 514	655	804	931	16
Inter-fund Charges	\$ 0	0	0	0	
Subtotal-Direct Costs	\$ 109,787	113,821	134,910	142,256	5
Indirect:					
Dept. Overhead	\$ 0	0	0	0	
Ext. Support/O'head	\$ 0	0	0	0	
Total Costs	\$ 109,787	113,821	134,910	142,256	5
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Property Taxes	\$ 109,787	113,821	134,910	142,256	5
Total Funding	\$ 109,787	113,821	134,910	142,256	5
NET COUNTY COSTS	\$ 0	0	0	0	0
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead	6.73	6.71	8.00	8.00	0

PROGRAM STATEMENT

Need: To manage and administer library resources and services an Administrative Division is required.

Description: The Administrative Division provides program, finance and personnel management, in addition to administrative and clerical support to the Library Services program.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
Administration of (1) Staff Years (2) Appropriation	179.18 3,189,385	183.36 3,628,931	203.92 4,343,451	203.36 3,947,072	172.99 3,619,296
<u>WORKLOAD</u>					
Personnel Functions Correspondence and forms prepared Fiscal documents prepared (such as Receiving Reports, Sub-Orders, Cash Transfers, Claims Deposits Permits)				14,599 200,429 3,491	12,100 166,400 2,900
<u>EFFICIENCY</u>					
Overhead to direct labor ratio Appropriations administered per overhead staff hour	1:24 228	1:25 260	1:24 261	1:26 262	1:20 218
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED: None

PRODUCTIVITY INDEX DEFINED: None

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

None

1978-79 OBJECTIVES:

1. Conduct and analyze comprehensive library survey.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: County Library			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.82	County Librarian	1.00	1.00	32,896	36,495
50.50	Administrative Assistant III	1.00	1.00	25,678	28,583
42.58	Principal Clerk	1.00	1.00	18,449	18,750
36.50	Senior Account Clerk	1.00	1.00	12,913	14,049
34.00	Intermediate Account Clerk	1.00	1.00	11,998	11,607
33.00	Intermediate Clerk Typist	3.00	3.00	32,344	35,370
	Salary Adjustment			3,179	
	Salary Savings			(-3,351)	(-3,529)
Total Direct Program					
Department Overhead					
Program Totals		8.00	8.00	134,106	141,325

PROGRAM: SERVICES REQUESTED BY OTHER CO. ORGANIZATIONS # 660XX **Manager:** R. J. MASSMAN **RFP-8**
Department: Transportation # 5750 **Ref: Pr. Yr. Bud. Vol-Pg.** II-140
Function: Support Services # 81000 **Service:** Other Support Costs # 82400
 Authority: County Charter Section 33 and Admin. Code Section 455 provide that the Director of Transportation is responsible for construction, maintenance repair of County roads and bridges; engineering and surveying and contract administration for the County. This program was developed to provide these services to General Fund Departments on request.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 2,928,701	3,332,489	2,997,767	3,272,556	+9
Services & Supplies	\$ 335,687	709,951	443,536	1,217,970	+175
Inter-fund Charges	\$ -4,156,348	-4,838,734	-4,131,694	-5,047,914	+22
Subtotal—Direct Costs	\$ (891,960)	(796,294)	(690,391)	(557,388)	+19
Indirect:					
Dept. Overhead	\$ 891,960	796,294	690,391	557,388	-19
Ext. Support/O'head *	\$ 182,945	116,965	239,426	199,997	-16
Total Costs	\$ 182,945	116,965	239,426	199,997	-16
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$ 0	0	0	0	0
NET COUNTY COSTS	\$ 182,945	116,965	239,426	199,997	-16
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$ 0	0	0	0	0
STAFF YEARS					
Direct Program	195.83	183.57	166.54	165.85	---
CETA					
Dept. Overhead	14.42	11.34	10.39	8.91	-14

PROGRAM STATEMENT

NEED:
 Other County departments and activities require engineering and maintenance support services from Road Fund resources on an as-needed basis. The services provided are unique to the Department of Transportation's functional capability. The alternatives are: add staff and facilities in the requesting departments or activities or contract for services. Some County administrative responsibilities cannot be delegated to contractors.

DESCRIPTION:
 Various types of engineering, maintenance, computer and environmental support services are provided on request from other departments or activities. The work is done on a recoverable basis through Inter-Fund Transfers for the following principal users:

- DOT General Fund Budget Unit; Road Equipment Intergovernmental Service (IGS) Fund; Dept. of Sanitation & Flood Control; Facilities Development Budget Unit; Department of General Services.

*These are unallowable as Road Fund costs under Federal Management Circular 74-4 rules. The allowable Indirect Costs are included in the Direct Costs subtotal.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County Departments Requesting Service	N/A	23	13	18	15
WORKLOAD					
Road IGS Fund Equipment Maintained (1)	N/A	751	765	783	722
Facilities Development Projects Supported	N/A	115	70	100	52
DOT General Fund Programs (3)	N/A	6	5	5	5
Environmental Documents Requested	N/A	40	25	25	35
EFFICIENCY					
Cost/Environmental Impact Review (average)	\$5,780	\$6,150	--	\$6,350	\$7,000
Cost/Negative Declaration (average)	\$ 360	\$ 350	--	\$ 380	\$ 400
EFFECTIVENESS					
# Environmental Documents Completed	N/A	29	25	25	30

UNIT COST DEFINED:

Total Cost

Environmental Documents: $\frac{\text{Completed Documents}}{\text{Documents Completed}}$

PRODUCTIVITY INDEX DEFINED:

Work load, efficiency and effectiveness indicators for the DOT General Fund Programs may be found in those program submittals.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Program objectives and outputs were not specifically identified in previous years. Traditionally the objective of this program has been to provide a satisfactory level of services to the requesting departments.

1978-79 OBJECTIVES:

1. Manage all DOT General Fund Program support at or below budgeted amounts.

STAFFING SCHEDULE

PROGRAM: SERVICES REQUESTED BY OTHER COUNTY ORGANIZATIONS		DEPT.: TRANSPORTATION		RFP-8	
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
57.22	Deputy County Engineer	0.25	0.25	8,186	8,186
55.50	Principal Land Surveyor	0.75	0.75	21,840	21,840
55.24	Principal Civil Engineer	1.25	0.42	39,228	13,181
55.24	Principal Transportation Spec	0.00	0.92	0	28,871
55.14	Service Area Planner Coordinator	1.00	1.00	32,095	32,095
54.74	Chief, Planning Division	1.00	0.00	30,084	0
54.12	Senior Civil Engineer	2.47	2.17	74,010	65,021
54.12	Senior Land Surveyor	0.50	0.50	14,921	14,920
54.12	Senior Transportation Specialist	0.00	1.00	0	29,963
54.10	Field Maintenance Superintendent	0.50	0.50	15,323	15,323
53.26	Principal Cartographer	1.00	1.00	28,156	28,156
53.16	Airport Operations Director	1.00	1.00	28,685	28,685
52.16	Chief of Cartography Services	1.00	1.00	24,937	24,937
51.86	Environmental Management Spec. III	0.50	0.50	13,144	13,144
51.04	Associate Civil Engineer	5.53	3.08	136,724	76,150
51.04	Associate Land Surveyor	1.00	1.25	25,356	31,695
51.04	Construction Technician	1.00	1.00	27,060	27,060
51.04	Assoc. Transportation Spec.	0.00	1.00	0	24,724
50.90	Administrative Assistant III	1.00	1.00	26,007	26,007
50.46	Programmer Analyst III	0.00	0.25	0	6,374
49.68	Road Equip Specialist	1.00	1.00	24,659	24,659
49.42	Admin Assistant II/I/Trainee	2.00	2.92	42,920	62,663
49.36	Environmental Mgmt Spst II/I	0.00	1.50	0	29,756
48.66	Senior Airport Manager	1.00	1.00	23,001	23,001
48.46	Programmer Analyst II/I	1.25	0.50	25,074	10,030
48.26	Asst Civil Engr/Engr Tech III	2.25	5.25	48,488	113,139
48.26	Asst Civil Engineer	7.75	7.25	179,839	168,237
48.06	Assistant Land Surveyor	4.00	4.50	90,281	101,566
47.78	Road Crew Supervisor I	0.50	0.00	10,865	0
47.48	Equipment Shop Supervisor	3.00	3.00	65,826	65,826
47.46	Graphics Supervisor	1.00	1.00	22,282	22,282
47.40	Mapping Supervisor	2.00	2.00	44,331	44,331
47.24	Airport Manager	1.00	1.00	21,568	21,568
46.20	Assistant Landscape Architect	1.00	1.00	20,329	20,329
46.04	Welder	3.00	3.00	62,553	62,553
45.76	Drafting Tech III	6.00	5.75	112,728	108,031
45.76	Engineering Technician II	1.75	1.00	36,027	20,587
45.28	Equipment Operator II	3.14	3.17	62,495	63,093
45.26	Jr. Civil Engr/Engr. Tech II	4.25	7.83	80,334	148,004
45.26	Junior Civil Engineer	3.75	2.50	71,397	47,599
45.10	Equipment Mechanic	14.00	14.00	280,868	280,868
43.46	Planning Technician II	0.00	1.00	0	18,325
43.28	Eqpt Oper I/Public Works Trainee	7.50	9.00	131,603	157,924
43.26	Drafting Tech II/I	22.25	21.50	353,131	341,227
43.26	Carto Repro Tech	2.00	2.00	32,902	32,902
43.26	Engineering Technician I	9.23	5.25	175,471	99,809
43.04	Assistant Airport Manager	3.00	3.00	54,387	54,387
42.76	Computer Opns Specialist	1.00	0.25	15,119	3,780
42.00	C&S Worker III	2.00	2.00	32,560	32,560
40.26	Engineering Aid	1.50	1.75	22,889	26,704
39.00	C&S Worker I/Public Works Trainee	1.00	1.00	12,317	12,318
38.86	Airport Services Worker	4.00	4.00	59,336	59,336
38.66	Storekeeper	3.00	4.00	42,426	56,568
37.50	Senior Clerk Typist	1.00	1.00	13,852	13,852
36.06	Stock Clerk	0.00	1.00	0	12,974
35.20	Intermediate Stenographer	5.39	4.58	64,406	54,727
35.10	Data Entry Operator	0.75	0.25	9,360	3,120
	Permanent	147.01	149.34	2,891,380	2,934,967
	Temp & Seasonal	19.53	16.51	247,205	233,521
	Overtime	---	---	0	0
	Salary Savings	---	---	0	-41,484
	Adjustments	---	---	140,818	145,552
Total Direct Program		166.54	165.85	2,997,767	3,272,556
Department Overhead		10.39	8.91	238,175	186,336
Program Totals		176.93	174.76	3,235,942	3,458,892

PROGRAM: ROAD FUND PLANT & EQUIPMENT ACQUISITION # 670XX Manager: R. J. MASSMAN RFP-9
 Department Transportation # 5750 Ref: Pr. Yr. Bud. Vol-Pg. II-142
 Function Capital Costs # 86000 Service: Equipment & Furniture # 86400
 Authority: Co. Charter Sec 33 and Admin Code Sec. 455 provide that the Director of Transp. is responsible for construction, maintenance repair of Co. roads and bridges; engineering, surveying and Contract Admin. for the County. This program was developed to provide for the capital facilities and wquipment necessary to carry out the Department of Transp engineering and road construction and maintenance responsibilities.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$				
Services & Supplies	\$ 141,371	210,636	242,200	561,600	+132
Fixed Assets	\$ 41,631	9,932	45,983	36,368	- 21
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 183,002	220,568	288,183	597,968	+107
Indirect:					
Dept. Overhead	\$ 0	0	0	0	0
Ext. Support/O'head	\$ 0	0	0	0	0
Total Costs	\$ 183,002	220,568	288,183	597,968	
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$ 183,002	220,568	288,183	597,968	+107
Grants	\$				
CETA	\$				
Total Funding	\$ 183,002	220,568	288,183	597,968	+107
NET COUNTY COSTS	\$ 0	0	0	0	0
CAPITAL PROGRAM					
Capital Outlay	\$ 141,371	61,589	242,200	561,600	+132
Fixed Assets	\$ 41,631	9,932	45,983	36,368	-21
Revenue	\$ -183,002	-71,521	-288,183	-597,968	+107
Net Cost	\$ 0	0	0	0	0

STAFF YEARS
 Direct Program
 CETA
 Dept. Overhead

NOTE: The Direct Costs of this program do not impact the General Fund

PROGRAM STATEMENT

NEED:

The acquisition of fixed assets, land and structures and improvement of existing facilities is necessary to effectively carry out the Department's Road Fund Work Programs.

DESCRIPTION:

Acquire essential new equipment, land and structures and improvements. Provide funds to upgrade obsolete equipment. All funds are provided by the Road Fund.

OUTPUTS & UNIT COSTS:

Not applicable to this type of program.

OBJECTIVES:

1. To upgrade obsolete or deteriorating equipment during the budget year to support departmental work programs.
2. To provide required new equipment, land, structures, and improvements to carry out departmental work programs and master plans for facility improvements.
3. To contribute annually supplementary funds to the Road Equipment Intergovernmental Services (IGS) Fund for the acquisition of new and upgraded equipment.

PROGRAM: SURVEYING AND MAPPING # 31005 **Manager:** R. J. MASSMAN **GFP-5**
Department: Transportation # 5700 **Ref. Pr. Yr. Bud. Vol-Pg.** II-138
Function: Support Services # 81000 **Service:** Other Support Costs # 82400
Authority: This program was developed for the purpose of carrying out State Gov't Code Sections 27551, 27557, 27562 & 27584 and County Admin Code, Sec. 455 which requires the County Surveyor and Engineer to perform retracement or remonument surveys within the County, keep records thereof and maintain County maps and drawings as required by law or the Board of Supervisors.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 0	0	0		
Services & Supplies	\$ 1,211,333	1,488,371	1,367,754	1,418,671	+4
CETA Spec Proj.	\$ 0	0	0	22,405	NA
Subtotal—Direct Costs	\$ 1,211,333	1,488,371	1,367,754	1,441,076	+5
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 39,002	45,764	56,089	197,132	+251
Total Costs	\$ 1,250,335	1,534,135	1,423,843	1,638,208	+15
FUNDING					
Charges, Fees, etc.	\$ 23,625	32,345	30,000	141,500	+372
CETA Spec. Proj.	\$ 0	0	0	22,405	NA
Grants	\$ 0	0	0	0	NA
CETA	\$ 88,575	126,902	0	0	NA
Interfund Charges	\$ 0	0	0	0	NA
Total Funding	\$ 112,200	159,247	30,000	163,905	+446
NET COUNTY COSTS	\$ 1,138,135	0	1,393,843	1,474,303	+6
CAPITAL PROGRAM					
Capital Outlay	\$ 0	0	0	0	
Fixed Assets	\$ 4,724	3,244	33,158	13,003	-61
Revenue	\$ 0	0	0	0	
Net Cost	\$ 4,724	3,244	33,158	13,003	-61
STAFF YEARS					
Direct Program	58.78	54.54	53.08	52.34	-1
CETA Spec. Proj.	0	0	0	0	0
Dept. Overhead	4.97	3.71	3.31	2.81	-15

PROGRAM STATEMENT

NEED:
 In all County land use planning and plan evaluation activities, it is necessary to acquire and portray the physical facts in map form as accurately and completely as possible. Boundary and land form data is obtained by land surveyors and put into graphic form by cartographers.

It is not convenient for decision-makers to go out to the site on every occasion, nor is all the required data apparent through a field review. Data must be accumulated and updated regularly to prepare accurate maps. These provide a convenient way to bring all the information before the decision maker.

The Board of Supervisors has previously determined that it is best to centralize County surveying and mapping expertise to provide a single carefully maintained and unified data base system to accomplish County purposes. A decentralized system would result in duplication of effort and inaccuracies.

DESCRIPTION:

This program develops and maintains a consolidated multi-purpose surveying and mapping system. It provides field and graphic information to the Board of Supervisors, County Departments, other public agencies, and private citizens. The information includes both the precise recorded monumentation on the ground and the final map display. Survey crews establish horizontal and vertical ground control points, and a mathematical framework is built which ensures correct ties by surveyors and engineers. The existing Base Mapping System is continually maintained and updated. Zoning maps, lot split books, precinct maps, General Plan maps and others are provided to County departments, other governmental and private agencies. The land control network of the County is geo-coded and entered into a data base for automation. Records of survey are reviewed for accuracy in accordance with the Business and Professions Code.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
No. County Departments Served	N/A	26	28	28	28
WORKLOAD					
Monuments Placed (1)	275	100	150	155	200
No. Parcels Geo Coded (2)	N/A	14,000	100,000	4,916	5,000
No. Map Changes Received (3)	N/A	14,899	13,000	20,136	20,000
No. Mand. Rqsts. Received (4)	N/A	2,633	2,500	1,973	2,500
No. Supp. Rqsts. Received (5)	N/A	5,774	5,500	6,401	5,500
EFFICIENCY					
Labor Hrs/Monument Placed (1)	5.00	4.50	4.50	4.00	3.00
Labor Hrs/Parcel Coded (2)	N/A	.75	.15	.50	.50
Labor Hrs/Map Chng. Complt. (3)	N/A	1.27	3.00	1.55	1.55
Labor Hrs/Mand. Rqst. Complt. (4)	N/A	6.05	8.00	8.00	8.00
Labor Hrs/Support Rqst. Complt. (5)	N/A	4.66	4.25	4.25	4.25
EFFECTIVENESS					
% County Land Monumented (1)	5%	3%	5%	5%	5%
% Parcels Geo Coded (2)	N/A	3%	20%	2%	2%
# Map Chngs Complt. of those received (3)	N/A	14,899	12,000	13,535	15,800
# Mand. Rqsts. Complt. of those received (4)	N/A	2,633	2,500	1,973	2,500
# Support Rqsts. Complt of those received (5)	N/A	5,774	5,100	6,501	5,500

UNIT COST DEFINED:

Labor hours for map changes, mandatory and support requests do not include CETA funded labor.

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The quantity of detailed map changes and support requests received was larger than budgeted, therefore all budgeted work was completed. Geo-coding of land parcels fell short of budgeted levels due to delays in the development of technology to perform this function with existing staff.

1978-79 OBJECTIVES:

1. Place survey monuments for 5% of the 4,261 sq. miles of County land to ensure correct ties by surveyors and engineers, and allow the preparation of reliable maps.
2. Complete 79% of the approximately 20,000 detailed map changes occurring annually in order to update the County Base Map System using source materials gathered from various governmental and private sources, and thereby provide requestors with current maps.
3. Complete 100% of the approximately 5,500 support service requests to County organizations, other government organizations, and private requestors by use of updated map overlays and map changes from other County organizations.

STAFFING SCHEDULE

PROGRAM: SURVEYING AND MAPPING		DEPT.: TRANSPORTATION		GFP-5	
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.50	Principal Land Surveyor	0.50	0.50	14,560	14,560
54.12	Sr Land Surveyor	0.50	0.50	14,921	14,920
53.26	Principal Cartographer	0.92	0.92	25,904	25,904
52.16	Chief of Cartographic Svcs	1.00	1.00	24,937	24,937
51.04	Associate Civil Engineer	1.33	1.00	32,883	24,724
51.04	Associate Land Surveyor	0.25	0.75	6,339	19,017
49.42	Admin Assistant II/I/Trainee	0.50	0.50	10,730	10,730
48.26	Asst Civil Engineer	2.00	1.50	46,410	34,808
48.06	Assistant Land Surveyor	3.25	3.25	73,353	73,353
47.46	Graphics Supervisor	1.00	1.00	22,282	22,282
47.40	Mapping Supervisor	2.00	2.00	44,331	44,331
45.76	Drafting Tech III	6.00	5.75	112,728	108,031
45.76	Engineering Technician II	0.75	1.00	15,440	20,587
45.26	Jr. Civil Engr/Engr Tech II	1.00	4.75	18,902	89,785
43.46	Planning Tech II	0.00	1.00	0	18,325
43.26	Drafting Tech II/I	21.25	20.00	337,259	317,420
43.26	Carto Repro Tech	2.00	2.00	32,902	32,902
43.26	Engineering Technician I	6.33	1.00	120,339	19,011
40.26	Engineering Aid	0.25	1.25	3,815	19,074
	Permanent	50.83	49.67	958,035	934,701
	Temp & Seasonal	2.25	2.67	19,640	38,600
	Overtime	--	--	0	0
	Salary Savings	--	--	-6,270	-12,741
	Adjustments	--	--	8,946	44,709
Total Direct Program		53.08	52.34	980,351	1,005,269
Department Overhead		3.31	2.81	78,036	58,766
Program Totals		56.39	55.15	1,058,387	1,064,035

PROGRAM: DEPARTMENT OVERHEAD (ROAD FUND) # 9210X **Manager:** R. J. MASSMAN **RFP-10**
Department: Transportation # 5750 **Ref: Pr. Yr. Bud. Vol-Pg.** II-155
Function: Overhead # 9100 **Service:** Overhead & Indirect Cost Pool # 92100
 Authority: County Charter Section 33 and Admin. Code Section 455 provide that the Director of Transportation is responsible for construction, maintenance repair of County roads and bridges; engineering, surveying and contract administration for the County. This program was developed to provide for the management, administrative and logistical support necessary to carry out the responsibilities of the Department of Transportation.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,711,297	1,708,604	1,464,840	1,285,289	-56
Services & Supplies	\$ 1,701,790	1,584,484	1,571,869	1,924,878	+22
	\$				
Inter-fund Charges	\$-2,983,196	-2,759,468	-2,399,746	-2,573,184	-19
Subtotal-Direct Costs	\$ 429,891	533,620	636,963	636,983	0
Indirect:					
Dept. Overhead	\$ 0	0	0	0	0
Ext. Support/O'head	\$ 0	0	0	0	0
Total Costs	\$ 429,891	533,620	636,963	636,983	0
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 429,891	533,620	636,963	636,983	0
Total Funding	\$ 429,891	533,620	636,963	636,983	0
NET COUNTY COSTS	\$ 0	0	0	0	0
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 32,000				
Revenue	\$ 32,000				
Net Cost	\$ 0	0	0	0	0
STAFF YEARS					
Direct Program	36.26	33.18	35.39	31.00	-12
CETA	95.00	59.30	54.00	55.00	+ 2
Dept. Overhead					

NOTE: The Direct Costs of this program do not impact the General Fund.

PROGRAM STATEMENT

NEED:

To provide management, administrative control and support services the the sixteen programs operated by the Department.

DESCRIPTION:

Department of Transportation Overhead includes allowable external support costs; Department management, administrative, clerical, telephone and utility costs and Road Station maintenance costs.

The Direct Services and Supplies cost shown includes payment to other County departments for support costs as determined by the Office of Management and Budget. These payments by the Road Fund reduce the Net County Costs of the departments receiving payment. These support costs are Indirect Costs in General Fund departments.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Department Staff Years	594.19	626.07	656.75	677.05	663.0
WORKLOAD					
Work Authorizations Administered	9,000	8,600	9,800	10,700	12,000
Program Budgets Developed	15	16	16	16	16
Program Budgets Administered	25	15	16	16	16
Board of Supervisors Referrals	159	204	180	185	190
CAO/OMB Agency Referrals	166	149	150	165	165
Affirmative Action Opportunities	N/A	124	150	174	200
Personnel Actions	N/A	720	1,026	1,100	1,200
Inservice Training (# employees)	N/A	109	110	223	100
Contracted Productivity Studies	0	0	0	0	3
EFFICIENCY					
O/H Staff Yrs. to total Staff Yrs. (%)	6	5	5.4	5	4.7
Board of Supervisors Referrals (Hrs/referral)	5	6	7.5	8	8
CAO/OMB, Agency Referrals (Hrs./referral)	5	8	6	7	7
Personnel Actions (Hrs/action)	N/A	1.2	2.0	2.9	2.3
Program Budgets Developed (Hrs/budget)	N/A	428	631	728	840
Program Budgets Administered (Hrs/budget)	N/A	513	619	430	510
Cost/Productivity Study	0	0	0	0	8,300
EFFECTIVENESS					
Affirmative Action Opportunities Met (%)	N/A	36	60	62	60
% Employees Receiving Inservice Training	N/A	17	17	33	15

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objectives were not specifically identified in previous years.

1978-79 OBJECTIVES:

1. Maintain Overhead staff to total staff percentage of 5%.
2. Maintain a 60% minority hiring rate until requirements of the Consent Decree are met. Subsequently, maintain a minority hiring rate of 30%.
3. Provide inservice training for 15% of Department staff.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: TRANSPORTATION		RFP-10	
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
62.72	Director of Transportation	1.00	1.00	45,888	45,888
59.26	Assist. Director of Transportation	1.00	1.00	38,918	38,918
57.22	Deputy County Engineer	3.75	3.25	122,783	106,412
55.24	Principal Civil Engineer	4.50	1.00	141,219	31,382
52.16	Chief of Carto Svcs	1.00	1.00	24,937	24,937
51.00	Fiscal Analyst	1.00	1.00	26,506	26,506
50.90	Admin Asst. III	2.00	2.00	52,014	52,014
50.46	Programmer Analyst III	1.00	0.75	25,495	19,121
49.42	Admin Assistant II/I/Trainee	1.00	0.00	21,460	0
48.46	Programmer Analyst II/I	0.00	0.50	0	10,030
48.26	Asst Civil Engr/Engr. Tech III	0.00	1.00	0	21,550
43.58	Principal Clerk	1.00	1.00	18,598	18,598
42.76	Computer Opns Specialist	0.00	0.25	0	3,780
41.00	Supervising Clerk	1.00	1.00	16,423	16,423
39.20	Secretary II	2.00	2.00	29,684	29,684
38.66	Storekeeper	0.00	1.00	0	14,142
37.70	Senior Stenographer	1.00	1.00	13,590	13,590
37.50	Senior Account Clerk	1.00	1.00	13,471	13,471
37.50	Senior Clerk Typist	1.00	1.00	13,852	13,852
36.06	Stock Clerk	1.00	0.00	12,974	0
35.80	Offset Equipment Operator	1.00	1.00	12,836	12,836
35.20	Intermediate Stenographer	2.00	2.00	23,898	23,898
35.10	Data Entry Operator	0.00	0.25	0	3,120
34.00	Intermediate Clerk Typist	5.00	4.00	57,380	45,904
	Permanent	32.25	28.00	711,926	586,056
	Temporary & Seasonal	3.14	3.00	47,287	41,633
	CETA	54.00	55.00	671,963	656,983
	Overtime	---	---	0	0
	Salary Savings	---	---	-14,817	-8,216
	Adjustments	---	---	48,481	8,833
Total Direct Program		89.39	86.00	1,464,840	1,285,289
Department Overhead		---	---	---	---
Program Totals		89.39	86.00	1,464,840	1,285,289

APPENDIX

Support and Overhead Programs
by Agency and Department

<u>DEPARTMENT</u>	<u>PAGE NUMBER</u>	<u>PROGRAM</u>
HUMAN RESOURCES AGENCY		
Agency Office	2	Agency Overhead
Welfare	6	Department Overhead
Probation	9	Department Overhead
Human Services	12	Department Overhead
HEALTH CARE AGENCY		
Agency Office	17	Agency Overhead
DMI Administration & General Services	19 22	Requested Services Department Overhead
DMI County Mental Health	25 27	Requested Services Department Overhead
Edgemoor	31	Requested Services
Public Health	34 37	Requested Services Department Overhead
Substance Abuse	40 44	Employee Assistance Department Overhead
FISCAL AND JUSTICE AGENCY		
Agency Office	49	Agency Overhead
Assessor	51	Department Overhead
Treasurer - Tax Collector	54 57	Retirement Administration Deferred Compensation Management
	58	Department Overhead
Purchasing	61 65 69	Purchasing Central Duplicating Department Overhead
County Recorder	73	Department Overhead
Superior Court	75	Department Overhead
Public Administrator	77	Department Overhead
El Cajon Municipal Court	80	Department Overhead
North County Municipal Court	82	Department Overhead
South Bay Municipal Court	84	Department Overhead
Municipal Court Services - San Diego	86	Department Overhead

APPENDIX

Support and Overhead Programs
by Agency and Department

<u>DEPARTMENT</u>	<u>PAGE NUMBER</u>	<u>PROGRAM</u>
FISCAL AND JUSTICE AGENCY (contd.)		
Sheriff	88	Department Overhead
Revenue & Recovery	93	Collection of Accounts Receivable
	97	Department Overhead
Coroner	100	Department Overhead
County Clerk	103	Department Overhead
District Attorney	105	Department Overhead
COMMUNITY SERVICES AGENCY		
Agency Office	109	Agency Overhead
Fire, Disaster & Safety Services	112	Safety, Support
Registrar of Voters	115	Department Overhead
Agriculture Weights & Measures	118	Department Overhead
Parks & Recreation	121	Department Overhead
County Library	125	Governmental Reference Library
Real Property	127	Property Management
	130	Real Property Service
	133	Property Leasing
	136	Property Acquisition
	139	Department Overhead
LUER	142	Department Overhead
General Services	145	Internal Mail System
	148	Custodial Services
	151	Security Services
	154	Building Maintenance & Operation
	157	Utility Payments
	159	Fleet Equipment Maintenance & Operations
	162	Telephone & Public Information
	165	Radio & Electronics
	168	Records Management
	172	Facilities Development & Management
	175	Rent/Lease Payments
	176	Major Maintenance
	177	Project Management
	179	Architectural Services
	183	Department Overhead

APPENDIX

Support and Overhead Programs
by Agency and Department

<u>DEPARTMENT</u>	<u>PAGE NUMBER</u>	<u>PROGRAM</u>
COMMUNITY SERVICES AGENCY (contd.)		
Sanitation & Flood Control	186	Support to Others
	189	Department Overhead
County Library	192	Department Overhead
Transportation	195	Services Requested by Other County Organizations
	198	Road Fund Plant & Equipment Acquisition
	199	Surveying & Mapping
	202	Department Overhead
GENERAL ADMINISTRATION		
Board of Supervisors	206	Legislative
Clerk of the Board of Supervisors	219	Reporting/Staff Services
Chief Administrative Officer	222	Central County Administration
	226	Legislative
	229	Public Information
Equal Opportunity Management Office	232	Equal Employment
	235	Contract Compliance
	238	Commission on the Status of Women
	241	Committee on the Handicapped
	244	Department Overhead
Office of Program Evaluation	247	Program Evaluation
Chief Administrative Officer	250	General Projects
County Counsel	252	Support Cost
	255	Department Overhead
Civil Service & Personnel	258	Personnel Services
	261	Employee Relations
	264	Training
	267	Department Overhead
Office of Management & Budget	270	Budget & Fiscal Management
	273	Policy & Management Analysis
	276	Risk Management
	279	Department Overhead
EDP Services	282	EDP Operations
	286	EDP Systems
	289	Department Overhead
Integrated Planning	292	Department Overhead
Auditor & Controller	295	Fiscal Control
	299	Auditing
	302	County Liability Claims
	306	Department Overhead

SUMMARY OF SUPPORT AND OVERHEAD DIRECT COSTS

GENERAL ADMINISTRATION

Programs	1975-76 Actual	1976-77 Actual	1977-78 Budgeted	1978-79 Adopted	Budgeted Change	% Change
Board of Supervisors	\$ 724,569	\$ 821,048	\$ 1,026,099	\$ 983,334	\$(- 42,765)	(- 4)
Clerk, Board of Supervisors Reporting/Staff Services	774,805	771,859	937,937	976,058	38,121	4
Chief Administrative Office						
Central County Administration	303,932	247,704	234,538	301,753	67,215	29
Legislative - OIA	343,520	358,834	413,968	453,862	39,894	9
Public Information Office	248,755	182,056	240,062	105,508	(- 134,554)	(- 56)
Equal Opportunity Management Office						
Equal Employment	218,124	169,258	148,125	185,738	37,613	25
Contract Compliance	108,201	114,989	103,116	123,147	20,031	19
Comm. on Status of Women	-	16,721	36,436	115,250	78,814	216
Committee on the Handicapped	-	-	18,356	22,411	4,055	22
Department Overhead	-	-	81,535	88,935	7,400	9
Office of Program Evaluation Program Evaluation	503,262	474,866	499,981	356,876	(- 143,105)	(- 29)
CAO - Special Projects General Projects	96,880	(- 164,722)	85,687	69,245	(- 16,442)	(- 19)
County Counsel						
County Counsel	836,064	930,518	1,029,755	1,083,626	53,871	5
Department Overhead	143,325	189,639	212,033	178,000	(- 34,033)	(- 16)
Civil Service & Personnel						
Personnel Services	804,345	921,962	855,301	856,521	1,220	-
Employee Relations	156,481	219,160	335,347	324,075	(- 11,272)	(- 3)
Training	141,585	175,144	211,869	145,170	(- 66,699)	(- 31)
Department Overhead	296,505	258,989	289,321	278,182	(- 11,139)	(- 4)
Office of Management & Budget						
Budget & Fiscal Management	379,406	471,957	472,561	503,313	30,752	7
Policy & Management Analysis	119,093	249,085	370,188	335,439	(- 34,749)	(- 9)
Risk Management	496,438	671,660	430,726	269,252	(- 161,474)	(- 37)
Administration	184,369	233,262	261,283	241,538	(- 19,745)	(- 8)
EDP Services						
Operations	3,180,282	3,183,715	3,733,754	3,858,233	124,479	3
Systems	1,937,488	2,059,875	2,255,984	2,162,954	(- 93,030)	(- 4)
Department Overhead	197,702	185,377	172,780	179,206	6,426	4
Integrated Planning Office Department Overhead	275,483	301,169	394,417	370,161	(- 24,256)	(- 6)
Auditor & Controller						
Fiscal Control	1,440,083	1,499,534	1,573,232	1,522,197	(- 51,035)	(- 3)
Auditing	459,131	435,584	477,846	496,950	19,104	4
County Liability Claims	-	-	305,049	1,171,261	866,212	284
Department Overhead	615,670	761,555	795,878	873,633	77,755	10
TOTAL DIRECT COST	\$14,985,498	\$15,740,798	\$18,003,164	\$18,631,828	\$ 628,664	3
REVENUE	1,139,755	998,907	1,098,871	1,589,478	490,607	45
NET COST	\$13,845,743	\$14,741,891	\$16,904,293	\$17,042,350	\$ 138,057	1

PROGRAM: Legislative # 80101 Manager: Tom Hamilton
 Department Board of Supervisors # 0010 Ref: Pr. Yr. Bud. Vol-Pg. _____
 Function General County Overhead # 8000 Service: Legislative & Executive # 80100
 Authority: Article I, II and III of the County of San Diego Charter, the Constitution of the State of California and other State Statutes

	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 137,963	\$ 191,382	\$ 183,636	\$ 167,366	-9%
Services & Supplies	\$ 25,620	28,800	16,651	8,310	-50%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 163,583	220,182	200,287	175,676	-12%
Indirect:					
Dept. Overhead	\$ 26,323	27,750	25,697	22,486	-12%
Ext. Support/O'head	\$				
Total Costs	\$ 189,906	247,932	225,984	198,162	-12%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$	51,852	46,957	24,057	-49%
Total Funding	\$	51,852	46,957	24,057	-49%
NET COUNTY COSTS	\$ 189,906	299,784	179,027	174,105	-3%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 730	730	1,543	--	-100%
Revenue	\$				
Net Cost	\$ 730	730	1,543	--	-100%
STAFF YEARS					
Direct Program	10.0	10.0	6.50	6.50	
CETA	8.0	8.0	4.00	1.50	
Dept. Overhead					

PROGRAM STATEMENT

STAFFING SCHEDULE

PROGRAM: Legislative - District #1		DEPT.: Board of Supervisors			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
0100	County Supervisor	1.00	1.00	32,096	32,678
0372	Confidential Investigator	2.00	2.00	27,421	29,872
0373	Confidential Investigator	3.00	3.00	67,261	73,203
	Temporary Extra Help	.50	.50	1,822	1,400
	CETA Employees	4.00	1.50	46,957	17,730
	CETA County Share			3,212	6,327
	Salary Adjustments			4,867	6,156
Total Direct Program		6.50	6.50		
Department Overhead		4.00	1.50	183,636	167,366
Program Totals		10.50	8.00	181,996	167,366

PROGRAM: LEGISLATIVE # 80101 **Manager:** Lucille V. Moore

Department: Board of Supervisors Dis. 2 # 0020 **Ref: Pr. Yr. Bud. Vol-Pg.** VII **Pg.** 3

Function: General County Overhead # 80000 **Service:** Legislative & Executive # 80101

Authority: The State Constitution and County Charter require the Second District Supervisor to perform a wide variety of legislative, executive and ceremonial duties.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 127,153	126,425	193,263	186,320	(4)
Services & Supplies	\$ 3,416	5,017	12,812	11,578	(10)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 130,569	131,442	206,075	197,898	(4)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 29,706	27,426	30,575	24,105	(21)
Total Costs	\$ 160,275	158,863	236,650	222,003	(6)
FUNDING					
Charges, Fees, etc.	\$	81			
Subventions	\$				
Grants	\$				
CETA	\$ -0-	-0-	33,639	23,842	(30)
Total Funding	\$ -0-	81	33,639	23,842	(2)
NET COUNTY COSTS	\$ 160,275	158,787	203,011	198,161	
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ -0-	167	3,508	-0-	--
Revenue	\$				
Net Cost	\$ -0-	167	3,508	-0-	--
STAFF YEARS					
Direct Program	6.25	6.25	8.25	8.75	--
CETA			3.00	2.00	
Dept. Overhead	0	0	0	0	

PROGRAM STATEMENT

NEED: The Second Supervisorial District has a constituency of 316,000 persons, 183,000 of which reside in the unincorporated portion of the County. The District encompasses the whole of three cities a portion of a fourth, seven subregional/community planning areas and over a dozen smaller rural communities. In a real sense, this office services as both a City Council and City Manager for each of these unincorporated communities.

The Second District is bounded on the North by the Sunrise Highway and on the South by the Mexican border from the cities of San Diego and Chula Vista to the Imperial County line. The District contains an endless variety of lifestyles to match its diversified topography, from the suburban character of the District's fringe cities to the rural nature of its mountain and desert towns.

The Second District Supervisor is charged with executive and legislative responsibilities while representing the citizens of the Second District on the Board of Supervisors. Presently the additional responsibility of chairing the Board of Supervisors is accorded this office.

DESCRIPTION: As a member of the Board of Supervisors, the Second District Supervisor is responsible for the policy direction of the County of San Diego. Amongst this office's responsibilities is the adoption of an annual budget, establishment of a tax rate, administration of state laws, review and adoption of local ordinances and policies, the appointment of administrative offices, and the preparation of policy alternatives to be considered by the Board of Supervisors.

Chief amongst the duties of the Second District Supervisor is to aid and assist constituents. To this end, the Supervisor has established a district office which serves as a liaison between the citizen and the County. Given the large number of citizens residing in unincorporated areas of the Second District, and because of the severe problem attendant with rapid urban development and the provision of public services, the constituent function is extremely important within the Second District.

The Second District Supervisor also serves as the Chairwoman of the Board of Supervisors. In this capacity, the office is charged with the additional responsibility of scheduling Board sessions, presiding over Board meetings, recommending appointments to various Boards and Commissions, issuing proclamations, representing the Board of Supervisors at various official and ceremonial functions, and tracking correspondence to and from the Board of Supervisors.

In addition to the responsibilities as a member of the Board of Supervisors, the Second District Supervisor also serves as a member of the Local Agency Formation Commission, the Regional Employment and Training Consortium, the Regional Water Reclamation Agency, the Local Mental Health Advisory Board, San Diego Community Disaster Council, and the State CETA Council.

OBJECTIVE:

- (1) Serve and inform the residents of the Second Supervisorial District, as well as the whole of the County;
- (2) Provide for the orderly conduct of meetings by the Board of Supervisors;
- (3) Positively contribute to the morale and productivity of the County's employees;
- (4) Review and analyze policy proposals before the Board of Supervisors;
- (5) Propose legislation to enhance the quality and efficiency of public services;
- (6) Propose legislation to protect and improve the well being and quality of life of the residents of the Second District.

STAFFING SCHEDULE

PROGRAM: LEGISLATIVE		DEPT.: Board of Supervisors District 2 #0020			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
0100	County Supervisor	1.00	1.00	\$ 32,096	\$ 32,435
0372	Confidential Investigator	3.00	3.00	45,418	44,927
0373	Confidential Investigator	4.00	4.00	100,056	95,351
	Temporary & Extra Help	.25	.75	1,061	6,125
	Salary Savings			(27,212)	(19,818)
	CETA Employees	3.00	2.00	41,844	27,300
Total Direct Program		11.25	10.75	\$193,263	\$186,320
Department Overhead					
Program Totals		11.25	10.75	\$193,263	\$186,320

PROGRAM: <u>Legislative</u>	<u># 80101</u>	<u>Manager: Roger Hedgecock</u>
Department <u>Board of Supervisors, District 3</u>	<u># 0030</u>	<u>Ref: Pr. Yr. Bud. Vol-Pg. Vol II pg. 4</u>
Function <u>General County Overhead</u>	<u># 80000</u>	<u>Service: Legislative and Executive</u> <u># 80100</u>
Authority: The State Constitution, the County Charter and associated laws and policies of other governmental entities, require the Third District Supervisor to perform a wide variety of legislative, executive and ceremonial duties. These functions are performed on behalf of Third District constituents as well as the residents of the County at large.		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 128,553	134,320	197,899	177,896	(10)
Services & Supplies	\$ 6,175	4,386	20,884	19,902	(5)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 134,728	138,706	218,783	197,798	(10)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 16,026	18,292	18,446	17,101	(7)
Total Costs	\$ 150,754	156,998	237,229	214,899	(9)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 19,013	22,172	57,600	32,516	(44)
Total Funding	\$ 19,013	22,172	57,600	32,516	(44)
NET COUNTY COSTS	\$ 131,741	134,826	179,629	182,383	2
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$		513	0	(100)
Revenue	\$				
Net Cost	\$		513	0	(100)
STAFF YEARS					
Direct Program	6.50	6.50	7.25	8.00	
CETA	4.00	2.00	4.25	3.00	
Dept. Overhead					

PROGRAM STATEMENT

NEED The Third District Supervisor is charged under the California State Constitution and in the San Diego County Charter with the responsibility of representing the 332,000 residents of the Third District on the San Diego County Board of Supervisors. The Third District presently encompasses roughly the north half of the City of San Diego, the entire City of Del Mar, and a small portion of the unincorporated area of the community of Poway.

Roger Hedgecock is the Board of Supervisors' representative to the Comprehensive Planning Organization, the San Diego Coastal Commission, the Criminal Justice Planning Board, the Indigent Defense Policy Board, Cowles Mountain Task Force, and the Policy Advisory Committee - Air Quality Task Force. In addition, Mr. Hedgecock is Chairman of the Water Reclamation Task Force and is also Chairman of the Air Quality Subcommittee of the Environment and Energy Steering Committee of the National Association of Counties.

DESCRIPTION As a member of the San Diego County Board of Supervisors, Roger Hedgecock is responsible for reviewing and acting upon all proposed legislation which comes before the Board, reviewing and acting upon all proposed legislation which comes before the Board, reviewing and approving the annual County budget, and setting the tax rate.

In addition, as a member of the Board of Supervisors, Mr. Hedgecock acts also in a capacity as a member of the Air Pollution Control District Board of Directors and as a member of the Board of Directors of the County Housing Authority and of a variety of special districts.

DISCUSSION A broad range of legislative matters are heard before the Board of Supervisors. Included within this range are legislative proposals introduced by individual Board members. As a County Supervisor, Mr. Hedgecock has been responsible for the introduction and implementation of a variety of proposals in the following subject areas: the federal designation of San Diego County as an Economic Development District; regional air quality planning and implementation of air pollution control tactics; wastewater management, water reclamation and water conservation; local and regional park planning and acquisition; and, human care service projects including an expansion of juvenile job and counseling programs and senior housing and food programs.

The review of the County's annual budget is one of the most important responsibilities charged to the Board of Supervisors. Mr. Hedgecock's introduction of the "hold the line" budget policy resulted directly in an actual decrease in 1977-78 revenues. On the average, this substantial dollar reduction more than offset the increase in assessed valuations and provided the lowest tax rate to fund County government in 37 years.

Mr. Hedgecock has also established an ongoing program for meeting with area residents of his District. Through publicized Community Advisory Meetings, Mr. Hedgecock meets many of his constituents to hear their views on local issues and matters relating to County government in general. These community meetings rotate throughout the District and have proven to be a valuable resource in meeting the needs of Third District constituents.

In addition, Mr. Hedgecock hosts a twice-monthly television program Sundays at 3:00 p.m. on Cable Station 2C and also authors a weekly column for District newspapers on topics of concern to residents of San Diego County. Three editions - winter, spring, and fall - of a special newsletter are also published and distributed throughout the Third District and in other places in San Diego County.

OBJECTIVES

1. To provide timely, accessible and constant information and representational services to the constituents of the Third District. To provide the level of service necessary to meet these ends, the Third District field office will be relocated to a more accessible and service-oriented area situated in the heart of the district. The field office will be staffed primarily with volunteers.
2. To continue drafting and proposing meaningful legislative proposals that relate directly to the residents of the Third District and/or to the needs of the entire County. These proposals will be directed towards a mix of services including the issues of growth management, environmental quality, economic development and human care services.
3. To act on behalf of all citizens of San Diego County to increase the efficiency and economy of government.
4. To "hold the line" on the County budget with the resultant easing of the property tax burden borne by all citizens of the County. To continue the responsible effort of the Board reducing the tax rate without a reduction in critical services to the public.

OMB SS (Rev. 8-78)

STAFFING SCHEDULE

PROGRAM: LEGISLATIVE		DEPT.: Board of Supervisors, District 3			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
0100	County Supervisor	1.00	1.00	32,096	32,096
0373	Confidential Investigator	3.00	3.00	69,047	58,705
48.42	Administrative Assistant II		1.00		20,792
0372	Confidential Investigator	2.00	2.00	29,008	30,105
8203	Administrative Aide - CETA	4.00	2.00	46,998	23,959
8306	Clerk Typist - CETA	1.00	1.00	10,785	8,557
9991	Temporary and Seasonal	1.50	1.00	10,602	4,726
	Salary Adjustment			(637)	(1,044)
Total Direct Program		7.50	8.00		
Department Overhead		5.00	3.00		
Program Totals		12.50	11.00	197,899	177,896

PROGRAM: <u>Legislative</u>	# <u>80101</u>	Manager: <u>Supervisor Jim Bates</u>
Department <u>Board of Supervisors</u>	# <u>0040</u>	Ref: Pr. Yr. Bud. Vol-Pg. _____
Function <u>General County Overhead</u>	# <u>80000</u>	Service: <u>Legislative and Executive</u> # <u>80100</u>
Authority: Article I, II and III of the County of San Diego Charter, the Constitution of the State of California, and other State Statutes.		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 100,304	138,953	157,302	159,274	1%
Services & Supplies	\$ 9,018	9,712	12,578	14,726	17%
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 109,322	148,665	169,880	174,000	2%
Indirect:					
Dept. Overhead	\$ 30,870	19,285	26,557	22,198	-16%
Ext. Support/O'head	\$				
Total Costs	\$ 140,192	167,950	196,437	196,198	-
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 38,440	27,313	22,494	35,938	59%
Total Funding	\$				
NET COUNTY COSTS	\$ 101,752	140,637	167,943	160,260	-4%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$ 600	600	866	--	
Net Cost	\$ 600	600	866	--	
STAFF YEARS					
Direct Program	6.25	6.00	7.00	6.25	
CETA	4.00	4.00	3.00	3.00	
Dept. Overhead					

PROGRAM STATEMENT

NEED:

As the Fourth District Supervisor, Jim Bates is responsible under the California State Constitution and Article II of the San Diego County Charter for representing 318,000 residents who reside in Serra Mesa, Linda Vista, Mission Valley, Mission Hills, Hillcrest, North Park, Normal Heights, Montezuma, Rolando Redwood, Middletown, Balboa Park, South Park, Centre City, Golden Hills, Southeast San Diego, Chollas Park, Encanto, and Paradise Hills in the City of San Diego and a small part of West Spring Valley.

DESCRIPTION:

The County Charter requires the Supervisor to perform various legislative assignments including reviewing and proposing legislation to the Board of Supervisors that will increase the quality and reduce the cost of County services. In addition, Supervisor Bates is responsible for reviewing the County's annual budget and setting the County tax rate.

Supervisor Bates represents all County residents on numerous policy and legislative boards including: the City/County Task Force on the Consolidation of Services and Facilities - (Co-Chairman); San Diego Metropolitan Transit Development Board; Air Quality Task Force; Health Systems Agency; Ad-Hoc Committee on Family Violence; (Co-Chairman) Reinvestment Task Force. He also serves on the Executive Committee of the County Supervisors Association of California (C.S.A.C.); the National Association of Counties (NACo) Task Force on Aging, and was recently appointed by Governor Brown to serve on his Advisory Committee on Solar Energy.

DISCUSSION:

As a County Supervisor, Jim Bates has been responsible for the introduction and implementation of several legislative proposals including: reduction of the property tax rate by 46¢ in 1977, which resulted in a reduction of \$5.8 million

FOURTH DISTRICT Program Statement Continued

in property tax revenues (during his three years on the Board the County tax rate has been reduced by 86¢ and there has been no dollar amount increase in property tax revenues); establishment of one of the most comprehensive Sunset ordinances in the country, which requires the periodic termination and review of all County laws, programs, policies, and guidelines; development of a Regional Growth Management Plan; a ballot proposition approved by the voters in 1976 which 1) placed a three-year term limit on County elected officials and 2) combined the office of the tax collector and treasurer; development and acceleration of an Energy Element to the General Plan aimed at reducing energy consumption and utilization of alternative energy sources; establishment of an Office of Energy Resource and Conservation (without increasing the budget) for the purpose of implementing a comprehensive energy program; utilization of solar energy systems in County Buildings; establishment of a Joint City/County Task Force to consolidate services and facilities (i.e. life guards) in an effort to reduce government spending; development of a program to preserve prime agricultural land in the County including: 1) lowering the minimum acreage required for agricultural preserves to assist the small farmers; 2) application for Federal Crop Insurance to prevent future economic losses due to wind and rain damage; 3) development of the State's only Agricultural Subdivision Ordinance to insure the preservation of agricultural lands for agricultural use only; establishment of a Reinvestment Task Force made up of representatives from local lending institutions to save neighborhoods in the inner-city; development of a program to enable all County employees and tax payers to attend Cardio Pulmonary Resuscitation (CPR) classes free of charge at National University; utilization of Las Colinas as a women's detention facility to relieve over-crowding in the Downtown Jail; extension of the hours at the County Animal Shelter; and establishment of a Public Arts Advisory Council to promote the use of art in public facilities.

Supervisor Bates meets the third Wednesday of every month with his Fourth District Advisory Committee at 7:30 p.m. in Room 302 of the County Administration Center at 1600 Pacific Highway. Supervisor Bates has developed several sub-committees on specific issues including: senior citizens, energy, transportation, youth, child care, and employment. In addition, a Semi-Annual Report is published and distributed for the information and education of the residents of the fourth district.

OBJECTIVES:

- 1) To represent and be accessible to the residents of the Fourth District.
- 2) To review and propose legislation to the Board of Supervisors that will increase the quality, and efficiency of County services for all of the citizens of San Diego County.
- 3) To insure an austere County budget, a reduced property tax burden, for which reflects responsible managed growth, and elimination of wasteful spending.

STAFFING SCHEDULE

PROGRAM: Legislative - District Four		DEPT.: Voard of Supervisors			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
0100	County Supervisor	1.00	1.00	\$31,207	\$30,097
0373	Confidential Investigator	2.00	3.00	47,552	59,609
0372	Confidential Investigator	3.00	2.00	43,396	27,000
9999	Temporary/Extra Help	1.00	.25	21,412	4,284
	C.E.T.A.	3.00	3.00	22,494	35,938
	C.E.T.A. County Share			6,361	2,346
	Salary Adjustment			0	
	Salary Savings			-15,120	
Total Direct Program		10.00	9.25	157,302	159,274
Department Overhead					
Program Totals					

PROGRAM:	Legislative Board of Supervisors	# 80101	Manager: Supervisor Lee R. Taylor
Department	Fifth District	# 0050	Ref: Pr. Yr. Bud. Vol-Pg. II-P. 8-9
Function	General County Overhead	# 80000	Service: Legislative and Executive # 80100
Authority: Articles I, II, and III of the County of San Diego Chapter, the Constitution of the State of California, and other State statutes.			

COSTS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$154,590	\$141,295	\$192,729	\$174,607	(9)
Services & Supplies	\$ 4,957	5,917	10,130	10,080	(0.4)
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	
Subtotal--Direct Costs	\$159,547	\$147,212	\$202,859	\$184,687	(9)
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-		
Ext. Support/O'head	\$ -0-	-0-	-0-		
	26,995	32,878	36,890	33,732	
Total Costs	\$186,542	\$180,090	\$239,749	\$218,419	(9)
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-		
Subventions	\$ -0-	-0-	-0-		
Grants	\$ 23,244	33,535	35,624	35,937	1
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$163,298	\$146,555	\$204,125	\$182,482	(11)
CAPITAL PROGRAM					
Capital Outlay	\$\$ -0-	\$ -0-	\$ -0-	\$ -0-	
Fixed Assets	\$ 1,209	733	170	450	
Revenue	\$ -0-	-0-	-0-	-0-	
Net Cost	\$ 1,209	\$ 733	\$ 170	\$ 450	
STAFF YEARS					
Direct Program	7.00	6.25	6.25	6.00	-0-
CETA	4.00	4.00	4.00	3.00	-0-
Dept. Overhead	-0-	-0-	-0-	-0-	-0-

PROGRAM STATEMENT

NEED:

The Fifth Supervisorial District covers more than half of San Diego County, including five cities, in an area that can generally be described as bounded on the West by the Pacific Ocean, on the North by the Orange and Riverside County lines, on the East by the Imperial County line, and bounded on the South by Jacumba, Pine Valley, Lakeside, Rancho Bernardo, Poway Road, Via de la Valle, and the City of Del Mar.

This area comprises 62% of the total land area of the County, and has more than 160,000 constituents in the unincorporated area that rely on the County for their basic local governmental services.

DESCRIPTION:

The Fifth District Supervisor is an elected member of the Board of Supervisors, which is the chief legislative and executive body for the County of San Diego responsible for adoption of an annual budget and tax rates, administration of State laws, adoption and enforcement of local laws as deemed necessary, and provision of various public services. The Fifth District Supervisor provides County representation at community meetings, and performs more formal ceremonial functions in the district. The Fifth District Supervisor meets with City officials of the North County on a monthly basis and serves as an intermediary in matters of concern to private citizens and other local jurisdictions (Cities, Special Districts, and State agencies).

The Fifth District Supervisor also serves on County-wide boards with vital policy and legislative impacts. These boards include the North San Diego County Transit Development Board, Watershed Fire Council of Southern California, and Health Systems Agency Governing Board.

The Fifth District Supervisor maintains contact with the public through a branch office in Vista, and field offices located in Fallbrook, Julian, Borrego Springs, and other unincorporated communities throughout the District.

As a member of the Board of Supervisors, the Fifth District Supervisor deals with special districts for various purposes, such as water and soil conservation, pest control, sanitation and fire protection. The Supervisors serve in many instances as the Board of Directors of these various districts. The Board of Supervisors also sits as the Air Pollution Control District Board and the County Housing Authority.

OBJECTIVES:

1. To provide a consistent level of representation and service to all the constituents of the Fifth District, and San Diego County as a whole, through maintenance of citizen contact and provision of County services in a cost-effective manner.
2. To improve communications between citizens, community agencies and other local governmental jurisdictions to speed service delivery and reduce costly duplication of effort.
3. To continue fostering the Fifth District's role as ombudsman and mediator in solving problems for constituents dealing with County government.

STAFFING SCHEDULE

PROGRAM: Legislative - District Five		DEPT.: Board of Supervisors			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	0100 County Supervisor	1.00	1.00	\$ 32,096	\$ 32,435
42.58	0372 Confidential Investigator	1.00	1.00	12,699	14,094
53.96	0373 Confidential Investigator	1.00	2.00	25,215	49,683
54.36	2310 Executive Assistant	1.00	-0-	29,117	-0-
52.36	2311 Management Assistant	1.00	1.00	28,072	27,133
41.70	2755 Administrative Secretary	1.00	1.00	16,919	16,743
	Temporary and Seasonal	.25	-0-	319	-0-
	Salary Adjustment			7,437	
	Salary Savings				(20,609)
	<u>CETA Employees</u>				
45.94	8207 Administrative Assistant - CETA	3.00	3.00		
34.00	8306 Intermediate Clerk Typist- CETA	1.00	-0-		
	Total CETA funding			33,615	35,937
	CETA County Share			7,240	19,191
Total Direct Program					
Department Overhead		10.25	9.00	\$192,729	\$174,607
Program Totals		10.25	9.00	\$192,729	\$174,607

PROGRAM: Legislative - Board of Supervisors # 80101 Manager: _____
 Department General Office # _____ Ref: Pr. Yr. Bud. Vol-Pg. _____
 Function General County Overhead # _____ Service: _____ # _____
 Authority: Article I, II and II of the County of San Diego Charter, the Constitution of the State of California and Other State Statutes

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 20,392	23,341	24,904	39,975	+60%
Services & Supplies	\$ 6,428	11,500	14,808	13,300	-10%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 26,820	34,841	39,712	53,275	+34%
Indirect:					
Dept. Overhead	\$ 266,885	302,610	330,606	291,363	-12%
Ext. Support/O'head	\$				
Total Costs	\$ 293,705	337,451	370,318	344,638	-7%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 293,705	337,451	370,318	344,638	-7%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 644	300	--	675	
Revenue	\$				
Net Cost	\$ 644	300	--		
STAFF YEARS					
Direct Program	2.50	2.00	2.50	2.50	
CETA				1.00	
Dept. Overhead					

PROGRAM STATEMENT

STAFFING SCHEDULE

PROGRAM: Legislative - General Office		DEPT.: Board of Supervisors			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
36.10	Senior Clerk Typist	1.00	1.00	\$ 13,136	\$ 14,865
27.00	Intermediate Clerk Typist	--	1.00	--	11,461
27.60	Intermediate Steno	1.00	--	10,514	--
	CETA Employees	--	1.00	--	11,500
	CETA County Share				781
	Temporary Seasonal	.50	.50	1,246	1,368
	Salary Adjustments			8	--
Total Direct Program		2.50	2.50		
Department Overhead			1.00	24,904	39,975
Program Totals		2.50	3.50	\$ 24,904	\$ 39,975

PROGRAM:	Reporting/Staff Services	#	80102	Manager:	Porter D. Cremans
Department	Clerk of the Bd. of Supervisors	#	0130	Ref: Pr. Yr. Bud. Vol-Pg.	Vol.2 Pg.12
Function	Overhead	#	80000	Service:	Legislative & Executive # 80100
Authority: Government Code Section 25100 et seq., Charter Section 14, Admin. Code Sec. 500, 503. Record & preserve proceedings of Board of Supervisors & other boards, committees & commissions; maintain official County records & provide access as required by law; prepare & print agenda, publish legal notices, ordinances & statements of proceedings.					

	1875-76 ACTUAL	1876-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 622,344	630,701	731,030	763,026	4.4
Services & Supplies	\$ 152,461	141,158	206,907	196,042	(5.3)
CETA-Spec. Proj.	\$ 0	0	0	16,990	100.0
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 774,805	771,859	937,937	976,058	4.1
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 143,074	211,262	191,658	241,093	25.8
Total Costs	\$ 917,879	983,121	1,129,595	1,217,151	7.8
FUNDING					
Charges, Fees, etc.	\$ 33,695	25,755	25,050	25,000	(.002)
Subventions	\$ 0	0	0	0	
CETA-Spec. Proj.	\$ 0	0	0	16,990	100.0
CETA	\$ 44,632	43,133	69,265	104,160	50.4
Total Funding	\$ 78,327	68,888	94,315	146,150	55.0
NET COUNTY COSTS	\$ 839,552	914,233	1,035,280	1,071,001	3.5
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 17,820	8,974	6,588	0	(100.0)
Revenue	\$ 0	0	0	0	
Net Cost	\$ 17,820	8,974	6,588	0	(100.0)
STAFF YEARS					
Direct Program	41.42	43.42	43.50	43.00	(1.1)
CETA	7.00	6.00	8.00	10.00	25.0
Dept. Overhead					

PROGRAM STATEMENT

Need: To prepare agendas, report meetings and prepare minutes, maintain official records of all Board of Supervisors meetings, and publish statements of proceedings and legal notices, as required by Government Code, for Board of Supervisors as well as Assessment Appeals Boards, Air Pollution Control District Board, Air Pollution Control District Hearing Board, Employee Relations Panel, City-County Camp Authority, Local Agency Formation Commission, San Diego County Redevelopment Agency, San Diego County Housing Authority, Noise Control Hearing Board, and various other boards, commissions and committees.

Description: Receive, refer, and process material from public, County and other governmental agencies; prepare and distribute regular and informational agendas, and master calendar; record meetings, prepare minutes, and publish statements of proceedings; receive applications and set hearings for various Boards; answer inquiries; provide access to official public records; process Conflict of Interest Codes and annual statements, lobbyist registrations, and incompatible activities statements; schedule and set-up meetings in two Board Chambers and conference rooms, and maintain directory; provide printing services; publish additions and amendments to Charter, San Diego County Code, Board of Supervisors Policy Manual, Boards, Commissions and Committees Register, and Roster of Public Agencies.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Scheduled Meetings of Bodies Served	512	570	575	575	585
Number of Subject Index Titles Maintained	Not Avail.	Not Avail.	5,000	27,967	10,000
WORKLOAD					
No. of Communications/Applications Processed	22,673	27,689	31,000	28,797	31,500
Inquiries for Records	4,000	6,563	7,500	8,000	9,550
Tapes & Transcripts Hours Processing Time	1,742	543	650	300	500
Legal Publications:					
Number	976	980	1,050	918	1,150
Lines	150,000	210,688	220,000	452,000	285,000
Board Meetings/Hours	748	942	950	1,000	1,100
Agenda & Informational Agenda Items	9,500	9,795	9,850	14,245	11,500
Air Pollution Hours Processing Time	4,500	4,660	4,700	4,700	4,700
EFFICIENCY					
EFFECTIVENESS					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Microfilm conversion projects:

Remaining .7 million documents to be prepared by RETC project in 78-79 FY. Goals of documents prepared exceeded by 470,000. Indexing of microfilm will continue in 78-79 FY by means of second RETC project. This project fell short of goal by 360,000.

1978-79 OBJECTIVES:

1. On daily basis process referrals relative to incoming communications and respond to public inquiries by furnishing requested documents or information.
2. On weekly basis have completed agendas, minutes reported and statement of proceedings published for meetings held that week by numerous boards.
3. Within five working days after a meeting have legal notices and ordinances processed for publication and have correspondence out on actions taken.
4. Within 15 working days after a meeting have papers indexed and filed as permanent record.
5. By end of Fiscal Year, complete preparation of entire backlog of six million supporting documents for microfilming. Index two million frames of microfilm into retrieval system as part of second phase of microfilm conversion project. Enter 50,000 index items into computer and continue preparation of key phrase dictionary for computer application.

STAFFING SCHEDULE

PROGRAM: REPORTING/STAFF SERVICES		DEPT.: CLERK OF THE BOARD OF SUPERVISORS			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
57.56	Clerk of the Board of Supervisors	1.00	1.00	29,407	33,197
52.72	Asst. Clerk of the Board of Supervisors	1.00	1.00	23,495	26,515
47.78	Supervising Board Clerk	2.00	2.00	38,965	42,939
43.68	Senior Board Clerk	3.00	3.00	54,103	55,945
42.30	Board Clerk	9.00	9.00	148,054	152,514
40.66	Publications Supervisor I	1.00	1.00	12,741	14,568
39.82	Secretary II	1.00	1.00	14,958	15,214
38.34	Senior Stenographer	2.00	2.00	27,910	28,358
37.50	Senior Clerk Typist	4.00	4.00	54,654	55,510
35.60	Intermediate Account Clerk	Ø	1.00	Ø	10,616
35.22	Intermediate Stenographer	3.00	3.00	36,217	36,096
34.02	Intermediate Clerk Typist	12.00	11.00	135,805	117,054
30.34	Junior Clerk Typist	3.00	3.00	28,480	28,799
	Premium Overtime			9,100	4,100
	Salary Adjustment			1,457	(4,190)
	AAB Members	20.00*	16.00*	28,530	28,530
	AA Hearing Officers		4.00*		
	Employee Relations Panel		5.00*		6,000
	Extra Help	1.50	1.00	17,889	7,101
	CETA	8.00	10.00	69,265	104,160
	CETA - Special Projects			92,027**	16,990**
	*Positions only. Not staff years. Not shown in staff year total.				
	**Grant funding for RETC Special Projects in Records Section.				
Total Direct Program		51.50	53.00	731,030	763,026
Department Overhead					
Program Totals		51.50	53.00	731,030	763,026

PROGRAM: CENTRAL COUNTY ADMINISTRATION # 80103 **Manager:** Clifford W. Graves
Department: Chief Administrative Office # 0201 **Ref: Pr. Yr. Bud. Vol-Pg.** II - 14
Function: General County Overhead # 3000 **Service:** Executive # 80100
Authority: The County Charter Section 703 mandates a Chief Administrative Officer who under direction of the Board of Supervisors exercises administrative supervision over all the affairs of the County except those of the Civil Service Commission, and those offices of Assessor, Superintendent of Schools, District Attorney and Sheriff.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 296,990	240,501	224,538	292,753	30
Services & Supplies	\$ 6,942	7,203	10,000	9,000	(10)
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 303,932	247,704	234,538	301,753	29
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 34,016	74,456	65,179	95,400	46
Total Costs	\$ 337,948	322,160	299,717	397,153	33
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	
Subventions	\$ -0-	-0-	-0-	-0-	
Grants	\$ -0-	-0-	-0-	23,630	
CETA	\$ -0-	-0-	-0-	-0-	
Total Funding	\$			23,630	
NET COUNTY COSTS	\$ 337,948	322,160	299,717	373,523	25
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	
Fixed Assets	\$ 324	1,584	826	1,375	66
Revenue	\$ -0-	-0-	-0-	-0-	
Net Cost	\$ 324	1,584	826	1,375	66
STAFF YEARS					
Direct Program	8	8	8	7	(14)
CETA	0	0	0	0	
Dept. Overhead	0	0	0	0	

PROGRAM STATEMENT

Need

The administration of a county with over 11,000 employees requires a high degree of organization, control, planning and leadership.

There is a need to manage the resources of the County, to prepare economic forecasts and to assess the impact of state and federal actions which affect our activities. There is a need to present policy options to the Board of Supervisors for the establishment of priorities and commitment of resources toward the advancement of the social, economic, legal and environmental well being of its citizens. This requires an ability to analyze budgets and plans and the structure of County government in order to deliver service in the most responsive and cost effective fashion.

Description

The Chief Administrative Officer is the administrative head of the County. He is responsible for the administrative leadership, supervision and control of the affairs of the County, as well as the deployment of resources within established Board of Supervisors' policy. The Chief Administrative Officer attends meetings of the Board. He supervises the expenditures of all offices, departments, institutions, district boards and commissions of the County. He assists the Board in carrying out policy and recommends the assignment of persons to accomplish their work with the greatest efficiency. In addition to his internal responsibilities, he is responsible for keeping citizens informed as well as maintaining intergovernmental relations between the County of San Diego and the federal government, the state government, and the 14 cities within the County.

O U T P U T S

1977-78 OBJECTIVES

Within FY 1977-78 to provide the leadership necessary to:

- 1) Provide current or increased levels of service to the citizens of San Diego without raising the property tax.
- 2) Make County managers aware that it is their responsibility to integrate equal opportunity management into each office and to achieve the 1977-78 affirmative action goals concerning women and minorities.
- 3) Increase efforts toward equal opportunity and upward mobility for women and minorities.
- 4) Continue to modify the agency structure to meet the changing needs of the County by decentralizing and regionalizing County services; and continue to integrate and coordinate the Health Care Agency and Human Resources Agency services.
- 5) Begin to develop six year plans which address the fiscal, social, legal, health and economic needs of the County. To develop alternative solutions to identified problems, and a forecast of expected revenues and expenditures required to meet them (completion in FY 78-79).
- 6) Improve the information available to the Board of Supervisors and top management for decision purposes by presentation of a long-range plan for management information systems to the Board.

DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES

- 1) Exceeded Objective:
Board action with CAO support resulted in 46¢ tax reduction for FY 1977-78 without a noticeable drop in service level.
- 2) Exceeded Objective:
Several training sessions were held covering all levels of management and supervision. The results in objective #3 indicate the efforts were a success.
- 3) Exceeded Objective:
During the first six months of fiscal 1977-78, there was a 2.3% increase of minority employees and a 1% increase in women in the County workforce. Some of the higher level appointments included nine appointments in the management & executive service & eleven appointments in the professional category.
- 4) Objective on Schedule:
The Board of Supervisors directed a complete reorganization study of the county structure which is in process.
- 5) Objective on Schedule:
The twelve pilot program areas were completed. The PPMS plan has been refined and presented to the Board of Supervisors for review and decision during the budget process. If the Board of Supervisors approve implementation of PPMS countywide, six-year plans will be prepared for each program. OMB will continue to provide revenue and expenditure reports such as the one presented on Capital Facilities.
- 6) Objective Modified:
The scope of the objective has changed. We are now concentrating on improving existing information for County management in four areas: financial, personnel objectives and output reports, and program planning data. The expansion of the computerized referral system and the development of the Cabinet Information Report will enhance the information available to managers. This process will ultimately improve the information available to the Board of Supervisors.

1978-79 OBJECTIVES

Within fiscal year 1978-79 to provide leadership necessary:

- 1) To continue efforts toward equal opportunity and upward mobility for women and minorities by achieving the 1978-79 Affirmative Action goals in those classifications which are under-represented.
- 2) To implement a pilot program for integration of social services in the East County area (subject to Board approval).
- 3) To implement a reorganization of the County structure which will reduce administrative costs, improve service delivery and effectively manage limited County resources.
- 4) To implement the management information system (MIS) by providing timely reports to management staff in the areas of (a) financial information; (b) personnel information; (c) objectives and output reports; and (d) program planning data.
- 5) To increase the interaction between management staff and the Board of Supervisors and their staff for the purpose of enhancing the quality of staff work presented to the Board of Supervisors.
- 6) To significantly improve the land use permit processing in the County through improved methods and organizational changes if required.
- 7) To integrate the Board approved Growth Management Plan into all programs to assure compliance with the established goals.

Discussion

The major change in this budget is the reduction of the funding for one clerical employee. The workload will be handled through a reorganization of the clerical activities in the office. Another change relates to the grant received from the Department of Commerce for the assignment of an employee under the Intergovernmental Personnel Act. The salary and benefits of the employee are fully reimbursed by the Federal Government. The retirement of the CAO will have a major impact on this unit and \$40,000 has been budgeted for payoff of accumulated entitlements.

The capital program consists of the purchase of a central transcribing unit (\$1,375) which is presently leased. The purchase price is slightly in excess of an additional year's lease cost. The savings of buying vs. leasing are substantial.

STAFFING SCHEDULE

PROGRAM: CENTRAL COUNTY ADMINISTRATION		DEPT.: CHIEF ADMINISTRATIVE OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted
68.40	Chief Administrative Officer	1	1	\$ 60,654	\$ 64,203
65.44	Principal Assistant Chief Administrative Officer	1	1	46,839	56,602
50.50	Administrative Assistant III	2	2	52,240	56,157
40.70	Administrative Secretary	2	2	33,928	34,344
34.20	Intermediate Stenographer	1	0	11,103	-0-
33.00	Intermediate Clerk Typist	1	1	11,793	11,947
	Extra Help			5,279	25,916
	Salary Adjustments			2,702	43,584*
<p>*\$40,000 of the salary adjustment is budgeted for funding of the retirement payoff of the CAO</p>					
Total Direct Program		8	7	\$224,538	\$292,753
Department Overhead					
Program Totals		8	7	\$224,538	\$292,753

PROGRAM: <u>Legislative</u>	# <u>80101</u>	Manager: <u>Ben G. Clay</u>
Department: <u>Intergovernmental Affairs</u>	# <u>0202</u>	Ref: Pr. Yr. Bud. Vol-Pg. <u>II-16</u>
Function: <u>General County Overhead</u>	# <u>80000</u>	Service: <u>Legislative and Executive</u> # <u>80100</u>
Authority: <u>Board of Supervisors - August 27, 1974, No. 75: Authorized the creation of this office to coordinate the legislative activities of the County and to carry out a liaison function with cities, special districts, and other related bodies.</u>		

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 154,656	127,092	168,490	196,577	17 %
Services & Supplies	\$ 188,864	231,742	245,478	257,285	5 %
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 343,520	358,834	413,968	453,862	10 %
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 27,817	38,483	48,888	74,250	52 %
Total Costs	\$ 371,337	397,317	462,856	528,112	14 %
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 18,722	20,276	21,500	31,171	45 %
Total Funding	\$				
NET COUNTY COSTS	\$ 352,615	377,041	441,356	496,941	13 %
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program	5.75	4.00	5.00	5.00	
CETA	2.00	2.00	2.00	3.00	
Dept. Overhead					

PROGRAM STATEMENT

NEED:

To coordinate and direct the County's legislative representation and advocacy activities in Sacramento and Washington, D.C. Legislation and administrative regulations enacted or promulgated in both Sacramento and Washington significantly impact the capacity of the County to provide the services of government to the citizens of San Diego County. Service programs affected include health, welfare, human services, transportation, sanitation and flood control, public works, land use, and public protection.

DESCRIPTION:

Responsibility for coordinating and directing Washington and Sacramento programs of legislative representation is assigned to the Office of Intergovernmental Affairs. In addition to these State and federal lobbying activities, this office performs many other functions in carrying out its objectives, including, 1) review and analysis of State and federal bills, regulations, and guidelines; 2) coordination of agency and department responses to proposed State and federal legislation; 3) preparation of annual County sponsored legislative proposals; 4) development of legislative policy guidelines for Board consideration; 5) development of position recommendations on various State and federal legislation for the Board of Supervisors; 6) directing the implementation of these positions in Washington and Sacramento; 7) providing administrative support for the Washington and Sacramento legislative programs; 8) maintaining continuous liaison with cities, LAFCo, other regional agencies and special districts; 9) scheduling weekly Board Conferences on intergovernmental matters and preparing and arranging agendas for these conferences; and 10) providing liaison between unincorporated areas and the County during incorporation transition periods.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Volume of federal and State Legislation, Regulations, and Guidelines promulgated during the year.	\$25,954	\$16,614	\$21,284	\$24,221	\$22,263
* Calendar Year					
WORKLOAD					
1. Number of State/federal Bills, Regulations and Guidelines managed	8,879	10,647	9,763	10,338	10,100
2. Number of Board of Supervisors positions on federal and State Bills and issues.	102	63	82	161	100
3. Number of County Legislative Proposals developed and managed.	30	25	30	58	
4. Number of municipal incorporations studies/ possible incorporations.	- -	1	- -	3	3
EFFICIENCY					
See Discussion					
EFFECTIVENESS					
See Discussion					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

1. To advocate and secure passage of federal and State measures which enhance the County's capacity to govern and provide essential community services.
2. To protect the County of San Diego from State and federal decisions which would adversely affect the County's budget and operations.
3. To update each year the Board of Supervisors' Legislative Policy Guidelines.
4. To assist County officials in negotiations with other government entities relative to administrative regulations and the funding of grant assisted programs desired by the County of San Diego Board of Supervisors.
5. To maintain a centralized legislative management system for the County on federal, State and local administrative and legislative issues.
6. To operate and manage a timely process for providing our legislative representatives with Board of Supervisors' positions on legislative issues, legislative analysis, position papers and other data necessary in the advocacy process.
7. To provide local liaison with the federal, regional offices, LAFCo, local cities, and special districts.

Overview of Budget Increases

The adopted budget for OIA in FY 1978-79 is \$55,585 higher in Net County Costs than the FY 1977-78 budget - an increase of 13%. This increase is attributable primarily to the following factors:

Salaries and Benefits (+ \$28,087)

This increase reflects the addition of one Junior Clerk Typist-CETA (\$8,752) which will be fully reimbursed with federal CETA monies, and \$19,335 associated with management salary adjustments and staff step increases.

Services and Supplies (+ \$11,807)

This increase results from a \$19,560 increase in the cost of legislative representation services in Sacramento, and a \$2,258 increase in the cost of such services in Washington, D.C. The cost increase in the Sacramento program reflects the fact that the previous Services Agreement with the County's Sacramento Legislative Representative provided inadequate compensation for the scope and quantity of services provided. There is also an \$850 increase in office rental costs anticipated in Sacramento. These increases in contractual services costs are partially offset by significant reductions in non-contractual services, principally in the categories of out-of-county travel and general office expenses.

OMB 55 (REV. 8-78)

STAFFING SCHEDULE

PROGRAM: Legislative #80101		DEPT.: Intergovernmental Affairs			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
60.64	2276 Intergovernmental Affairs Director	1.00	1.00	\$ 38,606	\$ 42,683
54.36	2310 Executive Assistant	3.00	2.00	83,884	65,953
57.56	2309 Principal Legislative Coordinator		1.00		32,717
37.70	2770 Senior Stenographer	1.00	1.00	14,038	13,247
	Extra Help			3,191	0
	CETA Employees	2.00	3.00	28,962	41,084
	Adjustments			(2,320)	893
Total Direct Program		7.00	8.00	\$ 166,361	\$ 196,577
Department Overhead					
Program Totals					

PROGRAM:	PUBLIC INFORMATION OFFICE	# 80201	Manager:	H. H. PEYER
Department	CHIEF ADMINISTRATIVE OFFICER	# 0204	Ref: Pr. Yr. Bud. Vol-Pg.	II, Pg. 18
Function	GENERAL COUNTY OVERHEAD	# 80000	Service:	GENERAL COUNTY ADMINISTRATION # 80200
Authority:	This program was developed per Government Code 25207.5 which says a County may disseminate information to the public concerning the rights, duties, properties, and activities of the County, and by the Board of Supervisors action September 23, 1969 (6) which approved the implementation of a County Public Information-Community Relations Program under the Chief Administrative Officer.			

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 202,170	161,980	193,531	84,508	56
Services & Supplies	\$ 46,585	20,076	46,531	21,000	55
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 248,755	182,056	240,062	105,508	56
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 25,816	54,378	56,808	31,920	44
Total Costs	\$ 274,571	236,434	296,870	137,428	54
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 52,857	23,484	23,506	0	
Total Funding	\$ 52,857	23,484	23,506	0	
NET COUNTY COSTS	\$ 221,714	212,950	273,364	137,428	50
CAPITAL PROGRAM					
Capital Outlay	\$ 0	0	0	0	
Fixed Assets	\$ 1,092	3,569	1,833	1,889	
Revenue	\$ 0	0	0	0	
Net Cost	\$ 1,092	3,569	1,833	1,889	
STAFF YEARS					
Direct Program	9	9	9	4	
CETA	4	2	2	0	
Dept. Overhead					

PROGRAM STATEMENT

NEED:

There is a continuing and growing need to provide for an exchange of information regarding County functions, activities, services, and goals between County government and the citizens it serves.

DESCRIPTION:

The Public Information Office is responsible for the development and continuing implementation of a comprehensive program of public information involving media relations, publications, public speaking, television and radio interviews, news releases and features, press conferences, and audiovisual presentations for the purpose of increasing citizen awareness and understanding of the goals, objectives, functions, services and programs of the County. This office is also responsible for providing support to the Board of Supervisors, the Chief Administrative Officer, agencies, departments and offices of County government in their efforts to inform the public about County actions, services, functions and programs.

NEED AND PERFORMANCE INDICATORS		1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED	COUNTY POPULATION					1.75 Million
	COVERAGE OF/ASSISTANCE OF:					
	1. Board of Supervisors					
	2. CAO					
	3. Departments					
	4. Offices					
WORKLOAD	NEWS:					
	Releases	600	650	650	698	260
	PHOTOS:					
	Prints	5,000	4,000	4,000	4,210	4,000
	PRESENTATIONS TO PUBLIC:					
	Tours	550	75	75	75	0
	Audiovisual Presentations	45	25	25	25	10
	ELECTRONIC MEDIA PREPARATIONS:					
	Radio News Services Reports	200	220	220	220	0
	Radio Features/Programs	20	40	40	25	10
	TV Programs	20	50	50	25	10
	GRAPHICS:					250
	Layouts/Illustrations					
EFFICIENCY						
EFFECTIVENESS						
	Number of Releases/Features Printed					77 %

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

1. Maintain the on-going public information program by providing continuing coverage of functions, deliberations, and decisions of the Board with between three and five news releases, including the News Across the Board roundup, per week.
2. Assist in the continuing coverage of County departments and offices by all segments of the media, and to coordinate that coverage where necessary.
3. Provide photographic coverage of County activities and functions in support of the Board of Supervisors, CAO, departments and offices.
4. Provide graphic arts support to the Board of Supervisors, CAO, departments and offices.
5. Serve as a general clearing house and coordinator of all public information activities within the County in cooperation with personnel in departments and offices who have a public information role for specific programs or activities.

STAFFING SCHEDULE

PROGRAM: PUBLIC INFORMATION OFFICE		DEPT.: CHIEF ADMINISTRATIVE OFFICER			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
53.76	Public Information Director	1	1	29,611	32,855
57.04	Public Information Officer	1	0	20,328	0
44.36	Graphic Artist	1	1	20,147	20,412
43.26	Public Information Assistant	3	0	54,702	0
42.86	Audio/Visual Specialist	1	1	18,958	19,181
34.20	Intermediate Stenographer	1	0	12,442	0
28.70	Junior Clerk/Typist	1	1	8,573	9,576
	CETA Employees	2	0	27,198	0
	ADJUSTMENTS:				
	Salary Adjustment			1,453	2,484
	Extra Help			3,431	0
	Salary Savings			3,312	0
Total Direct Program		11	4	\$193,531	\$84,508
Department Overhead					
Program Totals		11	4	\$193,531	\$84,508

PROGRAM: EQUAL EMPLOYMENT # 81206 **Manager:** Gloria L. Serrano
Department: EQUAL OPPORTUNITY MANAGEMENT OFFICE # 0210 **Ref. Pr. Yr. Bud. Vol-Pg.** II-20
Function: Support # 81000 **Service:** Personnel # 81200
Authority: Board of Supervisor Policy C-17 and the Consent Decree place responsibility for the County's equal opportunity compliance monitoring with the Equal Employment Division (EED). Admin. Code, Article IIm, places EED organizationally in EOMO.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 216,988	164,266	141,264	154,931	9
Services & Supplies	\$ 1,136	4,992	6,861	3,863	(43)
CETA VI	\$ -0-	-0-	-0-	26,944	
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	
Subtotal—Direct Costs	\$ 218,124	169,258	148,125	185,738	25
Indirect:					
Dept. Overhead	\$ 33,402	-0-	39,952	44,467	11
Ext. Support/O'head	\$ -0-	6,701	10,287	35,158	241
Total Costs	\$ 251,526	175,959	198,364	265,363	33
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	
Subventions	\$ -0-	-0-	-0-	-0-	
Grants	\$ -0-	-0-	-0-	-0-	
CETA	\$ 23,134	30,389	11,797	57,744	389
CETA VI Special Project				26,944	
Total Funding	\$ 23,134	30,389	11,797	84,688	617
NET COUNTY COSTS	\$ 228,392	145,570	186,567	180,675	(3)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	
Fixed Assets	\$ -0-	-0-	-0-	1,260	
Revenue	\$ -0-	-0-	-0-	-0-	
Net Cost	\$ -0-	-0-	-0-	1,260	
STAFF YEARS					
Direct Program	-0-	11.16	6.50	4.0	(38)
CETA	4.0	3.00	1.00	5.0	400
Dept. Overhead	1.5	-0-	2.86	3.0	4

PROGRAM STATEMENT

NEED: Existing federal and state non-discrimination laws, regulations, executive orders, and mandates prohibit discrimination in employment on the basis of sex, age, color, creed, race or ancestry, national origin and handicap. This requires the County as an employer and/or contractor to take positive measures to ensure equal treatment to all persons in all matters affecting employment within the County.

Provisions in the negotiated Consent Decree are legal and binding on the County and require vigorous efforts to achieve the goals established therein. The need for continuous monitoring of affirmative action endeavors has been well documented and established as policy by the Board of Supervisors. The demonstrated needs and goals as outlined in the Consent Decree will be adjusted from time-to-time during its five-year span with the consensus of the Department of Justice, the County of San Diego, and parties to the Decree.

DESCRIPTION: The Equal Employment Division has the responsibility to administer, enforce, and monitor the execution of County ordinances, rules, regulations, federal and state laws, executive orders and the Consent Decree which effect equal employment opportunities for County employees and applicants. The effective operation of this program benefits both the County and its employees or applicants by assuring that equal opportunity is extended to all persons in matters of employment and by minimizing cost, time, and liability incurred by employers when opportunities are not provided and/or efforts to correct/remedy discrepancies are not evident.

The major activities include: monitor and review the County's personnel system practices and procedures, and recommend revisions; advise applicants and employees of their rights; provide technical assistance and training County agencies/departments; monitor hiring to assure compliance with goals of the Consent Decree; generate, maintain, analyze, and interpret a comprehensive MIS; prepare status and informative reports to management, federal government; receive, investigate and conciliate discrimination complaints; review, compile data, and prepare response to charges of discrimination filed with compliance agencies; provide staff support to the Affirmative Action Advisory Committee.

NEED AND PERFORMANCE INDICATORS		1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED	Employed by County: TOTAL PERMANENT	9,662	10,051	9,927	9,502	10,000
	% employed--% labor force Rep. Minorities	11.9--17.7	13.3--17.7	14.7--17.7	16.0--17.7	16.5--17.7
	% employed--% labor force Rep. Female	49.3--38.7	49.9--38.7	50.3--38.7	50.1--38.7	50.0--38.7
	Average Turnover Rate--Permanent Employees		8.2%	8.2%		
WORKLOAD						
	1. Appointments reviewed			250	4,763	5,000
	2. Internal discrimination complaints handled			*120	*41	85
	3. MIS, Status Reports--Data Analysis			240	441	450
	4. Formal discrimination charges handled			20	23	**0
	5. Departmental--Technical assistance			360	2,521	1,500
	*Now using different criteria for defining complaints which accounts for this dramatic change					
	**The plan in FY 78-79 is to refer formal discrimination complaints to the respective departments.					
EFFICIENCY						
	UNIT COST					
	1. Appointment review				10.93	10.93
	2. Internal discrimination complaints				774.85	774.85
	3. MIS, Status Reports--Data Analysis				93.70	93.70
	4. Formal discrimination complaints				608.00	--
	5. Departmental--Technical Assistance				9.63	9.63
EFFECTIVENESS (New Hires and Promotions)						
	1. Hires:					
	A. Minorities--#/% of Total County employees hired				295--16.2%	470--40.0%
	B. Females--#/% of Total County employees hired				118--50.9%	--51.5%
	2. Internal discrimination cases closed				18	54

UNIT COST DEFINED: Unit Cost = Total cost of individual staff hours expended per unit of activity.

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

- #1--Increased representation of ethnic minorities in permanent County service by 2.7%; however, Mexican-American/Latinos remain as only group underrepresented by 5.6%.
- #2--This objective obsolete due to a change in base labor market data which focuses on classes rather than occupational categories as required by Consent Decree.
- #3 & 4--Were achieved and number projected in corresponding output measures were exceeded. In first half of budget year, #3 was exceeded by 266.6% and #4 by 77.1%.
- #5--This objective was not achieved. The County median monthly salary increased by \$54. The % of women earning more than County median salary increased by .6% from 12/76 to 11/77 and minorities decreased by .4%.

1978-79 PROPOSED OBJECTIVES:

- 1. Monitor the County personnel system and all matters effecting employment to ensure equal treatment to all persons.
- 2. Evaluate current personnel practices and, where necessary, recommend appropriate modifications of such.
- 3. Develop, design, and implement policies and procedures to assure the organized execution of the County's EEO/AA program and compliance with fair employment practices.
- 4. Monitor employee appointments to ensure compliance with Consent Decree goals.
- 5. Generate and maintain a comprehensive Management Information System in order to analyze data, identify EEO problem areas, recommend and implement corrective actions, and keep management informed of status, progress, and reporting requirements of the Consent Decree.
- 6. Monitor departmental compliance with EEO/AA guidelines of external funding agencies.

EQUAL EMPLOYMENT

DISCUSSION

Budget reductions in the Equal Employment Division resulted in the loss of two permanent staff positions: one Equal Opportunity Officer III and one Equal Opportunity Officer II. These staff reductions necessitated a revision of the Equal Employment Division's need and performance indicators which are reflected in this adopted budget.

The remaining Equal Employment Division staff were reassigned to permit essential coverage of the most urgent program functions: Management Information System (MIS), Appointments Review, and Internal Discrimination Complaints.

OMB SS (Rev. 8-78)

STAFFING SCHEDULE

PROGRAM: EQUAL EMPLOYMENT		DEPT.: EQUAL OPPORTUNITY MANAGEMENT OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	ADD:				
55.34	Equal Opportunity Coordinator		1.00		28,569
	DELETE:				
53.94	Affirmative Action Coordinator	1.00		23,011	
49.42	Equal Opportunity Officer III	3.00	2.00	65,376	48,736
	or				
	Equal Opportunity Officer II	1.00	-0-	19,490	-0-
35.20	Intermediate Stenographer	1.50	1.00	24,679	12,569
	CETA	1.00	5.00	12,078	70,984
				144,634	160,858
	<u>Adjustments</u>				
	Salary Savings			-5,920	-8,477
	Extraordinary Pay			+2,550	+2,550
Total Direct Program		7.50	9.00	141,264	154,931
Department Overhead		2.86	3.00	38,148	43,578
Program Totals		9.36	12.00	179,412	198,509

PROGRAM: CONTRACT COMPLIANCE	# 81210	Manager: Victor L. Reed
Department: Equal Opportunity Management Office	# 0210	Ref: Pr. Yr. Bud. Vol-Pg. II-22
Function: Support	# 81000	Service: Personnel # 81200

Authority: B/S on 12-14-76 (177) established the Equal Opportunity Management Office which includes the Contract Compliance Division. Administrative Code Articles III j and k establish affirmative action programs for County construction projects and County vendors; Resolution No. 76 establishes the Affirmative Fair Housing Marketing Program.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 101,697	107,872	95,988	109,682	14
Services & Supplies	\$ 6,504	7,117	7,128	4,139	(41)
CETA VI	\$ -0-	-0-	-0-	9,326	
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	
Subtotal—Direct Costs	\$ 108,201	114,989	103,116	123,147	19
Indirect:					
Dept. Overhead	\$ 18,849	-0-	26,907	32,017	18
Ext. Support/O'head	\$ -0-	4,468	6,790	25,313	272
Total Costs	\$ 127,050	119,457	136,813	180,477	31
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	
Subventions	\$ -0-	-0-	-0-	-0-	
Grants	\$ -0-	-0-	-0-	-0-	
CETA	\$ 17,166	11,556	11,721	23,958	104
CETA VI Special Project				9,326	
Total Funding	\$ 17,166	11,556	11,721	33,284	183
NET COUNTY COSTS	\$ 109,884	107,901	125,092	147,193	17
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	
Fixed Assets	\$ 449	-0-	-0-	910	
Revenue	\$ -0-	-0-	-0-	-0-	
Net Cost	\$ 449	-0-	-0-	910	
STAFF YEARS					
Direct Program	4.50	5.0	4.0	4.0	
CETA	1.75	1.0	1.0	2.0	100
Dept. Overhead	.78	-0-	1.92	2.16	12

PROGRAM STATEMENT

NEED: Federal legislation requires that affirmative action be taken to assure that minorities, handicapped persons and women receive equal opportunity in employment. Also, HUD regulations require that adequate housing availability be assured for women and minorities. Additionally, the Economic Development Administration requires that 10% of construction projects financed under Round II of the Public Works Program be set aside for minority contractors. Ethnic minorities, handicapped persons and women constitute 17.7%, 5.9% and 31.9% of the San Diego County labor market, respectively. As a result of institutionalized discrimination, language barriers, racial isolation, and the difficulty of obtaining adequate housing in proximity to employment, minority unemployment rates are higher than non-minority rates. Also, mobility barriers, inflexible employment systems and procedures, and institutionalized discrimination have caused the handicapped to be under-represented in employment. And, although total employment of non-minority women exceeds their labor market representation, institutionalized sex bias has prevented them from advancing above low-level jobs. The County's external affirmative action programs address the needs of the protected groups and must be monitored to assure compliance by construction contractors, vendors, and housing sponsors/developers.

DESCRIPTION: The Contract Compliance Division administers and monitors three equal opportunity compliance programs instituted to improve minority, handicapped and women employment and to promote equal opportunity in the availability of housing in San Diego County. Construction firms and vendors who contract with the County are monitored to assure compliance with equal opportunity legislation. Also, certain housing developers/sponsors are monitored to assure that their marketing procedures promote racially balanced neighborhoods. The monitoring process includes analysis of employment data, on-site investigations, and maintenance of records.

NEED AND PERFORMANCE INDICATORS			1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED							
To monitor and evaluate:							
County Construction Contracts			N/A	N/A	N/A	693	270
County Vendors			670	760	N/A	775	920
County Housing Projects			180	280	N/A	31	240
WORKLOAD	1. Compliance Reviews:	A. Construction	180	260	250	693	250
		B. Vendor	670	854	780	775	920
		C. Housing	8	9	10	31	480
	2. Formal Compliance Reviews:	A. Construction	N/A	6	5	1	-0-
		B. Vendor	N/A	9	10	11	-0-
		C. Housing	N/A	2	3	16	-0-
	3. Field Investigations:	A. Construction	147	150	140	128	150
		B. Vendor	200	385	375	381	425
		C. Housing	52	85	65	50	60
	4. Number of Violations Brought Into Compliance:	A. Construction	9	14	10	15	10
		B. Vendor	15	38	40	29	74
		C. Housing	4	18	10	18	80
	5. Technical Assistance and Conciliation Meetings:	A. Construction	N/A	N/A	N/A	N/A	150
		B. Vendor	N/A	N/A	N/A	N/A	175
		C. Housing	N/A	N/A	N/A	N/A	60
EFFICIENCY							
Field Investigations							
	A. Construction		N/A	\$ 55	117	\$ 99	\$118
	B. Vendor		N/A	58	38	29	36
	C. Housing		N/A	44	157	159	184
Violations Into Compliance							
	A. Construction		N/A	197	273	141	\$295
	B. Vendor		N/A	197	60	64	35
	C. Housing		N/A	70	170	73	23
EFFECTIVENESS							
Utilization of minority, handicapped, or women employees:							
	A. Vendor Program						
	1. Minorities		16.7%	21.5%	17.7%	21.5%	17.7%
	2. Non-minority women		24.0	27.1	31.9	27.1%	31.9
	3. Handicapped		N/A	N/A	N/A	N/A	3.0

UNIT COST DEFINED: It is estimated that field investigations will consume 15% of the total program resources, or \$16,693, of which:

Construction	--requires 18% or \$3,023/150 projects = \$20.15/project
Vendor	--requires 49% or \$8,130/425 projects = \$19.13/project
Housing	--requires 33% or \$5,540/360 projects = \$15.39/project

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The Contract Compliance Division has met or exceeded all objectives to assure compliance with Construction and Vendor Program goals for the utilization of minorities and women. The level of accomplishment of compliance with the Housing Program goals has been a 15%--55% racial mix for new housing developments and a 10% minority racial mix on the one rental project monitored. The reason for the somewhat lower than projected goal achievement is the scarcity of affordable homes throughout the San Diego area.

1978-79 OBJECTIVES:

1. Ensure compliance with 1978 job classification goals for minority, women, and the handicapped in the work forces of vendors conducting business with the County.
2. Encourage the utilization of minorities, non-minority women, and the handicapped in administrative, professional and skilled job classifications of vendor firms in accordance with the availability of minorities, non-minority women, and handicapped persons in the local labor market who possess corresponding skills.
3. Ensure compliance with adopted program goals of 24%--30% for minority and 3.1% women utilization in construction.
4. Ensure that 10% of Round II EDA (Environmental Development Agency) Public Works projects has been performed by minority-owned firms.
5. Encourage a 26%--74% minority/non-minority racial mix for sale of new housing and 30%--70% racial mix for new rentals throughout San Diego County.
6. Carry out provisions of new or revised Federal, State, and County equal opportunity regulations and guidelines.

STAFFING SCHEDULE

PROGRAM: CONTRACT COMPLIANCE		DEPT.: EQUAL OPPORTUNITY MANAGEMENT OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
55.34	Equal Opportunity Coordinator	1.00	1.00	26,350	29,901
	ADD:				
49.42	Equal Opportunity Officer III		1.00		21,423
	or				
	Equal Opportunity Officer II		1.00		19,417
	or				
	Equal Opportunity Officer I				
	DELETE:				
48.46	Contract Compliance Officer	1.00		26,654	
43.50	Contract Compliance Investigator	1.00		18,732	
34.00	Intermediate Clerk Typist	1.00	1.00	11,077	11,347
	C.E.T.A.	1.00	2.00	17,147	31,174
				97,960	113,262
	<u>Adjustments</u>				
	Salary Savings			-1,972	-3,580
Total Direct Program		5.00	6.00	95,988	109,682
Department Overhead		1.92	2.16	25,691	31,127
Program Totals		6.92	8.16	121,679	140,809

PROGRAM: COMMISSION ON THE STATUS OF WOMEN # 81206 Manager: Ann Hohmeyer
 Department Equal Opportunity Management # 0210 Ref: Pr. Yr. Bud. Vol-Pg. II-24
 Function Support # 81000 Service: Personnel # 81200
 Authority: B/S established this Commission by Ordinance 4552, effective 9-4-75, to identify needs and problems of women in the County, and to provide an open forum for discussion and action. Admin. Code IIIm established the EOMO, which includes the Commission on the Status of Women.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$	14,596	33,086	27,272	(17)
Services & Supplies	\$	2,125	3,350	400	(88)
CETA VI SPEC. PROJ.	\$	-0-	-0-	87,578	
Inter-fund Charges	\$	-0-	-0-		
Subtotal--Direct Costs	\$	16,721	36,436	115,250	216
Indirect:					
Dept. Overhead	\$	-0-	9,784	7,115	(27)
Ext. Support/O'head	\$	588	2,263	5,625	148
Total Costs	\$	17,309	48,483	127,990	163
FUNDING					
Charges, Fees, etc.	\$	-0-	-0-	-0-	
Subventions	\$	-0-	-0-	-0-	
Grants	\$	-0-	-0-	-0-	
CETA	\$	11,721	21,902	22,210	1
CETA VI SPECIAL PROJECT	\$			87,578	
Total Funding	\$	11,721	21,902	109,788	401
NET COUNTY COSTS	\$	5,588	26,581	18,202	(31)
CAPITAL PROGRAM					
Capital Outlay	\$	-0-	-0-	-0-	
Fixed Assets	\$	-0-	-0-	910	
Revenue	\$	-0-	-0-	-0-	
Net Cost	\$	-0-	-0-	910	
STAFF YEARS					
Direct Program		-0-	-0-	-0-	
CETA		1.0	2.00	2.00	
Dept. Overhead		-0-	.70	.48	(31)

PROGRAM STATEMENT

NEED: A disproportionate number of women in San Diego County are unemployed, underemployed, and living on poverty level incomes. (These conditions and related problems are largely the result of societal factors that have traditionally kept women from gainful employment.) Recent trends are forcing even greater numbers of women into these categories. The most significant trend is the rising divorce rate which is creating two groups of disadvantaged women: the displaced homemaker and the single female head of household. Of all persons on welfare, it is estimated that one-third are displaced homemaker and of all families headed by single females, one-third lives below the poverty level.

Because there is a sizable disparity between the proportion of women in San Diego County and the number of women serving in public office, the needs and concerns of women have not been traditionally addressed by public policy decision makers.

DESCRIPTION: The Commission on the Status of Women, a 13-person advisory board was established by the Board of Supervisors on August 15, 1975 (4). Its function is: (1) to identify County policies and procedures that discriminate against women; and (2) provide input to the Board of Supervisors, the Equal Opportunity Management Office and County agencies and departments to promote equal rights and opportunities for women. Major activities consist of liaison work with governmental agencies, school districts, the private sector and community organizations to promote legislation, policies, and programs to improve the status of women. A CETA staff person assigned to assist the Commission reports to the Equal Opportunity Management Director, and receives routine administrative supervision from the Equal Employment Coordinator.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED In San Diego County: Unemployed women Employed women's earnings are 59% less than employed men Lack of work furlough programs for incarcerated women Lack of shelter for battered women 27% increase in forcible rape victims				32,000 265,000 150 950	35,000 275,000 200 400 800
WORKLOAD					
Review and analyze legislation			25	30	50
Advocate legislation	3	3	6	9	10
Needs Assessment	1	3	5	8	10
Consultations		40	25	195	25
Grant Applications				4	2
Grant Administration				3	2
Direct Service/Clients				950	400
EFFICIENCY					
EFFECTIVENESS					
- Number of new policies, programs, procedures that address the needs of women.		2		8	4
- Number of changes in public policies, procedures and programs that eliminate sex discrimination.	3	1		17	8
- Number of violations; discovered violations brought into compliance.		3		7	10

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Commission achieved five out of the seven stated 77-78 objectives with all related outputs achieved. Accomplishments exceeded projections due to additional staff provided thru grant monies.

1978-79 OBJECTIVES:

1. Clearinghouse to promote non-traditional education and training for women.
2. Cause to be eliminated and/or changed, ten public policies, procedures and programs that discriminate against women.
3. An equitable program and/or service for incarcerated women in San Diego County.
4. The establishment of a residential shelter for battered women in San Diego County.
5. Recommend four new public policies that address the needs and concerns of women in San Diego County.
6. Twelve (12) community sessions on women's self-defense.
7. Three community workshops for women on how to secure gainful employment.

STAFFING SCHEDULE

PROGRAM: COMMISSION ON THE STATUS OF WOMEN		DEPT.: EQUAL OPPORTUNITY MANAGEMENT OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	C.E.T.A.	2.00	2.00	27,136	28,164
	<u>Extraordinary Pay</u>				
	Commissioner's Compensation			6,240	-0-
				33,376	28,164
	Salary Savings			-290	-892
Total Direct Program		2.00	2.00	33,086	27,272
Department Overhead		.70	.50	9,342	7,115
Program Totals		2.70	2.50	42,428	34,387

PROGRAM:	COMMITTEE ON THE HANDICAPPED		#	Manager:	Jon Christensen
Department	Equal Opportunity Management Office	#	0210	Ref: Pr. Yr. Bud. Vol-Pg.	
Function:	Support	#		Service:	Personnel

Authority: This program serves to fulfill B/S Policy (C-17), a commitment of equal opportunity to handicapped persons. This program also monitors County compliance with Section 504 Regulations of the Rehabilitation Act of 1973. Ordinance 4875, authority for the Committee on the Handicapped, places the Committee organizationally in the EOMO.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$		18,356	22,011	19
Services & Supplies	\$		-0-	400	
	\$		-0-	-0-	
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$		18,356	22,411	22
Indirect:					
Dept. Overhead	\$		4,892	5,336	9
Ext. Support/O'head	\$		-0-	4,219	
Total Costs	\$		23,248	31,966	37
FUNDING					
Charges, Fees, etc.	\$		-0-	-0-	
Subventions	\$		-0-	-0-	
Grants	\$		-0-	-0-	
CETA	\$		16,679	22,130	32
CETA VI SPEC. PROJ.	\$			-0-	
Total Funding	\$		16,679	22,130	32
NET COUNTY COSTS	\$		6,569	9,836	49
CAPITAL PROGRAM					
Capital Outlay	\$		-0-	-0-	
Fixed Assets	\$		-0-	-0-	
Revenue	\$		-0-	-0-	
Net Cost	\$		-0-	-0-	
STAFF YEARS					
Direct Program			-0-	-0-	
CETA			2.00	2.00	
Dept. Overhead			.70	.36	(48)

PROGRAM STATEMENT

NEED: Public policies, architectural arrangements, and community attitudes have historically tended to discriminate against persons with physical or mental disabilities. Ongoing consultation with the handicapped and affirmative steps to bring them into the mainstream of public life are important County responsibilities. The Board of Supervisors through Policy C-17 reaffirms the County's commitment to provide equal employment opportunities to the handicapped. On October 4, 1977 (57), the Board signed a statement of compliance assurance with Section 504 of the Rehabilitation Act of 1973. These regulations bar discrimination in employment on the basis of handicap and require that programs, activities and facilities must be available and accessible to handicapped persons. The guidelines require agencies receiving HEW funds to comply with these provisions and are also binding on contractors and subcontractors receiving HEW funds through the County.

DESCRIPTION: Through Ordinance 4875, the Board of Supervisors established a policy to take action to identify needs and problems of the handicapped persons in the County that are affected by public policy decisions and to safeguard against discrimination and prejudice on the basis of handicap. The Committee on the Handicapped, an eleven-member committee, was established to promote the Board Policy and to provide an open forum for discussion and action. The Committee's responsibility includes the following: (a) study and evaluation of County Charter provisions, ordinances, policies and proposed policies to determine their implication for the handicapped; (b) study of areas of concern as they pertain to the lives and needs of the handicapped; and (c) conduct workshops and public hearings.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<p>NEED</p> <p>Handicapped persons in San Diego County</p> <p>* 1970 Census data extrapolated conservatively ** From Calif. Department of Rehabilitation-non-institutional population 16-64 yr. old July 1975-Projected for 1978</p>			*129,000	**221,000	**221,000
<p>WORKLOAD</p> <ol style="list-style-type: none"> 1. Formulate and monitor County programs and policies. 2. Sponsor conferences and workshops for public, employers, and local government. 3. Coordinate local groups representing various disabilities through community advocacy and mediation. 			4	8	10
<p>EFFICIENCY</p>					
<p>EFFECTIVENESS</p> <ol style="list-style-type: none"> 1. Number of policy issues successfully addressed by Advisory Committee. 2. Degree of County compliance with laws and regulations regarding the handicapped. 3. Number of attendees at conferences and workshops addressing the rights of the handicapped. 			3	4	4
			Partially -	under advisement	
				430	400

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

1. Conduct monthly advisory committee meetings, plus supplementary subcommittee meetings that yield the County recommendations in at least the following areas: (a) affirmative action for the handicapped; (b) revision of County medical standards; (c) removal of architectural and other accessibility barriers; (d) design of Stelzer Park; and (e) review of other County services impacting the disabled.
2. Achieve full compliance with recent regulations requiring non-discrimination on the basis of handicap in County employment practices.
3. Achieve progressive implementation of an architectural barriers removal project which will result in complete accessibility to County programs by 1980.
4. Design and implement an affirmative action program for the handicapped.
5. Sponsor one conference on the rights of the disabled and on employment, attended by more than 250 persons, plus two workshops, each attended by more than 60 persons and dealing respectively with the employment, transportation, and recreational needs of the disabled.
6. Develop and implement a grant proposal for an employment clearinghouse for disabled job applicants resident in the County.

STAFFING SCHEDULE

PROGRAM: COMMITTEE ON THE HANDICAPPED		DEPT.: EQUAL OPPORTUNITY MANAGEMENT OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
	C.E.T.A.	2.0	2.0	18,356	22,793
	Salary Savings				-782
Total Direct Program		2.00	2.00	18,356	22,011
Department Overhead		.70	.50	4,671	5,336
Program Totals		2.70	2.50	23,027	27,347

PROGRAM: DEPARTMENT OVERHEAD # 92101 **Manager:** VICTOR A. NIETO

Department EQUAL OPPORTUNITY MANAGEMENT OFFICE #0210 Ref: Pr. Yr. Bud. Vol-Pg. II-26

Function Support # 81000 Service: Personnel # 81200

Authority: This program was established by B/S Action on 12/14/76 (177) and Admin. Code, Article IIIm, which combined all affirmative action/equal opportunity activities into one office.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$		77,852	83,133	6
Services & Supplies	\$		3,683	5,802	57
CETA VI SPEC. PROJ.	\$			-0-	
Inter-fund Charges	\$		-0-	-0-	
Subtotal--Direct Costs	\$		81,535	88,935	9
Indirect:					
Dept. Overhead	\$		-0-	-0-	
Ext. Support/O'head	\$			-0-	
Total Costs	\$		81,535	88,935	9
FUNDING					
Charges, Fees, etc.	\$		-0-	-0-	
Subventions	\$		-0-	-0-	
Grants	\$		-0-	-0-	
CETA	\$		-0-	-0-	
CETA VI SPEC. PROJ.	\$				
Total Funding	\$		-0-	-0-	
NET COUNTY COSTS	\$		81,535	88,935	9
CAPITAL PROGRAM					
Capital Outlay	\$		-0-	-0-	
Fixed Assets	\$		-0-	-0-	
Revenue	\$		-0-	-0-	
Net Cost	\$		-0-	-0-	
STAFF YEARS					
Direct Program			5.83	6.0	2
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: The County's affirmative action/equal opportunity activities require direction and monitoring to assure County-wide compliance with Consent Decree and other applicable Federal, State, and County legislation, policies, and regulations. Equal opportunity compliance is necessary in all phases of employment and employment practices. Compliance is also necessary to minimize and, where possible, to prevent legal actions which may arise from allegations of discrimination. In addition, regulations covering the acceptance of various Federal and State funds require the County to make assurances of equal opportunity and non-discrimination. EOMO is responsible for the County's compliance monitoring in all matters of affirmative action/equal opportunity, both internally and externally. The overhead unit provides planning, coordination, and direction to the County's equal opportunity management programs which consist of the Equal Employment and Contract Compliance Divisions, the Commission on the Status of Women and the Committee on the Handicapped. Staff support is also provided to the Affirmative Action Advisory Committee.

DESCRIPTION: This unit exercises general supervision over all functions of the office: is responsible for communication, budgetary coordination, presentations to the Board of Supervisors, Chief Administrative Officer, and other bodies and officials. The Director is responsible for final operational decisions and speaks for the office regarding program and fiscal priorities, policy revisions and matters that require coordination with County agencies, departments, and various subdivisions.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 BUDGETED
NEED					
County employees (Permanent and Temporary) Employment applicants	11,898 N/A	10,946 N/A	12,500 26,700	12,500 26,700	12,500 28,000
WORKLOAD					
1. Coordinate department program activities (Time spent)				50%	50%
2. Coordinate, review, and evaluate equal opportunity legislation and policies.				25	30
3. Number of consultations with employees.				75	60
4. Number of conciliation meetings with agencies and departments.				40	40
5. Number of B/S agenda items from divisions reviewed.				30	35
6. Number of Civil Service referrals.				25	30
7. Division Management Audit.					1
EFFICIENCY UNIT COST					
1. Coordination, review and evaluation of equal opportunity legislation and policies.				3.90	4.87
2. B/S agenda items reviewed.				1.80	2.36
3. Conciliation meetings with agencies and departments.				22.00	28.60
EFFECTIVENESS					
Through this unit's direction and coordination, EOMO programs have achieved substantial progress toward alleviating needs and achieving objectives (see individual programs for details).					

UNIT COST DEFINED: Cost of individual staff hours expended per unit of activity.

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

1. Direct the implementation and monitoring of the Consent Decree.
2. Recommend revisions to Personnel policies and procedures to positively impact equal opportunity-related complaints.
3. Reduce the number of formal discrimination complaints.
4. Decrease by 5% the processing time of internal discrimination complaints.
5. Conduct Division Management Audit.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: EQUAL OPPORTUNITY MANAGEMENT OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
59.62	Equal Opportunity Management Director	1.00	1.00	29,725	34,752
49.42	Administrative Assistant II	1.00	1.00	21,869	24,103
	or				
	Administrative Assistant I				
	or				
	Administrative Trainee				
35.20	Intermediate Stenographer	.50	1.00	5,902	12,568
	Extra Help	3.33	3.00	20,356	13,278
	Adjustments				
	Salary Savings				-1,568
Total Direct Program		5.83	5.00	77,852	83,133
Department Overhead					
Program Totals		5.83	5.00	77,852	83,133

PROGRAM:	PROGRAM EVALUATION	# 80205	Manager:	Ruby B. Yaryan
Department	Office of Program Evaluation	# 0220	Ref. Pr. Yr. Bud. Vol-Pg.	II-27
Function	Overhead	# 80000	Service:	Administration # 80200
Authority:	Board of Supervisors Resolution (86) approved October 9, 1973, which provided funds to develop a program to provide the Board of Supervisors with an independent in-house evaluation capability.			

	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 486,452	\$ 461,089	\$ 477,581	\$ 350,876	(26)
Services & Supplies	\$ 16,810	13,777	22,400	6,000	(73)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 503,262	\$ 474,866	\$ 499,981	\$ 356,876	(29)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$ 35,148	47,273	60,968	43,976	(28)
Total Costs	\$ 538,410	\$ 522,139	\$ 560,949	\$ 400,852	(29)
FUNDING					
Charges, Fees, etc.	\$ 135	110	-	-	
Subventions	\$				
Grants	\$				
CETA	\$ 76,120	46,300	42,537	44,460	5
Total Funding	\$ 76,255	\$ 46,410	\$ 42,537	\$ 44,460	5
NET COUNTY COSTS	\$ 462,155	\$ 475,729	\$ 518,412	\$ 356,392	(31)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 700	-0-	\$ 194	\$ 898	363
Revenue	\$				
Net Cost	\$ 700	-0-	\$ 194	\$ 898	363
STAFF YEARS					
Direct Program	12.40	18.00	18.00	11.00	(39)
CETA	13.00	13.00	4.00	4.00	-0-
Dept. Overhead					

PROGRAM STATEMENT

NEED: This program was developed to assist County policymakers and administrators in the decisionmaking process by providing an objective evaluation of the performance of County programs in meeting stated goals and objectives.

DESCRIPTION: OPE evaluates the effectiveness and efficiency of County programs. Starting with this fiscal year, OPE's annual workload will primarily consist of limited scope evaluations (2-10 weeks duration). For these evaluations, OPE will present extended Executive Summaries focusing on major problems and policy issues. In addition, OPE will still have the capability to do selected major evaluations.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of County Programs	233	258	271	271	275
Total County Budget	426,836,024	453,126,838	537,081,154	537,081,154	515,754,654
Total County Budgeted Staff Years (incl. CETA)	12,426	12,489	12,565	12,009	11,560
WORKLOAD					
In-Depth Evaluations	2	2	4	4	1-2
Implementation Projects	3	2	2	2	2-3
Limited Scope Evaluations/ Special Assignments	2	2	2	6	20-30
EFFICIENCY					
OPE Appropriations Including Indirect Costs/ Total County Budget	538,410/ 426,836,024	522,139/ 453,126,838	560,949/ 537,081,154	516,939 537,081,154	400,852/ 515,754,654
Percent of Total Budget	.126%	.115%	.104%	.096%	.078%
EFFECTIVENESS					
Actual Cumulative Annualized Savings Resulting from OPE Projects	800,000	3,300,000	3,500,000	3,700,000	7,000,000

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

Objectives exceeded.

1978-79 OBJECTIVES:

1. To perform assigned evaluations.
 - a. 10-15 limited scope evaluations.
 - b. 1-2 major evaluations.
2. To provide technical assistance in implementing OPE recommendations when such help is needed.
3. To conduct 10-15 special analytic assignments for the CAO and the Board of Supervisors.

DISCUSSION

OPE's workload will be significantly different from prior years. OPE will do 10-15 limited scope evaluations and 10-15 special studies. One to two major evaluations will also be performed. Additionally, OPE will provide technical assistance in implementing efficiency and effectiveness improvements. These evaluations and studies will be conducted with a total staff of 15, a 39% reduction from the 1977-78 budgeted staff.

As part of the County reorganization, OPE will become a division of OMB.

STAFFING SCHEDULE

PROGRAM: PROGRAM EVALUATION		DEPT.: OFFICE OF PROGRAM EVALUATION			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
61.84	Program Evaluation Director	1	1	\$ 43,176	\$ 47,229
57.84	Assistant Program Evaluation Director	1	1	35,250	38,861
55.82	Program Evaluator V				
	or				
55.16	Program Evaluator IV				
	or				
50.90	Program Evaluator III	14	8	317,727	202,043
	or				
48.44	Program Evaluator II				
	or				
44.46	Program Evaluator I				
39.20	Secretary II	1	1	14,958	13,672
34.10	Intermediate Stenographer	1	-	12,454	
	Extra Help	-	-	10,602	
	CETA Employee	4	4	51,714	49,071
	Salary Savings			(8,300)	
Total Direct Program		22	15	\$477,581	\$350,876
Department Overhead					
Program Totals		22	15	\$477,581	\$350,876

PROGRAM: <u>CAO - GENERAL PROJECTS</u>	# <u>80203</u>	Manager: <u>Janel Egman</u>
Department <u>Chief Administrative Office</u>	# <u>0250</u>	Ref: Pr. Yr. Bud. Vol-Pg. _____
Function <u>General County Overhead</u>	# <u>80000</u>	Service: <u>General County Administration</u> # <u>80200</u>
Authority: _____		

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$		528,394	310,524	(- 41)
Services & Supplies	\$ 96,880	215,278			
Inter-fund Charges	\$	(-380,000)	(-391,279)	(-241,279)	-
Subtotal-Direct Costs	\$ 96,880	(-164,722)	137,115	69,245	(- 49)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 96,880	(-164,722)	137,115	69,245	(-49)
FUNDING					
Charges, Fees, etc.	\$		44,000		(-100)
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$		44,000		(-100)
NET COUNTY COSTS	\$		93,115	69,245	(- 26)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$				
Revenue	\$				
Net Cost	\$				
STAFF YEARS					
Direct Program					
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED:

This program includes funding for special projects proposed by the Board of Supervisors and the Chief Administrative Officer. These projects are either of a Countywide nature or lack sufficient definition to be included in operational programs.

DESCRIPTION:

<u>Projects</u>	<u>1977-78 Budget</u>	<u>1978-79 Budget</u>	<u>Increase/ Decrease</u>
Memberships	\$ 55,750	\$ 55,750	\$ -
Independent Audit	100,000	100,000	-
SANDTAC	10,000	10,000	-
Miscellaneous	10,000	4,000	(- 6,000)
San Diego Transit	11,279	11,279	-
FRONTERAS	16,805	10,005	(- 6,800)
Ecology Center	10,918	10,918	-
Employee Recognition	6,000	-	(- 6,000)
Consumer Protection Agency	130,000	-	(-130,000)
Rural Ambulance Service	112,642	-	(-112,642)
Jr. Traffic Camperships	13,572	13,572	-
Economic Development Corp.	-	75,000	75,000
South Bay Economic Devel. Corp.	-	20,000	20,000
	\$476,966	\$310,524	\$(-166,442)

PROGRAM: COUNTY COUNSEL # 81101 Manager: DONALD L. CLARK
Department: COUNTY COUNSEL # 0300 Ref: Pr. Yr. Bud. Vol-Pg. Vol. 2, p. 43
Function: SUPPORT COSTS # 81000 Service: Counsel # 81100
Authority: This program was developed for the purpose of carrying out Government Code §§ 27642, 27643, 27645, 27646, 27647, 26529, 26520, 26522, 26523, 26524, 26526 and 31529; Probate Code §§ 910 & 911; Charter §§ 31 & 31.2 which state that County Counsel will provide legal service to County officers, employees, boards and commissions.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 767,863	816,781	964,910	1,010,294	4%
Services & Supplies	\$ 68,201	113,737	63,920	73,332	13%
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 836,064	930,518	1,028,830	1,083,626	5%
Indirect:					
Dept. Overhead	\$ 128,380	166,593	170,409	142,400	(17%)
Ext. Support/O'head	\$ 100,042	91,683	154,983	167,058	7%
Total Costs	\$1,064,486	1,188,794	1,354,222	1,393,084	3%
FUNDING					
Charges, Fees, etc.	\$ 8,011	500	1,500	1,500	
Subventions	\$				
Grants	\$				
CETA	\$ 7,696	8,594	-	-	
Total Funding	\$ 15,707	9,094	1,500	1,500	
NET COUNTY COSTS	\$1,048,779	1,179,700	1,352,722	1,391,584	3%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 4,868	19,617	6,483	3,219	(51%)
Revenue	\$				
Net Cost	\$ 4,868	19,617	6,483	3,219	(51%)
STAFF YEARS					
Direct Program	31	34	39.5	41.5	5%
CETA	1.5	1	--	--	--
Dept. Overhead	11	11	11	10	(9%)

PROGRAM STATEMENT

Need: Furnish required legal services to the Board of Supervisors, and County officers, and agencies and departments of the County, including sanitation districts under jurisdiction of the Board of Supervisors. Act as legal advisor at meetings of the Board of Supervisors and other boards and commissions, and the courts.

Description: County Counsel reviews legislation; drafts ordinances, resolutions, and contracts; represents the County, Board of Supervisors and County officers in litigation; investigates legality of all claims upon County; acts as legal advisor on contractual negotiations; and represents the Public Administrator.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u>					
CLIENTS	N/A	93	107	108	108
<u>WORKLOAD</u>					
CASES	650	638	793	900	860
ASSIGNMENTS	1,845	1,865	2,100	2,202	2,260
<u>EFFICIENCY</u>					
PERCENT INCREASE IN WORKLOAD					
a. Cases		(2)	20	12	(4)
b. Assignments		1	11	4	(2)
		10%	9%	.3%	6%
<u>EFFECTIVENESS</u>					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

RESPONSIBILITY FOR GENERAL LIABILITY LITIGATION ASSUMED AND STAFF
SELECTED TO HANDLE LITIGATION.

1978-79 OBJECTIVES:

DEVELOP AND IMPLEMENT PROGRAM TO UTILIZE PARA-LEGAL AND LAW CLERK STAFF.
EVALUATE AND IMPROVE LITIGATION SKILLS.

STAFFING SCHEDULE

PROGRAM: COUNTY COUNSEL		DEPT.: COUNTY COUNSEL			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
65.34	County Counsel	1	1	50,888	56,606
60.84	Chief Dep County Counsel	1.75	2	64,985	85,991
59.66	Dep County Counsel IV	5	5	191,817	203,729
56.16	Dep County Counsel III	17.5	18	522,762	567,202
52.50	or Dep County Counsel II				
46.50	or Dep County Counsel I				
46.00	Litigation Investigator	1	1	20,554	21,569
37.20	Legal Stenographer	4.5	6.5	62,311	88,598
36.40	Senior Stenographer	1	1	14,000	14,202
34.20	Inter Stenographer	7.75	6	91,650	70,346
	Extra Help	--	1	--0--	8,827
	(Salary Increase)			11,570	
	Adjustment (Salary Savings)			-65,627	-106,776
Total Direct Program		39.5	41.5	964,910	1,010,294
Department Overhead		11	10	159,992	131,505
Program Totals		50.5	51.5	1,124,902	1,141,799

PROGRAM:	OVERHEAD	# 92101	Manager: DONALD L. CLARK
Department	COUNTY COUNSEL	#	Ref: Pr. Yr. Bud. Vol-Pg. Vol. 2, p. 45
Function	Overhead	#	Service: Department overhead # 92100
Authority:			

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 131,634	176,706	199,989	164,381	(18)
Services & Supplies	\$ 11,691	12,933	12,969	13,619	5
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 143,325	189,639	212,958	178,000	(17)
Indirect:					
Dept. Overhead	\$ 17,150	18,602			
Ext. Support/O'head	\$				
Total Costs	\$ 160,475	208,241	212,958	178,000	(17)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ --	10,141	19,874	20,799	4
Total Funding	\$	10,141	19,874	20,799	4
NET COUNTY COSTS	\$	198,100	193,084	157,201	(19)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 730	2,942	1,315	0	
Revenue	\$				
Net Cost	\$ 730	2,942	1,315	0	
STAFF YEARS					
Direct Program	13	12	11	10	(9%)
CETA	--	1	2	2	--
Dept. Overhead				--	

PROGRAM STATEMENT

Need: To provide and facilitate effective, efficient office-wide planning, coordination and direction of the various legal divisions, administrative and clerical support staff.

Description: This program provides general administrative support to the various programs within the Office of County Counsel. Possible responsibilities included in this general administrative function are budget and fiscal, personnel and payroll, law library upkeep, systems development, clerical and para-legal support and clerical supervision.

PROGRAM: Overhead County Counsel

OBJECTIVE: Develop criteria and system to evaluate effectiveness of litigation work.

DISCUSSION: The staff resources reduction in this program is the result of an overall reduction in funding for the Office of County Counsel and the reassignment of one staff year of extra help to the County Counsel program. This extra help staff year is for law clerk or student worker to support that program's activities. The increase in services and supplies cost relate to increased costs in maintaining the County Counsel law library and word-processing equipment. The County Counsel overhead program is responsible for developing, implementing and maintaining management systems to insure the efficient delivery of legal services to numerous and varied. In this regard the primary effort for fiscal year 1978-79 will be to develop the tools and criteria necessary to evaluate the effectiveness with which litigation is handled by the Office of County Counsel. This effort is necessary because in the past two years the litigation workload has increased significantly and the improvements in management tools to monitor this litigation have not kept pace with the workload increase. This effort will be in addition to maintaining the current work in the area of improving the word-processing system in the office and monitoring the completion of correspondence assignments.

STAFFING SCHEDULE

PROGRAM: OVERHEAD		DEPT.: COUNTY COUNSEL			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
61.82	Ass't County Counsel	1	1	44,402	47,258
50.50	Admin Ass't III	1	1	24,631	27,231
39.90	Supv Legal Steno	1	1	16,291	16,529
39.80	County Counsel Ass't	1	1	16,919	17,172
37.20	Legal Stenographer	1	1	13,847	13,630
36.50	Senior Clk Typist	1	1	13,729	14,049
34.00	Inter Account Clerk	1	1	12,340	11,144
33.00	Inter Clk Typist	3	3	35,158	35,808
	Aggregate total for CETA Employees	2	2	25,919	20,799
	Extra Help	1		2,146	
	(Salary Increases)			6,795	
	Adjustment (Salary Savings)			-12,188	-39,239
Total Direct Program		11	10	199,989	164,381
Department Overhead					
Program Totals		11	10	199,989	164,381

PROGRAM:	PERSONNEL SERVICES	#	81201	Manager:	Archie Garcia
Department	Civil Service & Personnel	#	0400	Ref: Pr. Yr. Bud. Vol-Pg.	46
Function	Support Cost	#	81000	Service:	Personnel # 81200
Authority:	Section 907 of the San Diego County Charter provides for the County's examination and classification system.				

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 741,416	797,895	801,326	822,031	3
Services & Supplies	\$ 62,929	124,067	53,975	34,490	(36)
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	-
Subtotal—Direct Costs	\$ 804,345	921,962	855,301	856,521	-
Indirect:					
Dept. Overhead	\$ 204,588	178,702	199,631	203,072	2
Ext. Support/O'head	\$ 184,498	227,370	218,753	218,015	-
Total Costs	\$ 1,193,431	1,328,034	1,273,685	1,277,608	-
FUNDING					
Charges, Fees, etc.	\$ 7,118	4,832	15,000	15,000	0
Subventions	\$ -0-	-0-	-0-	-0-	-
Grants	\$ 39,104	115,063	75,366	69,509	(8)
CETA	\$ 79,827	125,270	50,549	110,510	119
Total Funding	\$ 126,049	245,165	140,915	195,019	38
NET COUNTY COSTS	\$ 1,067,382	1,082,869	1,132,770	1,082,589	(4)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-
Fixed Assets	\$ 1,586	5,379	-0-	2,381	-
Revenue	\$ -0-	-0-	-0-	-0-	-
Net Cost	\$ 1,586	5,379	-0-	2,381	-
STAFF YEARS					
Direct Program	38.80	37.92	36.75	34.75	(5)
CETA	8.00	10.65	10.00	14.00	40
Dept. Overhead	5.75	5.36	6.50	6.00	(8)

PROGRAM STATEMENT

NEED: To provide qualified employee candidates to County agencies and departments so they may fill vacancies and thereby perform their assigned functions.

DESCRIPTION: The Personnel Services Division determines the duties and titles of positions; recruits candidates through various advertising methods; prepares, administers, validates and grades written and oral competitive examinations; and certifies eligible candidates to various County operations for hiring.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Requests to Fill Positions	3699	4847	4200	2928	3000
Number of County Job Classes	1040	1322	1350	1349	1300
WORKLOAD					
Applications Screened	24,089	23,447	35,000	28,219	26,000
Interviews	11,325	10,595	14,000	12,543	12,000
Placements	3,699	4,847	4,200	8,250	6,000
Examinations - Regular	305	339	390	359	330
Executive	22	9	15	12	12
Validation Studies	12	42	15	44	40
Classification Studies	1,282	975	1,465	136	250
Candidates Certified to Positions	24,169	32,245	N/A	31,345	32,000
EFFICIENCY					
Cost per Placement	\$ 289	\$ 222	\$ 270	\$ 137	\$ 180
Placements per Staff Year	70	90	78	155	110
EFFECTIVENESS					
Processing Days per Examination	97	124	90	111	90
% of Position Reclassifications - Upgraded	18%	21%	N/A	65%	60%
- Downgraded	2%	6%	N/A	9%	10%
% of Total County Positions w/Job Analysis Completed	28%	50%	N/A	60%	65%

UNIT COST DEFINED: $\frac{\text{Personnel Services Costs (Net)}}{\text{Placements}} = \text{Cost per Placement}$

PRODUCTIVITY INDEX DEFINED: $\frac{\text{Placements}}{\text{Personnel Services Staff}} = \text{Placements per Staff Year}$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1. A total of 44 validation studies were done. This far exceeded the goal of 15.
2. Although we did not achieve our goal of 90 days, examination processing time did drop from 124 to 111 days - a 10% improvement.

1978-79 OBJECTIVES:

Achieve a 90-day examination processing time to respond to needs of departments and agencies.

STAFFING SCHEDULE

PROGRAM: PERSONNEL SERVICES		DEPT.: Civil Service and Personnel			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
56.58	Chief of Personnel Services	1.0	0	\$ 29,362	\$ -0-
55.34	Supervising Personnel Analyst	4.0	3.0	106,620	89,747
50.50	Senior Personnel Analyst	0	4.0	-0-	87,632
49.42	Associate Personnel Analyst or Assistant Personnel Analyst or Administrative Trainee	15.0	11.0	355,425	230,681
41.00	Supervising Clerk	1.0	1.0	16,246	16,598
39.24	Publications Supervisor I	1.0	1.0	14,290	14,369
37.70	Senior Stenographer	1.0	1.0	12,417	13,247
37.50	Senior Clerk Typist	2.0	2.0	27,700	25,663
35.80	Offset Equipment Operator	1.0	1.0	12,751	12,969
35.20	Intermediate Stenographer	1.0	1.0	11,475	12,275
35.10	Data Entry Operator	1.0	1.0	12,363	12,528
34.00	Intermediate Clerk Typist	8.0	8.0	91,002	91,734
			Subtotal	\$ 689,651	\$ 607,443
	CETA	10.0	14.0	134,364	200,209
	Extra Help	.75	.75	6,360	6,360
	<u>Adjustments</u>				
	Extraordinary Pay			720	1,340
	Salary Adjustment			- 742	30,000
	Salary Savings			- 29,027	- 23,321
	(Estimated paid overtime for 1977-78 is \$800)				
	Total Direct Program	46.75	48.75	\$ 801,326	\$ 822,031
	Department Overhead	6.50	6.00	145,508	148,699
	Program Totals	53.25	55.75	\$ 946,834	\$ 970,930

PROGRAM: EMPLOYEE RELATIONS # 81207 **Manager:** Caroline V. Long
Department: Civil Service & Personnel # 0400 **Ref: Pr. Yr. Bud. Vol-Pg.** Vol. II Pg. 48
Function: Support Cost # 81000 **Service:** Personnel # 81200
Authority: As a result of State legislation (Myers-Milias-Brown Act), on 1/7/70, the Board of Supervisors adopted an Employee Relations Policy which requires County staff to meet and confer in good faith with representatives from recognized employee labor organizations.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 149,012	160,821	277,207	270,575	(2)
Services & Supplies	\$ 7,469	58,339	58,140	53,500	(8)
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	-
Subtotal—Direct Costs	\$ 156,481	219,160	335,347	324,075	(3)
Indirect:					
Dept. Overhead	\$ 71,161	62,157	68,437	52,855	(23)
Ext. Support/O'head	\$ 64,173	79,086	75,890	56,744	(25)
Total Costs	\$ 291,815	360,403	479,674	433,674	(10)
FUNDING					
Charges, Fees, etc.	\$ -0-	-0-	-0-	-0-	-
Subventions	\$ -0-	-0-	-0-	-0-	-
Grants	\$ -0-	-0-	-0-	-0-	-
CETA	\$ 19,065	12,761	52,837	32,435	(39)
Total Funding	\$ 19,065	12,761	52,837	32,435	(39)
NET COUNTY COSTS	\$ 272,750	347,642	426,837	401,239	(6)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-
Fixed Assets	\$ -0-	-0-	-0-	-0-	-
Revenue	\$ -0-	-0-	-0-	-0-	-
Net Cost	\$ -0-	-0-	-0-	-0-	-
STAFF YEARS					
Direct Program	8.2	8.2	9.5	9.5	0
CETA	2.2	1.2	5.0	3.0	(40)
Dept. Overhead	2.0	2.0	2.5	1.75	(30)

PROGRAM STATEMENT

NEED: To meet and confer in good faith with recognized employee organizations on behalf of the Board of Supervisors, to assist management in all matters relating to employer-employee relations in order to promote communications, to provide a system which facilitates the submission of employee suggestions as a means of reducing County operating costs and to recognize long-term employees through a service awards program.

DESCRIPTION: The Employee Relations Unit: negotiates with the seventeen recognized bargaining units on behalf of the Board of Supervisors; prepares Memorandums of Understanding with bargaining units; assists and represents management in arbitration cases, employee grievance cases and unfair labor practice charges; and advises agencies and departments on all employee relations matters. The costs of the Suggestion Awards Program and Service Awards Program, while directed by Administration, are included in this unit.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of Employee Bargaining Units	16	14	14	17	17
Number of County Employees (Budgeted Staff Years)	12000.96	11867.63	12004.72	12004.72	11,559
% Represented by Bargaining Units	82%	82%	83%	95%	95%
WORKLOAD					
Unfair Labor Charges/Employee Grievances and Arbitration Cases	69	33	85	31	35
Meet and Confer Session	128	98	95	140	120
Surveys for Salary & Benefit Information					
- Business	151	413	350	270	350
- Business Classes	38	51	60	48	50
- Government Agencies (Revised figures)	8	8	8	29	8
- Government Classes (Revised figures)	10	22	20	26	50
Suggestions					
Suggestions Received	1428	1216	1500	564	750
Suggestions Adopted	269	693	550	160	250
Service Awards	N/A	634	-0-	763	900
EFFICIENCY					
Employee Relations Cost per Employee	\$23	\$29	\$36	\$36	\$35
Employee Relations Staff per 1000 Employees	1.03	.96	1.41	1.41	1.23
EFFECTIVENESS					
Suggestions - Estimated net Annual Savings	\$957,172	\$693,576	\$450,000	\$222,626	\$450,000

UNIT COST DEFINED: $\frac{\text{Employee Relations Program Costs}}{\text{Total Employees Budgeted}} = \text{Employee Relations Cost per Employee}$

PRODUCTIVITY INDEX DEFINED: $\frac{\text{Employee Relations Staff} \times 1000}{\text{Total Employees Budgeted}} = \text{Employee Relations Staff per 1000 Employees}$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1. & 2. Discipline and grievance training was presented to 255 middle managers and supervisory personnel at the Supervisory and Management Forums presented by the Training Division of the Personnel Department.
3. Although the exact salary survey figures were not all reached, the basic aims of the survey were achieved.

1978-79 OBJECTIVES:

Reach agreement with all bargaining units by July 1, 1979.

STAFFING SCHEDULE

PROGRAM: EMPLOYEE RELATIONS		DEPT.: Civil Service and Personnel			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
61.46	Chief of Employee Relations	1.0	1.0	\$ 37,378	\$ 35,364
55.34	Supervising Personnel Analyst	1.0	1.0	26,748	29,923
51.50	Suggestion Awards Coordinator	.5	.5	13,297	12,198
49.42	Associate Personnel Analyst or Administrative Assistant II	2.0	2.0	44,465	48,605
49.42	Associate Personnel Analyst or Assistant Personnel Analyst or Administrative Trainee	2.0	2.0	43,584	45,946
37.50	Senior Clerk Typist	2.0	2.0	23,443	27,458
34.00	Intermediate Clerk Typist	1.0	1.0	11,551	11,686
			Subtotal	\$ 200,466	\$ 211,180
	CETA	5.0	3.0	60,026	37,875
	<u>Adjustments</u>				
	Extraordinary Pay - Suggestion Awards			27,000	27,000
	Salary Adjustment			- 141	-0-
	Salary Savings			- 10,144	- 5,480
	(Estimated paid overtime for 1977-78 is \$100)				
Total Direct Program		14.5	12.50	\$ 277,207	\$ 270,575
Department Overhead		2.5	1.75	50,611	38,702
Program Totals		17.0	14.25	\$ 327,818	\$ 309,277

PROGRAM:	TRAINING	#	81208	Manager:	Betsy Jacobson
Department	Civil Service & Personnel	#	0400	Ref: Pr. Yr. Bud. Vol-Pg.	Vol. II Pg. 50
Function	Support Costs	#	81000	Service:	Personnel # 81200
Authority:	Section 11.1 (b), Article XI of the Civil Service Commission Rules and the Consent Decree require the Director of Personnel and the County to administer an in-service training program.				

	1976-76 ACTUAL	1978-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 69,446	91,310	82,959	87,770	6
Services & Supplies	\$ 72,139	83,834	128,910	57,400	(55)
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	-
Subtotal—Direct Costs	\$ 141,585	175,144	211,869	145,170	(31)
Indirect:					
Dept. Overhead	\$ 20,756	18,130	20,253	22,255	10
Ext. Support/O'head	\$ 18,717	23,067	22,447	23,891	6
Total Costs	\$ 181,058	216,341	254,569	191,316	(25)
FUNDING					
Charges, Fees, etc.	\$ 358	-0-	-0-	-0-	-
Subventions	\$ -0-	-0-	-0-	-0-	-
Grants	\$ 22,500	-0-	-0-	-0-	-
CETA	\$ 15,044	12,844	10,043	22,820	127
Total Funding	\$ 37,902	12,844	10,043	22,820	127
NET COUNTY COSTS	\$ 143,156	203,947	244,526	168,496	(31)
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-
Fixed Assets	\$ -0-	-0-	1,265	919	(27)
Revenue	\$ -0-	-0-	-0-	-0-	-
Net Cost	\$ 0	0	1,265	919	(27)
STAFF YEARS					
Direct Program	3.7	4.4	4.0	3.00	(25)
CETA	.4	1.0	1.0	2.00	100
Dept. Overhead	.5	.5	.5	.75	50

PROGRAM STATEMENT

NEED: To provide job related training and educational opportunities to all levels of County employees in order to increase employee capabilities and work effectiveness.

DESCRIPTION: Design, implement, and evaluate training and educational activities which meet needs common to all agencies and departments. Offer skill development projects and management training capabilities in agencies and departments. Implement training projects in support of the County's Affirmative Action goals and the Consent Decree.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County Employees (Budgeted Staff Years)	12000.96	11867.63	12004.72	12004.72	11559
WORKLOAD					
Training Activities Coordinated	17	38	28	15	6
Employees Participating in Training	1862	3306	3842	2497	2000
EFFICIENCY					
Cost per Employee Trained	\$77	\$62	\$64	\$98	\$84
Training Allowance per County Employee	\$12	\$17	\$20	\$20	\$15
EFFECTIVENESS					
% of Employees Participating in Training	16%	28%	32%	21%	17%

UNIT COST DEFINED: $\frac{\text{Training Programs Costs}}{\text{No. Employees Trained}}$ = Cost per Employee Trained
 $\frac{\text{Training Program Costs}}{\text{Budgeted Staff Years}}$ = Training Budget per Staff Year Budgeted

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

- Persons trained was 2497 rather than 3842 projected because staff efforts were redirected toward Consent Decree curriculum development.
- Customized training was provided for 4 departments/agencies as planned.
- Emphasis on Consent Decree curriculum development rather than training individuals caused training costs per participant to increase rather than decrease.

1978-79 OBJECTIVES:

- Provide training for 2000 County employees.
- Reduce training costs to approximately \$80 per participant.
- Provide skill needs assessment for 1035 minorities and women who desire upward mobility in specific trade specifications.

STAFFING SCHEDULE

PROGRAM: TRAINING		DEPT.: CIVIL SERVICE AND PERSONNEL			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
51.50	Training Officer	1.0	1.0	\$ 26,489	\$ 27,082
49.42	Associate Personnel Analyst	1.0	1.0	23,633	24,624
39.46	Personnel Aid	1.0	1.0	12,871	13,693
39.46	Training Assistant	1.0	-0-	15,148	-0-
			Subtotal	\$ 78,141	\$ 65,399
	CETA	1.0	2.0	10,043	24,171
	<u>Adjustments</u>				
	Salary Adjustment			- 2,188	-0-
	Salary Savings			- 3,037	- 1,800
	(Estimated paid overtime for 1977-78 is \$100)				
Total Direct Program		5.0	5.00	\$ 82,959	\$ 87,770
Department Overhead		.5	.75	14,762	16,296
Program Totals		5.5	5.75	\$ 97,721	\$ 104,066

PROGRAM:	OVERHEAD	# 92101	Manager: William D. Winterbourne
Department	Civil Service & Personnel	# 0400	Ref: Pr. Yr. Bud. Vol-Pg. Vol. II Pg. 52
Function	Overhead	# 91000	Service: Intra-Dept. Overhead # 92100
Authority:	This program exists to manage the operations directed by Article IX of the San Diego County Charter. These sections provide for a Department of Civil Service and Personnel and the basic duties of the organization.		

COSTS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
Direct:					
Salaries & Benefits	\$ 195,864	181,386	210,881	203,697	(3)
Services & Supplies	\$ 100,641	77,603	78,440	74,485	(5)
Inter-fund Charges	\$ -0-	-0-	-0-	-0-	-
Subtotal—Direct Costs	\$ 296,505	258,989	289,321	278,182	(4)
Indirect:					
Dept. Overhead	\$ -0-	-0-	-0-	-0-	-
Ext. Support/O'head	\$ -0-	-0-	-0-	-0-	-
Total Costs	\$ 296,505	258,989	289,321	278,182	(4)
FUNDING					
Charges, Fees, etc.	\$ 20	-0-	-0-	-0-	-
Subventions	\$ -0-	-0-	-0-	-0-	-
Grants	\$ -0-	-0-	-0-	-0-	-
CETA	\$ 10,295	8,281	11,721	-0-	(100)
Total Funding	\$ 10,315	8,281	11,721	-0-	(100)
NET COUNTY COSTS	\$ 286,190	250,708	277,600	278,182	-
CAPITAL PROGRAM					
Capital Outlay	\$ -0-	-0-	-0-	-0-	-
Fixed Assets	\$ 6,075	1,012	7,097	-0-	(100)
Revenue	\$ -0-	-0-	-0-	-0-	-
Net Cost	\$ 6,075	1,012	7,097	-0-	(100)
STAFF YEARS					
Direct Program	7.21	7.36	8.5	8.5	0
CETA	1.04	.50	1.0	-0-	(100)
Dept. Overhead	-0-	-0-	-0-	-0-	-

PROGRAM STATEMENT

NEED: To provide department-wide planning, coordination, and direction to the County's Personnel Services, Employee Relations, and Training programs, and to act as staff to the Civil Service Commission as required by the San Diego County Charter.

DESCRIPTION: Program staff includes the Director of Personnel, Assistant Personnel Director, two Administrative Assistants and clerical support. They are responsible for central management of the various personnel programs; department-wide communications; budgetary coordination, and formal representation of the department before the Board of Supervisors, Civil Service Commission, Chief Administrative Officer and other bodies and officials. They make final operational decisions and speak for the department regarding program and fiscal priorities, policy revisions, and matters requiring joint effort with other departments or agencies.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of County Employees (Budgeted Staff Years)	12000.96	11867.63	12004.72	12004.72	11559
WORKLOAD					
See Personnel Services, Employee Relations and Training Programs					
EFFICIENCY					
Personnel Staff per 1000 Employees:					
Regular	4.8	4.9	4.9	4.9	4.8
CETA	1.0	1.1	1.3	1.3	1.6
Personnel Costs per Employee Budgeted	\$124	\$138	\$150	\$150	\$143
EFFECTIVENESS					
See Personnel Services, Employee Relations and Training Programs					

UNIT COST DEFINED: $\frac{\text{Net Personnel Program Costs (all)}}{\text{Total Employees Budgeted}} = \text{Personnel Costs Per Employee Budgeted}$

PRODUCTIVITY INDEX DEFINED: $\frac{\text{Personnel Staff} \times 1000}{\text{Total Employees Budgeted}} = \text{Personnel Staff Per 1000 Employees}$

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1. The department's time accounting system was evaluated, redesigned and implemented with the assistance of the Office of Program Evaluation. Data is being developed which is becoming more and more useful as a management tool.
2. With the exception of recommendations which require Charter changes to be voted on in November, 1978, all proposals in OPE's study of the personnel system have been implemented or otherwise resolved.

1978-79 OBJECTIVES:

1. Institute changes to the Personnel programs to improve overall responsiveness to the needs of operating departments.
2. Implement, or develop a plan to implement, any Charter changes which are approved in the November, 1978 election.

STAFFING SCHEDULE

PROGRAM: OVERHEAD		DEPT.: Civil Service and Personnel			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
63.64	Director of Personnel	1.0	1.0	\$ 41,641	\$ 44,022
60.98	Assistant Personnel Director	1.0	1.0	31,335	38,872
53.94	Administrative Assistant III	1.0	1.0	25,870	28,299
45.94	Administrative Assistant I	1.0	1.0	20,924	20,988
40.20	Commission Secretary	1.0	1.0	15,699	15,971
39.20	Secretary II	2.0	2.0	29,306	29,052
37.50	Senior Clerk Typist	1.0	1.0	12,735	14,402
			Subtotal	\$ 177,510	\$ 191,606
	Civil Service Commission			14,905	12,000
	CETA	1.0	0	16,895	-0-
	Extra Help	.5	.5	4,241	4,241
	<u>Adjustments</u>				
	Salary Adjustments			1,110	-0-
	Salary Savings			- 3,780	- 4,150
	(Estimated paid overtime for 1977-78 is \$500)				
Total Direct Program		9.5	8.5	\$ 210,881	\$ 203,697
Department Overhead					
Program Totals		9.5	8.5	\$ 210,881	\$ 203,697

PROGRAM: BUDGET & FISCAL MANAGEMENT # 80202 Manager: ELMER KESHKA

Department: Office of Management & Budget # 0700 Ref: Pr. Yr. Bud. Vol-Pg. II-30

Function: General County Overhead # 80000 Service: General County Administration # 80200

Authority: Administrative Code Section 82.70 et. seq. states that the responsibility for budgetary development, review and control is that of the Office of Management and Budget.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS:					
Direct:					
Salaries & Benefits	\$ 335,855	408,934	430,761	463,113	8%
Services & Supplies	\$ 43,551	63,023	41,800	40,200	(- 4%)
Subtotal—Direct Costs	\$ 379,406	471,957	472,561	503,313	7%
Indirect:					
Dept. Overhead	\$ 117,904	114,298	120,190	108,692	(-11%)
Ext. Support/O'head	\$ 89,098	81,082	94,568	105,403	11%
Total Costs	\$ 586,408	667,337	687,319	717,408	4%
FUNDING					
Charges, Fees, etc.	\$ -	-	-	-	-
Subventions	\$ -	-	-	-	-
Grants	\$ 26,095	42,221	52,500	84,000	60%
CETA	\$ 42,433	48,856	49,149	36,875	(-33%)
Other Revenue	\$ -	500	-	-	-
Total Funding	\$ 68,528	91,577	101,649	120,875	19%
NET COUNTY COSTS	\$ 517,880	575,760	585,670	596,533	2%
CAPITAL PROGRAM					
Capital Outlay	\$ -	-	-	-	-
Fixed Assets	\$ -	1,371	550	1,538	179%
Revenue	\$ -	-	-	1,000	-
Net Cost	\$ -	1,371	550	538	2%
STAFF YEARS					
Direct Program	11.00	14.00	15.00	16.00	7%
CETA	2.25	3.00	3.00	2.00	(-33%)
Dept. Overhead	8.00	6.40	6.40	6.00	6%

PROGRAM STATEMENT

NEED

The County is a large, complex organization for which the Board of Supervisors and Chief Administrative Officer must make important short and long run forecasts and program plans. These plans require timely, accurate information as well as mechanisms for annual budget development, oversight and control.

County Government is an important contributor to the local economy. In recognition of this fact, recent Board actions have indicated the need for development of Economic plans and policies that will have a positive influence on the local economy.

DESCRIPTION

This program is basically concerned with fiscal analysis and impact of the County's operation. It operates to provide administrative assistance to the Board, CAO, agencies and departments regarding the following activities:

1. Budget development and control - Professional oversight, analysis, presentation, and control of County budget.
2. Economic and Financial Planning - development of County economic plans and policies as well as long range financial plans and analysis.
3. Quality control - review, clearance, and comment on contracts, personnel allocations, budget adjustments, and other Agency/Department actions requiring Board approval.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED -BUDGET MANAGEMENT					
County Budgeted staff years and dollars (Mil.)	12000/426.8	12488/453.1	12568/519.7		12000/492.9
Number of County Offices/Departments	53	53	52	52	52
Number of County Programs	233	258	271	271	275
-ECONOMIC PLANNING					
Unemployment rate in region	11.9%	9.8%	7.7%		
Per Capital Personal Income (SD/CA Avg.)	5447/6039	Not Avail.			
County Budget per capita cost (SD/CA Avg.)	277/338	291/361			
WORKLOAD					
-BUDGET MANAGEMENT					
Programs Analyzed/Monitored	233	258	271	271	275
Board Referrals - assigned/reviewed	unk.	45	-	42	42
PPMS Needs Assessment	0	3	12	12	0
-PRODUCTIVITY MANAGEMENT					
Programs reviewed for indicators	0	181	252	252	252
Board Referrals	unk.	5	-	6	6
-ECONOMIC PLANNING AND ANALYSIS					
Quarterly economic indicator reports	2	4	4	4	4
EDD/OEDP/other Committee meetings staffed	9	16	20	24	24
Major economic studies/reports	3	4	6	6	6
Board referrals re: economic analysis	unk.	8	-	19	19
Contracts/Grants re: economic development	2	3	5	6	6

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

All 1977-78 objectives were accomplished or achieved significant progress: The program oversight function was strengthened with the full implementation of the "lead analyst" system; program budget documentation and preparation was revised and significantly improved; the initial long range financial plan was completed; the budget guideline package expanded; and initial Economic Development policies and strategies were adopted by the Board.

1978-79 OBJECTIVES:

- Analyze departmental and Agency budget submissions in order to meet Board adopted budget guidelines, and recommend alternatives for CAO to meet Board set goals and objectives for 79-80 concerning property tax and other funding requirements.
- Refine and incorporate past and current changes in the program budget into a budget manual in order to improve budget documentation and utilization.
- Improve the quality and use of work standards and productivity measurement for County program management and budget purposes.
- Work toward EDA designation of an Economic Development District (EDD), including: a) provisional designation as an EDD; b) the acceptance of EDD boundaries, bylaws, charter, and organizational structure; c) a joint powers agreement (or similar authorizing agreement) and selection of Board of Directors; d) approval of initial OEDP report; and e) full designation to the EDD.
- Refine the adopted County Economic Development Policies and implement by carrying out the 21 statutory elements approved by the Board.
- Complete first revision of the six year financial plan by the end of August.

STAFFING SCHEDULE

PROGRAM: BUDGET AND FISCAL MANAGEMENT		DEPT.: OFFICE OF MANAGEMENT AND BUDGET			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
65.12	Budget & Fiscal Director	1.00	1.00	\$ 43,624	\$ 47,252
57.56	Executive Assistant	1.00	1.00	30,804	33,779
57.56	Section Chief, Management & Budget	2.00	2.00	54,804	67,632
55.34	Management Assistant	1.00	-0-	23,842	-0-
51.00	Fiscal Analyst	1.00	1.00	25,975	26,459
53.94	Administrative Asst. III	6.00	6.00	154,373	167,396
49.42	Administrative Asst. II/I/Trn.	1.00	1.00	19,809	20,748
48.44	Program Evaluator II	1.00	1.00	23,347	22,626
48.42	Research Analyst II	-0-	1.00	-0-	20,971
39.20	Secretary II	1.00	1.00	14,303	14,526
34.00	Intermediate Clerk Typist	-0-	1.00	-0-	10,147
	CETA	3.00	2.00	48,404	34,388
	Adjustment			(8,524)	(2,811)
Total Direct Program		18.00	18.00	430,761	463,113
Department Overhead		6.40	6.00	101,489	89,410
Program Totals		24.40	24.00	532,250	552,523

PROGRAM: POLICY & MANAGEMENT # 80204 Manager: John W. Pearson
Department: Office of Management & Budget # 0700 Ref: Pr. Yr. Bud. Vol-Pg. Vol. II; P.32
Function: General County Overhead # 80000 Service: General County Administration # 80200
Authority: Charter Section 17.2 provides for the supervision of County departments and operations by the Chief Administrative Officer, who is assisted in this effort by the Office of Management & Budget. OMB functions outlined in Administrative Code Section 82.72 include organizational planning, and development of programs, policies, and management information systems which are performed by this program.

	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 118,358	243,738	328,168	324,530	(- 1%)
Services & Supplies	\$ 735	5,347	42,020	10,909	(- 74%)
Inter-fund Charges	\$				
Subtotal--Direct Costs	\$ 119,093	249,085	370,188	335,439	(- 9%)
Indirect:					
Dept. Overhead	\$ 48,029	86,307	104,513	77,292	(- 26%)
Ext. Support/O'head	\$ 25,879	52,449	95,018	93,387	(- 2%)
Total Costs	\$ 193,001	387,941	569,719	506,118	(- 11%)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$	10,443	10,563	21,164	100%
Total Funding	\$ -0-	10,443	10,563	21,164	100%
NET COUNTY COSTS	\$ 193,001	377,388	559,156	484,954	(- 13%)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 996	1,133	1,700	-0-	(-100%)
Revenue	\$				
Net Cost	\$ 996	1,133	1,700	-0-	(-100%)
STAFF YEARS					
Direct Program	5.50	10.00	11.50	11.00	(- 4%)
CETA	-0-	-0-	1.00	1.00	-0-
Dept. Overhead	3.50	4.80	4.80	4.00	(- 17%)

PROGRAM STATEMENT

NEED

The Board of Supervisors and the CAO require the provision of timely and accurate information, clearly defined alternative courses of action and reasonable administrative controls to assure the implementation of public policies.

DESCRIPTION

This program provides staff support to the CAO and Board of Supervisors for program activities including organizational and managerial improvement throughout County government; the development and analysis of management information for the use of the Board, CAO, Agency and Department Heads; the development of alternative policy and administrative options for the Board of Supervisors on selected issues; and the review, issuance and maintenance of administrative instructions.

The need for these central management services is a function of the number of County programs, decisions made by the Board of Supervisors, and referrals to staff for information and recommendations. This is reflected in the program's need and performance indicators below.

NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of County Programs	224	263	271	271	271
Number of Board of Supervisors Minute Orders	6,270 est.	6,465 est.	6,501 est.	8,273 est.	8,500
Number of Board of Supervisors Referrals Assigned	N/A	444	N/A	716	750
WORKLOAD					
Board of Supervisors Referrals	N/A	30	30	35	30
- Management/Organization Studies	N/A	3	6	8	8
- Policy Studies					
Activities in Support of County Organizations and Programs					
- Number of Statistical Information Reports	N/A	14	18	14	14
- Number of Grants Reviewed	N/A	60	70	56	80
- Number of Board of Supervisors Policies and Administrative Ordinances Reviewed	N/A	50	60	65	60
- Number of Programs for which Ordinances and Policies are subject to Sunset process	0	0	0	0	50
- Number of Grand Jury Responses prepared	N/A	8	N/A	10	10
- Number of Management Information System Studies	0	1	N/A	1	4
EFFICIENCY					
The nature of Board referrals and other assignments varies greatly in complexity and staff requirements. Therefore, efficiency has not been measured.					
EFFECTIVENESS					
Number of Recommendations	N/A	N/A	N/A	70 est.	65
Number of Recommendations Adopted	N/A	N/A	N/A	63 est.	58
% of Recommendations Adopted	N/A	N/A	N/A	90% est.	90%

UNIT COST DEFINED:

Unit Cost has not been measured due to the variety of work assignment.

PRODUCTIVITY INDEX DEFINED:

A Productivity Index has not been established due to the variety of work assignment.

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The objectives established for 1977-78 were exceeded in most areas. Proposition 13 increased the number of Board of Supervisors' Referrals, and thus fewer Statistical Information Reports were produced than were planned. Proposition 13 also apparently caused a workshift within departments that resulted in fewer grant applications being submitted to OMB for review than were anticipated.

1978-79 OBJECTIVES:

1. Review all proposed Board of Supervisors' Policies and Administrative Code Amendments to assure consistency with other policy and code sections and co-ordination between affected organizations.
2. Co-ordinate the Sunset review process for ordinances and policies related to fifty (50) programs.
3. Complete 4 studies of Management Information Systems as part of long-range MIS plan implementation.
4. Complete at least 8 policy studies for the CAO's or Board of Supervisors' use in decision making.
5. Provide staff support to groups such as the Grand Jury, City/County Task Force on Consolidation of Services, and special committees.
6. Assist Board of Supervisors in placing Charter revisions on the November, 1978 ballot.
7. Complete thirty (30) significant management and organization improvement projects in order to analyze administration options and procedures, and to optimize the use of the County's personnel and financial resources.
8. Perform staff support projects for the Board of Supervisors and the CAO.
9. Perform eighty (80) grant reviews for the CAO and the Board of Supervisors.

STAFFING SCHEDULE

PROGRAM: Policy & Management		DEPT.: Office of Management and Budget			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
65.12	Policy and Management Director	1.00	1.00	40,633	45,555
57.56	Section Chief, Management and Budget	2.00	2.00	60,551	67,618
55.34	Management Assistant	2.00	2.00	56,311	60,918
53.94	Administrative Assistant III	1.00	1.00	24,631	27,231
49.42	Administrative Assistant II, I	4.00	4.00	94,017	95,159
45.94	Trainee				
39.20	Secretary II	1.00	1.00	14,303	14,526
	CETA	1.00	1.00	-0-	13,039
	Extra Help	.5	-0-	3,922	-0-
	Adjustment			33,800	484
Total Direct Program		12.50	12.00	328,168	324,530
Department Overhead		4.80	4.00	86,453	63,580
Program Totals		17.30	16.00	414,621	388,110

PROGRAM: Risk Administration # 81351 Manager: Robert Walters
 Department Office of Management & Budget # 0702 Ref: Pr. Yr. Bud. Vol-Pg. VII, Pg. 58
 Function Support Costs # 81000 Service: Risk Administration # 81350
 Authority: Board of Supervisors' action, September 26, 1972 (#93) established the Risk Administration program to administer the Countywide means of identifying and evaluating risk exposure for the purpose of limiting and reducing the County's liabilities and costs.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 34,099	30,895	23,128	77,592	235
Services & Supplies	\$ 462,339	682,751	469,960	226,095	(-52)
Inter-fund Charges	\$ -	(-41,986)	(-62,362)	(-34,435)	(-45)
Subtotal-Direct Costs	\$ 496,438	671,660	430,726	269,252	(-38)
Indirect:					
Dept. Overhead	\$ 5,026	6,270	8,400	19,323	130
Ext. Support/O'head	\$ 14,641	13,886	11,647	33,247	185
Total Costs	\$ 516,105	691,816	450,773	321,822	(-29)
FUNDING					
Charges, Fees, etc.	\$ -	-	-	-	-
Subventions	\$ -	-	-	-	-
Grants	\$ -	-	-	-	-
CETA	\$ 11,118	9,563	11,721	25,724	119
Total Funding	\$ 11,118	9,563	11,721	25,724	119
NET COUNTY COSTS	\$ 504,407	682,253	439,052	296,098	(-33)
CAPITAL PROGRAM					
Capital Outlay	\$ -	-	-	-	-
Fixed Assets	\$ 48	-	-	-	-
Revenue	\$ -	-	-	-	-
Net Cost	\$ 48	-	-	-	-
STAFF YEARS					
Direct Program	2	1.64	1	2	100
CETA			1	2	100
Dept. Overhead	.20	.41	.8	1	.25

PROGRAM STATEMENT

Need: To maintain and protect County assets, employees, premises against losses which could materially affect County services. To recommend actions to reduce, minimize and prevent such losses on a timely and cost effective basis.

Description: To identify and measure those pure risks which constitute potential major losses to the County and to recommend methods such as transfer to commercial insurance, non-insurance transfer through contract, avoidance or self-insurance, to provide the best protection for the County at the lowest possible expense; and to monitor and evaluate the results of this risk management program. This function coordinates and monitors all loss prevention and claims management functions within the County and maintains all records of insurance contracts.

Discussion: The budget reflects three significant changes for 1978-79:

1. The Board of Supervisors authorized the mid-year addition of three staff years for expanded program effort. The difference between program years represents the full year equivalent of that change from 1977-78 to 1978-79.
2. As of May 1, 1978 the County became fully self insured for general public liability (including automobile) purposes. This results in a decrease in premium payments budgeted for 1978-79.
3. During 1978-79 Budget deliberations, the Board of Supervisors authorized the addition of \$65,000 to the Risk Administration budget. This funding will augment the County's public liability claims settlement and litigation capabilities relative to becoming self insured. These funds will be allocated, as needed, to appropriate budget units to provide for this augmentation either through additional staff resources or contract services.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED Value of County Assets: Real Property	\$ 61.3 (Mil)	\$126.4 (M)	\$129.1 (M)	\$129.1 (M)	\$129.1 (M)
Fixed Assets	\$ 25.9 (M)	\$ 27.6 (M)	\$303.9 (M)	\$ 30.4 (M)	\$ 30.4 (M)
Cash	\$475.2 (M)	\$523.1 (M)	\$520 (M)	\$520 (M)	\$520 (M)
Number Employees	12,475	12,400	13,200	13,200	13,200
Number Vehicles			2,500	2,500	2,500
WORKLOAD					
1. Planned surveys of information from all departments.	N/A	N/A	12	9	12
2. Surveys for information as a result of Bd. requests, new projects or operations.			3	3	3
3. Hours of consulting services to departments and agencies (i.e. Task Force)			1,000 Hrs.	600	1,000
4. Total of all incidents and reports from Safety, Security, Claims reviewed.			1,000	500	1,500
5. Total of claims processed with insurance coverages.			-0-	7	7
EFFICIENCY					
EFFECTIVENESS					

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

The Board adopted a risk management policy (B-31) on 1/24/78; Task Force efforts were coordinated between Loss Prevention, County Counsel and Claims, saving potential contract losses and rewrites; Surveys of County departments revealed several areas of exposure not currently insured; a uniform "risk file" of assets, claims and losses was initiated.

1978-79 OBJECTIVES:

To provide a coordinated County approach to handling all risk matters and assure compliance and understanding among County departments and staff by:

- consolidating the purchase of outside services to handle risks;
- coordinating with Loss Prevention, County Counsel and Claims to further review potential risks and risk control actions;
- establish method for reviewing risk potential in all contracts and agreements prior to execution;
- further implementing a uniform risk information file;
- preparing administrative instructions to implement policy on risk management; and,
- reporting and settling all claims that are covered by insurance in an efficient manner.

STAFFING SCHEDULE

PROGRAM: Risk Administration		DEPT.: Office of Management & Budget			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
57.56	Risk Administrator	0	1	0	31,049
53.94	Risk Manager	1	0	23,128	0
49.42	Administrative Assistant II/I/Trainee	0	1	-	22,007
	CETA	0	2	-	26,160
	Adjustment				(- 1,624)
Total Direct Program		1	4	\$23,128	\$77,592
Department Overhead		.8	1	8,082	15,895
Program Totals		1.8	5	\$31,210	\$93,487

PROGRAM: ADMINISTRATION # 92101 Manager: Elmer Keshka
 Department Office of Management & Budget # 0700 Ref: Pr. Yr. Bud. Vol-Pg. II, 36
 Function General County Overhead # 92101 Service: Gen. County Admin. # 92100
 Authority: Administrative Code 82.70 et seq., Charter Sections 17.2, 17.3. The Office of Management and Budget was established to assist the Chief Administrative Officer in the supervision of County departments and operations through organizational planning; specific program development; budget development, review and control; economic analysis and projection; policy analysis, development and review; management information systems; and risk management services.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 155,744	202,331	220,183	198,688	(-10)
Services & Supplies	\$ 28,625	30,931	41,100	42,850	4
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 184,369	233,262	261,283	241,538	(- 8)
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 184,369	233,262	261,283	241,538	(- 8)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 27,948	28,226	28,549	28,703	1
Total Funding	\$ 27,948	28,226	28,549	28,703	1
NET COUNTY COSTS	\$ 156,241	205,036	232,734	212,835	(- 9)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 9,388	6,143	2,989	2,875	(- 4)
Revenue	\$				
Net Cost	\$ 9,388	6,143	2,989	2,875	(- 4)
STAFF YEARS					
Direct Program	9	10	10	9	(-10)
CETA	4	3	3	3	-
Dept. Overhead					

PROGRAM STATEMENT

NEED:

To oversee and provide administration and support to the complement of programs conducted in the Divisions, and Department, of the Office of Management & Budget.

DESCRIPTION:

This program, through the Assistant CAO-OMB, provides supervisory guidance and direction to the Budget and Fiscal Division, Policy and Management Division, Risk Administration Division, Citizens Assistance Office, and the Department of Electronic Data Processing Services. Administrative services involving budget, personnel, fiscal, and clerical support are furnished for all the operating divisions, the Office of the Chief Administrative Officer, and the CAO's functional offices.

DISCUSSION:

Centralized verbatim reporting services have been eliminated from this program. Services were re-assigned to the supported programs where revenue offset is made.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
<u>NEED</u> Administration of Program Staff Years	-	-	288.5	289	270
<u>WORKLOAD</u> Central Document Preparation Program Budgets Developed/Administered Personnel Actions Organization Units Supported	-	-	16,200 10 - 10	16,200 10 460 10	16,500 11 540 12
<u>EFFICIENCY</u> Admin. Staff Years/Program Staff Years	-	-	.05	.05	.04
<u>EFFECTIVENESS</u> --	-	-	-	-	-

UNIT COST DEFINED:

--

PRODUCTIVITY INDEX DEFINED:

--

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

--

1978-79 OBJECTIVES:

1. Set and assure accomplishment of the OMB goals and objectives within the framework of Board of Supervisors and CAO directives.
2. Balance and match OMB workload demands and capacity requirements with prescribed resources.
3. Effect a high degree of managerial competence in the organizational units.

STAFFING SCHEDULE

PROGRAM: Office of Management and Budget Administration		DEPT.: Office of Management & Budget			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
67.96	Assistant CAO-OMB	1	1	50,080	54,070
57.56	Executive Assistant	1	1	30,804	33,779
41.70	Administrative Secretary	1	1	16,874	17,149
41.00	Supervising Clerk	1	1	16,359	16,598
40.50	Stenographic Reporter	1	0	16,689	0
37.50	Senior Clerk Typist	1	1	14,503	14,049
35.20	Intermediate Stenographer	2	2	22,148	22,482
34.00	Intermediate Clerk Typist	2	2	23,196	23,646
	CETA	3	3	28,549	28,703
	Adjustment			981	(-11,788)
Total Direct Program		13	13	220,183	198,688
Department Overhead					
Program Totals		13	13	220,183	198,688

PROGRAM: EDP OPERATIONS # 81403 **Manager:** Director, EDP Services
Department: EDP SERVICES # 0752 **Ref: Pr. Yr. Bud. Vol-Pg.** II 38
Function: SUPPORT COST # 81000 **Service:** EDP SERVICES # 81400
Authority: This program was developed for the purpose of carrying out Admin. Code XXII C and Admin. Manual 750-2 which state that the Dept. of EDP Services will strive to integrate the County data processing effort into a management information system serving all levels of County government and maximize the efficient use of EDP Techniques. The Dept. shall coordinate all EDP activities, manage the Central Computer Facility, and develop and maintain EDP systems.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,227,542	1,201,328	1,342,851	1,382,162	3%
Services & Supplies	\$ 2,037,377	2,129,803	2,457,203	2,529,519	3%
Inter-fund Charges	\$ (-84,637)	(-147,416)	(-66,300)	(-53,448)	(-19%)
Subtotal—Direct Costs	\$ 3,180,282	3,183,715	3,733,754	3,858,233	3%
Indirect:					
Dept. Overhead	\$ 74,895	66,340	63,474	68,484	8%
Ext. Support/O'head	\$ 151,555	167,996	198,941	227,324	14%
Total Costs	\$ 3,406,732	3,418,051	3,996,169	4,154,041	4%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 23,153	0	0	0	
Total Funding	\$ 23,153	0	0	0	
NET COUNTY COSTS	\$ 3,383,579	3,418,051	3,996,169	4,154,041	4%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 14,407	15,367	4,997	12,650	153%
Revenue	\$				
Net Cost	\$ 14,407	15,367	4,997	12,650	153%
STAFF YEARS					
Direct Program	90.0	90.3	98.0	99.0	1%
CETA	2.9	.5			
Dept. Overhead	2.6	2.3	2.0	2.1	5%

PROGRAM STATEMENT

NEED: To provide timely and economical data processing services that will assist public service activities and all levels of management in reducing the cost of public service, improving service to clients, and responding to unanticipated critical situations. Facilitate improvements in staff productivity and program management through the sharing and integration of essential information.

DESCRIPTION: This program has been established to bring together all of the costs associated with the management and operations of the County's computer facilities. These facilities operate from two to three shifts, five to seven days per week, receiving, processing, storing, displaying, and printing information to meet critical and legally mandated deadlines; and they operate and maintain the general and law enforcement teleprocessing networks consisting of 336 terminals at 65 locations.

NEED AND PERFORMANCE INDICATORS		1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
ACTIVITY % 62 Batch Processing	NEED Number of County Dept/Offices served by EDP Services	48	48	48	48	48
	WORKLOAD Production jobs processed (in thousands)	N/A	92.0	82.0	94.0	96.0
	Lines of information printed (in millions)	486.2	554.2	597.0	931.3	1,235.0
	Microfiche produced (in thousands)	N/A	18.5	23.5	27.0	34.7
Key strokes (in millions)	581.5	594.7	630.0	563.9	630.0	
ACTIVITY Batch Processing	EFFICIENCY Cost per production job processed	N/A	\$28.42	\$33.58	\$32.74	\$34.00
	Cost per thousand lines printed	\$.78	\$.75	\$.75	\$.75	\$.48
	Key strokes per staff year (in millions)	14.2	13.9	14.0	13.8	14.0
ACTIVITY Batch Processing	EFFECTIVENESS % of job commitments met (on a sample basis)	94.6%	94.8%	94.7%	92.4%	95.0%

ACTIVITY % 38 Teleprocessing	NEED Number of County Dept/Offices served by EDP Services teleprocessing networks.	16	18	24	24	26
	Number of remote terminals	168	199	279	288	336
ACTIVITY Teleprocessing	WORKLOAD Teleprocessing transaction processed (in millions)	14.7	17.1	18.3	20.4	22.5
ACTIVITY Teleprocessing	EFFICIENCY Cost per teleprocessing transaction	\$.07	\$.06	\$.08	\$.07	\$.07
ACTIVITY Teleprocessing	EFFECTIVENESS % of teleprocessing networks availability	97.8%	98.6%	97.0%	98.0%	98.0%

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

We processed 12,000 (15%) more production jobs than estimated.

We also processed 2.1 million more teleprocessing transactions than planned and improved the teleprocessing network availability by 1% to 98%.

We did not achieve the estimated 11,750 data entry strokes per hour because of greater than usual staff turnover.

1978-79 OBJECTIVES:

1. Manage and operate the computer facilities during 1978-79 in an effective and efficient manner, meeting the critical and mandated deadlines in performing the following services:
 - a. Process 96,000 production jobs in a timely manner.
 - b. Maintain a minimum of 98% teleprocessing network availability for the users of our two networks.
 - c. Process 22.5 million teleprocessing transactions.
2. Achieve a minimum average of 11,500 data entry strokes per hour during 1978-79.

EDP OPERATIONS

DISCUSSION: The work program for operations, more specifically described in the long-range plans for EDP, is the producing of information for using agencies and departments. The systems that provide this information have in addition to improving the quality of service, meeting deadlines, responding to unanticipated situations and providing information to management, resulted in significant direct savings or cost avoidance.

The need and performance indicators are up overall around 20%. The exception is in key strokes which was down 10%. The 10% decrease in key strokes was the result of high personnel turnover, which in turn required additional training; and the freeze which delayed the replacing of personnel.

The direct cost for this program is up \$124,479. (3%) over the 1977-78 budget. This increase is similar to last year's increase in this program and primarily results from the following:

1. Additional costs resulting from increase in workload related to existing systems or new locations for County Services.
 - * a. Increased Computer Capacity \$ 65,037
 - b. Full year funding of equipment installed in 1977-78 42,291
 - c. Additional direct access storage equipment 11,963
 - d. Equipment in new offices or locations 21,695

\$140,986
- * Additional computer capacity will be required to process workload growth and new systems.
2. Additional costs for planned new systems to be implemented in 1978-79. This year our major new systems are for the criminal justice activities in the District Attorney's office, the Municipal Courts, and the Sheriff's Department.
 - a. Teleprocessing equipment \$ 17,837
 - b. Direct access storage equipment for new files 14,471
 - * c. One additional computer operator 12,545

\$ 44,853
- * Increased number of teleprocessing units requires more staff attention on 2nd and 3rd shifts.
3. Changes in unit cost of staff, equipment, and supplies.
 - a. Salary savings, Employee Benefits, and salary adjustments \$ 26,766
 - b. Equipment maintenance cost increases 6,072
 - c. Lease cost increases and unit cost reductions -64,198

\$-31,360
4. Transfer of Assessor's special forms procurement back to the Assessor \$-30,000

STAFFING SCHEDULE

PROGRAM: EDP OPERATIONS		DEPT.: EDP SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.66	EDP Operations Manager	1.00	1.00	28,449	31,658
49.70	Assistant Manager, EDP Operations	1.00	1.00	24,812	28,612
47.14	Data Processing Supervisor II	3.00	3.00	66,213	65,826
45.16	Data Processing Supervisor I	4.75	4.75	95,985	95,090
42.76	Computer Operations Specialist	5.00	5.00	87,450	89,268
41.00	Supervising Data Control Technician	1.00	1.00	14,503	14,733
40.76	Senior Data Processing Operator	6.00	6.00	96,306	94,934
38.86	Data Entry Coordinator	1.00	1.00	14,782	16,094
38.76	Data Processing Operator	16.75	17.75	224,271	246,478
37.66	Tabulating Operator	1.00	1.00	13,287	13,326
37.50	Data Control Technician III	5.00	5.00	64,575	66,696
37.50	Data Entry Supervisor	4.00	4.00	55,391	53,337
36.60	Senior Data Entry Operator	4.00	4.00	53,041	53,951
36.06	Stock Clerk	1.00	1.00	10,993	11,935
35.10	Data Entry Operator	29.00	29.00	355,875	358,926
34.00	Data Control Technician II or I	5.50	5.50	61,147	62,465
34.00	Intermediate Clerk Typist	1.00	1.00	11,728	11,924
	Extra Help	8.00	8.00	71,490	74,643
	Adjustments				
	Salary Savings			(-33,440)	(-59,123)
	Night Shift Differential			19,933	19,933
	Salary Adjustments			6,060	456
	Premium Overtime				28,000
	Standby Overtime				3,000
	<u>1977-78 Estimated Actual Overtime</u>				
	Premium	\$28,000			
	Standard	3,000			
		<u>\$31,000</u>			
Total Direct Program		98.00	99.0	1,342,851	1,382,162
Department Overhead		2.00	2.00	56,852	62,860
Program Totals		100.00	101.00	1,399,703	1,445,022

PROGRAM: EDP SYSTEMS # 81402 Manager: Director, EDP Services
 Department EDP SERVICES # 0753 Ref: Pr. Yr. Bud. Vol-Pg. II 40
 Function SUPPORT COST #81000 Service EDP SERVICES #81400
Authority: This program was developed for the purpose of carrying out Admin. Code XXII C and Admin. Manual 750-2 which state that the Dept. of EDP Services will strive to integrate the County data processing effort into a management information system serving all levels of County government and maximize the efficient use of EDP techniques. The Dept. shall coordinate all EDP activities, manage the Central Computer Facility, and develop and maintain EDP systems.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,987,287	2,047,153	2,292,552	2,212,492	(-3%)
Services & Supplies	\$ 11,189	12,722	22,111	6,466	(-71%)
Inter-fund Charges	\$ (-60,988)	0	(-58,679)	(-56,004)	(-4%)
Subtotal—Direct Costs	\$ 1,937,488	2,059,875	2,255,984	2,162,954	(-4%)
Indirect:					
Dept. Overhead	\$ 121,165	111,515	108,078	110,032	2%
Ext. Support/O'head	\$ 218,277	231,995	243,151	259,796	7%
Total Costs	\$ 2,276,930	2,403,385	2,607,213	2,532,782	(-3%)
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$ 55,068	13,612	32,095	14,702	(-54%)
Total Funding	\$ 55,068	13,612	32,095	14,702	(-54%)
NET COUNTY COSTS	\$ 2,221,862	2,389,773	2,575,118	2,518,080	(-2%)
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,190	1,087	137	0	(-100%)
Revenue	\$				
Net Cost	\$ 1,190	1,087	137	0	(-100%)
STAFF YEARS					
Direct Program	93.5	97.2	102.0	98.0	(-4%)
CETA	4.9	2.9	2.0	1.0	(-50%)
Dept. Overhead	4.4	3.9	3.8	3.7	(-3%)

PROGRAM STATEMENT

NEED: To develop, implement, and maintain labor saving computer systems that will assist public service activities and all levels of management in reducing the cost of public service, improving service to clients, and responding to unanticipated critical situations.

DESCRIPTION: This program has been established to collect all costs associated with the analysis, design, implementation, enhancement, and modification of computer applications. These tasks are performed by Systems Analysts who have the professional backgrounds and skills to understand and evaluate the user's problem, determine the feasibility of utilizing the computer to help solve these problems, evaluate cost effectiveness, design systems, and translate these designs into programs which the computer can execute.

		NEED AND PERFORMANCE INDICATORS	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
ACTIVITY Design & Implementation	% 51	NEED Number of County Dept/Offices	52	52	52	52	52
		WORKLOAD Number of new procedure steps implemented Number of new computer programs developed	N/A N/A	1,715 463	1,750 500	2,054 487	2,050 475
		EFFICIENCY Cost per system analysis productive hour Ratio of clerical support to technical staff	\$15.84 1:11.3	\$15.51 1:11.5	\$16.11 1:12	\$16.00 1:11.7	\$15.88 1:11.0
		EFFECTIVENESS % of implementation commitments met	N/A	80%	100%	78%	100%
ACTIVITY Maintenance & Enhancement	% 49	NEED Number of County Dept/Offices needing systems maintained.	48	48	48	48	48
		WORKLOAD Number of production programs maintained. Number of procedure steps modified Number of computer programs modified	N/A N/A N/A	N/A 4,713 3,556	2,690 3,800 3,500	2,832 5,326 3,504	2,975 5,300 3,600
		EFFICIENCY Cost per system analysis productive hour Ratio of clerical support to technical staff	\$15.84 1:11.3	\$15.51 1:11.5	\$16.11 1:12	\$16.00 1:11.7	\$15.88 1:11.0
		EFFECTIVENESS % of reruns caused by program failure	.42%	.31%	.35%	.36%	.35%

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

We have successfully maintained the production computer programs and procedures.

We have implemented, on schedule, seven of the eleven systems scheduled for implementation in 1977-78. Of the four systems not implemented two (Assessor's Appraisal Data, and Community Redevelopment Module to the Appropriation system) were held because of Proposition #13; the Sheriff Records - Case History system was delayed pending determination on the advisability of sharing the City of San Diego system; and the Land Information System Study and proposal was not completed due to the unavailability of staff.

1978-79 OBJECTIVES:

1. Maintain 2975 production computer programs during 1978-79 that are utilized by agencies and departments to maximize their operations or achieve greater benefits.
2. Design and implement 475 new computer programs during 1978-79 which will, through improved operational efficiency and reliability, result in net annual savings.
3. Develop and implement Management Information Systems (MIS) that will be helpful to administrators and policy makers.

EDP SYSTEMS

DISCUSSION: The work program for systems, more specifically described in the long-range plan, is divided into the two following categories:

- | | | |
|--|--------------|-----|
| 1. Maintaining and improving 2975 production programs: | Staff Months | 519 |
| 2. Developing and implementing new computer systems: | Staff Months | 501 |

The need and performance indicators are exceeding budget in most cases. The major exceptions are the number of new computer programs developed (down 2.5%) and the % of implementation commitments met (down 22%). These exceptions were primarily caused by the impact of Proposition 13; a major turnover and non-replacement of staff (budget freeze); and user change in priorities.

The reasons for the decrease from the 1977-78 budget of \$90,030 (4%) for this program are as follows:

- | | |
|---|----------------|
| 1. Reductions of five systems analysts staff years
(This reduction was brought about because of budget constraints, and will result in the delaying of some of the development of new computer systems scheduled for 1978-79.) | \$=103,460 |
| 2. Reduced DOT (interfund) changes resulting from incorporating DOT systems into ARMS. | \$ 2,675 |
| 3. Changes in unit cost of staff, and Service and Supplies. | |
| a. Salary savings, employee benefits, salary adjustments, and step increases. | \$ 28,400 |
| b. Reduced service and supplies | <u>-15,645</u> |
| | \$ 12,755 |

STAFFING SCHEDULE

PROGRAM: EDP SYSTEMS		DEPT.: EDP SERVICES			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.66	EDP Systems Managers	3.00	3.00	85,437	94,997
52.16	Principal Systems Analyst	5.00	5.00	137,870	148,113
50.80	Senior Systems Analyst	21.00	21.00	544,194	543,702
48.72	Associate Systems Analyst	63.00	59.00	1,447,258	1,376,409
	or Assistant Systems Analyst				
	or Trainee				
37.50	Senior Clerk Typist	2.00	2.00	27,681	28,075
34.00	Intermediate Clerk Typist	5.00	5.00	58,106	58,845
29.70	Junior Clerk Typist	1.00	1.00	8,842	9,459
	Extra Help	2.00	2.00	5,802	5,799
	CETA	2.00	1.00	32,095	14,702
	Adjustment				
	Salary Savings			(-54,560)	(-65,921)
	Salary Adjustment			(-173)	(-1,688)
Total Direct Program		104.00	99.00	2,292,552	2,212,492
Department Overhead		3.80	3.70	96,804	100,963
Program Totals		107.80	102.70	2,389,356	2,313,455

PROGRAM: EDP SERVICES DEPARTMENTAL OVERHEAD # 92101 Manager: Director, EDP Services
 Department EDP SERVICES # 0751 Ref: Pr. Yr. Bud. Vol-Pg. II 42
 Function OVERHEAD # 91000 Service: DEPARTMENT OVERHEAD # 92100
 Authority: This program was developed for the purpose of carrying out Admin. Code XXII C and Admin. Manual 750-2 which state that the Dept. of EDP Services will strive to integrate the County data processing effort into a management information system serving all levels of County government and maximize the efficient use of EDP techniques. The Dept. shall coordinate all EDP activities, manage the Central Computer Facility, and develop and maintain EDP Systems.

	1976-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 181,074	168,583	154,812	164,435	6%
Services & Supplies	\$ 16,628	16,794	17,968	14,771	(18%)
Inter-fund Charges	\$				
Subtotal—Direct Costs	\$ 197,702	185,377	172,780	179,206	4%
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 197,702	185,377	172,780	179,206	4%
FUNDING					
Charges, Fees, etc.	\$				
Subventions	\$				
Grants	\$				
CETA	\$				
Total Funding	\$				
NET COUNTY COSTS	\$ 197,702	185,377	172,780	179,206	4%
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 0	889	137	0	(-100%)
Revenue	\$				
Net Cost	\$ 0	889	137	0	(-100%)
STAFF YEARS					
Direct Program	7.3	6.5	6.0	6.0	-
CETA					
Dept. Overhead					

PROGRAM STATEMENT

NEED: To provide direction for the County's EDP Services programs.

DESCRIPTION: Department overhead in the EDP Services Department consists of the Director, Assistant Director, and all personnel in the Administrative Division. Administration is responsible for the overall planning, direction and coordination of EDP Services programs. The Administrative Division also performs the fiscal, personnel, and security functions for the Department.

NEED AND PERFORMANCE INDICATORS	1976-78 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-78 ADOPTED
NEED					
Staff requiring policy direction and support	199.6	198.4	209.0	201.5	205.0
Computer Equipment & supplies managed	\$2,108,917	\$2,198,952	\$2,550,653	\$2,535,410	\$2,605,436
County Departments and Agencies served	48	48	48	48	52
Non-County Governmental Agencies served	25	27	28	28	30
WORKLOAD					
Budget Preparation and Control	\$5,402,580	\$5,526,133	\$6,234,415	\$6,185,194	\$6,281,641
Equipment and software contracts managed	48	66	80	80	69
Cost and utilization reports sent to users per ARMS period	93	100	112	112	112
Purchase Requisitions processed	731	629	500	453	500
Personnel transactions processed	302	399	440	530	500
EFFICIENCY					
Department overhead staff years to total staff years	1:26	1:30	1:34	1:32	1:32
Department overhead cost to total department cost	3.6%	3.4%	2.8%	2.8%	2.8%
EDP Budget to total County Budget	1.3%	1.3%	1.2%	1.1%	1.2%
EFFECTIVENESS					
Percent of program objectives met or exceeded	N/A	94%	100%	90%	90%

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

1. Continue to support Departmental programs and insure that our service commitments are met.
2. Continue to inform our users and Administration on EDP cost and utilization.
3. Continue to meet the personnel hiring needs of the Department.
4. Continue to meet or exceed our affirmative action policies and hiring goals.
5. Continue to develop better workload measurements.

Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
60.84	Director of EDP Services	1.00	1.00	40,718	42,857
56.82	Assistant Director of EDP Services	1.00	1.00	34,570	36,448
51.38	Asst. to the Director of EDP Services	1.00	1.00	26,789	29,898
50.90	Administrative Assistant III	1.00	1.00	24,655	28,605
39.20	Secretary II	1.00	1.00	14,272	14,464
37.50	Senior Account Clerk	1.00	1.00	13,863	14,049
	Adjustments				
	Salary Adjustments			(-55)	1,232
	Salary Savings				(-3,118)
Total Direct Program		6.00	6.00	154,812	164,435
Department Overhead					
Program Totals		6.00	6.00	154,812	164,435

PROGRAM: Department Overhead # 92101 Manager: Paul Zucker

Department Integrated Planning Office # 0800 Ref: Pr. Yr. Bud. Vol-Pg. II-67

Function Home and Community Services # 30000 Service: Integrated Planning # 31400

Authority: This program was developed to provide administrative support for long range planning functions. The Board of Supervisors established the Integrated Planning Office on April 11, 1975 (59).

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 216,533	252,119	317,280	292,397	-8
Services & Supplies	\$ 58,950	49,050	77,137	77,764	1
Inter-fund Charges	\$				
Subtotal-Direct Costs	\$ 275,483	301,169	394,417	370,161	-6
Indirect:					
Dept. Overhead	\$				
Ext. Support/O'head	\$				
Total Costs	\$ 275,483	301,169	394,417	370,161	-6
FUNDING					
Charges, Fees, etc.	\$ 110	265	200	0	
Subventions	\$				
Grants	\$				
CETA	\$ 22,320	15,980	35,231	35,937	1
Total Funding	\$ 22,430	16,245	35,431	35,937	1
NET COUNTY COSTS	\$ 253,053	284,924	358,986	334,224	-7
CAPITAL PROGRAM					
Capital Outlay	\$				
Fixed Assets	\$ 1,276	570	2,000	245	-88
Revenue	\$				
Net Cost	\$ 1,276	570	2,000	245	-88
STAFF YEARS					
Direct Program	9.76	13.25	12.50	10.16	-19
CETA	2.00	3.00	3.00	3.00	0
Dept. Overhead					

PROGRAM STATEMENT

NEED

The citizens of San Diego want to be assured that they receive the most effective, productive, and efficient level of governmental services possible for the tax dollars they pay. To meet this need, the County must hire proven, professional program managers/administrators; and provide adequate administrative support personnel to ensure that program objectives are met efficiently and effectively, and that basic program support activities such as budgeting, time accounting, payroll, typing and reproduction, provision of needed supplies, are available.

DESCRIPTION

Department overhead includes:

1. IPO top management responsible for the overall policy direction and operation of the Office.
2. Clerical support to these management personnel.
3. Administrative personnel providing office-wide support in the following areas: staff recruitment and personnel matters; staff training and development; budget management; program management and time accounting; payroll/employee benefits; printing; maintenance of research library; pursuit of grant funds; contract administration; space arrangements; and public counter/general plan sales.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Department of 86 permanent employees requires support in areas of administration, payroll, personnel, budget, grant management, fiscal control, time accounting and central clerical support in order to continue functioning.					
WORKLOAD					
1. Work Program/Budget Development	1	1	1	1	1
2. Monthly Work Program Objectives Analysis	-	-	-	9	12
3. Personnel Administration	Unknown	Unknown	250	250 days	250
4. Public Counter/General Plan Sales	Unknown	Unknown	250	300 days	250
5. Contract Administration	Unknown	Unknown	2	4 contracts	12
6. Grant Fund Research and Application	Unknown	Unknown	None	1 grant	3
EFFICIENCY					
1. Work Program/Budget Development	Unknown	Unknown	.35 LY	.35 LY	.35 LY
2. Monthly Work Program Objectives Analysis	Unknown	Unknown	-	.30 LY	.30 LY
3. Personnel Administration	Unknown	Unknown	1.00 LY	1.20 LY	1.00 LY
4. Public Counter/General Plan Sales	Unknown	Unknown	1.00 LY	1.20 LY	1.00 LY
5. Contract Administration	Unknown	Unknown	.05 LY	.05 LY	.20 LY
6. Grant Fund Research and Application	Unknown	Unknown	-	.75 LY	1.00 LY

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1. Assumed responsibility for maintaining General Plan document inventories for LUER as well as IPO; and for printing and distribution of General Plan Amendments.
2. Initiated new weekly and monthly time accounting procedure and work program progress analysis. Systems enable managers to better monitor program achievements.
3. Completed two major space rearrangements and several minor ones.
4. Instituted program for more involvement in civil service exam procedures and for internal performance appraisal.

1978-79 OBJECTIVES:

1. Decrease time span between adoption of General Plan Amendments and availability to the public.
2. Maintain and improve time accounting/work program analysis capabilities.
3. Arrange and oversee move of office into new quarters.
4. Increase grant research and application program.
5. Maintain adequate level of general administrative support to IPO Work Program.

STAFFING SCHEDULE

PROGRAM: DEPARTMENT OVERHEAD		DEPT.: INTEGRATED PLANNING OFFICE			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
67.96	Assistant Chief Administrative Officer - IPO	1.00	1.00	44,658	52,559
64.43	Deputy Administrator - IPO	1.00	.33	41,778	15,014
61.46	Interjurisdictional Liaison Director	.50	.50	16,293	19,411
57.56	Executive Assistant	0	1.00	0	32,581
51.00	Fiscal Analyst	1.00	0	26,020	0
49.42	Administrative Assistant II/I/Trainee	2.00	1.00	46,970	24,470
49.42	Research Analyst II/I/Trainee	0	1.00	0	22,905
41.70	Administrative Secretary	2.00	1.33	33,861	22,823
39.20	Secretary II	1.00	1.00	14,198	15,035
37.50	Senior Clerk Typist	1.00	0	13,833	0
35.20	Intermediate Stenographer	1.00	1.00	12,202	12,430
35.00	Intermediate Account Clerk	1.00	1.00	12,364	12,507
34.00	Intermediate Clerk Typist	1.00	1.00	11,171	11,508
	CETA	3.00	3.00	49,383	46,685
	Adjustments				
	Boards & Commissions			8,648	9,600
	Salary Savings			-12,578	-6,861
	Salary Adjustments			-1,521	1,730
Total Direct Program		15.50	13.16	317,280	292,397
Department Overhead					
Program Totals		15.50	13.16	317,280	292,397

PROGRAM: FISCAL CONTROL--SUPPORT COSTS # 81801 Manager: ROD CALVAO
Department AUDITOR & CONTROLLER # 1050 Ref: Pr. Yr. Bud. Vol-Pg. VOL II PG 54
Function SUPPORT COSTS # 81000 Service: ACCOUNTING # 81800
Authority: This program which is mandated under GC 26882 and 29704, R&T 2152 and Co. Charter 34 and 35 fiscal management and control of County appropriations and the real and unsecured property tax system, payment of all County claims, payroll accounting and control, revenue analysis, tabulation of the annual budget, grants accounting and fiscal services to the Probation Department.

	1976-76 ACTUAL	1978-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 1,623,759	1,690,530	1,762,885	1,898,918	8
Services & Supplies	\$ 46,236	29,004	50,347	58,670	17
	\$ -	-	-	-	-
Inter-fund Charges	\$ (229,912)	(220,000)	(240,000)	(414,981)	73
Subtotal--Direct Costs	\$ 1,440,083	1,499,534	1,573,232	1,542,607	(2)
Indirect:					
Dept. Overhead	\$ 471,570	547,186	533,238	560,957	5
Ext. Support/O'head	\$ 1,361,608	1,134,896	1,248,677	641,872	(49)
	\$ -	-	-	-	-
Total Costs	\$ 3,273,261	3,181,616	3,355,147	2,745,436	(18)
FUNDING					
Charges, Fees, etc.	\$ 14,150	9,304	13,500	121,000	796
Subventions	\$ -	-	-	-	-
Grants	\$ -	-	-	-	-
CETA	\$ 98,035	100,414	128,037	137,622	7
	\$ -	-	-	-	-
Total Funding	\$ 112,185	109,718	141,537	258,622	83
NET COUNTY COSTS	\$ 3,161,076	3,071,898	3,213,610	2,486,814	(23)
CAPITAL PROGRAM					
Capital Outlay	\$ -	-	-	-	-
Fixed Assets	\$ 8,637	20,944	18,545	8,897	(52)
Revenue	\$ -	-	-	-	-
Net Cost	\$ 8,637	20,944	18,545	8,897	(52)
STAFF YEARS					
Direct Program	119.73	102.83	111.32	113.15	2
CETA	18.5	14.2	12	13	8
Dept. Overhead	19.66	24.72	28.81	27.52	(4)

PROGRAM STATEMENT

NEED: The need is to maintain public confidence in County government by maintaining financial records of County officers.

DESCRIPTION: This department maintains centralized accounting records to provide accurate and timely financial information for administrative and policy decision-making purposes, advisory services and for public information.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Unqualified Opinion Received From Outside CPA Firm Receipts & Disbursement Accurately Accounted For	1 N/A	1 \$5.75 bil.	1 \$6.80 bil.	1 \$6.80 bil.	1 \$7.97 bil.
WORKLOAD					
General Journals Processed	8,095	8,046	8,100	8,300	8,200
Revenue Contracts Processed	200	228	250	236	275
Vendor Invoices	N/A	N/A	99,200	88,636	105,000
Purchase Orders - Instant	7,520	9,900	12,900	7,548	15,000
Personnel Action Notices Processed	26,023	30,400	35,000	33,792	37,500
Health & Life Insurance Transactions	14,248	14,200	14,300	14,235	14,500
Travel Claims Processed	4,385	3,600	4,000	3,970	4,250
Special Tax Assessments	112,677	116,312	120,000	128,704	153,861
Number Tax Rate Areas	2,066	2,124	2,175	2,207	2,255
Number of Grants	41	50	59	158	122
Adult & Juvenile Probation Services					
New Accounts Opened	N/A	3,900	4,100	4,199	4,600
Accounts Modified	N/A	2,750	2,900	4,582	3,200
Accounts Closed	N/A	5,000	6,100	5,995	6,300
Deposit Permits	11,718	11,900	11,900	9,675	11,000
EFFICIENCY					
This program continues to provide a substantial increase in support services while reducing unit cost.					
Program Cost/\$1,000 receipts and disbursements	N/A		.516	.516	.436
EFFECTIVENESS					
This program continues to receive unqualified opinions for independent CPA firms and favorable Grand Jury reports which is evidence of effectiveness.					

UNIT COST DEFINED:

Program cost per \$1,000 increment of receipts and disbursements.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:**

Generally, 1977/78 objectives have been achieved. Further consolidations of accounting services is being reviewed by OMB. Completion of the objective will depend on the outcome of the OMB study.

1978-79 OBJECTIVES:

1. Reduce processing time of vendor payments while maintaining fiscal integrity
2. Maintain existing high credit ratings for the County
3. To fully implement a new fixed asset control system by January, 1979
4. To fully implement a computerized accounts receivable system at Controller Branch Office
5. Pursue County claims against the State of California
6. Pursue implementation of recent presidential directives dealing with grant procedures

FISCAL CONTROL--SUPPORT COSTS

DISCUSSION:

The appropriations in this program are directly related to maintaining a satisfactory level of accounting support services and to insure fiscal control and legal compliance. These activities are mandated by the Government Code and County Charter which impose personal fines on the Auditor and Controller in the event reporting commitments are not made as required.

There is a net increase of .83 staff years in this program which represents extra help to provide the District Attorney with the necessary documentation which is used to pursue Welfare Fraud cases. The increase of one CETA position is an accountant position which was approved and utilized during FY 1977/78 to work on the Integrated Budget Preparation System in Revenue and Budget Management.

The increase in Services and Supplies is due primarily to an increase in the expenditures associated with the reissue of overaged warrants which were cancelled but can be claimed against the County. The Services and Supplies contains provisions for a \$500 Life Insurance Brokerage contract. The services provided by this contract are necessary to obtain professional review and updating of the County's Basic Life Insurance benefit structure, which includes review of benefits vs. premiums and renewal information.

The increase in Inter-Fund Charges results from using an estimate based on 1976/77 actual allocation of accounting services to the Road and Library funds. This increase in identifiable charges to be realized from the Road and Library funds will result in a decrease in net County costs.

Earned revenue has increased \$107,500 as a result of identifying the Auditor and Controller department as the appropriate earning budget unit. This has resulted in a reduction of net County cost for this program by 4%. The main sources of these revenues are from overage warrants, returned check fees, and taxable sales of public documents and records. The major portion of the increase is due to revenue from overaged warrants. In the previous year the related expenditures for reissuing warrants were shown in this program but not the associated revenue.

STAFFING SCHEDULE

PROGRAM: FISCAL CONTROL--SUPPORT COSTS		DEPT.: AUDITOR AND CONTROLLER			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.86	Accounting Control Coordinator	.75	.75	\$ 21,546	\$ 23,768
52.36	Employee Information & Services Manager	1	1	27,070	30,032
52.36	Accounts Payable Manager	.83	.83	21,288	24,367
52.16	Property Tax Coordinator	1	1	27,767	30,457
51.50	Principal Accountant	4.75	4.75	117,940	137,854
51.00	Fiscal Analyst	2	2	49,806	50,961
49.42	Administrative Assistant II	1	1	20,917	20,988
49.02	Departmental EDP Coordinator	0	1	Ø	20,410
48.52	Senior Accountant	4.83	4.83	112,021	112,297
47.02	Associate Accountant	11.67	12.67	250,339	273,337
40.66	Accounting Technician	11.83	10.83	182,791	173,264
39.24	Insurance Supervisor	1	1	15,032	15,258
37.50	Senior Account Clerk	19.83	19.83	271,677	275,618
37.50	Senior Clerk Typist	5	5	68,433	70,245
35.20	Intermediate Stenographer	1	1	12,409	12,607
35.00	Intermediate Account Clerk	23.00	23.00	278,764	276,782
35.00	Cashier Clerk	1	1	12,295	11,144
34.00	Intermediate Clerk Typist	13.83	13.83	155,351	159,197
29.70	Junior Clerk Typist	2	2	19,266	19,402
	CETA	12	13	126,341	137,622
	CETA--County Share			10,381	16,847
	Extra Help	5	5.83	42,190	51,280
	Salary Savings			(77,697)	(60,819)
	Salary Adjustments			(3,042)	(Ø)
	Premium Overtime			Ø	16,000
Total Direct Program		123.32	126.15	\$1,762,885	\$1,898,918
Department Overhead		28.81	27.52	400,223	427,848
Program Totals		152.13	152.67	\$2,163,108	\$2,326,766

PROGRAM:	AUDITING--SUPPORT COSTS		#	81802	Manager:	ED RYAN
Department	AUDITOR AND CONTROLLER		#	1050	Ref: Pr. Yr. Bud. Vol-Pg.	VOL. II, PG 56
Function	SUPPORT COSTS		#	81000	Service:	ACCOUNTING # 81800
Authority:	This program is necessary to carry out those responsibilities mandated in GC 26883 and 26900 and Co. Charter 34.4 which require the Auditor and Controller to audit the accounts of all County officers, boards, commissions and employees who are responsible for public funds.					

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 453,628	430,541	473,481	492,429	(1)
Services & Supplies	\$ 5,503	5,043	4,365	4,521	4
	\$ -	-	-	-	-
Subtotal--Direct Costs	\$ 459,131	435,584	477,846	496,950	3
Indirect:					
Dept. Overhead	\$ 105,701	139,357	143,258	168,259	2
Ext. Support/O'head	\$ 41,822	29,564	39,546	34,893	(1)
Total Costs	\$ 606,654	604,505	660,650	709,102	7
FUNDING					
Charges, Fees, etc.	\$ -	-	-	-	-
Subventions	\$ -	-	-	-	-
Grants	\$ -	-	-	-	-
CETA	\$ 49,292	19,126	23,442	23,958	2
Interfund Charges	\$ -	-	-	-	-
Total Funding	\$ 49,292	19,126	23,442	23,958	2
NET COUNTY COSTS	\$ 557,362	585,379	637,208	724,060	1
CAPITAL PROGRAM					
Capital Outlay	\$ -	-	-	-	-
Fixed Assets	\$ 1,875	4,143	3,401	1,750	(52)
Revenue	\$ -	-	-	-	-
Net Cost	\$ 1,875	4,143	3,401	1,750	(52)
STAFF YEARS					
Direct Program	22.63	18.84	20.67	20.67	-
CETA	4.5	2.86	2	2	-
Dept. Overhead	4.49	6.29	7.74	7.31	(5)

PROGRAM STATEMENT

NEED: To maintain confidence in County government through independent review of County records and operations.

DESCRIPTION: The Auditor and Controller Department develops and applies professional audit standards and techniques in the independent review of County records operations. Special emphasis is given to the review of all major financial computerized systems. These audits are performed by County employees in compliance with statutory requirements and with the expressed intent of providing assistance to County management.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
County Receipts and Disbursements Subject to Audit	N/A	\$5.75 bil	\$6.8 bil	\$6.8 bil	\$7.97 bil
Number of Organizational Units Subject to Audit	N/A	103	108	108	113
WORKLOAD					
Planned Prioritized Audits	SEE DISCUSSION		30	26	45
Unplanned Prioritized Audits			-	-	8
Special Request Audits			4	4	7
Other Required Audits			20	8	13
EFFICIENCY					
Total Direct Program Staff Years per Organizational Unit Subject to Audit	N/A	.211	.194	.194	.201
EFFECTIVENESS					
This program continues to provide effective auditing services and has consistently received favorable management reports from independent Certified Public Accountants and favorable grand jury reports.					

UNIT COST DEFINED:

A general indicator of efficiency is difficult to show in this program. Therefore, the number of total direct program staff years needed per each organizational unit subject to audit has been shown.

PRODUCTIVITY INDEX DEFINED:**COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:**

1977/78 objectives were all achieved by completing the audits budgeted for during the fiscal year.

1978-79 OBJECTIVES:

1. Complete priority audit work required by law, contract or agreement, (i.e., grant provision) with fixed deadlines. We will complete all planned prioritized audit work for the fiscal year 1978/79. We are planning 45 planned prioritized audits (38,880 hours), nearly all of which will be measurable by the issuance of our audit reports on completion. The audits are mostly controllable by us.
2. Complete special examination requests from your Board, County agencies and departments, the Grand Jury and other governmental agencies. We are planning for 7 of these audits (3,205 hours). These audits will be measurable by the issuance of our audit reports on completion. Control over these audits is contingent upon the workload of Objective #1.
3. Complete 13 audits required by the County Charter which do not have fixed deadlines. These audits are selected based on such factors as vulnerability of the entity or program to major risk factors, history of internal control problems, budget size, sensitivity and general interest of the public, and experience of similar programs or units. These audits will be measurable by the issuance of our audit reports on completion. Control over these audits is contingent upon the workload of Objective #1.

STAFFING SCHEDULE

PROGRAM: AUDITING--SUPPORT COSTS		DEPT.: AUDITOR AND CONTROLLER			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
52.86	Audits Coordinator	.75	.75	\$ 20,807	\$ 22,908
51.50	Principal Accountant	2.92	2.92	77,773	84,744
51.00	Fiscal Analyst	.92	.92	24,222	23,443
48.92	Senior Auditor	4.25	4.25	99,669	101,441
47.02	Associate Accountant	10.83	10.83	231,136	233,646
	CETA	2	2	23,442	23,958
	CETA--County Share			11,431	12,398
	Extra Help	1	1	5,621	5,835
	Salary Savings			(20,620)	(15,944)
Total Direct Program		22.67	22.67	\$ 473,481	\$ 492,429
Department Overhead		7.74	7.31	107,523	112,155
Program Totals		30.41	29.98	581,004	604,584

PROGRAM: COUNTY LIABILITY CLAIMS # _____ Manager: ROD CALVAO

Department AUDITOR AND CONTROLLER # _____ Ref: Pr. Yr. Bud. Vol-Pg. _____

Function SUPPORT COSTS # _____ Service: COUNTY LIABILITY CLAIMS # _____

Authority: This program is developed to carry out those functions mandated under GC 815, LC 3300, and Co. Charter 34.5 and 35 which provide for the investigation and settlement of workers' compensation claims and a program of self-insurance against liability for any injury resulting within the scope of employment.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$		65,859	154,418	67
Services & Supplies	\$		239,190	218,553	(9)
	\$		1,052,822	900,000	(15)
Inter-fund Charges	\$		(1,052,822)	(101,710)	(90)
Subtotal—Direct Costs	\$		305,049	1,171,261	253
Indirect:					
Dept. Overhead	\$		23,876	46,112	93
Ext. Support/O'head	\$		47,976	52,763	10
Total Costs	\$		376,901	1,270,136	215
FUNDING					
Charges, Fees, etc.	\$		-	5,000	100
Subventions	\$		-	-	-
Grants	\$		-	-	-
CETA	\$		23,331	23,331	-
Total Funding	\$		23,331	28,331	21
NET COUNTY COSTS	\$		353,570	1,298,467	241
CAPITAL PROGRAM					
Capital Outlay	\$		-	-	-
Fixed Assets	\$		-	4,969	100
Revenue	\$		-	-	-
Net Cost	\$		-	4,969	100
STAFF YEARS					
Direct Program			2	7	211
CETA			2	2	-
Dept. Overhead			1.29	2.15	67

PROGRAM STATEMENT

NEED: To properly administer workers' compensation benefits as mandated by California Labor Code and to provide for third party bodily injury and property damage losses that arise out of County premises, operations or programs and to assure continuity of services to the community.

DESCRIPTION: This department administers the self-insured workers' compensation program as well as maintaining centralized workers' compensation claims records, providing accurate and timely assistance to claimants, California Appeals Board, and State Compensation Insurance Fund. In addition this department administers self-insurance third party liability claims and maintains centralized records to provide accurate and timely assistance to claimants, legal counsel, and for administrative decision-making purposes.

NEED AND PERFORMANCE INDICATORS		1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
ACTIVITY GENERAL LIABILITY CLAIMS 50 %	NEED Manage Tort Claims Filed Against County Total Potential Liability Claims Against County	N/A	N/A	920	1,307	1,400
	WORKLOAD General Liability Claims Set Up			120	527	450
	Auto Liability Claims Set Up			140	155	290
	Incident Reports Received			660	625	660
	Lawsuits Received	N/A	N/A	150	364	429
	Claims Settled With Payment			130	161	296
	# of Cases Closed			200	615	606
	# of Cases Denied			81	405	333
	EFFICIENCY					
	Number of Claims per Professional Staff Years (.75)	N/A	N/A	1,227	1,743	1,867
EFFECTIVENESS						
% of Claims Resulting in Lawsuit	N/A	N/A	N/A	14%	12%	

ACTIVITY WORKERS' COMPENSATION 50 %	NEED Administer County's Workers' Compensation Program (mandated) # of Cases Received	785	1,001	1,200	1,182	1,500
	WORKLOAD					
	Total Number of Cases Denied	25	40	50	39	60
	Total Number of Cases Accepted	760	961	1,150	1,143	1,440
	Pending Litigation	127	213	300	250	350
	Active Cases at Fiscal Year End	482	663	1,000	847	1,061
	EFFICIENCY					
	Numbers of Claims per Professional Workers' Compensation Staff Years (1.5)	523	667	800	986	1,000
	EFFECTIVENESS					
	% of Litigated Claims to Total Claims	16.67%	21.27%	25%	21.15%	23.33%
Savings from being Self-Insured vs. State Fund	\$2,606,000	\$3,365,000	\$3,210,000	\$3,600,000	\$4,100,000	

UNIT COST DEFINED:

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

1978-79 OBJECTIVES:

- To formulate a Workers' Compensation policy statement supported by the Board of Supervisors and implemented through the Claims Manager.
- To analyze and review legislative actions and recommend new legislation regarding Workers' Compensation.
- To coordinate the Workers' Compensation efforts of County Counsel, Public Health, Retirement, Payroll and Personnel.
- To assist County departments and agencies in returning employees to active duty (i.e., Vocational Rehabilitation).
- To assist the County Risk Manager to develop ongoing Countywide education as it relates to both Workers' Compensation and loss prevention.
- To aggressively pursue subrogation recovery in conjunction with County Counsel on Workers' Compensation benefits from responsible third parties.
- To establish coordination procedures for handling of tort litigation with County Counsel.

COUNTY LIABILITY CLAIMS

8. To implement proposed revision of Board Policy B-4 effecting the filing and notice procedures of tort claims.
9. To implement proper procedures in conjunction with County Counsel to report potential hazards on site; to assist the public in filing claims; to respond to inquiries of claims; and in handling public inquiries on litigated cases.
10. To formulate a Claims Management policy statement supported by the Board of Supervisors and implemented through the Claims Manager.

DISCUSSION:

The County Liability Claims Program is being established for the first time in FY 1978/79. In prior years, costs which are included in this program were part of Fiscal Control - Support Costs, Risk Management, and County Employee Benefits. This program is now shown separately to better identify the costs of the Workers' Compensation and General Liability Claims functions.

The costs of this program relate to benefit payments and administrative expenses necessary to administer the delivery of Workers' Compensation benefits as mandated by the California Labor Code, and to the processing and payment of General Liability claims against the County. As a result of broader acceptance of the Appeals Board of certain categories of mental, physical and social illness as work related, coupled with the ever-increasing publicity of legal professional units, more claims are being filed and benefits awarded. Consequently, more staff attention will be directed towards legislative actions that will enable defense of border-line claims.

As the County increases its commitment to self-insurance of public liability, more control over the claims process is essential and this new program reflects the elements to achieving success in this commitment. Personnel in this program are comprised of one Claims Examiner, one Senior Account Clerk, one Assistant Claims Manager - CETA, and one Intermediate Account Clerk - CETA which were budgeted in FY 1977/78.

In January, 1978 the Board of Supervisors approved four additional positions to carry out the Workers' Compensation and General Liability functions. These four positions approved were one Claims Manager, one Claims Examiner, one Claims Adjuster, and one Senior Clerk Typist. An additional position of Intermediate Clerk Typist is proposed for FY 1978/79 to lend clerical support to the expanded professional staff in the County Liability Claims program.

Contracts included in this program are with Gene M. Gehres Insurance Adjusters for \$9,900 to assist in claims adjusting of Workers' Compensation claims filed against the County. There are two contracts of \$5,000 each with A. L. Wisdom & Associates and Pyramid Investigations to assist in field investigations regarding Workers' Compensation cases. A continuation of the contract with National Loss Control Service Corporation (NATLSCO) in the amount of \$40,000 is proposed to allow for processing of General Liability claims filed against the County. With the large number of claims filed, this service contract is essential to the General Liability program. Each of these contracts is necessary to receive professional services on an on-call basis without having the expense of County staff for this purpose.

Included in the amount for Services and Supplies is \$600,060 for Employee Compensation Insurance and \$733,407 for Employee Compensation Claims. In FY 1977/78 these items were budgeted as part of County Employee Benefits and were taken out of departments automatically each payroll period via EIS. In 1978/79 this process will change to show the Employee Compensation costs as part of the County Liability Claims program. These costs will then be allocated back to user departments via the County-wide cost allocation plan. The exception to this will be the Employee Compensation costs for the Road Fund and Library Fund which will be an inter-fund charge as is shown in the budgeted amount of \$101,710. Also included in the services and supplies is \$250,000 for payment of General Liability Claims up to \$5,000 each claim. Claims in excess of \$5,000 will come out of contingency reserve which contains \$1,000,000 designated for claims purposes.

It is expected that \$5,000 will be received as revenue for third-party recoveries of claims due the County.

General liability claims workload data were not kept on an ongoing basis prior to the 1977/78 fiscal year due to lack of staff for this program. Claims submitted against the County were reviewed by County staff, then sent to the National Loss Control Service Corporation (NATLSCO) for processing of payments. The Workers' Compensation section had been keeping some workload statistics as best they could with limited staff. There is currently a better data-keeping system in effect and with the addition of new staff members it will be possible to have more accurate data available in the future.

Fixed assets in this program include items such as desks, typewriters, calculators, dictating equipment, cameras, file cabinets, and other office equipment necessary for the five additional personnel in FY 1978/79.

STAFFING SCHEDULE

PROGRAM: COUNTY LIABILITY CLAIMS		DEPT.: AUDITOR AND CONTROLLER			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
50.90	Claims Manager	0	1	\$ 0	\$ 24,358
49.42	Claims Representative	1	3	21,810	66,116
37.50	Senior Account Clerk	1	1	13,686	13,899
37.50	Senior Clerk Typist	0	1	0	14,049
34.00	Intermediate Clerk Typist	0	1	0	11,511
	CETA	2	2	23,331	23,331
	CETA--County Share			7,032	7,032
	Salary Savings				(5,878)
Total Direct Program		4	9	\$ 65,859	\$ 154,418
Department Overhead		1.29	2.15	17,920	35,170
Program Totals		5.29	11.15	83,779	189,588

PROGRAM: DEPARTMENT OVERHEAD # 92101 : Manager: ROD CALVAO

Department AUDITOR & CONTROLLER # 1050 Ref: Pr. Yr. Bud. Vol-Pg. VOL. II PG 60

Function OVERHEAD # 91000 Service: INTRA-DEPARTMENTAL OVERHEAD # 92100

Authority: This program is necessary to administer and control departmental programs and responsibilities of the Auditor and Controller. County Charter Section 34 and GC Section 26881 designate the Auditor and Controller as the Chief Accounting and Fiscal Officer responsible for public funds.

	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGETED	1978-79 ADOPTED	% Change from 1977-78 BUDGET
COSTS					
Direct:					
Salaries & Benefits	\$ 478,075	569,973	597,348	666,329	12
Services & Supplies	\$ 137,595	191,582	198,530	207,304	4
Inter-fund Charges	\$ -	-	-	-	-
Subtotal—Direct Costs	\$ 615,670	761,555	795,878	873,633	10
Indirect:					
Dept. Overhead	\$ -	-	-	-	-
Ext. Support/O'head	\$ -	-	-	-	-
Total Costs	\$ 615,670	761,555	795,878	873,633	10
FUNDING					
Charges, Fees, etc.	\$ -	-	20,000	-	(100)
Subventions	\$ -	-	-	-	-
Grants	\$ -	-	-	-	-
CETA	\$ 79,322	93,241	118,967	111,298	(6)
Total Funding	\$ 79,322	93,241	138,967	111,298	(20)
NET COUNTY COSTS	\$ 536,348	668,314	656,911	762,335	16
CAPITAL PROGRAM					
Capital Outlay	\$ -	-	-	-	-
Fixed Assets	\$ 11,099	27,100	24,294	2,480	-
Revenue	\$ -	-	-	-	-
Net Cost	\$ 11,099	27,100	24,294	2,480	-
STAFF YEARS					
Direct Program	25.5	26.66	33	33	-
CETA	9	7.72	10	10	-
Dept. Overhead					

PROGRAM STATEMENT

NEED: The need is to provide general administration and support services to the department.

DESCRIPTION: Department overhead includes management positions which serve the entire department together with administrative and clerical support personnel providing department-wide personnel and payroll services, budget, fiscal and program management, staff development and general administrative support.

NEED AND PERFORMANCE INDICATORS	1975-76 ACTUAL	1976-77 ACTUAL	1977-78 BUDGET	1977-78 ACTUAL	1978-79 ADOPTED
NEED					
Number of Department Employees Requiring Policy Direction and Support	176	211	204	204	213
WORKLOAD					
Legislative Bills Analyzed	N/A	385	450	405	500
Organizational Units Serviced	N/A	419	440	440	465
Budget Preparation and Control	\$3,126,310	\$3,645,958	\$3,780,347	\$3,780,347	\$5,514,909
Departmental Training Courses Developed and Processed	8	13	20	20	20
Warrants Signed	1,737,816	1,720,043	1,632,352	1,653,547	1,600,000
Purchase Requisitions Processed	550	580	525	501	575
Controlled Stationery Requisitions Filed	267	246	225	220	250
Personnel New Hire Transactions	85	72	80	47	90
Interviews Conducted	425	360	800	817	850
EFFICIENCY					
Department Overhead Staff Years to Org. Units Serviced	N/A	.09	.11	.11	.09
Department Overhead Staff Years to Dept. Staff Years	.20	.16	.24	.24	.20
Department Overhead Cost to Dept. Budget Costs	.20	.21	.24	.24	.16
EFFECTIVENESS					
This department has been able to add new programs such as County Liability Claims and to provide services to expanding intergovernmental and County government operations while at the same time reducing the total staff and cost of the department overhead program.					

UNIT COST DEFINED:

Overhead costs are the total costs of the overhead program.

PRODUCTIVITY INDEX DEFINED:

COMMENTS ON DEGREE OF ACHIEVEMENT OF 1977-78 OBJECTIVES:

N/A

1978-79 OBJECTIVES:

1. To continue to meet department personnel interviewing and hiring needs which have increased substantially with the same staff support.
2. To continue developing and presenting in-house training programs to improve staff efficiency and effectiveness.
3. To develop better workload measurements.
4. To improve our coordination of legislative review with other County departments.
5. To maintain our longstanding affirmative action policies and hiring goals.

STAFFING SCHEDULE

PROGRAM: DEPARTMENTAL OVERHEAD		DEPT.: AUDITOR AND CONTROLLER			
Salary Range	Classification	Staff-Years		Salary and Benefit Costs	
		1977-78 Budgeted	1978-79 Adopted	1977-78 Budgeted (\$)	1978-79 Adopted (\$)
61.84	Auditor and Controller	1	1	\$ 43,624	\$ 50,380
55.34	Assistant County Controller	1	1	31,872	34,728
55.34	Assistant County Auditor	1	1	32,041	34,792
55.34	Assistant Auditor & Controller-Admin.	1	1	30,676	30,978
50.90	Administrative Assistant III	1	1	23,925	27,231
49.42	Administrative Assistant II	2	2	45,546	48,962
43.58	Principal Clerk	1	1	18,474	17,595
41.00	Supervising Clerk	2	2	31,558	33,173
39.20	Secretary II	1	1	12,010	14,175
38.66	Storekeeper I	1	1	14,570	14,834
37.50	Senior Clerk Typist	4	5	54,732	56,195
36.06	Stock Clerk	1	1	11,515	12,737
35.00	Intermediate Account Clerk	2	2	24,415	24,068
34.00	Intermediate Clerk Typist	13	13	139,724	149,641
	CETA	10	10	99,139	111,298
	CETA--County Share			10,805	17,857
	Extra Help	1	1	9,254	9,260
	Salary Savings			(35,022)	(21,575)
	Salary Adjustments			(1,510)	0
Total Direct Program		43	43	\$ 597,348	\$ 666,329
Department Overhead		-	-	-	-
Program Totals		43	43	\$ 597,348	\$ 666,329