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COUNTY OF SAN DIEGO

1991-92 FINAL PROGRAM BUDGET



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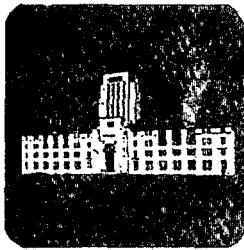
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Fourth District

JOHN MACDONALD

Fifth District

NORMAN W. HICKEY
Chief Administrative Officer



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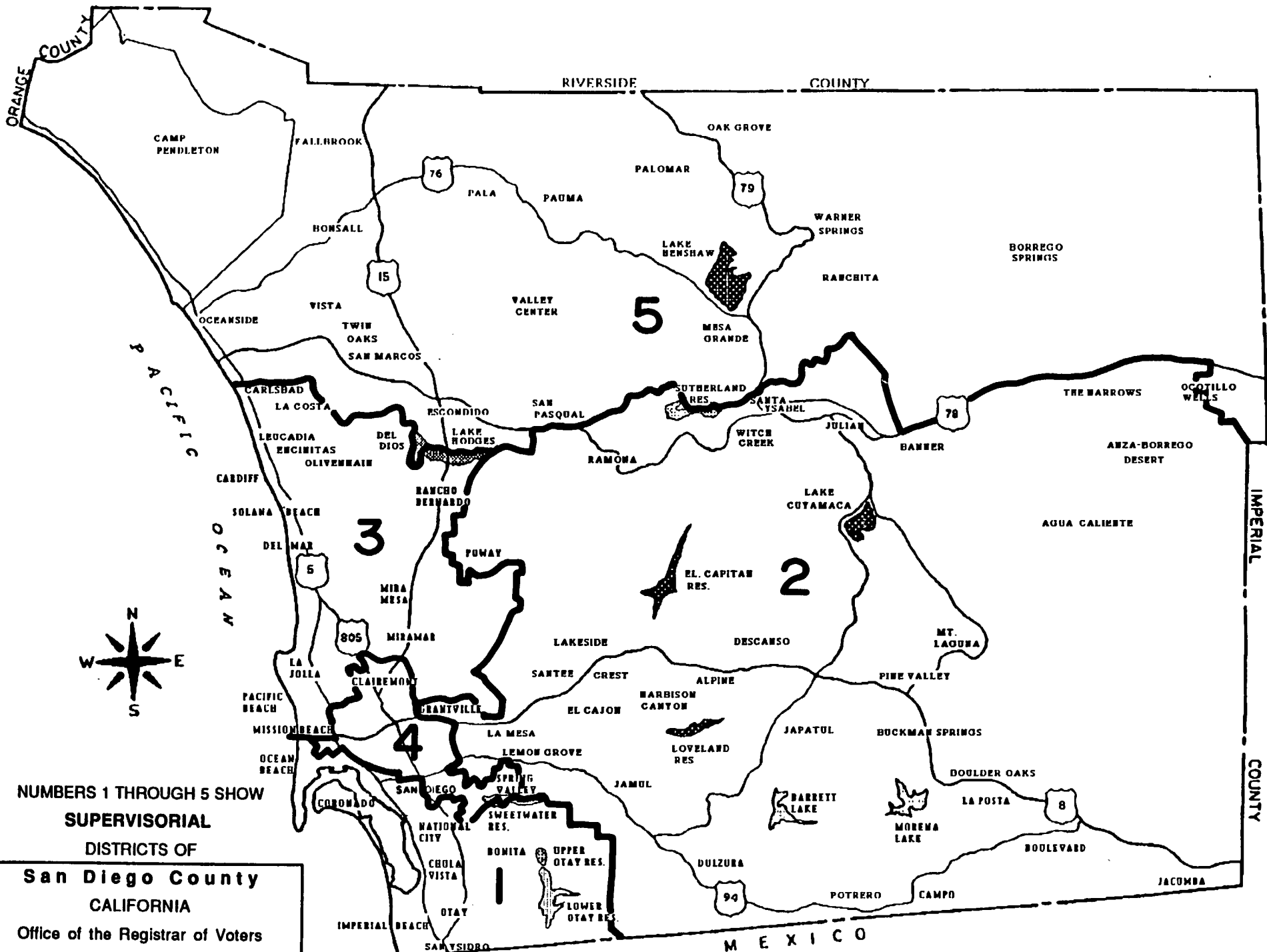
FOURTH DISTRICT

**COUNTY OF
SAN DIEGO**

**1991-92 ADOPTED
PROGRAM BUDGET**



NORMAN W. HICKEY
CHIEF ADMINISTRATIVE OFFICER

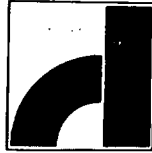


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SUPERVISORIAL
DISTRICTS OF

San Diego County
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For the Fiscal Year Beginning
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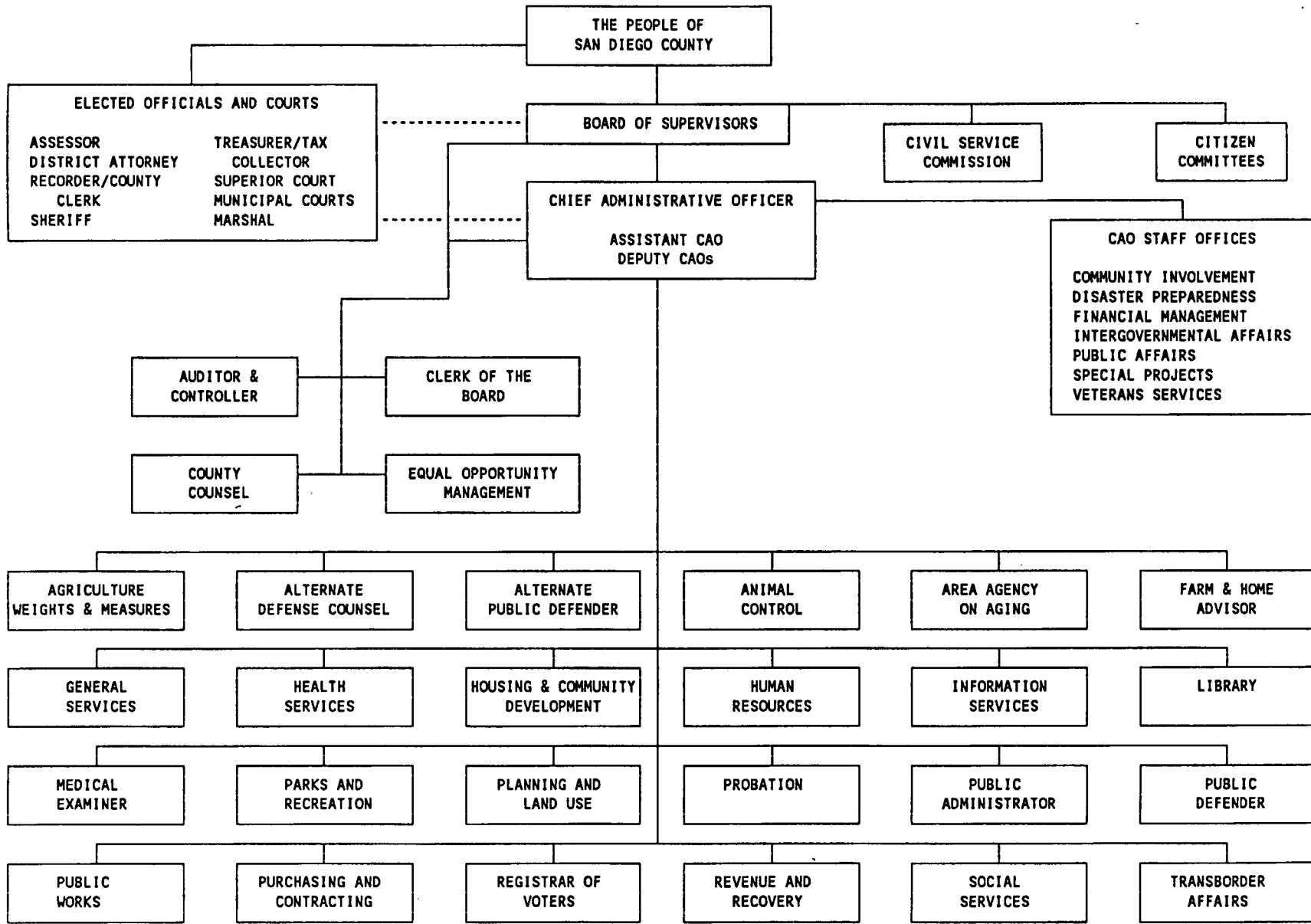


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County of San Diego

NORMAN W. HICKEY
CHIEF ADMINISTRATIVE OFFICER
(619) 531-6226
(Location Code 730)

CHIEF ADMINISTRATIVE OFFICE

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

January 31, 1992

TO: Supervisor George F. Bailey, Chairman
Supervisor Brian P. Bilbray, Vice-Chairman
Supervisor Susan Golding
Supervisor John MacDonald
Supervisor Leon L. Williams

FROM: Norman W. Hickey
Chief Administrative Officer

1991-92 ADOPTED PROGRAM BUDGET

The County of San Diego Budget adopted on October 1, 1991 totals \$1,871,137,282 and 16,828.18 staff-years.

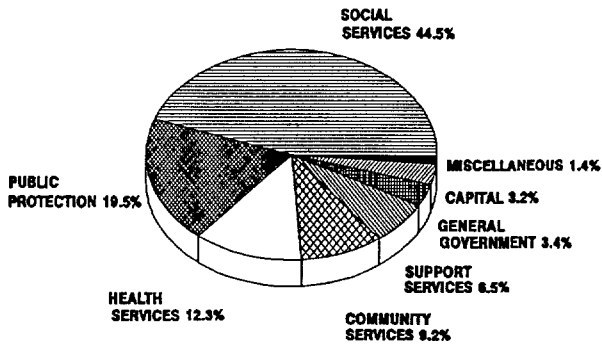
As discussed below, the County will be far short of fully implementing it's adopted budget this year due to the recession, its unexpected length and depth, and its impact on State and County revenues.

Even if budgeted appropriation levels could be implemented, and they cannot, the County would now have less staff per capita and only slightly more purchasing power than in 1977-78, prior to the passage of Proposition 13. This is illustrated on the following page. Additional perspective, detail and guidance in understanding the budget is provided in the Budget Highlights, Department Budgets and Appendices sections of this document.

THE 1991-92 ADOPTED BUDGET

TOTAL COUNTY REQUIREMENTS

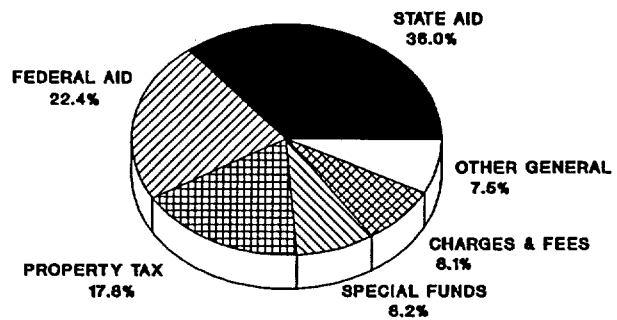
ADOPTED FY 1991-92



TOTAL \$1,871,137,282

TOTAL REVENUE BY SOURCE

ADOPTED FY 1991-92



TOTAL \$ 1,871,137,282

1991-92 COMPARED TO 1977-78	TOTAL APPROPRIATIONS	STAFF YEARS
1991-92 Budget Totals (Revenues & Expenditures)	\$1,871,137,282	16,828.18 SY
Per Capita (2,509,910 persons)	\$745.50	6.70 SY per 1,000 Population
Per Person Per Day	\$2.04	NA
1991-92 In 1977-78 Dollars	\$732,040,501	
Per Capita (2,509,910 persons)	\$292.00	
Per Person Per Day	\$0.80	
1977-78 Actual	\$475,907,444	12,097.37 SY
Per Capita (1,681,300 persons)	\$283.00	7.20 SY per 1,000 Population
Per Person Per Day	\$0.77	NA

COUNTY BUDGET BY FUNCTIONAL AREA	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Public Protection	\$333,078,152	\$365,169,554	9.6
Health & Social Services	916,599,088	1,060,340,053	15.7
Community Services	160,543,020	172,952,762	7.7
General Government	61,017,572	63,987,676	4.9
Support Services	117,156,326	122,105,094	4.2
Capital	52,763,805	59,844,223	13.4
Miscellaneous	22,298,866	26,737,920	19.9
Total	\$1,663,456,829	\$1,871,137,282	12.5
Staff Years	16,706.85	16,828.18	0.7

The purpose of this letter is to transmit the Adopted Budget to the Board of Supervisors and the public, and to provide some context by reviewing briefly each phase of this years budget process, outlined as follows:

- A. Pending Items
- B. Budget Decisions
- C. Budget Policy Guidelines
- D. Development of the Adopted Budget Document

A. PENDING ITEMS

Pending Items refers to those decisions which cannot be resolved within the budget schedule established by State statutes, and which will then have to be addressed mid-year. These Pending Items are referenced in the Proposed Program Budget within each program and department summary, and also in the Budget Highlights section. (See Budget Highlights Page A-14 of this document for a summary of Pending Items.) The County's deteriorating Fund Balance and General Revenue picture was cited at the time the Budget was adopted. Operating costs for the East Mesa Detention Facility, Trial Court Funding, staffing vs. contracting for the Rosecrans Psychiatric Hospital and the State Realignment Program were also pending items at the time of budget adoption. A brief comment on each of these pending items is provided as follows:

Deteriorating Fund Balance and General Revenues

On September 10, 1991, the Chief Administrative Officer asked the Board of Supervisors for direction to develop a plan for additional reductions in the 1991-92 tentatively adopted budget to address an estimated \$15.6 million reduction in estimated Fund Balance, and a reassessment of our general revenue projections, which as the recession continued longer than expected, turned out to be too optimistic by \$15 million to \$25 million. Actions have been taken to balance these revenue shortfalls through expenditure savings from: (a) use of one-time funds; (b) a limit on general relief benefits for single, able-bodied recipients; (c) a hiring and purchasing freeze; (d) a voluntary work furlough program with a goal of 40 hours for each employee before June 30, 1992; and (e) a review of the County's organizational structures, management practices and supervisory ratios. The voluntary work furlough program is being supported by employee groups to avoid the lay-offs and reductions in services which initially appeared necessary to address this shortfall. Reductions and/or a mandatory work furlough program may have to be considered if the voluntary time-off program falls short of its goals. A status report on the shortfalls and budget measures is provided to the Board of Supervisors every other week.

State Realignment Program

The State of California was also too optimistic about the length and depth of the recession which will result in a shortfall of \$6.3 million in Realignment revenue to the County of San Diego. The State Realignment Program dedicates a 1/2 cent statewide sales tax increase, revised motor vehicle fee rates, and other revenues as a permanent source of revenue for State mandates in County social services, and health programs. Future growth in these revenues is to be dedicated to resolve inequitable funding among counties. The adopted budget does not reflect Realignment because specific appropriation information was not available, but appropriation changes and plans to address the revenue shortfall are now planned to be incorporated into the budget in February, 1992.

Operation of the East Mesa Detention Facility

The East Mesa Detention Facility is currently being operated at less than full capacity using funds generated by leasing out County beds to other agencies. State Supreme Court validation of Proposition A, the 1/2 cent sales tax increase for Jail and Court Construction and Operation, would have allowed the opening of the East Mesa Detention Facility, without necessarily having to lease out other County detention beds in order to raise the required revenue. Unfortunately, the Supreme Court decision was that Proposition A, approved by a majority of voters in 1988, required a 2/3 majority because of Proposition 13. The Board of Supervisors is currently reviewing alternatives to fully operate East Mesa. Current year leased bed revenue is not being realized at anticipated levels, and it is late in the year for any lay-offs to be very effective in producing the funds needed for East Mesa.

Trial Court Funding

State Legislation (AB 1297, AB 544) made major changes in the State's Trial Court Funding Program, local operations fees and revenues which could not be determined precisely at budget adoption.

This legislation provided a net increase of \$7 million in Trial Court funding which has now been allocated as follows:

- a. Courts, etc. \$3.25 million
- b. Mental Health contract hospital beds: \$1.0 million. This was approved by the Board of Supervisors, October 2, 1991.
- c. Balance County 1991-92 Budget: \$2.75 million. This is to offset current fund balance and general revenue shortfalls.

Staffing vs. Contracting the San Diego County Psychiatric (SDCPH) Hospital

In order to save \$4 million, it was recommended in July, 1991, that the San Diego County Psychiatric Hospital (SDCPH) be closed. Based on input from concerned professionals and service recipients, the Board requested a more complete review of available resources, and alternatives. On September 10, 1991, the Board approved the use one-time funds to permit operations of the SDCPH to extend through October 31, 1991 and provide for a phase-down of acute hospital beds from 75 to 30 beds. On January 21, 1992, the Board of Supervisors approved:

- (a) 34 acute adult psychiatric inpatient beds (County-operated),
- (b) 62 Special Treatment program (STP)/Institution for Mental Diseases (IMD) beds for adults contracted out within the SDCPH facility; and
- (c) 13 Skilled Nursing Facility beds for seniors (County-operated).

B. BUDGET DECISIONS

The Adopted Program Budget is summarized by major phase as follows:

	<u>May, 1991 Proposed Budget</u>	<u>June Change Letter Adjustments</u>	<u>July/September Adjustments</u>	<u>October, 1991 Final Budget</u>
Expenditures	\$1,704,047,958	\$35,850,229	\$131,239,095	\$1,871,137,282
Program Revenues	1,116,214,395	32,181,655	128,864,690	1,277,260,740
Net County Cost	587,833,563	3,668,574	2,374,405	593,876,542
Staff-Years	16,611.18	208.19	8.81	16,828.18

The Proposed Budget extended the approved 1990-91 staffing and other resource levels, including mid-year changes and salary and benefit adjustments, into 1991-92. The Change Letter adjustments brought into the process primarily revenue offset items, health and safety issues, and administrative adjustments such as rebudgets for major maintenance projects. A major focus of this year's budget process was proposed reductions in nearly every County department in order to fund critical increased expenditures in:

- Probation: Court Ordered Placements:
- Probation: 2nd dormitory at Rancho Del Campo Juvenile Facility
- Sheriff: East Mesa Detention Facility, and other detention costs.
- District Attorney: Caseload growth
- Alternate Public Defender: Caseload growth
- Social Services: Caseload growth
- Health: Disease Vaccines
- Utilities, Major Maintenance and Support costs for East Mesa Detention Facility
- County-wide salary and benefit costs

My Letter of Transmittal for the Proposed Budget is provided for reference purposes in Appendix C, along with a recap of the 1991-92 State Budget Process and County Budget Process (Proposed Budget, Change Letter, Budget Deliberations).

C. BUDGET POLICY GUIDELINES

In general, the 1991-92 Budget process has conformed to the budget policy guidelines established by the Board of Supervisors in February 1991. These guidelines included the following directions which have recently been reiterated in the State of the County report in January 1992 by the Chairman of the Board of Supervisors.

1. Just say "no" to unfunded Federal and State mandates.
2. Lobby aggressively for the State to say "yes" to more equitable local government funding.
3. Public safety is the County's highest County priority, followed by prevention programs, especially those involving children.

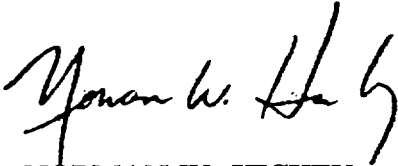
D. DEVELOPMENT OF THE ADOPTED PROGRAM BUDGET DOCUMENT

The County of San Diego Adopted Program Budget has received the Distinguished Budget Presentation Award from the Government Finance Officers Association when it was first submitted for their review for 1989-90, and then again for 1990-91. New features included in this 1991-92 Adopted Program Budget include the following:

- * Letter of Transmittal — This provides the reader with the context in order to better understand the status of the County budget.
- * Summary of the Budget by Fund — This summarizes the budget by funds including County Family of Funds, Internal Service Funds, and County Enterprise Funds. (See Budget Highlights page A-51) The County is constantly comparing budgeted expenditures and revenues with actual expenditures and revenues based on actual experience in order to preserve the fiscal integrity of each County fund.
- * Summary of Debt Issues — This brief discussion has been added to Appendix F on Debt Management to highlight the County's capacity in terms of credit ratings, the ability to pay debt-service, and the ability to pay related operating costs of debt financed facilities.

- * Reader's Guide to Taxes and Fees — This was suggested both by the San Diego Taxpayers Association and the Government Finance Officers Association so that citizens could quickly review the major sources of revenue, their basis, and rates, and to what extent these are determined by the Board of Supervisors.

Respectfully submitted,



NORMAN W. HICKEY
Chief Administrative Officer

Attachments

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INTRODUCTION

Located in the far southwest portion of California, San Diego County spans over 4,300 square miles, nearly the size of three New England states. It ranks tenth in land area and second in population among the 58 counties in California. The residents of San Diego County enjoy excellent climate, rich cultural and recreational opportunities, and a strong and diverse economy.

The San Diego County population is 2.5 million people. Among large U.S. counties, San Diego ranks 2nd in rate of population growth, 4th in total population, 2nd in size of County government general fund revenues, and 8th in total County government revenue.

The County of San Diego is one of 12 Charter counties in California. San Diego voters approved the Charter in 1932 and have amended it 27 times. The Charter allows the Board of Supervisors to establish an administrative structure which will be responsive to local needs.

The County of San Diego is a political subdivision of the State of California. A five-member Board of Supervisors represents the people of San Diego. The Board performs both legislative and executive functions for County government.

The County of San Diego government plays a major role in the quality of life of its residents, as summarized below.

What Counties Do:

In California, counties are the delivery system for Federal, State and local programs. The County of San Diego provides a wide range of services to its residents, including the following:

- **Regional Services** such as courts, probation, medical examiner, jails, elections, and public health.
- **Health, Welfare and other Human Services** such as mental health, senior citizen and child welfare services provided throughout the San Diego region to persons in need.
- **Basic Local Services** such as roads, planning, parks, libraries and Sheriff's patrol to the unincorporated area, and law enforcement and libraries by contract to incorporated cities.
- **Infrastructure** such as roads, waste disposal, and flood control to the unincorporated area.

KEY COUNTY INITIATIVES

The Board of Supervisors has introduced a number of key initiatives which will bring future benefits to the County of San Diego. Among these initiatives are the following:

o **Implementation of State Realignment Program:**

One of the major developments in Governor Wilson's first State Budget was Realignment, which was supported by the County Supervisor's Association of California (CSAC) in order to provide a permanent source of funding State mandates for mental health, public health, and social services programs. Realignment is funded from a 1/2 cent sales tax increase to be combined with increased motor vehicle registration fees and other fees. Future growth in these revenues is to be dedicated to eliminate State funding inequities among counties.

o **County Litigation against State of California for Equitable Funding:**

The County is suing the State for a fair distribution of local property taxes and state revenues. Based on the per capita averages among California counties, it is currently estimated that San Diego County residents are receiving over \$212.7 million less in County services annually, because of inequitable funding since the passage of Proposition 13, and its implementation through Assembly Bill 8. Since 1983-84, the County of San Diego has not received a total of over \$1.3 billion of its "fair share" of revenues.

Inequitable property tax formulas result in the County not receiving an estimated \$109.4 million in property tax revenues. The County receives 25 cents of every property tax dollar collected locally compared to the statewide average of 33 cents. The lawsuit based on inequitable property taxes was on trial in Superior Court August 1991. A decision is expected early in 1992.

The County has also experienced a shortfall in program revenues for mental health, drug, alcohol, and indigent medical care. The County lawsuit on mental health funding inequities was decided on April 12, 1991 which will result in an increase in the County of San Diego allocation of State Hospital bed days from 11,860 to 25,915. The County lawsuit for drug and alcohol equity funding was dropped when the State increased San Diego County funding in these programs to a near equity position. On June 25, 1991, the County lawsuit for indigent medical care received a favorable court ruling that the State is responsible for fully funding the CMS program. The Court ruled that the State owes the County approximately \$23.2 million for FY 1990 and FY 1991. The State is expected to appeal the decision; their final judgement has not been issued yet.

- **1/2 Cent Sales Tax Increase for Jails and Court Construction and Operations:**

Proposition A, passed in June, 1988, authorized a 1/2 cent increase in the County's sales tax to provide an estimated \$1.6 billion in revenue over the next 10 years to build and operate San Diego County jails and courts. A lawsuit challenging the increase resulted in a Riverside Superior Court decision that this sales tax violated the terms of Proposition 13. The County appealed this decision, and the Fourth District Court of Appeals ruled in favor of the County on September 4, 1990. The plaintiff appealed to the California Supreme Court and the Supreme Court has agreed to hear the appeal. Since the inception of the sales tax in January 1989, in excess of \$330 million has been collected. A court injunction prevents the use of any of these funds. On December 19, 1992, the State Supreme Court ruled that 2/3 majority approval is now required for sales tax increases such as Proposition A because of provisions included in Proposition 13. The County has asked for a rehearing on this decision to determine whether this decision applies to all future such taxes, or all past and future taxes.

- **Privatization of Jail Operations:**

In 1990, the Board of Supervisors reached an agreement with the City of San Diego and with the Regional Justice Facility Financing Agency for the construction of a city-funded pre-arraignment detention facility to be constructed at East Mesa. The City of San Diego has contracted with Wackenhut Corrections Corporation to build and operate a 200 bed misdemeanor jail. Construction began in November 1991 and be completed within 9 months.

- **East Mesa Detention Facility:**

The Board of Supervisors examined various alternatives to open the East Mesa facility within the current budget constraints, given the current unavailability of Proposition A funds. In order to meet the anticipated cost of \$20.4 million, three jails are proposed to be closed with inmates and staff being transferred to East Mesa. In addition, approximately 700 beds will be leased to the federal government. These proposed actions would meet the full year costs of \$18.0 million in FY 1992; \$25.6 million in FY 1993; and \$27.0 million in FY 1994.

- **Gann Limit Reform / Transportation Funding:**

The Board of Supervisors supported SCA-1, the Traffic Congestion Relief and Appropriation Limitation Act which was approved on the June, 1990 ballot (Proposition 111). This allowed State and local governments to calculate their Appropriations Limit taking into consideration local growth factors and capital expenditure requirements. With the passage of Proposition 111, the County will not need another Gann Limit Adjustment in the near future. The realignment does not appear to impact Gann Limit. In addition, the proposed ACA 35 (Bronzan) to be before the voters in June 1992, will exempt Realignment revenue from the Gann Limit.

SCA-1 also passed a 5¢ increase in the gasoline tax, which provided an \$11 million increase in County transportation funding in 1990-91 and will provide an estimated \$7 million in 1991-92.

KEY ADOPTED PUBLIC PROTECTION ADJUSTMENTS

The 1991-92 Adopted Budget includes the following base adjustments:

- **Alternate Public Defender**

Full year funding (22.50 staff years) is provided for the 45 positions approved by the Board of Supervisors on May 22, 1990 (26) to provide legal defense for those indigents who cannot be represented by the Public Defender because of a conflict of interest.

- **Courts**

Fixed assets are budgeted as specified in the 1991-92 Trial Court Funding Plan:

El Cajon Municipal Court	\$17,242
Marshal	31,950
Municipal Court EDP	106,566
North County Municipal Court	18,966
San Diego Municipal Court	50,000
South Bay Municipal Court	14,800
Superior Court	<u>752,677</u>
Total	\$992,201

- **District Attorney**

Full year funding is provided for the 11th year Victim/Witness Assistance Grant (8.00 staff years), the Jurisdictions United For Drug and Gang Enforcement (JUDGE) Unit (3.00 staff years) and 26.00 staff years are added for the Family Support Program.

- **Probation**

The Adopted Budget includes full year funding for the JUDGE grant (1.50 staff years), East Mesa Preoccupancy Team (7.00 staff years), one revenue offset staff year under contract to the San Diego Unified School District, 28 positions (21 staff years) to augment Juvenile Hall staffing ratio and 17 staff years for Juvenile Hall construction.

- **Sheriff**

The key increases in this budget include: full year funding for the East Mesa Preoccupancy Team (18.00 staff years), CAL-ID clerical (2.00 staff years), the Drug Abuse Resistance Education (DARE) program (3.00 staff years), Regional Drug Enforcement (1.25 staff years), the Indian Reservation Enforcement Detail (5.00 staff years), and 41.25 staff years for start up and training for East Mesa in preparation for a Federal lease bed revenue agreement to fund the balance.

OTHER KEY ADOPTED ADJUSTMENTS

The Adopted Budget also includes other program adjustments. Key examples are summarized below:

- **Area Agency on Aging (AAA) Senior Programs**

The AAA Adopted Budget took 10% budget cuts by eliminating one Administrative Assistant II position in Department Administration and one Public Health Nurse position in the Linkages Program.

- **Area Agency on Aging (AAA) AIDS Waiver Program**

The AAA budget reflects a 50% increase (from 120 to 180) in clients eligible for the AIDS Waiver Program by adding \$110,833 in program revenue and appropriations and 3 staff years.

- **Mandated California Children's Services (CCS) Appropriation Level**

Mandated expenditure appropriation and revenue levels for the California Children Services (CCS) Program are based on a State-required County share of one-fortieth mill per dollar of assessed valuation of the County. The \$1.78 million increased appropriations require a net County cost match of \$444,444 for this program.

- **County Patient Services**

The County has contracted with UCSD Medical Center to meet the County's Welfare & Institution Code Section 17000 obligations for medical care for indigents. An increase of \$0.9 million for 1991-92 is required by the agreement to meet caseload growth. The estimated total cost of this Third Operating Agreement is now \$12.1 million.

- **McKinney Research Project (Homeless)**

This \$1.13 million program is a Federally funded demonstration project to address the needs of homeless mentally ill adults. It includes adding 5.00 staff years and expending \$923,625 in private sector contracts.

- **Additional Federal and State Drug Funding**

The 1991-92 Adopted Budget reflects an additional \$3.3 million in Drug Program funding for Perinatal Services, Options for Recovery Case Management and a Parolee drug program.

- **Federal C.A.R.E. Act Funding**

This new Federal C.A.R.E. Act revenue adds \$1.23 million and 2 staff years to the County's AIDS program.

- **Medi-CAL Revenue**

Contractor-generated Medi-CAL revenue totalling \$1.3 million has been added to the Mental Health program. An additional \$948,000 allows expansion in staffing and services at the Rosecrans Health Services Complex Pharmacy.

- **Environmental Health Services**

The Adopted Budget adds over \$800,000 and 13.75 staff years for fee and grant-supported workload increases.

- **Reduction in County Medical Services (CMS) Program and CMS Funding in Other Programs**

State-imposed reductions in the Medically Indigent Services Program (MISP) revenues have forced reductions in the County Medical Services Program from \$41 million to a \$31.4 million level. This funding level did permit restoration of \$1.6 million in CMS revenue to Mental Health and allowed continuation of jail psychiatric security units at current patient service levels.

- **Vista Public Health Center**

Reductions in Health Department General Fund overmatch resulted in the closure of the Vista Public Health Center, a loss of 2.50 staff years and General Fund savings of \$260,293.

○ **San Diego County Psychiatric Hospital**

Utilizing \$3.43 million of one-time-only Health Department revenues and \$1.0 million of Trial Court Funding, the San Diego County Psychiatric Hospital was kept operating at the FY 90-91 service levels until January 1992 while reducing Mental Health's General Fund overmatch by \$4.7 million.

○ **Reduction in the Greater Avenue for Independence (GAIN) Program (Adult Employment Services)**

State-imposed reductions in excess of \$2 million result in the elimination of 66 staff years and decreases in job training and placement services for aid recipients.

○ **Reductions in Child Welfare Services (CWS)**

Elimination of 62 staff years and reduction of \$400,000 in Services and Supplies (total program reduction of \$2.3 million) are proposed in order to fund rapidly escalating increases in Court-ordered services in juvenile dependency cases.

○ **Reductions Due to Savings from Computer Automation**

Savings of over \$1.8 million in the Department of Social Services (DSS), including the elimination of 39 staff years, are the result of continuing automation of functions.

○ **Juvenile Diversion**

A 25% reduction (\$650,000) was taken in Juvenile Diversion programs and contracts within the Community Action Partnership (CAP) Program of DSS.

○ **Social Services Caseload Increases**

The DSS budget reflects projected caseload, aid payment and staffing increases totaling \$149.5 million and 263.5 staff years at a net County cost of \$10.9 million in the following programs:

- AFDC/Foster care - \$13.4 million/17.5 SY (\$382,000 net cost)
- AFDC - \$78.2 million/179 SY (\$5.26 million net cost)
- Food Stamps - \$50 million/14.75 SY (\$126,000 net cost)
- General Relief - \$6.8 million/23.75 SY (\$5.1 million net cost)
- Medi-Cal Administration - \$1.1 million/28.5 SY (no net cost)

o **Family Preservation Project**

The Adopted Budget establishes a demonstration Family Preservation Project using State AFDC/Foster Care savings to prevent out-of-home placement of dependent children. The project transferred \$2.4 million in appropriations and added 16 staff years with no net cost to the County.

o **East Mesa Detention Facility Maintenance and Security Staffing**

In February 1991, the Board of Supervisors approved the addition of preoccupancy facility maintenance, security and support requirement appropriations to shake down the new facility during the warranty period. This funding (\$1,600,000) and staff (37 staff years) is included in the Sheriff, Probation and General Services budgets. During budget deliberations another \$1,443,000 and 41.25 staff years were added to the Sheriff's budget to provide start-up and training funds for the East Mesa facility in preparation for a Federal lease-bed agreement to offset the remainder of the costs.

o **Citizens Law Enforcement Review Board**

Funding is provided for a Civilian Review Board which had been approved by the voters on November 6, 1990. The Review Board advises the Board of Supervisors, the Sheriff, and the Chief Probation Officer on matters related to the handling of citizen complaints which charge peace officers and custodial officers of the Sheriff and Probation Departments with misconduct or deaths, arising out of the performance of their duties.

KEY UNFUNDED ITEMS

The Adopted Budget does not include the following critical items:

○ **Public Protection**

- **Probation**
Court-ordered placement costs \$390,274

- **Courts**
Restoration of 1990-91 Trial Court Funding cuts 1,554,731
Mandated costs 1,039,909
Revenue adjustments 358,000

- **Marshal**
Restore FY 90-91 Trial Court Funding cuts 275,014

○ **Health and Social Services**

Additional Social Services District Office \$900,920

○ **General Government and Support**

Funding increase for public liability claims \$1,000,000
Telephone utilities cost increases 838,668
Public Service Utilities (gas, electric, water, sewer) increases 318,030
Auto parts 297,000

OTHER CRITICAL UNFUNDED ITEMS

Departments' budget requests for which there was no identified source of funding total over \$216 million in net County costs. The key unfunded items have been listed previously. Other Unfunded Items in addition to the previous list include the following:

- **Workload Related Requests**

Most departments' workload related requests have not been funded even though workload will significantly increase in 1991-92. Key programs receiving no workload increases include:

Regional Planning Work Plan (Department of Planning and Land Use)

Decedent Investigations (Medical Examiner)

Children's Services, Adult Social Services, and Hillcrest Receiving Home (Social Services)

Mental, Physical and Public Health programs (Health Services)

Senior programs (Area Agency on Aging)

Adult Field Service workload (Probation)

- **Fixed Assets**

With the exception of the few fixed assets funded in mid-year program additions and Trial Court Funding fixed assets included in Baseline Requests, there will be no further County-wide purchase of new or replacement fixed asset equipment until the amount of available 1990-91 Fund Balance has been determined in December. Departments have requested fixed assets totaling over \$17.8 million.

- **Other Department Requests**

Other high priority requests from the departments not included in the 1991-92 Adopted Budget are listed by functional area as follows:

- **Public Protection**

East Mesa consolidation (Sheriff)

Domestic Violence Unit (District Attorney)

Services and supplies funding (Grand Jury)

Revenue decreases due to sunset of Financial Responsibility Law (Municipal Courts)

Jail Population Management Detail (Sheriff)

Court reporting needs (Superior Court)

Pre-trial release services augmentation (Superior Court)
Jury services (Superior Court)
Contract attorney costs (Alternate Defense Counsel)
Court security staffing increase (Marshal)
Staff for Fast Track and Swing Shift (Municipal Courts)
Adult Field Services staffing increases (Probation)
Indigent Defense additional staffing and attorney reclasses (Public Defender)

- **Health and Social Services**

Maintain County Medical Services at current levels
Health facility security contracts
Sheriff's jail pharmaceuticals
New Income Maintenance District Office and remodel of other offices to accommodate staff and caseload growth
Health Department EDP support
Restore Child and Adolescent mental health cuts
Additional Psychiatric Hospital support staff and medical records staff
New Child and Adolescent residential mental health program
Expanded pharmacy services
Mental Health contractors' COLAs
Mental Health state hospital days augmentation
Mental Health contract acute care back-up beds
Mental Health services to bring the County up to state equity
Increased investigative staff to enhance DSS welfare fraud prevention and detection

- **Community Services**

Sweetwater Summit campground
Restoration of Library book budget
Medical Examiner medical transcriber and toxicology staff
Agriculture, Weights and Measures: Fumigation/health and safety inspections; Information system and computerized spray system

- **General Government and Support Services**

Fire, disaster and law enforcement radio replacement and microwave radio restoration
UCSD microwave temporary bypass
Maintain General Fund Major Maintenance Program at 1990-91 level
Funding for roof and parking lot maintenance program
Vehicle maintenance costs
County Counsel staff augmentation
Anticipated increase in mailings

County Counsel office automation and public liability claims increase
General Services asbestos management and building maintenance supplies increase
Information Services 32 MB CACHE Memory for DASD, Automated Tape Library, and
REJIS DASD
EDP Coordinator for Purchasing and Contracting Department
Potential retirement rate increases
Electronic Systems & Equipment — SANCONTEL equipment expansion and telephone
utilities augmentation

- **Capital**

Modernization of fire alarm system at Rancho Del Campo Juvenile Facility
Renovate public areas of 25-year old Social Services District Offices (4 offices)
Vandal-proof mountain top radio sites (4 sites)
27 miscellaneous Capital Projects totaling \$7.8 million

KEY PENDING ITEMS

Required adjustments to the Budget as a result of actions by the State Legislature include:

	<u>Adjustments in Dollars</u>
Realignment of State/County Health and Social Service Responsibilities	Undetermined at this time
Trial Court Funding Adjustments	Up to \$4,000,000

Major items identified by departments which may require a mid-year change to the Budget include the following:

- Reconstruction of Edgemoor Hospital (Health Services)
- County Medical Services restoration (Health Services)
- East Mesa Jail Psychiatric and Probation medical services staffing (Health Services)
- Children's Center Project (Social Services)
- Replacement vehicles (Equipment Acquisition)
- Other requested fixed assets

ESTIMATED REVENUES

By law, the County must adopt a balanced budget. Therefore, it is important to understand the sources of County revenue. The County's revenues can be classified into three broad categories: program revenues (including Fund Balance for special funds), general revenues, and general fund, fund balance.

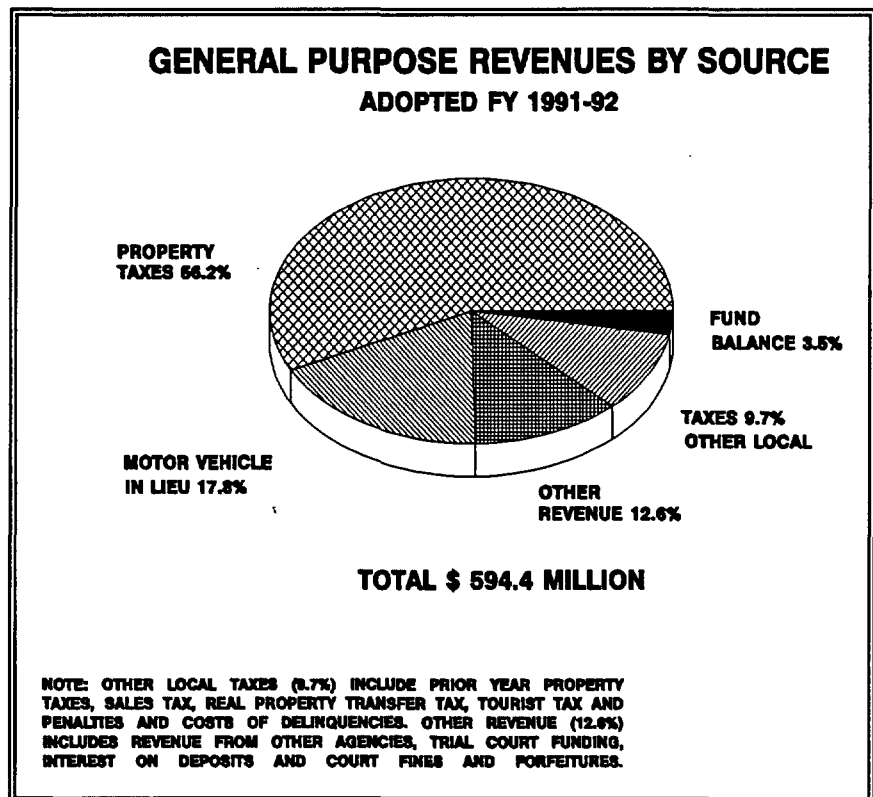
	<u>% of Total Budget</u>	<u>Change From 1990-91 To 1991-92 (In Millions of Dollars)</u>
Program Revenues	68.2	\$173.0
General Fund Revenues	30.7	38.5
General Fund, Fund Balance	<u>1.1</u>	<u>(3.8)</u>
Total	100.0%	\$207.7

Program Revenues which make up 68.2% of the Budget are derived from State and Federal subventions, grants, charges, or fees earned as a result of operating specific programs. Program revenues increased by \$173 million over 1990-91. This increase is primarily due to the inclusion of Health and Social Services in program revenues due to caseload adjustment.

General Revenues which make up 30.7% of the Budget are derived from property taxes, sales taxes, vehicle license fees, court fines and other miscellaneous sources. They may be used for any purpose which is a legal expenditure of County funds. The budgeted gross General Revenues from these sources increased by \$38.5 million over 1990-91. Approximately 93.4% of General Purpose Revenues are used to fund mandated services for which there is no other funding source. Only about 6.6% of General Revenue is available to provide discretionary services.

The **General Fund, Fund Balance**, which is 1.1% of the Budget includes overrealized revenues from the current year, unspent appropriations, and rebudgets. The total is estimated to be \$20.9 million. This is a \$3.8 million gross decrease from the 1990-91 adopted fund balance.

This graph displays the percentage distribution of general purpose revenues and fund balance by source for the Adopted Budget.

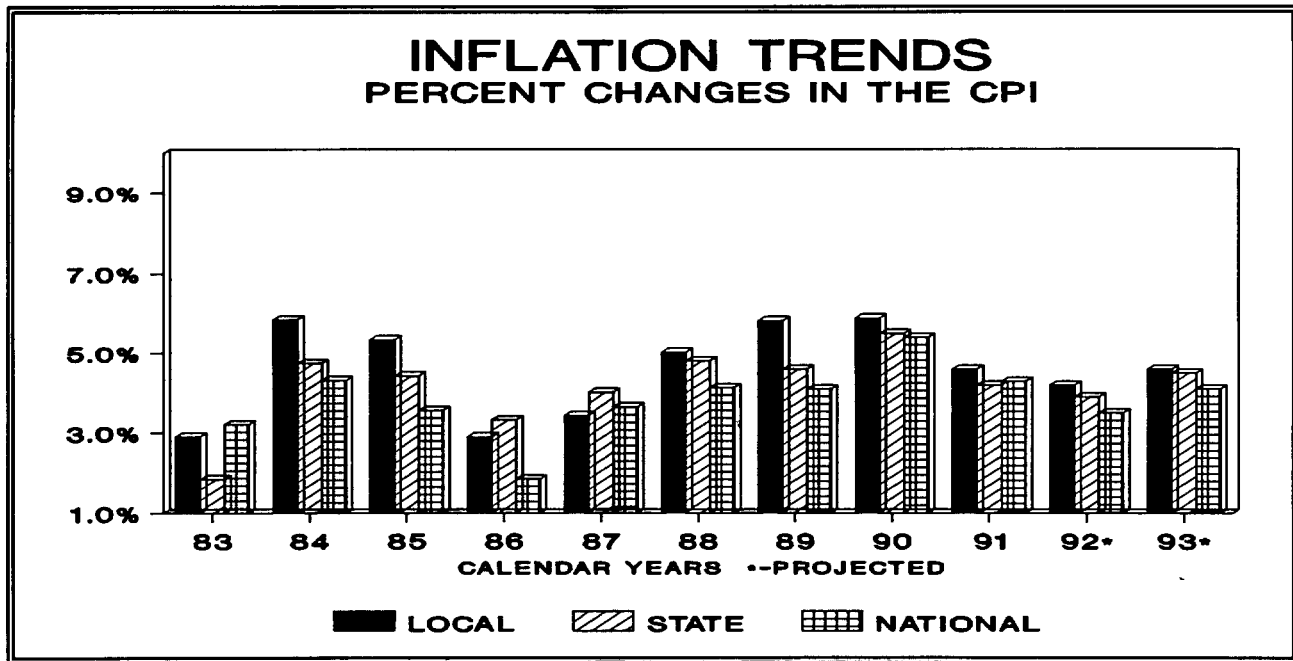


ECONOMIC PERSPECTIVE

National: Momentum in the economy is slower than in any other recovery of a recession. There was downward growth in the second half of 1991. General belief is that the economy will continue to strengthen, but at half speed. Inflation adjusted, housing and auto sales will remain relatively flat through 1991. Clearer signs that recovery is taking hold will appear toward the second quarter of 1992.

State: Historically, California has been able to avoid severe economic downturns. However, continuous weakness in housing, sales, defense and financial institutions are cited as major factors in the current California slump. The recent unemployment figures and reduction in personal income indicate California's inability to pull out of the recession this year. A negative employment growth of 0.5%, as compared to a 1.9% growth in 1990, is expected. California's recovery will most likely start in the latter part of 1992, a lag of six to nine months from the National.

Local: San Diego reflects the region's slowing economy. The recession is proving more stubborn and deeper than expected. Residential building permits valuation are down about 45% down from last year. The County's unemployment is averaging 1% higher than the State's unemployment rate. The Regional Gross Product is estimated at zero percent growth and may possibly be negative. The local economy will be weak in 1991 and 1992.

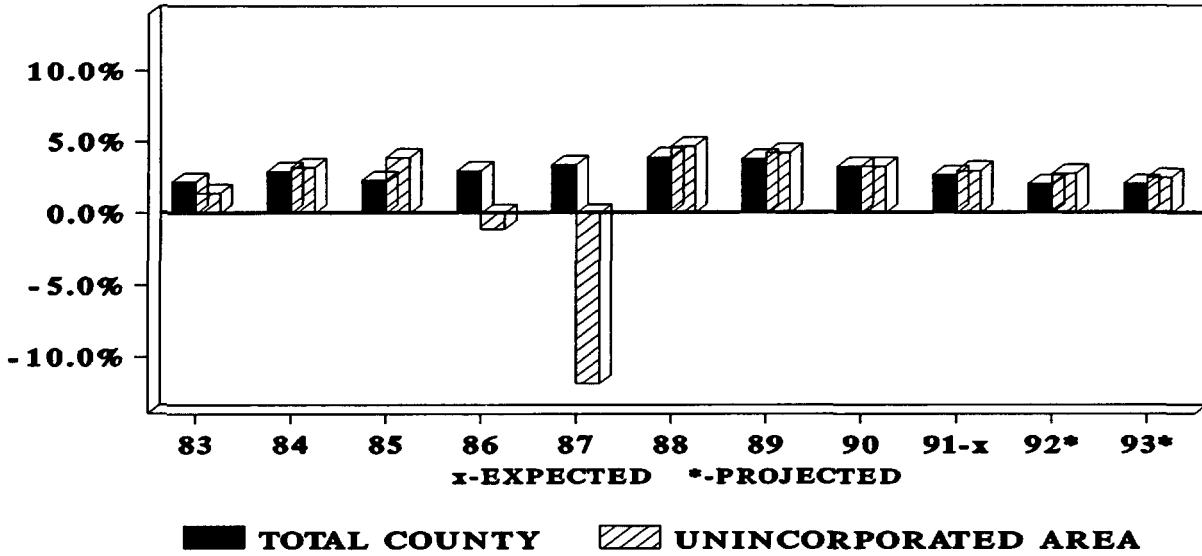


ECONOMIC/DEMOGRAPHIC DATA
(Percent changes unless otherwise indicated)

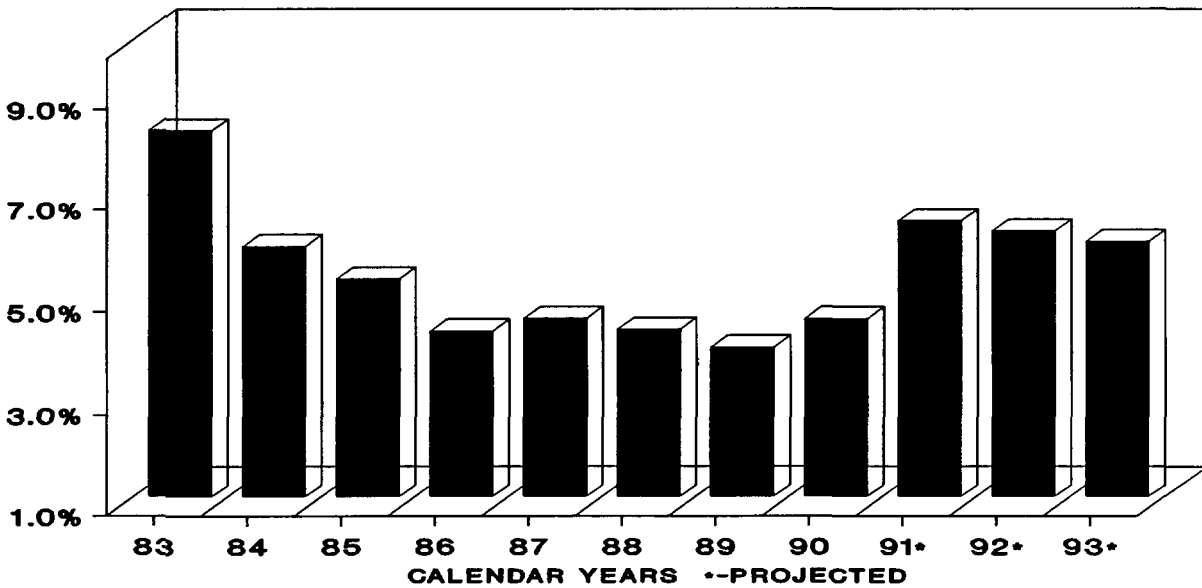
	ACTUAL	ESTIMATE	FORECAST	
	1990	1991	1992	1993
<u>GROWTH</u>				
National	1.0	-0.4	3.1	2.9
California	1.9	-0.5	3.3	4.2
San Diego	2.3	0	4.0	4.0
<u>PERSONAL INCOME</u>				
National	6.0	3.4	5.5	6.5
California	7.0	3.2	6.4	8.6
<u>CONSUMER PRICES</u>				
National	5.4	4.3	3.5	4.1
California	5.5	4.2	3.9	4.5
San Diego County	5.9	4.5	4.2	4.6
<u>POPULATION</u>				
National	1.1	1.0	0.9	0.9
California	2.8	2.3	2.1	2.1
San Diego County	3.3	2.7	2.1	2.1
<u>UNEMPLOYMENT RATE</u>				
National	5.5	6.8	6.5	6.2
California	5.6	7.6	7.8	6.7
San Diego County	4.5	6.6	6.5	6.0
<u>INTEREST RATES</u>				
Prime Interest Rates	10.0	8.6	6.7	8.2
Mortgage Rate	10.1	9.3	8.3	8.7

SAN DIEGO POPULATION TRENDS PERCENTAGE CHANGE

POPULATION



SAN DIEGO REGION UNEMPLOYMENT ANNUAL AVERAGE RATES



ECONOMIC HIGHLIGHTS

The economic recovery is even weaker than we had expected. When the budget was proposed in March, it was expected that California would follow the National economy in a recovery during the third quarter of 1991. The national economic recovery is delayed until spring of 1992. Now California is expected to lag behind the National by six to nine months for a recovery beginning the latter part of 1992.

Positive and negative indicators include the following:

o U.S. Economy

- Negative Economic Growth of -0.4% in 1991 and a moderate 3.1% in 1992.
- Housing industry is recovering very slowly.
- Continued concern about the enormous Federal budget deficit.
- Slowdown in consumption continues to persist in all durable goods and trade.
- Lagging consumer confidence.
- Weak Federal spending
- + Improvements in the trade deficit due to lower imports.
- + Declining interest rates.

o California

- Defense spending will continue to fall in 1991 and 1992 leading to employment declines in many aerospace industries.
- The rate of unemployment soared to 7.6% in mid-1991, the highest since the 1981-82 recession.
- The State has an oversupply of commercial office and retail space.
- The State budget is projecting over \$6.0 billion for deficit for FY 1992.
- The California drought continues to impact various economic sectors.
- Younger and less wealthy arrivals to population are putting strains on public services.
- + There does not appear to be an excessive inventory of unsold homes.
- + Population growth will continue to surpass the nation, but at a slower rate than the past 10 years.
- + Taxable sales are expected to rebound in mid 1992.

o San Diego

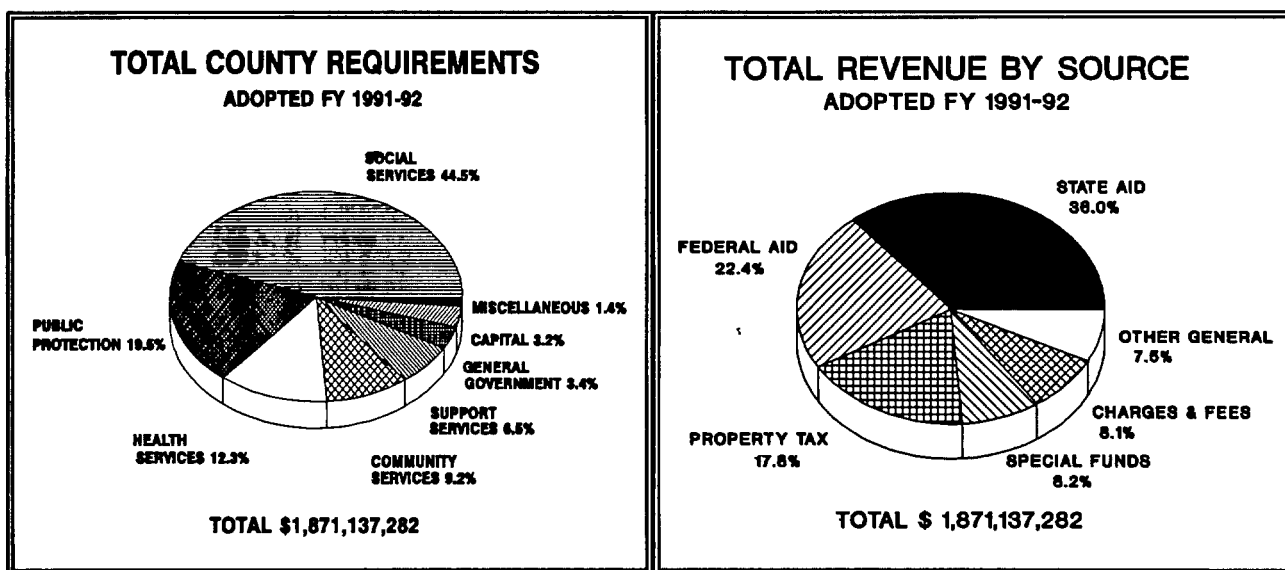
- Less construction growth, especially in office space.
- Higher unemployment, going from 4.5% in 1990 to 6.5% in 1991, lower than the State (7.6%), but similar to Nation (6.8%).
- + Diversified economic base.

BUDGET PERSPECTIVE

1991-92 ADOPTED BUDGET

FUNCTIONAL AREA	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Public Protection	\$333,078,152	\$365,169,554	9.6
Health & Social Services	916,599,088	1,060,340,053	15.7
Community Services	160,543,020	172,952,762	7.7
General Government	61,017,572	63,987,676	4.9
Support Services	117,156,326	122,105,094	4.2
Capital	52,763,805	59,844,223	13.4
Miscellaneous	22,298,866	26,737,920	19.9
Total	\$1,663,456,829	\$1,871,137,282	12.5

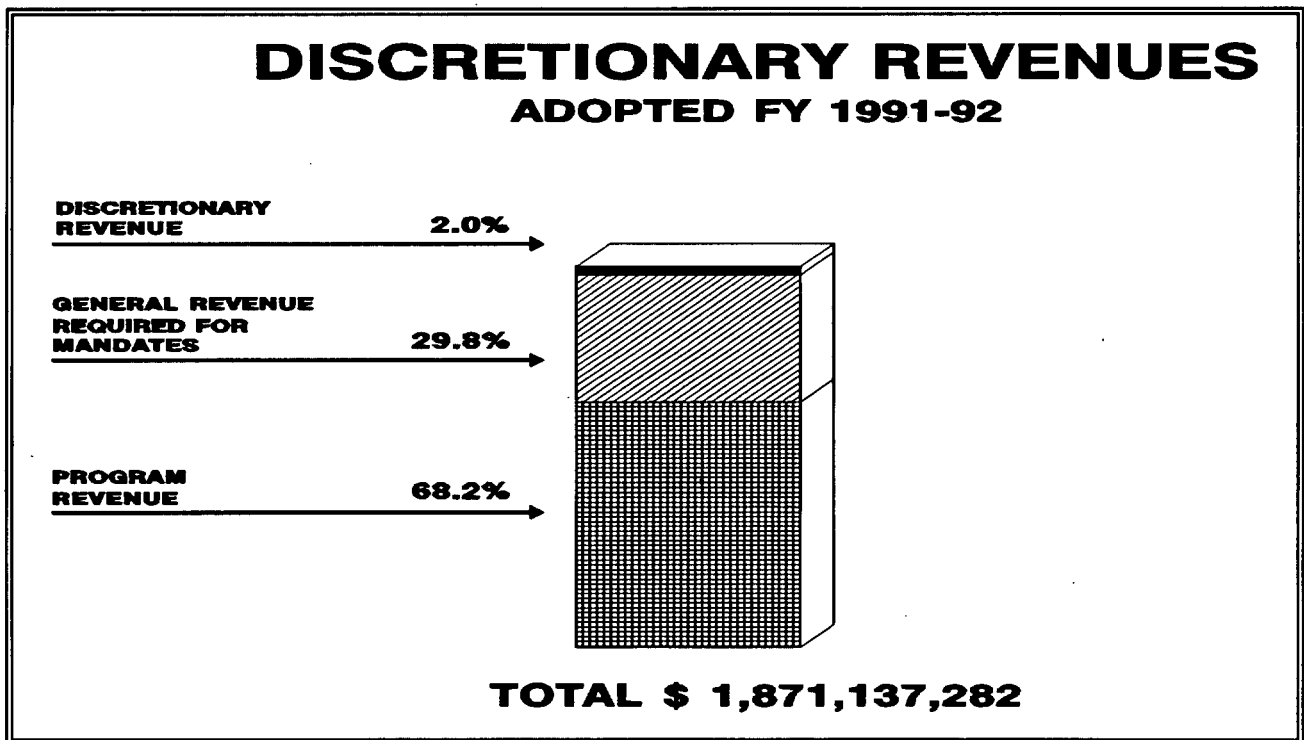
The increase in the 1991-92 Adopted Budget appropriations is 12.5%. The Health and Social Services functional area accounts for the majority of the County's budget with 56.8% of the total budget. These costs are primarily funded from Federal and State Aid. The next largest sector of the County's budget is the Public Protection functional area with 19.5% of the total. These costs are primarily funded from local revenues such as the property tax. The graph below-left displays costs by function. The graph below-right shows the percentage of total revenue by source.



DISCRETIONARY REVENUES

The County's 1991-92 estimated revenue totals \$1,871,137,282. Revenue categories are outlined as follows:

o Program Revenues	% of Total Budget
These must be used for specific purposes such as welfare grants, health, mental health and roads.	68.2%
o General Revenues (including Fund Balance)	
These include:	
• Revenues required by Federal and State law to be allocated to mandated programs.	29.8
• Discretionary Revenues available for local programs.	<u>2.0</u>
Total	100.0%



STAFF YEARS BY FUNCTIONAL AREA

FUNCTIONAL AREA	1990-91 ADOPTED	1991-92 ADOPTED	CHANGE
Public Protection	6,357.42	6,540.67	183.25
Health & Social Services	6,159.63	6,136.55	-23.08
Community Services	1,804.31	1,803.70	-0.61
General Government	1,126.33	1,110.13	-16.20
Support Services	1,259.16	1,237.13	-22.03
Total	16,706.85	16,828.18	121.33

The 1991-92 Adopted Budget provides funding for 16,828.18 staff years, a .73% increase over the 1990-91 Adopted County Budget. The largest change in staff years occurred in the Public Protection area with an increase of 183.25 staff years. The other functional areas experienced a combined net decrease of 61.92 staff years.

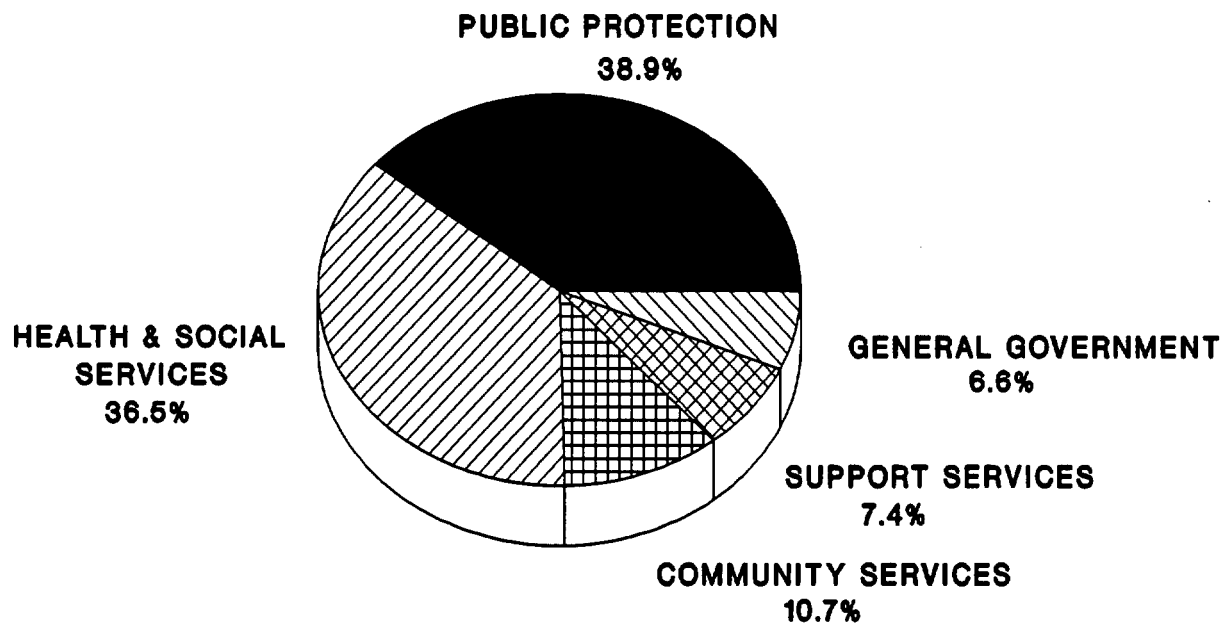
The graph on the next page shows that the Public Protection and Health & Social Services functional areas account for approximately three-quarters of all the County's adopted staff years.

Staff Year changes by department are shown on Pages A-24 and A-25. Major department changes include:

<u>Function/Department</u>	<u>Staff Year Changes</u>
Public Protection:	
Alternate Public Defender	+22.50
District Attorney	+40.00
Public Defender	+14.50
Sheriff	+87.25
Health & Social Services:	
Health	-111.33
Social Services	+87.25
Community Services	
Planning and Land Use	-19.50
Support Services	
General Services	-34.25

For more detail, refer to the Budget Summary by Functional Area.

**STAFF YEARS BY FUNCTION
ADOPTED FY 1991-92**



Total: 16,828.2

STAFF-YEAR CHANGE BY DEPARTMENT

FUNCTIONAL AREA	1990-91 ADOPTED	1991-92 ADOPTED	STAFF YEAR CHANGES
<u>Public Protection</u>			
Alternate Defense Counsel	14.00	17.00	3.00
Alternate Public Defender	22.50	45.00	22.50
District Attorney	739.17	779.17	40.00
Grand Jury	1.00	1.00	0.00
Marshal	372.50	372.50	0.00
Municipal Court EDP	7.00	6.00	-1.00
Municipal Court El Cajon	116.00	116.00	0.00
Municipal Court North County	144.75	144.75	0.00
Municipal Court San Diego	323.50	323.50	0.00
Municipal Court South Bay	80.25	80.25	0.00
Probation	1,059.00	1,076.00	17.00
Public Defender	331.50	346.00	14.50
Sheriff	2,307.25	2,394.50	87.25
Superior Court	839.00	839.00	0.00
Total Public Protection	6,357.42	6,540.67	183.25
<u>Health & Social Services</u>			
Area Agency on Aging	75.00	76.00	1.00
Health Services	2,589.13	2,477.80	-111.33
Social Services	3,495.50	3,582.75	87.25
Total Health & Social Services	6,159.63	6,136.55	-23.08
<u>Community Services</u>			
Agriculture, Weights & Measures	112.55	119.00	6.45
Animal Control	160.50	158.50	-2.00
Cable TV	3.92	3.92	0.00
County Library	199.41	200.41	1.00
Farm Advisor	9.00	9.00	0.00
Housing/Community Development	88.00	90.00	2.00
Medical Examiner	55.00	54.00	-1.00
Parks and Recreation	135.30	135.30	0.00
Planning & Land Use	303.30	283.80	-19.50
Public Administrator	50.33	53.33	3.00
Public Works Road Fund	594.00	602.00	8.00
Registrar of Voters	93.00	94.44	1.44
Total Community Services	1,804.31	1,803.70	-0.61

STAFF-YEAR CHANGE BY DEPARTMENT

FUNCTIONAL AREA	1990-91 ADOPTED	1991-92 ADOPTED	STAFF YEAR CHANGES
<u>General Government</u>			
Assessor	319.25	316.25	-3.00
Auditor & Controller	203.00	198.00	-5.00
Board of Supervisors District 1	8.75	8.75	0.00
Board of Supervisors District 2	10.00	10.00	0.00
Board of Supervisors District 3	10.50	10.50	0.00
Board of Supervisors District 4	10.00	10.00	0.00
Board of Supervisors District 5	10.00	10.00	0.00
Board of Supervisors General	3.00	3.00	0.00
Chief Administrative Officer	123.20	117.50	-5.70
Clerk, Board of Supervisors	42.39	38.70	-3.69
Community Enhancement Program			0.00
County Clerk	20.00	20.00	0.00
County Counsel	142.00	144.00	2.00
LAFCo Administration	8.07	8.43	0.36
Recorder	80.50	88.00	7.50
Reserves — General Government			0.00
Retirement Association	13.42	0.00	-13.42
Transborder Affairs	7.00	6.75	-0.25
Treasurer/Tax Collector	115.25	120.25	5.00
Total General Government	1,126.33	1,110.13	-16.20
<u>Support Services</u>			
Civil Service Commission	4.50	4.20	-0.30
Department of Human Resources	125.50	135.00	9.50
Equal Opportunity Management Office	11.00	10.00	-1.00
General Services	492.00	457.75	-34.25
Information Services	333.16	329.18	-3.98
Purchasing & Contracting	56.00	56.00	0.00
Revenue & Recovery	237.00	245.00	8.00
Total Support services	1,259.16	1,237.13	-22.03
TOTAL COUNTY	16,706.85	16,828.18	121.33

OUTLOOK FOR 1991-92 AND FUTURE YEARS

The Adopted Budget shows the total estimated 1991-92 cost for previously approved staff-years and other resources balanced to estimated revenues of \$1.87 billion. The 1991-92 Adopted budget reflects the contrast between Federal and State funded programs and those supported either wholly or in part by local discretionary revenues. For the most part, it does not fund new requests except, for those 100% revenue offset. Essentially, all available discretionary revenues were utilized to provide for prior approved salary and benefit increases; programmatic reductions are reflected in many departments, and fixed asset and maintenance projects were deferred.

In addition, the budget initiated some structural reforms to reduce the burden of unfunded State and Federal mandates, including "Realignment" of Health and Social Service programs in which financial and partial programmatic responsibility was transferred from the State to the Counties.

Based on revenue and expenditures projections, the County's fiscal problems are expected to continue in future years. The key areas of increasing costs in the current year and beyond are as follows:

- **Detention Facility Expansions:** The high cost of expanding detention operations to meet the jail overcrowding problem, and the unavailability of Proposition A funds (\$330 million collected to date) will continue to impact the County Budget as the County struggles to find a way to open the East Mesa Detention Facility, and meet other jail and court expansion needs.
- **Other Criminal Justice System Workload:** The cost of Alternate Defense Counsel, Conflict Public Defender, and Public Defender are projected to level off while the District Attorney, Probation, and Sheriff needs continue to increase.
- **Mandated Workload Increases in Social Services & Health:** Costs in both Health and Social Services are increasing at a rapidly accelerating rate due to population growth, medical inflation, and other social and economic factors. Social Services caseloads have been increasing at rates of 10% to 20% over the last two fiscal years. Mental health, physical health, and public health workloads are also increasing significantly.

The partial "Realignment" of social services programs and total "Realignment" of health programs, makes the County responsible to fund caseload and cost increases from the growth of Sales Tax and Vehicle Tax Realignment revenue. The growth rates of Sales and Vehicle Tax revenues, and demand of Health and Social Services are impacted differently by prevailing economic conditions. This could further complicate the County's fiscal planning and management.

- **Salary & Benefits Costs:** Every 1% Salary & Benefit adjustment equals \$6.9 million. Providing competitive salaries and benefits is a subject of negotiation each year. Recently, Health and Retirement costs have increased at the annual rate of 20% and 8%, respectively. The 1992-93 cost increases are projected to be approximately \$15.0 million for retirement and over \$5.0 million for health benefits.
- **Emerging Issues:** Jail Overcrowding, Medically Indigent Services Program (MISP), Drug Abuse and AIDS are just a few areas that could present emergency situations for the County response. However, for 1991-92, the County's Operating Contingency Reserve, which must meet all unforeseen events, is only about \$3.0 million for a budget of \$1.87 billion.

COUNTY OF SAN DIEGO PROJECTED REVENUE & EXPENDITURE LEVELS

FY 1992 TO FY 1995

(MILLIONS OF DOLLARS)

REVENUES	ADOPTED FY 91-92	PROJECTED FY 92-93	CHANGE FROM PRIOR YEAR	PROJECTED FY 93-94	CHANGE FROM PRIOR YEAR	PROJECTED FY 94-95	CHANGE FROM PRIOR YEAR
Program Revenues	\$1,239.9	1,359.9	\$120.0	\$1,469.9	\$110.0	\$1,589.9	\$120.0
General Revenue	538.1	542.2	\$4.1	572.2	\$30.0	610.2	\$38.0
General Revenue/Trial Court Funding	35.4	35.4	\$0.0	35.4	\$0.0	35.4	\$0.0
Fund Balance	20.9	5.0	(\$15.9)	5.0	\$0.0	10.0	\$5.0
Capital	36.8	33.0	(\$3.8)	34.0	\$1.0	34.0	\$0.0
TOTAL REVENUES	\$1,871.1	\$1,975.5	\$104.4	\$2,116.5	\$141.0	\$2,279.5	\$163.0
EXPENDITURES							
<u>CRIMINAL JUSTICE/PROTECTION ARE</u>	\$365.2	\$365.2	\$0.0	\$379.9	\$14.7	\$398.9	\$19.0
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level		10.2	\$10.2	10.2	\$0.0	10.5	\$0.3
<u>SOCIAL SERVICES/AAA</u>	832.8	936.8	\$104.0	1,047.1	\$110.3	1,173.1	\$126.0
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Matching Cost/Load Increases	0.0	5.0	\$5.0	10.5	\$5.5	15.5	\$5.0
Maintenance of Service Level		4.0	\$0.0	4.0	\$0.0	4.0	\$0.0
<u>HEALTH SERVICES</u>	227.5	232.5	\$5.0	246.3	\$13.8	265.0	\$18.7
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level	0.0	7.5	\$7.5	8.0	\$0.5	9.0	\$1.0
3rd Operating Agreement	0.0	1.8	\$1.8	2.0	\$0.2	2.0	\$0.0
<u>GENERAL GOVERNMENT AREA</u>	64.0	64.0	\$0.0	67.0	\$3.0	68.5	\$1.5
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level	0.0	3.0	\$3.0	1.5	(\$1.5)		(\$1.5)
<u>COMMUNITY SERVICES AREA</u>	172.9	172.9	\$0.0	179.1	\$6.2	185.6	\$6.5
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level		6.2	\$6.2	6.5	\$0.3	6.5	\$0.0
<u>SUPPORT SERVICES</u>	122.1	122.1	\$0.0	130.7	\$8.6	135.7	\$5.0
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level		3.0	\$3.0		(\$3.0)	3.5	\$3.5
<u>MISCELLANEOUS AREA</u>							
Cash Borrowing	12.3	13.0	\$0.7	14.0	\$1.0	15.0	\$1.0
Public Liability	0.0	5.0	\$5.0	5.0	\$0.0	5.5	\$0.5
Contingency Reserve	10.5	10.5	\$0.0	11.0	\$0.5	12.0	\$1.0
Other	4.0	4.0	\$0.0	1.6	(\$2.4)	2.0	\$0.4
<u>CAPITAL</u>	59.8	60.2	\$0.4	60.2	\$0.0	60.2	(\$0.0)
Subtotal Expenditures	1,871.1	1,986.2	\$115.1	2,141.9	155.7	2,321.5	\$179.6
Salary and Benefits(1)	0.0	46.5	\$46.5	88.5	42.0	130.5	\$42.0
Matching Cost/Load Increases	0.0	6.8	\$6.8	12.5	5.7	17.5	\$5.0
Maintenance of Service Level	0.0	33.9	\$33.9	30.2	(3.7)	33.5	\$3.3
TOTAL EXPENDITURES	\$1,871.1	\$2,073.4	\$202.3	\$2,273.1	\$199.7	\$2,503.0	\$229.9
ESTIMATED GAP	0.0	(97.9)	(97.9)	(156.6)	(58.7)	(223.5)	(66.9)

ASSUMPTIONS:

- (1) SALARY ADJUSTMENTS FOR FY 91-92 ARE IN THE ADOPTED DEPARTMENT BUDGETS.
- (2) EAST MESA PHASE I OPERATING TRANSITIONAL COSTS ARE ONLY INCLUDED IN THE PROJECTIONS.
- (3) IT IS ASSUMED THAT NO NEW JUDGES WILL BE ADDED IN FY 91-92, 92-93 AND 93-94.
- (4) THE 1991-92 ADOPTED BUDGET IS BALANCED BUT CRITICAL ITEMS ARE NOT INCLUDED.

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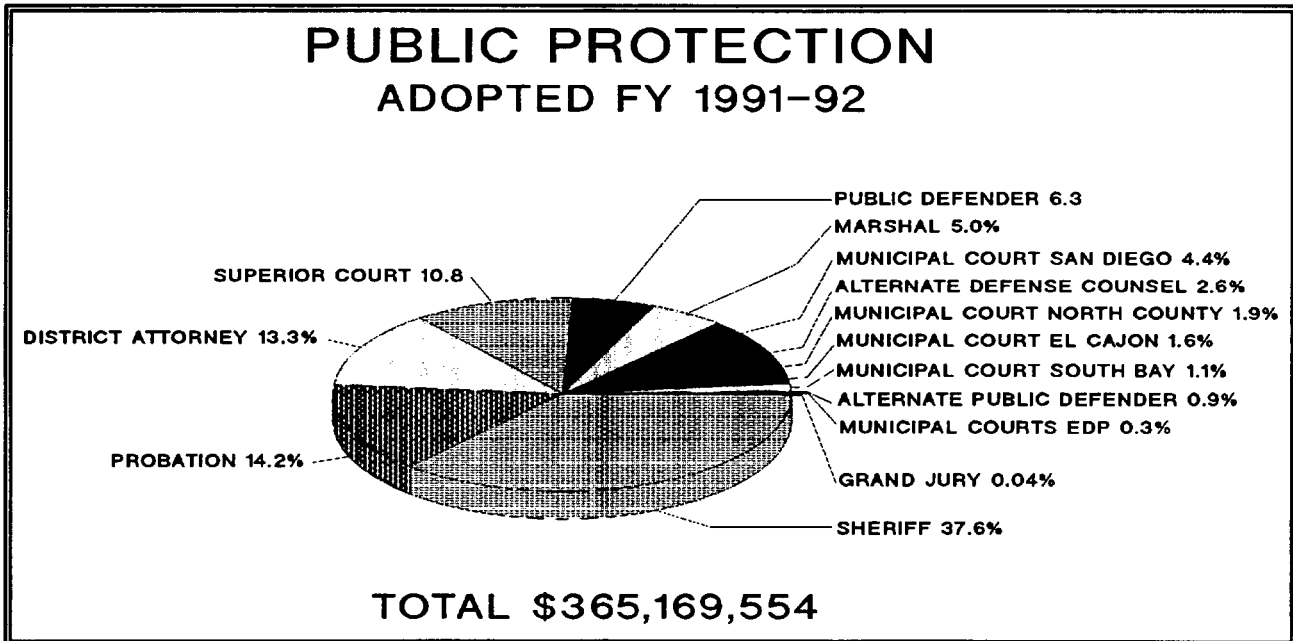


BUDGET SUMMARY BY FUNCTIONAL AREA PUBLIC PROTECTION

The Public Protection functional area includes fourteen departments. The services provided by the departments in this area are police, judicial, detention and many other public protection services. The major purpose of these programs is to provide a lawful and secure environment for persons and property. The 1991-92 Adopted Budget for Public Protection is \$365,169,554, an increase of \$32,091,402 and 183.25 staff years. The following table displays a comparison of the two years by department.

DEPARTMENT	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Alternate Defense Counsel	\$11,695,846	\$9,375,871	-19.8
Alternate Public Defender	1,449,288	3,215,519	121.9
District Attorney	41,751,785	48,523,170	16.2
Grand Jury	157,193	161,036	2.4
Marshal	16,763,296	18,195,474	8.5
Muni Court — EDP	1,075,789	1,032,521	-4.0
Muni Court — El Cajon	5,594,477	5,976,324	6.8
Muni Court — North County	6,664,737	7,020,641	5.3
Muni Court — South Bay	3,790,403	4,072,780	7.4
Muni Court — San Diego	15,255,012	16,199,446	6.2
Probation	49,157,009	51,720,988	5.2
Public Defender	21,251,005	23,198,788	9.2
Sheriff	121,927,258	137,239,222	12.6
Superior Court	36,545,054	39,237,774	7.4
Total	\$333,078,152	\$365,169,554	9.6

This graph displays how these funds are allocated.



Significant Public Protection budget adjustments include:

- **Alternate Public Defender:** The 1991-92 Budget represents an increase of \$1,766,231 and 22.50 staff years. This increase represents full year funding for the 45 positions approved by the Board of Supervisors on May 22, 1990 (26). The Department was established to represent clients in criminal cases that the existing Department of Public Defender cannot represent due to a conflict of interest.
- **District Attorney:** The 1991-92 Budget represents an increase of \$6,771,385. This includes full year funding for the Victim/Witness Assistance Grant program (8.00 staff years), for Jurisdictions United for Drug and Gang Enforcement (JUDGE) grant program (3.00 staff years), and 26.00 staff for the Family Support Program.
- **Marshal:** The 1991-92 Budget represents an increase of \$1,432,178 and includes \$31,950 in fixed assets as specified in the 1991-92 Trial Court Funding plan.
- **Municipal Courts:** The 1991-92 Budgets of the Municipal Courts, (including the Municipal Court EDP unit) increased a total of \$1,921,294. Fixed assets are budgeted as agreed in the 1991-92 Trial Court Funding Plan as follows:

El Cajon Municipal Court	\$17,242
Municipal Court EDP	106,556
North County Municipal Court	18,966
San Diego Municipal Court	50,000
South Bay Municipal Court	<u>14,800</u>
Total	\$207,564

- **Probation:** The 1991-92 Budget provides an increase of \$2,563,979 to the Probation Department. Full year funding is provided for the JUDGE grant (1.50 staff years), East Mesa Preoccupancy Team (7.00 staff years), one revenue offset staff year is added under contract to the San Diego Unified School District, 28 positions (21 staff years) to augment Juvenile Hall staffing ratio and 17 staff years for Juvenile Hall construction.
- **Public Defender:** The 1991-92 Budget provides an increase of \$1,947,783 and 14.50 staff years. This increase represents full year funding for the Child Advocacy Division approved by the Board on June 5, 1990 (59) to provide legal representation of minors in dependency matters.
- **Sheriff:** The 1991-92 Budget represents an increase of \$ 15,311,964 and 87.25 staff years. The key increases in this budget include full year funding the East Mesa Preoccupancy Team (18.00 staff years), CAL-ID clerical (2.00 staff years), the Drug Abuse Resistance Education (DARE) program (3.00 staff years), Regional Drug Enforcement (1.25 staff years), the Indian Reservation Enforcement Detail (5.00 staff years), 41.25 staff years for start up and training foe East Mesa in preparation for a Federal lease bed revenue agreement to fund the balance.
- **Superior Court:** The 1991-92 Budget provides an increase of \$2,692,720 for the Superior Court. Included are fixed assets totalling \$513,153 as agreed in the 1991-92 Trial Court Funding Plan.

The major unfunded items include:

- **Probation:**
 - Staffing to correct the problem of late court reports
 - Staff for Adult Field Services workload increases

- **District Attorney:**
 - Creation of the Domestic Violence Unit

- **Public Defender:**
 - Support staff including legal secretaries
 - Additional attorneys and investigators

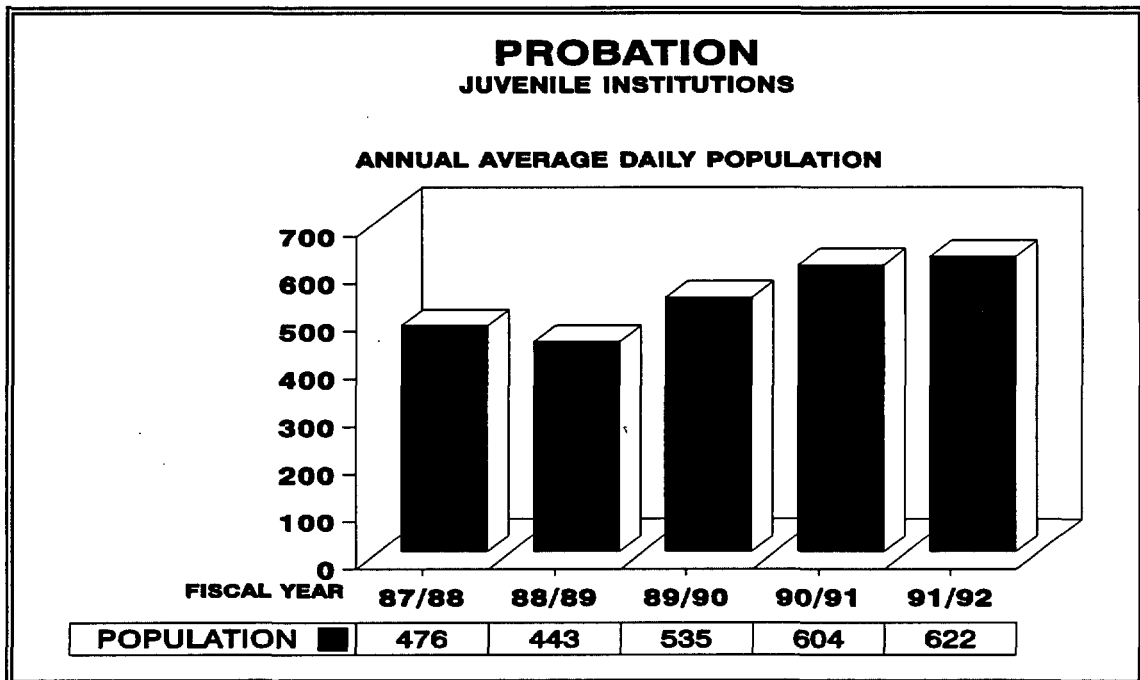
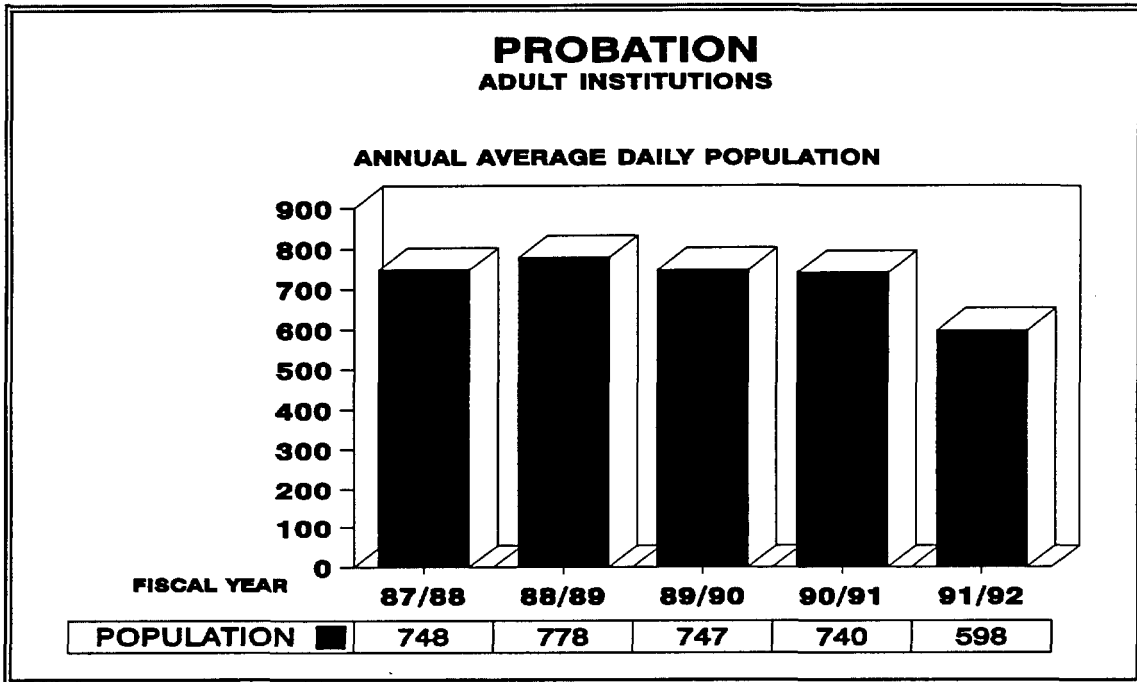
- **Sheriff:**
 - Jail Population Management Detail
 - Evidence Clerks
 - Additional Child Abuse Detectives
 - Additional Homicide Detectives

- **Marshal:**
 - Restoration of the 1990-91 Trial Court Funding Cuts
 - Funding to offset revenue reductions due to decreases in civil filing fees

- **Municipal Courts:**
 - Restoration of the 1990-91 Trial Court Funding Cuts
 - Mandatory court costs such as transcripts and interpreter fees
 - Funding to offset revenue reductions due to sunset of the Financial Responsibility Law

- **Superior Court:**
 - Restoration of the 1990-91 Trial Court Funding cuts
 - Mandatory court costs such as transcripts and interpreter fees
 - Staffing needs for court reporting, jury services and pre-trial release services

The graphs below show the average daily population over a five year period for adult and juvenile institutions operated by the Probation Department.

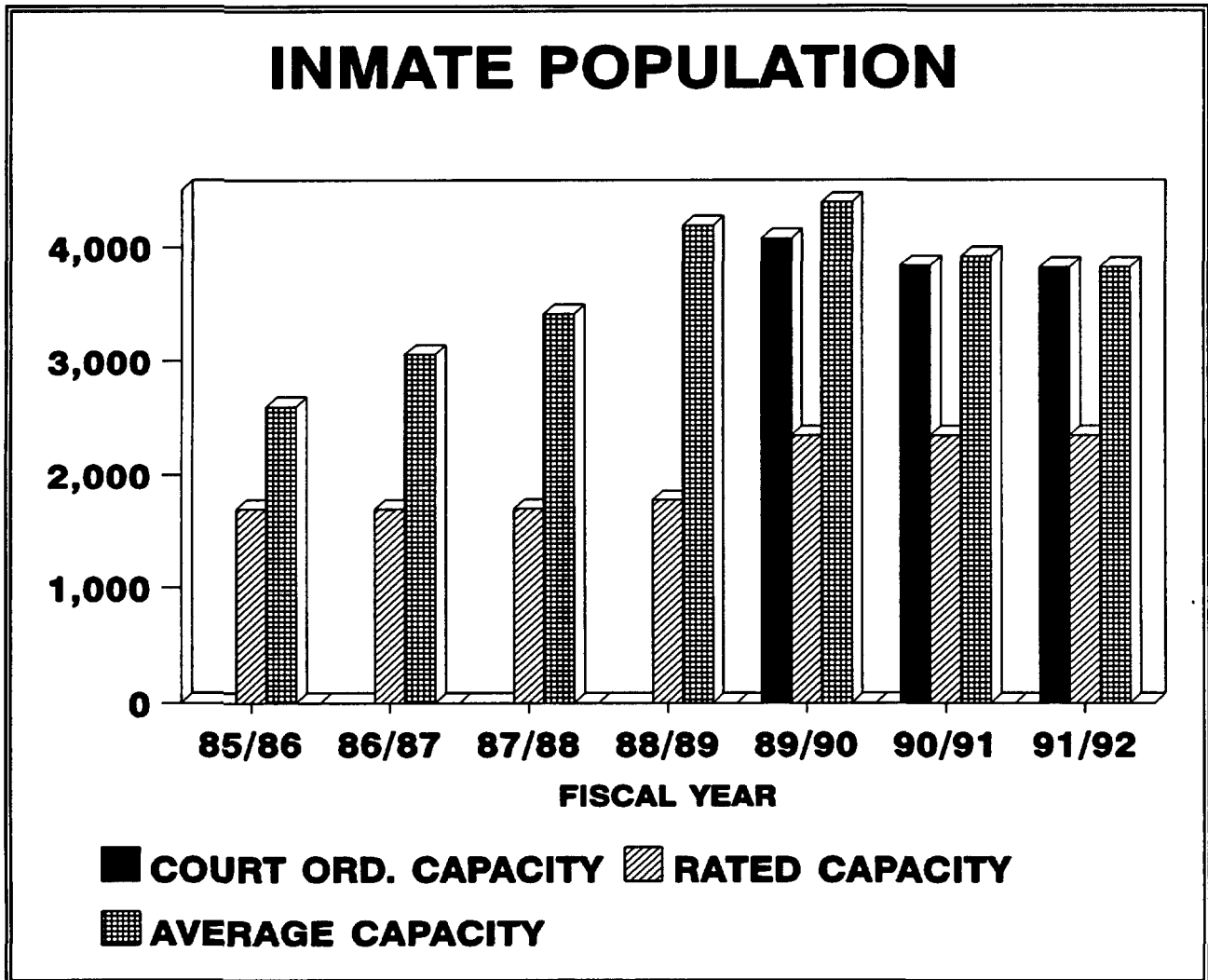


INMATE POPULATION

Sheriff's Department

The Sheriff's inmate population reflects pre-sentenced and sentenced prisoners held in the County's six detention facilities: Central, Descanso, El Cajon, Las Colinas, South Bay, and Vista. The inmate population continues to be well over the rated bed capacity. The rated capacity dipped in 87/88 due to the temporary closure of the Vista facility for expansion and rose in 88/89 with the opening of the Las Colinas temporary men's facility and again in 89/90 with the reopening of Vista.

The reduction of inmate population for 1990 is a result of the Population Management Unit, alternatives to incarceration, early release and a revised timeline for transfer of State inmates. The chart below compares the court ordered, average, and rated capacities for the Sheriff's detention facilities over a six-year period.



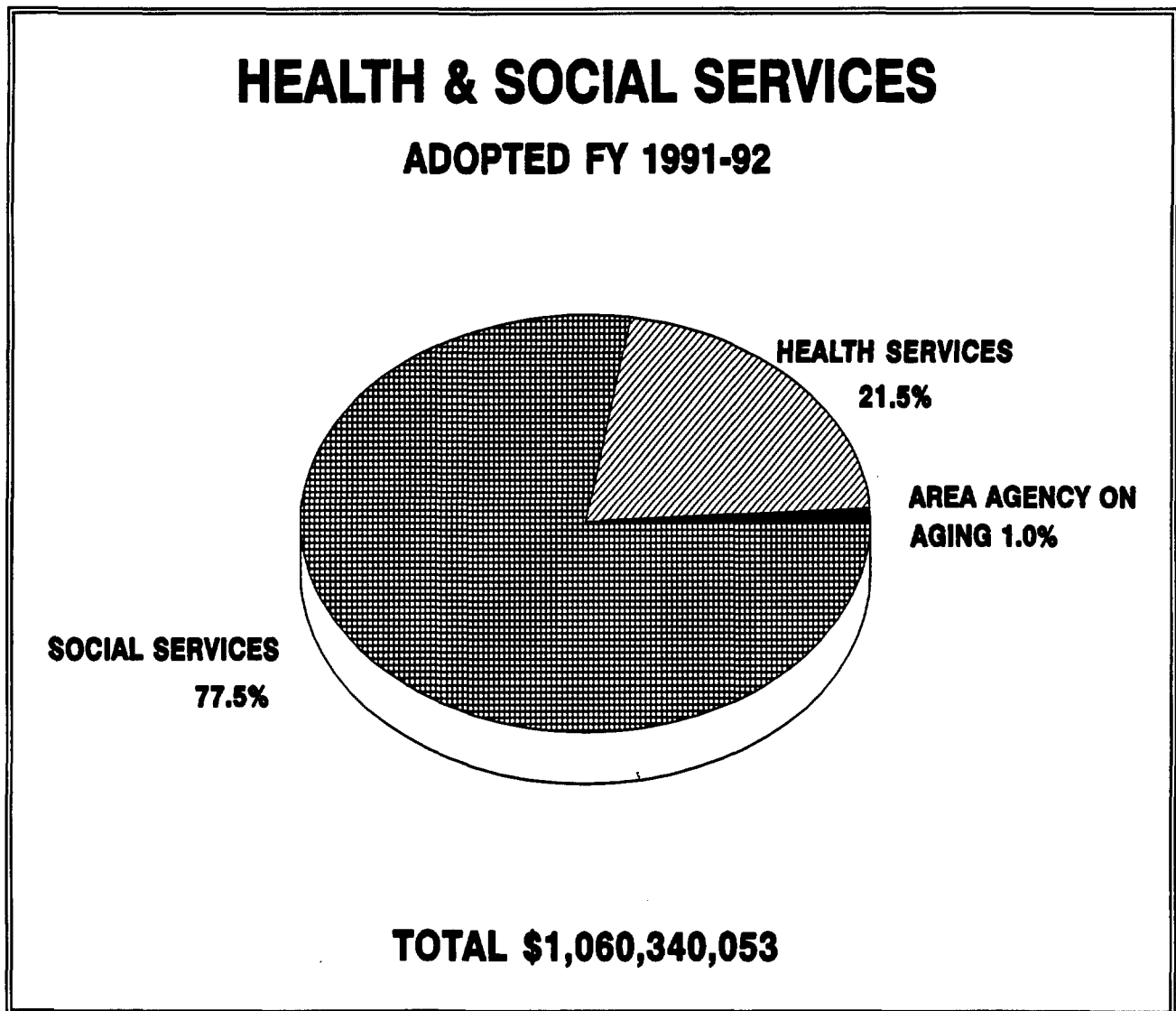
BUDGET SUMMARY
HEALTH AND SOCIAL SERVICES



The Health and Social Services functional area includes three departments which are directly concerned with the physical, mental, and social well-being of the citizens of the County.

The 1991-92 Adopted Budget for Health and Social Services functional area is \$1,060,340,053 or 56.7% of the total County Adopted Budget. The increase from 1990-91 is \$143,741,864 or 15.7%. The Adopted Budget provides 6136.55 staff years, for a 23.08 staff year decrease.

The chart below displays the distribution of funds.



Although this functional area represents the largest share of County's expenditures, it also includes the largest share of State and Federal revenues. The Health and Social Services functional area operates with a net County cost of \$98.5 million or 16.6% of the total net County cost of \$593.9 million.

The following table displays the appropriations by department.

DEPARTMENT	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Area Agency on Aging	\$10,792,043	\$11,051,712	2.4
Social Services	673,266,480	821,780,278	22.1
Health Services	232,540,565	227,508,063	-2.2
Total	\$916,599,088	\$1,060,340,053	15.7

Significant Changes Are Summarized by Department As Follows:

- o **Department of Area Agency on Aging:**
 - Senior programs took a 10% budget cut by the loss of one administrative staff year and one Public Health Nurse staff year.
 - The AIDS Waiver program was increased by \$110,833 and 3 staff years allowing a 50% client eligibility increase
- o **Department of Social Services:**
 - State-imposed reductions of over \$2 million in the Greater Avenues for Independence (GAIN) will result in the elimination of 66 staff years and decreases in adult job training and placement services.
 - A total of \$2.75 million in reductions to Child Welfare Services (62 staff years and \$400,000 in services and supplies) are necessary to fund increases in Court-ordered juvenile dependency services.
 - Over \$1.8 million in savings (including elimination of 39 staff years) resulting from computer automation.
 - Caseload, aid payment and staffing increases totalling \$149.3 million/263.5 SY were added in the following programs: AFDC, AFDC/Foster Care, General Relief, Food Stamps, and Medi-CAL Administration.
 - A \$3.3 million Family Preservation Project demonstration was initiated
 - A 25% reduction (\$650,000) was taken in Juvenile Diversion programs and contracts
- o **Department of Health Services:**
 - A State-mandated increase in appropriations of \$1.78 million for the California Children Services program with a net County cost match of \$444,444.

- An increase of \$0.9 million in the County Patient Services program for the Third Operating Agreement with the UCSD Medical Center.
- An additional \$1.13 million in Federal Stewart B. McKinney Act revenue for the homeless mentally ill adults research project.
- State MISP (Medically Indigent Services Program) revenue reduction and the inability of the County to rely on school district and city tax administration fees will result in a \$10 million reduction in the CMS Program's provider contracts.
- An additional \$3.3 million in Drug program funding will fund Perinatal Services, Options for Recovery case management and a Parolee drug program.
- Closure of the Vista Public Health Center.
- An additional \$800,000 and 13.75 staff years for workload increases in Environmental Health Services.
- Federal C.A.R.E. Act revenues of \$1.23 million are added to the County's AIDS programs.
- Additional Medi-CAL revenue allows small increases in the Mental Health program and in the Health Services Complex pharmacy.
- The San Diego County Psychiatric Hospital has been maintained at the FY 90-91 patient service level until January 1992.

The Major Unfunded Items Are:

o Department of Social Services (DSS):

- Acquisition of a new Income Maintenance district office and the remodeling of other DSS offices to accommodate staff and caseload growth.
- Staffing for a DSS training lab to improve Eligibility Technician training and to reduce error rates.
- Increased investigative staff to enhance DSS welfare fraud prevention and detection.
- Additional Eligibility Supervisors to improve the supervisor-to-staff ratios.

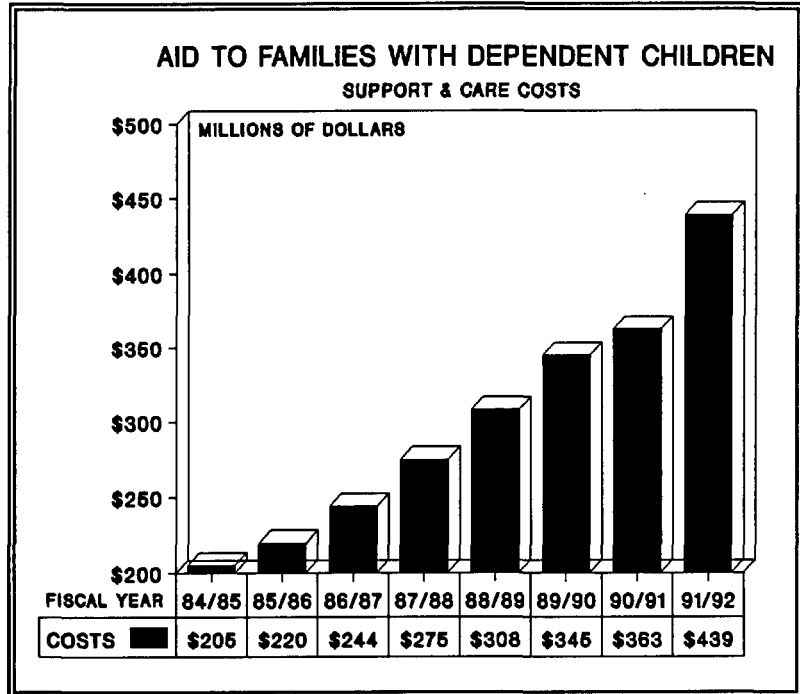
o Department of Health Services (DHS):

- Maintaining the County Medical Services program at FY 90-91 levels.
- DHS facility security contracts funding.
- Sheriff's jail pharmaceutical funding.
- Restoring Child and Adolescent mental health cuts of prior years.
- Increased Health Department EDP support, staffing and equipment.
- Additional custodial support staff and medical records staff for the San Diego Psychiatric Hospital.
- Expanded pharmacy services to support the new Clairemont Hospital and other expanded program needs.
- Increasing Mental Health services to bring the County up to state equity level.
- Cost-of-living adjustments (COLAs) for Mental Health contracted service providers.
- Mental Health contracts for acute care back-up beds.
- Funding a new Child and Adolescent residential mental health program.

Public Assistance Workload

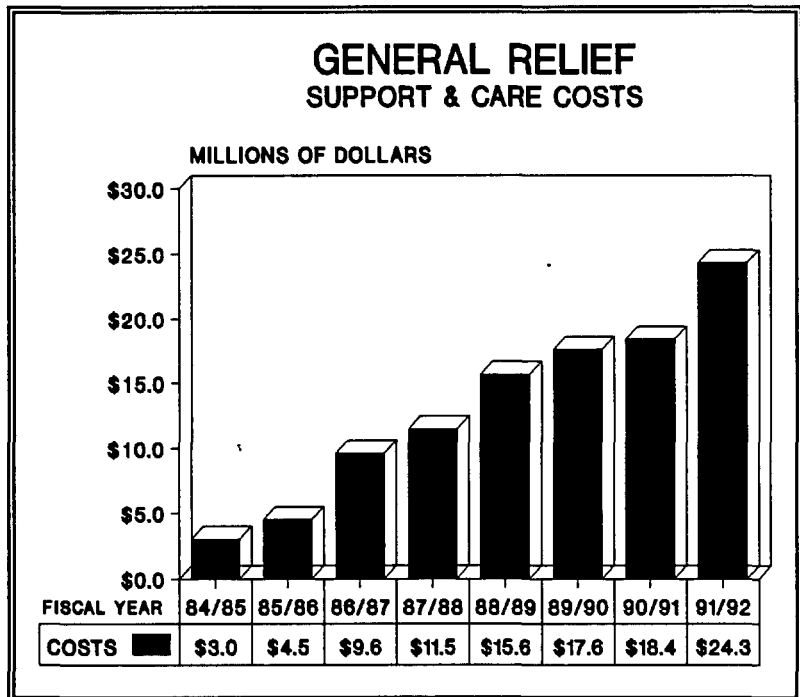
Aid to Families with Dependent Children Cases

The purpose of the Aid to Families with Dependent Children (AFDC) program is to provide financial assistance services to families and children who are deprived of support or care due to death, incapacity, unemployment or continued absence of one or both parents. State law requires that the program be administered in a way that will encourage parents and children to attain maximum self-support and independence.



General Relief

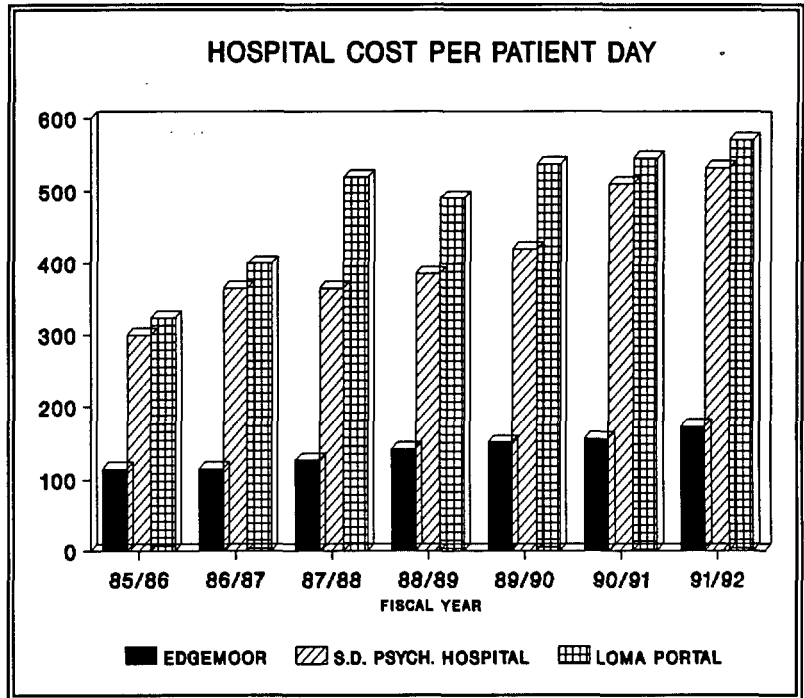
The General Relief (GR) program provides financial assistance to indigents who are not eligible for Federal and State assistance programs. It provides emergency assistance to individuals and families in temporary need. This graph shows the cost of this program over a seven year period.



Health Services

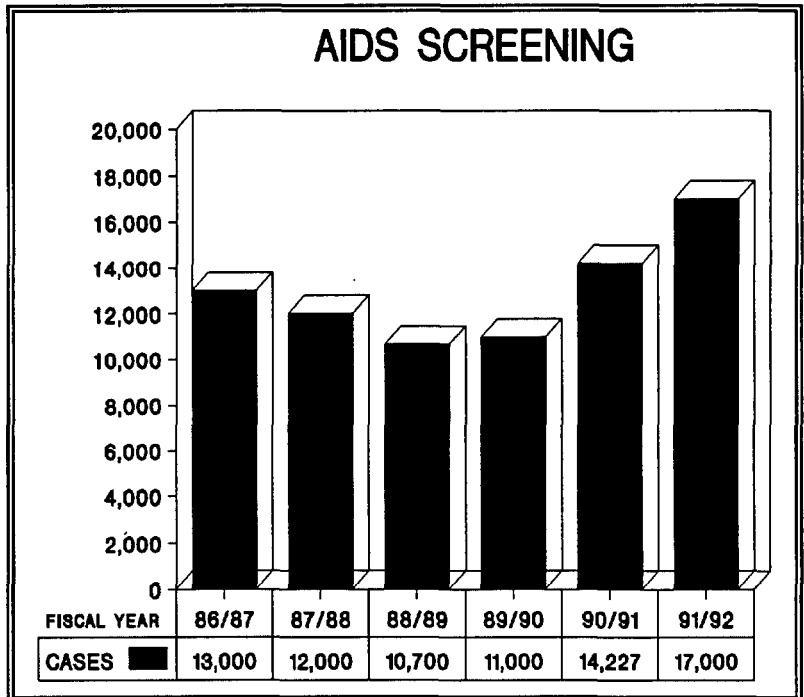
Hospital Cost Per Patient Day

The San Diego County Department of Health Services is responsible for three hospitals: Edgemoor Geriatric Hospital, San Diego Psychiatric Hospital (Adults) and Loma Portal Mental Health Facility (Children and Adolescents). This chart shows the cost per patient at each facility.



Acquired Immune Deficiency Syndrome (AIDS) Screening Test

This graph shows the total number of AIDS screening tests given by the Department of Health Services.





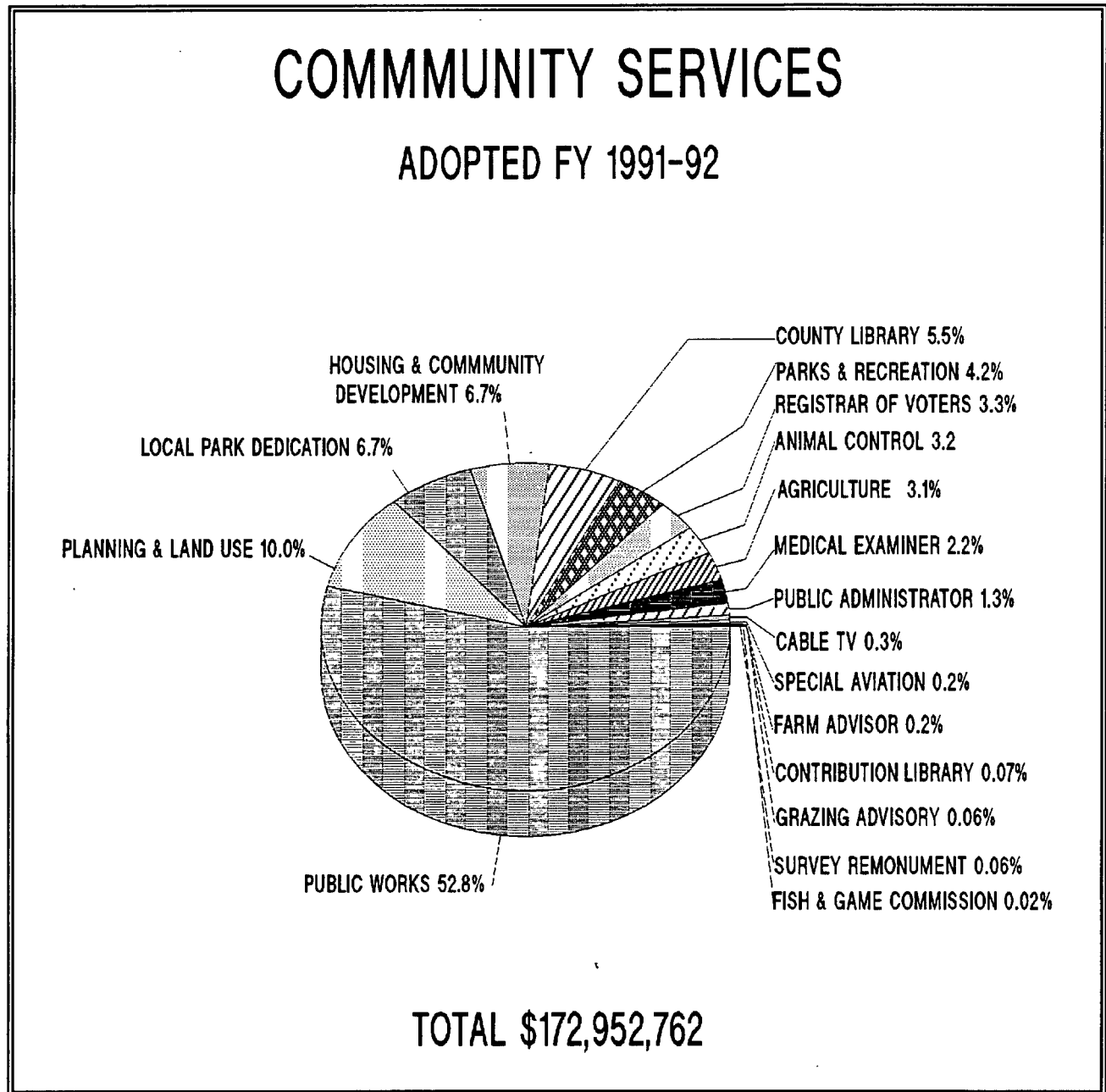
BUDGET SUMMARY COMMUNITY SERVICES

Community Services departments and programs provide regulatory and protective services to enhance and protect the physical, economic and social environment. These departments carry out the County's responsibility in road maintenance and repair, environmental protection, land use regulation, housing assistance, animal control, air pollution control, agricultural assistance, election administration, library and park services.

The 1991-92 Budget for the Community Services area is \$172,952,762 or 9.2% of the total County budget. The increase over 1990-91 is \$12,409,742 or 7.7%. The net number of full-time positions decreased by .6 staff years, with reductions in Planning and Land Use (10.5 staff years), Animal Control and Medical Examiner; and increases in Public Works (8.0 staff years), Agriculture, Public Administrator and Registrar of Voters.

FUNCTIONAL AREA	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Agriculture, Weights, Measures	\$4,819,457	\$5,366,848	11.4
Animal Control	5,117,644	5,628,210	10.0
Cable TV	587,900	596,191	1.4
Contribution to Library Fund	128,475	128,475	0.0
County Library	10,197,554	9,545,638	-6.4
Farm and Home Advisor	274,656	299,440	9.0
Fish & Game Commission	20,875	31,535	51.1
Grazing Advisory Board	101,000	101,000	0.0
Housing/Community Dev.	10,842,352	11,621,509	7.2
Medical Examiner	3,667,854	3,767,648	2.7
Park Land Dedication	8,993,577	11,649,561	29.5
Parks & Recreation	6,925,592	7,277,842	5.1
Planning and Land Use	17,289,938	17,244,201	-0.3
Public Administrator	2,179,355	2,241,621	2.9
Public Works	84,871,645	91,776,988	8.1
Registrar of Voters	4,525,146	5,676,055	25.4
Total	\$160,543,020	\$172,952,762	7.7

The chart below displays how these funds are allocated.



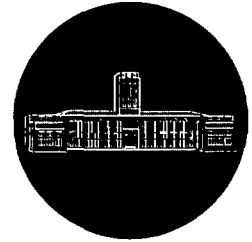
1991-92 Major Projects/Items within this functional area include:

- **Medical Examiner:** The Department's 1991-92 objectives include responding to the demands of the increasing homicide rate; completing autopsies in a more timely fashion; upgrading toxicology reports to determine the role of drugs in violent deaths.
- **Housing and Community Development:** Will provide rental assistance to low income households, rehabilitate 325 dwelling units, monitor active CDBG projects, and plan additional projects for the 17th year CDBG application.
- **Parks & Recreation:** Will operate 70 parks County-wide and acquire and develop parks authorized by Proposition 70 for the California Wildlife, Coastal and Parkland Conservation Bond Act of 1988.
- **Planning & Land Use:** Provides for a consistent level of permit services to support land development and building activity. Continues support for the development of plans and policies which will preserve and protect resources of the region while providing for orderly development to meet growth needs.
- **Public Works:** Will continue to improve County maintained roads through resurfacing, realignments, and improved roadway marking.

Major Unfunded Items include:

- Increase of medical, toxicology and transcribing staff in the Medical Examiner Office.
- Replace outdated instrumentation in toxicology laboratory of the Medical Examiner's Office.
- Sweetwater Summit Campground.

BUDGET SUMMARY
GENERAL GOVERNMENT



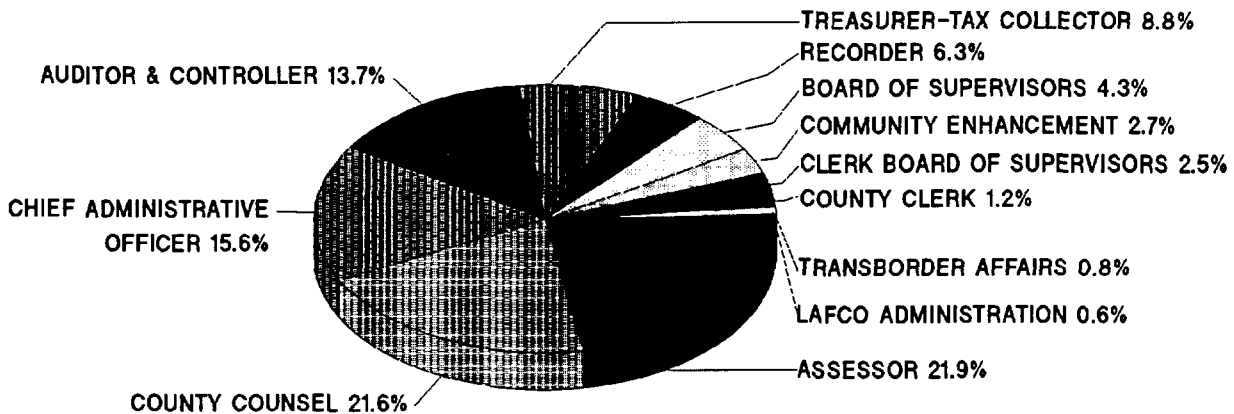
The General Government group includes 18 departments which are basic to local government. These programs include legislative and administrative supervision of County operations, property assessment, tax collection, recorder services, auditing, fiscal control, and legal counsel.

The 1990-91 Budget for the General Government functional area totalled \$61,017,572 or 3.7% of the total County Budget. The 1991-92 Adopted Budget for General Government is \$63,987,676 or 3.4% of the total Budget. The table below displays a comparison of the 1990-91 Adopted Budget and the 1991-92 CAO Adopted Budget direct costs by department.

DEPARTMENT	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Assessor	\$13,084,083	\$14,020,360	7.2
Auditor & Controller	8,318,732	8,766,929	5.4
Chief Administrative Officer	9,787,550	9,999,985	2.2
Board of Supervisors (5 Districts plus the General Office)	2,741,004	2,756,715	0.6
Clerk Board of Supervisors	1,681,425	1,626,397	-3.3
Community Enhancement Program	1,721,740	1,721,740	0.0
County Clerk	768,484	786,419	2.3
County Counsel	13,013,101	13,809,554	6.1
LAFCO Administration	320,784	355,025	10.7
Recorder	3,320,057	4,045,385	21.8
Retirement Association	787,665	0	-100.0
Transborder Affairs	493,204	481,414	-2.4
Treasurer-Tax Collector	4,979,743	5,617,753	12.8
Total	\$61,017,572	\$63,987,676	4.9

GENERAL GOVERNMENT

ADOPTED FY 1991-92



TOTAL \$63,987,676

Major projects/items included in the 1991-92 Adopted Budget within the General Government functional area are:

- Sheriff's Civilian Review Board.
- **Treasurer/Tax Collector:** Increased staffing for unsecured property tax collection, and replacement equipment.
- **Recorder:** Increase staffing in accounting and Recording/Index areas.

Major Unfunded Items include:

- **Assessor:** Increased staffing related to workload, and computer equipment replacement.
- **Chief Administrative Officer:** Increased staff for Veterans' Service Office positions.
- **County Counsel:** Increased Public Liability Claims and Staff Augmentation.
- **Auditor and Controller:** New & replacement fixed assets.

BUDGET SUMMARY
SUPPORT SERVICES/MISCELLANEOUS



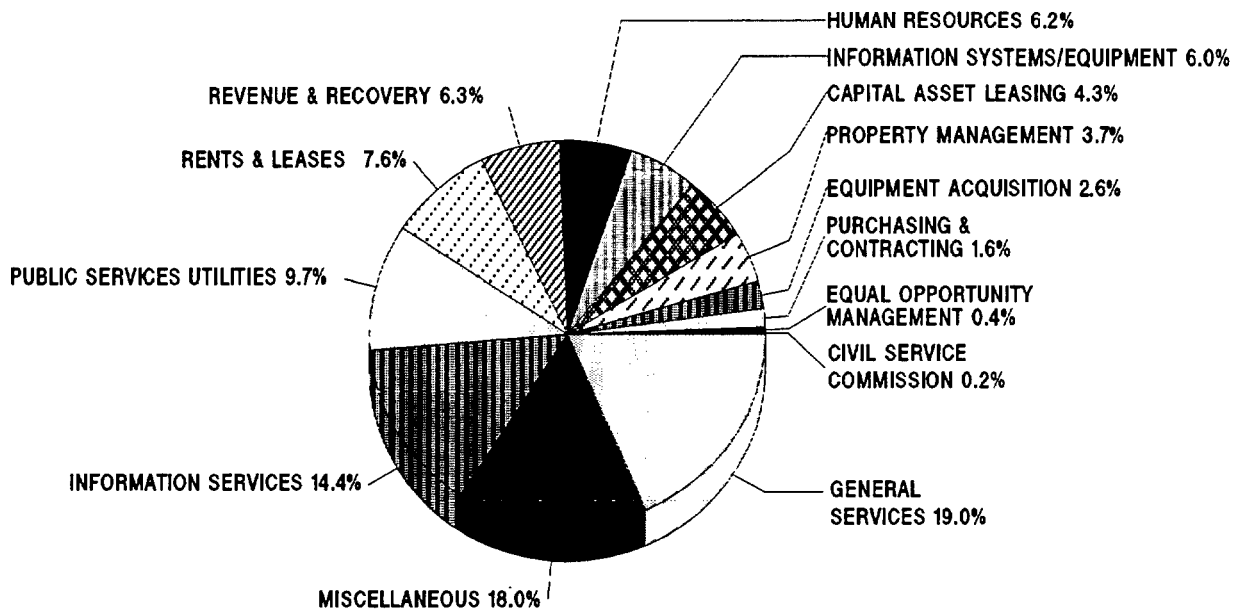
The Support Services consists of 13 departments/programs. Support department activities include personnel, capital facilities and equipment, maintenance, data processing, and collections. Although some General Government programs, such as fiscal control and legal counsel, could also be called support activities, they are shown under General Government because the Auditor & Controller and County Counsel also perform activities basic to local government operations. The Miscellaneous group consists of six budget units with basic fiscal functions such as Contingency Reserve, Cash Borrowing and the Sheriff's Asset Forfeiture Fund.

The 1990-91 Adopted Budget for the Support Services/Miscellaneous functional area was \$139,455,192, or 8.4% of the total County Budget. The 1991-92 Adopted Budget for the Support Services/Miscellaneous functional area is \$148,843,014, or 8.0% of the total Budget. The table below displays a two-year comparison of the direct costs by department.

DEPARTMENT	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Capital Asset Leasing	\$5,838,292	\$6,410,864	9.8
Civil Service Commission	282,936	296,950	5.0
Dept. of Human Resources	8,214,001	9,267,887	12.8
Electronic Systems/Equip.	8,978,670	8,879,389	-1.1
Equal Opportunity Mgmt. Office	521,093	568,642	9.1
Equipment Acquisition	3,244,108	3,934,931	21.3
General Services	25,680,931	28,311,945	10.2
Information Services	20,343,741	21,394,374	5.2
Major Maintenance	7,749,558	5,532,572	-28.6
Public Services Utilities	14,681,721	14,423,013	-1.8
Purchasing and Contracting	2,134,912	2,355,217	10.3
Rents and Leases	11,807,606	11,337,462	-4.0
Revenue & Recovery	7,678,757	9,391,848	22.3
Subtotal Support	\$117,156,326	\$122,105,094	4.2
Cash Borrowing	\$12,005,000	\$12,300,000	2.5
Contingency Reserve-General	9,172,639	10,470,605	14.2
Edgemoor Development Fund	183,768	185,848	1.1
Probation Asset/Forfeitures	0	73,454	100.0
Reserves/Designations	162,759	210,308	29.2
Sheriff's Asset/Forfeitures	774,700	3,497,705	351.5
Subtotal Miscellaneous	\$22,298,866	\$26,737,920	19.9
Total	\$139,455,192	\$148,843,014	6.7

SUPPORT SERVICES/MISCELLANEOUS

ADOPTED FY 1991-92



TOTAL \$148,843,014

Major projects/items included in the 1991-92 Adopted Budget:

- **General Services:** East Mesa Maintenance Staffing, increase in Automotive Fuel and reduction in staff due to contracting out of custodial services.
- **Major Maintenance:** Funding for new revenue offset maintenance projects and rebudgeted maintenance projects.
- **Purchasing and Contracting:** Increase in funding for extra help and overtime costs.
- **Department of Human Resources:** Additional staffing for Workers Compensation reform.
- **Equipment Acquisition:** Funding for 125 replacement vehicles.
- **Public Service Utilities:** Water and sewage cost increases plus funding for East Mesa.
- **Revenue and Recovery:** Replace Accounts Receivable and Trust Accounting System (ARTAS)

Major unfunded items are:

- **General Services:** Preventive maintenance program, automotive parts cost increases, building maintenance supplies, and asbestos abatement.
- **Major Maintenance:** Funding for critical major maintenance projects, roof replacement projects, and parking lot repairs.
- **Electronic Systems Equipment:** Telephone utilities augmentation, SANCONTEL equipment expansion, Fire, and UCSD temporary bypass.
- **Information Services:** Mainframe memory, automated tape library, 32 MB Cache memory for DASD, REJIS DASD, and DEC 6430 upgrade.
- **Purchasing and Contracting:** EDP Coordinator.
- **Public Services Utilities:** Funding for additional postage costs.



BUDGET SUMMARY

CAPITAL

The Capital Functional area provides the continuing debt service for major capital facilities built through debt financing and funds new capital type projects such as park acquisition and improvements to facilities.

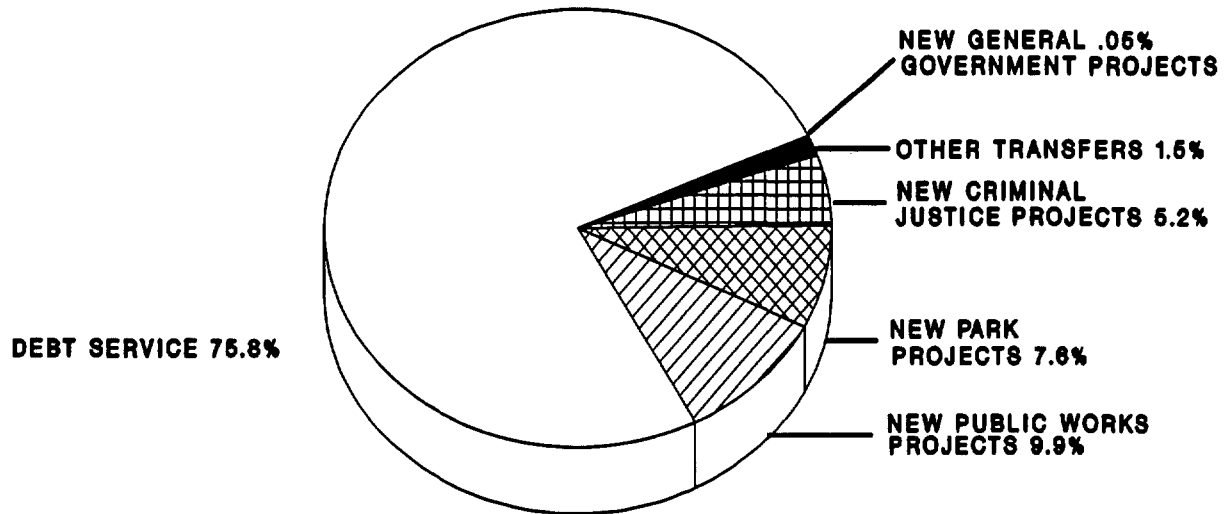
Capital projects are necessary to support County operations during the current year, and/or for future years. Typically, the design, debt-financing if necessary, and the construction of a capital project will take more than one year to complete. Accordingly, major capital projects are outlined in a multi-year capital improvements plan which details the year by year cash or debt-service costs for Capital as well as related operational costs. The current multi-year plan includes hundreds of millions of dollars of detention and court facility projects which are beyond the County's fiscal capacity unless new revenue, such as the Proposition A half-cent sales tax for jail and court facility and operations cost is finally authorized. Capital projects determined to be within the County's fiscal capacity are budgeted in a special fund called the Capital Outlay Fund (COF). The COF is unlike most other operating budgets in that funds are budgeted for each project, and such appropriations can remain in effect beyond the period of one fiscal year until the project is completed.

The 1991-92 Adopted Budget provides funding for debt service and new projects in the following areas:

CAPITAL OUTLAY FUND (COF)	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
Lease-Purchase			
Criminal Justice	\$7,516,306	\$8,425,667	12.1
Health	2,534,800	4,165,885	64.3
Other	16,568,644	15,242,769	-8.0
Program Revenue Projects			
Criminal Justice	815,000	1,891,550	132.1
Library	120,000	0	-100.0
Parks & Recreation	622,391	2,796,800	349.4
Public Works/Transit Center	2,835,000	3,627,386	28.0
Other	0	18,000	***
General Purpose Revenue Projects			
Criminal Justice	22,000	0	-100.0
Other	814,560	0	-100.0
Fund Transfers	0	558,000	***
Sub-Total	\$31,848,701	\$36,726,057	15.3
Program Revenues	\$10,933,597	\$13,591,891	24.3
Total General Fund Contributions To COF	\$20,915,104	\$23,134,166	10.6

CAPITAL OUTLAY FUND

ADOPTED FY 1991-92



TOTAL \$36,726,057

Major Projects/Items Included in the CAO Adopted Budget:

- Retired lease-purchase obligations for County Co-Generation Facilities (\$1.2 million) and Las Colinas Emergency Jail (\$1.7 million).
- New lease-purchase obligations for refinancing of County Supervisors Association of California (CSAC) loan for East Mesa Detention Facility (\$2.0 million); Clairemont Hospital (\$1.7 million); settlement of land purchase for East Mesa Detention Facility (\$1.2 million); new San Diego Municipal Court civil building (\$402,000); and Area Agency on Aging/Vector Control building (\$241,745).
- On-going lease purchase obligations including Regional Centers, Health Services Complex, etc. (\$22.5 million).

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- Eleven new park projects in Aqua Caliente, Jacumba, Jamul, Guajome Park, Tijuana River Valley, Lincoln Acres, Heritage Park, El Monte Corporate Park, San Dieguito Park, and Sweetwater Park.
 - Seven new road projects to upgrade fuel tanks and control waste products.
 - Two transit center projects, one in Santee and a bus transfer facility in Kearny Mesa.
 - One Sheriff project, to replace the guard shacks at Descanso.
 - Eleven Court projects totaling \$1,841,550, including \$1,411,650 to repair and replace the HVAC system at the downtown courthouse.

Major Unfunded Items Include:

- Expand South County Animal Control Shelter (\$2,190,000).
- Expand & Remodel North County Animal Control Shelter (\$789,000).
- Installation of gas-fired steam boilers at downtown Courthouse (\$2,222,000).
- Build new SanConTel/Public Safety Radio site on Mt. San Miguel (\$339,000).

Key Pending Items Include:

- Central Detention Facility Study.
- Edgemoor Geriatric Hospital Reconstruction.
- Planned acquisition of new facility for Department of Planning & Land Use and Department of Public Works.
- New additional courtrooms for Superior Court.
- Approval to select new additional courtroom facility for San Diego Municipal Court.

BUDGET SUMMARY
SPECIAL DISTRICTS AND ENTERPRISE FUNDS



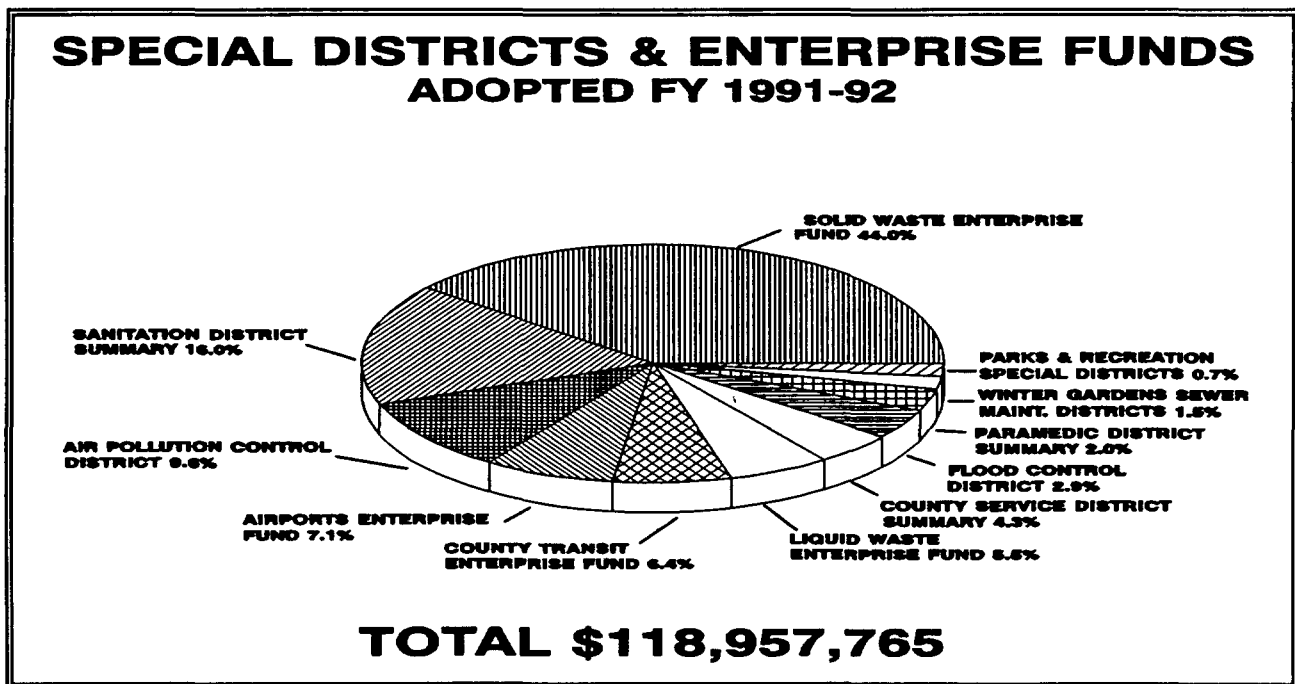
Each Special District is comprised of a number of separate entities governed by the Board of Supervisors serving as the Board of Directors. Enterprise Funds are authorized under Government Code, Section 25261. The Air Pollution Control District is directed by an Air Pollution Control Officer. Each of the other Special Districts and Enterprise Funds are under the administrative direction of the Chief Administrative Officer through various department heads, like the Director of Public Works, Director of Parks and Recreation, or Director of Health Services. Each of these Special Districts and Enterprise Funds has its own specific funding sources that can only be utilized for the specific Special District or Enterprise Fund activity. See the Adopted Budget for Special Districts and Enterprise Funds for specific details.

The table below displays the summary of the Special Districts and the Enterprise Fund Budgets.

	1990-91 ADOPTED	1991-92 ADOPTED	% CHANGE
SPECIAL DISTRICTS			
Air Pollution Control District	\$9,708,291	\$11,380,641	17.2
County Service District Summary	5,578,285	5,163,912	-7.4
Flood Control District	5,053,300	3,411,575	-32.5
Paramedic District Summary	2,043,995	2,346,941	14.8
Parks and Recreation Special Districts	694,698	943,242	35.8
Sanitation District Summary	19,315,741	19,079,490	-1.2
Wintergardens Sewer Maintenance	1,730,000	1,714,000	-0.9
TOTAL	\$44,124,310	\$44,039,801	-0.2
ENTERPRISE FUNDS			
Airports	\$5,466,397	\$8,428,862	54.2
County Transit	5,575,568	7,625,954	36.8
Liquid Waste	6,587,856	6,532,914	-0.8
Solid Waste	46,102,455	52,330,234	13.5
TOTAL	\$63,732,276	\$74,917,964	17.6
SPECIAL DISTRICT AND ENTERPRISE FUND TOTAL	\$107,856,586	\$118,957,765	10.3

Major Items in the 1991-92 Adopted Budget for Special Districts and Enterprise Funds include the following:

- o The Solid Waste Enterprise Fund will implement a County-wide Mandatory Recycling Ordinance, spend \$6.0 million for County landfill and recycling center improvements, and bury an estimated 2.6 million tons of solid waste.
- o The Airport Enterprise fund will spend a combined \$4.2 million for improvements at eight County airports and airstrips, and maintain over 84,000 linear feet of runways and taxiways.
- o The Transit Enterprise Fund will spend \$1.1 million for replacement of County owned buses and mini-vans for Suburban and Rural Bus, and transport over 2.5 million passengers.
- o The Liquid Waste Enterprise fund will clean and maintain 440.9 miles of sewer lines, and operate thirteen pump stations through eleven operating sewer systems.
- o The seven County Sanitation Districts and one Sewer Maintenance District will spend a combined \$2.7 million for replacement facilities, \$2.4 million for expansion of existing facilities, and transport approximately 14.2 million gallons of wastewater per day.
- o The Flood Control District will inspect and maintain 48 miles of flood control channels and 1,220 flood control structures.
- o The 77 County Service Districts includes extended services beyond those that the County can routinely provide. These districts include one Facilities Planning Service District for the infrastructure planning of Otay Mesa East, seven Fire Protection Districts, one County-wide Street Lighting District, 66 Road Maintenance Districts, one Sewer Construction District for the Plaza Bonita area, and one Water Supply District for the Majestic Pines Water System in Julian.



BUDGET SUMMARY

COUNTY FAMILY OF FUNDS

COUNTY FUNDS	FUND BALANCE 6-30-91	ESTIMATED ADDITIONAL FINANCING SOURCE	TOTAL AVAILABLE FINANCING	TOTAL FINANCING REQUIREMENTS
COUNTY WIDE FUNDS				
General Fund	\$ 20,904,070	\$ 1,697,474,529	\$ 1,718,378,599	\$ 1,718,378,599
Capital Outlay	0	21,668,955	21,668,955	21,668,955
County Health Complex	558,000	4,165,885	4,723,885	4,723,885
Justice Facility Construction	0	10,317,217	10,317,217	10,317,217
Edgemoor Development	110,848	75,000	185,848	185,848
Road	2,628,600	87,276,330	89,904,930	89,904,930
Survey Monument Preservation	0	100,000	100,000	100,000
Park Land Dedication	8,996,117	2,653,444	11,649,561	11,649,561
Grazing Lands	94,000	7,000	101,000	101,000
Fish & Game Propagation	10,535	21,000	31,535	31,535
Special Aviation	4,664	358,100	362,764	362,764
Cable TV	89,391	506,800	596,191	596,191
TOTAL COUNTY WIDE FUNDS	\$ 33,396,225	\$ 1,824,624,260	\$ 1,858,020,485	\$ 1,858,020,485
LESS THAN COUNTY WIDE FUNDS				
County Library	\$ 307,992	\$ 9,237,646	\$ 9,545,638	\$ 9,545,638
Sheriff's Asset Forfeit Program	0	3,497,705	3,497,705	3,497,705
DA Asset Forfeit Program	0	0	0	0
Marshal Asset Forfeit Program	0	0	0	0
Probation Asset Forfeit Program	0	73,454	73,454	73,454
TOTAL LESS THAN COUNTY WIDE FUNDS	\$ 307,992	\$ 12,808,805	\$ 13,116,797	\$ 13,116,797
GRAND TOTAL	\$ 33,704,217	\$ 1,837,433,065	\$ 1,871,137,282	\$ 1,871,137,282

NOTE: The County Program Budget is an operations plan, but it is also a financial plan which has as its principal objective the fiscal integrity of the general fund, and numerous special funds. Fiscal integrity requires constant comparison of budgeted revenues and expenditures with current estimated revenues and expenditures based on actual experience. The County of San Diego provides a formal budget status report on all funds for public and Board of Supervisors review on a quarterly basis. Given the inequitable funding situation, significant growth in population and needs and periodic economic difficulties. The County's General Fund, Capital Outlay Fund, Health Services Complex, Justice Facility Construction, Library Fund, and Road Fund have historically been balanced, but in a state of moderate to extreme stress. This condition is expected to continue this year and in future years. Most of the other special funds do not have broad government responsibilities, but serve to spend specific revenues for limited government purposes.

Detail on the County Budget by Fund, Source of Revenue, and Object of expenditures is provided on the following pages.

A summary of the County Budget by department, functional area, and fund begins on page i.

COUNTY FAMILY OF FUNDS

	1989-90 ACTUAL	1990-91 ACTUAL	1991-92 BUDGET
SUMMARIZATION BY FUND			
<u>Countywide Funds</u>			
General Fund	\$1,322,358,369	\$1,530,466,433	\$1,697,474,529
Capital Outlay Fund	44,698,259	28,617,748	21,668,955
County Health Complex	2,649,216	2,728,519	4,165,885
Justice Facility Construction	40,862,041	64,144,792	10,317,217
Edgemoor Development	80,275	63,705	75,000
Road	46,694,180	54,203,057	87,276,330
Survey Monumentation	143,490	106,070	100,000
Park Land Dedication	2,881,516	2,399,249	2,653,444
Grazing Lands	14,055	10,114	7,000
Fish & Game Propagation	11,851	29,099	21,000
Special Aviation	111,197	62,041	358,100
Cable TV	766,797	704,851	506,800
Cable TV-interest	58,764	85,027	0
SUB-TOTAL	\$1,461,330,010	\$1,683,620,705	\$1,824,624,260
<u>Less Than Countywide Funds</u>			
County Library	\$8,058,542	\$9,181,211	\$9,237,646
Sheriff's Asset Forfeiture Fund Program	1,599,186	2,149,265	3,497,705
DA Asset Forfeiture Program	456,153	657,389	0
Marshal Asset Forfeiture Program	11,193	12,608	0
Probation Asset Forfeiture Program	0	0	73,454
SUB-TOTAL	\$10,125,074	\$12,000,473	\$12,808,805
TOTAL SUMMARIZATION BY FUND	\$1,471,455,084	\$1,695,621,178	\$1,837,433,065

SUMMARIZATION BY REVENUE SOURCE			
Current Property Taxes	\$283,527,397	\$313,486,515	\$339,641,881
Taxes Other than Current Property	54,406,708	56,543,890	83,552,782
Licenses, Permits & Franchises	19,868,600	20,752,089	22,574,727
Fines, Forfeitures & Penalties	16,323,920	22,865,731	25,238,422
Use of Money & Property	24,647,396	21,528,779	21,977,856
Total Aid from State	617,856,772	650,132,347	710,557,095
Total Aid from Federal	274,916,021	361,034,944	422,601,638
Total Aid Other Governmental Agencies	6,297,602	11,341,648	7,351,106
Charges from Current Services	116,740,860	139,699,612	158,097,765
Miscellaneous Revenues	33,394,708	31,690,524	17,759,579
Other Financing Sources	23,475,100	66,545,099	28,080,214
TOTAL	\$1,471,455,084	\$1,695,621,178	\$1,837,433,065

SUMMARIZATION BY FUNCTIONAL AREA			
General Government & Support Services	\$597,998,076	\$645,222,997	\$633,664,194
Fiscal & Public Protection	81,981,402	102,673,077	101,049,752
Health & Social Services	702,492,733	848,868,346	961,854,211
Community Services	88,982,873	98,856,758	140,864,908
TOTAL	\$1,471,455,084	\$1,695,621,178	\$1,837,433,065

COUNTY FAMILY OF FUNDS

1989-90 ACTUAL	1990-91 ACTUAL	1991-92 BUDGET
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GENERAL FUND

Summarization by Revenue Source			
Current Property Taxes	\$277,496,506	\$306,849,752	\$332,400,000
Taxes Other than Current Property	51,183,944	51,510,757	58,120,930
Licenses, Permits & Franchises	17,149,019	18,623,027	20,401,275
Fines, Forfeitures & Penalties	10,253,354	12,292,987	14,243,608
Use of Money & Property	19,831,372	17,321,475	18,322,464
Total Aid from State	560,825,706	599,671,766	674,722,436
Total Aid from Federal	269,218,242	357,942,759	419,368,772
Total Aid Other Government Agencies	5,420,548	8,045,760	6,477,094
Charges from Current Services	100,510,174	123,645,075	133,311,634
Miscellaneous Revenues	9,328,764	31,576,348	17,374,579
Other Financing Sources	1,140,740	2,986,727	2,731,737
Fund Balance	24,449,646	24,725,160	20,904,070
TOTAL	\$1,346,808,015	\$1,555,191,593	\$1,718,378,599

Summarization by Expenditure Object			
Salaries & Benefits	\$552,912,336	\$626,901,844	\$702,152,449
Services & Supplies	239,641,695	269,798,232	256,965,858
Other Charges	497,978,775	627,780,409	722,445,470
Fixed Assets	13,266,936	15,353,276	7,869,612
Expenditure Transfers & Reimbursements	(4,394,866)	(4,542,275)	(5,091,794)
Total Reserves	0	0	10,470,605
Operating Transfers	21,248,001	20,736,127	23,356,091
TOTAL	\$1,320,652,877	\$1,556,027,613	\$1,718,168,291

CAPITAL OUTLAY FUND

Summarization by Revenue Source			
Taxes Other than Current Property	\$2,065,739	\$922,901	\$1,500,000
Fines, Forfeitures & Penalties	525,767	396,891	0
Use of Money & Property	358,040	84,990	0
Total Aid from State	9,070,556	5,671,596	2,350,000
Total Aid from Federal	3,498,638	240,530	181,800
Total Aid Other Government Agencies	579,105	3,028,201	518,000
Charges from Current Services	7,345	7,861	0
Miscellaneous Revenues	11,469,046	82,773	0
Other Financing Sources	17,124,023	18,182,005	17,119,155
TOTAL	\$44,698,259	\$28,617,748	\$21,668,955

Summarization by Expenditure Object			
Other Charges	\$14,518,701	\$14,671,400	\$15,242,769
Fixed Assets	29,930,537	13,922,311	6,442,186
Expenditure Transfers & Reimbursements	(33,276)	(33,276)	(16,000)
Operating Transfers	11,477	376,769	0
TOTAL	\$44,427,439	\$28,937,204	\$21,668,955

COUNTY FAMILY OF FUNDS

1989-90 ACTUAL	1990-91 ACTUAL	1991-92 BUDGET
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COUNTY HEALTH COMPLEX

Summarization by Revenue Source			
Use of Money & Property	\$532,074	\$486,840	\$0
Miscellaneous Revenues	0	442	0
Other Financing Sources	2,117,142	2,241,237	4,165,885
Fund Balance	255,000	0	558,000
TOTAL	\$2,904,216	\$2,728,519	\$4,723,885
Summarization by Expenditure Object			
Other Charges	\$2,115,423	\$2,223,273	\$4,165,885
Fixed Assets	1,146,768	794,882	0
Operating Transfers	0	89,358	558,000
TOTAL	\$3,262,191	\$3,107,513	\$4,723,885

JUSTICE FACILITY CONSTRUCTION

Summarization by Revenue Source			
Fines, Forfeitures & Penalties	\$4,197,167	\$5,190,815	\$6,482,255
Use of Money & Property	288,100	265,335	0
Intergovernmental Revenue	22,653,743	17,136,356	0
Miscellaneous Revenues	10,906,071	83,238	0
Other Financing Sources	2,816,960	41,469,048	3,834,962
TOTAL	\$40,862,041	\$64,144,792	\$10,317,217
Summarization by Expenditure Object			
Other Charges	\$6,524,476	\$6,362,336	\$8,425,667
Fixed Assets	34,167,373	57,565,194	1,891,550
TOTAL	\$40,691,849	\$63,927,530	\$10,317,217

EDGEMOOR DEVELOPMENT

Summarization by Revenue Source			
Use of Money & Property	\$79,275	\$63,705	\$75,000
Charges from Current Services	1,000	0	0
Fund Balance	93,434	108,768	110,848
TOTAL	\$173,709	\$172,473	\$185,848
Summarization by Expenditure Object			
Operating Transfers	\$73,496	\$14,156	\$185,848
TOTAL	\$73,496	\$14,156	\$185,848

COUNTY FAMILY OF FUNDS

	1989-90 ACTUAL	1990-91 ACTUAL	1991-92 BUDGET
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ROAD

Summarization by Revenue Source

Taxes Other than Current Property	\$256,757	\$3,239,796	\$23,031,062
Licenses, Permits & Franchises	47,185	44,973	48,500
Fines, Forfeitures & Penalties	920,724	835,582	920,400
Use of Money and Property	2,122,640	1,901,827	2,438,000
Total Aid from Federal	26,733,984	30,911,967	35,794,507
Total Aid Other Government Agencies	287,416	427,843	213,290
Charges from Current Services	15,843,297	15,506,533	24,383,571
Miscellaneous Revenues	303,745	(106,596)	347,000
Other Financing Source	178,432	1,441,132	100,000
Fund Balance	4,793,000	11,095,837	2,628,600
TOTAL	\$51,487,180	\$65,298,894	\$89,904,930

Summarization by Expenditure Object

Salaries & Benefits	\$24,161,197	\$26,764,159	\$31,139,726
Services & Supplies	25,783,582	27,225,266	50,265,246
Other Charges	523,723	460,355	6,919,697
Fixed Assets	311,983	693,421	749,250
Expenditure Transfers & Reimbursements	(2,126)	(1,319)	0
Operating Transfers	42,754	397,498	831,011
TOTAL	\$50,821,113	\$55,539,380	\$89,904,930

SURVEY MONUMENT PRESERVATION FEE

Summarization by Revenue Source

Charges for Current Services	\$143,490	\$106,070	\$100,000
Fund Balance	90,248	50,000	0
TOTAL	\$233,738	\$156,070	\$100,000

Summarization by Expenditure Object

Operating Transfers	\$100,312	\$46,477	\$100,000
TOTAL	\$100,312	\$46,477	\$100,000

PARK LAND DEDICATION

Summarization by Revenue Source

Licenses, Permits & Franchises	\$1,906,046	\$1,380,845	\$1,618,152
Use of Money & Property	978,599	1,020,654	1,035,292
Miscellaneous Revenue	(3,129)	(2,250)	0
Fund Balance	5,803,523	6,736,101	8,996,117
TOTAL	\$8,685,039	\$9,135,350	\$11,649,561

Summarization by Expenditure Object

Other Charges	\$109,668	\$47,147	\$9,804,061
Operating Transfers	1,695,507	1,593,657	1,845,500
TOTAL	\$1,805,175	\$1,640,804	\$11,649,561

COUNTY FAMILY OF FUNDS

1989-90
ACTUAL

1990-91
ACTUAL

1991-92
BUDGET

GRAZING LANDS

Summarization by Revenue Source			
Licenses, Permits & Franchises			
Use of Money & Property	\$10,133	\$10,114	\$7,000
Total Intergovernmental Revenue	3,922	0	0
Fund Balance	94,000	94,000	94,000
TOTAL	\$108,055	\$104,114	\$101,000
Summarization by Expenditure Object			
Other Charges	\$10,540	\$0	\$101,000
TOTAL	\$10,540	\$0	\$101,000

FISH & GAME PROPAGATION

Summarization by Revenue Source			
Fines, Forfeitures & Penalties	\$11,851	\$27,910	\$21,000
Miscellaneous Revenue	0	1,189	0
Fund Balance	8,700	9,875	10,535
TOTAL	\$20,551	\$38,974	\$31,535
Summarization by Expenditure Object			
Services & Supplies	\$216	\$132	\$1,535
Other Charges	17,579	9,169	30,000
TOTAL	\$17,795	\$9,301	\$31,535

COUNTY LIBRARY

Summarization by Revenue Source			
Current Property Taxes	\$6,030,891	\$6,636,763	\$7,241,881
Taxes Other than Current Property	900,268	870,436	900,790
Use of Money & Property	146,472	71,241	94,000
Total Intergovernmental Revenue	678,535	952,613	563,640
Charges from Current Services	235,554	416,322	270,860
Miscellaneous Revenues	6,847	8,886	38,000
Other Financing Source	59,975	224,950	128,475
Fund Balance	820,000	948,946	307,992
TOTAL	\$8,878,542	\$10,130,157	\$9,545,638
Summarization by Expenditure Object			
Salaries & Benefits	\$5,195,245	\$5,817,834	\$6,081,136
Services & Supplies	3,259,076	3,037,783	3,181,388
Other Charges	375,902	461,443	159,722
Fixed Assets	103,112	72,236	11,100
Operating Transfers	9,851	42,630	112,292
TOTAL	\$8,943,186	\$9,431,926	\$9,545,638

COUNTY FAMILY OF FUNDS

1989-90
ACTUAL

1990-91
ACTUAL

1991-92
BUDGET

SHERIFF'S ASSET FORFEITURE FUND

Summarization by Revenue Source			
Fines, Forfeitures & Penalties	\$0	\$3,518,220	\$3,497,705
Use of Money & Property	189,152	153,101	0
Total Intergovernmental Revenue	0	(1,555,452)	0
Miscellaneous Revenue	1,380,034	33,396	0
Other Financing Sources	30,000	0	0
Fund Balance	0	404,300	0
TOTAL	\$1,599,186	\$2,553,565	\$3,497,705
Summarization by Expenditure Object			
Services & Supplies	\$279,994	\$192,434	\$900,000
Fixed Assets	354,825	339,306	2,100,000
Operating Transfers	158,425	685,767	497,705
TOTAL	\$793,244	\$1,217,507	\$3,497,705

D.A. ASSET FORFEITURE PROG.

Summarization by Revenue Source			
Fines, Forfeitures & Penalties	\$415,057	\$603,326	\$0
Use of Money & Property	41,096	54,063	0
TOTAL	\$456,153	\$657,389	\$0
Summarization by Expenditure Object			
Services & Supplies	\$0	\$11,641	\$0
Fixed Assets	0	90,072	0
Operating Transfers	200,000	30,000	0
TOTAL	\$200,000	\$131,713	\$0

MARSHAL ASSET FORFEITURE PROG.

Summarization by Revenue Source			
Use of Money & Property	\$482	\$1,117	\$0
Miscellaneous Revenue	2,883	11,491	0
Other Financing Sources	7,828	0	0
TOTAL	\$11,193	\$12,608	\$0
Summarization by Expenditure Object			
Fixed Assets	\$0	\$7,804	\$0
Operating Transfers	0	3,000	0
TOTAL	\$0	\$10,804	\$0

COUNTY FAMILY OF FUNDS

1989-90
ACTUAL

1990-91
ACTUAL

1991-92
BUDGET

PROBATION ASSET FORFEITURE PROG.

Summarization by Revenue Source			
Fines, Forfeitures & Penalties	\$0	\$0	\$73,454
TOTAL	\$0	\$0	\$73,454
Summarization by Expenditure Object			
Operating Transfers	\$0	\$0	\$73,454
TOTAL	\$0	\$0	\$73,454

SPECIAL AVIATION

Summarization by Revenue Source			
Use of Money & Property	\$11,197	\$9,290	\$6,100
Intergovernmental Revenue	100,000	35,000	320,300
Charges for Current Services	0	17,751	31,700
Fund Balance	22,753	93,031	4,664
TOTAL	\$133,950	\$155,072	\$362,764
Summarization by Expenditure Object			
Services & Supplies	\$162,528	\$38,691	\$362,764
TOTAL	\$162,528	\$38,691	\$362,764

CABLE TV

Summarization by Revenue Source			
Licenses, Permits & Franchises	\$766,350	\$703,244	\$506,800
Miscellaneous Revenues	447	1,607	0
Fund Balance	0	0	89,391
TOTAL	\$766,797	\$704,851	\$596,191
Summarization by Expenditure Object			
Salaries & Benefits	\$125,384	\$136,644	\$181,341
Services & Supplies	89,630	89,427	148,495
Other Charges	201,436	18,275	18,000
Fixed Assets	221,125	0	0
Operating Transfers	129,079	167,297	248,355
TOTAL	\$766,654	\$411,643	\$596,191

CABLE TV-INTEREST

Summarization by Revenue Source			
Use of Money & Property	\$58,764	\$85,027	\$0
Total	\$58,764	\$85,027	\$0
Summarization by Expenditure Object			
TOTAL	N/A	N/A	N/A

SUMMARY OF ADOPTED BUDGET

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
PUBLIC PROTECTION FUNCTIONAL AREA			
ALTERNATE DEFENSE COUNSEL			
SALARIES AND BENEFITS	538,388	758,013	219,625
SERVICES AND SUPPLIES	11,102,858	8,528,416	-2,574,442
OTHER CHARGES			
FIXED ASSETS	54,600	89,442	34,842
TOTAL EXPENSE	11,695,846	9,375,871	-2,319,975
PROGRAM REVENUES	-524,342	-630,277	-105,935
NET COST ALTERNATE DEFENSE COUNSEL	11,171,504	8,745,594	-2,425,910
ALTERNATE DEFENSE COUNSEL STAFF YEARS:	14.00	17.00	3.00
ALTERNATE PUBLIC DEFENDER			
SALARIES AND BENEFITS	1,152,752	2,855,519	1,702,767
SERVICES AND SUPPLIES	126,000	360,000	234,000
OTHER CHARGES			
FIXED ASSETS	170,536		-170,536
TOTAL EXPENSE	1,449,288	3,215,519	1,766,231
PROGRAM REVENUES			
NET COST ALTERNATE PUBLIC DEFENDER	1,449,288	3,215,519	1,766,231
ALTERNATE PUBLIC DEFENDER STAFF YEARS:	22.50	45.00	22.50
DISTRICT ATTORNEY			
SALARIES AND BENEFITS	38,583,889	44,275,389	5,691,500
SERVICES AND SUPPLIES	2,531,221	3,391,060	859,839
OTHER CHARGES	614,497	746,466	131,969
FIXED ASSETS	22,178	72,800	50,622
VEHICLE/COMM. EQUIP.		37,455	37,455
TOTAL EXPENSE	41,751,785	48,523,170	6,771,385
PROGRAM REVENUES	-13,433,866	-16,464,542	-3,030,676
RESERVE DESIGNATION REDUCTION			
TOTAL REVENUE	-13,433,866	-16,464,542	-3,030,676
NET COST DISTRICT ATTORNEY	28,317,919	32,058,628	3,740,709
DISTRICT ATTORNEY STAFF YEARS:	739.17	779.17	40.00
GRAND JURY			
SALARIES AND BENEFITS	49,396	53,239	3,843
SERVICES AND SUPPLIES	107,797	107,797	
FIXED ASSETS			
CONTINGENCY RESERVE			
TOTAL EXPENSE	157,193	161,036	3,843
NET COST GRAND JURY	157,193	161,036	3,843
GRAND JURY STAFF YEARS:	1.00	1.00	.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
MARSHAL			
SALARIES AND BENEFITS	16,363,225	17,845,253	1,482,028
SERVICES AND SUPPLIES	305,271	318,271	13,000
OTHER CHARGES			
FIXED ASSETS	94,800	31,950	-62,850
VEHICLE/COMM. EQUIP. REIMBURSEMENTS			
TOTAL EXPENSE	16,763,296	18,195,474	1,432,178
PROGRAM REVENUES	-2,225,834	-2,266,400	-40,566
NET COST MARSHAL	14,537,462	15,929,074	1,391,612
MARSHAL STAFF YEARS:	372.50	372.50	.00
MUNI COURTS EDP			
SALARIES AND BENEFITS	418,205	394,033	-24,172
SERVICES AND SUPPLIES	321,197	424,904	103,707
OTHER CHARGES	170,665	107,028	-63,637
FIXED ASSETS	165,722	106,556	-59,166
VEHICLE/COMM. EQUIP.			
TOTAL EXPENSE	1,075,789	1,032,521	-43,268
PROGRAM REVENUES	-486,074	-565,163	-79,089
NET COST MUNI COURTS EDP	589,715	467,358	-122,357
MUNI COURTS EDP STAFF YEARS:	7.00	6.00	-1.00
MUNICIPAL COURT - EL CAJON			
SALARIES AND BENEFITS	5,158,147	5,539,994	381,847
SERVICES AND SUPPLIES	419,088	419,088	
FIXED ASSETS	17,242	17,242	
TOTAL EXPENSE	5,594,477	5,976,324	381,847
PROGRAM REVENUES	-1,929,500	-1,929,500	
NET COST MUNICIPAL COURT - EL CAJON	3,664,977	4,046,824	381,847
MUNICIPAL COURT - EL CAJON STAFF YEARS:	116.00	116.00	.00
MUNICIPAL COURT - NORTH COUNTY			
SALARIES AND BENEFITS	5,948,022	6,288,060	340,038
SERVICES AND SUPPLIES	713,615	713,615	
OTHER CHARGES			
FIXED ASSETS	3,100	18,966	15,866
VEHICLE/COMM. EQUIP.			
TOTAL EXPENSE	6,664,737	7,020,641	355,904
PROGRAM REVENUES	-2,511,046	-2,511,046	
NET COST MUNICIPAL COURT - NORTH COUNTY	4,153,691	4,509,595	355,904
MUNICIPAL COURT - NORTH COUNTY STAFF YEARS:	144.75	144.75	.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
MUNICIPAL COURT - SAN DIEGO			
SALARIES AND BENEFITS	13,578,628	14,544,143	965,515
SERVICES AND SUPPLIES	1,593,165	1,593,165	
OTHER CHARGES	33,219	12,138	-21,081
FIXED ASSETS	50,000	50,000	
VEHICLE/COMM. EQUIP.			
TOTAL EXPENSE	15,255,012	16,199,446	944,434
PROGRAM REVENUES	-3,986,795	-3,986,795	
NET COST MUNICIPAL COURT - SAN DIEGO	11,268,217	12,212,651	944,434
MUNICIPAL COURT - SAN DIEGO STAFF YEARS:	323.50	323.50	.00
MUNICIPAL COURT - SOUTH BAY			
SALARIES AND BENEFITS	3,416,516	3,698,893	282,377
SERVICES AND SUPPLIES	356,587	356,587	
OTHER CHARGES	2,500	2,500	
FIXED ASSETS	14,800	14,800	
TOTAL EXPENSE	3,790,403	4,072,780	282,377
PROGRAM REVENUES	-1,122,300	-1,122,300	
NET COST MUNICIPAL COURT - SOUTH BAY	2,668,103	2,950,480	282,377
MUNICIPAL COURT - SOUTH BAY STAFF YEARS:	80.25	80.25	.00
PROBATION			
SALARIES AND BENEFITS	44,922,649	47,073,612	2,150,963
SERVICES AND SUPPLIES	3,822,391	4,182,022	359,631
OTHER CHARGES	399,340	465,354	66,014
FIXED ASSETS			
VEHICLE/COMM. EQUIP.	12,629		-12,629
CONTINGENCY RESERVE			
TOTAL EXPENSE	49,157,009	51,720,988	2,563,979
PROGRAM REVENUES	-5,466,804	-6,011,735	-544,931
NET COST PROBATION	43,690,205	45,709,253	2,019,048
PROBATION STAFF YEARS:	1,059.00	1,076.00	17.00
PUBLIC DEFENDER			
SALARIES AND BENEFITS	18,874,349	21,011,034	2,136,685
SERVICES AND SUPPLIES	2,262,754	2,187,754	-75,000
OTHER CHARGES			
FIXED ASSETS	113,902		-113,902
TOTAL EXPENSE	21,251,005	23,198,788	1,947,783
PROGRAM REVENUES	-1,005,832	-1,043,282	-37,450
NET COST PUBLIC DEFENDER	20,245,173	22,155,506	1,910,333
PUBLIC DEFENDER STAFF YEARS:	331.50	346.00	14.50

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
SHERIFF			
SALARIES AND BENEFITS	107,705,012	119,183,158	11,478,146
SERVICES AND SUPPLIES	8,703,573	10,891,914	2,188,341
OTHER CHARGES	4,775,203	6,344,520	1,569,317
FIXED ASSETS	326,970	712,830	385,860
VEHICLE/COMM. EQUIP.	416,500	106,800	-309,700
OPERATING TRANSFERS			
TOTAL EXPENSE	121,927,258	137,239,222	15,311,964
PROGRAM REVENUES	-28,527,488	-36,634,754	-8,107,266
NET COST SHERIFF	93,399,770	100,604,468	7,204,698
SHERIFF STAFF YEARS:	2,307.25	2,394.50	87.25

SUPERIOR COURT			
SALARIES AND BENEFITS	31,191,224	33,883,944	2,692,720
SERVICES AND SUPPLIES	4,775,677	4,775,677	
OTHER CHARGES	65,000	65,000	
FIXED ASSETS	513,153	513,153	
CONTINGENCY RESERVE			
TOTAL EXPENSE	36,545,054	39,237,774	2,692,720
PROGRAM REVENUES	-8,794,031	-8,794,031	
NET COST SUPERIOR COURT	27,751,023	30,443,743	2,692,720
SUPERIOR COURT STAFF YEARS:	839.00	839.00	.00

PUBLIC PROTECTION SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	287,900,402	317,404,284	29,503,882
SERVICES AND SUPPLIES	37,141,194	38,250,270	1,109,076
OTHER CHARGES	6,060,424	7,743,006	1,682,582
FIXED ASSETS	1,547,003	1,627,739	80,736
VEHICLE/COMM. EQUIP.	429,129	144,255	-284,874
REIMBURSEMENTS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS			
TOTAL EXPENSE	333,078,152	365,169,554	32,091,402
PROGRAM REVENUES	-70,013,912	-81,959,825	-11,945,913
RESERVE DESIGNATION REDUCTION			
TOTAL REVENUE	-70,013,912	-81,959,825	-11,945,913
TOTAL CRIMINAL JUSTICE	263,064,240	283,209,729	20,145,489
STAFF YEARS:	6,357.42	6,540.67	183.25

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
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HEALTH AND SOCIAL SERVICES FUNCTIONAL AREA

AREA AGENCY ON AGING			
SALARIES AND BENEFITS	3,230,048	3,502,568	272,520
SERVICES AND SUPPLIES	7,561,995	7,455,694	-106,301
OPERATING TRANSFERS		93,450	93,450
TOTAL EXPENSE	10,792,043	11,051,712	259,669
PROGRAM REVENUES	-9,822,480	-9,944,031	-121,551
NET COST AREA AGENCY ON AGING	969,563	1,107,681	138,118
AREA AGENCY ON AGING STAFF YEARS:	75.00	76.00	1.00

HEALTH SERVICES			
SALARIES AND BENEFITS	100,922,400	106,740,204	5,817,804
SERVICES AND SUPPLIES	107,129,485	94,463,109	-12,666,376
OTHER CHARGES	23,590,410	25,328,001	1,737,591
FIXED ASSETS	454,494	703,854	249,360
VEHICLE/COMM. EQUIP.	443,776	272,895	-170,881
TOTAL EXPENSE	232,540,565	227,508,063	-5,032,502
PROGRAM REVENUES	-191,377,129	-197,350,716	-5,973,587
NET COST HEALTH SERVICES	41,163,436	30,157,347	-11,006,089
HEALTH SERVICES STAFF YEARS:	2,589.13	2,477.80	-111.33

SOCIAL SERVICES			
SALARIES AND BENEFITS	116,279,641	127,440,714	11,161,073
SERVICES AND SUPPLIES	33,752,003	34,851,885	1,099,882
OTHER CHARGES	523,234,836	658,820,490	135,585,654
FIXED ASSETS		637,189	637,189
VEHICLE/COMM. EQUIP.		30,000	30,000
TOTAL EXPENSE	673,266,480	821,780,278	148,513,798
PROGRAM REVENUES	-611,695,027	-754,559,464	-142,864,437
NET COST SOCIAL SERVICES	61,571,453	67,220,814	5,649,361
SOCIAL SERVICES STAFF YEARS:	3,495.50	3,582.75	87.25

HEALTH AND SOCIAL SERVICES SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	220,432,089	237,683,486	17,251,397
SERVICES AND SUPPLIES	148,443,483	136,770,688	-11,672,795
OTHER CHARGES	546,825,246	684,148,491	137,323,245
FIXED ASSETS	454,494	1,341,043	886,549
VEHICLE/COMM. EQUIP.	443,776	302,895	-140,881
OPERATING TRANSFERS		93,450	93,450
TOTAL EXPENSE	916,599,088	1,060,340,053	143,740,965
PROGRAM REVENUES	-812,894,636	-961,854,211	-148,959,575
TOTAL HEALTH AND SOCIAL SERVICES	103,704,452	98,485,842	-5,218,610
STAFF YEARS:	6,159.63	6,136.55	-23.08

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
COMMUNITY SERVICES FUNCTIONAL AREA			
AGRICULTURE, WEIGHTS & MEASURES			
SALARIES AND BENEFITS	4,214,776	4,841,196	626,420
SERVICES AND SUPPLIES	472,681	498,266	25,585
OTHER CHARGES		21,000	21,000
FIXED ASSETS	40,000	6,386	-33,614
VEHICLE/COMM. EQUIP.	92,000		-92,000
TOTAL EXPENSE	4,819,457	5,366,848	547,391
PROGRAM REVENUES	-2,308,570	-2,719,191	-410,621
NET COST AGRICULTURE, WEIGHTS & MEASURES	2,510,887	2,647,657	136,770
AGRICULTURE, WEIGHTS & MEASURES STAFF YEARS:	112.55	119.00	6.45
AIR POLLUTION CONTROL DIST			
SALARIES AND BENEFITS			
OTHER CHARGES			
CONTINGENCY RESERVE			
OPERATING TRANSFERS			
TOTAL EXPENSE			
PROGRAM REVENUES			
NET COST AIR POLLUTION CONTROL DIST			
AIR POLLUTION CONTROL DIST STAFF YEARS:			.00
ANIMAL CONTROL			
SALARIES AND BENEFITS	4,752,991	5,263,557	510,566
SERVICES AND SUPPLIES	354,853	354,853	
OTHER CHARGES	9,800	9,800	
FIXED ASSETS			
VEHICLE/COMM. EQUIP.			
TOTAL EXPENSE	5,117,644	5,628,210	510,566
PROGRAM REVENUES	-4,207,779	-4,629,169	-421,390
NET COST ANIMAL CONTROL	909,865	999,041	89,176
ANIMAL CONTROL STAFF YEARS:	160.50	158.50	-2.00
CABLE TV			
SALARIES AND BENEFITS	165,806	181,341	15,535
SERVICES AND SUPPLIES	148,130	148,495	365
OTHER CHARGES	15,000	18,000	3,000
FIXED ASSETS	100,000		-100,000
CONTINGENCY RESERVE			
OPERATING TRANSFERS	158,964	248,355	89,391
TOTAL EXPENSE	587,900	596,191	8,291
PROGRAM REVENUES	-587,900	-506,800	81,100
FUND BALANCE - SPECIAL FUNDS		-89,391	-89,391
TOTAL REVENUE	-587,900	-596,191	-8,291
NET COST CABLE TV			
CABLE TV STAFF YEARS:	3.92	3.92	.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
CONTRIBUTION TO LIBRARY FUND			
SERVICES AND SUPPLIES			
FIXED ASSETS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	128,475	128,475	
TOTAL EXPENSE	128,475	128,475	
NET COST CONTRIBUTION TO LIBRARY FUND	128,475	128,475	
CONTRIBUTION TO LIBRARY FUND STAFF YEARS:			.00
COUNTY LIBRARY			
SALARIES AND BENEFITS	5,912,191	6,081,136	168,945
SERVICES AND SUPPLIES	3,505,634	3,181,388	-324,246
OTHER CHARGES	604,189	159,722	-444,467
FIXED ASSETS	89,140	11,100	-78,040
VEHICLE/COMM. EQUIP.			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	86,400	112,292	25,892
TOTAL EXPENSE	10,197,554	9,545,638	-651,916
PROGRAM REVENUES	-9,248,608	-9,237,646	10,962
GENERAL REVENUES			
FUND BALANCE - SPECIAL FUNDS	-948,946	-307,992	640,954
TOTAL REVENUE	-10,197,554	-9,545,638	651,916
NET COST COUNTY LIBRARY			
COUNTY LIBRARY STAFF YEARS:	199.41	200.41	1.00
FARM ADVISOR			
SALARIES AND BENEFITS	254,859	279,643	24,784
SERVICES AND SUPPLIES	19,797	19,797	
FIXED ASSETS			
TOTAL EXPENSE	274,656	299,440	24,784
PROGRAM REVENUES			
NET COST FARM ADVISOR	274,656	299,440	24,784
FARM ADVISOR STAFF YEARS:	9.00	9.00	.00
FISH & GAME COMMISSION			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	1,375	1,535	160
OTHER CHARGES	19,500	30,000	10,500
FIXED ASSETS			
TOTAL EXPENSE	20,875	31,535	10,660
PROGRAM REVENUES	-11,000	-21,000	-10,000
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-9,875	-10,535	-660
TOTAL REVENUE	-20,875	-31,535	-10,660
NET COST FISH & GAME COMMISSION			
FISH & GAME COMMISSION STAFF YEARS:			.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
GRAZING ADVISORY BOARD			
OTHER CHARGES	101,000	101,000	
PROGRAM REVENUES	-7,000	-7,000	
FUND BALANCE - SPECIAL FUNDS	-94,000	-94,000	
TOTAL REVENUE	-101,000	-101,000	
NET COST GRAZING ADVISORY BOARD			
GRAZING ADVISORY BOARD STAFF YEARS:			.00
HOUSING/COMMUNITY DEVELOP			
SALARIES AND BENEFITS	3,568,710	3,945,171	376,461
SERVICES AND SUPPLIES	5,706,890	5,706,890	
OTHER CHARGES	1,566,752	1,969,448	402,696
FIXED ASSETS			
TOTAL EXPENSE	10,842,352	11,621,509	779,157
PROGRAM REVENUES	-11,233,587	-12,012,744	-779,157
NET COST HOUSING/COMMUNITY DEVELOP			
HOUSING/COMMUNITY DEVELOP STAFF YEARS:	88.00	90.00	2.00
LOCAL PARK DEDICATION			
OTHER CHARGES	8,204,277	9,804,061	1,599,784
VEHICLE/COMM. EQUIP.			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	789,300	1,845,500	1,056,200
TOTAL EXPENSE	8,993,577	11,649,561	2,655,984
PROGRAM REVENUES	-2,257,476	-2,653,444	-395,968
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-6,736,101	-8,996,117	-2,260,016
TOTAL REVENUE	-8,993,577	-11,649,561	-2,655,984
NET COST LOCAL PARK DEDICATION			
LOCAL PARK DEDICATION STAFF YEARS:			.00
MEDICAL EXAMINER			
SALARIES AND BENEFITS	3,226,977	3,376,771	149,794
SERVICES AND SUPPLIES	440,877	390,877	-50,000
OTHER CHARGES			
FIXED ASSETS			
TOTAL EXPENSE	3,667,854	3,767,648	99,794
PROGRAM REVENUES	-200,326	-200,326	
NET COST MEDICAL EXAMINER			
MEDICAL EXAMINER STAFF YEARS:	55.00	54.00	-1.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
PARKS & RECREATION			
SALARIES AND BENEFITS	5,544,043	6,012,530	468,487
SERVICES AND SUPPLIES	598,529	670,302	71,773
OTHER CHARGES	783,020	562,183	-220,837
FIXED ASSETS		32,827	32,827
VEHICLE/COMM. EQUIP.			
REIMBURSEMENTS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS			
TOTAL EXPENSE	6,925,592	7,277,842	352,250
PROGRAM REVENUES	-2,551,147	-2,793,137	-241,990
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
TOTAL REVENUE	-2,551,147	-2,793,137	-241,990
NET COST PARKS & RECREATION	4,374,445	4,484,705	110,260
PARKS & RECREATION STAFF YEARS:	135.30	135.30	.00

PLANNING & LAND USE			
SALARIES AND BENEFITS	14,169,713	14,612,628	442,915
SERVICES AND SUPPLIES	2,720,050	2,206,573	-513,477
OTHER CHARGES	37,700		-37,700
FIXED ASSETS	304,475	425,000	120,525
VEHICLE/COMM. EQUIP.	58,000		-58,000
REIMBURSEMENTS			
CONTINGENCY RESERVE	-665,000		665,000
OPERATING TRANSFERS	665,000		-665,000
TOTAL EXPENSE	17,289,938	17,244,201	-45,737
PROGRAM REVENUES	-12,733,475	-13,670,000	-936,525
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-12,733,475	-13,670,000	-936,525
NET COST PLANNING & LAND USE	4,556,463	3,574,201	-982,262
PLANNING & LAND USE STAFF YEARS:	303.30	283.80	-19.50

PUBLIC ADMINISTRATOR			
SALARIES AND BENEFITS	1,856,226	1,983,062	126,836
SERVICES AND SUPPLIES	123,129	124,129	1,000
OTHER CHARGES	75,000	112,500	37,500
FIXED ASSETS	125,000	21,930	-103,070
VEHICLE/COMM. EQUIP.			
TOTAL EXPENSE	2,179,355	2,241,621	62,266
PROGRAM REVENUES	-2,048,357	-2,176,153	-127,796
NET COST PUBLIC ADMINISTRATOR	130,998	65,468	-65,530
PUBLIC ADMINISTRATOR STAFF YEARS:	50.33	53.33	3.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
PUBLIC WORKS - GENERAL FUND			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	1,888,766	1,402,694	-486,072
FIXED ASSETS	5,800	6,600	800
TOTAL EXPENSE	1,894,566	1,409,294	-485,272
PROGRAM REVENUES	-1,574,828	-1,107,868	466,960
FUND BALANCE - SPECIAL FUNDS			
TOTAL REVENUE	-1,574,828	-1,107,868	466,960
NET COST PUBLIC WORKS - GENERAL FUND	319,738	301,426	-18,312
PUBLIC WORKS - GENERAL FUND STAFF YEARS:			.00
PUBLIC WORKS - ROAD FUND			
SALARIES AND BENEFITS	29,979,258	31,139,726	1,160,468
SERVICES AND SUPPLIES	45,368,298	50,265,246	4,896,948
OTHER CHARGES	4,933,686	6,919,697	1,986,011
FIXED ASSETS	585,420	749,250	163,830
VEHICLE/COMM. EQUIP.			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	1,210,200	831,011	-379,189
TOTAL EXPENSE	82,076,862	89,904,930	7,828,068
PROGRAM REVENUES	-70,981,025	-87,276,330	-16,295,305
GENERAL REVENUES			
FUND BALANCE - SPECIAL FUNDS	-11,095,837	-2,628,600	8,467,237
TOTAL REVENUE	-82,076,862	-89,904,930	-7,828,068
NET COST PUBLIC WORKS - ROAD FUND			
PUBLIC WORKS - ROAD FUND STAFF YEARS:	594.00	602.00	8.00
REGISTRAR OF VOTERS			
SALARIES AND BENEFITS	2,507,740	2,944,879	437,139
SERVICES AND SUPPLIES	1,965,806	2,689,129	723,323
OTHER CHARGES	47,600	42,047	-5,553
FIXED ASSETS	4,000		-4,000
TOTAL EXPENSE	4,525,146	5,676,055	1,150,909
PROGRAM REVENUES	-1,081,409	-1,909,000	-827,591
NET COST REGISTRAR OF VOTERS	3,443,737	3,767,055	323,318
REGISTRAR OF VOTERS STAFF YEARS:	93.00	94.44	1.44
SPECIAL AVIATION			
SERVICES AND SUPPLIES	750,217	362,764	-387,453
TOTAL EXPENSE	750,217	362,764	-387,453
PROGRAM REVENUES	-656,386	-358,100	298,286
FUND BALANCE - SPECIAL FUNDS	-93,831	-4,664	89,167
TOTAL REVENUE	-750,217	-362,764	387,453
NET COST SPECIAL AVIATION			
SPECIAL AVIATION STAFF YEARS:			.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
SURVEY REMONUMENT FUND			
SERVICES AND SUPPLIES			
FIXED ASSETS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	150,000	100,000	-50,000
TOTAL EXPENSE	150,000	100,000	-50,000
PROGRAM REVENUES	-100,000	-100,000	
FUND BALANCE - SPECIAL FUNDS	-50,000		50,000
TOTAL REVENUE	-150,000	-100,000	50,000
NET COST SURVEY REMONUMENT FUND			
SURVEY REMONUMENT FUND STAFF YEARS:			.00

COMMUNITY SERVICES SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	76,153,290	80,661,640	4,508,350
SERVICES AND SUPPLIES	64,065,032	68,022,938	3,957,906
OTHER CHARGES	16,397,524	19,749,458	3,351,934
FIXED ASSETS	1,253,835	1,253,093	-742
VEHICLE/COMM. EQUIP.	150,000		-150,000
REIMBURSEMENTS			
CONTINGENCY RESERVE	-665,000		665,000
OPERATING TRANSFERS	3,188,339	3,265,633	77,294
TOTAL EXPENSE	160,543,020	172,952,762	12,409,742
PROGRAM REVENUES	-121,788,873	-141,377,908	-19,589,035
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-19,028,590	-12,131,299	6,897,291
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-140,817,463	-153,509,207	-12,691,744
TOTAL COMMUNITY SERVICES	19,725,557	19,443,555	-282,002
STAFF YEARS:	1,804.31	1,803.70	-.61

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
GENERAL GOVERNMENT FUNCTIONAL AREA			
ASSESSOR			
SALARIES AND BENEFITS	12,572,434	13,515,551	943,117
SERVICES AND SUPPLIES	511,649	504,809	-6,840
FIXED ASSETS			
TOTAL EXPENSE	13,084,083	14,020,360	936,277
PROGRAM REVENUES	-11,633,638	-4,979,257	6,654,381
NET COST ASSESSOR	1,450,445	9,041,103	7,590,658
ASSESSOR STAFF YEARS:	319.25	316.25	-3.00
AUDITOR & CONTROLLER			
SALARIES AND BENEFITS	7,955,169	8,366,493	411,324
SERVICES AND SUPPLIES	358,313	358,313	
OTHER CHARGES	5,250	5,250	
FIXED ASSETS		36,873	36,873
TOTAL EXPENSE	8,318,732	8,766,929	448,197
PROGRAM REVENUES	-2,425,431	-1,998,422	427,009
NET COST AUDITOR & CONTROLLER	5,893,301	6,768,507	875,206
AUDITOR & CONTROLLER STAFF YEARS:	203.00	198.00	-5.00
BOARD OF SUPERVISORS DIST 1			
SALARIES AND BENEFITS	464,979	485,633	20,654
SERVICES AND SUPPLIES	15,000	15,000	
FIXED ASSETS			
TOTAL EXPENSE	479,979	500,633	20,654
PROGRAM REVENUES			
NET COST BOARD OF SUPERVISORS DIST 1	479,979	500,633	20,654
BOARD OF SUPERVISORS DIST 1 STAFF YEARS:	8.75	8.75	.00
BOARD OF SUPERVISORS DIST 2			
SALARIES AND BENEFITS	545,730	526,947	-18,783
SERVICES AND SUPPLIES	12,000	12,000	
FIXED ASSETS			
TOTAL EXPENSE	557,730	538,947	-18,783
NET COST BOARD OF SUPERVISORS DIST 2	557,730	538,947	-18,783
BOARD OF SUPERVISORS DIST 2 STAFF YEARS:	10.00	10.00	.00
BOARD OF SUPERVISORS DIST 3			
SALARIES AND BENEFITS	509,363	519,054	9,691
SERVICES AND SUPPLIES	15,875	15,875	
FIXED ASSETS			
TOTAL EXPENSE	525,238	534,929	9,691
NET COST BOARD OF SUPERVISORS DIST 3	525,238	534,929	9,691
BOARD OF SUPERVISORS DIST 3 STAFF YEARS:	10.50	10.50	.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
BOARD OF SUPERVISORS DIST 4			
SALARIES AND BENEFITS	481,059	512,734	31,675
SERVICES AND SUPPLIES	15,000	15,000	
TOTAL EXPENSE	496,059	527,734	31,675
PROGRAM REVENUES			
NET COST BOARD OF SUPERVISORS DIST 4	496,059	527,734	31,675
BOARD OF SUPERVISORS DIST 4 STAFF YEARS:	10.00	10.00	.00
BOARD OF SUPERVISORS DIST 5			
SALARIES AND BENEFITS	514,533	524,617	10,084
SERVICES AND SUPPLIES	11,605	11,605	
TOTAL EXPENSE	526,138	536,222	10,084
NET COST BOARD OF SUPERVISORS DIST 5	526,138	536,222	10,084
BOARD OF SUPERVISORS DIST 5 STAFF YEARS:	10.00	10.00	.00
BOARD OF SUPERVISORS GENERAL			
SALARIES AND BENEFITS	131,730	94,120	-37,610
SERVICES AND SUPPLIES	24,130	24,130	
FIXED ASSETS			
TOTAL EXPENSE	155,860	118,250	-37,610
PROGRAM REVENUES			
NET COST BOARD OF SUPERVISORS GENERAL	155,860	118,250	-37,610
BOARD OF SUPERVISORS GENERAL STAFF YEARS:	3.00	3.00	.00
CHIEF ADMINISTRATIVE OFFICER			
SALARIES AND BENEFITS	7,297,952	7,280,580	-17,372
SERVICES AND SUPPLIES	2,479,598	2,627,376	147,778
OTHER CHARGES	10,000	13,000	3,000
FIXED ASSETS		79,029	79,029
TOTAL EXPENSE	9,787,550	9,999,985	212,435
PROGRAM REVENUES	-1,353,915	-1,332,536	21,379
RESERVE DESIGNATION REDUCTION			
TOTAL REVENUE	-1,353,915	-1,332,536	21,379
NET COST CHIEF ADMINISTRATIVE OFFICER	8,433,635	8,667,449	233,814
CHIEF ADMINISTRATIVE OFFICER STAFF YEARS:	123.20	117.50	-5.70
CLERK BOARD OF SUPERVISORS			
SALARIES AND BENEFITS	1,561,497	1,502,419	-59,078
SERVICES AND SUPPLIES	119,928	123,978	4,050
TOTAL EXPENSE	1,681,425	1,626,397	-55,028
PROGRAM REVENUES	-161,237	-125,071	36,166
NET COST CLERK BOARD OF SUPERVISORS	1,520,188	1,501,326	-18,862
CLERK BOARD OF SUPERVISORS STAFF YEARS:	42.39	38.70	-3.69

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
COMMUNITY ENHANCEMENT PROGRAM			
OTHER CHARGES	1,721,740	1,721,740	
COMMUNITY ENHANCEMENT PROGRAM STAFF YEARS:			.00
COUNTY CLERK			
SALARIES AND BENEFITS	739,736	739,307	-429
SERVICES AND SUPPLIES	28,748	35,612	6,864
FIXED ASSETS		11,500	11,500
TOTAL EXPENSE	768,484	786,419	17,935
PROGRAM REVENUES	-664,927	-921,582	-256,655
NET COST COUNTY CLERK	103,557	-135,163	-238,720
COUNTY CLERK STAFF YEARS:	20.00	20.00	.00
COUNTY COUNSEL			
SALARIES AND BENEFITS	8,762,539	9,558,992	796,453
SERVICES AND SUPPLIES	4,250,562	850,562	-3,400,000
OTHER CHARGES		3,400,000	3,400,000
FIXED ASSETS			
TOTAL EXPENSE	13,013,101	13,809,554	796,453
PROGRAM REVENUES	-2,609,514	-2,937,761	-328,247
NET COST COUNTY COUNSEL	10,403,587	10,871,793	468,206
COUNTY COUNSEL STAFF YEARS:	142.00	144.00	2.00
LAFCO ADMINISTRATION			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES			
OTHER CHARGES	320,784	355,025	34,241
FIXED ASSETS			
TOTAL EXPENSE	320,784	355,025	34,241
PROGRAM REVENUES			
NET COST LAFCO ADMINISTRATION	320,784	355,025	34,241
LAFCO ADMINISTRATION STAFF YEARS:	8.07	8.43	.36
RECORDER			
SALARIES AND BENEFITS	2,546,380	2,949,708	403,328
SERVICES AND SUPPLIES	763,677	766,677	3,000
OTHER CHARGES		20,000	20,000
FIXED ASSETS	10,000	309,000	299,000
TOTAL EXPENSE	3,320,057	4,045,385	725,328
PROGRAM REVENUES	-5,039,626	-5,764,954	-725,328
NET COST RECORDER	-1,719,569	-1,719,569	
RECORDER STAFF YEARS:	80.50	88.00	7.50

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
RETIREMENT ASSOCIATION			
SALARIES AND BENEFITS	486,462		-486,462
SERVICES AND SUPPLIES	298,053		-298,053
FIXED ASSETS	3,150		-3,150
TOTAL EXPENSE	787,665		-787,665
PROGRAM REVENUES	-977,631		977,631
NET COST RETIREMENT ASSOCIATION	-189,966		189,966
RETIREMENT ASSOCIATION STAFF YEARS:	13.42		-13.42
TRANSBORDER AFFAIRS			
SALARIES AND BENEFITS	465,204	453,414	-11,790
SERVICES AND SUPPLIES	28,000	28,000	
TOTAL EXPENSE	493,204	481,414	-11,790
PROGRAM REVENUES			
NET COST TRANSBORDER AFFAIRS	493,204	481,414	-11,790
TRANSBORDER AFFAIRS STAFF YEARS:	7.00	6.75	-.25
TREASURER-TAX COLLECTOR			
SALARIES AND BENEFITS	3,717,352	4,149,966	432,614
SERVICES AND SUPPLIES	1,259,991	1,272,491	12,500
FIXED ASSETS	2,400	195,296	192,896
TOTAL EXPENSE	4,979,743	5,617,753	638,010
PROGRAM REVENUES	-5,050,590	-3,852,975	1,197,615
NET COST TREASURER-TAX COLLECTOR	-70,847	1,764,778	1,835,625
TREASURER-TAX COLLECTOR STAFF YEARS:	115.25	120.25	5.00

GENERAL GOVERNMENT SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	48,752,119	51,179,535	2,427,416
SERVICES AND SUPPLIES	10,192,129	6,661,428	-3,530,701
OTHER CHARGES	2,057,774	5,515,015	3,457,241
FIXED ASSETS	15,550	631,698	616,148
TOTAL EXPENSE	61,017,572	63,987,676	2,970,104
PROGRAM REVENUES	-29,916,509	-21,912,558	8,003,951
RESERVE DESIGNATION REDUCTION			
TOTAL REVENUE			
TOTAL GENERAL GOVERNMENT	-29,916,509	-21,912,558	8,003,951
STAFF YEARS:	31,101,063	42,075,118	10,974,055
	1,126.33	1,110.13	-16.20

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
SUPPORT SERVICES FUNCTIONAL AREA			
CAPITAL ASSET LEASING			
SERVICES AND SUPPLIES			
OTHER CHARGES	6,215,275	6,410,864	195,589
FIXED ASSETS			
REIMBURSEMENTS	-376,983		376,983
OPERATING TRANSFERS			
TOTAL EXPENSE	5,838,292	6,410,864	572,572
PROGRAM REVENUES			
NET COST CAPITAL ASSET LEASING	5,838,292	6,410,864	572,572
CAPITAL ASSET LEASING STAFF YEARS:			.00
CIVIL SERVICE COMMISSION			
SALARIES AND BENEFITS	274,492	287,306	12,814
SERVICES AND SUPPLIES	8,444	8,444	
FIXED ASSETS		1,200	1,200
REIMBURSEMENTS			
TOTAL EXPENSE	282,936	296,950	14,014
PROGRAM REVENUES	-20,968	-20,968	
NET COST CIVIL SERVICE COMMISSION	261,968	275,982	14,014
CIVIL SERVICE COMMISSION STAFF YEARS:	4.50	4.20	-.30
DEPARTMENT OF HUMAN RESOURCES			
SALARIES AND BENEFITS	5,478,685	6,202,591	723,906
SERVICES AND SUPPLIES	2,589,376	2,944,156	354,780
OTHER CHARGES	142,940	69,440	-73,500
FIXED ASSETS	3,000	51,700	48,700
VEHICLE/COMM. EQUIP.			
OPERATING TRANSFERS			
TOTAL EXPENSE	8,214,001	9,267,887	1,053,886
PROGRAM REVENUES	-2,956,527	-3,802,290	-845,763
NET COST DEPARTMENT OF HUMAN RESOURCES	5,257,474	5,465,597	208,123
DEPARTMENT OF HUMAN RESOURCES STAFF YEARS:	125.50	135.00	9.50
ELECTRONIC SYSTEMS AND EQUIPMENT			
SERVICES AND SUPPLIES	6,262,032	6,833,798	571,766
OTHER CHARGES	2,997,766	2,342,911	-654,855
FIXED ASSETS			
VEHICLE/COMM. EQUIP.			
REIMBURSEMENTS	-281,128	-297,320	-16,192
TOTAL EXPENSE	8,978,670	8,879,389	-99,281
PROGRAM REVENUES	-36,482	-41,832	-5,350
NET COST INFORMATION SYSTEMS/EQUIPMENT	8,942,188	8,837,557	-104,631
INFORMATION SYSTEMS/EQUIPMENT STAFF YEARS:			.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
EQUAL OPPORTUNITY MGMT OFFICE			
SALARIES AND BENEFITS	504,929	547,848	42,919
SERVICES AND SUPPLIES	16,164	15,573	-591
FIXED ASSETS		5,221	5,221
REIMBURSEMENTS			
TOTAL EXPENSE	521,093	568,642	47,549
PROGRAM REVENUES	-57,487	-57,735	-248
NET COST EQUAL OPPORTUNITY MGMT OFFICE	463,606	510,907	47,301
EQUAL OPPORTUNITY MGMT OFFICE STAFF YEARS:	11.00	10.00	-1.00
EQUIPMENT ACQUISITION			
SERVICES AND SUPPLIES			
OTHER CHARGES	3,244,108	1,087,531	-2,156,577
FIXED ASSETS		2,847,400	2,847,400
TOTAL EXPENSE	3,244,108	3,934,931	690,823
PROGRAM REVENUES	-150,000	-150,000	
NET COST EQUIPMENT ACQUISITION	3,094,108	3,784,931	690,823
EQUIPMENT ACQUISITION STAFF YEARS:			.00
GENERAL SERVICES			
SALARIES AND BENEFITS	18,123,352	19,042,768	919,416
SERVICES AND SUPPLIES	9,399,971	11,268,751	1,868,780
FIXED ASSETS	310,000		-310,000
VEHICLE/COMM. EQUIP.	15,000		-15,000
REIMBURSEMENTS	-2,167,392	-1,999,574	167,818
CONTINGENCY RESERVE			
TOTAL EXPENSE	25,680,931	28,311,945	2,631,014
PROGRAM REVENUES	-3,539,898	-3,542,783	-2,885
GENERAL REVENUES			
TOTAL REVENUE	-3,539,898	-3,542,783	-2,885
NET COST GENERAL SERVICES	22,141,033	24,769,162	2,628,129
GENERAL SERVICES STAFF YEARS:	492.00	457.75	-34.25
INFORMATION SERVICES			
SALARIES AND BENEFITS	14,855,126	15,995,342	1,140,216
SERVICES AND SUPPLIES	5,056,826	5,287,798	230,972
OTHER CHARGES	431,789	111,234	-320,555
FIXED ASSETS			
VEHICLE/COMM. EQUIP.			
REIMBURSEMENTS			
TOTAL EXPENSE	20,343,741	21,394,374	1,050,633
PROGRAM REVENUES	-1,638,576	-1,731,967	-93,391
NET COST INFORMATION SERVICES	18,705,165	19,662,407	957,242
INFORMATION SERVICES STAFF YEARS:	333.16	329.18	-3.98

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
PROPERTY MANAGEMENT			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	7,613,408	5,464,154	-2,149,254
FIXED ASSETS	136,150	68,418	-67,732
VEHICLE/COMM. EQUIP.			
CONTINGENCY RESERVE			
TOTAL EXPENSE	7,749,558	5,532,572	-2,216,986
PROGRAM REVENUES	-5,574,366	-4,460,431	1,113,935
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-5,574,366	-4,460,431	1,113,935
NET COST PROPERTY MANAGEMENT	2,175,192	1,072,141	-1,103,051
PROPERTY MANAGEMENT STAFF YEARS:			.00
PUBLIC SERVICES UTILITIES			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	14,096,439	15,135,610	1,039,171
REIMBURSEMENTS	-599,040	-712,597	-113,557
CONTINGENCY RESERVE			
OPERATING TRANSFERS	1,184,322		-1,184,322
TOTAL EXPENSE	14,681,721	14,423,013	-258,708
PROGRAM REVENUES	-109,600	-170,564	-60,964
NET COST PUBLIC SERVICES UTILITIES	14,572,121	14,252,449	-319,672
PUBLIC SERVICES UTILITIES STAFF YEARS:			.00
PURCHASING AND CONTRACTING			
SALARIES AND BENEFITS	2,042,096	2,260,201	218,105
SERVICES AND SUPPLIES	92,816	95,016	2,200
FIXED ASSETS			
TOTAL EXPENSE	2,134,912	2,355,217	220,305
PROGRAM REVENUES	-328,891	-412,583	-83,692
NET COST PURCHASING AND CONTRACTING	1,806,021	1,942,634	136,613
PURCHASING AND CONTRACTING STAFF YEARS:	56.00	56.00	.00
RENTS AND LEASES			
SERVICES AND SUPPLIES	13,263,558	13,419,765	156,207
FIXED ASSETS			
REIMBURSEMENTS	-1,455,952	-2,082,303	-626,351
TOTAL EXPENSE	11,807,606	11,337,462	-470,144
PROGRAM REVENUES	-2,684,277	-2,182,021	502,256
NET COST RENTS AND LEASES	9,123,329	9,155,441	32,112
RENTS AND LEASES STAFF YEARS:			.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
REVENUE & RECOVERY			
SALARIES AND BENEFITS	7,496,592	8,289,651	793,059
SERVICES AND SUPPLIES	162,897	746,897	584,000
OTHER CHARGES	19,268		-19,268
FIXED ASSETS		355,300	355,300
TOTAL EXPENSE	7,678,757	9,391,848	1,713,091
PROGRAM REVENUES	-123,394	-280,035	-156,641
NET COST REVENUE & RECOVERY	7,555,363	9,111,813	1,556,450
REVENUE & RECOVERY STAFF YEARS:	237.00	245.00	8.00

SUPPORT SERVICES SUMMARY BY ACCOUNT

SALARIES AND BENEFITS	48,775,272	52,625,707	3,850,435
SERVICES AND SUPPLIES	58,561,931	61,219,962	2,658,031
OTHER CHARGES	13,051,146	10,021,980	-3,029,166
FIXED ASSETS	449,150	3,329,239	2,880,089
VEHICLE/COMM. EQUIP.	15,000		-15,000
REIMBURSEMENTS	-4,880,495	-5,091,794	-211,299
CONTINGENCY RESERVE			
OPERATING TRANSFERS	1,184,322		-1,184,322
TOTAL EXPENSE	117,156,326	122,105,094	4,948,768
PROGRAM REVENUES	-17,220,466	-16,853,209	367,257
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-17,220,466	-16,853,209	367,257
TOTAL SUPPORT SERVICES	99,935,860	105,251,885	5,316,025
STAFF YEARS:	1,259.16	1,237.13	-22.03

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
CAPITAL FUNCTIONAL AREA			
CAPITAL OUTLAY FUND			
SERVICES AND SUPPLIES			
OTHER CHARGES	16,568,644	15,242,769	-1,325,875
FIXED ASSETS	4,425,251	6,442,186	2,016,935
REIMBURSEMENTS	-33,300	-16,000	17,300
TOTAL EXPENSE	20,960,595	21,668,955	708,360
PROGRAM REVENUES	-20,960,595	-21,668,955	-708,360
FUND BALANCE - SPECIAL FUNDS			
TOTAL REVENUE	-20,960,595	-21,668,955	-708,360
NET COST CAPITAL OUTLAY FUND			
CAPITAL OUTLAY FUND STAFF YEARS:			.00
<hr/>			
CONTRIBUTIONS TO C.O.F.			
SERVICES AND SUPPLIES			
OTHER CHARGES			
FIXED ASSETS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	20,915,104	23,134,166	2,219,062
TOTAL EXPENSE	20,915,104	23,134,166	2,219,062
PROGRAM REVENUES		-146,666	-146,666
GENERAL REVENUES			
TOTAL REVENUE		-146,666	-146,666
NET COST CONTRIBUTIONS TO C.O.F.	20,915,104	22,987,500	2,072,396
CONTRIBUTIONS TO C.O.F. STAFF YEARS:			.00
<hr/>			
COUNTY HEALTH COMPLEX			
OTHER CHARGES	2,534,800	4,165,885	1,631,085
FIXED ASSETS			
OPERATING TRANSFERS		558,000	558,000
TOTAL EXPENSE	2,534,800	4,723,885	2,189,085
PROGRAM REVENUES	-2,534,800	-4,165,885	-1,631,085
FUND BALANCE - SPECIAL FUNDS		-558,000	-558,000
TOTAL REVENUE	-2,534,800	-4,723,885	-2,189,085
NET COST COUNTY HEALTH COMPLEX			
COUNTY HEALTH COMPLEX STAFF YEARS:			.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
JUSTICE FACILITY CONSTRUCTION			
SERVICES AND SUPPLIES			
OTHER CHARGES	7,516,306	8,425,667	909,361
FIXED ASSETS	837,000	1,891,550	1,054,550
TOTAL EXPENSE	8,353,306	10,317,217	1,963,911
PROGRAM REVENUES	-8,353,306	-10,317,217	-1,963,911
FUND BALANCE - SPECIAL FUNDS			
TOTAL REVENUE	-8,353,306	-10,317,217	-1,963,911
NET COST JUSTICE FACILITY CONSTRUCTION			
JUSTICE FACILITY CONSTRUCTION STAFF YEARS:			.00

CAPITAL SUMMARY BY ACCOUNT

SERVICES AND SUPPLIES			
OTHER CHARGES	26,619,750	27,834,321	1,214,571
FIXED ASSETS	5,262,251	8,333,736	3,071,485
REIMBURSEMENTS	-33,300	-16,000	17,300
CONTINGENCY RESERVE			
OPERATING TRANSFERS	20,915,104	23,692,166	2,777,062
TOTAL EXPENSE	52,763,805	59,844,223	7,080,418
PROGRAM REVENUES	-31,848,701	-36,298,723	-4,450,022
GENERAL REVENUES			
FUND BALANCE - SPECIAL FUNDS		-558,000	-558,000
TOTAL REVENUE	-31,848,701	-36,856,723	-5,008,022
TOTAL CAPITAL	20,915,104	22,987,500	2,072,396
STAFF YEARS:			

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
MISCELLANEOUS FUNCTIONAL AREA			
CASH BORROWING			
SERVICES AND SUPPLIES	5,000		-5,000
OTHER CHARGES	12,000,000	12,300,000	300,000
TOTAL EXPENSE	12,005,000	12,300,000	295,000
PROGRAM REVENUES		-558,000	-558,000
NET COST CASH BORROWING	12,005,000	11,742,000	-263,000
CASH BORROWING STAFF YEARS:			.00
CONTINGENCY RESERVE-GENERAL			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES			
CONTINGENCY RESERVE	9,172,639	10,470,605	1,297,966
OPERATING TRANSFERS			
TOTAL EXPENSE	9,172,639	10,470,605	1,297,966
PROGRAM REVENUES			
NET COST CONTINGENCY RESERVE-GENERAL	9,172,639	10,470,605	1,297,966
CONTINGENCY RESERVE-GENERAL STAFF YEARS:			.00
EDGEWOOD DEVELOPMENT FUND			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	183,768	185,848	2,080
TOTAL EXPENSE	183,768	185,848	2,080
PROGRAM REVENUES	-75,000	-75,000	
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-108,768	-110,848	-2,080
TOTAL REVENUE	-183,768	-185,848	-2,080
NET COST EDGEWOOD DEVELOPMENT FUND			
EDGEWOOD DEVELOPMENT FUND STAFF YEARS:			.00
GENERAL REVENUES			
SERVICES AND SUPPLIES			
OPERATING TRANSFERS			
TOTAL EXPENSE			
PROGRAM REVENUES			
GENERAL REVENUES	-535,061,514	-572,972,472	-37,910,958
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND	-24,725,160	-20,904,070	3,821,090
TOTAL REVENUE	-559,786,674	-593,876,542	-34,089,868
NET COST GENERAL REVENUES	-559,786,674	-593,876,542	-34,089,868
GENERAL REVENUES STAFF YEARS:			.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
PROBATION ASSET FORFEITURES			
OPERATING TRANSFERS		73,454	73,454
TOTAL EXPENSE		73,454	73,454
PROGRAM REVENUES		-73,454	-73,454
NET COST PROBATION ASSET FORFEITURES			
PROBATION ASSET FORFEITURES STAFF YEARS:			.00
RESERVE DESIGNATIONS			
OPERATING TRANSFERS	162,759	210,308	47,549
TOTAL EXPENSE	162,759	210,308	47,549
PROGRAM REVENUES			
TOTAL REVENUE			
NET COST RESERVE DESIGNATIONS	162,759	210,308	47,549
RESERVE DESIGNATIONS STAFF YEARS:			.00
SHERIFF'S ASSET/FORFEITURES			
SERVICES AND SUPPLIES		900,000	900,000
FIXED ASSETS		1,500,000	1,500,000
VEHICLE/COMM. EQUIP.		600,000	600,000
OPERATING TRANSFERS	774,700	497,705	-276,995
TOTAL EXPENSE	774,700	3,497,705	2,723,005
PROGRAM REVENUES	-370,400	-3,497,705	-3,127,305
FUND BALANCE - SPECIAL FUNDS	-404,300		404,300
TOTAL REVENUE	-774,700	-3,497,705	-2,723,005
NET COST SHERIFF'S ASSET/FORFEITURES			
SHERIFF'S ASSET/FORFEITURES STAFF YEARS:			.00
MISCELLANEOUS SUMMARY BY ACCOUNT			
SERVICES AND SUPPLIES	5,000	900,000	895,000
OTHER CHARGES	12,000,000	12,300,000	300,000
FIXED ASSETS		1,500,000	1,500,000
VEHICLE/COMM. EQUIP.		600,000	600,000
CONTINGENCY RESERVE	9,172,639	10,470,605	1,297,966
OPERATING TRANSFERS	1,121,227	967,315	-153,912
TOTAL EXPENSE	22,298,866	26,737,920	4,439,054
PROGRAM REVENUES	-445,400	-4,204,159	-3,758,759
GENERAL REVENUES	-535,061,514	-572,972,472	-37,910,958
FUND BALANCE - SPECIAL FUNDS	-513,068	-110,848	402,220
FUND BALANCE - GENERAL FUND	-24,725,160	-20,904,070	3,821,090
TOTAL REVENUE	-560,745,142	-598,191,549	-37,446,407
TOTAL MISCELLANEOUS	-538,446,276	-571,453,629	-33,007,353
STAFF YEARS:			

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
GENERAL FUND SUMMARY BY ACCOUNT			
SALARIES AND BENEFITS	645,955,917	702,152,449	56,196,532
SERVICES AND SUPPLIES	268,635,115	256,965,858	-11,669,257
OTHER CHARGES	582,514,462	722,445,470	139,931,008
FIXED ASSETS	2,945,472	7,422,462	4,476,990
VEHICLE/COMM. EQUIP.	1,037,905	447,150	-590,755
REIMBURSEMENTS	-4,880,495	-5,091,794	-211,299
CONTINGENCY RESERVE	8,507,639	10,470,605	1,962,966
OPERATING TRANSFERS	23,055,660	23,566,399	510,739
TOTAL EXPENSE	1,527,771,675	1,718,378,599	190,606,924
PROGRAM REVENUES	-967,985,001	-1,124,502,057	-156,517,056
GENERAL REVENUES	-535,061,514	-572,972,472	-37,910,958
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND	-24,725,160	-20,904,070	3,821,090
TOTAL REVENUE	-1,527,771,675	-1,718,378,599	-190,606,924
TOTAL GENERAL FUND			
STAFF YEARS:	15,909.52	16,021.85	112.33

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
SPECIAL FUNDS SUMMARY BY ACCOUNT			
SALARIES AND BENEFITS	36,057,255	37,402,203	1,344,948
SERVICES AND SUPPLIES	49,773,654	54,859,428	5,085,774
OTHER CHARGES	40,497,402	44,866,801	4,369,399
FIXED ASSETS	6,036,811	10,594,086	4,557,275
VEHICLE/COMM. EQUIP.		600,000	600,000
REIMBURSEMENTS	-33,300	-16,000	17,300
CONTINGENCY RESERVE			
OPERATING TRANSFERS	3,353,332	4,452,165	1,098,833
TOTAL EXPENSE	135,685,154	152,758,683	17,073,529
PROGRAM REVENUES	-116,143,496	-139,958,536	-23,815,040
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-19,541,658	-12,800,147	6,741,511
TOTAL REVENUE	-135,685,154	-152,758,683	-17,073,529
TOTAL SPECIAL FUNDS			
STAFF YEARS:	797.33	806.33	9.00

	1990-91 BUDGET	1991-92 BUDGET	INCREASE/ -DECREASE
COUNTY WIDE SUMMARY BY ACCOUNT			
SALARIES AND BENEFITS	682,013,172	739,554,652	57,541,480
SERVICES AND SUPPLIES	318,408,769	311,825,286	-6,583,483
OTHER CHARGES	623,011,864	767,312,271	144,300,407
FIXED ASSETS	8,982,283	18,016,548	9,034,265
VEHICLE/COMM. EQUIP.	1,037,905	1,047,150	9,245
REIMBURSEMENTS	-4,913,795	-5,107,794	-193,999
CONTINGENCY RESERVE	8,507,639	10,470,605	1,962,966
OPERATING TRANSFERS	26,408,992	28,018,564	1,609,572
TOTAL EXPENSE	1,663,456,829	1,871,137,282	207,680,453
PROGRAM REVENUES	-1,084,128,497	-1,264,460,593	-180,332,096
GENERAL REVENUES	-535,061,514	-572,972,472	-37,910,958
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-19,541,658	-12,800,147	6,741,511
FUND BALANCE - GENERAL FUND	-24,725,160	-20,904,070	3,821,090
TOTAL REVENUE	-1,663,456,829	-1,871,137,282	-207,680,453
*TOTAL AREA COUNTY			
STAFF YEARS:	16,706.85	16,828.18	121.33

COUNTY OF SAN DIEGO
GENERAL REVENUES (In Thousands of \$)

GENERAL REVENUES	1990-91 ADOPTED BUDGET	1991-92 ADOPTED BUDGET	INCREASE/ (DECREASE)
CURRENT PROPERTY TAXES			
SECURED	\$ 287,939	\$ 312,500	\$ 24,561
UNSECURED	13,500	14,900	1,400
SUPPLEMENTAL ROLL (SB813)	4,730	5,000	270
REDEVELOPMENT AGREEMENTS	<u>1,200</u>	<u>1,500</u>	<u>300</u>
SUBTOTAL CURRENT PROP. TAXES	\$ 307,369	\$ 333,900	\$ 26,531
OTHER LOCAL TAXES			
PRIOR YEAR SECURED & UNSECURED	\$ 8,576	\$ 8,800	\$ 224
PRIOR YEAR SUPPLEMENTAL SECURED & UNSECURED	11,000	11,500	500
PENALTIES & COSTS OF DELINQUENCIES	10,000	10,500	500
OTHER TAX - AIRCRAFT	500	600	100
SALES & USE TAX	11,400	11,993	593
TOURIST OCCUPANCY TAX	1,942	1,921	(21)
REAL PROP. TRANSFER TAX	11,000	10,000	(1,000)
FRANCHISES	<u>2,000</u>	<u>2,176</u>	<u>176</u>
SUBTOTAL OTHER LOCAL TAXES	\$ 56,418	\$ 57,490	\$ 1,072
REVENUE FROM OTHER AGENCIES			
HOMEOWNERS' PROP. TAX REDEMPTION	7,000	7,126	126
TRIAL COURT FUNDING	32,568	35,399	2,831
STATE MANDATED COST REIMB. (SB90)	1,400	1,500	100
FEDERAL IN-LIEU TAX	300	300	0
OPEN SPACE LAND	100	100	0
MOTOR VEHICLE IN-LIEU TAX	99,850	105,726	5,876
TRAILER-IN-LIEU TAX	1,000	1,050	50
CIGARETTE TAXES	<u>250</u>	<u>200</u>	<u>(50)</u>
SUBTOTAL REVENUE FROM OTHER AGENCIES	\$ 142,468	\$ 151,401	\$ 8,933
MISCELLANEOUS			
COURT FINES & FORFEITURES	\$ 5,635	\$ 5,804	\$ 169
INTEREST ON DEPOSITS	16,000	16,300	300
INTERFUND TRANSFERS	2,000	2,584	584
OTHER REVS HOLD HARMLEES	0	2,000	2,000
OTHER REVENUE (AB 2890, SB 2557)	<u>5,171</u>	<u>4,051</u>	<u>(1,120)</u>
SUBTOTAL MISCELLANEOUS	\$ 28,806	\$ 30,739	\$ 3,053
TOTAL GENERAL REVENUES	\$ 535,061	\$ 573,530	\$ 38,469
OTHER ADJUSTMENTS			
FUND BALANCE	24,725	20,904	(3,821)
SUBTOTAL OTHER ADJUSTMENTS	\$ 24,725	\$ 20,904	\$ (3,821)
TOTAL GENERAL REVENUES & ADJUSTMENTS	\$ 559,786	\$ 594,434	\$ 34,648

* FUND BALANCE FOR FY 1990-91 INCLUDES \$1.77 MILLION OF REBUDGETED ITEMS.
 * FUND BALANCE FOR FY 1991-92 INCLUDES \$1.98 MILLION OF REBUDGETED ITEMS.

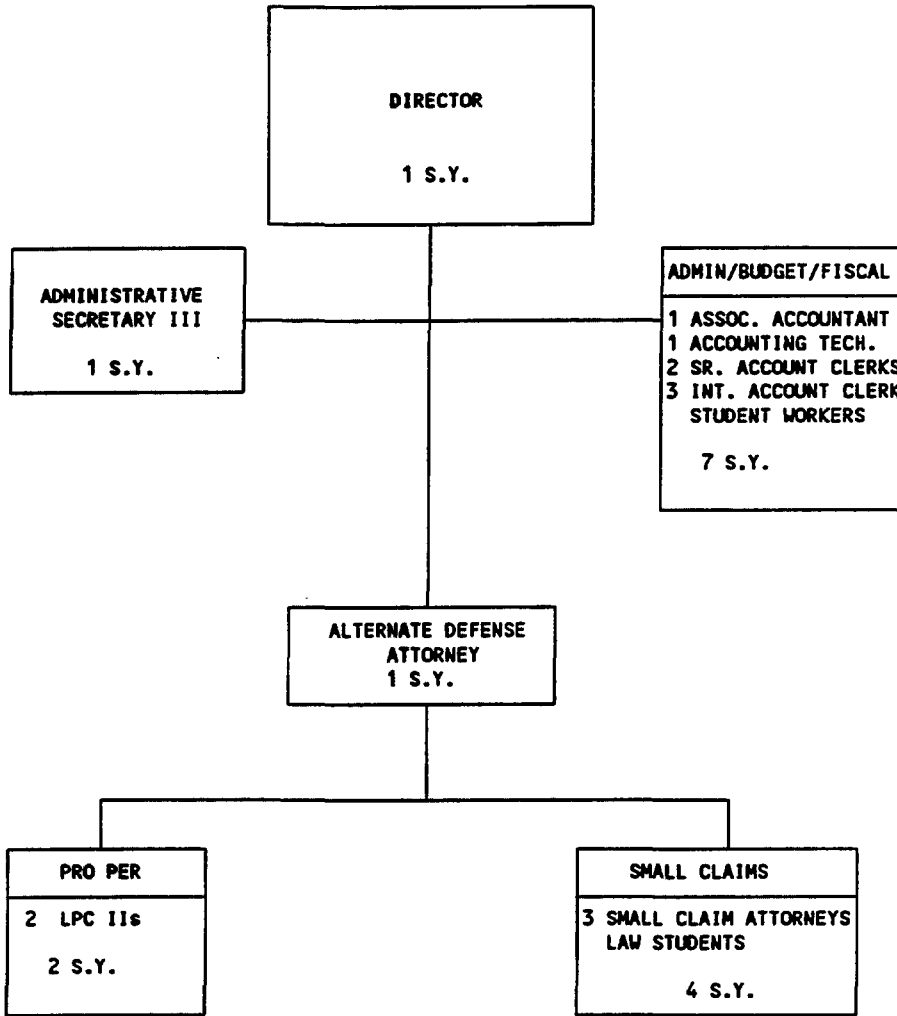
PUBLIC PROTECTION



ALTERNATE DEFENSE COUNSEL

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Conflicts Administration	\$12,419	\$12,727,782	\$12,919,545	\$11,695,846	\$9,375,871	\$(2,319,975)	(19.8)
TOTAL DIRECT COST	\$12,419	\$12,727,782	\$12,919,545	\$11,695,846	\$9,375,871	\$(2,319,975)	(19.8)
PROGRAM REVENUE	(0)	(442,700)	(525,774)	(524,342)	(630,277)	(105,935)	20.2
NET GENERAL FUND COST	\$12,419	\$12,285,082	\$12,393,771	\$11,171,504	\$8,745,594	\$(2,425,910)	(21.7)
STAFF YEARS	3.00	10.00	11.00	14.00	16.00	2.00	14.3

ALTERNATE DEFENSE COUNSEL



TOTAL 16 S.Y.

PROGRAM: CONFLICTS ADMINISTRATION

DEPARTMENT: ALTERNATE DEFENSE COUNSEL

PROGRAM #: 13021
MANAGER: ELLIOT G. LANDE

ORGANIZATION #: 2990
REFERENCE: 1991-92 Proposed Budget - Pg.1-1

AUTHORITY: This program was developed for the purpose of complying with Section 700 through 704 of the Administrative Code which defines the Director's duties and responsibilities in administering San Diego County Court Appointed Attorneys Program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$10,633	\$297,042	\$458,822	\$538,388	\$758,013	40.8
Services & Supplies	1,786	12,385,490	12,410,208	11,102,858	8,528,416	(23.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	45,250	50,515	54,600	89,442	63.8
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$12,419	\$12,727,782	\$12,919,545	\$11,695,846	\$9,375,871	(19.8)
PROGRAM REVENUE	(0)	(442,700)	(525,774)	(524,342)	(630,277)	20.2
NET GENERAL FUND CONTRIBUTION	\$12,419	\$12,285,082	\$12,393,771	\$11,171,504	\$8,745,594	(21.7)
STAFF YEARS	3.00	10.00	11.00	14.00	16.00	14.3

PROGRAM DESCRIPTION: This program administers all attorneys appointed by the Courts for the defense of indigent defendants where the Department of Public Defender or Alternate Public Defender cannot represent them. The program also provides attorneys in the Juvenile Court to represent parents and minors on dependency and delinquency matters. Support services are also provided to Pro Per and indigent defendants with retained attorneys. This program also provides information and advice to citizens of their rights and the legal procedures in a Small Claims Court.

1990-91 BUDGET TO ACTUAL COMPARISON

The Department's actual expenses for FY 1990-91 exceeded the budget by \$1,223,699 (10% over budget). Salaries & benefits was underspent by \$79,566 due to unfilled positions. Services and supplies exceeded budget by \$1,307,350. This is due to assignments of cases involving serious felony and juvenile delinquency cases exceeded the budget by 117%. Also, the department continues to pay for services on cases assigned during prior years including juvenile dependency cases. Sixty-five percent (65%) of the actual amount spent on Services and Supplies were for cases assigned prior years.

1991-92 OBJECTIVES

1. To continue to provide quality representation to indigents at reasonable cost.
2. To automate processing of attorney billings with built-in audit procedures that will assist in controlling duplicate, unreasonable and unallowable claims and to reduce processing period from 75 days to 30 days.
3. To simplify billing system in order to eliminate billing inaccuracies, and promote an environment of cooperation with panel attorneys in complying with the department's practices and procedures.
4. To establish, in cooperation with Revenue and Recovery, procedures for the efficient and timely processing of claims for collection.
5. To establish open communication with other County Agencies and panel attorneys to anticipate problems, resolve issues of common concern, and share existing systems and new developments.
6. To collaborate with the courts on issues that will impact the criminal justice system in order to deliver services consistent with budget reality, established priorities and changing needs.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administering Court appointed attorneys (12.00 SY; E = \$9,097,640; R = \$290,378) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing attorneys to the Courts of 4 Judicial Districts for the representation of indigent defendants in 1671 cases where the Public Defender or Alternate Public Defender cannot represent them.
 - o Providing counsel in the Juvenile Court in dependency actions, delinquency matters and mental health hearings with new assignment projected at 3,000 cases in addition to the carryover cases from prior years.
 - o Utilizing Graduate Law Clerks in providing paralegal services and Legal Procedures Clerk as legal runners for indigent defendants on Pro Per status.
 - o Review of all attorneys' claims for services rendered on court appointed cases.
 - o Added two staff in order to increase revenues by providing Revenue and Recovery with collection information on time.
2. Small claims advisory (4.00 SY; E = \$278,231; R = \$339,899) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responding to an average of 350 phone calls a day from citizens requesting information on their rights and assistance on legal procedures on a Small Claims Court.
 - o Providing the public information on commonly asked questions involving Small Claims through an automated telephone system.
 - o Providing on site advisors in Clairemont and Vista Courts.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Court Fees & costs- Crt. Appt. Atty	\$346,875	\$224,443	\$290,378	\$65,935
Other Court Cost	\$178,899	\$299,899	\$339,899	\$40,000
Sub-Total	\$525,774	\$524,342	\$630,277	\$105,935
Total	\$525,774	\$524,342	\$630,277	\$105,935

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$12,393,771	\$11,171,504	\$8,745,594	\$(2,425,910)
Total	\$12,393,771	\$11,171,504	\$8,745,594	\$(2,425,910)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Court Cost revenue is a 100 % reimbursement of Small Claims Advisory program cost from trust fund where Small Claims fees are deposited.

FIXED ASSETS

Item	Quantity	Unit	Cost
Copier	1	each	\$15,000
LAN & computer system	1	lot	74,442
Total			\$89,442

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Indigent Defense					
<u>% OF RESOURCES:</u>	97.0%				
<u>WORKLOAD</u>					
Serious felony cases	0	513	594	121	139
Felony cases	0	2,051	2,360	1,700	400
Misdemeanor cases	0	1,982	1,710	1,890	1132
Juvenile delinquency cases	0	1,673	1,821	376	1,000
Juvenile Dependency cases	0	5,903	4,186	2,850	2,000
<u>EFFICIENCY</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0
ACTIVITY B: Small Claims Advisory Services					
<u>% OF RESOURCES:</u>	3.0%				
<u>WORKLOAD</u>					
Phone inquiries received	0	60,000	87,500	60,000	105,000
Walk-in clients	0	750	994	1,000	1,150
<u>EFFICIENCY</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0

STAFFING SCHEDULE

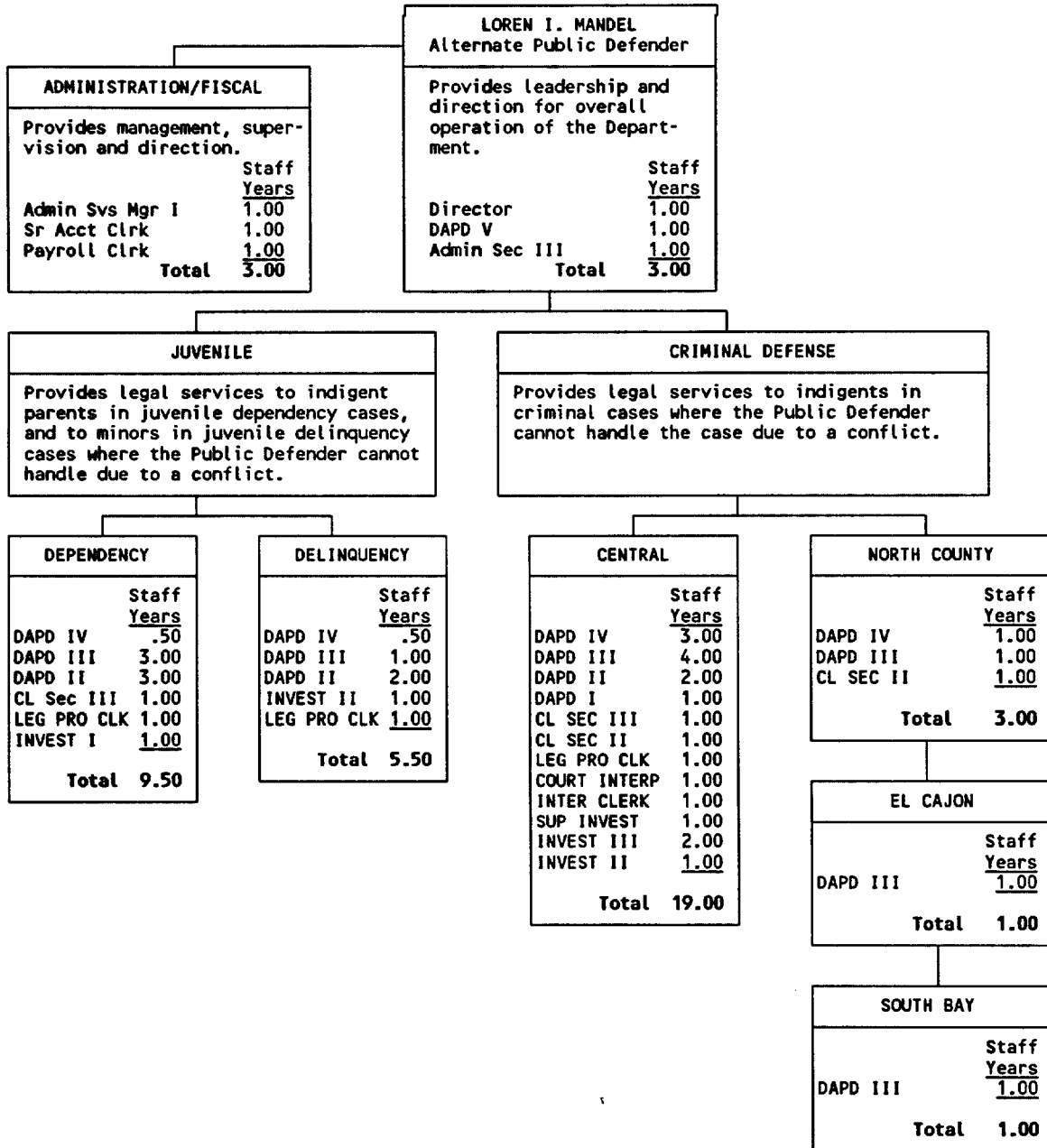
Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2207	Director	1	1.00	1	1.00	\$75,007	\$101,252
2403	Accounting Tech.	1	1.00	1	1.00	21,310	23,696
2425	Assoc. Accountant	1	1.00	1	1.00	30,710	37,260
2493	Inter. Account Clerk	1	1.00	3	3.00	17,721	53,851
2510	Senior Account Clerk	2	2.00	2	2.00	39,705	42,311
2758	Admin. Secretary III	1	1.00	1	1.00	25,453	30,900
3934	Small Claims Advisory Atty	0	0.00	0	0.00	0	0
3935	Legal Assistant I	2	2.00	2	2.00	47,538	48,971
3916	Alt. Defense Attorney	1	1.00	1	1.00	26,611	90,494
3938	Advising Attorney	3	3.00	3	3.00	100,083	111,603
9999	Temp. Extra Help	7	1.00	7	1.00	40,000	89,157
Total		20	14.00	22	16.00	\$424,138	\$629,495
Salary Adjustments:						26,359	(9,050)
Premium/Overtime Pay:						0	0
Employee Benefits:						96,013	150,798
Salary Savings:						(8,122)	(13,230)
Total Adjustments						\$114,250	\$128,518
Program Totals		20	14.00	22	16.00	\$538,388	\$758,013

ALTERNATE PUBLIC DEFENDER

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Conflicts Defense	\$0	\$0	\$1,395,173	\$1,449,288	\$3,215,519	\$1,766,231	121.9
TOTAL DIRECT COST	\$0	\$0	\$1,395,173	\$1,449,288	\$3,215,519	\$1,766,231	121.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$0	\$1,395,173	\$1,449,288	\$3,215,519	\$1,766,231	121.9
STAFF YEARS	0.00	0.00	16.29	22.50	45.00	22.50	100.0

* The Department of Alternate Public Defender was established in June, 1990 and was budgeted on a half year basis for FY 1990-91. The increase from the previous budget represents full year funding for FY 1991-92.

DEPARTMENT OF ALTERNATE PUBLIC DEFENDER



DAPD = Deputy Alternate Public Defender
 CL SEC = Criminal Legal Secretary

PROGRAM: Conflicts Defense

DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050
MANAGER: Loren I. Mandel

ORGANIZATION #: 3000
REFERENCE: 1991-92 Proposed Budget - Pg. 2-1

AUTHORITY: This program was developed for the purpose of complying with Section 710 to Section 717 of the San Diego County Administrative code which defines the Director's duties and responsibilities in providing legal representation to indigent defendants when Public Defender declares conflict of interest, to parents or guardians in juvenile dependency cases when ordered by the Juvenile Court, to minors in delinquency cases when the Public Defender cannot represent the minor because of a conflict of interest; and under Penal Code Section 987.2 which mandates the County to provide counsel to indigent defendants and minors when the Public Defender has declared a conflict of interest.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$994,100	\$1,152,752	\$2,855,519	147.7
Services & Supplies	0	0	242,004	126,000	360,000	185.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	159,069	170,536	0	(100.0)
TOTAL DIRECT COST	\$0	\$0	\$1,395,173	\$1,449,288	\$3,215,519	121.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$1,395,173	\$1,449,288	\$3,215,519	121.9
STAFF YEARS	0.00	0.00	16.29	22.50	45.00	100.0

PROGRAM DESCRIPTION: This Department was newly established in June, 1990 (#59) in order to provide legal counsel to indigent defendants formally charged with a public offense, for which the possibility of a jail sentence exists and who cannot be represented by the Public Defender due to the existence of a conflict of interest. It will also provide legal defense to parents or guardians who are unable to afford counsel in juvenile dependency and to minors in delinquency cases upon order by the Juvenile Court under the California Welfare and Institutions Code when the Public Defender cannot represent the minor because of a conflict of interest. The Alternate Public Defender currently has branch offices at the El Cajon Regional Center, the North County Regional Center, Downtown San Diego, a juvenile office at Kearny Mesa, and will have a branch office at the South Bay Regional Center in February 1992.

1990-91 BUDGET TO ACTUAL COMPARISON

Salary savings of \$158,652 were realized as the result of staff appointments being made on a staggered basis in order to optimize orientation and supervisory resources, as well as lease occupancy schedules. Services and Supplies account was over-expended by \$116,004 due to a mid-year appropriations transfer for the purchase of a law library, new software license charges and one time minor equipment costs.

1991-92 OBJECTIVES

1. To provide quality legal representation to indigent clients in criminal and juvenile court when the Public Defender declares a conflict of interest and at the same time provide long-term cost containment benefits to the County.
2. To manage resources for maximum fiscal efficiency through the use of the automated case management systems, proper scheduling and assignment of cases.
3. To continue the development of a departmental policy and procedures manual to assure compliance with County-wide and departmental policies by staff at all times.
4. To collaborate with other justice systems agencies in developing procedures to reduce case costs by avoiding duplication of effort by trying to resolve mutual issues and problems informally and timely.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration (6.00 SY; E = \$412,480; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing department-wide budgeting, accounting, personnel, payroll and automation/EDP interface.
2. Juvenile Dependency (9.50 SY; E = \$621,002; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Representing parents or guardians in Juvenile Court proceedings.
3. Juvenile Delinquency (5.50 SY; E = \$376,476; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Representing minors in delinquency cases that the existing Department of Public Defender cannot represent due to a conflict of interest.
4. Criminal (24.00 SY; E = \$1,805,561; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Representing clients in criminal cases that the existing Department of Public Defender cannot represent due to a conflict of interest.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,395,173	\$1,449,288	\$3,215,519	\$1,766,231
Sub-Total	\$1,395,173	\$1,449,288	\$3,215,519	\$1,766,231
Total	\$1,395,173	\$1,449,288	\$3,215,519	\$1,766,231

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Indigent Defense - Criminal					
% OF RESOURCES: 65%					
<u>WORKLOAD</u>					
Number of serious Felony Cases	0	0	153	204	580
Number of Felony Cases	0	0	*764	200	1,920
Number of Misdemeanor Cases	0	0	213	450	500
<u>EFFICIENCY</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0
ACTIVITY B:					
Indigent Defense - Juvenile					
% OF RESOURCES: 35%					
<u>WORKLOAD</u>					
Number of Juvenile Delinquency Cases	0	0	379	420	1,200
Number of Juvenile Dependency Cases	0	0	475	1,150	1,150
<u>EFFICIENCY</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0

* 1990-91 overall workload focused on felonies, rather than misdemeanors. This represents a more cost effective utilization of staff.

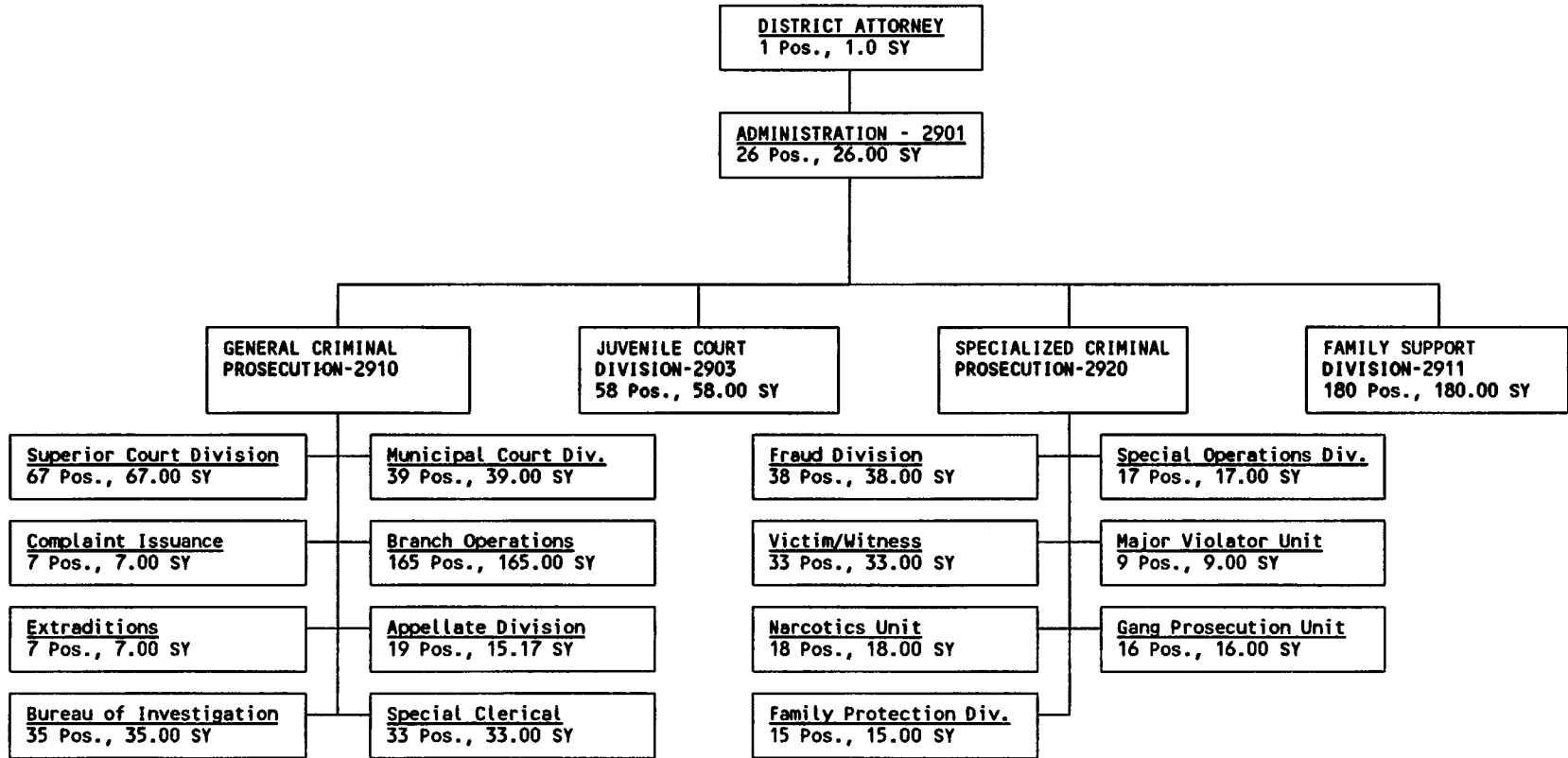
STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2127	Director	1	.50	1	1.00	\$49,615	\$101,445
2368	Admin. Service Manager I	1	.50	1	1.00	22,265	52,355
2758	Admin. Secretary III	1	.50	1	1.00	12,503	30,055
3922	Deputy Alternate P.D. V	1	.50	1	1.00	34,024	80,363
3921	Deputy Alternate P.D. IV	5	2.50	5	5.00	151,130	389,909
3920	Deputy Alternate P.D. III	11	5.50	11	11.00	292,754	768,637
3919	Deputy Alternate P.D. II	7	3.50	7	7.00	154,735	381,712
3918	Deputy Alternate P.D. I	1	.50	1	1.00	16,552	41,104
5750	Supervising P.D. Investigator	1	.50	1	1.00	20,523	50,666
5766	Public Defender Invest. III	2	1.00	2	2.00	37,038	85,182
5765	Public Defender Invest. II	2	1.00	2	2.00	33,546	75,869
5764	Public Defender Invest. I	1	.50	1	1.00	15,583	34,136
2777	Criminal Legal Secretary III	2	1.00	2	2.00	25,600	61,708
2776	Criminal Legal Secretary II	2	1.00	2	2.00	22,965	57,194
2907	Legal Procedures Clk. II	3	1.50	3	3.00	30,426	63,840
2712	Court Interpreter	1	.50	1	1.00	13,646	28,417
2700	Intermediate Clerk Typist	1	.50	1	1.00	8,747	18,413
2494	Payroll Clerk	1	.50	1	1.00	10,081	19,378
2510	Senior Account Clerk	1	.50	1	1.00	9,192	21,316
9999	Temporary Help	10	0.00	10	0.00	0	0
Total		55	22.50	55	45.00	\$960,925	\$2,361,699
Salary Adjustments:						(8,445)	941
Premium/Overtime Pay:						0	0
Employee Benefits:						200,739	551,155
Salary Savings:						(467)	(58,276)
Total Adjustments						\$2,113,677	\$493,820
Program Totals		55	22.50	55	0.00	\$1,152,752	\$2,855,519

DISTRICT ATTORNEY

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
General Criminal Prosc.	\$15,967,259	\$19,215,889	\$22,355,408	\$22,063,013	\$24,755,673	\$2,692,660	12.2
Juvenile Court Serv.	2,238,254	2,445,155	2,893,269	3,434,347	4,311,031	876,684	25.5
Specialized Criminal Prosc.	6,539,552	8,527,673	11,283,614	8,216,658	9,517,073	1,300,415	15.8
Family Support Enf.	4,179,244	4,753,856	5,188,186	6,303,330	7,904,809	1,601,479	25.4
Department Overhead	1,722,870	1,748,156	1,923,984	1,734,437	2,034,584	300,147	17.3
TOTAL DIRECT COST	\$30,647,179	\$36,690,729	\$43,644,461	\$41,751,785	\$48,523,170	\$6,771,385	16.2
PROGRAM REVENUE	(12,721,994)	(13,537,275)	(16,258,280)	(13,433,866)	(16,464,542)	(3,030,676)	22.6
NET GENERAL FUND COST	\$17,925,185	\$23,153,454	\$27,386,181	\$28,317,919	\$32,058,628	\$3,740,709	13.2
STAFF YEARS	635.49	704.54	742.97	739.17	779.17	40.00	5.4

OFFICE OF THE DISTRICT ATTORNEY
 (Headquarters Location: Downtown Wells Fargo Building)
 1991-92 FINAL PROGRAM BUDGET



PROGRAM: General Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13033

ORGANIZATION #: 2900

MANAGER: Edwin L. Miller, Jr., District Attorney

REFERENCE: 1991-92 Proposed Budget - Pg. 3-7

AUTHORITY: Mandates prosecution of criminal cases; Government Code 26500-26502; mandates processing of criminal fugitives: Penal Code section 1548-1558.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$14,381,473	\$17,209,329	\$19,820,329	\$20,344,775	\$22,682,271	11.5
Services & Supplies	1,515,381	1,687,675	2,218,227	1,528,057	1,892,557	23.9
Other Charges	17,497	137,787	116,959	190,181	180,845	(4.9)
Fixed Assets	52,908	181,098	199,893	0	0	0.0
Vehicle/Comm. Equip.	0	113,000	0	0	0	0.0
TOTAL DIRECT COST	\$15,967,259	\$19,328,889	\$22,355,408	\$22,063,013	\$24,755,673	12.2
PROGRAM REVENUE	(136,796)	(186,788)	(429,992)	(244,000)	(504,000)	106.6
NET GENERAL FUND CONTRIBUTION	\$15,830,463	\$19,142,101	\$21,925,416	\$21,819,013	\$24,251,673	11.1
STAFF YEARS	321.93	357.83	391.99	363.17	368.17	1.4

PROGRAM DESCRIPTION

This program and its associated activities provide the following service:

To protect the People through prosecution of those individuals who commit misdemeanors and felony offenses throughout San Diego County. There is no other County agency authorized to perform this legally mandated duty.

Description: Crimes prosecuted within this program proceed through numerous court actions after the complaint issuance phase, commencing with arraignment, preliminary hearing or grand jury presentations, diversion hearings, pretrial motions, settlement conferences, trial, probation and sentence hearings and those appeals not handled by the Attorney General. Specific activities include the following:

1. When a complaint is filed, case investigation becomes the responsibility of the District Attorney's investigative staff. This work may vary from verification of evidence submitted during the complaint issuance phase to extensive investigations which include but are not limited to, locating and interviewing witnesses, preparing demonstrative evidence for courtroom use, service of court orders and warrants, and assisting the Deputy District Attorney during court proceedings.
2. The Municipal Court activity includes representing the People in all misdemeanor trials and felony preliminary hearings of those offenses occurring within the designated judicial districts of San Diego County.
3. The Superior Court activity requires the attendance of a Deputy District Attorney at all stages of a felony matter, including but not limited to, jury and court trials, special proceedings involving sanity, sex offender, and addiction issues, sentencing and probation revocation hearings, all of which require extensive preparation and investigation by deputies and investigators assigned these matters.
4. Specially trained deputies handle motions, appeals, preparation of a weekly analysis of appellate court decisions, legislative summaries, legal research memoranda for various County agencies and, in addition, prepare and distribute quarterly legal information bulletins to all County law enforcement agencies.
5. For those defendants apprehended outside the jurisdiction of the State, their return to San Diego County for trial requires the implementation of the Uniform Extradition Act by specialized personnel within this program. In addition, the staff processes the extradition of fugitives apprehended in the County for whom warrants are outstanding in other jurisdictions and initiates "detainer" action which is required for the legal release of state and federal prisoners for local trials.
6. In support of all General Criminal Prosecution activities is a clerical staff performing a multiplicity of highly specialized functions which include, but are not limited to, preparing all accusatory pleadings, exacting documentation required for extraditions, maintaining on a daily basis thousands of case files and initiating in excess of a hundred thousand subpoenas annually under stringent time requirements and restraints.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and benefits were underexpended by \$524,446 due to salary savings and mid-year appropriations for negotiated salary increases. Services and supplies exceeded budgeted by \$633,486 excluding prior year expenditures. Overexpenditures occurred primarily in professional and specialized services, office expense, office equipment maintenance, data processing supplies, minor equipment, extraditions, books and publications. Savings of \$73,222 were realized in other charges. Fixed asset expenditures amounted to \$70,010 excluding prior-year.

1991-92 OBJECTIVES

1. To continue to manage the demands in issuing 86,564 felony and misdemeanor cases projected county-wide during FY 1991-92.
2. To continue to manage the increasing demand of representing the People in preliminary hearings for a projected 11,592 defendants set during FY 1991-92.
3. To continue to provide an adequate level of service in representing the People in the 660 Superior Court jury trials projected for FY 1991-92.
4. To represent the People in the 3,876 contested hearings and motions projected for FY 1991-92.
5. To provide satisfactory verification of past criminal records on defendants prior to settlement or going to court.
6. To improve case management capabilities through computer automation.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Superior Court (67.00 SY; E = \$5,465,925; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to prosecute all criminal matters set for trial and undertakes any civil matters which the law requires be litigated by the District Attorney in the Superior Court of San Diego County.
2. Municipal Court (39.00 SY; E = \$2,813,982; R = \$20,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to present evidence at preliminary hearings of felony cases filed in the San Diego Municipal Court. Evaluates all felony cases filed in San Diego Municipal Court for the purpose of arriving at a disposition prior to transfer of the case to the Superior Court and to select out those cases to be retained in the Municipal Court for final determination.
3. Branch Offices (165.00 SY; E = \$10,739,419; R = \$10,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to issue and prosecute all cases set for trial in the Superior and Municipal Courts located in East County, North County and South Bay.
4. Complaint Issuance (7.00 SY; E = \$796,330; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the issuance and review of all felony cases submitted to the main office for prosecution. Drafts search warrants and processes emergency daytime telephone search warrants.

5. Extradition Division (7.00 SY; E = \$538,968; R = \$400,000) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the extradition of fugitives from and to the State of California.
 - o Providing Budget/Administrative action implementing the above activity includes:
 - Adding \$200,000 in extradition costs (Services & Supplies account) which is 100% state reimbursable.

6. Appellate Division (15.17 SY; E = \$1,348,663; R = \$60,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing appellate support to the District Attorney's Office and other law enforcement agencies in San Diego County. This division prepares and handles pre-trial motions and other extraordinary motions involving constitutional and non-routine legal questions before the Superior and Appellate Courts; prepares and handles writs before the Superior and United States District Courts; and provides timely legal training and instruction to the District Attorney staff and other County of San Diego law enforcement agencies.
 - o Providing Budget/Administrative action implementing the above activity which includes:
 - Transferring \$60,000 from the District Attorney's Asset Forfeiture Fund for the Training Division.

7. Bureau of Investigation (35.00 SY; E = \$1,964,309; R = \$14,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Able to provide all types of services required in the investigation of misdemeanor and felony crimes and in the trial preparation and presentation of such crimes. The Bureau is divided into five areas: Fraud, Family Support, Pre-Trial, Special Investigations and Technical, and consists of a staff of professional investigators.
 - o Providing Budget/Administrative actions which include:
 - Adding one Investigative Specialist II and deleting one Senior Radio Telephone Operator at no additional cost to the County.
 - Adding one Binational Prosecution Coordinator and deleting one District Attorney Investigator III at no additional cost to the County.

8. Special Clerical Support (33.00 SY; E = \$1,088,077; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing clerical support including criminal records filing, subpoena issuance, and stenographic assistance to operating divisions of the office.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Aid From Other Governmental Agencies				
Otay Prison Prosecution Costs	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Extradition	\$368,317	\$200,000	\$400,000	\$200,000
Training Peace Officers - POST	23,979	14,000	14,000	0
Other Miscellaneous	37,675	30,000	30,000	0
Sub-Total	\$429,971	\$244,000	\$444,000	\$200,000
OTHER REVENUE:				
Other Miscellaneous	\$21	\$0	\$60,000	\$60,000
Sub-Total	\$21	\$0	\$60,000	\$60,000
Total	\$429,992	\$244,000	\$504,000	\$260,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$21,925,416	\$21,819,013	\$24,251,673	\$2,432,660
Sub-Total	\$21,925,416	\$21,819,013	\$24,251,673	\$2,432,660
Total	\$21,925,416	\$21,819,013	\$24,251,673	\$2,432,660

EXPLANATION/COMMENT ON PROGRAM REVENUES

Due to increased extradition costs, an additional \$200,000 was appropriated and is reflected as additional offsetting revenues for FY 1991-92. All other revenue sources are budgeted at the prior year level. Other miscellaneous revenue of \$60,000 is an operating transfer from the District Attorney's Asset Forfeiture Fund to offset appropriations for training of Deputies District Attorney.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
General Criminal Prosecution

% OF RESOURCES: 100%

WORKLOAD

Misdemeanor Cases Issued	78,871	85,319	84,082	82,400	90,216
Felony Cases Issued	16,421	17,785	16,605	16,784	16,884
Preliminary Hearings Set	13,533	14,456	11,804	12,824	12,000
Superior Court Jury Trials	553	560	513	584	509
Contested Hearings & Motions	5,017	5,394	4,179	4,268	4,400

EFFICIENCY

N/A

EFFECTIVENESS

N/A

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3925	Deputy DA V	18	18.00	37	37.00	1,620,648	3,229,033
3926	Deputy DA IV	17	17.00	35	35.00	1,359,507	2,719,865
3927	Deputy DA III	100	100.00	63	63.00	6,433,207	4,432,298
5760	DA Invest. Forensic	1	1.00	1	1.00	56,031	50,649
3928	Deputy DA II	14	14.00	14	14.00	738,962	770,072
5721	Documents Examiner	1	1.00	1	1.00	45,488	48,128
2302	Admin. Asst. III	1	1.00	1	1.00	43,807	46,024
5754	DA Investigator IV	9	9.00	10	10.00	445,050	525,706
2896	Super. Legal Serv. Clk.	1	1.00	2	2.00	30,534	92,369
5733	Crime Scene Reconstr.	1	1.00	1	1.00	48,257	49,812
5753	DA Investigator III	36	36.00	34	34.00	1,550,534	1,531,940
5755	DA Investigator II	1	1.00	1	1.00	41,594	41,972
5756	DA Investigator I	0	0.00	0	0.00	0	0
2324	Dept. Public Affairs Off.	1	1.00	1	1.00	42,658	45,252
2337	Public Information Spec.	0	0.00	0	0.00	0	0
3929	Deputy DA I	0	0.00	0	0.00	0	0
2899	Legal Supp. Svcs. Div. Mgr.	3	3.00	1	1.00	118,740	41,879
5749	Invest. Spec. III	12	12.00	12	12.00	363,268	379,567
3119	Dept. Computer Spec. II	1	1.00	1	1.00	28,836	36,863
5751	Invest. Spec. II	18	18.00	20	20.00	511,985	589,602
3936	Legal Assistant II	2	2.00	1	1.00	57,481	28,748
3935	Legal Assistant	0	0.00	0	0.00	0	0
2765	Legal Secretary III	5	5.00	5	5.00	141,656	154,321
2763	Legal Secretary II	5	5.00	5	5.00	132,737	154,700
2906	Legal Proced. Clk. III	13	13.00	13	13.00	342,719	350,497
2762	Legal Secretary I	5	5.00	5	5.00	116,969	133,250
2907	Legal Procedures Clk. II	54	54.00	84	84.00	1,229,397	1,891,518
2808	Sr. Radio/Tele. Oper.	1	1.00	0	0.00	21,949	0
2800	Radio/Tele. Oper.	1	1.00	1	1.00	22,781	23,726
2760	Stenographer	1	1.00	1	1.00	22,011	19,858
2903	Legal Proced. Clk. I	40	40.00	11	11.00	798,861	234,921
8801	Binational Pros. Coord.	0	0.00	1	1.00	0	48,628
5762	Process Server	0	0.00	2	2.00	0	39,920
5236	Departmental Aide	0	0.00	1	1.00	0	12,164
8802	DA Dispatcher	0	0.00	0	0.00	0	0
8804	Leg. Supp. Svcs. Div. Mgr.	0	0.00	2	2.00	0	84,108
9999	Temporary Extra Help	5	1.17	5	2.80	40,000	40,000
Total		367	363.17	372	369.80	\$16,405,667	\$17,847,390
Salary Adjustments:						(228,133)	(45,485)
Premium/Overtime Pay:						0	0
Employee Benefits:						4,579,305	5,365,870
Salary Savings:						(412,064)	(485,504)
Total Adjustments						\$3,939,108	\$4,834,881
Program Totals		367	363.17	372	369.80	\$20,344,775	\$22,682,271

PROGRAM: Juvenile Court Services

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13012

ORGANIZATION #: 2900

MANAGER: Edwin L. Miller, Jr., District Attorney

REFERENCE: 1991-92 Proposed Budget - Pg. 3-8

AUTHORITY: Mandates the filing of petitions charging minors with violation of the law: W & I 602, 650(b), 653. Mandates prosecutor's court appearance in Juvenile Court as Representative of the People: W & I 681. Hearings to determine in which court juvenile is to be tried: W & I 707.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,873,083	\$2,117,937	\$2,337,303	\$2,911,328	\$3,626,685	24.6
Services & Supplies	89,972	113,044	158,366	104,725	118,725	13.4
Other Charges	260,115	190,476	382,091	396,916	565,621	42.5
Fixed Assets	15,084	23,698	15,509	21,378	0	(100.0)
TOTAL DIRECT COST	\$2,238,254	\$2,445,155	\$2,893,269	\$3,434,347	\$4,311,031	25.5
PROGRAM REVENUE	(1,116,200)	(1,083,293)	(1,275,700)	(1,553,297)	(2,069,944)	33.3
NET GENERAL FUND CONTRIBUTION	\$1,122,054	\$1,361,862	\$1,617,569	\$1,881,050	\$2,241,087	19.1
STAFF YEARS	44.34	47.81	48.42	55.00	58.00	5.5

PROGRAM DESCRIPTION

This program and its associated activities provide the following service:

Prosecution of juveniles accused of criminal acts and representation of the People in proceedings for those minors who are orphans, victims of parental mistreatment/neglect or who are physically dangerous to the public because of a mental/physical deficiency, disorder or abnormality.

Representation in dependency cases was transferred from the District Attorney to County Counsel in FY 1989-90.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual staff years were under budget by 6.58 due to hiring delays. For the same reason, salaries and benefits were under budget by \$574,025. Actual fixed assets were under-expended by \$15,509; however, actual services and supplies were over-expended by \$53,641. Other charges were underexpended by \$14,825 as a result of delays in billings from outside agencies for the JUDGE grant. Overall, this program was under-expended by \$541,078.

1991-92 OBJECTIVES

1. To review and process referrals within the due process guidelines as required by law. These referrals are estimated to be 9,280 for FY 1991-92 for W&I 602 (delinquency) cases.
2. To maintain increased demands upon staff for attendance in W&I 602 hearings projected at 22,904 for FY 1991-92.
3. To manage the 2,660 cases prepared for trial projected for FY 1991-92 for W&I 602 (delinquency) cases.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Court Division (58.00 SY; E = \$4,311,031; R = \$2,069,944) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the prosecution of juveniles accused of criminal mistreatment/neglect or who are physically dangerous to the public. Vertically prosecutes juvenile gang members involved with drugs through the JUDGE unit.
 - o Budget/administrative actions implementing the above activity include:
 - Making an adjustment to the JUDGE Grant by deleting one-half year funding for a Sheriff's Lieutenant and adding one-half year to a SDPD Lieutenant.
 - Full-year funding of six (6) half-year funded positions in the JUDGE Unit in FY 1990-91 which include four (4) Deputies District Attorney III and two (2) Legal Procedures Clerks II.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:	\$0	\$89,079	\$0	\$(89,079)
AB-90 Subvention	447,448	447,448	447,448	0
JUDGE Grant	821,892	1,016,770	1,622,496	605,726
Sub-Total	\$1,269,340	\$1,553,297	\$2,069,944	\$516,647
CHARGES FOR CURRENT SERVICES:				
Other Miscellaneous	\$6,360	\$0	\$0	\$0
Sub-Total	\$6,360	\$0	\$0	\$0
Total	\$1,275,700	\$1,553,297	\$2,069,944	\$516,647

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
SHO Grant (14.285% budgeted match)	\$0	\$14,846	\$0	\$(14,846)
Sub-Total	\$0	\$14,846	\$0	\$(14,846)
GENERAL FUND SUPPORT COSTS:	\$1,617,569	\$1,866,204	\$2,241,087	\$374,883
Sub-Total	\$1,617,569	\$1,866,204	\$2,241,087	\$374,883
Total	\$1,617,569	\$1,881,050	\$2,241,087	360,037

EXPLANATION/COMMENT ON PROGRAM REVENUES

The SHO Grant in the amount of \$89,079 has not been funded in the last three years and is no longer budgeted in the current fiscal year.

The JUDGE Grant which was extended effective January 1, 1991, added six positions which are now full-year funded. The revenue increase of \$516,647 includes offsetting revenues due to increased staff and revenues used to offset terminated grants including SHO and the Child Abuse Unit.

AB-90 Subvention of \$447,448 is budgeted at prior year level. Realization of this amount is contingent upon revenues available through the State Realignment process.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
Juvenile Court Services

% OF RESOURCES: 100%

WORKLOAD

602 Referrals/Submit for Review	9,110	8,998	9,267	7,568	10,288
602 Cases/Prepared for Trial	1,342	2,240	2,701	1,460	2,548
Hearings Attended	40,395	32,445*	23,514	22,395*	25,096

EFFICIENCY

N/A

EFFECTIVENESS

N/A

* The District Attorney phased out dependency cases in FY 1989-90. This accounts for the drop in statistics for this performance indicator.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3925	Deputy DA V	0	0.00	3	3.00	0	241,089
3926	Deputy DA IV	3	3.00	7	7.00	\$239,913	\$539,411
3927	Deputy DA III	22	20.00	15	15.00	1,290,096	1,203,948
5754	DA Investigator III	2	2.00	2	2.00	91,840	95,828
3929	Deputy DA I	0	0.00	0	0.00	0	0
2899	Prin. Legal Supp. Svc. Clk.	1	1.00	1	1.00	39,580	41,879
5751	Invest. Spec. II	4	4.00	4	4.00	115,316	120,733
2763	Legal Secretary II	1	1.00	1	1.00	27,209	24,601
5749	Investigative Spec. III	1	1.00	1	1.00	30,992	32,789
2906	Legal Procedures Clerk III	1	1.00	1	1.00	26,388	27,331
2907	Legal Procedures Clerk II	13	12.00	18	18.00	268,033	406,253
2903	Legal Procedures Clerk I	7	7.00	2	2.00	137,797	42,832
2896	Super. Legal Serv. Clk.	1	1.00	1	1.00	30,534	65,117
2762	Legal Secretary I	1	1.00	1	1.00	24,229	25,518
5752	Investigative Specialist I	1	1.00	1	1.00	26,251	27,772
Total		58	55.00	58	58.00	\$2,348,178	\$2,895,101
Salary Adjustments:						(11,099)	(41,377)
Premium/Overtime Pay:						0	0
Employee Benefits:						629,308	847,825
Salary Savings:						(55,059)	(74,864)
Total Adjustments						\$563,150	\$731,584
Program Totals		58	55.00	58	58.00	\$2,911,328	\$3,626,685

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

ORGANIZATION #: 2900

MANAGER: Edwin L. Miller, Jr., District Attorney

REFERENCE: 1991-92 Proposed Budget - Pg. 3-9

AUTHORITY: Mandates the enforcement of Election Laws: Election Code 29000-29800; Govt. Code 910001 (a) & (b). Mandates prosecution of Criminal and Designated Civil Cases and act as Grand Jury Advisor: Govt. Code 26500-26502.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,242,705	\$7,862,276	\$10,673,931	\$7,874,572	\$8,956,048	13.7
Services & Supplies	255,859	333,732	523,379	313,886	534,225	70.2
Other Charges	0	264,053	22,439	27,400	0	(100.0)
Fixed Assets	40,988	67,612	63,865	800	10,800	1,250.0
Vehicle/Comm. Equip.	0	84,700	0	0	16,000	100.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	(200,000)	0	0	0	0.0
TOTAL DIRECT COST	\$6,539,552	\$8,412,373	\$11,283,614	\$8,216,658	\$9,517,073	15.8
PROGRAM REVENUE	(1,640,170)	(1,784,443)	(2,905,522)	(1,825,835)	(2,057,936)	12.7
NET GENERAL FUND CONTRIBUTION	\$4,899,382	\$6,627,930	\$8,378,092	\$6,390,823	\$7,459,137	16.7
STAFF YEARS	120.04	141.43	173.30	138.00	146.00	5.8

PROGRAM DESCRIPTION

This program and its associated activities provide for the following service:

To protect the public by prosecuting perpetrators of fraud, antitrust violators, public officials and public employees who engage in criminal misconduct, election law violators, career criminals who commit robberies and burglaries and resultant murders, participants in organized criminal enterprises, and youth gang members involved in criminal conduct. As this program also provides counterpart to prosecution assistance and support to crime victims and witnesses.

1. Antitrust and fraud work include varied and lengthy investigative audits of documents and corporate books in order to reconstruct financial transactions. Cases may stem from citizen complaints or information provided by investigative staff. The District Attorney is empowered to institute criminal prosecution, seek civil preliminary and permanent injunctions, restitution, dissolution of unlawful business entities and civil monetary penalties.
2. The Special Operations staff conducts investigations and handles prosecutions of sensitive cases. Such cases include those involving organized criminal enterprises, embezzlement and other criminal conduct by attorneys, criminal activity by law enforcement officers, misappropriation of public monies by public officers or employees, and election law violations. Requests for such investigations originate with the Board of Supervisors, public administrators, private citizens, and the Grand Jury for whom the deputies provide legal advice.
3. The Major Violators Unit (MVU) focuses its attention on repeat offenders. The staff prepares and presents each case from its issuance through final sentencing in Superior Court.
4. The Gang Prosecution Unit vertically prosecutes and concentrates on gang related crimes in an effort to curb increased gang crimes and violence. Prosecutions of these cases are lengthy and are complicated by multiple defendants and unwilling witnesses usually associated with each case.
5. The Major Narcotic Vendor Prosecution Unit vertically prosecutes major drug offenders. Enhanced techniques in the prosecution of such cases are expected to result in fewer pretrial releases on bail, reduced plea bargains, greater forfeiture of assets and more prison commitments.
6. The Child Abuse Prosecution Unit vigorously prosecutes child abusers in an effort to curb and reduce child abuse. Prosecution of such cases by one specialized unit provides a more pro-active approach to child abuse, greater uniformity in case processing, improved coordination between dependency cases and criminal cases, and minimizes trauma to child victims.

7. The newly formed Domestic Violence Unit responds to violent behavior in the home as a criminal behavior that will not be tolerated. Recognizing that the prosecution of domestic violence involves difficult and complex issues, the unit insures more immediate and consistent victim contact, enhanced evidence collection and systemization of our prosecution effort.

1990-91 BUDGET TO ACTUAL COMPARISON

The mid-year addition of a Drug Court (\$112,445), Drug Abatement Program (\$41,769) and augmentation of the Victim/Witness Program (\$223,715) combined with mid-year Deputy District Attorney negotiated salary increases (\$1,659,157), caused salaries and benefits to exceed budgeted by \$2,799,359. However, this was completely offset by mid-year appropriations for the above reasons. Actual staff years exceeded budgeted by 35.30 and is reflected in the above salary and benefit figures. Actual Fixed Assets exceeded budgeted by \$63,065 due to mid-year appropriations for the Drug Abatement Program (\$12,000), establishment of a Domestic Violence Unit and relocation of the Child Abuse Unit (\$24,800) and Victim/Witness Program augmentation (\$47,200). Other charges were \$4,961 lower than budget.

Services and supplies were overexpended by \$209,493. The bulk of overexpenditures occurred in jury and witness expense, professional medical and psychiatric services, office expense and investigative travel.

Revenues in the program were overrealized by \$1,079,687 primarily due to settlement of a major fraud case and an increase in the Victim/Witness Grant funding.

1991-92 OBJECTIVES

1. To maintain the present level of response to the requests anticipated for investigative assistance and review from law enforcement officers, public officials, grand jury and other agencies.
2. To continue the present level of service needed to adequately represent the People in preliminary hearings.
3. To represent the People in the 128 Superior Court jury and 24 court trials.
4. To successfully represent the People in the 1,724 contested hearings and motions.
5. To continue to maintain a pro-active role in consumer protection and to vigorously prosecute violators of hazardous waste laws and perpetrators of fraudulent automobile insurance claims.
6. To vertically prosecute increased gang-related drug cases in order to curb gang violence.
7. To assist 14,000 new victims and 20,000 witnesses expected to be served during FY 1991-92 under the Victim/Witness Protection Program.
8. To manage the significant increase in cases anticipated in the Narcotics Prosecution Unit; to represent the People in a new Drug Court created in 1989-90 to handle a drug revocation pilot program in conjunction with the Probation Department and the courts.
9. To continue the scope and effectiveness of the new Family Protection Unit, to include not only the vertical prosecution of all child-victim molest, abuse and homicide cases, but also child stealing and domestic violence cases.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fraud Division (38.00 SY; E = \$2,693,970; R = \$408,678) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Able to investigate and prosecute criminal and civil consumer frauds, automobile insurance fraud, real estate and business frauds, corporate security violations, environmental matters, and other frauds of a complex and sophisticated nature.
 - o Responsible for Budget/administrative action implementing the above activity which includes:
 - Adding \$25,000 for acquisition of Disputrac System funded by Consumer Protection Prosecution Trust Fund; and \$26,800 for acquisition of fixed assets for the automobile insurance fraud unit.
2. Special Operations Division (17 SY; E = \$1,216,097; R = \$0 including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Responsible for bringing to the attention of the District Attorney and the County of San Diego Grand Jury substantive information concerning organized crime, criminal cases which are likely to attract notoriety and become highly publicized, and those cases referred for prosecution from the Intelligence and Special Prosecution Units of the office.

3. Victim/Witness Assistance (33 SY; E = \$1,231,916; R = \$943,277) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Providing comprehensive services to victims and witnesses of crime. These services include crisis intervention, emergency assistance, orientation to the criminal justice system, restitution assistance and collection of compensation claims.
 - o Providing budget/administrative action which includes adding eight staff years approved mid-year in FY 1990-91. Additional staffing includes four (4) Investigative Specialists II; three (3) Legal Procedures Clerks II; and one (1) Intermediate Clerk Typist.
4. Major Violator Unit (9 SY; E = \$839,604; R = \$271,650) including support personnel is:
 - o Mandated/Mandated Service Level
 - o Responsible for speedy prosecution of career criminals whose criminal histories indicate repeated commission of dangerous criminal acts in the area of robbery and robbery-related homicides.
5. Narcotics Prosecution Unit (18 SY; E = \$1,272,899; R = \$173,577) including support personnel is:
 - o Mandated/Mandated Service Level
 - o Responsible for the prosecution of intermediate and high level narcotic distributors and drug abatement enforcement. The ultimate goal is to help reduce the flow of narcotics from and through San Diego County.
6. Gang Prosecution Unit (16 SY; E = \$1,154,649; R = \$260,754) including support personnel is:
 - o Mandated/Mandated Service Level
 - o Responsible for vigorously prosecuting gang-related crimes which will ultimately reduce gang association and criminal activities.
7. Family Protection Division (15 SY; E = \$1,107,938; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Providing for enhanced prosecution of child abuse cases through vertical prosecution and ultimately hopes to reduce incidents of such abuse. The unit issues complaints in disputed custody and child stealing matters and responds to violent behavior in the home as criminal behavior that will not be tolerated.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FINES, FORFEITURES:				
Fines and Other Penalties	\$799,925	\$0	\$0	\$0
Sub-Total	\$799,925	\$0	\$0	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Narcotic Prosecution Grant	\$173,577	\$173,577	\$173,577	\$0
Gang Prosecution Grant (25% required match)	85,754	85,754	85,754	0
Child Abuse Unit Grant	0	0	0	0
Major Violator Grant (10% required match)	275,001	271,650	271,650	0
Victim/Witness Assistance	951,549	687,976	943,277	255,301
Urban Street Gang Grant	257,134	250,000	175,000	(75,000)
Sub-Total	\$1,743,015	\$1,468,957	\$1,649,258	\$180,301
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	\$66,030	\$70,000	\$70,000	\$0
Other Miscellaneous	289,663	286,878	313,678	26,800
Sub-Total	\$355,693	\$356,878	\$383,678	\$26,800
OTHER REVENUE:				
Prior Year Aid from Governmental Agencies	\$1,781	\$0	\$0	\$0
Other Miscellaneous	5,108	0	25,000	25,000
Sub-Total	\$6,889	\$0	\$25,000	\$25,000
Total	\$2,905,522	\$1,825,835	\$2,057,936	\$232,101

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Gang Prosecution (25% budgeted match)	\$28,584	\$28,584	\$28,584	\$0
Major Violator Unit (10% budgeted match)	27,500	27,165	27,165	0
Sub-Total	\$56,084	\$55,749	\$55,749	\$0
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$8,322,008	\$6,335,074	\$7,403,388	\$1,068,314
Sub-Total	\$8,322,008	\$6,335,074	\$7,403,388	\$1,068,314
Total	\$8,378,092	\$6,390,823	\$7,459,137	1,068,314

EXPLANATION/COMMENT ON PROGRAM REVENUES

Realized fines and forfeitures in FY 1990-91 which amounted to \$799,925 was unanticipated revenue resulting from a major case settlement.

The Office of Criminal Justice Planning (OCJP) grants, which include Narcotics, Gangs and Major Violator, remain at the same level as FY 1990-91 although actual funding has been reduced by 4%. The Victim/Witness Assistance Program received additional funding last year and the increased revenue of \$255,301 is reflected in this year's budget. Urban Street Gang Grant which was reduced from \$250,000 to \$175,000, may not be realized in FY 1991-92. Damages for fraud remain at the same level as last year due to difficulty in predicting cases to be settled. Miscellaneous revenues show a \$26,800 increase in the automobile insurance fraud offsetting revenues.

PROGRAM: Specialized Criminal Prosecution

Fixed Assets

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Cellular phone	1	1,000
Computer equipment	2	4,200
Refrigerator	1	600
Specialized Equipment	Lot	5,000
TOTAL		\$10,800

Vehicles/Communication Equipment

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Undercover vehicle	1	16,000
TOTAL		\$16,000

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Specialized Criminal Prosecution****% of Resources:** 100%**WORKLOAD**

Fraud Investigations Undertaken	1,141	1,521	1,539	N/A*	1,600
Preliminary Hearing Bindovers	421	396	504	428	472
Court/Jury Trials	18/101	19/133	21/155	16/180	28/164
Contested Hearings & Motions	2,411	2,349	2,127	2,212	2,588

* New performance indicator category.

EFFICIENCY

N/A

EFFECTIVENESS

N/A

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3925	Deputy DA V	10	10.00	13	13.00	900,360	1,193,809
3926	Deputy DA IV	5	5.00	11	11.00	399,855	851,427
3927	Deputy DA III	32	32.00	23	23.00	2,027,266	1,655,953
5753	DA Investigator IV	5	5.00	5	5.00	256,095	258,340
2413	Analyst III	1	1.00	1	1.00	42,120	42,140
5754	DA Investigator III	20	20.00	20	20.00	878,128	957,162
2425	Associate Accountant	2	2.00	2	2.00	70,430	74,520
5756	DA Investigator I	0	0.00	0	0.00	0	0
3931	VW Program Manager	1	1.00	1	1.00	42,533	45,008
3929	Deputy DA I	0	0.00	0	0.00	0	0
5768	Supv. Invest. Spec.	2	2.00	2	2.00	66,656	70,518
5749	Invest. Spec. III	6	6.00	6	6.00	137,404	187,205
3119	Dept. Computer Spec. II	1	1.00	1	1.00	28,227	30,665
5751	Invest. Spec. II	16	16.00	20	20.00	457,720	587,401
2765	Legal Secretary III	1	1.00	1	1.00	29,372	30,702
2763	Legal Secretary II	12	12.00	12	12.00	315,604	325,244
2907	Legal Procedures Clerk II	3	3.00	14	14.00	70,028	294,558
2762	Legal Secretary I	7	7.00	7	7.00	175,050	189,758
2903	Legal Procedures Clerk I	10	10.00	2	2.00	201,448	42,832
5742	V/W Claims Technician	3	3.00	3	3.00	68,337	67,072
2403	Account Technician	0	0.00	0	0.00	0	0
2700	Inter. Clerk. Typist	1	1.00	2	2.00	19,962	37,114
Total		138	138.00	146	146.00	\$6,186,595	\$6,941,428
Salary Adjustments:						(7,622)	1,139
Premium/Overtime Pay:						0	0
Employee Benefits:						1,854,271	2,196,258
Salary Savings:						(158,672)	(182,777)
Total Adjustments						\$1,687,977	\$2,014,620
Program Totals		138	138.00	146	146.00	\$7,874,572	\$8,956,048

PROGRAM: Family Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

ORGANIZATION #: 2900

MANAGER: Edwin L. Miller, Jr., District Attorney

REFERENCE: 1991-92 Proposed Budget - Pg. 3-10

AUTHORITY: Mandated Child Support: Title 42 U.S.Code, Section 652; California W & I Code Sections 11475.1 and 11475.2; Public Law 93-647 (IV-D). Board of Supervisors endorsement of enhanced Child Support Enforcement: B/S(62) of 2/3/76. Government Code 26500-26502. The District Attorney is the public prosecutor and shall attend to the courts and conduct on behalf of the People all prosecutions for public offenses.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,835,900	\$4,423,159	\$4,909,069	\$5,809,368	\$7,227,392	24.4
Services & Supplies	278,695	276,494	265,886	493,962	593,962	20.2
Other Charges	0	0	4,194	0	0	0.0
Fixed Assets	64,649	54,203	9,037	0	62,000	100.0
Vehicle/Comm. Equip.	0	40,000	0	0	21,455	100.0
TOTAL DIRECT COST	\$4,179,244	\$4,793,856	\$5,188,186	\$6,303,330	\$7,904,809	25.4
PROGRAM REVENUE	(9,828,828)	(10,279,418)	(11,617,066)	(9,810,734)	(11,832,662)	20.6
REDUCTION IN DESIGNATION	\$(0)	\$(0)	\$(0)	\$(0)	\$(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$(5,649,584)	\$(5,485,562)	\$(6,428,880)	\$(3,507,404)	\$(3,927,853)	12.0
STAFF YEARS	122.45	131.74	131.22	156.00	180.00	15.4

PROGRAM DESCRIPTION

In an effort to recoup millions of tax dollars used to support children whose parents illegally evade their responsibility to furnish the necessities of life, the federal and state governments have mandated that "each county shall maintain a single organizational unit located in the office of the district attorney which shall have the responsibility for promptly and effectively enforcing the obligations of parents to support their children and determining paternity in the case of a child born out of wedlock."

Program staff locates non-supporting parents, proves paternity when that is an issue, initiates reciprocal action if the parent is in another state, initiates court action that results in a judicial judgment for child support payments, and reserves the right to criminally prosecute a parent who subsequently evades payment. Under the mandated responsibility for criminal prosecution, staff prosecutes acts of welfare fraud in order to deter the commission of such offenses as well as aid in the recovery of stolen public assistance funds.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual Salaries and benefits for FY 1990-91 were below budget by \$900,299 primarily due to delays in filling newly approved positions. Correspondingly, staff years were below budget by 24.78.

Services and supplies were underexpended by \$228,076 while prior year fixed assets amounted to \$9,037. Increase in State and Federal SEIF, FSD Recovered Costs and prior year revenues all contributed to \$1,806,322 in overrealized revenues for this program.

1991-92 OBJECTIVES

1. To increase the percentage of absent parents making child support payments.
2. To attempt to maintain or increase the average monthly payment per parent.
3. To reduce further the backlog of cases awaiting action and to reduce the time for processing all cases in the Family Support Division.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Family Support Division (180.00 SY; E = \$7,904,809; R = \$11,832,662) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for obtaining child support from non-supporting absent parents through all available means, both civil and criminal. This responsibility continues during the minority of the children and is applicable to both welfare and non-welfare cases. This program also prosecutes welfare fraud criminal cases.
 - o Offset 100% by Program Revenue.
 - o Providing Budget/administrative actions which include:
 - Adding twenty-four (24) staff years to handle new federal standards in reporting and processing cases and reduce case backlogs existing in all areas of Family Support Enforcement. Additional staff includes eleven (11) Investigative Specialists II; eleven (11) Legal Procedures Clerks II; one (1) Supervising Investigative Specialist; and one (1) Senior Field Investigator. Additional revenues of \$210,538 were included to offset costs associated with Revenue and Recovery staff augmentation which was fully supported by the District Attorney.
 - Adding \$30,000 for modular furniture related to new staff.
 - Adding two (2) staff years; one (1) Associate Systems Analyst and one (1) Database Specialist II approved by the Board on October 23, 1990 to support and maintain the proposed automated child support system.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM GOVERNMENTAL AGENCIES:				
State SEIF	\$1,429,134	\$930,202	\$1,118,202	\$188,000
Federal SEIF	2,414,846	1,938,331	2,520,324	581,993
IV-D Administrative Claim (34% required match)	5,889,501	6,102,872	7,505,696	1,402,824
Sub-Total	\$9,733,481	\$8,971,405	\$11,144,222	\$2,172,817
CHARGES FOR CURRENT SERVICES:				
Blood Testing Fees Recovered	\$50,176	\$20,000	\$20,000	\$0
FSD Recovered Costs	1,197,618	603,440	603,440	0
Food Stamp Fraud Prosecution	213,919	65,000	65,000	0
Other Miscellaneous	102,839	0	0	0
Sub-Total	\$1,564,552	\$688,440	\$688,440	\$0
OTHER REVENUE:				
Prior Year Aid From Governmental Agencies	\$319,032	\$0	\$0	\$0
Other Miscellaneous	1	150,889	0	(150,889)
Sub-Total	\$319,033	\$150,889	\$0	\$(150,889)
Total	\$11,617,066	\$9,810,734	\$11,832,662	\$2,021,928

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM GOVERNMENTAL AGENCIES:				
IV-D Administrative Claim (34% Budgeted Match)	\$3,033,985	\$3,143,904	\$3,866,571	\$722,667
Sub-Total	\$3,033,985	\$3,143,904	\$3,866,571	\$722,667
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(9,462,865)	\$(6,651,308)	\$(7,794,424)	\$(1,143,116)
Total	\$(6,428,880)	\$(3,507,404)	\$(3,927,853)	(420,449)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1991-92 Final Budget includes Family Support Division (FSD) general staff augmentation for 24 staff years and 2 staff years for FSD automation. It is anticipated that with increased staff there will be increased child support collections, hence increase in Federal and State SEIFs. The federal government provides a minimum incentive payment of 6% of both AFDC and non-AFDC disbursed collections while State SEIF is computed at 7.5% of AFDC collections only.

Increased staffing will also result in increased expenditures and increased Title IV-D Administrative Claim offsetting revenues.

The budgeted revenue of \$150,889 which was erroneously included in FSD, related to the Child Abuse Grant which is no longer funded.

All the other revenues are budgeted at prior-year level.

PROGRAM: Family Support Enforcement

Fixed Assets

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Office Furniture	20	16,000
Modular Furniture	Lot	30,000
Computer Equipment	8	<u>16,000</u>
TOTAL		\$62,000

Vehicles/Communication Equipment

<u>Item</u>	<u>Quantity</u>	<u>Cost</u>
Telephone equipment	Lot	<u>21,455</u>
TOTAL		\$21,455

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Family Support Enforcement****% OF RESOURCES: 100%****WORKLOAD**

Cases Referred	29,448	35,729	36,489	29,656	35,000
Legal Actions Filed	17,101	19,726	18,809	17,872	19,160
Cases on Calendar/Subject for Review	9,016	8,495	9,542	9,076	8,820
Welfare Fraud/Referred from DSS ¹	591	437	810	680	840
Welfare Fraud/Complaints Filed	291	462	439	475	424

EFFICIENCY

N/A

EFFECTIVENESS

N/A

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3925	Deputy DA V	1	1.00	1	1.00	\$90,036	\$95,272
3927	Deputy DA III	11	11.00	11	11.00	690,363	839,615
3928	Deputy DA II	2	2.00	2	2.00	106,904	111,589
3929	Deputy DA I	0	0.00	0	0.00	0	0
5753	DA Investigator IV	0	0.00	0	0.00	0	0
2525	Senior Systems Analyst	1	1.00	1	1.00	48,752	54,957
2427	Assoc. Systems Analyst	2	2.00	3	3.00	94,268	135,094
5754	DA Investigator III	7	7.00	7	7.00	294,634	335,398
5717	Sr. Field Invest.	1	1.00	2	2.00	38,670	75,433
5719	Field Investigator	1	1.00	1	1.00	34,840	36,862
5756	DA Investigator I	0	0.00	0	0.00	0	0
2899	Legal Supp. Serv. Div. Mgr.	1	1.00	1	1.00	37,024	41,351
2896	Supr. Legal Supp. Serv. Clk.	1	1.00	1	1.00	29,080	27,979
2405	Asst. Accountant	1	1.00	1	1.00	32,009	32,285
5768	Supv. Invest. Spec.	7	7.00	8	8.00	231,238	276,552
5749	Invest. Spec. III	5	5.00	5	5.00	144,586	150,751
5751	Invest. Spec. II	31	31.00	42	42.00	886,748	1,227,285
5752	Invest. Spec. I	6	6.00	6	6.00	157,506	159,819
2906	Legal Procedures Clk. III	5	5.00	5	5.00	127,539	129,966
3008	Sr. Word Processor Oper.	1	1.00	1	1.00	24,633	25,705
2763	Legal Secretary II	3	3.00	3	3.00	81,627	80,782
3009	Word Processor Oper.	1	1.00	1	1.00	20,972	23,351
2907	Legal Procedures Clk. II	22	22.00	56	56.00	495,250	1,215,173
2762	Legal Secretary I	1	1.00	1	1.00	25,467	26,127
2660	Storekeeper I	1	1.00	1	1.00	20,987	21,033
2760	Stenographer	1	1.00	1	1.00	22,011	19,858
2903	Legal Procedures Clk. I	26	26.00	3	3.00	527,530	64,248
2700	Intermediate Clerk	9	9.00	8	8.00	177,071	160,513
2800	Radio Telephone Operator	1	1.00	1	1.00	22,781	23,726
5758	Invest. Tech.	2	2.00	3	3.00	52,492	87,376
8800	Process Server	2	2.00	0	0.00	49,834	0
3936	Legal Asst. II	1	1.00	1	1.00	26,461	29,512
3935	Legal Assistant	0	0.00	0	0.00	0	0
2650	Stock Clerk	1	1.00	1	1.00	18,016	17,638
5236	Department Aide	1	1.00	1	1.00	11,996	13,077
2528	Database Specialist II	0	0.00	1	1.00	0	42,056
Total		156	156.00	180	180.00	\$4,621,325	\$5,580,383
Salary Adjustments:						(78,671)	(36,508)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,384,049	1,814,387
Salary Savings:						(117,335)	(130,870)
Total Adjustments						\$1,188,043	\$1,647,009
Program Totals		156	156.00	180	180.00	\$5,809,368	\$7,227,392

PROGRAM: District Attorney Overhead

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

ORGANIZATION #: 2900

MANAGER: Edwin L. Miller, Jr., District Attorney

REFERENCE: 1991-92 Proposed Budget - Pg. 3-11

AUTHORITY: Government Code 26500-26502. The District Attorney is the public prosecutor and he shall attend to the courts and conduct on behalf of the People all prosecutions for public offenses.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,506,435	\$1,458,439	\$1,522,891	\$1,643,846	\$1,782,993	8.5
Services & Supplies	207,292	276,460	395,559	90,591	251,591	177.7
Other Charges	7,552	0	5,534	0	0	0.0
Fixed Assets	1,591	13,257	0	0	0	0.0
TOTAL DIRECT COST	\$1,722,870	\$1,748,156	\$1,923,984	\$1,734,437	\$2,034,584	17.3
PROGRAM REVENUE	(0)	(0)	(30,000)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,722,870	\$1,748,156	\$1,893,984	\$1,734,437	\$2,034,584	17.3
STAFF YEARS	26.73	25.72	25.34	27.00	27.00	0.0

PROGRAM DESCRIPTION

This program provides administrative control and direction to the prosecutorial function. It also provides program management and logistic support to a geographically dispersed staff serving the courts in five locations.

Administration includes overall supervision of the office's personnel procurement and training, acquisition and distribution of services and supplies, payroll, office management, grant administration, revenue monitoring, budget formulation, public information, and citizen liaison.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual salaries and benefits were below budget by \$120,995 and actual staff years were 1.66 lower than budgeted.

Services and supplies were overexpended by \$278,304, excluding prior year expenditures. They occurred primarily in printing, special Departmental Expense, and the District Attorney special appropriations. Other charges expended were prior year expenses for \$5,534. There were no fixed asset expenditures.

1991-92 OBJECTIVES

Executive management of the criminal justice system is at a watershed period as we enter the 1990s. It mandates innovative administration of an extraordinarily large law enforcement agency in the context of overcrowded court calendars, increasingly complex case law, heightened defense capability and rising public demand for effective and efficient delivery of public safety services. Meeting these varied challenges are our management objectives for the coming year.

Specifically, these objectives include but are not limited to:

1. Enhancing our ability to offer the People a high quality of representation in criminal matters in the magistrates' and general trial courts. This enhancement involves obtaining, training and properly supervising adequate numbers of competent and dedicated prosecutorial attorneys for trial court assignments, including the reviewing, issuance and presentation of cases, as well as the protection of the integrity of those cases through effective representation at motion hearings. In part, meeting this objective will result from continual management oversight by the District Attorney and his realignment of prosecutorial resources as changing situations require.
2. Enhancing public safety from gang/drug-related violence by means of an augmented multi-agency staff targeted to address the narcotic enforcement problem.
3. Continuing to increase prosecution of narcotics offenses. This objective involves operation of the prosecutorial function in the new Drug Court approved in 1989-90, continued extensive participation in cross-designated investigation and prosecution of complex drug conspiracy cases in federal court, and partnership with federal, state and local law enforcement agencies. In this context, it should be noted that the District Attorney is as well addressing the demand reduction side of the drug epidemic, through civic participation and education and through participation in the White House formation of a national drug strategy.
4. Continuing comprehensive protection of the family. During FY 1989-90, it was the objective of the District Attorney to create a Domestic Violence Unit responsible for the vertical prosecution of domestic violence misdemeanor and felony cases countywide in cooperation with the City Attorney's office. It was the additional objective of the District Attorney to incorporate that unit into a comprehensive Family Protection Division which would encompass investigation and prosecution of child abuse, child abduction, child molestation, spousal abuse, spousal rape, violence against the elderly and related matters. These objectives were met and both the Domestic Violence Unit and the Family Protection Division are now fully operational.

These objectives rest upon the bedrock of aggressively meeting our primary responsibility to represent the People at every stage of a criminal case from the inception of the investigation, through case issuance, preliminary proceedings, mental competency determinations, trial, sentencing, probation revocation and life term inmate parole hearings. This responsibility encompasses the entire spectrum of criminal activity, ranging from misdemeanor, public irritant and nuisance cases to matters involving homicide, drug trafficking, organized crime, political corruption and white collar crime.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration (27.0 SY; E = \$1,734,347; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Prosecuting, on behalf of the People of California, those individuals who commit misdemeanor and felony offenses throughout San Diego County. Provides administrative and fiscal control, and program management support to departmental divisions.
 - o Providing Budget/administrative actions which include the following:
 - Reclassifying two Legal Support Services Division Managers from Level II to III; deleting one Senior Clerk and adding one Travel Clerk; deleting one Legal Assistant II and adding one Investigative Specialist II. These staff changes are needed to effectively manage departmental operations and would result in minimal net county cost to be funded with FY 1991-92 salary savings.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Miscellaneous	\$30,000	\$0	\$0	\$0
Sub-Total	\$30,000	\$0	\$0	\$0
Total	\$30,000	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,893,984	\$1,734,437	\$2,034,584	\$300,147
Sub-Total	\$1,893,984	\$1,734,437	\$2,034,584	\$300,147
Total	\$1,893,984	\$1,734,437	\$2,034,584	\$300,147

EXPLANATION/COMMENT ON PROGRAM REVENUES

No revenues are realized in this program. The \$30,000 in FY 1990-91 was an operating transfer from the District Attorney Asset Forfeiture Fund for short-term narcotics investigation.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$116,536	\$126,261
0240	Assistant DA	1	1.00	1	1.00	106,755	114,774
0245	Chief Deputy DA	1	1.00	1	1.00	103,271	111,035
0342	Special Investigator	2	2.00	2	2.00	143,968	152,336
0343	Confidential Investigator	1	1.00	1	1.00	40,625	44,406
5715	Chief Investigator	0	0.00	0	0.00	0	0
0344	Chief Investigator	1	1.00	1	1.00	73,788	74,063
0345	Asst. Chief Invest.	1	1.00	1	1.00	67,085	66,024
2369	Admin. Svc. Man. II	1	1.00	1	1.00	49,953	49,967
2368	Admin. Svc. Man. I	1	1.00	1	1.00	44,875	47,613
2499	Principal Systems Analyst	1	1.00	1	1.00	55,931	59,184
2469	Dept. EDP Coordinator	1	1.00	1	1.00	42,223	44,679
2525	Sr. Systems Analyst	0	0.00	0	0.00	0	0
2302	Administrative Asst. III	1	1.00	1	1.00	39,720	44,155
2303	Admin. Assistant II	0	0.00	0	0.00	0	0
2304	Admin. Assistant I	1	1.00	2	2.00	33,468	60,532
2307	Dept. Personnel Officer III	1	1.00	1	1.00	49,484	47,494
2899	Legal Supp. Serv. Div. Mgr.	1	1.00	1	1.00	39,580	41,879
0346	Confidential Secretary	1	1.00	1	1.00	33,361	38,458
2725	Principal Clerk	0	0.00	0	0.00	0	0
2759	Admin. Secretary IV	1	1.00	1	1.00	31,429	33,251
2765	Legal Secretary III	1	1.00	1	1.00	29,372	34,400
2403	Accounting Technician	1	1.00	1	1.00	25,294	24,295
2763	Legal Secretary II	1	1.00	1	1.00	25,555	27,958
2306	Admin. Trainee	1	1.00	0	0.00	23,772	0
2762	Legal Secretary I	1	1.00	1	1.00	22,501	28,108
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,136	25,157
2320	Personnel Aide	1	1.00	1	1.00	26,208	27,733
2661	Storekeeper/Evid. Tech.	1	1.00	1	1.00	25,272	26,739
2658	Storekeeper II	0	0.00	0	0.00	0	0
2730	Senior Clerk	1	1.00	0	0.00	23,065	0
8802	Travel Clerk	0	0.00	1	1.00	0	23,898
Total		27	27.00	27	27.00	\$1,297,227	\$1,374,399
Salary Adjustments:						(35,385)	(1,822)
Premium/Overtime Pay:						0	0
Employee Benefits:						415,320	450,119
Salary Savings:						(33,316)	(39,703)
Total Adjustments						\$346,619	\$408,594
Program Totals		27	27.00	27	27.00	\$1,643,846	\$1,782,993

GRAND JURY

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Grand Jury Proceedings	\$185,413	\$156,848	\$174,373	\$157,193	\$161,036	\$3,843	2.4
TOTAL DIRECT COST	\$185,413	\$156,848	\$174,373	\$157,193	\$161,036	\$3,843	2.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$185,413	\$156,848	\$174,373	\$157,193	\$161,036	\$3,843	2.4
STAFF YEARS	1.00	1.00	1.00	1.00	1.00	0.00	0.0

PROGRAM: GRAND JURY PROCEEDINGS

DEPARTMENT: GRAND JURY

PROGRAM #: 13003
MANAGER: Grand Jury Foreman

ORGANIZATION #: 2700
REFERENCE: 1991-92 Proposed Budget - Pg. 4-5

AUTHORITY: Pursuant to Section 888 et seq. of the California Penal Code, at least one Grand Jury in each County shall be drawn and impaneled each year, and charged and sworn to investigate or inquire into county matters of civil concern. In addition, Penal Code Section 904.6, as amended in October 1991, authorizes the impanelment of a second Grand Jury to issue criminal indictments.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$45,720	\$27,531	\$49,930	\$49,396	\$53,239	7.8
Services & Supplies	139,693	129,317	124,443	107,797	107,797	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$185,413	\$156,848	\$174,373	\$157,193	\$161,036	2.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$185,413	\$156,848	\$174,373	\$157,193	\$161,036	2.4
STAFF YEARS	1.00	1.00	1.00	1.00	1.00	0.0

PROGRAM DESCRIPTION

The County Grand Jury is an investigative body created for the protection of society and enforcement of the law with three predominant objectives. These include:

1. To examine and to make written recommendations pertaining to all aspects of county and city government and special districts, to ensure that the best interests of San Diego County citizens are being served.
2. To respond to citizen complaints of alleged mistreatment by officials, suspicions of misconduct, or governmental inefficiencies.
3. To conduct hearings to determine whether evidence presented by the district attorney is of sufficient nature to warrant a person to stand trial in criminal court (i.e. to issue criminal indictments).

1990-91 BUDGET TO ACTUAL COMPARISON

Actual expenditures for services and supplies were \$16,646 over budget because of higher than budgeted Jury expenses.

1991-92 OBJECTIVES

- o To conduct investigations of San Diego County's governmental agencies, and report the findings, in a timely and efficient manner.
- o To hear evidence presented by the District Attorney and, if warranted, issue criminal indictments.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Grand Jury Proceedings (1.00 SY; E = \$161,036; R = \$0) involves:
 - o Mandated/Discretionary Service Level
 - o Responsible for investigating operations of governmental agencies of San Diego County and reporting its findings.
 - o Responsible for hearing evidence presented by the District Attorney and issuing criminal indictments.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
None	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$174,373	\$157,193	\$161,036	\$3,843
Sub-Total	\$174,373	\$157,193	\$161,036	\$3,843
Total	\$174,373	\$157,193	\$161,036	\$3,843

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Grand Jury receives no program revenue and is entirely supported by the General Fund.

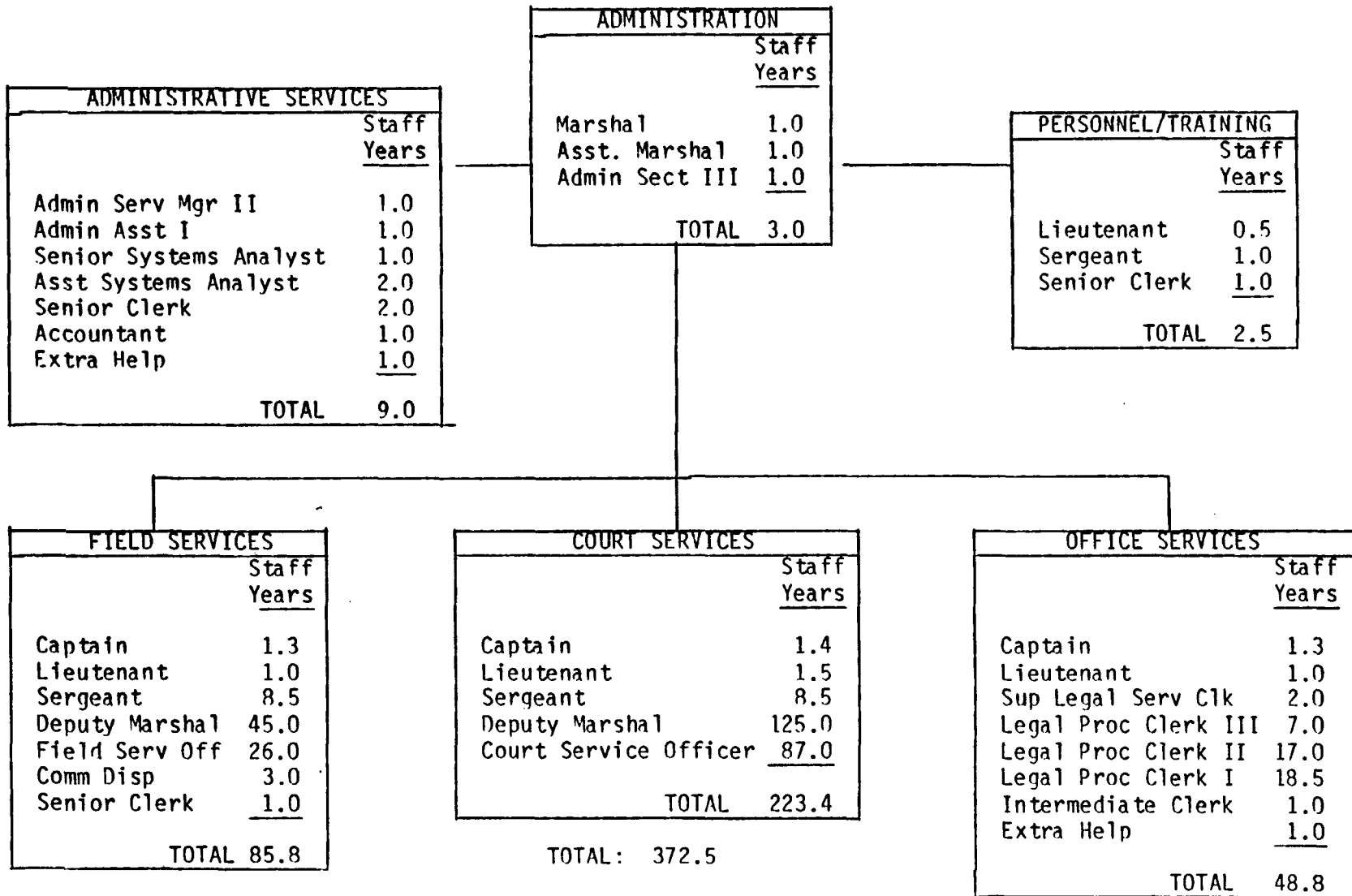
STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0515	Judicial Secretary	1	1.00	1	1.00	\$36,143	\$38,252
Total		1	1.00	1	1.00	\$36,143	\$38,252
Salary Adjustments:						1	(239)
Premium/Overtime Pay:						0	0
Employee Benefits:						13,274	15,226
Salary Savings:						(22)	(0)
Total Adjustments						\$13,253	\$14,987
Program Totals		1	1.00	1	1.00	\$49,396	\$53,239

MARSHAL

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
MARSHAL	\$13,339,968	\$15,186,404	\$17,007,995	\$16,763,296	\$18,195,474	\$1,432,178	8.5
TOTAL DIRECT COST	\$13,339,968	\$15,186,404	\$17,007,995	\$16,763,296	\$18,195,474	\$1,432,178	8.5
PROGRAM REVENUE	(2,161,363)	(2,014,484)	(2,118,012)	(2,225,834)	(2,266,400)	(40,566)	1.8
NET GENERAL FUND COST	\$11,178,605	\$13,171,920	\$14,889,983	\$14,537,462	\$15,929,074	\$1,391,612	9.6
STAFF YEARS	325.70	350.40	364.50	372.50	372.50	0.00	0.0

DEPARTMENT OF THE MARSHAL
 (Headquarters Location: San Diego County Courthouse)
 FY 91-92



PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000
MANAGER: Michael Sgobba

ORGANIZATION #: 2500
REFERENCE: 1991-92 Proposed Budget - Pg. 5-1

AUTHORITY: This is a mandated program developed in compliance with California's Government Code Sections 71264-71265, 72114 and 74361, requiring that the Marshal shall attend the Superior and Municipal Courts, provide for the safety and security of the Courts and serve all process delivered by the Courts.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$13,019,658	\$14,816,418	\$16,566,743	\$16,363,225	\$17,845,253	9.1
Services & Supplies	283,048	325,373	307,208	305,271	318,271	4.3
Other Charges	18,276	10,307	0	0	0	0.0
Fixed Assets	18,987	26,478	134,044	94,800	31,950	(66.3)
Operating Transfers	0	7,828	0	0	0	0.0
TOTAL DIRECT COST	\$13,339,969	\$15,186,404	\$17,007,995	\$16,763,296	\$18,195,474	8.5
PROGRAM REVENUE	(2,161,363)	(2,014,484)	(2,118,012)	(2,225,834)	(2,266,400)	1.8
NET GENERAL FUND CONTRIBUTION	\$11,178,606	\$13,171,920	\$14,889,983	\$14,537,462	\$15,929,074	9.6
STAFF YEARS	325.70	350.40	364.50	372.50	372.50	0.0

PROGRAM DESCRIPTION

The Department of the Marshal performs a variety of duties essential to the proper and efficient functioning of the San Diego County Municipal and Superior Courts. These duties include serving warrants of arrest and civil process issued by the courts, maintaining the County's Want/Warrant System, transporting in-custody defendants for trial, and serving as bailiff and security officer for the 144 Superior and Municipal Courts in the County.

The Department is organized into four operational areas with a centralized administrative support unit. Offices are located in San Diego (2), Kearny Mesa (2), El Cajon, Chula Vista, Escondido, San Marcos, and Vista.

1990-91 BUDGET TO ACTUAL COMPARISON

Overexpenditures in the area of salary & benefits were the result of extra security measures implemented at the request of the judiciary in response to the Persian Gulf crisis.

Program revenue was less than projected as a result of an increase in the number of "no fee" process brought to the department for service.

1991-92 OBJECTIVES

1. To provide bailiffs to all courtrooms as mandated by Government Code Section 71264.
2. To process adequately and efficiently in excess of 135,000 prisoners through the courts, thereby ensuring the safety and security of the judges and the public.
3. To limit the occurrence of violence in the County court facilities by providing, in addition to bailiffs, non-courtroom security during business hours.
4. To process in excess of 95,000 civil process, 270,000 warrants and 100,000 criminal subpoenas as mandated by Government Code Section 71264.
5. To continue to coordinate with the Municipal Court, the automation of the Small Claims process.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative Services (14.5 SY; E = \$885,579; R = \$200,000)
 - o Mandated/Discretionary Service Level.
 - o Includes Marshal and Assistant Marshal and related support staff.
 - o Provides payroll, purchasing, budgeting, personnel and training functions for department staff.
 - o Includes all services and supplies, other charges, and fixed asset expenditures.
2. Court Services (223.4 SY; E = \$10,528,699; R = \$0)
 - o Mandated/Discretionary Service Level
 - o Includes bailiff services to 144 courts in nine locations throughout the County for a total of more than 30,000 court days per year.
 - o Includes court security and prisoner control.
 - o Processes in excess of 135,000 prisoners through the courts per year.
 - o Includes 10 additional Deputy Marshal and 6 Court Service Officer positions.
3. Field Services (85.8 SY; E = \$4,104,408; R = \$2,065,100)
 - o Mandated/Discretionary Service Level
 - o Includes enforcement of warrants of arrest, temporary restraining orders, mental health protection orders and execution of civil process, including subpoenas, levies and wage garnishments.
 - o Receives in excess of 950,000 civil process, 51,000 felony warrants, and 90,000 criminal subpoenas for service per year.
 - o Includes clerical staff previously assigned to office services for the processing of the mailed subpoena program.
4. Office Services (48.8 SY; E = \$2,326,567; R = \$1,300)
 - o Mandated/Discretionary Service Level
 - o Provides clerical and technical processing support for field activities.
 - o Maintains the county-wide Want/Warrant repository.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Process Service	\$1,714,987	\$2,060,000	\$2,060,000	\$0
Federal Warrant Service	3,180	1,300	1,300	0
Failure to Provide Warrants	3,339	5,100	5,100	0
Sub-Total	\$1,721,506	\$2,066,400	\$2,066,400	\$0
OTHER REVENUE:				
Vehicle Code Fine	\$0	\$0	\$0	\$0
Writ Disbursement Fee Fund	133,183	0	0	0
Automated Warrant Fund	1,046	101,434	142,000	40,566
POST Training Reimbursement	58,141	58,000	58,000	0
Other Recovered Expenses	204,136	0	0	0
Sub-Total	\$396,506	\$159,434	\$200,000	\$40,566
Total	\$2,118,012	\$2,225,834	\$2,266,400	\$40,566

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$14,889,983	\$14,537,462	\$15,929,074	\$1,391,612
Total	\$14,889,983	\$14,537,462	\$15,929,074	1,391,612

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from civil process was less than projected as a result of an increase in the number of "no fee" process brought to the department for service.

FIXED ASSETS

Item	Quantity	Unit	Cost
Office Furniture	Lot	Lot	\$9,000
Typewriters	18	unit	8,000
Photocopier	3	unit	10,500
Paper Shredder	1	unit	500
Air Conditioner	1	unit	1,000
Wheelchair	1	unit	350
Gun Safe	1	unit	1,000
Gun	2	unit	1,600
Total			\$31,950

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Marshal Services					
% OF RESOURCES: 100%					
WORKLOAD					
Number of Courts	140	144	144	144	144
Prisoners Handled	125,576	131,987	125,753	139,200	120,030
Civil Process Received	96,676	96,888	95,984	99,000	90,890
Subpoenas Received	96,383	95,413	89,993	98,000	90,897
Warrants Received (A)	357,365	291,346	283,591	325,700	276,575
Unserviced Warrants Item to Field (B)	587,359 248,297	624,169 226,522	688,709 233,508	725,000 250,100	690,000 227,279
EFFICIENCY					
Staff Hours/Prisoner Handled	.75	1.00	.99	1.00	1.00
Staff Hours/Field Process	.65	.70	.67	.70	.70
Clerical Hours/Process Served	.43	.46	.46	.46	.46
Clerical Hours/Warrant Served	.11	.11	.12	.11	.12
EFFECTIVENESS					
Total Civil Process Cleared	99,660	101,128	99,650	99,000	99,000
Total Warrants Cleared	270,386	254,650	222,074	270,000	220,000

(A) The number of warrants entered into the Marshal's Want/Warrant System decreased in FY 1989-90 because three Municipal Courts stopped issuing warrants for failure to appear on a traffic violation (VC 40508A) and instead issue and administrative hold on the defendant's driver's license (VC 40609).

(B) The number of items sent to the field for service decreased in FY 1989-90 because the Marshal Department increased from \$2,000 to \$3,500 the minimum amount of bail on a misdemeanor warrant before it will be worked in the field.

(C) Performance indicator included for the first time in 1990-91.

STAFFING SCHEDULE

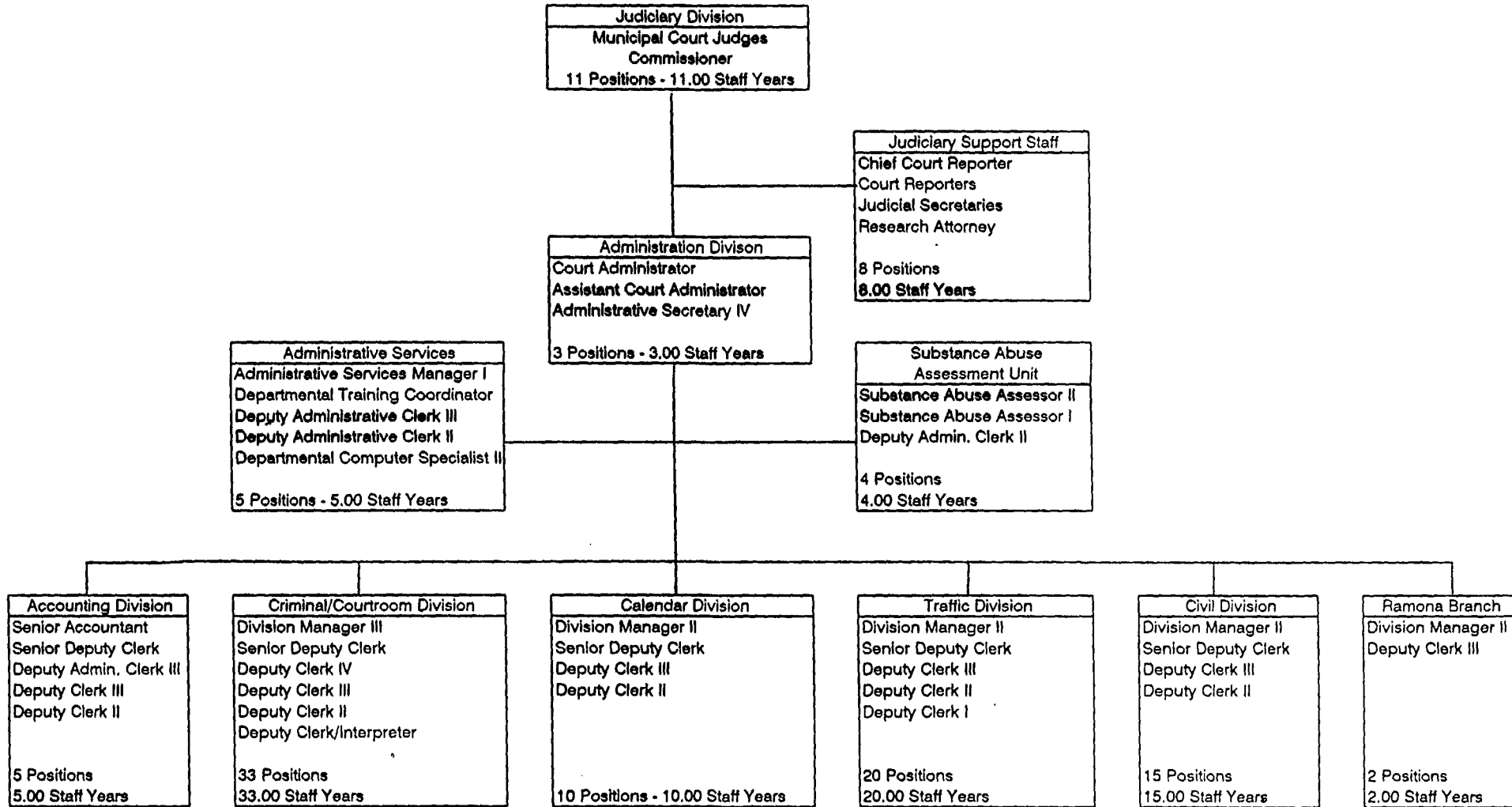
Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$90,647	\$91,343
0622	Assistant Marshal	1	1.00	1	1.00	75,545	76,126
0623	Captain	4	4.00	4	4.00	246,924	268,476
0641	Lieutenant	4	4.00	4	4.00	222,683	237,010
0643	Sergeant	18	18.00	18	18.00	865,361	938,903
0631	Deputy Marshal	170	170.00	170	170.00	6,507,183	7,123,712
0629	Court Service Officer	87	87.00	92	88.00*	2,129,042	2,323,928
0628	Field Service Officer	26	26.00	25	25.00	470,898	487,669
0638	Dispatcher	3	3.00	0	0.00	73,490	0
0640	Communications Dispatcher II	0	0.00	3	3.00	0	76,149
0625	Admin. Service Mgr. II	1	1.00	1	1.00	51,937	54,957
0647	Admin. Assistant I.	1	1.00	1	1.00	33,468	35,414
0637	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	61,068	64,612
0633	Legal Procedure Clerk III	7	7.00	7	7.00	182,970	189,849
0632	Legal Procedure Clerk II	17	17.00	17	17.00	382,342	399,360
0634	Legal Procedure Clerk I	19	18.50	19	18.50	337,936	386,786
0630	Senior Clerk	4	4.00	4	4.00	99,067	103,346
0636	Intermediate Typist	1	1.00	5	0.00	20,014	0
0649	Assistnt Systems Analyst	2	2.00	2	2.00	77,837	96,848
0639	Associate Systems Analyst	0	0.00	0	0.00	0	0
0644	Senior Systems Analyst	1	1.00	1	1.00	51,895	54,957
0626	Junior Clerk	0	0.00	0	0.00	0	0
0699	Provisional Worker	1	1.00	1	1.00	33,280	25,486
3120	Dept. Computer Spec. III	0	0.00	1	1.00	0	35,428
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
Total		373	372.50	382	372.50	\$12,085,792	\$13,144,263
Salary Adjustments:						107,492	(9,753)
Premium/Overtime Pay:						60,000	60,000
Employee Benefits:						4,448,758	5,015,956
Salary Savings:						(338,817)	(365,213)
Total Adjustments						\$4,277,433	\$4,700,990
Program Totals		373	372.50	382	372.50	\$16,363,225	\$17,845,253

* While 88 staff years are budgeted, because of previous Trial Court Funding cuts, funding will support only 81 staff years.

EL CAJON MUNICIPAL COURT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
El Cajon Municipal Court	\$3,996,064	\$4,722,879	\$5,546,495	\$5,594,477	\$5,976,324	\$381,847	6.8
TOTAL DIRECT COST	\$3,996,064	\$4,722,879	\$5,546,495	\$5,594,477	\$5,976,324	\$ 381,847	6.8
PROGRAM REVENUE	(1,615,853)	(1,835,217)	(1,885,368)	(1,929,500)	(1,929,500)	0	0.0
NET GENERAL FUND COST	\$2,380,211	\$2,887,662	\$3,661,127	\$3,664,977	\$4,046,824	\$ 381,847	10.4
STAFF YEARS	97.75	107.82	114.19	116.00	116.00	0.00	0.0

EL CAJON MUNICIPAL COURT



AUTHORITY: This program was created by the enactment of Article 6, Sections II & V of the State Constitution which provide for municipal courts, and provides for the legislature to enact such other laws as may be necessary to carry out the provisions of the Constitution. The legislature has enacted many sections in the Penal, Vehicle, and Government codes, as well as the Code of Civil Procedure which mandate the functions of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,666,356	\$4,255,766	\$4,955,976	\$5,158,147	\$5,539,994	7.4
Services & Supplies	292,278	337,637	522,841	419,088	419,088	0.0
Other Charges	1,050	0	0	0	0	0.0
Fixed Assets	36,380	129,476	67,678	17,242	17,242	0.0
TOTAL DIRECT COST	\$3,996,064	\$4,722,879	\$5,546,495	\$5,594,477	\$5,976,324	6.8
PROGRAM REVENUE	(1,615,853)	(1,835,217)	(1,885,368)	(1,929,500)	(1,929,500)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,380,211	\$2,887,662	\$3,661,127	\$3,664,977	\$4,046,824	10.4
STAFF YEARS	97.75	107.82	114.19	116.00	116.00	0.0

PROGRAM DESCRIPTION

The Court provides an accessible forum for the determination of the guilt or innocence of persons charged with the commission of public offenses consistent with due process of law and for the adjudication of non-criminal legal disputes.

Municipal courts have original jurisdiction over all criminal misdemeanors, infractions and traffic offenses as well as civil cases involving less than \$25,000 and small claims cases. Municipal court judges also preside over preliminary hearings in felony cases. The purpose of these hearings is to determine whether there is sufficient evidence to hold a defendant to answer felony charges in the superior court. The El Cajon Municipal Court's jurisdiction has increased to include the adjudication of felony cases, family law matters, and superior court civil cases by virtue of assignment from the Chief Justice of the California Supreme Court.

The Court Administrator and deputy clerks provide administrative support to the Court at two separate locations, and are responsible for the acceptance of case filings, preparation of Court calendars, entry of minutes on cases, maintenance of all Court records and documents, as well as the reception, accounting and distribution of fines, forfeitures, and bail.

The El Cajon Judicial District includes the cities of El Cajon, La Mesa, Lemon Grove, and Santee, and all unincorporated areas east to the Imperial County line, west to the city limits of San Diego, south to the international border, and north above the Ramona-Julian area. The latter is served by the Ramona Branch of the of the El Cajon Municipal Court.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual expenditures were \$47,982 less than budgeted. Additionally, program revenue was underrealized by \$44,132. As a result, this Court completed FY 1990-91 \$3,850 under budgeted net County cost.

1991-92 OBJECTIVES

- o Reduce backlog of cases awaiting trial in accordance with delay reduction standards.
- o Implement the automation of small claims calendaring and continue to proceed toward the implementation of other case processing automation projects.
- o Continue to manage the Court in a fiscally responsible manner consistent with state mandates.
- o Fulfill the responsibilities associated with the implementation of the Isenberg Trial Court Realignment and Coordination Act.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Municipal Court Services (112.0 SY; E = \$5,804,241; R = \$1,660,350) including support personnel is:
 - o Mandated Activity/Discretionary Service Level
 - o Provides all municipal court services for the El Cajon Judicial District
2. Substance Abuse Assessment Unit (4.0 SY; E = \$172,083; R = \$269,150) including support personnel is:
 - o Discretionary Activity/Discretionary Service Level
 - o Responsible for assessing the level of substance abuse involvement of persons convicted of crimes in which alcohol and/or drug abuse was a contributing factor.
 - o Responsible for recommending terms of probation to judges.
 - o Funded by a California Office of Traffic Safety Grant through June 1992.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
9162 Night Court Assessment	\$43,512	\$46,000	\$46,000	\$0
9713 Returned Check Fee	7,393	5,000	5,000	0
9821 Filing Documents	430,262	460,000	460,000	0
9822 Jury Fees	5,185	0	0	0
9827 Costs for Courts	50,071	35,000	35,000	0
9832 Traffic School	252,012	215,000	215,000	0
9833 Administrative Fee	135,647	507,000	507,000	0
9967 Duplicating Documents	8,913	13,000	13,000	0
9979 Other Miscellaneous	477,637	478,000	478,000	0
9995 Other Miscellaneous	9	0	0	0
9996 Sales of Forms	2,486	3,500	3,500	0
9678 Federal Grants	108,906	167,000	167,000	0
9831 Costs - Other	392	0	0	0
9164 Substance Abuse Assessment	99,299	0	0	0
9178 Muni/Justice Adm.	263,223	0	0	0
9989 Recovered Expenditures	421	0	0	0
Sub-Total	\$1,885,368	\$1,929,500	\$1,929,500	\$0
Total	\$1,885,368	\$1,929,500	\$1,929,500	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$3,661,127	\$3,664,977	\$4,046,824	\$381,847
Sub-Total	\$3,661,127	\$3,664,977	\$4,046,824	\$381,847
Total	\$3,661,127	\$3,664,977	\$4,046,824	\$381,847

EXPLANATION/COMMENT ON PROGRAM REVENUES: The difference between the 1990-91 budgeted and the 1990-91 actual revenue is primarily the result of the Robbins-McAllister Financial Responsibility Act's sunset which resulted in \$90,000 less revenue than otherwise could have been realized. Other revenue change can be attributed to an increase in traffic school referrals.

The differences between the 1990-91 actual and the 1991-92 adopted revenues are attributable to continuing increases in traffic school referrals, the DMV tie, and fee increases enacted by the Court. The only match required for any of the Court's program revenue is "in kind" support for the grant. The \$507,000 budgeted in Account #9833 includes \$350,000 of Robbins-McAllister Financial Responsibility Act revenue that will not be realized as a result of the sunset of that act but has remained in the budgeted "rollover" revenue.

FIXED ASSETS

Item	Quantity	Unit	Cost
OFFICE EQUIPMENT-GENERAL	1	LOT	\$ 1,400
DATA PROCESSING EQUIP-GENERAL	1	LOT	12,692
ELECTRONIC EQUIP-AUDIO/VIDEO	1	LOT	3,150
Total			\$17,242

Vehicles/Communication Equipment: N/A

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Municipal Court Services-El Cajon					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Clerical Weighted Caseload *	7,400,676	7,948,268	8,073,006	8,646,400	9,117,500
Judicial Weighted Caseload *	657,488	699,048	689,910	752,524	770,320
Felonies	2,052	2,433	2,306	2,600	2,500
Group A	6,940	7,328	6,454	7,600	7,000
Group B	536	897	1,174	1,200	1,600
Criminal Infractions	1,024	3,872	4,525	4,500	4,500
Group C	4,833	5,021	5,340	5,200	6,000
Group D	11,689	14,284	17,868	15,000	22,000
Traffic Infractions	93,023	88,941	85,730	97,000	95,000
Parking	417	582	406	600	500
Small Claims	8,038	7,420	7,315	9,000	8,300
Civil	8,618	8,419	7,679	9,500	8,500
Criminal	693	706	866	700	1,000
Personal Injury	564	1,039	346	1,000	0
Other Civil	1,977	2,169	1,677	2,200	0
Family Law	1,884	2,333	2,050	2,400	2,400
<u>EFFICIENCY</u>					
Direct Cost per Clerical Weighted Caseload Unit *	\$.54	\$.58	\$.69	\$.64	\$.66
Net Direct Cost per Clerical Weighted Caseload Unit	\$.32	\$.35	\$.45	\$.41	\$.44
<u>EFFECTIVENESS</u>					
Clerical Weighted Caseload per Non-Judicial Staff Year	96,426	89,639	85,257	90,067	94,482
Judicial Weighted Caseload per Non-Judicial Staff Year	8,567	7,884	7,286	10,301	7,983
Judicial Weighted Caseload per Judicial Staff Year	64,145	65,638	62,719	68,411	70,029
Staffing Ratio Clerical Staff/Judicial Position	7.49	8.33	8.61	8.73	8.77

* Performance indicators do not include Superior Court work. Judicial and clerical weighted caseloads reflect Municipal Court work only. Judicial Weighted Caseload adjusted to reflect the 1986 Judicial Weighted Caseload Study Filing Weights (in minutes) as adopted by the Judicial Council in January, 1989.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$918,738	\$910,240
0590	Commissioner	1	1.00	1	1.00	73,526	72,831
0650	Court Administrator	1	1.00	1	1.00	81,335	90,152
0609	Asst. Court Administrator	1	1.00	1	1.00	68,526	79,502
0543	Chief Reporter	1	1.00	1	1.00	60,794	63,958
0544	Court Reporter	3	3.00	3	3.00	157,973	166,845
0551	Admin. Serv. Mgr. I	1	1.00	1	1.00	48,768	49,988
0608	Deputy Clerk V	0	0.00	7	7.00	0	250,295
0614	Judicial Secretary	3	3.00	3	3.00	94,287	99,753
0617	Deputy Clerk Adm. Sec. IV	1	1.00	0	0.00	31,429	0
0668	Division Manager III	1	1.00	1	1.00	48,543	53,532
0669	Division Manager II	4	4.00	4	4.00	154,529	167,440
0604	Senior Deputy Clerk	7	7.00	0	0.00	227,097	0
0610	Deputy Clerk IV	14	14.00	14	14.00	434,678	458,635
0611	Deputy Clerk III	31	31.00	31	31.00	807,218	847,261
0612	Deputy Clerk II	24	24.00	24	24.00	536,449	557,505
0613	Deputy Clerk I	2	2.00	2	2.00	41,184	42,140
0605	Deputy Clerk-Interpreter	1	1.00	1	1.00	31,366	32,810
0671	DC-Senior Accountant	0	0.00	1	1.00	0	45,252
0592	Deputy Admin. Clerk III	2	2.00	2	2.00	55,227	60,240
0593	Deputy Admin Clerk II	1	1.00	1	1.00	25,792	26,742
2505	Senior Accountant	1	1.00	0	0.00	42,381	0
0553	Research Attorney II	1	1.00	1	1.00	54,163	58,919
8801	DC-Staff Development Coord.	1	1.00	0	0.00	42,701	0
3118	Dept. Comp. Spec. I	0	0.00	1	1.00	0	28,395
3119	Department Computer Spec.	1	1.00	0	0.00	30,410	0
0688	D/C Subs. Abuse Assessor II	1	1.00	1	1.00	36,920	39,062
0689	D/C Subs. Abuse Assessor I	2	2.00	2	2.00	61,935	70,516
0694	DC-Muni Court Secretary	0	0.00	1	1.00	0	33,251
0695	DC-Staff Dev. Coord.	0	0.00	1	1.00	0	41,990
9999	Temporary Extra Help	0	0.00	0	0.00	30,000	30,000
Total		116	116.00	116	116.00	\$4,195,969	\$4,377,254
Salary Adjustments:						(53,521)	(88,914)
Premium/Overtime Pay:						27,000	27,000
Employee Benefits:						1,079,530	1,322,209
Salary Savings:						(90,831)	(97,555)
Total Adjustments						\$962,178	\$1,162,740
Program Totals		116	116.00	116	116.00	\$5,158,147	\$5,539,994

NORTH COUNTY MUNICIPAL COURT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
North County Muni Court	\$4,824,490	\$5,915,792	\$6,655,522	\$6,664,737	\$7,020,641	\$355,904	5.3
TOTAL DIRECT COST	\$4,824,490	\$5,915,792	\$6,655,522	\$6,664,737	\$7,020,641	\$355,904	5.3
PROGRAM REVENUE	(2,346,337)	(2,545,264)	(2,563,510)	(2,511,046)	(2,511,046)	0	0.0
NET GENERAL FUND COST	\$2,478,153	\$3,370,528	\$4,092,012	\$4,153,691	\$4,509,595	\$355,904	8.6
STAFF YEARS	123.00	136.50	130.00	144.75	144.75	0.00	0.0

Judiciary	
	Staff Years
Presiding Judge	1.00
Judges	10.50
Commissioner	2.00
	<u>13.50</u>

Judicial Support Staff	
	Staff Years
Judicial Secretary	3.00
Court Reporter	5.00
Research Attorney	.50
	<u>8.50</u>

Administration	
	Staff Years
Court Administrator	1.00
Asst. Court Administrator	1.00
Administrative Secretary	1.00
	<u>3.00</u>

Administrative Services	
	Staff Years
Administrative Assistant III	1.00
Senior Accountant	1.00
Deputy Administrative Clerk III	1.50
Deputy Administrative Clerk II	2.00
Deputy Clerk III	1.00
Student Worker	1.00
	<u>7.50</u>

Training Division	
	Staff Years
Division Manager I	1.00
	<u>1.00</u>

Vista Operations	
	Staff Years
Division Manager III	.75
	<u>.75</u>

Branch Court Operations	
	Staff Years
Division Manager III	1.00
	<u>1.00</u>

Criminal	
	Staff Years
Division Manager II	1.00
Deputy Clerk V	2.00
Deputy Clerk III	7.00
Deputy Clerk II	8.00
Deputy Clerk I	
Student Worker	3.50
	<u>18.50</u>

Court Services	
	Staff Years
Division Manager I	1.00
Deputy Clerk V	2.00
Deputy Clerk IV	15.00
DC-Interpreter	2.00
Deputy Clerk III	9.50
Deputy Clerk II	1.00
Deputy Clerk I	
Student Worker	.50
	<u>31.00</u>

San Marcos Branch	
	Staff Years
Division Manager I	1.00
Deputy Clerk V	3.00
Deputy Clerk III	11.00
Deputy Clerk II	18.00
Deputy Clerk I	8.00
Student Worker	3.00
	<u>44.00</u>

Escondido Branch	
	Staff Years
Division Manager II	1.00
Deputy Clerk V	1.00
Deputy Clerk IV	1.00
Deputy Clerk III	8.00
Deputy Clerk II	4.00
Deputy Clerk I	
Student Worker	1.00
	<u>16.00</u>

PROGRAM: Municipal Court Services - North County

DEPARTMENT: NORTH COUNTY MUNICIPAL COURT

PROGRAM #: 13034

ORGANIZATION #: 2200

MANAGER: PATRICIA M. JOHNS

REFERENCE: 1991-92 Proposed Budget - Pg. 7-1

AUTHORITY: This program was established pursuant to Government Code section 71040; Penal Code sections 1462, 976; and Code of Civil Procedure sections 89, 395 and 117. Under State mandate, these code sections prescribe the jurisdiction of municipal courts in the state on all felony, civil, traffic and small claims cases.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,358,190	\$5,212,991	\$5,836,779	\$5,948,022	\$6,288,060	5.7
Services & Supplies	434,146	650,298	705,741	713,615	713,615	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	32,154	52,503	113,002	3,100	18,966	511.8
TOTAL DIRECT COST	\$4,824,490	\$5,915,792	\$6,655,522	\$6,664,737	\$7,020,641	5.3
PROGRAM REVENUE	(2,346,337)	(2,545,264)	(2,563,510)	(2,511,046)	(2,511,046)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,478,153	\$3,370,528	\$4,092,012	\$4,153,691	\$4,509,595	8.6
STAFF YEARS	123.00	136.50	130.00	144.75	144.75	0.0

PROGRAM DESCRIPTION

The North County Municipal Court provides due process of law and determines the guilt or innocence of persons charged with the commission of public offenses and resolves legal disputes of a non-criminal nature. In addition, the court's staff provides administrative support to all court operations and is responsible for the acceptance of case filings, preparation of court calendars, entry of minutes on the cases, maintenance of all court records and documents, and the reception, accounting of and distribution of fines, forfeitures and bail.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals fell below budget by \$9,215. This was largely attributed to salary savings experienced from unanticipated vacancies. The court also over-realized program revenue by \$52,464.

1991-92 OBJECTIVES

1. To actively participate with the County in promoting legislation which benefits the public, the court and the County of San Diego.
2. To fulfill the mandates of the court in a fiscally responsible manner--operating within our approved budget.
3. To provide prompt and efficient service to the public, by reducing response time and by improving staff development.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

North County Municipal Court Staff (144.75 SY; E = \$7,020,641; R = \$2,511,046)

1. JUDICIARY (13.5 SY; E = \$1,407,006; R = \$0) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the court.
2. ADMINISTRATIVE SERVICES (20.00 SY; E = \$790,693; R = \$0) including support personnel involves accounting, budgeting, payroll, personnel, purchasing services and court reporting services and administrative support to judiciary.
 - o Mandated/Discretionary Service Level.
 - o Provides support to other operating divisions.
3. CIVIL/SMALL CLAIMS (16.00 SY; E = \$709,795; R = \$699,046) including support personnel.
 - o Mandated/Discretionary Service Level.
 - o All case processing is done manually.
4. PUBLIC OFFENSES (95.25 SY; E = \$4,113,147; R = \$1,812,000) including support personnel involves all case processing support for public offenses and includes two major divisions.
 - A. CRIMINAL (50.75 SY; E = \$2,217,668)
 - o Mandated/Discretionary Service Level.
 - o Reporting services provided by felony cases only.
 - o Felony and more serious misdemeanor cases including driving under the influence.
 - B. TRAFFIC/MINOR OFFENSES (44.50 SY; E = \$1,686,948)
 - o Mandated/Discretionary Service Level.
 - o Bail forfeitable misdemeanor cases and both criminal and traffic infractions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Fines, Forfeitures and Penalties	\$70,499	\$78,000	\$70,000	\$(8,000)
Criminal Justice Facility	0	0	0	0
Return Check Fee	7,089	10,000	7,000	(3,000)
Court Fees - Filings	659,189	690,000	645,000	(45,000)
Court Fees - Jury	10,927	10,000	10,000	0
Traffic School Fees	536,916	420,000	520,000	100,000
Court Fees Administration	186,959	602,000	537,000	(65,000)
Duplication Fees	10,709	11,000	11,000	0
Other Miscellaneous	414,621	690,046	711,046	21,000
Muni/Just Adm VC 16028	348,138	0	0	0
Court Fees/Other	309,888	0	0	0
Miscellaneous Revenues	8,575	0	0	0
Sub-Total	\$2,563,510	\$2,511,046	\$2,511,046	\$0
Total	\$2,563,510	\$2,511,046	\$2,511,046	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$4,092,012	\$4,153,691	\$4,509,595	\$355,904
Sub-Total	\$4,092,012	\$4,153,691	\$4,509,595	\$355,904
Total	\$4,092,012	\$4,153,691	\$4,509,595	\$355,904

EXPLANATION/COMMENT ON PROGRAM REVENUES

The \$537,000 budgeted in Court Fees Administration includes \$300,000 of Robbins-McAllister Financial Responsibility Act revenue that will not be realized as a result of the sunset of that act but has remained in the budgeted "rollover" revenue.

FIXED ASSETS

Item	Quantity	Unit	Cost
Computer Equipment	1	Lot	\$16,216
Transcriber	1	unit	400
Camcorder	1	unit	2,000
Overhead Projector	1	unit	350
Total			\$18,966

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
% OF RESOURCES					
% OF RESOURCES:	100%				
WORKLOAD					
Clerical Weighted Caseload	10,933,164	11,003,049	11,438,326	11,456,500	11,510,332
Judicial Weighted Caseload *	921,818	956,481	960,433	988,140	954,899
Felonies	3,113	3,700	3,255	3,700	3,232
Misdemeanors Group A	8,893	9,310	9,504	9,500	8,564
Group B	1,121	1,833	1,087	2,000	1,196
Group C	6,210	6,077	6,565	6,200	6,472
Group D	19,489	19,446	21,522	20,000	21,704
Criminal Infractions	3,731	4,196	5,914	3,900	6,600
Traffic Infractions	141,325	130,939	140,237	138,000	140,552
Parking	764	909	854	1,000	820
Civil	12,807	12,497	12,117	14,000	12,208
Small Claims	9,956	10,464	10,607	10,700	12,456
Total Filings	207,409	199,371	211,662	209,000	213,804
EFFICIENCY					
Direct Cost Per Clerical Weighted Caseload	.44	.54	.58	.58	.60
Net Cost Per Clerical Weighted Caseload	.23	.31	.36	.36	.39
EFFECTIVENESS					
Clerical Weighted Caseload Per Non Judicial Staff	104,124	94,447	93,565	94,878	95,323
Judicial Weighted Caseload Per Judicial Staff	83,802	73,575	73,879	73,196	70,733

* Adjusted to reflect the 1986 Judicial Weighted Caseload Study Filing Weights (in minutes) as adopted by the Judicial Council in January, 1989.

STAFFING SCHEDULE

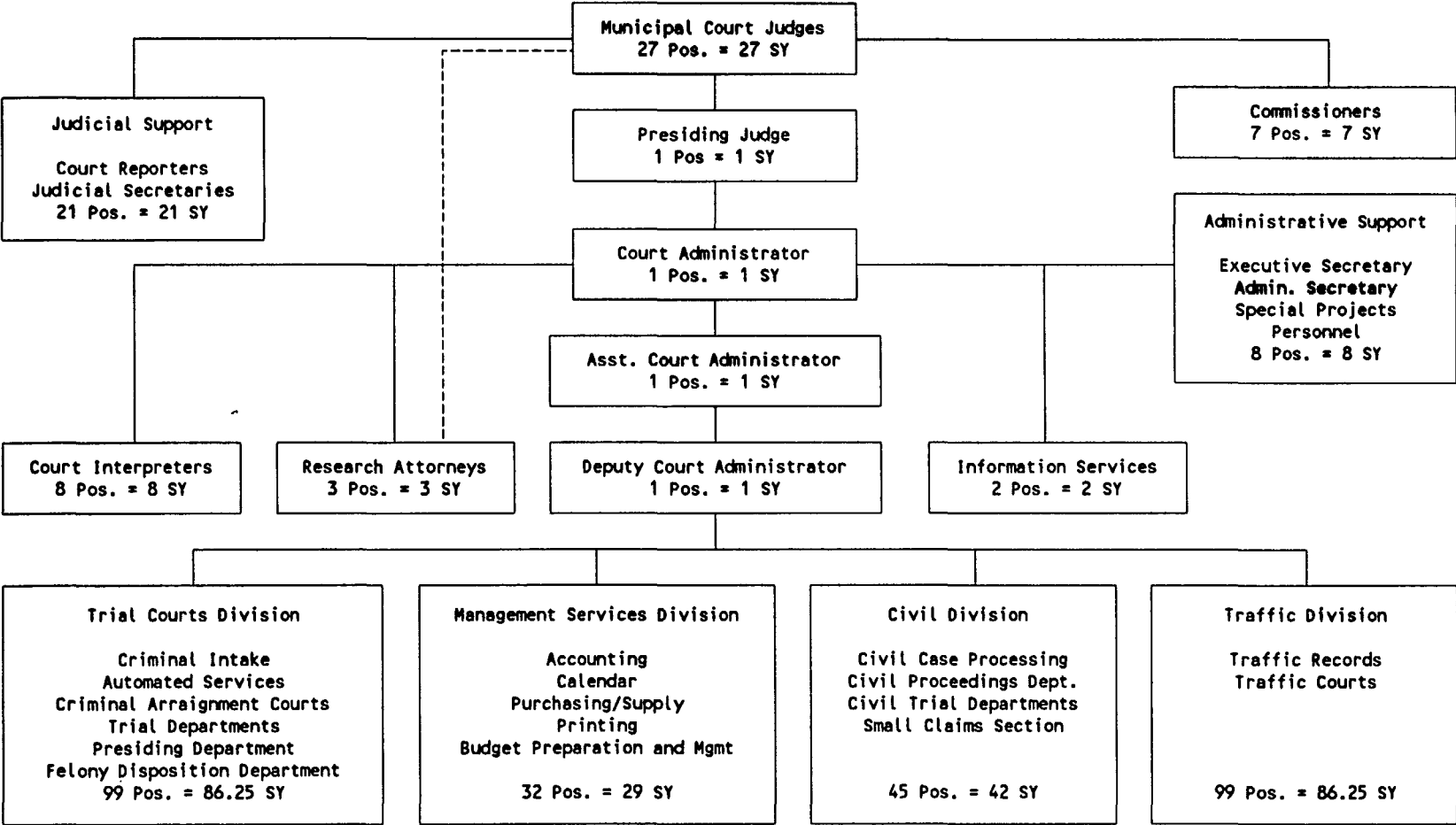
Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0580	Judge	13	11.50	13	11.50	\$1,056,552	\$1,046,428
0591	Commissioner	2	2.00	2	2.00	136,534	149,186
0653	Court Administrator	1	1.00	1	1.00	83,097	90,152
0606	Assistant Court Administrator	1	1.00	1	1.00	72,030	79,502
0544	Court Reporter	5	5.00	5	5.00	256,317	278,075
0602	Judicial Secretary	3	3.00	3	3.00	91,857	96,467
0617	D/C Admin. Secretary	1	1.00	1	0.00	31,429	0
0694	D/C Municipal Court Secretary	0	0.00	1	1.00	0	33,113
0668	Division Manager III	2	1.75	2	1.75	83,016	90,063
0669	Division Manager II	2	2.00	2	2.00	79,096	83,720
0670	Division Manager I	3	3.00	3	3.00	112,001	119,889
0604	Senior Deputy Clerk	8	8.00	8	0.00	263,216	0
0608	Deputy Clerk V	0	0.00	8	8.00	0	273,214
0610	Deputy Clerk IV	16	16.00	16	16.00	490,717	523,320
0611	Deputy Clerk III	38	36.50	38	36.50	943,479	991,731
0612	Deputy Clerk II	34	31.00	34	31.00	688,643	719,302
0613	Deputy Clerk I	9	8.00	9	8.00	157,249	166,529
0615	Deputy Clerk Interpreter	3	2.00	3	2.00	52,370	65,620
0592	Deputy Admin. Clerk III	2	1.50	2	1.50	46,369	44,549
0593	Deputy Admin. Clerk II	2	2.00	2	2.00	50,086	54,271
0671	Senior Accountant	1	1.00	1	1.00	42,764	43,110
0663	Dep. Clerk Admin. Assist. III	1	1.00	1	1.00	41,410	46,024
0678	Research Attorney I	1	.50	1	.50	20,682	20,357
9999	Extra Help/Student Worker	12	6.00	12	6.00	86,500	86,500
Total		160	144.75	169	144.75	\$4,885,414	\$5,101,122
Salary Adjustments:						(46,011)	(144,638)
Premium/Overtime Pay:						87,000	87,000
Employee Benefits:						1,133,641	1,363,301
Salary Savings:						(112,022)	(118,725)
Total Adjustments						\$1,062,608	\$1,186,938
Program Totals		160	144.75	169	144.75	\$5,948,022	\$6,288,060

* Two Judges were budgeted (.25 staff years each) but were not approved by the Legislature.

SAN DIEGO MUNICIPAL COURT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
MUNICIPAL COURT	\$11,748,649	\$13,685,149	\$15,545,932	\$15,255,012	\$16,199,446	\$944,434	6.2
TOTAL DIRECT COST	\$11,748,649	\$13,685,149	\$15,545,932	\$15,255,012	\$16,199,446	\$944,434	6.2
PROGRAM REVENUE	(3,620,260)	(3,997,049)	(4,130,788)	(3,986,795)	(3,986,795)	0	0.0
NET GENERAL FUND COST	\$8,128,389	\$9,688,100	\$11,415,144	\$11,268,217	\$12,212,651	\$944,434	8.4
STAFF YEARS	289.00	309.00	326.79	323.50	323.5	0.00	0.0

**SAN DIEGO MUNICIPAL COURT
ORGANIZATIONAL CHART**



AUTHORITY: Article 6 Sections I & II of the State Constitution provide for municipal courts, and the legislature to enact such other laws as may be necessary to carry out the provisions of the Constitution. Various statutory provisions exist which mandate the functions of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$10,494,080	\$12,116,339	\$13,911,497	\$13,578,628	\$14,544,143	7.1
Services & Supplies	1,141,832	1,401,808	1,558,858	1,593,165	1,593,165	0.0
Other Charges	20,818	32,956	32,956	33,219	12,138	(63.5)
Fixed Assets	91,919	134,046	42,621	50,000	35,000	(30.0)
Vehicle/Comm. Equip.	0	0	0	0	15,000	100.0
Less Reimbursements	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$11,748,649	\$13,685,149	\$15,545,932	\$15,255,012	\$16,199,446	6.2
PROGRAM REVENUE	(3,620,260)	(3,997,049)	(4,130,788)	(3,986,795)	(3,986,795)	0.0
NET GENERAL FUND CONTRIBUTION	\$8,128,389	\$9,688,100	\$11,415,144	\$11,268,217	\$12,212,651	8.4
STAFF YEARS	289.00	309.00	* 326.79	323.50	323.50	0.0

PROGRAM DESCRIPTION

The courts exist to provide due process of law in determining the guilt or innocence of persons charged with criminal actions and to resolve legal disputes of a non-criminal nature.

Municipal courts have original jurisdiction over all misdemeanors, infractions, traffic offenses and civil cases involving less than \$25,000, and small claims cases. In addition, Municipal Court Judges also preside over preliminary hearings in felony cases. The purpose of these hearings is to determine whether there is sufficient evidence to hold a defendant to answer felony charges. The Clerk of the Court and deputies provide administrative support to the Court and are responsible for the acceptance of case filings, preparation of court calendars, entry of minutes on cases, maintenance of all court records and documents, and reception, accounting for and distribution of fines, forfeitures and bails.

Municipal Court judges, under a blanket assignment by the Chief Justice of the California Supreme Court, handle some Superior Court matters. The judges of the San Diego Municipal Court function in the dual capacity of Superior Court judges. In this capacity, the San Diego Municipal Court retains many of the felony cases for final adjudication which traditionally have been bound over to the Superior Court.

The San Diego Municipal Court handles all cases originating in the San Diego Judicial District which encompasses the City of San Diego, the City of Poway and adjacent unincorporated areas. This Court handles over half of the municipal court work in the County; the rest is handled by the municipal courts in the three outlying judicial districts.

1990-91 BUDGET TO ACTUAL COMPARISON

Mid-year adjustments resulted in net costs of \$152,578 less than appropriations.

1991-92 OBJECTIVES

1. Automate the Civil/Small Claims operations.
2. Relocate Civil/Small Claims Division, including courtrooms, to an off-site location.
3. Prepare for implementation of mandated Trial Court Delay Reduction Act time standards.
4. Maintain a consistent level of felony cases retained by the San Diego Municipal Court which would otherwise be bound over to Superior Court for trial.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Judiciary (59.00 SY; E = \$4,978,488; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the adjudication of all cases filed with this court.
2. Administrative Services (19.00 SY; E = \$1,068,671; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for administrative support to judges and the Court's operating divisions, including budgeting, payroll, personnel, and purchasing.
3. Accounting/Cashiering (28.00 SY; E = \$1,157,898; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for accounting, bookkeeping and cashiering services to the Court's operating divisions.
4. Civil/Small Claims (42.00 SY; E = \$1,736,848; R = \$1,451,594) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for judicial functions associated with the filing of civil and small claims cases.
 - o Able to process 53,000 civil (jurisdiction of less than \$25,000) and small claims cases annually.
5. Categories A and B Misdemeanors (64.00 SY; E = \$2,646,625; R = \$142,400) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for judicial functions associated with the filing and processing of non-traffic misdemeanors.
 - o Processes over 48,000 cases of non-traffic misdemeanors annually pursuant to California Penal Code.
6. Parking/Traffic Infractions (44.00 SY; E = \$1,819,554; R = \$1,952,523) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing and processing of traffic and parking citations in the San Diego Judicial District.
 - o Able to process 250,000 persons charged with traffic infractions including 5,000 parking citations.

7. Felony Case Processing (18.5 SY; E = \$765,040; R = \$7,556) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing and processing of felony complaints.
 - o Processing in excess of 10,000 defendants accused of felony offenses annually.

8. Categories C and D Misdemeanors (35.00 SY; E = \$1,447,373; R = \$421,009) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing and processing of traffic misdemeanors.
 - o Able to process over 40,000 traffic misdemeanors annually.

9. Criminal Infractions (14.00 SY; E = \$578,949; R = \$11,712) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for non-judicial functions associated with the filing and processing of criminal infractions.
 - o Able to process approximately 22,000 criminal infractions annually.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Night Court Assessment	\$103,513	\$105,000	\$100,000	\$(5,000)
Returned Check Fee	27,752	15,000	18,000	3,000
Civil Filings	1,415,982	1,451,000	1,431,000	(20,000)
Jury Fees	10,423	7,600	8,600	1,000
Reporters Fees	2,899	3,000	3,000	0
Court Fees	50,433	40,000	40,000	0
Administrative Fee	1,104,091	1,119,000	1,149,000	30,000
Traffic School	1,010,399	696,000	700,500	4,500
Court Administrative	375,328	507,895	507,895	0
Duplicating Forms	23,947	36,000	23,000	(13,000)
Sales of Forms	6,021	6,300	5,800	(500)
Other	0	0	0	0
Sub-Total	\$4,130,788	\$3,986,795	\$3,986,795	\$0
Total	\$4,130,788	\$3,986,795	\$3,986,795	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$11,423,727	\$11,268,217	\$12,212,651	\$944,434
Total	\$11,423,727	\$11,268,217	\$12,212,651	\$944,434

EXPLANATION/COMMENT ON PROGRAM REVENUES

The January 1991 sunset of California Vehicle Code Section 16028, Financial Responsibility, has eliminated the authority for collection of this Court Administrative fee.

FIXED ASSETS

Item	Quantity	Unit	Cost
Office Equipment-General	1	lot	\$11,500
Data Processing Equipment-General	1	lot	16,500
Electronic Equipment-Audio/Video	1	lot	7,000
Total			\$35,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Van	1	unit	\$15,000
Total			\$15,000

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
SAN DIEGO MUNICIPAL COURT					
% OF RESOURCES: 100%					
WORKLOAD					
Judicial Weighted Caseload *	2,187,446	2,259,219	2,260,749	2,415,200	2,415,200
Clerical Weighted Caseload	24,201,958	24,701,070	25,856,853	26,116,750	26,166,750
Felonies	9,234	9,984	9,632	10,500	10,500
Non-Traffic, Group A	29,442	28,376	30,212	32,000	32,000
Non-Traffic, Group B	14,096	14,160	14,005	16,000	16,000
Non-Traffic, Criminal Infractions	18,478	22,459	25,086	22,000	22,000
Traffic, Group C	9,801	11,073	9,862	11,250	11,250
Traffic, Group D	25,903	26,087	31,958	25,000	25,000
Traffic Infractions	230,952	222,063	252,519	230,000	230,000
Parking	6,925	4,789	5,851	5,000	5,000
Small Claims	21,632	21,364	22,045	25,000	25,000
Civil	26,024	26,699	24,626	28,000	28,000
Superior Court Cases **	6,247	6,927	6,215	7,400	7,400
EFFICIENCY					
Direct Costs/Clerical Weighted Caseload Unit	.49	.55	.60	.58	.62
Net Direct Costs/Clerical Weighted Caseload Unit	.34	.39	.44	.43	.47
Clerical Weighted Caseload/Non-Judicial Staff Year	93,084	89,497	88,615	90,526	90,526
Judicial Weighted Caseload/Non-Judicial Staff Year	8,413	8,186	7,748	8,372	8,372
Judicial Weighted Caseload/Judicial Staff Year	75,429	68,461	66,649	69,006	69,006
Non-Judicial Staff per Judicial Position	9.0	8.4	8.6	8.2	8.2

* Judicial Weighted Caseload adjusted to reflect the 1986 Judicial Weighted Caseload Study Filing Weights (in minutes) as adopted by the Judicial Council in January, 1989.

** Superior Court cases heard in Municipal Court

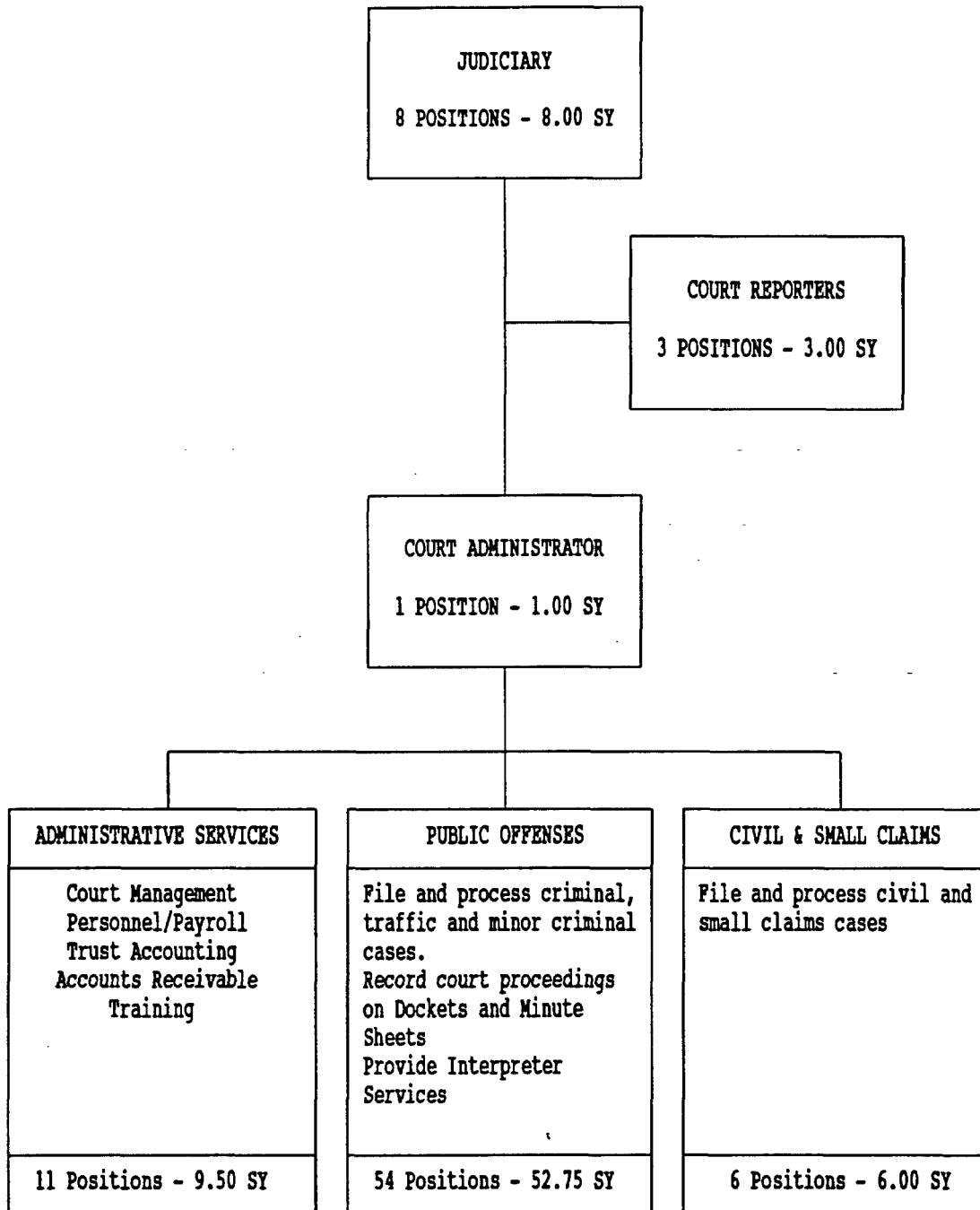
STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0580	Muni Court Judge	28	28.00	28	28.00	\$2,572,472	\$2,548,672
0590	Commissioner	7	7.00	7	7.00	480,853	509,817
0680	Research Atty II	2	2.00	2	2.00	88,814	117,208
0558	Research Attorney III	1	1.00	1	1.00	63,872	74,497
0601	Court Administrator	1	1.00	1	1.00	92,333	101,466
0600	Asst Court Admin	1	1.00	1	1.00	67,609	78,052
0667	DC Dep. Court Admin.	1	1.00	1	1.00	56,207	70,803
0684	DC Princ. Admin. Analyst	1	1.00	1	1.00	49,484	52,355
0668	Division Manager III	3	3.00	3	3.00	152,692	161,558
0669	Division Manager II	5	5.00	5	5.00	194,107	207,392
0683	DC Analyst III	2	2.00	2	2.00	87,614	88,491
0617	DC Admin Secty IV	1	1.00	0	0.00	31,429	0
2777	Criminal Legal Secretary III	0	0.00	1	1.00	0	34,771
0672	DC Associate Accountant	1	1.00	1	1.00	35,215	32,257
0592	Dep Admin Clerk III	2	2.00	2	2.00	58,918	62,478
0593	Dep Admin Clerk II	1	1.00	1	1.00	22,539	24,324
0596	DC Admin Secretary III	1	1.00	1	1.00	25,453	30,900
0603	DC Admin Services Mgr II	1	1.00	1	1.00	49,953	54,957
0604	Senior Deputy Clerk	15	15.00	15	15.00	492,220	485,702
0605	DC Court Interpreter	7	7.00	7	7.00	219,562	225,277
0608	Deputy Clerk V	11	11.00	11	11.00	370,541	397,948
0610	Deputy Clerk IV	38	38.00	38	38.00	1,161,800	1,218,019
0611	Deputy Clerk III	75	74.25	75	74.25	1,923,000	1,978,579
0612	Deputy Clerk II	71	64.25	71	64.25	1,423,138	1,502,730
0613	Deputy Clerk I	26	26.00	26	26.00	486,669	518,147
0618	DC Court Worker	10	0.00	10	0.00	0	0
0620	DC Junior Clerk	3	3.00	3	3.00	43,455	45,721
0658	DC Systems Analyst Trainee	1	1.00	1	1.00	27,776	27,864
0676	DC Municipal Court Worker II	10	0.00	10	0.00	0	0
0685	DC Interpreter Coordinator	1	1.00	1	1.00	34,603	31,395
0543	Chief Court Reporter	1	1.00	1	1.00	60,794	63,958
0544	Court Reporter	12	12.00	12	12.00	634,944	667,380
0661	Chief Judicial Secty.	1	1.00	1	1.00	39,288	41,577
0614	Judicial Secretary	7	7.00	7	7.00	219,546	232,040
2306	Admin Trainee	1	1.00	1	1.00	24,599	25,836
0692	DC Personnel Officer II	0	0.00	1	1.00	0	45,353
2328	Department Personnel Officer II	1	1.00	0	0.00	41,104	0
8800	DC Systems Administrator	1	1.00	0	0.00	41,727	0
0663	DC Admin Assistant III	0	0.00	1	1.00	0	46,351
9999	Extra Help	4	0.00	4	0.00	48,000	48,000
Total		355	323.50	355	323.50	\$11,422,330	\$11,851,875
Salary Adjustments:						(289,170)	(275,562)
Premium/Overtime Pay:						131,500	131,500
Employee Benefits:						2,662,218	3,209,342
Salary Savings:						(348,250)	(373,012)
Total Adjustments						\$2,156,298	\$2,692,268
Program Totals		355	323.50	355	323.50	\$13,578,628	\$14,544,143

SOUTH BAY MUNICIPAL COURT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Municipal Court Services	\$2,914,351	\$3,398,798	\$3,742,325	\$3,790,403	\$4,072,780	\$282,377	7.4
TOTAL DIRECT COST	\$2,914,351	\$3,398,798	\$3,742,325	\$3,790,403	\$4,072,780	\$282,377	7.4
PROGRAM REVENUE	(960,810)	(1,097,944)	(1,223,123)	(1,122,300)	(1,122,300)	0	0.0
NET GENERAL FUND COST	\$1,953,541	\$2,300,854	\$2,519,202	\$2,668,103	\$2,950,480	\$282,377	10.6
STAFF YEARS	69.25	74.16	77.92	80.25	80.25	0.00	0.0

SOUTH BAY MUNICIPAL COURT
1991-92 Final Program Budget



PROGRAM: Municipal Court Services - South Bay

DEPARTMENT: SOUTH BAY MUNICIPAL COURT

PROGRAM #: 13037
MANAGER: STEPHEN THUNBERG

ORGANIZATION #: 2250
REFERENCE: 1991-92 Proposed Budget - Pg. 9-1

AUTHORITY: Article 6 Sections I & V of the State Constitution provide for municipal courts and for the legislature to enact such other laws as may be necessary to carry out the provision of the constitution. Various statutes exist which mandate the functions of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,574,274	\$2,954,090	\$3,342,470	\$3,416,516	\$3,698,893	8.3
Services & Supplies	322,495	405,531	367,388	356,587	356,587	0.0
Other Charges	0	0	1,770	2,500	2,500	0.0
Fixed Assets	17,582	39,177	30,697	14,800	14,800	0.0
TOTAL DIRECT COST	\$2,914,351	\$3,398,798	\$3,742,325	\$3,790,403	\$4,072,780	7.4
PROGRAM REVENUE	(960,810)	(1,097,944)	(1,223,123)	(1,122,300)	(1,122,300)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,953,541	\$2,300,854	\$2,519,202	\$2,668,103	\$2,950,480	10.6
STAFF YEARS	69.25	74.16	77.92	80.25	80.25	0.0

PROGRAM DESCRIPTION

To provide due process of law in the determination of guilt or innocence for persons charged with the commission of public offenses; and to resolve legal disputes of a non-criminal nature.

Municipal Courts have original jurisdiction on all misdemeanors and infractions, civil cases involving \$25,000 or less and small claims cases. Municipal Court Judges also preside over preliminary hearings in felony cases. These hearings are held to determine whether there is sufficient evidence to hold a defendant to answer the felony charges. The Clerk of the Court and deputies provide administrative and clerical support to the Court and are responsible for all court support functions. The South Bay Judicial District includes the cities of Chula Vista, Coronado, Imperial Beach, National City, the most southern portion of San Diego and certain adjacent unincorporated areas.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals were \$48,078 less than budget, primarily as a result of greater than budgeted salary savings. Additionally, program revenue was overrealized by \$100,823 in the following categories: Returned Check Fees; Jury Fees; Court Reporter Transcript Fees; Other Miscellaneous Court Costs; Traffic School Fees; and, Duplicating and Filing Documents.

1991-92 OBJECTIVES

1. Develop and implement components of Trial Court Coordination.
2. Continue to actively participate with the County in promoting legislation which benefits the public, the Court and the County of San Diego.
3. Continue to develop and implement components of trial delay reduction.
4. Continue progress toward the implementation of an automated civil system and minor offense system.
5. Continue to seek ways to improve efficiency in court operations.

1991-92 SUB PROGRAM ACTIVITIES

The Adopted Budget includes no additional staff years and \$14,800 for the purchase of computer equipment to support the continuing implementation of automated Civil and Minor Offense Systems. The activities of this program are summarized as follows:

1. **JUDICIARY** (8.0 SY; E = \$790,287; R = \$0) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for the adjudication of all cases filed with the Court.
2. **ADMINISTRATIVE SERVICES** (10.5 SY; E = \$607,643; R = \$158,400) including accounting, budgeting, payroll, personnel, training, purchasing services, and administrative support to the Judiciary:
 - o Mandated/Discretionary Service Level.
 - o Provides part-time clerical support to other operating divisions.
3. **PUBLIC OFFENSES** (55.75 SY; E = \$2,450,255; R = \$709,200) provides all case processing support and reporting services for public offenses and is responsible for two major case classifications:
 - A. **CRIMINAL** (25.50 SY; E = \$1,095,017)
 - o Mandated/Discretionary Service Level.
 - o Reporting services provided on felony cases only.
 - o Felony and the more serious misdemeanor cases including driving under the influence.
 - B. **TRAFFIC/MINOR OFFENSES** (30.25 SY; E = \$1,355,238)
 - o Mandated/Discretionary Service Level.
 - o Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.
4. **CIVIL/SMALL CLAIMS** (6.0 SY; E = \$224,595; R = \$254,700) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o All case processing is currently done manually. A new automated small claims system was implemented in June, 1991.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
PROGRAM REVENUE:				
9162 Night Court Assessment	\$37,030	\$38,000	\$38,000	\$0
9178 Muni/Justice Admin. VC 16028	162,065	0	0	0
9182 Summary Judgement Default	10	0	0	0
9713 Returned Check Fee	4,992	3,400	3,400	0
9821 Filing Documents	249,368	252,000	252,000	0
9822 Court Cost - Jury	3,943	1,500	1,500	0
9823 Court Reporter Trans. Fee	202	0	0	0
9827 Cost for Courts	56,887	18,000	18,000	0
9831 Other Court Cost	454,629	405,000	405,000	0
9832 Traffic School	249,041	190,000	190,000	0
9833 Administrative Fee	0	210,000	210,000	0
9967 Duplicating Documents	3,583	3,200	3,200	0
9995 Other - Miscellaneous	50	0	0	0
9996 Other - Sales Taxable	1,323	1,200	1,200	0
Sub-Total	\$1,061,048	\$1,122,300	\$1,122,300	\$0
Total	\$1,061,048	\$1,122,300	\$1,122,300	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$2,519,202	\$2,668,103	\$2,950,480	\$282,377
Sub-Total	\$2,519,202	\$2,668,103	\$2,950,480	\$282,377
Total	\$2,519,202	\$2,668,103	\$2,950,480	\$282,377

EXPLANATION/COMMENT ON PROGRAM REVENUES

The provisions of Section 16028 VC, Financial Responsibility, were repealed on January 1, 1991. The result is a \$210,000 decrease in associated revenue. This decrease will be offset by projected increases in other revenue categories, and the net result will be an \$81,200 increase in program revenue. Adjustments to these revenue accounts are included in the Court's Trial Court Funding proposal.

FIXED ASSETS

Item	Quantity	Unit	Cost
Computer Equipment	1	Lot	\$14,800
Total			\$14,800

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Municipal Court Services - South Bay					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Filings					
Felony	2,347	2,277	2,015	2,325	1,675
Non-Traffic					
Group A Misdemeanors	5,073	5,723	5,715	6,055	6,100
Group B Misdemeanors	434	531	462	775	545
Infractions	14,019	13,160	15,292	11,000	15,610
Traffic					
Group C Misdemeanors	3,312	3,925	3,641	3,800	3,215
Group D Misdemeanors	9,640	12,629	13,037	11,400	14,420
Infractions	54,100	57,806	62,776	56,900	63,790
Parking	447	461	788	500	1,470
Small Claims	5,573	5,280	4,669	5,400	4,015
Civil	4,950	4,866	4,571	5,000	4,500
Total Filings	99,895	106,658	112,966	103,155	0
Clerical Weighted Caseload	6,350,556	6,800,472	6,926,900	6,575,690	6,947,655
Judicial Weighted Caseload (1)	524,475	561,449	538,501	561,395	513,447
<u>EFFICIENCY</u>					
<u>Unit Costs: (2)</u>					
Direct Cost per Clerical Weighted Caseload	\$.44	\$.52	\$.55	\$.57	\$.59
Net Direct Cost per Clerical Weighted Caseload	\$.29	\$.35	\$.37	\$.40	\$.42
<u>EFFECTIVENESS</u>					
<u>Productivity Indices: (3)</u>					
Clerical Weighted Caseload per non-Judicial Staff	125,729	113,040	108,368	99,256	104,870
Judicial Weighted Caseload per non-Judicial Staff (1)	10,386	9,334	8,425	8,474	7,750
Judicial Weighted Caseload per Judicial Staff (1)	72,341	70,181	67,313	70,174	64,181
Clerical Staff/Judicial Position	7.0:1	7.5:1	8.0:1	8.3:1	8.3:1

(1) Adjusted to reflect the 1986 Judicial Weighted Caseload Study Filing Weights (in minutes) as adopted by the Judicial Council in January, 1989.

(2) Unit Costs exclude: Juror Pay.

(3) Excludes: Judges, Commissioners, Reporters, Judicial Secretaries, and two interpreters; includes temporary extra help.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$643,118	\$637,168
0590	Court Commissioner	1	1.00	1	1.00	73,526	72,831
0651	Court Administrator	1	1.00	1	1.00	85,075	90,152
0616	DC-Admin. Svcs. Mgr. III	0	0.00	1	1.00	0	60,605
0603	DC-Admin. Svcs. Mgr. II	1	1.00	0	0.00	51,937	0
0544	Court Reporter	3	3.00	3	3.00	158,736	166,845
0668	Division Manager III	1	1.00	1	1.00	49,255	52,114
0669	Division Manager II	1	1.00	1	1.00	39,548	41,860
0670	Division Manager I	1	1.00	1	1.00	36,463	41,860
0687	DC Staff Dev. Spec.	1	.50	1	.50	19,701	21,008
0671	DC-Associate Accountant	1	1.00	1	1.00	35,215	44,186
0608	Deputy Clerk V	0	0.00	4	3.75	0	135,861
0604	Senior Deputy Clerk	4	3.75	0	0.00	123,470	0
0691	DC-Municipal Court Sec.	0	0.00	1	1.00	0	34,771
0617	DC-Admin. Sec. IV	1	1.00	0	0.00	31,429	0
0665	DC-Admin. Assist. I	1	1.00	1	1.00	30,471	30,665
0610	Deputy Clerk IV	8	8.00	8	8.00	245,442	260,472
0592	DC-Admin. Clerk III	1	1.00	1	1.00	29,461	32,789
0605	DC-Interpreter	2	2.00	2	2.00	62,732	65,620
0611	Deputy Clerk III	16	16.00	16	16.00	412,221	437,095
0593	DC-Admin. Clerk II	2	2.00	2	2.00	51,627	54,662
0612	Deputy Clerk II	27	26.00	27	26.00	591,956	619,518
0597	DC-Admin. Sec II	1	1.00	1	1.00	21,954	25,572
0613	Deputy Clerk I	1	1.00	1	1.00	20,592	21,416
9999	Extra Help	1	0.00	1	0.00	15,000	15,000
Total		83	80.25	83	80.25	\$2,828,929	\$2,962,070
Salary Adjustments:						\$(68,863)	\$(65,699)
Premium/Overtime Pay:						9,000	9,000
Bilingual Pay:						2,520	2,520
Employee Benefits:						698,110	848,579
Salary Savings:						(53,180)	(57,577)
Total Adjustments						\$587,587	\$736,823
Program Totals		83	80.25	83	80.25	\$3,416,516	\$3,698,893

MUNICIPAL COURTS - EDP SERVICES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
MUNICIPAL COURT-EDP SERVICES	\$1,440,754	\$1,324,090	\$2,460,987	\$1,075,789	\$1,032,521	\$(43,268)	(4.0)
TOTAL DIRECT COST	\$1,440,754	\$1,324,090	\$2,460,987	\$1,075,789	\$1,032,521	\$(43,268)	(4.0)
PROGRAM REVENUE	(792,426)	(850,103)	(1,411,452)	(486,074)	(565,163)	(79,089)	16.3
NET GENERAL FUND COST	\$648,328	\$473,987	\$1,049,535	\$589,715	\$467,358	\$(122,357)	(20.8)
STAFF YEARS	5.00	6.90	7.00	7.00	6.00	(1.00)	(14.3)

PROGRAM: Fiscal and Public Protection Services

DEPARTMENT: MUNICIPAL COURTS - EDP SERVICES

PROGRAM #: 01000

ORGANIZATION #: 2310

MANAGER: D. Kent Pedersen

REFERENCE: 1991-92 Proposed Budget - Pg. 10-1

AUTHORITY: Article 6 Sections I & II of the State Constitution provide for municipal courts, and the legislature to enact such other laws as may be necessary to carry out the provisions of the Constitution.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$253,448	\$356,377	\$429,496	\$418,205	\$394,033	(5.8)
Services & Supplies	383,165	399,625	959,700	321,197	424,904	32.3
Other Charges	450,372	448,517	170,665	170,665	107,028	(37.3)
Fixed Assets	353,769	119,571	901,126	165,722	106,556	(35.7)
TOTAL DIRECT COST	\$1,440,754	\$1,324,090	\$2,460,987	\$1,075,789	\$1,032,521	(4.0)
PROGRAM REVENUE	(792,426)	(850,103)	(1,411,452)	(486,074)	(565,163)	16.3
NET GENERAL FUND CONTRIBUTION	\$648,328	\$473,987	\$1,049,535	\$589,715	\$467,358	(20.7)
STAFF YEARS	5.00	6.90	7.00	7.00	6.00	(14.3)

PROGRAM DESCRIPTION

EDP Services provides timely and cost effective technological solutions for the four Municipal Courts of San Diego County. This program, administered by the Clerk of the San Diego Municipal Court, provides data processing and automation for the four municipal courts in El Cajon, North County, San Diego and South Bay. Coordination of the Courts' data processing and automation needs is provided to avoid duplication of effort and expenditures and to maintain base application consistency among the municipal courts.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals exceed the 1990-91 budget by \$1,385,198. Appropriations were adjusted by \$1,292,206 based on unanticipated revenue and the expenditure of \$182,154 of prior year encumbrances.

1991-92 OBJECTIVES

1. Complete the installation of Local Area Network cabling systems for the four Municipal Courts.
2. Implement the new Automated Minor Offense System.
3. Develop electronic abstracting to the Department of Motor Vehicles.
4. Complete the implementation of the ISD Civil and Small Claims case processing system.
5. Continue the integration of intelligent work stations into the Municipal Courts LAN.
6. Update the Municipal Court's 3 year Business Automation Plan for the Municipal Courts.
7. Pilot a state-of-the-art paper management system using optical disk technology coupled with the existing LAN's with interfaces to existing and new applications.
8. Begin the implementation of a new criminal system.
9. Adopt an anti-virus policy and install virus detection software.
10. Complete the installation of approved workstations.

1991-92 SUB PROGRAM ACTIVITIES

1. Municipal Courts-EDP Services (6.00 SY; E = \$1,032,521; R = \$565,163) provides timely and cost effect data processing services to the four Municipal Courts of San Diego County and is:
 - o Discretionary Activity/Discretionary Service Level
 - o Deleting 1.00 SY DC-Associate Systems Analyst (Board Action June 12, 1990 No. 38)
 - o Budgeting \$107,028 in appropriations to cover 1991/92 Lease/Purchase obligations for computer equipment approved by the Board. This reflects a reduction over the 1990/91 actuals by \$63,637 and retires this obligation.
 - o Budgeting fixed assets appropriations which include additional computer equipment for the Department of the Marshal (\$65,000), re-budgeting one (1) FAX device for the Department of the Marshal (\$7,500), and re-budgeting Network Control Center components (\$34,056).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Other Court Costs	\$537,130	\$165,309	\$188,379	\$23,070
Filing Documents	0	0	0	0
Criminal Justice Facilities	280,665	170,665	107,028	(63,637)
Want/Warrant Fee	148,909	0	80,600	80,600
Court Facilities	231,400	0	0	0
Micro-Automation Fee	166,415	55,100	55,100	0
Recovered Expenditures	46,933	95,000	134,056	39,056
Sub-Total	\$1,411,452	\$486,074	\$565,163	\$79,089
Total	\$1,411,452	\$486,074	\$565,163	\$79,089

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,049,535	\$589,715	\$467,358	\$(122,357)
Sub-Total	\$1,049,535	\$589,715	\$467,358	\$(122,357)
Total	\$1,049,535	\$589,715	\$467,358	\$(122,357)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Court Costs: on June 12, 1990 (38) the Board approved a request by the Municipal Courts and the Department of the Marshal to establish appropriations based on unanticipated Want/Warrant Fee Revenue and on January 29, 1991 (61) the Board approved a request to establish additional appropriations based on unanticipated prior violation fee revenue. The 1990-91 realized revenue amounting to \$537,129 is a direct result of 1990-91 expenditures as of ARMS Period 14. The \$23,070 revenue increase for FY 1991-92 will be used to offset Services and Supplies costs.

Criminal Justice Facilities (AB189): the 1990-91 realized revenue is \$110,000 over the adopted budget. On June 12, 1990 (38) the Board approved a request by the Municipal Courts to lease a turnkey Civil Case Management System from ISD Corporation offset by AB189 Revenue. The reduction of revenue for FY 1991-92 is a direct result of the reduction of lease/purchase obligations. On March 27, 1991 the Criminal Justice Facilities Temporary Construction Fund Advisory Board recommended funding \$107,028 in revenue to offset the final lease/purchase obligation due FY 1991-92 to General Electric Capital Fleet Services CA41088-01.

Want Warrant Fee Revenue (AB2989): on January 29, 1991 (27) the Board approved a request by the Department of the Marshal to establish additional appropriations based on unanticipated Want/Warrant Fee Revenue. Actual 1990-91 expenditures amounted to \$148,909. The increase of \$80,600 for FY 1991-92 is the result of a Change Letter for the Department of the Marshal.

County Courthouse Temporary Construction Fund Revenue (SB668): on January 29, 1991 (61) the Board authorized additional appropriations based on unanticipated SB668 Revenue for LAN Cabling. Expenditures for FY 1990-91 amounted to \$231,400.

Micro/Automation Fee: the 1990-91 actuals represent an increase in the filing fee from \$1 to \$3 authorized by the Board on December 4, 1990 (22). On January 29, 1991 (61) the Board approved a request by the Municipal Courts to establish additional appropriations based on the increase in revenue. The increase in actual collections of \$111,415 is based on these two (2) Board actions.

Recovered Expenditures: the 1990-91 budget included appropriations for the purchase of Network Control Center components and Services and Supplies appropriations offset by Want/Warrant Fee Revenue. Expenditures during the 1990-91 fiscal year amounted to \$46,933. The increase for FY 1991-92 is a result of a re-budget Change Letter amounting to \$34,056 and \$5,000 in additional Want/Warrant Fee Revenue to offset operational costs for the UNIX systems approved by the Board on June 12, 1990 (38).

FIXED ASSETS

Item	Quantity	Unit	Cost
Fax Machine (MA)	1	Unit	7,500
Computer Equipment (MA)	1	Lot	65,000
Network Control Center	1	Lot	34,056
Total			\$106,556

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0666	DC-EDP Systems Manager	1	1.00	1	1.00	\$61,589	\$65,164
0654	DC-Senior Systems Analyst	1	1.00	1	1.00	48,752	54,957
0655	DC-Associate Systems Analyst	5	5.00	5	4.00	228,275	199,456
0657	DC-EDP Coordinator	0	.00	0	.00	0	0
0656	DC-Assistant Systems Analyst	0	.00	0	.00	0	0
2487	DC-EDP Dist. Network Coord.	1	.00	1	.00	0	0
9999	Non-Permanent Positions	0	.00	0	.00	0	0
Total		8	7.00	8	6.00	\$338,616	\$319,577
Salary Adjustments:						(1,760)	(11,400)
Premium/Overtime Pay:						0	0
Employee Benefits:						81,349	85,856
Salary Savings:						(0)	0
Total Adjustments						\$79,589	\$74,456
Program Totals		8	7.00	8	6.00	\$418,205	\$394,033

PROBATION

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Adult Field Services	\$13,684,528	\$15,090,463	\$16,588,496	\$16,717,097	\$18,000,449	\$1,283,352	7.7
Adult Institutional Services	8,738,665	9,289,552	9,890,021	9,783,614	7,940,675	(1,842,939)	(18.8)
Juvenile Field Services	7,177,106	7,204,577	7,736,390	7,508,980	8,460,618	951,638	12.7
Juvenile Institutional Services	9,854,334	11,145,091	11,971,863	11,064,379	12,866,245	1,801,866	16.3
Special Operations	130,316	1,183,020	1,473,275	1,549,499	1,756,141	206,642	13.3
Department Administration	2,031,792	2,241,727	2,570,274	2,533,440	2,696,860	163,420	6.5
TOTAL DIRECT COST	\$41,616,741	\$46,154,430	\$50,230,319	\$49,157,009	\$51,720,988	\$2,563,979	5.2
PROGRAM REVENUE	(6,906,467)	(7,315,811)	(6,300,870)	(5,466,804)	(6,011,735)	(544,931)	10.0
NET GENERAL FUND COST	\$34,710,274	\$38,838,619	\$43,929,449	\$43,690,205	\$45,709,253	\$2,019,048	4.6
STAFF YEARS	997.00	1,059.00	1,064.75	1,059.00	1,076.00	17.00	1.6

**SAN DIEGO COUNTY PROBATION DEPARTMENT
ORGANIZATION AND FUNCTIONS CHART**

**CECIL H. STEPPE
CHIEF PROBATION OFFICER**

Provides leadership and direction for overall operation of the Department based on statutory mandates as well as policy established by the courts and by the County Board of Supervisors.

**GERARD A. WILLIAMS
ASSISTANT CHIEF PROBATION OFFICER**

Assists the Chief Probation Officer in carrying out his duties. Acts as Chief Probation Officer in the Chief Probation Officer's absence.

**ADULT FIELD SERVICES
DEPUTY CHIEF PROBATION OFFICER
VICKY MARKEY**

Responsible to the courts for adult probation services which include: Presentence investigation and risk assessment of convicted offenders; Reporting sentence recommendations to the court; Supervision and compliance monitoring of conditions of probation/reporting non-compliance to the court; Referral assistance to clients for support services

Positions: 410 Staff Years 391.5

**SPECIAL OPERATIONS
PROBATION DIRECTOR
MICHAEL SPECHT**

Responsible for administration of the Gang Suppression Unit (GSU) and Jurisdictions Unified for Drug Gang Enforcement (J.U.D.G.E.) Task Force. Coordinates with Federal, State and local agencies concerning gang and drug activity. Participates in vertical prosecution and surveillance of gang/drug offenders on probation.

Positions: 41 Staff Years 33.5

**ADULT INSTITUTIONAL SERVICES
DEPUTY CHIEF PROBATION OFFICER
RENA ROBINSON**

Responsible for administration of minimum security adult male work camps, a work furlough program, and the work project service program; Services include: In-custody supervision and control of convicted persons assigned to County work camps and work furlough program; Provisions of educational and rehabilitative opportunities for persons in custody.

Positions: 164 Staff Years: 158.5

**JUVENILE FIELD SERVICES
DEPUTY CHIEF PROBATION OFFICER
J. DOUG WILLINGHAM**

Responsible for receiving referrals of juveniles from public agencies (principally law enforcement) and individuals for delinquency and civil matters subject to consideration by the Court. Services include: Screening referrals for action or recommendations; investigation of case background for the Court; Supervision and monitoring juveniles ordered on probation.

Positions: 173 Staff Years 169.5

**JUVENILE INSTITUTIONAL SERVICES
DEPUTY CHIEF PROBATION OFFICER
JAMES C. POE**

Responsible for providing secure detention and minimum security custody for juveniles arrested by law enforcement agencies or ordered into placement by the Court. Services include: Secure custody and control of arrested minors; In-custody supervision and control; In-camp placement; Education rehabilitative opportunities.

Positions: 293 Staff Years: 282

**ADMINISTRATIVE SERVICES
DEPUTY CHIEF PROBATION OFFICER
CARL DARNELL**

Provides administrative support to the Chief Probation Officer for all operational services of the Department. Services include: Payroll and Personnel, Fiscal and Budget management, Training and Staff Development, Program Planning and Evaluation, Volunteer Recruitment, and Community Relations.

Positions: 41 Staff Years: 41

PROGRAM: Adult Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17009
MANAGER: Vicki Markey

ORGANIZATION #: 3600
REFERENCE: 1991-92 Proposed Budget - Pg. 11-6

AUTHORITY: Penal Code Sections 1000 et. seq., 1192.4-1192.7, 1202.8, 1203-1205.5, 1208-1209, 1213-12-15, and 131.3 of Civil Procedures. This program carries out mandates in referenced Code which require the Probation Officer to provide investigation and supervision services to the Adult Criminal Courts.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$13,261,975	\$14,477,197	\$15,844,386	\$16,118,035	\$17,088,727	6.0
Services & Supplies	378,606	541,183	675,720	572,662	857,162	49.7
Other Charges	0	7,716	7,293	26,400	54,560	106.7
Fixed Assets	43,947	64,367	61,097	0	0	0.0
TOTAL DIRECT COST	\$13,684,528	\$15,090,463	\$16,588,496	\$16,717,097	\$18,000,449	7.7
PROGRAM REVENUE	(1,607,332)	(1,898,428)	(586,792)	(341,370)	(625,870)	83.3
NET GENERAL FUND CONTRIBUTION	\$12,077,196	\$13,192,035	\$16,001,704	\$16,375,727	\$17,374,579	6.1
STAFF YEARS	360.00	391.50	391.50	391.50	391.5	0.0

PROGRAM DESCRIPTION

This program provides investigation services to the County's Adult Criminal Courts. Probation officers will conduct approximately 32,445 pre-sentence, special, and diversion investigations. Reports are submitted to the courts with appropriate recommendations to assist in the evaluation and proper identification of those offenders who can be safely released into the community.

This program also provides supervision services for approximately 20,273 adult offenders placed on probation by the Adult Criminal Courts. Officers assist probationers through counseling and/or referral to other service providers and monitor behavior and compliance with the court order. Violations are reported to the court for further action with the officer's primary concern being the safety of the community.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual expenditures for this program were under the budgeted level by \$128,601 or by .8%.

Total investigations were below budget level by 3,820 cases or by 10.3%. Supervision workloads were 464 cases or 2.3% below the projected 20,273 cases to be supervised annually. A shortfall in investigations reflects delay in anticipated court expansion during the 1990-91 fiscal year.

1991-92 OBJECTIVES

1. To maintain an average of at least two face-to-face contacts and two additional supervision activities per month with 90% of available high-risk probationers.
2. To maintain a minimum success rate of 55% for probationers in completing their periods of probation.
3. To return failing probationers to court with recommendations aimed at maintaining a revocation rate of 45%.
4. To make recommendations aimed at maintaining an early successful completion rate of 31%.

1991-92 SUB PROGRAM ACTIVITIES

This program includes two activities:

1. Investigation (244.5 SY; E = \$10,764,866; R = \$341,370) includes investigation of Superior and Municipal Court referrals. This activity is:
 - o Mandated/Mandated Service Level.
 - o Mandated/Discretionary Service Level for misdemeanor referrals.
 - o Offset 4.0% by an estimated \$341,370 in revenue from charges for investigation and supervision services.
 - o Able to conduct 32,445 investigations.
2. Supervision (147.00 SY; E = \$7,235,583; R = \$284,500) includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Able to supervise 20,273 adult offenders.
 - o Offset by \$284,500 in fee revenue or by 4% of total cost of supervision.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Cost of Investigation/Supervision	\$586,792	\$341,370	\$341,370	\$0
Other - Srvcs. to Other Govt. Agencies	0	0	284,500	284,500
Sub-Total	\$586,792	\$341,370	\$625,870	\$284,500
Total	\$586,792	\$341,370	\$625,870	\$284,500

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
General Fund Support Cost	\$16,001,704	\$16,375,727	\$17,374,579	\$998,852
Sub-Total	\$16,001,704	\$16,375,727	\$17,374,579	\$998,852
Total	\$16,001,704	\$16,375,727	\$17,374,579	\$998,852

EXPLANATION/COMMENT ON PROGRAM REVENUES

Increased revenue for fees and charges to other governmental agencies for work crew reimbursement is expected to yield an additional \$284,500 in the 1991-92 fiscal year. This revenue is to be directed to completing the computer software upgrade of Adult Field Services thus enhancing case management through the use of the Texas Logic System approved and funded by the Board of Supervisors on 4-30-91 (#14).

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: INVESTIGATION					
% OF RESOURCES:	60%				
WORKLOAD					
Superior Ct. Investg. Conducted	11,583	13,455	13,846	14,309	14,309
Other Investigation Conducted	14,209	13,620	15,276	18,136	18,136
EFFICIENCY					
Unit Cost (Direct Cost/Workload) Cost/Superior Ct. Investigation	\$538	\$561	\$574	\$558	\$595
Cost/Other Investigation	\$83	\$124	\$137	\$124	\$124
Productivity (Workload/Staff Years) Superior Ct. Investigations/Staff Year	72	67	72	74	74
Other Investigations/Staff Year	465	304	299	355	355
EFFECTIVENESS					
A. Meetings with Superior and Municipal Ct. Judges to Determine Effectiveness of Pre-Sentence Investigations	12	12	12	12	12
B. Amount Collected from Cost of Investigation/Supervision	\$446,838	\$528,479	\$586,792	\$447,625	\$625,870
ACTIVITY B: SUPERVISION					
% OF RESOURCES:	40%				
WORKLOAD					
High Risk Felonies Supervised	5,401	6,124	5,846	6,813	6,813
Other Cases Supervised	13,588	12,638	13,963	13,460	13,460
EFFICIENCY					
Unit Cost (Direct Cost/Workload) Cost/High Risk Felony Supervised	\$819	\$720	\$833	\$727	\$790
Cost/Other Cases Supervised	\$136	\$113	\$120	\$123	\$138
Productivity (Workload/Staff Years) High Risk Felonies/Staff Year	45	55	54	62	62
Other Cases/Staff Year	268	351	371	358	358
EFFECTIVENESS					
A. Supervision Cases Closed	7,980	8,061	12,181	8,575	86,000
% of Successful Completion	55%	60%	52%	60%	60%
% of Early Completion	31%	34%	33%	35%	35%
% of Revocation	45%	40%	48%	40%	40%
B. Amount Collected for Victim Restitution	\$1,948,303	\$1,952,104	\$1,898,524	\$1,952,104	\$1,952,104

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	\$66,484	\$70,403
2700	Intermediate Clerk Typist	17	17.00	17	17.00	328,024	323,310
2710	Jr. Clerk	4	4.00	4	4.00	60,934	62,480
2714	Int. Transcriber Typist	37	35.50	37	35.50	715,918	746,794
2715	Records Clerk	40	40.00	40	40.00	786,775	812,065
2724	Sr. Transcriber Typist	2	1.00	2	1.00	25,313	26,411
2725	Principal Clerk	1	1.00	1	1.00	29,848	29,600
2726	Principal Clerk II	1	1.00	1	1.00	33,137	35,060
2730	Senior Clerk	13	13.00	13	13.00	292,654	301,792
2745	Supervising Clerk	6	6.00	6	6.00	151,022	162,037
2757	Admin. Secretary II	3	3.00	3	3.00	58,288	66,749
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
3008	Senior Word Proc. Oper.	1	1.00	1	1.00	24,633	25,705
3009	Word Proc. Oper.	10	10.00	10	10.00	220,171	226,125
3010	Word Proc. Center Supv.	1	1.00	1	1.00	27,734	30,678
3039	Mail Clerk Driver	3	3.00	3	3.00	56,753	62,809
5065	Deputy Probation Officer	193	179.50	193	179.50	6,390,577	6,749,343
5084	Probation Director	5	5.00	5	5.00	275,600	265,195
5090	Senior Probation Officer	47	45.50	47	44.50	1,808,497	1,919,271
5115	Supervising Probation Officer	24	23.00	24	24.00	1,022,859	1,146,377
Total		410	391.50	410	391.50	\$12,404,422	\$13,093,104
Salary Adjustments:						7,222	0
Premium/Overtime Pay:						186,057	195,360
Employee Benefits:						3,879,220	4,147,954
Salary Savings:						(358,886)	(347,691)
Total Adjustments						\$3,713,613	\$3,995,623
Program Totals		410	391.50	410	391.50	\$16,118,035	\$17,088,727

PROGRAM: Adult Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17007
MANAGER: Rena Robinson

ORGANIZATION #: 3600
REFERENCE: 1991-92 Proposed Budget - Pg. 11-7

AUTHORITY: Administrative Code Sections 350-356, Penal Code Sections 1208, 4024.2 and 4100-4137. Lawful authority for the establishment and running of County industrial farms or road camps, and authorizing the supervision of Public Works labor-in-lieu of incarceration and Work Furlough Law, authorizing employment outside of the custody facility.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,285,960	\$7,747,912	\$8,395,168	\$8,183,681	\$6,689,568	(18.3)
Services & Supplies	1,337,298	1,360,926	1,394,852	1,495,076	1,245,411	(16.7)
Other Charges	75,993	132,329	96,274	104,857	5,696	(94.6)
Fixed Assets	23,814	48,385	3,727	0	0	0.0
Vehicle/Comm. Equip.	15,600	0	0	0	0	0.0
TOTAL DIRECT COST	\$8,738,665	\$9,289,552	\$9,890,021	\$9,783,614	\$7,940,675	(18.8)
PROGRAM REVENUE	(2,390,733)	(2,343,951)	(2,415,066)	(2,226,485)	(2,191,080)	(1.6)
NET GENERAL FUND CONTRIBUTION	\$6,347,932	\$6,945,601	\$7,474,955	\$7,557,129	\$5,749,595	(23.9)
STAFF YEARS	185.50	188.50	192.00	188.50	158.50	(15.9)

PROGRAM DESCRIPTION

The Adult Institutional Services Program is composed of three minimum-security jails for sentenced male inmates (two rural facilities and an in-town Work Furlough facility) and a non-institutional Work Project program. This program also includes an Electronic Home Surveillance component which may, at any given time, involve up to 80 persons sentenced by the Court. Over the course of the year, approximately 3,120 inmates will be admitted to Adult Institutions. The Work Project serves as a non-institutional sentencing alternative and will receive in excess of 30,000 adults and juveniles from the Superior and Municipal Courts. In Fiscal Year 1991-92, inmates in probation facilities and on Work Project will provide an estimated 239,553 days of labor to the County of the following types of projects: fire prevention, disaster relief, park construction, park and bench maintenance, road beautification and anti-litter. This labor represents a cost avoidance to the public in excess of \$9.7 million based on minimum wage. In addition, approximately 400 inmates will be involved in an educational program which includes remedial reading, math, a General Education Development component, a high school diploma program and job training. Another 1,400 inmates will graduate from a 50 hour substance abuse education program operated within the camp system.

1990-91 BUDGET TO ACTUAL COMPARISON

Overall, there was no significant change between 1990-91 budget and actual total direct cost. By year-end, a total of \$82,174 was saved or 1.0% of final budget. Significantly, revenue exceeded budget by \$188,581 or by 8.5% due principally to revenue offset work crew activity and State Department of Forestry fire crew reimbursement.

1991-92 OBJECTIVES

1. To provide minimum security confinement of 3,120 male inmates.
2. To provide 128,553 days of inmate labor with an indirect savings to the taxpayer of \$4,370,802 based on minimum wage.
3. To provide 111,000 days of Work Project participant labor with an indirect savings to the taxpayer of \$3,774,000.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rural Camps (104.00 SY; E = \$5,752,591; R = \$1,302,851) includes two rural camps - Barrett, West Fork - and is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 23% by program revenue.
 - o Reduced from prior year by 38.00 SY; E = \$2,558,196; R = \$250,289 to meet budget reduction objectives by closing Camps Morena and La Cima.
2. Work Furlough (30.00 SY; E = \$1,348,058; R = \$673,345) provides minimum security custody in-town, allowing residents to maintain employment within the community and is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 50% by program revenue.
3. Work Program (24.5 SY; E = \$840,026; R = \$214,884) provides the courts with a non-custody sentencing option which includes public service work performed by both adults and juveniles and is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 26% by program revenue.
 - o Augmented by (8.00 SY; E = \$214,884; R = \$214,884) to reduce backlog in this subprogram.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State and Forestry Services	191,897	229,289	0	(229,289)
State Meal Subvention	80,145	54,500	33,500	(21,000)
County Justice System Subvention Program AB90	525,918	525,918	525,918	0
Aid From Other Gov't Agencies	0	20,941	20,941	0
Institutional Care & Services	694,099	673,345	673,345	0
Charges to Other Gov't Agencies	895,445	718,892	933,776	214,884
Other Miscellaneous	27,562	3,600	3,600	0
Sub-Total	\$2,415,066	\$2,226,485	\$2,191,080	\$(35,405)
Total	\$2,415,066	\$2,226,485	\$2,191,080	\$(35,405)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$7,474,955	\$7,557,129	\$5,749,595	\$(1,807,534)
Sub-Total	\$7,474,955	\$7,557,129	\$5,749,595	\$(1,807,534)
Total	\$7,474,955	\$7,557,129	\$5,749,595	\$(1,807,534)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Fiscal year 1991-92 revenue realizes a net reduction of \$35,405 or (16%) as a result of closing Camps Morena and La Cima and an offsetting increase in work crew reimbursement. General Fund reduction from year to year is also due to Camp closures.

State Aid Corrections - Forestry. This revenue source involves state aid for fire fighting activities in support of the State Department of Forestry. Closure of Camps La Cima and Morena in the current year eliminates revenues totalling \$229,289 annually.

State Meal Subvention. This revenue is provided for nutritional enhancement for the inmate population between 18 and 21 years of age. Closing Camps La Cima and Morena reduces revenue from this source by \$21,000 annually.

County Justice System Subvention Program (AB90). State revenue in the amount of \$525,918 has been allocated to this program to offset the operation of Camp West Fork for the County Justice System Program priority to provide adult rehabilitation services. Funding realignment at the State level will include this revenue source in subsequent years.

Aid from Other Governmental Agencies. This line item is for revenue received from the Inmate Welfare Fund for financing a Storekeeper I position to operate the inmate commissary program throughout the Adult Institutions.

Institutional Care and Services. The Institutional Care and Services revenue results from collected fees for room and board from inmates of the Work Furlough Center and from participants in Electronic Home Surveillance.

Charges to other Governmental Agencies. This source reflects revenue to be generated by work crews from the Rural Camps and Work Project. Charges to other governmental agencies for work crew supervision will result in a \$214,884 increase in the 1991-92 fiscal year.

Other Miscellaneous Revenue. This source includes the administrative charge associated with the State Forestry revenue contract as well as funds collected from clients for direct services or reimbursements for damaged property.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
<u>% OF RESOURCES:</u>	100%	100%	100%	100%	100%
<u>WORKLOAD</u>					
ADA - Camp Program	778	747	740	756	586
ADA - Work Program	194	229	316	215	300
<u>EFFICIENCY</u>					
Unit Cost: (Total Direct Cost/ Workload/365 Days)					
Camp Program	\$29	\$32	\$34	\$33	\$33
Work Program	\$7	\$7	\$5	\$8	\$8
Productivity: (Workload/Staff Years)					
Camp Program	4.5	4.3	4.3	4.4	4.3
Work Program	11.8	13.9	19.1	13.0	12.2
<u>EFFECTIVENESS</u>					
Camp Program					
Admissions	3,659	3,576	3,972	4,100	3,120
Days of Labor	158,738	171,432	172,574	165,000	128,553
Dollar Value (minimum wage \$4.25 per hour)	\$5,397,092	\$5,828,688	\$5,867,516	\$5,610,000	\$4,370,802
Work Program					
Referrals	21,044	28,838	30,898	21,000	30,000
Days of Labor	68,409	79,903	114,417	70,000	111,000
Dollar Value (minimum wage \$4.25 per hour)	\$2,325,906	\$2,716,702	\$3,890,178	\$2,380,000	\$3,774,000
Total Days of Labor	227,147	251,335	286,991	235,000	239,553
Total Dollar Value	\$7,722,998	\$8,545,390	\$9,757,694	\$7,990,000	\$8,144,802

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2291	Deputy Chief P.O.	1	1.00	1	1.00	\$66,484	\$71,082
2658	Storekeeper II	1	1.00	1	1.00	23,505	24,866
2600	Storekeeper I	1	1.00	1	1.00	17,996	19,544
2700	Intermediate Clerk Typist	4	4.00	4	4.00	71,487	74,171
2715	Records Clerk	3	3.00	7	7.00	54,711	132,516
2720	Correctional Facility Clerk	7	7.00	5	5.00	135,316	99,012
2728	Detention Proc. Supervisor	1	1.00	1	1.00	26,353	25,373
2730	Senior Clerk	3	3.00	3	3.00	65,607	67,412
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2758	Administrative Secretary III	1	1.00	1	1.00	28,399	30,900
4459	Chief, Food Services	1	1.00	1	1.00	43,179	45,692
5065	Deputy Probation Officer	16	16.00	11	11.00	593,653	443,753
5069	Asst. DPO III	22	22.00	16	16.00	712,138	552,448
5070	Asst. DPO II	69	63.50	66	60.50	1,627,579	1,614,815
5071	Asst. DPO I	10	10.00	7	7.00	231,984	128,185
5084	Probation Director	6	6.00	5	5.00	330,720	265,195
5090	Senior Probation Officer	16	16.00	12	12.00	650,504	542,211
5115	Supervising Probation Officer	14	14.00	10	10.00	661,993	498,308
6405	Food Services Supervisor	5	5.00	3	3.00	133,107	85,198
6410	Senior Cook	12	12.00	8	8.00	261,593	184,764
Total		194	188.50	164	158.50	\$5,762,661	\$4,933,332
Salary Adjustments:						0	0
Employee Benefits:						1,759,751	1,543,375
Standby Pay:						101,835	52,560
Bilingual Premium:						9,695	6,323
Shift Differential:						39,945	26,211
Call Back:						20,337	17,256
Premium Overtime:						190,751	135,580
Staff Fire Pay (Reimbursable):						123,973	0
Resident Fire & Conservation Pay (Reimbursable):						212,777	0
Resident Wages:						119,687	113,599
Salary Savings:						(157,731)	(138,668)
Total Adjustments						\$2,421,020	\$1,756,236
Program Totals		194	188.50	164	158.50	\$8,183,681	\$6,689,568

PROGRAM: Juvenile Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17005
MANAGER: Douglas Willingham

ORGANIZATION #: 3600
REFERENCE: 1991-92 Proposed Budget - Pg. 11-8

AUTHORITY: W & I Code, Articles 14-22, sections 601-827. These code sections require the County Probation Officer to receive referrals regarding juvenile delinquencies and civil matters, and in conjunction with the District Attorney, to determine an appropriate disposition in each case. The Probation Officer is required to supervise minors when ordered by the Juvenile Court. All the above stated activities are mandated. The Probation Officer is authorized to operate a program of Informal Supervision.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,485,443	\$6,252,720	\$6,730,250	\$6,905,865	\$7,452,899	7.9
Services & Supplies	536,436	631,323	690,210	427,617	677,617	58.5
Other Charges	152,474	320,534	315,930	175,498	330,102	88.1
Fixed Assets	2,753	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,177,106	\$7,204,577	\$7,736,390	\$7,508,980	\$8,460,618	12.7
PROGRAM REVENUE	(789,864)	(809,808)	(700,604)	(692,186)	(791,687)	14.4
NET GENERAL FUND CONTRIBUTION	\$6,387,242	\$6,394,769	\$7,035,786	\$6,816,794	\$7,668,931	12.5
STAFF YEARS	173.50	167.00	167.75	167.00	169.50	1.5

PROGRAM DESCRIPTION

Approximately 8,482 referrals will be received by the County Probation Officer from both public and private individuals in San Diego county. All referrals require timely screening, investigation and thereafter, possible court proceedings requiring the filing of petitions and written dispositional recommendations to the Court.

During the year, approximately 5,000 minors in San Diego County will be under Court orders to be supervised by the County Probation Officer. They will be assigned to supervision units and/or correctional programs utilized by the Probation Department to insure that the orders of the Court are carried out.

During the year, two Senior Probation Officers from Juvenile Field Services (JFS) will begin work on the Family Preservation Program, a collaborative effort with the Department of Social Services. These positions are totally revenue offset.

A Deputy Probation Officer was assigned to the Sweetwater School District Truancy Program. This brings the total number of staff assigned to the county-wide truancy program to four serving five school districts.

1990-91 BUDGET TO ACTUAL COMPARISON

The significant difference between 1990-91 budget and actual expenditures is an overexpenditure in services & supplies (\$262,593) and other charges (\$140,432). The overexpenditure involves court-ordered medical and psychological evaluations and payments for the transportation and placement of court wards.

There was a nine percent decrease (520 cases) between 1990-91 budget and actual delinquent referrals. The decrease in referrals resulted in a proportionate decrease in investigations (8.7%) and petitions were filed on more referrals, increasing the petitions filed by 21% (567 cases).

There was a net increase of 20 cases (.08%) in supervision and an increase of 32 cases to Informal Supervision as a result of increased petitions filed.

1991-92 OBJECTIVES

1. Intensive Supervision - to contact/interview face-to-face an average equal to 90% of all available wards assigned to Intensive Supervision at least twice monthly.
2. To provide a level and quality of supervision to wards of the Court so that at least 60% of those active during the year will not have a criminal petition filed against them.
3. To exclude or divert from the formal Juvenile Justice process at least 60% of all minors referred by settlement and/or utilization of the Informal Supervision Program.
4. To utilize community resources to provide counseling and other social services in at least 70% of all cases handled in the Informal Supervision Program.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Intake and Investigation (82.00 SY; E = \$3,641,839; R = \$124,436) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 3.5% by \$124,436 in revenues from charges for stepparent adoptions and the Police Athletic League Delinquency Prevention grant.
 - o Able to process 8,482 Intake referrals; conduct investigations and prepare Court reports on approximately 3,848 of these referrals; and divert 1,500 individuals through informal supervision programs.
2. Juvenile Supervision (88.00 SY; E = \$4,818,779; R = \$667,251) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 13.9% by \$667,251 in revenues for the Intensive Supervision of high-risk offenders, support and care of juvenile wards and delinquency prevention services to various school districts.
 - o Able to supervise an average of 3,055 wards per month.
 - o Augmented by 1.5 Staff Years to participate in the Family Preservation Program in cooperation with the Department of Social Services.
 - o Augmented by 1 Staff Year to expand the School Truancy Program to include the Sweetwater Union High School District.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Charges for Current Services	\$54,754	\$40,000	\$40,000	\$0
County Justice System Subvention Program AB90	356,370	408,637	408,637	0
Support and Care of Persons	63,611	33,705	33,705	0
Police Athletic League				
Delinquency Prevention Grant	30,775	45,133	26,549	(18,584)
Revenue Contracts with School Districts	184,147	164,711	206,820	42,109
Miscellaneous	10,947	0	75,976	75,976
Sub-Total	700,604	692,186	791,687	99,501
Total	\$700,604	\$692,186	\$791,687	\$99,501

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$7,035,786	\$6,816,794	\$7,668,931	\$852,137
Sub-Total	\$7,035,786	\$6,816,794	\$7,668,931	\$852,137
Total	\$7,035,786	\$6,816,794	\$7,668,931	\$852,137

EXPLANATION/COMMENT ON PROGRAM REVENUES

Two Revenue accounts are increased for FY 91-92. The Revenue contracts with schools increased \$42,109 due to an additional contract with Sweetwater School District for Delinquency Prevention Services. Miscellaneous revenue is budgeted at \$75,976 for the revenue from the Family Preservation Program.

In contrast, the Police Athletic League revenue is budgeted \$18,584 less than FY 90-91 due to a declining fund ratio in the grant requirements.

Overall, total revenues for JFS are budgeted \$99,501 higher than in FY 90-91.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Intake & Investigation					
% OF RESOURCES: 46.5%					
<u>WORKLOAD</u>					
Intake Referrals Processed	8,316	8,689	7,962	8,482	8,482
Investigations Conducted	3,803	4,042	3,375	3,848	3,848
Informal Cases Supervised	684	678	748	716	716
<u>EFFICIENCY</u>					
Unit Cost (Direct Cost/Workload) Cost/Referral	\$115	\$111	\$149	\$135	\$159
Cost/Investigation	\$520	\$458	\$568	\$568	\$568
Cost/Informal Supervision	\$292	\$208	\$115	\$227	\$137
Productivity (Workload/Staff Years) Referrals/Staff Years	309	324	265	315	283
Investigations/Staff Years	68	79	68	75	79
Informal Supervisions/Staff Years	140	174	340	188	325
<u>EFFECTIVENESS</u>					
Petitions Filed	2,588	2,814	3,207	2,640	2,640
% Petitions Filed on Referrals	31%	32%	40%	31%	31%
ACTIVITY B:					
Supervision					
% OF RESOURCES: 53.5%					
<u>WORKLOAD</u>					
Regular Cases Supervised	2,758	2,455	2,605	2,585	2,585
Intensive Cases Supervised	484	424	516	470	470
<u>EFFICIENCY</u>					
Unit Cost (Direct Cost/Workload) Cost/Regular Supervision	\$1,026	\$1,383	\$1,446	\$1,242	\$1,547
Cost/Intensive Supervision	\$2,639	\$2,002	\$1,495	\$1,708	\$1,742
Productivity (Workload/Staff Years) Regular Cases Supervised/Staff Years	46	36	59	38	38
Intensive Cases Supervised/Staff Years	18	25	57	27	27
<u>EFFECTIVENESS</u>					
Amount Collected for Victim Restitution	\$263,810	\$272,770	\$267,296	\$272,770	\$272,770

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2291	Deputy Chief P.O.	1	1.00	1	1.00	\$66,484	\$70,403
2319	Probation Aide	1	1.00	1	1.00	24,960	27,933
2700	Intermediate Clerk Typist	11	11.00	11	11.00	207,315	210,383
2710	Junior Clerk Typist	4	4.00	4	4.00	57,733	60,246
2715	Records Clerk	9	9.00	9	9.00	179,106	184,448
2724	Sr. Transcriber Typist	3	3.00	3	3.00	63,259	72,163
2726	Principal Clerk II	1	1.00	1	1.00	33,137	35,060
2730	Senior Clerk	7	7.00	7	7.00	181,525	161,458
2758	Administrative Sec. III	1	1.00	1	1.00	31,629	26,041
2810	Telephone Operator	2	2.00	2	2.00	38,576	38,717
3009	Word Processor Operator	17	17.00	17	17.00	362,339	373,139
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	45,988	61,356
3039	Mail Clerk Driver	1	1.00	1	1.00	19,657	21,047
5065	Deputy Probation Officer	71	68.50	72	69.50	2,448,875	2,596,403
5069	Asst. DPO III	5	5.00	5	5.00	156,602	171,139
5084	Probation Director	2	2.00	3	3.00	110,240	146,416
5090	Senior Probation Officer	20	19.50	22	21.00	767,099	895,179
5115	Supervising Probation Officer	10	10.00	9	9.00	448,580	429,030
5120	Transportation Officer	1	1.00	1	1.00	34,792	37,018
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	45,052	47,669
Total		170	167.00	173	169.50	\$5,322,948	\$5,665,248
Salary Adjustments:						0	0
Employee Benefits:						1,621,737	1,836,626
Bilingual Pay:						5,901	8,430
Regular Overtime:						88,005	92,405
Salary Savings:						(132,726)	(149,810)
Total Adjustments						\$1,582,917	\$1,787,651
Program Totals		170	167.00	173	169.50	\$6,905,865	\$7,452,899

Probation Director added and Supervising Probation Officer. deleted from this program per Board Action 9-17-91 (41).

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17004
MANAGER: James C. Poe

ORGANIZATION #: 3600
REFERENCE: 1991-92 Proposed Budget - Pg. 11-9

AUTHORITY: Article 22.5 of the W&I Code authorizes the establishment of a home supervision unit. Article 23 of the W&I Code mandates your Board to provide a separate facility for the detention of Court Wards and other persons alleged to be under 19 and to have violated the law. Article 24 authorizes your Board to establish juvenile homes, ranches, or camps to house wards under direct supervision of the Court.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,963,094	\$10,083,130	\$10,983,448	\$10,119,670	\$11,876,877	17.4
Services & Supplies	876,375	1,042,278	973,480	928,426	985,672	6.2
Other Charges	4,423	0	11,326	16,283	3,696	(77.3)
Fixed Assets	10,442	19,683	3,609	0	0	0.0
Communications/Vehicles	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$9,854,334	\$11,145,091	\$11,971,863	\$11,064,379	\$12,866,245	16.3
PROGRAM REVENUE	(1,525,577)	(1,652,142)	(1,837,317)	(1,410,917)	(1,523,390)	8.0
NET GENERAL FUND CONTRIBUTION	\$8,328,757	\$9,492,949	\$10,134,546	\$9,653,462	\$11,342,855	17.5
STAFF YEARS	239.00	239.00	239.00	239.00	282.00	18.0

PROGRAM DESCRIPTION

Juvenile Hall is a County operated institution mandated by the Juvenile Court law for the temporary secure detention of youth under 19 years of age. The primary goal is public protection. These youths are charged with criminal offenses and awaiting court disposition or dispositional placement, or are serving sentences at Juvenile Hall as the consequence of illegal behavior. Youths apprehended for criminal behavior are delivered by law enforcement agencies to Juvenile Hall where the case is screened by the detention control unit. Youths who are a danger to themselves, to others, or the property of others are subsequently booked into Juvenile Hall. Others may be placed on home supervision ("house arrest"), diverted to community-based agencies, or released to parents pending court proceedings. Capacity is 219. While detained, the youths attend school, assist in house-keeping, and participate in group activities. School is provided by staff of the Department of Education and medical service is provided by staff of the Department of Health Services. The home supervision unit monitors juveniles who are on "house-arrests" in their own homes in lieu of detention, pending the dispositional court hearing. The Juvenile Court is expected to commit 502 boys and 70 girls to juvenile correctional facilities during FY 1991-92, having determined that these juveniles are in need of specialized treatment programs as a result of their behavior. The correctional facilities provide activities to accommodate 106 boys at Rancho del Rayo, 100 boys at Rancho del Campo and 20 girls in the Girls Rehabilitation Facility. The program includes supervised work activities, recreational activities, counseling, linkages with community-based organizations, group sports, and educational programs offered by the County Department of Education. For eligible clients, the last 60 days of the program in the correctional facilities is at the Youth Day Center which is cooperative effort between the Court Schools and community-based organizations, the Center focuses on the youth's transition back into the community.

1990-91 BUDGET TO ACTUAL COMPARISON

This program overspent budget allocations by \$1,185,444 or 11.7%. The overexpenditure in salaries and benefits was a result of overtime use associated with the increase in population at Juvenile Hall and at the Juvenile Ranch Facilities.

1991-92 OBJECTIVES

1. To maintain a daily population in substantial compliance with youth authority standards.
2. To assure that at least 64% of all wards committed will successfully complete the program.
3. To provide a minimum security sentencing option to the court of 572 juvenile offenders.
4. To provide 11,800 of ward labor days out-of-camp to indirectly reduce County cost by \$401,200.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Juvenile Institutional Corrections (88.00 SY; E = \$4,526,102; R = \$723,584) includes the boys facilities, Rancho del Campo and Rancho del Rayo, Girls Rehabilitation Center, and the Youth Day Center. This activity is:
 - o Discretionary/Mandated Service Level.
 - o Offset 16% by program revenue.
 - o A local sentencing option to the Court as an alternative to California Youth Authority, private 24-hour schools and boarding homes.
 - o Augmented by five Staff Years as of July 1, 1991, to operate 50-bed dorm at Rancho del Campo.
2. Juvenile Detention (194.00 SY; E = \$8,340,143; R = \$799,806) includes detention services for the Court and local law enforcement agencies. This activity is:
 - o Mandated/Mandated Service Level.
 - o Offset 9.6% by program revenue.
 - o The only juvenile detention facility for use by the Court and local law enforcement agencies.
 - o Augmented by 17 Staff Years as of July 1, 1991, to operate the redesigned Intake, Booking and Release (IBR) area at Juvenile Hall.
 - o Augmented by 21 Staff Years as of October 1, 1991, to meet the California Youth Authority mandated one staff to ten ward ratio at Juvenile Hall.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State Meal Subvention	\$618,247	\$459,479	\$512,135	\$52,656
County Justice System Subvention Program AB90	477,492	425,223	425,223	0
Charges for Institutional Care	697,086	467,715	527,532	59,817
Charges to Other Government Agencies	37,204	58,500	58,500	0
Miscellaneous	7,288	0	0	0
Sub-Total	\$1,837,317	\$1,410,917	\$1,523,390	\$112,473
Total	\$1,837,317	\$1,410,917	\$1,523,390	\$112,473

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$10,134,546	\$9,653,462	\$11,342,855	\$1,689,393
Sub-Total	\$10,134,546	\$9,653,462	\$11,342,855	\$1,689,393
Total	\$10,134,546	\$9,653,462	\$11,342,855	\$1,689,393

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program Revenues increased by \$112,473 due to the approved opening of a new dorm and population increase at Rancho del Campo. Increases in Charges for Institutional Care and State Meal Subvention accounts are both based on increased population.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Juvenile Institutions					
% OF RESOURCES: 97%					
WORKLOAD					
Average Daily Attendance Juvenile Hall	317	372	377	290	370
Rancho del Rayo	100	97	102	100	106
Girls Rehab. Facility	20	20	21	20	20
Rancho del Campo	45	46	81	50	100
Admissions Juvenile Hall	5,548	5,859	6,421	6,032	6,032
Juvenile Ranch Facilities	539	592	591	502	502
Girls Rehab. Facility	90	61	99	70	70
EFFICIENCY					
Unit Cost: (Direct Cost/Workload) Juvenile Hall	\$51	\$47	\$51	\$58	\$59
Juvenile Ranch Facilities	\$60	\$60	\$61	\$54	\$60
Productivity: Juvenile Hall ADA/SY	1.91	2.41	2.55	2.54	1.97
Juvenile Ranch ADA/SY	2.19	2.24	2.20	2.21	2.34
EFFECTIVENESS					
Rancho del Rayo & Rancho del Campo % of Program Completions	62%	64%	63%	64%	64%
\$/Inmate Labor Days Ward Labor Days	11,550	11,624	11,800	11,600	11,800
\$ Value/Labor (based on minimum wage of \$4.25)	\$392,700	\$395,216	\$401,200	\$394,400	\$401,200
Girls Rehab. Facility % of Program Completions	58%	64%	62%	64%	64%
ACTIVITY B: Home Supervision					
% OF RESOURCES: 3%					
WORKLOAD					
Assignments to Home Supervision	1,055	1,171	1,121	1,100	1,100
Average Daily Cases	64	89.8	87	63	63
EFFICIENCY					
Unit Cost: Daily Cost of Home Supv.	\$13	\$11	\$12	\$12	\$17
Productivity: Avg. Daily Cases/SY	7.05	8.98	9.15	6.95	6.63
EFFECTIVENESS					
% to Court without JH detention	83%	84%	83%	84%	84%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2291	Deputy Chief P.O.	1	1.00	1	1.00	\$63,376	\$70,403
2511	Sr. Payroll Clerk	1	1.00	1	1.00	21,103	25,157
2650	Stock Clerk	1	1.00	1	1.00	16,402	17,236
2658	Storekeeper II	2	2.00	2	2.00	44,017	47,446
2700	Intermediate Clerk Typist	2	1.50	2	1.50	28,839	29,782
2720	Correctional Facility Clerk	4	4.00	4	4.00	76,868	83,204
2728	Detention Proc. Supv.	1	1.00	1	1.00	27,687	25,373
2730	Senior Clerk	2	2.00	2	2.00	45,964	46,421
2758	Admin. Sec. III	1	1.00	1	1.00	25,453	26,743
3002	Booking clerk	13	9.50	13	9.50	219,521	228,528
5065	Deputy P.O.	23	23.00	23	23.00	826,501	863,726
5069	Asst. DPO III	30	30.00	31	31.00	979,333	1,044,045
5070	Asst. DPO II	65	65.00	108	108.00	1,670,844	2,721,083
5071	Asst. DPO I	21	21.00	21	21.00	479,038	502,583
5084	Probation Director	4	4.00	4	4.00	220,480	212,156
5090	Senior P.O.	40	40.00	39	39.00	1,608,442	1,699,089
5115	Supervising Probation Officer	15	15.00	15	15.00	698,884	741,272
6405	Food Services Supervisor	2	2.00	2	2.00	51,139	53,841
6410	Senior Cook	10	10.00	10	10.00	223,256	234,022
6415	Food Services Worker	3	3.00	3	3.00	44,808	49,224
7530	Sew. Room Supervisor	2	2.00	2	2.00	37,566	39,742
Total		243	239.00	286	282.00	\$7,409,521	\$8,761,076
Salary Adjustments:						\$0	\$0
Employee Benefits:						2,279,846	2,687,196
Temporary Help:						139,174	139,174
Standby:						41,391	41,391
Bilingual Pay:						25,287	26,167
Shift Differential:						57,658	57,658
Callback:						148,060	155,464
Premium Overtime:						141,019	148,070
Holiday Premium:						74,574	78,303
Salary Savings:						(196,860)	(217,622)
Total Adjustments						\$2,710,149	\$3,115,801
Program Totals		243	239.00	286	282.00	\$10,119,670	\$11,876,877

PROGRAM: Special Operations

DEPARTMENT: PROBATION

PROGRAM #: 17001

ORGANIZATION #: 3600

MANAGER: Gerard Williams

REFERENCE: 1991-92 Proposed Budget - Pg. 11-10

AUTHORITY: W & I Code, Articles 14-22, Sections 601-827. These code sections require a County Probation Officer to receive referrals regarding juvenile delinquents, and in conjunction with the District Attorney, to determine an appropriate disposition in each case. The Probation Officer is required to supervise minors when ordered by the Juvenile Court. Penal Code Sections 1202.7, 1202.8, 1203-1205.5, and 1213-1215. This program carries out mandates in referenced Code which require the Probation Officer to provide supervision services to the Adult Criminal Courts.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$105,293	\$1,074,635	\$1,338,595	\$1,402,430	\$1,606,701	14.6
Services & Supplies	19,204	43,562	53,049	78,140	78,140	0.0
Other Charges	0	56,300	71,300	56,300	71,300	26.6
Fixed Assets	5,819	8,523	10,331	12,629	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$130,316	\$1,183,020	\$1,473,275	\$1,549,499	\$1,756,141	13.3
PROGRAM REVENUE	(0)	(109,886)	(235,235)	(338,846)	(405,158)	19.6
NET GENERAL FUND CONTRIBUTION	\$130,316	\$1,073,134	\$1,238,040	\$1,210,653	\$1,350,983	11.6
STAFF YEARS	3.00	32.00	33.5	32.00	33.50	4.7

PROGRAM DESCRIPTION

Special Operations is a program aimed at targeting high-risk, gang and drug involved adult and juvenile offenders. This program consists of the Gang Suppression Unit, Jurisdictions Unified for Gang and Drug Enforcement Unit (J.U.D.G.E.), and the Border Youth Project.

The Gang Suppression Unit was established to combat crime-oriented gangs that have overrun many San Diego communities. One adult and one juvenile unit provide intensive supervision to a monthly average of 819 adult and juvenile gang members on probation.

The J.U.D.G.E. Unit is a grant-funded multi-jurisdictional task force established to combat adult and juvenile involvement in drug use and gang violence through a program of surveillance, arrest, prosecution and intensive supervision.

The Border Youth Project facilitates the return of Mexican national juvenile offenders to Mexican authorities. The identification and return of Mexican nationals to Mexico for prosecution and institutionalization contribute to a reduction in crime and re-arrest rates on both sides of the border.

1990-91 BUDGET TO ACTUAL COMPARISON

The significant difference between 1990-91 budget and actual expenditures is a net underexpenditure of \$76,224 (5.2%) in direct costs. There are underexpenditures of \$63,835 (4.7%) in Salaries and Benefits, \$25,091 (47.3%) in Services and Supplies and \$2,298 (22.2%) in Fixed Assets; and an overexpenditure of \$15,000 (21.0%) in Other Charges.

In the Gang Suppression Unit (GSU), there is a four percent increase (29 cases) between 90-91 budget and actual intensive cases supervised. GSU filed 286 fewer probation violations than budgeted for FY 90-91.

The J.U.D.G.E. Unit filed 17 (12%) more probation violations than FY 90-91 budget. Approximately 716 more target offenders were profiled than budgeted for FY 90-91 due to the addition of the North County Office in January 1991 with an increase in the number of officers. A backlog of adult offender cases were also profiled during this period.

1991-92 OBJECTIVES

1. To provide intensive supervision by conducting face-to-face interviews at least twice a month on 90% of all available adult and juvenile probationers assigned to the Gang Suppression Unit.
2. To provide a level and quality of supervision to adult and juvenile probationers so that at least 50% of those active during the year will be returned to court for further action on violations.
3. To meet with J.U.D.G.E. interagency task force at least once a month for the purpose of identifying probation violators, developing arrest strategies and assisting in the arrest of probation violators.
4. To return Mexican national juvenile offenders to Mexican authorities and maintain the re-arrest rate at or below 15%.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Gang Suppression Unit (24.00 SY; E = \$1,235,212; R = \$0) includes intensive supervision of 720 adult and juvenile gang members on probation. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Able to supervise a monthly average of 489 adult and 330 juvenile high-risk, gang involved offenders.
2. Jurisdictions Unified for Gang and Drug Enforcement Unit (J.U.D.G.E) (9.00 SY; E = \$449,629; R = \$405,158) The Probation component of this activity is:
 - o Mandated/Discretionary Service Level.
 - o Part of a grant-funded multi-jurisdictional task force established to combat adult and juvenile involvement in drug use and gang violence through the surveillance and arrest of targeted offenders.
 - o Offset 90.1% by \$405,158 in revenues from the San Diego Regional Drug Enforcement Program, and the Asset Forfeiture Program.
 - o Increasing by 1.5 staff years to increase efforts and resources needed to address the drug enforcement problem in San Diego.
3. Border Youth Project (.5 SY; E = \$71,300; R = \$0) This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Able to facilitate the return of approximately 132 Mexican national juvenile offenders to Mexican authorities per year.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
San Diego Regional Drug Enforcement Program Grant	\$235,235	\$338,846	\$331,704	\$(7,142)
Asset Forfeiture Fund	0	0	\$73,454	73,454
Sub-Total	\$235,235	\$338,846	\$405,158	\$66,312
Total	\$235,235	\$338,846	\$405,158	\$66,312

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,238,040	\$1,210,653	\$1,350,983	\$140,330
Sub-Total	\$1,238,040	\$1,210,653	\$1,350,983	\$140,330
Total	\$1,238,040	\$1,210,653	\$1,350,983	\$140,330

EXPLANATION/COMMENT ON PROGRAM REVENUES

There is a net increase of \$66,312 (19.5%) in total revenue from FY 1990-91 to FY 1991-92 due to the establishment of the Chief Probation Officer Asset Forfeiture Program. The Board of Supervisors adopted an ordinance on 6-18-91 (M.O. #73) to establish this program and allow the Probation Department to participate with other law enforcement agencies in accepting the transfer of forfeited assets from the State and Federal Governments. Probation Officers in the Special Operations units participate with law enforcement agencies in the investigation of criminal activities which may result in the seizure of assets.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

Gang Suppression Unit

% OF RESOURCES: 71%**WORKLOAD**

Intensive Cases Supervised	0	771	795	766	819
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EFFICIENCY

Unit Cost (Direct Cost/Workload) Cost/Intensive Supervision	0	\$1,194	\$1,417	\$1,444	\$1,508
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Productivity (Workload/Staff Years) Intensive Cases Supervised/Staff Years	0	31	33	31	34
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EFFECTIVENESS

# of Probation Violations filed	0	839	646	932	816
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ACTIVITY B:

J.U.D.G.E. Unit

% OF RESOURCES: 25%**EFFECTIVENESS**

# Interagency meetings attended	16	12	12	12	12
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# Target offenders profiled	119	162	912	196	556
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# Probation violations filed	86	149	162	145	162
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STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2700	Intermediate Clerk Typist	2	1.00	2	2.00	\$16,872	\$35,926
2730	Senior Clerk	3	2.50	3	2.00	49,730	48,064
3009	Word Processor Operator	3	3.00	3	3.00	59,449	69,332
5065	Deputy Probation Officer	20	18.00	21	18.50	638,562	700,720
5084	Probation Director	1	1.00	1	1.00	53,012	53,039
5090	Senior Probation Officer	4	4.00	4	4.00	160,102	170,310
5115	Supervising Prob. Officer	3	2.50	4	3.00	103,201	143,010
Total		36	32.00	38	33.50	\$1,080,928	\$1,220,401
Salary Adjustments:						\$0	\$0
Employee Benefits:						282,013	353,981
Regular Overtime:						61,911	65,006
Salary Savings:						(22,422)	(32,687)
Total Adjustments						\$321,502	\$386,300
Program Totals		36	32.00	38	33.50	\$1,402,430	\$1,606,701

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000

ORGANIZATION #: 3600

MANAGER: Cecil H. Steppe

REFERENCE: 1991-92 Proposed Budget - Pg. 11-11

AUTHORITY: County Charter, Art. VII, Sec. 700 and Art. IX, Sec. 909 Administrative Code, Art. XIX, Sec. 350 and Art. XXa, Sec. 365-369. County Charter and Administrative Code establishes the need for the department head, management and support staff to provide support to all functions of the department.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,659,272	\$1,955,350	\$2,208,919	\$2,192,968	\$2,358,840	7.6
Services & Supplies	308,573	284,860	298,146	320,470	338,020	5.5
Other Charges	59,775	1,517	14,420	20,002	0	(100.0)
Fixed Assets	4,172	0	48,789	0	0	0.0
TOTAL DIRECT COST	\$2,031,792	\$2,241,727	\$2,570,274	\$2,533,440	\$2,696,860	6.5
PROGRAM REVENUE	(462,645)	(501,666)	(525,856)	(457,000)	(474,550)	3.8
NET GENERAL FUND CONTRIBUTION	\$1,569,147	\$1,740,061	\$2,044,418	\$2,076,440	\$2,222,310	7.0
STAFF YEARS	38.00	39.00	41.00	41.00	41.00	0.0

PROGRAM DESCRIPTION

This program, at the direction of the Chief Probation Officer, provides overall management, leadership and direction for the Department; and encompasses major centralized administrative support services and coordination for department-wide activities. These activities include: payroll and personnel, volunteer recruitment and coordination, staff development and training, operational planning, research and evaluation, budgeting and fiscal control, and community relations. The function of this program is the direct support of 1,035 staff years associated with five operational program components located in more than 19 facilities and offices throughout the County.

In addition, the Chief Probation Officer acts as the coordinator for the County Justice System Subvention Program (AB90) providing direct staff support to the County Justice System Advisory Group and the Board of Supervisors in annually developing and administering the County's application for State of California Subvention funding to address local crime and delinquency problems.

1990-91 BUDGET TO ACTUAL COMPARISON

There were no significant differences between 1990-91 actuals and budgeted appropriations. The net County cost in this program was under budget by \$31,992 or 1.6%.

1991-92 OBJECTIVES

1. To provide 48,468 training hours for administrative, institutional and field service personnel.
2. To ensure selection and promotion of at least 30 members of under-utilized protected groups consistent with the Consent Decree and/or Affirmative Action goals.
3. To provide 30,000 hours of volunteer service through increased participation in the Volunteers in Probation program.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Chief Probation Officer (4.00 SY; E = \$335,147; R = \$0) includes the Chief Probation Officer, his Assistant, and secretarial support. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Responsible to the Board of Supervisors and Courts for establishing the Department's operating policies and objectives and the overall management direction for a \$51.7 million budget.
2. Administrative Services (35.5 SY; E = \$2,293,913; R = \$406,750) includes administrative and technical support services to the Department's five operational programs. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 17.8% by program revenue.
 - o Able to provide 48,468 training hours and 30,000 hours of volunteer service.
3. Criminal Justice System Subvention Program (1.5 SY; E = \$67,800; R = \$67,800) includes administrative staff to the Criminal Justice System Subvention Program Coordinator and Advisory Group, and Departmental Coordinator. This activity is:
 - o Discretionary/Mandated Service Level.
 - o Offset by program revenue.
 - o Responsible for providing support services to the Advisory Group in evaluating, planning and developing the proposed \$2.8 million annual funding allocation to various community and government programs whose common goal is to reduce the number of adult and juvenile commitments to state institutions. Program is in transition; to be included in realignment funding under new State guidelines.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Standard in Training for Corrections (SB924)	\$56,788	\$389,200	\$406,750	\$17,550
County Justice System Subvention Program AB90	67,800	67,800	67,800	0
Misc. Revenue	1,268	0	0	0
Sub-Total	\$125,856	\$457,000	\$474,550	\$17,550
Total	\$125,856	\$457,000	\$474,550	\$17,550

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$2,044,418	\$2,076,440	\$2,222,310	\$145,870
Sub-Total	\$2,044,418	\$2,076,440	\$2,222,310	\$145,870
Total	\$2,044,418	\$2,076,440	\$2,222,310	\$145,870

EXPLANATION/COMMENT ON PROGRAM REVENUES

The \$17,550 increase in revenue is to accommodate mandated training for Probation staff under the provisions of Standards in Training for Corrections.

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2157	Chief Probation Officer	1	1.00	1	1.00	\$87,152	\$99,599
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	81,292	85,972
2266	Deputy Chief P.O. Mgmt. Svcs.	1	1.00	1	1.00	72,341	71,043
2312	Dept. Personnel & Training Adm.	1	1.00	1	1.00	54,536	57,705
2319	Probation Aide	1	1.00	1	1.00	19,336	27,786
2330	Dept. Personnel Off. I	2	2.00	2	2.00	66,950	82,590
2365	Staff Development Specialist	1	1.00	1	1.00	34,630	36,379
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	54,536	57,705
2410	Legislative Analyst	1	1.00	1	1.00	39,702	46,351
2412	Analyst II	2	2.00	2	2.00	79,414	81,888
2413	Analyst III	4	4.00	4	4.00	167,236	146,965
2427	Associate Systems Analyst	1	1.00	1	1.00	48,252	42,056
2511	Senior Payroll Clerk	3	3.00	3	3.00	73,728	66,881
2537	Department Budget Manager	1	1.00	1	1.00	54,536	57,705
2658	Storekeeper II	1	1.00	1	1.00	23,505	24,866
2730	Senior Clerk	4	4.00	4	4.00	61,245	92,901
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2757	Admin. Secretary II	1	1.00	1	1.00	22,155	22,146
2758	Admin. Secretary III	2	2.00	2	2.00	53,803	61,243
2759	Admin. Secretary IV	1	1.00	1	1.00	31,261	33,251
3008	Senior Word Proc. Operator	1	1.00	1	1.00	21,543	25,705
3009	Word Processing Operator	1	1.00	1	1.00	22,873	21,052
3119	Dept. Comp. Spec. II	1	1.00	1	1.00	28,233	35,414
5031	Chaplain Coordinator	1	1.00	1	1.00	30,534	32,306
5064	Prob. Staff Development Coord.	1	1.00	1	1.00	34,630	45,842
5065	Deputy P.O.	1	1.00	1	1.00	36,912	39,262
5090	Senior P.O.	3	3.00	3	3.00	116,934	129,801
5115	Supervising Probation Officer	1	1.00	1	1.00	44,850	41,104
Total		41	41.00	41	41.00	\$1,488,472	\$1,593,405
Regular Overtime: (SB 924 reimbursed)						\$183,407	\$192,577
Employee Benefits:						563,048	621,537
Salary Savings:						(41,959)	(48,679)
Total Adjustments						\$704,496	\$765,435
Program Totals		41	41.00	41	41.00	\$2,192,968	\$2,358,840

PUBLIC DEFENDER

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Indigent Defense	\$27,764,596	\$17,446,910	\$20,315,255	\$21,251,005	\$23,198,788	\$1,947,783	9.2
TOTAL DIRECT COST	\$27,764,596	\$17,446,910	\$20,315,255	\$21,251,005	\$23,198,788	\$1,947,783	9.2
PROGRAM REVENUE	(1,299,609)	(933,509)	(1,017,138)	(1,005,832)	(1,043,282)	(37,450)	3.7
NET GENERAL FUND COST	\$26,464,987	\$16,513,401	\$19,298,117	\$20,245,173	\$22,155,506	\$1,910,333	9.4
STAFF YEARS	159.23	271.70	327.01	331.50	346.00	14.50	4.4

SAN DIEGO COUNTY DEPARTMENT OF THE PUBLIC DEFENDER

DIRECTOR'S OFFICE FRANCIS J. BARDSLEY, PUBLIC DEFENDER
Provides leadership and direction for overall operation of the Department based on statutory mandates as well as by policy established by the courts and by the County Board of Supervisors
3.00 Positions 3.00 Staff Years

PUBLIC DEFENDER SERVICES
Indigent defense of all cases including misdemeanors, mental health, felonies, and 987.9 special circumstance murder cases except where a conflict of interest exists
329.00 Positions 329.00 Staff Years

ADMINISTRATIVE/FISCAL
Board/CAO Reports Budgets Personnel Fiscal Purchasing Payroll Statistics Data/WordProcessing
14.00 Positions 14.00 Staff Years

PROGRAM: Indigent Defense

DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023

ORGANIZATION #: 2950

MANAGER: Francis J. Bardsley

REFERENCE: 1991-92 Proposed Budget - Pg. 12-1

AUTHORITY: This program was created pursuant to Penal Code section 987 which mandates the County to provide counsel to indigent defendants accused of criminal violations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,956,736	\$14,445,410	\$18,700,950	\$18,874,349	\$21,011,034	11.3
Services & Supplies	1,806,328	1,449,424	1,537,967	2,262,754	2,187,754	(3.3)
Other Charges	18,856,981	1,384,618	0	0	0	0.0
Fixed Assets	144,551	167,458	76,338	113,902	0	(100.0)
TOTAL DIRECT COST	\$27,764,596	\$17,446,910	\$20,315,255	\$21,251,005	\$23,198,788	9.2
PROGRAM REVENUE	(1,299,609)	(933,509)	(1,017,138)	(1,005,832)	(1,043,282)	3.7
NET GENERAL FUND CONTRIBUTION	\$26,464,987	\$16,513,401	\$19,298,117	\$20,245,173	\$22,155,506	9.4
STAFF YEARS	159.23	271.70	327.01	331.50	346.00	4.4

PROGRAM DESCRIPTION

A person who is formally charged with a public offense, for which the possibility of a jail sentence exists, is entitled to be represented by legal counsel. If the accused is unable to afford retained counsel, the Court must appoint the Public Defender to defend the case. Where a conflict of interest exists between the Public Defender and its client, the Public Defender will declare a conflict and the case will be assigned to the Department of Alternate Public Defender.

In addition to criminal cases, the Public Defender provides legal services for juveniles in dependency and delinquency cases under California Welfare and Institution Code and Mental Health cases when appointed by the Superior Court.

1990-91 BUDGET TO ACTUAL COMPARISON

In the 1990-91 Budget to Actual Comparison, the actual costs were under budget by \$947,056. The primary reasons that the budget was underspent is due to \$173,399 savings in Salaries & Wages by delaying hirings; \$724,787 savings in Services and Supplies due to prudent use of investigative travel, psychological evaluations, expert witnesses and expenses related to Capital murder cases, a \$37,564 savings in Fixed Assets purchases, and \$11,306 in over-realized revenues.

1991-92 OBJECTIVES

1. To provide an adequate level of representation to all indigent defendants.
2. To reduce as much as possible the number of contract Juvenile Dependency cases by representing all children.
3. To coordinate with other justice system agencies to develop means to efficiently and expeditiously process criminal cases for the purpose of reducing costs.
4. To maximize the Public Defender's capacity to deliver the highest level of service at the least cost through training programs utilizing volunteer experienced staff members and experts.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration (17.00 SY; E = \$1,113,346; R = \$0) including all administrative support staff and Director's office is:
 - o Mandated/Discretionary Service Level.
 - o Providing administrative support for Director, attorneys, and investigators.
 - o Providing accounting support and reports.
 - o Providing budgeting responsibilities.
 - o Coordinating EDP systems.
 - o Reviewing personnel, payroll and employee performance.
 - o Providing planning, long term and short term.
 - o Coordinating purchasing and stores.
 - o Coordinating travel for attorneys and investigators.
2. Legal Services (329.00 SY; E = \$22,085,442; R = \$1,043,282) including all legal support and investigators is:
 - o Mandated/Discretionary Service Level.
 - o Providing a high level of defense to indigent clients on criminal matters in Municipal Court and Superior Court.
 - o Providing attorney services in delinquency and dependency issues.
 - o Providing mental health legal services to clients.
 - o Providing legal support to staff of 195 attorneys.
 - o Providing investigative services to all attorneys.
 - o Providing writs and appeals service to attorneys.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Court Fees and Costs,	936,630	936,629	974,079	37,450
Court Appointed Attorneys	0	0	0	0
Other Revenue	80,508	69,203	69,203	0
Sub-Total	\$1,017,138	\$1,005,832	\$1,043,282	\$37,450
Total	\$1,017,138	\$1,005,832	\$1,043,282	\$37,450

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$19,298,117	\$20,245,173	\$22,155,506	\$1,910,333
Sub-Total	\$19,298,117	\$20,245,173	\$22,155,506	\$1,910,333
Total	\$19,298,117	\$20,245,173	\$22,155,506	1,910,333

EXPLANATION/COMMENT ON PROGRAM REVENUES

The \$69,203 amount in Other Revenue is due to AB-90 Subvention funds. The additional \$11,305 amount in the 1990-91 Actual column is due to Miscellaneous Revenues.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: TOTAL CASES ASSIGNED					
% OF RESOURCES: 100%					
WORKLOAD					
Capital Cases (Death Penalty)	0	1	3	3	5
% of Total Cases	0	0	0	0	0
Serious Felonies	1,591*	1,385	1,738	1,514	1,677
% of Total Cases	1.9	1.4	1.5	1.5	1.4
Felonies	17,088*	15,478	16,329	16,986	16,838
% of Total Cases	20.5	15.5	14.0	16.4	14.5
Misdemeanors	49,685*	75,906	89,688	74,765	87,654
% of Total Cases	59.6	75.8	77.1	72.1	75.5
Juvenile Delinquency	4,439*	3,373	3,433	3,750	3,500
% of Total Cases	5.3	3.4	2.9	3.6	3.0
Juvenile Dependency	6,401*	615	1,398	2,500**	2,500
% of Total Cases	7.7	0.6	1.2	2.4	2.2
Mental Health	4,135*	3,408	3,785	4,200	4,000
% of Total Cases	5.0	3.4	3.3	4.0	3.4

* In Fiscal Years 1987-88 and 1988-89, cases assigned also included contract attorney cases and conflict cases handled by private attorneys. With the creation of the Department of Alternate Defense in May of Fiscal Year 1988-89, these cases are now accounted for in the Conflicts budget beginning FY 1989-90.

** The Juvenile Dependency pilot program expanded by the Board of Supervisors to accept all children's cases effective January 1, 1991.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$58,968	\$63,885
0370	Chief Trial Deputy	2	2.00	2	2.00	150,002	189,736
2124	Public Defender	1	1.00	1	1.00	101,608	117,805
2201	Assistant Public Defender	1	1.00	1	1.00	87,400	104,498
2303	Admin. Assistant II	1	1.00	1	1.00	34,630	31,072
2307	Dept. Personnel Officer III	1	1.00	1	1.00	47,587	52,355
2370	Admin. Services Manager III	1	1.00	1	1.00	55,093	54,957
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2425	Associate Accountant	1	1.00	1	1.00	35,215	37,260
2427	Associate Systems Analyst	1	1.00	1	1.00	41,112	42,015
2493	Intermediate Account Clerk	2	2.00	2	2.00	35,158	37,617
2511	Senior Payroll Clerk	1	1.00	1	1.00	22,466	24,573
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,353	41,208
2709	Departmental Clerk	1	1.00	1	1.00	14,217	14,562
2710	Junior Clerk Typist	1	1.00	1	1.00	14,703	15,949
2712	Interpreter Court Clerk	2	2.00	2	2.00	55,486	50,984
2714	Inter. Transcriber Typist	9	9.00	9	9.00	176,568	178,209
2724	Senior Transcriber Typist	2	2.00	2	2.00	49,639	52,822
2731	Legal Office Trainer	1	1.00	1	1.00	37,815	40,011
2759	Admin. Secretary IV	1	1.00	1	1.00	31,429	28,792
2763	Legal Secretary II	5	3.50	0	0.00	83,111	0
2765	Legal Secretary III	1	1.00	0	0.00	24,842	0
2776	Crim. Legal Secretary II	0	0.00	5	5.00	0	124,182
2777	Crim. Legal Secretary III	0	0.00	1	1.00	0	34,771
2903	Legal Procedures Clerk I	10	10.00	10	10.00	198,519	206,762
2906	Legal Procedures Clerk III	6	6.00	6	6.00	150,012	145,849
2907	Legal Procedures Clerk II	18	17.50	18	18.00	378,187	390,783
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	29,867
3910	Deputy Public Defender I	33	33.00	33	33.00	1,374,303	1,431,373
3911	Deputy Public Defender II	59	57.50	59	59.00	3,047,738	3,382,110
3912	Deputy Public Defender III	63	61.50	63	63.00	4,014,926	4,264,018
3913	Deputy Public Defender IV	29	26.00	29	29.00	1,964,152	2,284,610
3914	Deputy Public Defender V	11	10.75	11	11.00	928,270	908,302
3935	Legal Assistant	11	11.00	10	10.00	261,459	254,334
3936	Legal Assistant II	2	1.00	2	2.00	26,892	66,382
5266	Social Worker IV	4	4.00	4	4.00	112,492	117,120
5764	Public Defender Invest. I	17	17.00	17	17.00	584,798	607,403
5765	Public Defender Invest. II	22	22.00	22	22.00	822,106	903,498
5766	Public Defender Invest. III	11	11.00	11	11.00	432,698	475,565
5769	Child Advocacy Invest. I	4	2.00	4	4.00	62,332	149,593
5770	Child Advocacy Invest. II	6	3.00	6	6.00	100,638	213,274
5771	Child Advocacy Invest. III	1	0.75	1	1.00	27,552	39,581
Total		346	331.50	346	346.00	\$15,707,770	\$17,234,447
Salary Adjustments:						40,005	(85,131)
Premium/Overtime Pay:						0	0
Employee Benefits:						3,514,317	4,288,868
Salary Savings:						(387,743)	(427,150)
Total Adjustments						\$3,166,579	\$3,776,587
Program Totals		346	331.50	346	346.00	\$18,874,349	\$21,011,034

SHERIFF'S DEPARTMENT

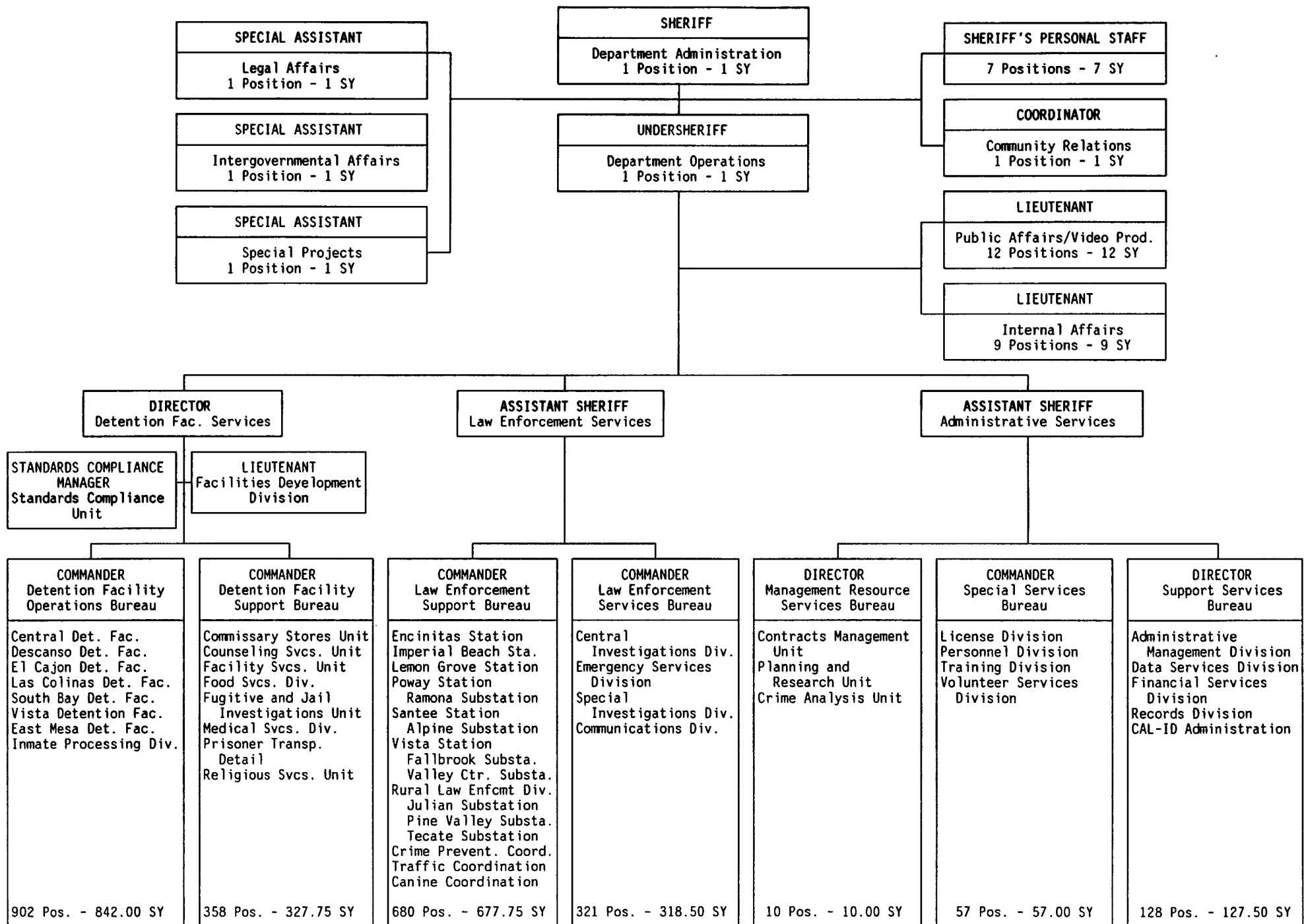
	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Detention Facility Services	\$45,644,853	\$56,697,381	\$61,615,554	\$57,849,649	\$67,996,115	\$10,146,466	17.5
Law Enforcement Services	44,250,572	49,312,281	55,156,213	53,627,990	56,837,360	3,209,370	6.0
Administrative Services	6,943,742	7,737,007	9,759,048	8,327,341	10,314,887	1,987,546	23.9
Office of the Sheriff	1,711,553	1,914,695	2,731,826	2,122,278	2,090,860	(31,418)	(1.5)
TOTAL DIRECT COST	\$98,550,720	\$115,661,364	\$129,262,641	\$121,927,258	\$137,239,222	\$15,311,964	12.6
PROGRAM REVENUE	(22,378,404)	(25,859,381)	(28,776,482)	(28,527,488)	(36,634,754)	(8,107,266)	28.4
NET GENERAL FUND COST	\$76,172,316	\$89,801,983	\$100,486,159	\$93,399,770	\$100,604,468	\$7,204,698	7.7
STAFF YEARS	1,930.08	2,266.50	2,337.50	2,307.25	2,394.50	87.25	3.8
POSITIONS	1,953	2,268	2,351	2,317	2,470	153	6.6

Note: All 3000 accounts included in Services and Supplies.

Sheriff's Asset Forfeiture Program

Total Direct Cost	\$197,053	\$793,244	\$1,723,187	\$774,700	\$3,497,705	\$2,723,005	351.5
Revenue	\$(997,499)	\$(1,599,186)	\$(2,149,265)	\$(370,400)	\$(3,497,705)	\$(3,127,305)	844.3
Fund Balance Contribution	\$800,396	\$805,942	\$(426,078)	\$(404,300)	\$0	\$404,300	(100.0)
Net General Fund Cost	\$0	\$0	\$(852,156)	\$0	\$0	\$0	0.0

**1991-92 FINAL BUDGET
SAN DIEGO COUNTY SHERIFF'S DEPARTMENT**



PROGRAM: Detention Facility Services

DEPARTMENT: SHERIFF

PROGRAM #: 12001

ORGANIZATION #: 2400

MANAGER: James Painter, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 13-7

AUTHORITY: Government Code 26605 - The Sheriff shall take charge of and keep the County Jail and the prisoners in it. Penal Code 4000 - The common jails in the several counties of this State are kept by the sheriffs of the counties in which they are respectively situated, and are used as follows: 1) For the detention of persons committed in order to secure their attendance as witnesses in criminal cases; 2) For the detention of persons charged with crime and committed for trial; 3) For the confinement of persons committed for contempt, or upon civil process, or by other authority of law; 4) For the confinement of persons sentenced to imprisonment therein upon a conviction for crime. Penal Code 4018.5 - The Sheriff may enter into an agreement with the governing board of any school district for the maintenance of adult education classes conducted pursuant to the Education Code.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$35,034,169	\$43,089,487	\$49,288,170	\$48,497,610	\$55,136,076	13.7
Services & Supplies	10,454,385	13,311,356	11,777,443	9,352,039	12,860,039	37.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	61,540	168,498	549,941	0	0	0.0
Vehicles/Communications	94,759	128,040	0	0	0	0.0
TOTAL DIRECT COST	\$45,644,853	\$56,697,381	\$61,615,554	\$57,849,649	\$67,996,115	17.5
PROGRAM REVENUE	(1,688,260)	(2,455,319)	(1,841,611)	(2,248,990)	(6,831,708)	203.8
NET GENERAL FUND CONTRIBUTION	\$43,956,593	\$54,242,062	\$59,773,943	\$55,600,659	\$61,164,407	10.0
STAFF YEARS	889.25	1,118.50	1,137.50	1,118.50	1,169.75	4.6
POSITIONS	890	1,119	1,138	1,119	1,240	10.8

PROGRAM DESCRIPTION

The Sheriff operates the County's Detention Facility System with the unique exception of three rural camps and a downtown work furlough center where, although the inmates are sentenced to the "custody of the Sheriff," the facilities themselves are operated by the Probation Department. By law the Sheriff must maintain the County's jails and the prisoners in them. He must accept all arrested persons brought to him by the several law enforcement agencies in the County. He must also accept and detain all persons committed by the courts to custody of the Sheriff pending preliminary hearing, trial, or other court process prior to conviction of a public offense. All sentenced prisoners committed to the Sheriff's custody must actually remain in his custody unless the Sheriff's Classification Committee determines that the sentence should be served at a "County-operated industrial road camp" or at a work furlough center. In the case of San Diego County, unlike almost all other California counties, those facilities are not part of the Sheriff's Department. Another exception to the actual custody of the Sheriff for sentenced prisoners is a voluntary work release program operated by the Sheriff which allows a day of work (out-of-custody) on public facilities to be substituted for each day of commitment to custody. The Sheriff releases about 3,100 inmates annually to the Probation Department and utilizes about 1,200 person days monthly on this out-of-custody work release program.

The Sheriff's Detention Facility Services Program is administered by a Director who is responsible for six Type II facilities located in downtown San Diego, the cities of Vista, Santee, El Cajon, and Chula Vista, as well as East Mesa. (Inmates previously incarcerated at the Descanso Facility were transferred to the East Mesa Medium Security Facility on October 26, 1991.) The State Board of Corrections has rated these six facilities with a combined capacity of just over 2,369 inmates. The inmate population has a mandated court-ordered cap of 3,685. It is projected that the Sheriff will process about 120,000 persons who are received from the various law enforcement agencies and Courts in FY 1991-92.

A wide spectrum of system-wide support is utilized in the Sheriff's six detention facilities. These support systems include food services, medical services, laundry services, counseling services, educational/vocational services, religious services, prisoner transportation, and the investigation of escapes, attempted escapes, and other crimes committed by inmates in custody. Approximately 7 million meals are prepared annually and over 339,000 prisoners are transported annually to courts, other local detention facilities, hospitals, or State institutions.

1990-91 BUDGET TO ACTUAL COMPARISON

The increase from budgeted to actual Salaries and Benefits is the result of an increase in overtime expenditures, medical services extra help, and other temporary contract extra help.

Services and Supplies exceeded budget due primarily to food, household expenses, inmate hospitalization and clothing costs.

Difference in Budgeted vs. Actual Fixed Assets due to appropriations from Contingency Reserve in November 1990, as well as other mid-year appropriations approved by Board of Supervisors.

1991-92 OBJECTIVES

1. To maintain the safety and security of approximately 4,000 inmates daily system-wide.
2. To efficiently process 130,000 inmate bookings, records, visitors, and general transactions of the Central, South Bay, Las Colinas, El Cajon, Vista, and East Mesa Detention facilities. (Inmates previously held at Descanso were transferred to the East Mesa Medium Security Facility on October 26, 1991.)
3. To provide efficient and timely transportation to approximately 339,000 inmates between courts, other facilities and state institutions.
4. To provide and serve approximately 7,000,000 well-balanced, nutritious meals throughout the system.
5. To provide increased medical services by:
 - a. Increasing physician coverage to at least four hours per day five days per week in the booking jails and two hours per day on the weekends. Increasing the physician time from two hours three days per week to five days per week in the non-booking jails.
 - b. Increasing non-booking jails nursing time from eight hours per day, seven days per week to at least ten hours per day.
 - c. Increasing nursing intake screening at the booking jails from one position twenty-four hours per day, seven days per week to two positions per jail.
 - d. To reduce off-site hospital stays by at least fifty inmates per month by increasing on-site patient care at the Vista, Las Colinas, East Mesa and Central Detention Medical Services Clinics.
6. To develop an Industries Program which will provide educational/vocational services to inmates.
7. To increase the level of standards compliance through regular and monthly on-site inspection and documentation of staff conformance to the California Code of Regulations, Title 15 guidelines, Sheriff's Department policies and procedures and orders and directives of the Court.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Detention Facilities Operations Bureau (842.00 SY; E = \$41,802,876; R = \$5,702,329) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for housing prisoners in six detention facilities as mandated by Government Code 26605.
 - o Mandated to hold the population at the court-ordered cap of 3,685.
 - o Added Director of Detentions (1.00 staff year) to oversee and manage the Detention Facility Services Program.
 - o In 1991-92 added 38.00 staff years as preopening staff for the new East Mesa Detention Facility.
2. Detention Facility Support Bureau (327.75 SY; E = \$26,193,239; R = \$1,129,379) including support personnel is:
 - o Mandated/Discretionary Service Level.

- o Responsible for providing support services for inmates to include food services, medical services, laundry services, counseling services, religious services, prisoner transportation and the investigation of escapes, attempted escapes and other crimes committed by inmates in custody.
- o Responsible for preparation of approximately 7 million meals annually.
- o Responsible for transporting over 339,000 prisoners annually to courts, other local detention facilities, hospitals, or State institutions.
- o Added 1.00 staff year in 1991-92 for an Industries Director in the detention facilities.
- o Added 13.25 staff years as preopening staff for the new East Mesa Detention Facility.
- o Reclassified ten positions in Jail Stores to make more commensurate with duties (no net staff year change).
- o Deleted 2.00 staff years from Sheriff's Medical Services to Department of Health Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
State Aid - AB 8 (Acct. 9411)	\$439,863	\$593,269	\$593,269	\$0
Sub-Total	\$439,863	\$593,269	\$593,269	\$0
CHARGES FOR CURRENT SERVICES:				
Charges in Internal Service Fund (Acct. 9786)	\$380,762	\$436,392	\$519,110	\$82,718
Transportation of Prisoners (Acct. 9851)	8,701	15,000	15,000	0
Institutional Care-Fed/City Prisoners (Acct. 9944)	128,977	135,000	135,000	0
Institutional Care-County (Acct. 9945)	20,793	25,000	25,000	0
Institutional Care-State (Acct. 9946)	846,399	979,595	500,000	(479,595)
Other Miscellaneous (Acct. 9979)	3,638	12,000	12,000	0
Law Enf. Svs.-Other Govt. (Acct. 9852, 9853)	1,003	0	0	0
Booking Fees (Acct. 9857)*	0	3,000,000	5,000,000	2,000,000
Sub-Total	\$1,390,273	\$4,602,987	\$6,206,110	\$1,603,123
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$9,851	\$2,000	\$2,000	\$0
Other Miscellaneous (Acct. 9995)	1,624	0	0	0
Rev. App. Pr. Yr.-Fed. Aid (Acct. 9986)	0	30,329	30,329	0
Sub-Total	\$11,475	\$32,329	\$32,329	\$0
OTHER FINANCING SOURCES:				
Operating Transfer from Asset Forfeiture (Acct 9816)	\$0	\$20,405	\$0	\$(20,405)
Sub-Total	\$0	\$20,405	\$0	\$(20,405)
Revenue Sub-Total	\$1,841,611	\$5,248,990	\$6,831,708	\$1,582,718
Less Booking Fee Revenue*	\$(0)	\$(3,000,000)	\$(0)	\$3,000,000
Total	\$1,841,611	\$2,248,990	\$6,831,708	\$4,582,718

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS				
General Fund Support Costs	\$59,773,943	\$55,600,659	\$61,164,407	\$5,563,748
Sub-Total	\$59,773,943	\$55,600,659	\$61,164,407	\$5,563,748
Total	\$59,773,943	\$55,600,659	\$61,164,407	\$5,563,748

EXPLANATION/COMMENT ON PROGRAM REVENUES

Aid from Other Governmental Agencies

- Decrease in State Aid (Acct. 9411) is due to the fact that AB 8 is no longer available from the state. The program will be realigned to another program with an anticipated cut of 10 percent for 1991-92.

Charges for Current Services

- Decrease in Internal Service Funds (Acct. 9786) due to revenue offset positions in Jail Stores becoming vacant and not immediately filled.

- Decrease in revenue from Institutional Care (Acct. 9946) is a result of a reduction in the number of days state inmates are housed in the county jail. Because of this, appropriations for 1991-92 have been reduced accordingly.
- Variance in Booking Fee revenue (Acct. 9857) is a result of the fee being contested by the cities. The appropriations for 1991-92 were increased to reflect a full year of collection for all cities excluding the City of San Diego.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Central Detention Facility****% OF RESOURCES: 24%**WORKLOAD

Bookings	65,231	78,783	72,667	90,400	70,800
Average Daily Inmate Population*	1,209	1,187	940	750	750

EFFICIENCY

Not applicable

EFFECTIVENESS

Escapes	2	8	21	0	0
Assaults	450	826	403	0	0

**ACTIVITY B:
South Bay Detention Facility****% OF RESOURCES: 8%**WORKLOAD

Bookings	5,326	6,073	1,037	6,900	1,100
Average Daily Inmate Population	875	760	378	373	373

EFFICIENCY

Not applicable

EFFECTIVENESS

Escapes	0	28	2	0	0
Assaults	194	146	70	0	0

**ACTIVITY C:
Las Colinas Women's Detention Facility****% OF RESOURCES: 24%**WORKLOAD

Bookings	15,279	18,260	12,605	20,900	12,500
Average Daily Inmate Population	487	536	446	478	478

EFFICIENCY

Not applicable

EFFECTIVENESS

Escapes	5	5	5	0	0
Assaults	246	370	166	0	0

*Limited by Court-ordered cap

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY D:
Las Colinas Men's Temporary Facility**

% OF RESOURCES: N/A

WORKLOAD

Bookings	0	0	*	0	*
Average Daily Inmate Population	207	526	572	600	600

EFFICIENCY

Not applicable

EFFECTIVENESS

Escapes	3	3	1	0	0
Assaults	88	220	222	0	0

**ACTIVITY E:
Vista Detention Facility**

% OF RESOURCES: 20%

WORKLOAD

Bookings	6,813	8,329	31,647	25,000	31,400
Average Daily Inmate Population	0	455	922	937	937

EFFICIENCY

Not applicable

EFFECTIVENESS

Escapes	0	0	4	0	0
Assaults	18	196	307	0	0

**ACTIVITY F:
Descanso Detention Facility**

% OF RESOURCES: 9%

WORKLOAD

Bookings	0	0	**	8,000	**
Average Daily Inmate Population	437	423	423	440	440

EFFICIENCY

Not applicable

* Non-booking facility; totals included in Central Detention Facility
 ** Non-booking facility; totals included in El Cajon Detention Facility

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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EFFECTIVENESS

Escapes	3	4	6	0	0
Assaults	50	89	84	0	0

**ACTIVITY G:
El Cajon Detention Facility****% OF RESOURCES: 8%****WORKLOAD**

Bookings	7,754	9,039	7,674	10,300	7,500
Average Daily Inmate Population	640	412	243	251	251

EFFICIENCY

Not applicable

EFFECTIVENESS

Escapes	0	8	3	0	0
Assaults	247	163	60	0	0

**ACTIVITY H:
East Mesa Detention Facility**

Medium security section of East Mesa opened October 26, 1991 resulting in the transfer of 300 inmates from Descanso; therefore, specific figures are unavailable at this time.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$75,545	\$0
0340	Medical Director	1	1.00	0	0.00	95,079	0
0941	Sheriff's Standards Comp. Man.	1	1.00	0	0.00	60,797	0
0974	Sheriff's Standards Comp. Mgr.	0	0.00	1	1.00	0	64,091
2302	Administrative Assistant III	1	1.00	0	0.00	39,720	0
2303	Admin. Assistant II	5	5.00	4	4.00	183,867	182,240
2403	Accounting Technician	1	1.00	1	1.00	23,964	26,620
2493	Int. Account Clerk	0	0.00	2	2.00	0	35,242
2650	Stock Clerk	11	11.00	18	18.00	194,166	324,525
2654	Sheriff's Commis. Stores Mgr.	0	0.00	1	1.00	0	34,251
2658	Storekeeper II	0	0.00	2	2.00	0	41,955
2660	Storekeeper I	3	3.00	6	6.00	63,114	121,881
2664	Pharmacy Stock Clerk	1	1.00	1	1.00	12,976	18,611
2700	Int. Clerk Typist	16	16.00	17	17.00	295,110	329,316
2710	Junior Clerk Typist	6	6.00	6	6.00	91,207	90,989
2725	Principal Clerk	1	1.00	1	1.00	29,848	31,583
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	35,880	37,966
2728	Det. Proc. Supervisor	14	14.00	14	14.00	363,831	409,176
2730	Senior Clerk	2	2.00	2	2.00	37,843	42,951
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2756	Administrative Secretary I	3	3.00	3	3.00	59,272	96,704
2757	Administrative Secretary II	7	7.00	6	6.00	164,956	143,254
2758	Admin. Secretary III	0	0.00	1	1.00	0	26,041
3001	Jail Clerk	58	58.00	58	58.00	1,181,828	1,233,489
3002	Booking Clerk	88	88.00	88	88.00	1,956,498	2,044,151
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	35,124	46,819
3046	Medical Records Clerk	0	0.00	2	2.00	0	40,870
3049	Medical Records Technician	3	3.00	1	1.00	56,415	20,589
4101	Medical Services Administrator	1	1.00	1	1.00	61,139	65,164
4102	Asst. Medical Svs. Admin.	1	1.00	1	1.00	49,452	49,076
4132	Med. Director, Sheriff's Det.	0	0.00	1	1.00	0	106,218
4170	Dentist	1	1.00	1	1.00	56,075	59,332
4190	Sheriff's Detention Physician	0	0.00	3	2.50	0	169,121
4192	Senior Physician	3	2.50	0	0.00	167,278	0
4250	Pharmacist	1	1.00	1	1.00	42,802	53,701
4459	Chief, Food Services	1	1.00	1	1.00	43,179	45,692
4460	Assistant Chief, Food Services	2	2.00	2	2.00	59,523	63,741
4504	Chief Nurse	1	1.00	1	1.00	51,688	51,376
4517	Certified Nurse Practitioner	5	5.00	0	0.00	173,642	0
4538	Staff Nurse II	58	58.00	0	0.00	1,796,000	0
4539	Staff Nurse I	0	0.00	0	0.00	0	0
4544	Supervising Nurse	6	6.00	0	0.00	225,539	0
4545	Sheriff's Det. Cert. Nurse Pr.	0	0.00	5	5.00	0	237,206
4546	Sheriff's Det. Supv. Nurse	0	0.00	6	6.00	0	258,610
4548	Sheriff's Detentions Nurse II	0	0.00	58	58.00	0	2,338,848
4615	Nurses Assistant	13	13.00	12	12.00	234,432	224,805
4625	Licensed Vocational Nurse	23	23.00	22	22.00	472,696	504,662
4823	Registered Dental Asst.	1	1.00	1	1.00	18,148	25,566
5050	Correctional Counselor	15	15.00	15	15.00	590,187	620,886
5051	Supv. Correctional Counselor	1	1.00	1	1.00	44,858	47,670
5236	Departmental Aide	16	16.00	10	10.00	205,448	135,038
5746	Deputy Sheriff	469	469.00	469	469.00	16,145,357	16,546,735
5775	Sheriff's Captain	6	6.00	6	6.00	370,382	402,696
5778	Sheriff's Commander	2	2.00	2	2.00	138,884	150,960
5780	Sheriff's Lieutenant	19	19.00	20	20.00	1,038,039	1,159,868
5782	Correctional Deputy II	120	120.00	214	154.00	3,294,143	4,616,640
5789	Sheriff's Comm. Stores Supv.	1	1.00	0	0.00	28,580	0
5790	Sheriff's Sergeant	47	47.00	49	49.00	2,242,947	2,542,971
6405	Food Services Supervisor	7	7.00	9	9.00	184,540	245,034
6410	Senior Cook	41	41.00	51	43.50	882,771	992,305
6415	Food Services Worker	15	15.00	15	15.00	200,160	224,037
6510	Laundry Supervisor	4	4.00	4	4.00	91,829	98,652
6530	Laundry Worker III	4	4.00	7	4.75	77,874	95,845
7030	Senior Custodian	6	6.00	6	6.00	100,948	116,349
7516	Delivery Vehicle Driver	2	2.00	4	4.00	35,098	76,946

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
7530	Sewing Room Supervisor	1	1.00	1	1.00	18,783	18,588
8800	Industries Director	0	0.00	1	1.00	0	40,202
8801	Director, Sheriff's Det. Fac.	0	0.00	1	1.00	0	100,001
9999	Extra Help	0	0.00	0	0.00	969,424	969,424
Total		1,119	1,118.50	1,240	1,169.75	\$35,195,238	\$38,925,166
Salary Adjustments:						212,688	(355,058)
Premium/Overtime Pay:						2,493,259	3,724,269
Employee Benefits:						12,142,963	14,476,253
Salary Savings:						(1,546,538)	(1,634,554)
Total Adjustments						\$13,302,372	\$16,210,910
Program Totals		1,119	1,118.50	1,240	1,169.75	\$48,497,610	\$55,136,076

PROGRAM: Law Enforcement Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

ORGANIZATION #: 2400

MANAGER: Maudie Bobbitt, Assistant Sheriff

REFERENCE: 1991-92 Proposed Budget - Pg. 13-8

AUTHORITY: Government Code 26600-26602 requires the Sheriff to preserve the peace, to make arrests, to prevent unlawful disturbances, which come to his attention, to investigate public offenses which have been committed. The County Charter (Section 605) requires the Sheriff to provide the County efficient and effective police protection and to perform all the duties required of him by law. The Government Code (51301 and 51304) authorizes intergovernmental agreements for the provision of law enforcement services.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$41,641,397	\$46,234,364	\$51,533,384	\$50,544,436	\$54,181,951	7.2
Services & Supplies	2,025,442	2,118,259	2,053,855	2,340,084	2,545,369	8.8
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	30,000	0	0	0	0.0
Fixed Assets	320,133	220,358	1,152,474	25,970	3,240	(87.5)
Vehicle/Comm. Equip.	263,600	709,300	416,500	717,500	106,800	(85.1)
TOTAL DIRECT COST	\$44,250,572	\$49,312,281	\$55,156,213	\$53,627,990	\$56,837,360	6.0
PROGRAM REVENUE	(19,453,886)	(22,139,289)	(25,785,293)	(24,784,950)	(27,222,269)	9.8
NET GENERAL FUND CONTRIBUTION	\$24,796,686	\$27,172,992	\$29,370,920	\$28,843,040	\$29,615,091	2.7
STAFF YEARS	847.83	946.00	995.00	985.75	996.25	1.1
POSITIONS	843	947	996	995	1,001	0.6

PROGRAM DESCRIPTION

Although the Sheriff is responsible to the electorate for public safety throughout the entire County including all incorporated cities his primary law enforcement services are delivered in the unincorporated area and the incorporated cities that contract for the Sheriff's law enforcement and traffic services. Currently the contract cities are Del Mar, Imperial Beach, Lemon Grove, Poway, Santee, San Marcos, Vista, Encinitas, and Solana Beach. Nine other cities maintain their own police departments. The Sheriff's primary service area encompasses about 3,861 square miles and approximately 689,480 residents. The County's flourishing tourist industry, the beaches, parks, mountains, and deserts, and such major events as the Del Mar Fair and the Del Mar Races, annually attract hundreds of thousands of visitors to the Sheriff's primary service area. This influx of visitors adds considerably to the normal service requirements of the resident population.

As the chief law enforcement officer the Sheriff is also required by law to coordinate law enforcement mutual aid among all law enforcement agencies in the County and to provide back-up support services to all of the police departments and other law enforcement agencies within San Diego County.

The Sheriff's Law Enforcement Services Program is directed by an Assistant Sheriff. Regular law enforcement in the primary service area is delivered by Sheriff's stations and substations located at Encinitas, Vista, Fallbrook, Valley Center, Poway, Ramona, Julian, Pine Valley, Alpine, Santee, Lemon Grove, and Imperial Beach. In the most remote rural areas law enforcement is delivered by Resident Deputy Sheriffs residing in or near the communities of Warner Springs, Ranchita, Borrego Springs, Jacumba, and Boulevard.

The Sheriff's direct law enforcement delivery system is supported by a centralized Communications Center where all 911 calls for police, fire, and ambulance emergencies in the Sheriff's primary service area are responded to. The Communications Center also receives other telephonic calls for service and provides radio dispatch of Sheriff's units throughout the County and provides communications services to other County functions such as emergency medical, trauma centers, fire dispatch, coroner, road department, and County Administration.

Specialized investigative support to the Sheriff's stations and substations as well as to municipal police departments, when necessary, is provided through three investigative divisions. The Central Investigations Division encompasses specialized units for the investigation of homicides, kidnapping, and other very serious violent crimes, as well as, arson cases or bomb cases, fraud cases, and forgery cases. The same division also includes the Sheriff's Regional Crime Lab which conducts crime scene searches and forensic examinations involving the use of sophisticated scientific instrumentation for analysis of criminal evidence. The Juvenile Services Division is responsible for the investigation of crimes against children, such as child abuse, and for follow-up investigation, case clearance, property recovery,

and diversion/referral disposition decisions on all arrested juveniles. The division also operates as part of the Sheriff's Juvenile Diversion Program. The Sheriff's Special Investigations Division is responsible for covert or semi-covert investigations of gambling, prostitution, child pornography, narcotics violations and trafficking, street gang activities, and criminal intelligence.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits actuals exceeded the budgeted amount due primarily to increase in overtime costs. Additionally, retirement payoffs were higher than normal.

Reduction in actual costs for Services and Supplies reflects internal constraints implemented by Law Enforcement Management.

Difference in Budgeted vs. Actual Fixed Assets due to appropriations from Contingency Reserve in November 1990, as well as other mid-year appropriations approved by Board of Supervisors.

1991-92 OBJECTIVES

1. To implement the final phase of training in the Sheriff's Communications Center in order to increase communications dispatch service, efficiency, and timeliness.
2. To ensure the overall crime rate (FBI index offenses) in the Sheriff's direct service area remains below the county-wide average.
3. To successfully file 85% of felony arrests as determined by District Attorney issuances.
4. To provide an increased level of law enforcement services to the unincorporated area of the County, contract cities and County residents as a whole.
5. To foster a service-wide attitude of crime prevention, victim assistance, professional conduct, delivery of quality police services.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Law Enforcement Operations Bureau (677.75 SY; E = \$38,262,865; R = \$24,731,538) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for all law enforcement in the unincorporated area of San Diego County and the nine contract cities.
 - o Staff increased by 7.25 staff years and \$110,040 approved in Fixed Assets in 1991-92 to improve quality of law enforcement for contract cities. Additionally, 1.00 staff year added for Ramona Fire District and 5.00 staff years added for the Indian Reservation Enforcement Detail.
 - o As a result of Sheriff's internal reorganization plan, 1.00 staff year was moved in 1990-91 to Administrative Services for Planning and Research coordination.
 - o In 1990-91 processed 238,719 calls for service.
2. Law Enforcement Support Bureau (318.50 SY; E = \$18,574,495; R = \$2,490,731) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for all law enforcement support services in the unincorporated area of San Diego County and the nine contract cities.
 - o Called upon to process approximately 628,785 calls for service (1990-91).
 - o In 1990-91 deleted five Sheriff's Sergeants (5.00 staff years) and added four Sheriff's Lieutenants (4.00 staff years) to serve as watch commanders at the Communications Center. Additionally, converted two full-time Sheriff's Senior Communications Dispatcher positions to four part-time positions (no net staff year change).
 - o As a result of Sheriff's internal reorganization plan, 1.00 staff year was moved in 1990-91 to Administrative Services for CAL-ID administration.
 - o In 1991-92, full year funded Regional Drug Enforcement - JUDGE Grant positions and reduced Sheriff's participation by one Lieutenant position (.25 staff year net change).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES :				
Law Enforcement Services-				
Contract Cities (Acct. 9852)	\$23,147,934	\$21,643,371	\$23,978,134	\$2,334,763
Law Enforcement Services-				
Other Govmt. Agencies (Acct. 9971)	1,103,398	550,000	907,485	357,485
Communication Services (Acct. 9720)	24,110	30,000	30,000	0
Chrgs in Intrnl Serv Funds (Acct. 9786)	86,000	86,000	86,000	0
Jury or Witness Fees (Acct. 9973)	35	1,050	1,050	0
Alcohol Lab Test and Service (Acct. 9855)	597,964	577,500	577,500	0
H & S Lab Tests (Acct. 9856)	69,151	31,500	31,500	0
Other - Miscellaneous (Acct. 9979)	37,682	48,000	48,000	0
Sub-Total	\$25,066,274	\$22,967,421	\$25,659,669	\$2,692,248
OTHER REVENUE:				
Misc. (Acct. 9995, 9988, 9998)	\$63,010	\$180,349	\$129,349	\$(51,000)
Recovered Expenditures (Acct. 9989)	89,255	40,000	40,000	0
Sub-Total	\$152,265	\$220,349	\$169,349	\$(51,000)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
State Grants - Other (Acct. 9527)	\$14,114	\$140,816	\$298,639	\$157,823
Federal Grants (Acct. 9678)	201,640	50,113	50,113	0
Other Government Agencies (Acct. 9746)	83,505	1,166,056	740,544	(425,512)
Sub-Total	\$299,259	\$1,356,985	\$1,089,296	\$(267,689)
OTHER FINANCING SOURCES:				
Trans. from Asset Forfeiture (Acct. 9816)	\$267,495	\$240,195	\$303,955	\$63,760
Sub-Total	\$267,495	\$240,195	\$303,955	\$63,760
Total	\$25,785,293	\$24,784,950	\$27,222,269	\$2,437,319

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$29,370,920	\$28,843,040	\$29,615,091	\$772,051
Sub-Total	\$29,370,920	\$28,843,040	\$29,615,091	\$772,051
Total	\$29,370,920	\$28,843,040	\$29,615,091	\$772,051

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

- Increase in Law Enforcement Services (Acct. 9852 and Acct. 9971 due to unanticipated revenue and mid-year appropriations.
- Increase in Acct. 9856 due to unanticipated increase in narcotics lab testing revenue.

Other Revenue:

- Decrease in Miscellaneous Account 9995 due to fewer sales of confiscated evidence. Irregularity of firearms sales, etc. make this a difficult account to project.

Aid from Other Governmental Agencies:

- Decrease in State Grant (Acct. 9527) due to termination of SHO Grant in September, 1990.
- Variance in Federal Grants reflect change of accounts used for JUDGE Grant actual (Acct. 9678) and appropriations (Acct. 9527). FY 1992-93 Baseline will reflect change of accounting.

FIXED ASSETS

Item	Quantity	Unit	Cost
Handguns	3	unit	\$1,050
Shotguns	3	unit	2,190
Total			\$3,240

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Motorcycle	1	unit	\$7,400
Van	3	unit	46,800
Patrol Vehicle	2	unit	34,800
Handie Talkie	3	unit	3,000
Mobile Radio	2	unit	7,000
Radio	3	unit	3,000
M/C Radio	1	unit	4,800
Total			\$106,800

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

Law Enforcement Operations--Contracts

% OF RESOURCES: 78%WORKLOAD

Calls for Service	127,532	138,420	137,264	150,270	137,300
Crime Reports	30,383	31,792	31,026	33,051	31,100
Field Interviews	14,027	11,483	8,595	11,930	8,600
Arrests	12,658	13,027	12,733	12,359	12,800
Citations Issued	65,303	54,129	56,574	47,742	56,600

EFFICIENCY

Response Time (Priorities 1-2 from CAD)	8.7	8.7	8.7	9.0	8.7
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EFFECTIVENESS

Not applicable

ACTIVITY B:

Law Enforcement Operations--Unincorporated

% OF RESOURCES: 18%WORKLOAD

Calls for Service	93,757	98,490	101,455	107,132	101,500
Crime Reports	25,094	24,567	23,798	25,339	23,800
Field Interviews	9,304	6,906	4,858	7,063	4,860
Arrests	8,218	8,078	8,102	7,751	8,105
Citations Issued	12,080	9,995	6,493	9,671	6,500

EFFICIENCY

Response time (Priorities 1-2 From CAD)	11.9	11.4	12.0	11.1	12.0
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EFFECTIVENESS

Not applicable

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY C:
Law Enforcement Support

% OF RESOURCES: 18%

WORKLOAD

Calls for Service	623,000	629,000	628,785	640,000	630,000
Criminological Examinations	51,357	52,547	55,934	53,200	58,000
Crime Investigations	6,178	6,324	5,843	6,467	5,900
Astrea Assist	2,200	3,560	4,241	4,500	4,500

EFFICIENCY

Productivity Index (Total workload/staff years)	2,253	2,354	2,182	2,190	2,200
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EFFECTIVENESS

Not applicable

ACTIVITY D:
Juvenile Services

% OF RESOURCES: 11%

WORKLOAD

Calls for Service	18,786	20,687	21,469	21,000	21,000
Investigations	3,570	4,333	1,145	1,000	1,200
Evidentiary Examinations	250	226	214	250	250
Juvenile Intervention	7,944	12,546	13,646	13,549	13,700

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY E:
Street Gang/Narcotics

% OF RESOURCES: 6%

WORKLOAD

Number of Investigations	36	347	144	400	150
Number of Arrests	75	161	268	200	270
Search Warrants	36	0	144	150	150

EFFICIENCY

Not applicable

EFFECTIVENESS

\$289,243 in cash was seized and deposited to the Asset Forfeiture Fund. The Street Gang & Street Narcotics Details were combined into one working unit.

ACTIVITY F:
Crime Prevention

% OF RESOURCES: 4%

WORKLOAD

Neighborhood Watch Groups	3,274	3,513	3,586	3,800	3,600
Programs and Presentations	5,868	3,534	4,533	4,000	4,550
Security Inspections	2,517	4,618	5,326	5,100	5,400

EFFICIENCY

Not applicable

EFFECTIVENESS

Not Applicable

PERFORMANCE INDICATORS1988-89
Actual1989-90
Actual1990-91
Actual1990-91
Budget1991-92
Budget**ACTIVITY G:
CAL-ID****% OF RESOURCES:** 5%**WORKLOAD**

Total Latent Print Inquires			4,538	4,600
Total Latent Print Hits			528	550
Total Ten Print Inquires			76,713	76,720
Total Ten Print Hits			9,250	9,260

EFFICIENCY

Not applicable

EFFECTIVENESS

FY 1990-91 was the first year that CAL-ID has been in full operation. Now that it is in full operation, new performance indicators have been established.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$75,545	\$76,126
2302	Administrative Assistant III	1	1.00	0	0.00	43,807	0
2303	Administrative Assistant II	7	2.00	1	1.00	75,196	42,015
2671	Estate Mover	2	2.00	0	0.00	46,213	0
2700	Intermediate Clerk Typist	47	45.00	46	45.00	872,005	887,067
2710	Junior Clerk Typist	1	1.00	1	1.00	14,512	15,684
2713	Sheriff's Prop/Evid Clerk	6	6.00	6	6.00	102,432	121,405
2730	Senior Clerk	9	8.00	8	8.00	182,018	188,683
2756	Administrative Secretary I	17	17.00	17	17.00	346,005	366,730
2757	Administrative Secretary II	10	10.00	9	9.00	243,008	225,575
2758	Administrative Secretary III	0	0.00	1	1.00	0	26,041
2761	Group Secretary	1	1.00	1	1.00	24,319	26,477
2801	Sheriff's Comm. Dispatcher I	17	17.00	17	17.00	357,419	382,465
2803	Sheriff's Comm. Dispatcher II	49	49.00	49	49.00	1,155,244	1,123,306
2805	Sr. Sheriff's Comm Dispatcher	28	28.00	31	29.00	774,528	849,156
2806	Supv Sheriff's Comm Dispatcher	7	7.00	7	7.00	214,606	227,080
2907	Legal Procedures Clerk II	1	1.00	1	1.00	23,397	24,164
4317	Clinical Lab. Technician	3	3.00	3	3.00	97,276	96,986
4330	Lab. Assistant	1	1.00	1	1.00	21,471	22,914
5236	Departmental Aide	8	8.00	8	8.00	101,164	105,229
5721	Document Examiner	2	2.00	2	2.00	90,976	96,256
5734	Supv. Criminalist	1	1.00	1	1.00	52,121	55,160
5736	Criminalist III	1	1.00	1	1.00	46,921	49,658
5737	Criminalist II	9	9.00	9	9.00	386,667	396,911
5739	Latent Fingerprint Examiner	4	4.00	4	4.00	108,540	120,064
5744	Crime Prevention Specialist	18	18.00	18	18.00	397,353	415,076
5745	Sr. Crime Prevention Spec.	5	5.00	5	5.00	124,898	133,424
5746	Deputy Sheriff	593	592.75	603	602.25	22,944,322	24,337,905
5748	Community Services Officer	15	15.00	18	17.00	306,673	371,113
5774	Chief Comm. Supervisor	1	1.00	1	1.00	38,938	41,199
5775	Sheriff's Captain	10	10.00	10	10.00	617,306	671,172
5778	Sheriff's Commander	2	2.00	2	2.00	128,557	150,960
5780	Sheriff's Lieutenant	29	28.25	32	32.00	1,541,125	1,832,974
5785	Sheriff's Prop. Invest.	1	1.00	3	3.00	23,794	71,354
5787	Estate Property Manager	1	1.00	1	1.00	33,762	34,819
5790	Sheriff's Sergeant	85	84.75	81	81.00	4,059,836	4,215,983
5793	Sheriff's Serv. Prop. Clerk	1	1.00	1	1.00	22,942	26,684
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	32,536	34,056
Total		995	985.75	1,001	996.25	\$35,727,432	\$37,861,871
Salary Adjustments:						\$88,893	\$271,995
Premium/Overtime Pay:						3,144,450	2,755,920
Employee Benefits:						13,021,127	14,988,644
Salary Savings:						(1,437,466)	(1,696,479)
Total Adjustments						\$14,817,004	\$16,320,080
Program Totals		995	985.75	1,001	996.25	\$50,544,436	\$54,181,951

PROGRAM: Administrative Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 2400

MANAGER: Melvin Nichols, Assistant Sheriff

REFERENCE: 1991-92 Proposed Budget - Pg. 13-9

AUTHORITY: Section 605 of the County Charter charges the Sheriff with organizing his department in order to provide the County with efficient law enforcement protection.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,574,049	\$6,066,347	\$7,492,843	\$6,734,915	\$7,968,498	18.3
Services & Supplies	1,328,875	1,612,546	2,020,332	1,592,426	1,636,799	2.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	40,818	58,114	245,873	0	709,590	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,943,742	\$7,737,007	\$9,759,048	\$8,327,341	\$10,314,887	23.9
PROGRAM REVENUE	(1,222,184)	(1,257,921)	(1,146,005)	(1,478,548)	(2,575,777)	74.2
NET GENERAL FUND CONTRIBUTION	\$5,721,558	\$6,479,086	\$8,613,043	\$6,848,793	\$7,739,110	13.0
STAFF YEARS	165.00	170.00	173.00	171.00	194.5	13.7
POSITIONS	165	170	185	171	195	14.0

PROGRAM DESCRIPTION

The Sheriff's major program responsibilities of Law Enforcement Services and Detention Facility Services are both massive and diverse. The Sheriff's Law Enforcement Services' responsibilities exceed those of most major cities in the United States, and Detention Facility Services is responsible for the eighth largest local jail system in the Country. Both of these operations require substantial administrative and staff support services. In the interest of gaining economies and enhancing effectiveness, the Sheriff combines such functions as personnel administration, training, data services, records, budgeting, property control, etc., for both major programs, into one department-wide Administrative Services function.

The Sheriff's Administrative Services Program is directed by an Assistant Sheriff who is responsible for recruitment of well qualified deputy sheriffs, the hiring of personnel of every classification, affirmative action, and administering the personnel needs of about 2470 regular employees, 315 Reserve Deputies, 74 Explorer Deputies, and a variety of part-time interns, extra help and 110 volunteers. Training programs for Regular and Reserve Deputies, and other employees (many of which are required by the Peace Officer Standards and Training Commission) are administered by Administrative Services. The Sheriff licenses over 100 different kinds of businesses in the unincorporated area and issues all permits to carry concealed weapons for the entire County. The Sheriff's License Division within Administrative Services is responsible for these.

Internal staff support in the form of budget preparation, monitoring of expenditures, inventory control, payroll, record keeping, etc., is also provided to the Sheriff and to the program managers in Law Enforcement and Detention Facility Services. The Data Services Division is also included in Administrative Services. This division has the responsibility of planning, coordinating, implementing and managing the data processing needs of the department. The Sheriff's Records Division serves the entire county criminal justice system--police, detentions, prosecutors, courts, probation, and state and federal agencies as well.

A newly created Management Resource Services Bureau includes Contract Management, Planning and Research, and the Crime Analysis Unit. The Contract Management Unit is responsible for negotiating and maintaining contracts with various incorporated cities for which the Sheriff's Department provides law enforcement services. The Planning and Research Unit provides analysis and regular reports upon which long term plans for meeting future needs are based. Crime Analysis provides the department with the targeting of career criminals and collects and evaluates crime statistics that assist in directed patrol and efficient, cost effective, law enforcement.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits exceeded budget primarily due to overtime costs. Additionally retirement payoffs were higher than normal. Services and Supplies exceeded budget due to an increase in costs, especially in the area of computer maintenance and supplies. The requirement to supply the new Detention's staff with safety clothing and equipment also had a bearing on the increased costs. The difference in the Budgeted vs. Actual Fixed Assets was due to appropriations from Contingency Reserve in November 1990, as well as other mid-year appropriations approved by the Board of Supervisors.

1991-92 OBJECTIVES

1. To maintain the capability to provide 136,701 license services in a timely manner and ensure the Division's compliance with the Department of Justice mandates, all federal, state and county statutes regulating these license procedures, and the applicable sections of the Department's Policy and Procedure manual.
2. To present or facilitate the annual STC mandated in-service detentions training to 650 sworn staff, requiring a minimum of 12,000 training hours.
3. To present or facilitate the annual POST mandated in-service law enforcement training to 700 sworn staff, requiring a minimum of 15,600 training hours.
4. To effectively coordinate and manage the technical aspects of ongoing and new automation projects, including;
 - a. The expansion of the Networked Office Automation System.
 - b. The installation of the first two modules of the Records and Information Management System (RIMS) by the end of the fiscal year.
 - c. The achievement of 98.5% overall availability with the Computer-Aided Dispatch System (CAD).
 - d. The installation of the pilot Mobile Computer Terminals at a station and modify the Computer-Aided Dispatch System to automatically send calls to the MCT's.
5. To provide a full range of personnel services necessary to maintain the Department's authorized positions, i.e.:
 - a. To process 5% more transfer requests than in fiscal year 1990-91.
 - b. To reduce by 5% the percentage of man-hours spent on limited duty positions.
 - c. To increase the number of career counseling sessions by 15%.
 - d. To increase the number of peer support classes and training for peer support team members by 10%.
6. To provide 460,000 records services and efficiently handle arrest/booking operations, crime report processing and Automated Regional Justice Information System (ARJIS) entry.
7. To provide 5,100 services relating to Stolen, Recovered and Repossessed Vehicles in State and National Crime Information Center (NCIC) Systems.
8. To respond to at least 80% of requests for environmental impact reports for developments with 50 or more housing units.
9. To provide an adequate level of accounting services to 13 stations/substations, 7 detention facilities, and approximately 30 divisions within the Sheriff's Department, with the objectives of a) implementing the county's automated on-line purchase requisition system within the Sheriff's Department by January 1, 1992; and b) providing additional staff for the accounting operations of the East Mesa Detention Facility.
10. To completely automate the Administrative Services planning and budget process for more responsive projections, analyses, and preparation of the entire budget.
11. To insure a timely opening of the East Mesa Detention Facility by training approximately 82 Correctional Deputies and/or entry-level Deputy Sheriffs.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Special Services Bureau (57.00 SY; E = \$3,958,812; R = \$1,421,078) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the recruitment of well qualified Deputy Sheriff's and hiring of personnel in every classification and affirmative action.
 - o Provides training program for regular and reserve Deputies and other employees.
 - o Responsible for planning, coordinating, implementing and managing the data processing needs of the Department.
 - o Added 4.00 staff years in 1991-92 for the reopening of the East Mesa Detention Facility.
2. Support Services Bureau (127.50 SY; E = \$5,992,570; R = \$1,007,481) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for budget preparation, monitoring of expenditures, inventory control, payroll and record keeping.
 - o Responsible for licensing over 100 different kinds of businesses in the unincorporated area.
 - o Responsible for issuing all permits to carry concealed weapons in San Diego County.
 - o Responsible for providing records that serve the entire county criminal justice system--police detentions, prosecutors, courts, probation and state and federal agencies.
 - o Responsible for maintenance of the contracts with Incorporated Cities for which the Sheriff's Department provides law enforcement services.
 - o Added 4.00 staff years in 1991-92 for the reopening of the East Mesa Detention Facility.
 - o In 1991-92, added three revenue offset accounting positions (3.00 staff years) to the Financial Services Division in the areas of Asset Forfeiture, Booking and Subpoena Fees.
 - o As a result of the Sheriff's internal reorganization, 1.00 staff year was moved in 1990-91 from Law Enforcement Services for CAL-ID Administration. Additionally, 2.00 staff years were added in 1990-91 for CAL-ID Records Clerks.
 - o Data Services added 1.50 staff years in 1991-92 for necessary computer support staff.
3. Management Resource Services Bureau (10.00 SY; E = \$363,505; R = \$147,218) including support personnel is:
 - o Full year funding approved in 1991-92 for Crime Analysis Unit staff (7.00 staff years).
 - o As a result of Sheriff's internal reorganization plan, 1.00 staff year was moved in 1990-91 from Law Enforcement Services for Planning and Research coordination.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$0	\$0	\$10,075	\$10,075
Booking Fees (Acct. 9857)	0	0	35,513	35,513
Other Service to Other Govt. Agencies (9971)	0	0	710,822	710,822
Law Enforcement Services-Official Doc. and Fingerprints (Acct. 9853)	235,835	235,000	235,000	0
Other-Jury or Witness Fees (Acct. 9973)	13,022	500	36,013	35,513
Training Peace Officer-P.O.S.T. (#9965)	219,998	464,228	464,228	0
Other Miscellaneous (Acct. 9979,9881,9851)	857	29,000	29,000	0
Return Check Fee (Acct. 9713)	520	0	0	0
Law Enforce. Serv. - Other Govt., (Acct. 9852)	0	0	147,218	
Sub-Total	\$470,232	\$728,728	\$1,667,869	\$939,141
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses-Taxi & Oper. (# 9114)	\$42,383	\$60,000	\$60,000	\$0
Business Licenses-Other (Acct. 9119)	50,450	75,000	75,000	0
Other Licenses & Permits-Explosive (# 9153)	1,404	900	900	0
Other Licenses & Permits-Misc. (# 9155)	39,401	45,000	45,000	0
Other Licenses & Permits-Alarm (# 9158)	24,132	30,000	30,000	0
Other Permit Fees (Acct. 9144)	210	0	0	
Sub-Total	\$157,980	\$210,900	\$210,900	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Aid From Other Govt. Agencies (# 9746)	\$0	\$7,370	\$57,308	\$49,938
State Grants (Acct. 9527)	197,483	0	0	0
SB924-Corrections Training (Acct. 9532)	229,083	481,950	481,950	0
Sub-Total	\$426,566	\$489,320	\$539,258	\$49,938
OTHER REVENUE:				
Revenue-Prior year (Acct. 9985,9988)	\$39,916	\$0	\$0	\$0
Recovered Expenditures (Acct. 9989)	1,432	0	0	0
Other-Miscellaneous (Acct. 9995)	279	0	0	0
Sub-Total	\$41,627	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Trans. Asset Forfeiture (Acct. 9816)	\$49,600	\$49,600	\$157,750	\$108,150
Sub-Total	\$49,600	\$49,600	\$157,750	\$108,150
Total	\$1,146,005	\$1,478,548	\$2,575,777	\$1,097,229

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$8,613,043	\$6,848,793	\$7,739,110	\$890,317
Sub-Total	\$8,613,043	\$6,848,793	\$7,739,110	\$890,317
Total	\$8,613,043	\$6,848,793	\$7,739,110	\$890,317

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes For Current Services:

- Increase in Jury/Witness Fees (Acct. 9973) due to increase in revenue realized from Subpoena Fees. Appropriations for 1991-92 have been increased accordingly.
- Decrease in Training P.O.S.T. (Acct. 9965) due to overbudgeting because of anticipated new staff associated with East Mesa, that were not hired due to funding problems.
- Decrease in Other Misc. (Acct. 9979) due to revenue not being received until FY1991-92 for the Average Daily Attendance at Southwestern College.

Licenses, Permits and Franchises:

- Decrease in Business Licenses (Acct. 9114 and Acct. 9119) due to a shortfall in actual revenue.

Aid From Other Governmental Agencies:

- Decrease in SB924 Corrections Training (Acct. 9532) due to budgeting for training for corrections personnel that were not hired, due to funding problems with East Mesa Detention Facility.
- Increase in appropriations in 1991-92, for Aid From Other Govt. Agencies, (Acct. 9746) is a result of CAL-ID revenue for Sheriff's Records Clerks salaries.
- Unanticipated revenue in State Grants (Acct. 9527) due to CCAP grant extension to 1/91.

Other Revenue:

- Prior Year Revenue (Acct. 9988) is prior year corrections training - SB924.

FIXED ASSETS

Item	Quantity	Unit	Cost
Desk	1	unit	\$950
Desk	2	unit	1,190
Monochrome Terminal	3	unit	1,650
Live Scan Devices	1	Lot	360,000
Terminal W/Printer	1 Lot	135,000	
Upgrade Terminal	1	Lot	200,000
Nikon FM-2 Camera Bodies	4	unit	1,700
Fingerprint Imaging	7	unit	9,100
Total			\$709,590

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
 Personnel
% OF RESOURCES: 32%WORKLOAD

Employment Interviews	1,336	1,462	1,097	2,200	1,200
Background Investigations	1,246	2,049	3,793	2,500	3,800
Polygraph Examinations	886	948	966	1,400	1,000

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

ACTIVITY B:
 Training
% OF RESOURCES: 59%WORKLOAD

Entry Level Peace Officers Trained*	141	131	40	80	60
Correction Deputies Trained*	50	82	180	240	200
In-service Employees Trained POST/STC**	28	66	50	80	60
In-service Training Hours POST/STC**	3,200	3,700	3,800	4,000	4,200
Hours POST/STC**	85,000	108,000	100,000	120,000	136,000
Firearms Qualification	3,600	4,250	4,800	4,800	5,600

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

* Includes outside agencies as well as Deputy Sheriffs

** Includes sworn and nonsworn regular/reserve and outside agencies. Also one employee attending more than one course would reflect a multiple statistic.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY C:

License

% OF RESOURCES: 6%WORKLOAD

Permits, Licenses, Photos Fingerprinting	74,340	72,338	74,546	72,863	77,627
Services to Other Agencies Criminal File/Records Checks	53,040	61,952	56,220	54,714	58,468
Photos, Fingerprinting	6,000	4,251	4,100	4,544	4,264

EFFICIENCY

Not applicable

EFFECTIVENESS

Not Applicable

ACTIVITY D:

Records

% OF RESOURCES: 36%WORKLOAD

Bookings*	126,000	126,300	135,180	126,000	140,000
Case Reports	73,000	68,373	72,806	70,000	75,000
Arrest Disposition Reports	8,000	7,800	6,485	8,000	7,000
ARJIS Entry	186,000	187,144	200,114	186,000	201,000
CAL-ID Fingerprint Entry	0	1188**	73,418	59,400	75,000

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

* Jails no longer book misdemeanors.

** Two months only--became operational in May 1990.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY E:**Administrative Management/Financial Services****% OF RESOURCES:** 45%WORKLOAD

Requisitions Prepared	8,450	8,600	8,830	9,000	9,000
Inventory Maintained	\$ 398,000	\$ 185,000	\$ 854,000	\$ 500,000	\$ 800,000
Payroll Records Maintained	2,363	2,450	2,600	2,900	3,000

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

ACTIVITY F:**Data Services****% OF RESOURCES:** 2%WORKLOAD

E-Mail Messages*	0	0	0	0	24,000
SUN Transactions	13,528,222	14,969,601	15,674,934	16,000,000	17,000,000
Network Accounts*	0	0	0	0	700
Devices on Computer network	153	180*	236	250	400

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

* New indicator effective with 1991-92
Adopted Budget.**ACTIVITY G:****Contract Management/Planning & Research****% OF RESOURCES:** 51%WORKLOAD

EIR's Law Enforcement Impact	250	234	234	200	200
Revenue Contracts	18(21,162,517)	17(20,427,566)	17(20,427,566)	18(22,852,968)	20(26,722,269)

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$75,545	\$76,126
0975	Sheriff Contract Manager	1	1.00	1	1.00	60,797	67,385
0980	Sheriff's Personnel Manager	1	1.00	1	1.00	55,404	59,191
2302	Administrative Assistant III	1	1.00	2	2.00	43,807	87,393
2303	Administrative Assistant II	3	3.00	8	8.00	113,338	315,632
2307	Dept. Personnel Officer III	1	1.00	1	1.00	49,484	52,355
2320	Personnel Aide	0	0.00	1	1.00	0	23,398
2328	Dept. Pers. Officer II	0	0.00	1	1.00	0	41,715
2367	Principal Adm. Analyst	1	1.00	1	1.00	49,484	52,355
2370	Adm. Services Manager III	1	1.00	1	1.00	57,284	60,605
2403	Accounting Technician	3	3.00	3	3.00	72,963	80,280
2414	Analyst IV	1	1.00	1	1.00	49,484	52,355
2423	Dept. Sys. Prog.	0	0.00	2	2.00	0	83,313
2425	Associate Accountant	2	2.00	4	4.00	70,430	137,348
2426	Asst. Systems Analyst	1	1.00	0	0.00	41,706	0
2427	Associate System Analyst	3	3.00	3	3.00	134,114	133,819
2485	Distrib. Net. Tech. II	0	0.00	1	1.00	0	23,783
2493	Intermediate Account Clerk	4	4.00	4	4.00	75,985	79,573
2494	Payroll Clerk	0	0.00	1	1.00	0	18,417
2499	Principal System Analyst	1	1.00	1	1.00	55,931	59,184
2500	Jr. Accountant	0	0.00	2	2.00	0	50,668
2505	Senior Accountant	1	1.00	1	1.00	42,764	45,252
2510	Senior Account Clerk	7	7.00	7	7.00	158,950	158,524
2511	Senior Payroll Clerk	5	5.00	5	5.00	118,450	110,902
2525	Senior System Analyst	2	2.00	2	2.00	103,874	109,914
2650	Stock Clerk	1	1.00	1	1.00	17,554	19,501
2660	Storekeeper I	1	1.00	1	1.00	21,225	22,580
2700	Intermediate Clerk Typist	5	5.00	7	7.00	95,733	134,641
2701	Sheriff's Sup. Records Clerk	2	2.00	2	2.00	55,912	59,154
2702	Sheriff's Records Manager	1	1.00	1	1.00	34,257	36,248
2703	Sheriff's Records Clerk II	14	14.00	16	16.00	349,746	407,728
2705	Sheriff's Records Clerk I	53	53.00	53	53.00	1,079,284	1,107,449
2710	Jr. Clerk Typist	0	0.00	1	1.00	0	14,464
2730	Senior Clerk	3	3.00	4	4.00	69,071	94,102
2745	Supervising Clerk	2	2.00	2	2.00	52,706	55,774
2756	Administrative Secretary I	2	2.00	1	1.00	38,331	19,459
2757	Administrative Secretary II	2	2.00	3	3.00	46,162	67,301
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
2896	Sup. Legal Services Clerk	1	1.00	1	1.00	30,534	32,306
2903	Legal Procedures Clerk I	1	1.00	2	2.00	40,946	44,527
2906	Legal Procedures Clerk III	1	1.00	2	2.00	48,032	54,073
2907	Legal Procedures Clerk II	8	8.00	6	6.00	134,964	132,205
3020	Computer Operator	1	1.00	1	1.00	23,420	25,530
3030	Data Entry Oper.	0	0.00	1	0.50	0	8,619
3072	Senior Computer Operator	1	1.00	1	1.00	26,646	28,198
3120	Dept. Comp. Spec. II	0	0.00	1	1.00	0	35,429
5706	Assis. Weapons Trng. Coord.	1	1.00	1	1.00	27,245	28,832
5746	Deputy Sheriff	16	16.00	17	17.00	645,620	734,344
5775	Sheriff's Captain	1	1.00	1	1.00	61,727	67,116
5778	Sheriff's Commander	1	1.00	1	1.00	69,448	75,480
5780	Sheriff's Lieutenant	2	2.00	2	2.00	109,266	118,828
5790	Sheriff's Sergeant	5	5.00	5	5.00	239,945	260,810
8807	Sheriff Range Guard	5	5.00	5	5.00	93,610	112,365
Total		171	171.00	195	194.50	\$4,870,379	\$5,807,450

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
	Salary Adjustments:					13,345	(159,855)
	Premium/Overtime Pay:					342,745	342,745
	Employee Benefits:					1,708,886	2,203,305
	Salary Savings:					(200,440)	(225,147)
	Total Adjustments					\$1,864,536	\$2,161,048
	Program Totals	171	171.00	195	194.50	\$6,734,915	\$7,968,498

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

ORGANIZATION #: 2400

MANAGER: Jay La Suer, Undersheriff

REFERENCE: 1991-92 Proposed Budget - Pg. 13-10

AUTHORITY: Section 605 of the County Charter charges the Sheriff with organizing his department in order to provide the County with efficient and effective law enforcement. The Sheriff is the chief law enforcement officer in the 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.) and is responsible for the maintenance of the County detention facilities and their inmates.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,596,049	\$1,703,637	\$2,571,721	\$1,928,051	\$1,896,633	(1.6)
Services & Supplies	115,504	150,826	160,105	194,227	194,227	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	15,232	0	0	0	0.0
Vehicle/Comm. Equip.	0	45,000	0	0	0	0.0
TOTAL DIRECT COST	\$1,711,553	\$1,914,695	\$2,731,826	\$2,122,278	\$2,090,860	(1.5)
PROGRAM REVENUE	(14,074)	(6,852)	(3,573)	(15,000)	(5,000)	(66.7)
NET GENERAL FUND CONTRIBUTION	\$1,697,479	\$1,907,843	\$2,728,253	\$2,107,278	\$2,085,860	(1.0)
STAFF YEARS	28.00	32.00	32.00	32.00	34.00	6.3
POSITIONS	28	32	32	32	34	6.3

PROGRAM DESCRIPTION

The Office of the Sheriff is the executive unit of the Sheriff's Department. It is through this office that the Sheriff provides overall management of the Department; exercises administrative control and supervision of department programs and personnel; maintains liaison with the Board of Supervisors, Chief Administrative Officer, County Counsel, Auditor and Controller and other governmental units at the local, state and federal levels; and communicates with law enforcement support organizations and the public at large.

The Office of the Sheriff is comprised of three divisions: The Office of the Sheriff, the Public Affairs Division, and the Internal Affairs Division. The Office of the Sheriff, in addition to the duly elected Sheriff, also includes the Undersheriff, who is responsible for department operations, and three Special Assistants who are responsible for legal affairs, intergovernmental relations and special projects. Additionally, a Sheriff's Community Relations Coordinator was approved in FY 1991-92 to address and resolve issues pertaining to the department's performance, responsiveness, and accessibility to the community based on input from the community and other agencies, including the Citizens Law Enforcement Review Board. Clerical support and the Sheriff's personal staff are also included in this division.

The Sheriff's Department has a high public profile. The Sheriff's Public Affairs Division provides external direct services to the public by coordinating all news media contacts for the department. Additionally, liaison with Mexico, and 22 foreign consulates in the County, an Industrial Relations Program to maintain labor peace and video productions are coordinated by the Public Affairs Division.

The Internal Affairs Division is responsible for investigating any complaints of misconduct or negligence regarding employees in the department.

1990-91 BUDGET TO ACTUAL COMPARISON

The Salaries and Benefits exceeded budget due primarily to retirement payoffs and overtime costs. Services and Supplies cost decreased due to internal constraints implemented by executive management in the Office of the Sheriff.

1991-92 OBJECTIVES

1. To provide direct liaison with all media outlets and to improve dissemination of information to the general public. Success in these efforts will be evaluated by media representatives who will meet annually to provide feedback.
2. To support the Honorary Deputy Sheriff's Association in raising funds to pay for special safety and training equipment as well as educational and training opportunities which would be unavailable through the budget process.
3. To enhance law enforcement training through the production and distribution of video tapes either produced by our department and/or other agencies. This would include P.O.S.T. training programs transmitted via satellite and broadcast live to sworn personnel and preserved on video tape for future use.
4. To enhance communication with members of the community through the production of public service announcements and special programs dealing with crime prevention and other law enforcement-related issues.
5. To maintain and enhance a long-standing professional relationship with our law enforcement counterparts in Mexico through the international liaison program.
6. To review, recommend, and respond to approximately 600 pieces of local, State and Federal legislation and to respond to all inquiries from law enforcement entities at the local, state, national and international level. To handle classified and unclassified materials for the War on Drugs and to provide liaison with all levels of the armed forces.
7. To establish professional contacts with representatives of organized labor and management in the private sector thereby developing intelligence information on potential labor disputes which could affect our contract cities and the unincorporated areas we serve. This would be accomplished through the industrial relations program.
8. To perform citizen and departmentally originated complaint investigations efficiently, thoroughly, lawfully and within departmental guidelines by: a) increasing by 30% the number of serious complaint allegations investigated by Internal Affairs; b) reducing the investigative "turn-around" time on serious investigations and maintain it between 60-90 days and fully automating case management.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Sheriff (34.00 SY; E = \$2,090,860; R = \$5,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the overall management of the department.
 - o Responsible for the coordination of all news media contacts for the department.
 - o Responsible for investigating any complaints of misconduct or negligence regarding employees in the department.
 - o In 1991-92 added 1.00 staff year for Sheriff's Community Relations Coordinator and 1.00 staff year for Sheriff's Executive Assistant.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
OTHER REVENUE :				
Recovered Expenditures (Acct. 9989)	\$142	\$0	\$0	\$0
Other Miscellaneous (Acct. 9995)	3,431	15,000	5,000	(10,000)
Sub-Total	\$3,573	\$15,000	\$5,000	\$(10,000)
Total	\$3,573	\$15,000	\$5,000	\$(10,000)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$2,728,253	\$2,107,278	\$2,085,860	\$(21,418)
Sub-Total	\$2,728,253	\$2,107,278	\$2,085,860	\$(21,418)
Total	\$2,728,253	\$2,107,278	\$2,085,860	\$(21,418)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:

-Revenues from filming were lower than anticipated in 1990-91; the budgeted amount for 1991-92 was reduced to reflect actual revenue received for the past two fiscal years.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Office of the Sheriff****% OF RESOURCES:** 48%**WORKLOAD**

Total Appropriations	98,550,720	115,661,364	129,262,641	121,927,258	137,239,222
Total Staff Years	1,930.08	2,266.50	2,337.50	2,307.25	2,394.50
Population Unincorporated Areas	357,600	374,387	358,512	374,335	358,512
Population Contract Cities	309,500	327,902	330,968	327,902	330,968
Unincorporated Area--Square Miles	3,614	3,404	3,737	3,404	3,737
Contract Cities--Square Miles	127	124	124	124	124

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

**ACTIVITY B:
Internal Affairs/Public Affairs****% OF RESOURCES:** 52%**WORKLOAD**

Complaint Investigations	237	206	247	240	300
Claims Against County	163	206	159	225	200
Discovery Proceedings	24	27	29	30	35

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

STAFFING SCHEDULE

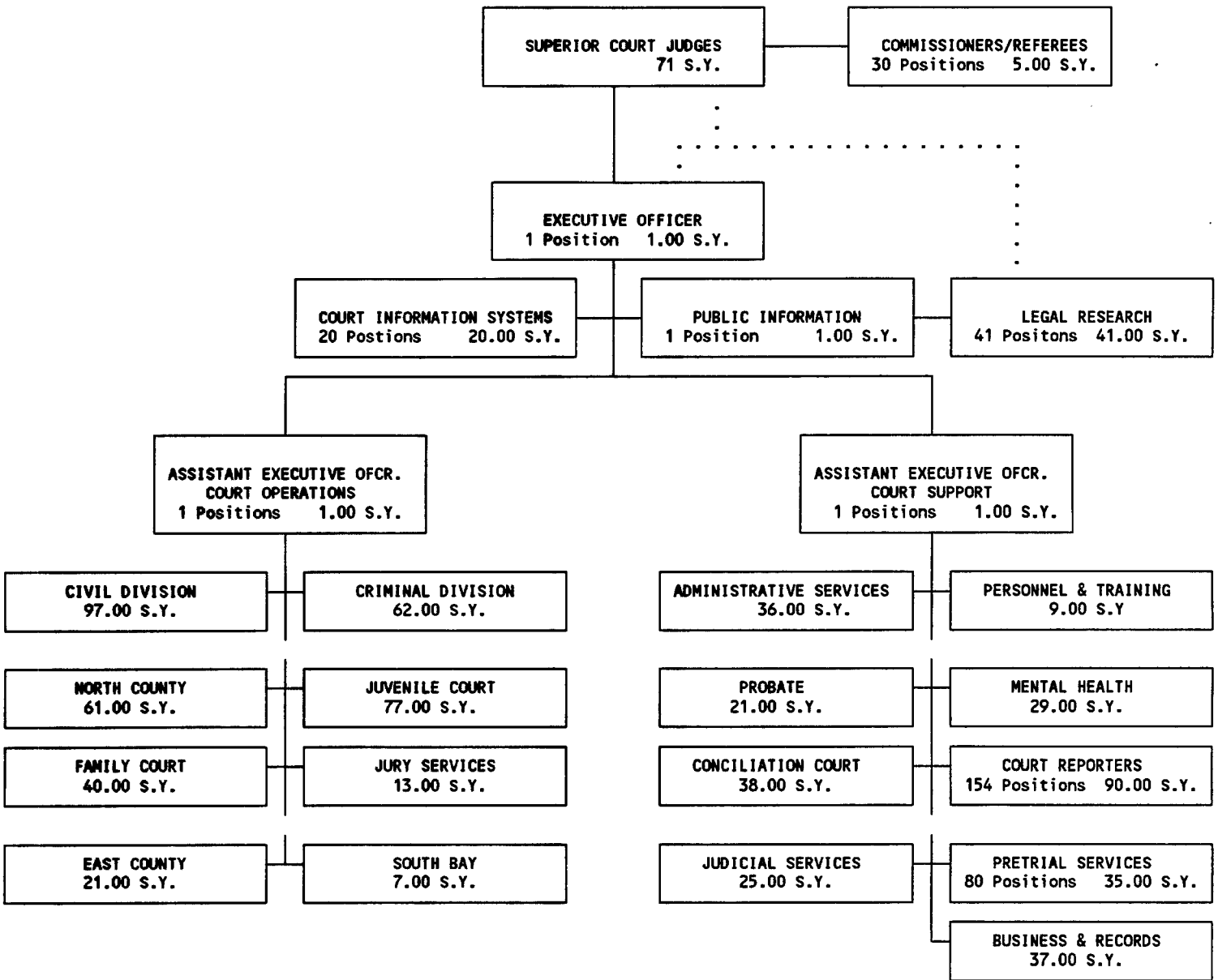
Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0160	Sheriff	1	1.00	1	1.00	\$93,642	\$93,761
0260	Undersheriff	1	1.00	1	1.00	81,993	82,625
0362	Special Assistant	3	3.00	3	3.00	168,658	167,477
2303	Admin. Assistant II	1	1.00	1	1.00	33,461	42,015
2337	Public Inf. Specialist	1	1.00	1	1.00	36,001	38,095
2700	Int. Clerk Typist	3	3.00	2	2.00	39,924	41,508
2756	Admin. Secretary I	0	0.00	1	1.00	19,135	21,786
2757	Admin. Secretary II	1	1.00	1	1.00	24,527	22,315
2758	Admin. Secretary III	2	2.00	2	2.00	56,650	60,797
2759	Admin. Secretary IV	1	1.00	1	1.00	31,429	33,251
2763	Legal Secretary II	1	1.00	1	1.00	27,209	28,438
5746	Deputy Sheriff	7	7.00	7	7.00	272,865	292,261
5780	Sheriff's Lt.	2	2.00	2	2.00	106,663	115,985
5790	Sheriff's Sergeant	8	8.00	8	8.00	374,711	416,081
8802	Executive Assistant	0	0.00	1	1.00	0	36,136
8890	Shf. Comm. Rel. Coord.	0	0.00	1	1.00	0	60,228
Total		32	32.00	34	34.00	\$1,366,868	\$1,552,759
Salary Adjustments:						62,009	(242,035)
Premium/Overtime Pay:						14,057	14,057
Employee Benefits:						542,141	634,317
Salary Savings:						(57,024)	(62,465)
Total Adjustments						\$561,183	\$343,874
Program Totals		32	32.00	34	34.00	\$1,928,051	\$1,896,633

SUPERIOR COURT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Operations	\$7,783,816	\$18,074,219	\$19,484,009	\$19,690,076	\$21,448,149	\$1,758,073	8.9
Court Support	11,176,109	15,457,993	18,133,469	16,854,978	17,789,625	934,647	5.5
TOTAL DIRECT COST	\$18,959,925	\$33,532,212	\$37,617,478	\$36,545,054	\$39,237,774	\$2,692,720	7.4
PROGRAM REVENUE	(3,443,785)	(8,563,251)	(8,827,840)	(8,794,031)	(8,794,031)	0	0.0
NET GENERAL FUND COST	\$15,516,140	\$24,968,961	\$28,789,638	\$27,751,023	\$30,443,743	\$2,692,720	9.7
STAFF YEARS	373.72	734.77	771.38	839.00	839.00	0.00	0.0

Note: 1989-90 figures reflect the transfer of all Clerk of the Superior Court functions from the County Clerk to the Superior Court Executive Officer.

SAN DIEGO SUPERIOR COURT



o South Bay Branch Court is scheduled to open January 1992.

PROGRAM: OPERATIONS

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13039
MANAGER: Kenneth E. MartoneORGANIZATION #: 2000
REFERENCE: 1991-92 Proposed Budget - Pg. 14-6

AUTHORITY: This program was developed to carry out the provisions of Article Six, Section Six of the Constitution of the State of California which states that there shall be a Superior Court in every county.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,995,138	\$13,686,460	\$15,533,354	\$15,929,123	\$17,687,196	11.0
Services & Supplies	2,595,168	3,731,475	3,861,857	3,217,800	3,217,800	0.0
Other Charges	26,509	25,935	9,375	30,000	30,000	0.0
Fixed Assets	167,001	630,349	79,423	513,153	501,153	(2.3)
Vehicles/Comm Equipment	0	0	0	0	12,000	100.0
TOTAL DIRECT COST	\$7,783,816	\$18,074,219	\$19,484,009	\$19,690,076	\$21,448,149	8.9
PROGRAM REVENUE	(1,868,247)	(6,874,161)	(6,690,253)	(7,164,370)	(7,164,370)	0.0
NET GENERAL FUND CONTRIBUTION	\$5,915,569	\$11,200,058	\$12,793,756	\$12,525,706	\$14,283,779	14.0
STAFF YEARS	169.22	406.62	436.72	472.00	495.00	4.9

PROGRAM DESCRIPTION

The Superior Court serves all the citizens of San Diego County through the operation of seventy-six court departments. The Superior Court has jurisdiction over all felonies; civil cases over \$25,000; cases involving title and possession of real property; dissolution of marriage; probate; conservatorship; mental health and juvenile proceedings. These proceedings, with the exception of juvenile matters, are conducted at the San Diego Courthouse, Family Court Building, North County Regional Center, and El Cajon Regional Center. All juvenile hearings are conducted at the Juvenile Court in Linda Vista.

1990-91 BUDGET TO ACTUAL COMPARISON

Total actual salaries and benefits were \$395,769 under budget. This amount is high partly due to the fact that CAO imposed salary cut of \$999,397 was applied exclusively to the Court Support budget rather than being equally divided between the two Court programs. Also, a number of positions in the Court remained unfilled due to space constraints and a Court imposed hiring freeze.

Actual expenditures on services and supplies exceeded budget by \$644,057. Professional liability insurance, Jury fees, interpreters, books and legal publications, and employee auto expenses represent areas in which the budget fell short of actual Court needs.

The other Charges account was \$20,625 under budget, and fixed assets expenditure was \$433,730 under budget. The fixed assets saving as depicted under the Operations program is misleading due to the fact the FY 90/91 actual expenditures do not include year-end encumbrances or fixed assets charged against the Court support program. Overall, including year-end encumbrances, the Court fixed assets expenses were \$43,149 under budget.

1991-92 OBJECTIVES

1. To dispose of 90% of all civil cases within one year of filing of the complaint.
2. To reduce the length of time from filing to disposition for felony criminal cases (currently 93 days).
3. To implement the REJIS dependency system in order to manage, timely process and dispose of juvenile dependency matters.
4. To provide adequate jurors for all jury trials as needed.
5. Open a new branch Court at South Bay, and locate a building downtown to house eight Civil courtrooms that were displaced by the closure of Hotel San Diego.
6. Upgrade Juvenile Traffic system to provide greater flexibility in recording dispositions of cases, providing information to DMV and accounting for fees collected.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Civil Division (97.00 SY; E = \$3,872,583; R = \$2,700,000) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides for civil case processing and preparation of calendars for 24 civil departments.
 - o Operates an Arbitration Program for Superior and Municipal Court Civil cases.
2. Criminal Division (62.00 SY; E = \$3,067,383; R = \$125,000) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides for criminal case processing and preparation of calendars for 18 criminal departments.
3. Juvenile Court (77.00 SY; E = \$2,899,846; R = \$272,240) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides for the acceptance of all delinquency and dependency filings, case processing and preparation of calendars for 10 Juvenile Court Departments.
4. Family Court (40.00 SY; E = \$1,340,178; R = \$1,440,000) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides for the acceptance of all filings, case processing and preparation of calendars relating to family law and domestic matters for 7 Domestic Departments.
5. Jury Services (13.00 SY; E = \$2,114,181; R = \$300,000) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Manages the jury system for all Superior and Municipal Courts.

-
6. North County Branch (61.00 SY; E = \$2,247,547; R = \$1,635,000) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 13 court departments.

 7. East County Branch (21.00 SY; E = \$809,442; R = \$692,130) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 5 court departments.

 8. Legal Research (41.00 SY; E = \$2,611,985; R = \$0) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides legal research and assistance to Judges, Commissioners and Referees as required.

 9. Judges and Referees (76.00 SY; E = \$2,222,294; R = \$0) is:
 - o Mandated/Mandated Service Level.
 - o Adding no additional judicial positions.

 10. South Bay Branch (7.00 SY; E = \$262,710; R = N/A) is:
 - o Mandated/Discretionary Service Level.
 - o This is a new branch office, scheduled to open January 1992. It will have one civil and three criminal courtrooms.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FEES AND GRANTS:				
Marriage License	116,545	110,000	110,000	0
Fines & Forfeitures	261,945	125,000	125,000	0
Filing Documents	5,654,968	6,313,702	6,313,702	0
Jury Fees	524,691	300,000	300,000	0
Traffic School Fees	82,623	50,745	50,745	0
Court Admin Fees	1,739	5,000	5,000	0
Other Misc	9,736	146,582	146,582	0
Recovered Expenditures	11,690	69,913	69,913	0
Other Sales Taxable	26,316	43,428	43,428	0
Sub-Total	\$6,690,253	\$7,164,370	\$7,164,370	\$0
Total	\$6,690,253	\$7,164,370	\$7,164,370	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$12,793,756	\$12,525,706	\$14,283,779	\$1,758,073
Sub-Total	\$12,793,756	\$12,525,706	\$14,283,779	\$1,758,073
Total	\$12,793,756	\$12,525,706	\$14,283,779	\$1,758,073

EXPLANATION/COMMENT ON PROGRAM REVENUES

Filing fee revenue continues to be under-realized. The budgeted amount is the same as the amount transferred over to the Superior Court from the former County Clerk's budget. A reduction to a more realistic level is desirable.

FIXED ASSETS

Item	Quantity	Unit	Cost
Office Equipment and Furniture	1	Lot	\$259,450
Modular Furniture	1	Lot	6,000
Computer Equipment	1	Lot	233,703
Photographic Equipment	1	Each	2,000
Total			\$501,153

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Automobile	1	Each	\$12,000
Total			\$12,000

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Filing					
% OF RESOURCES: 100%					
WORKLOAD					
Total Filings	72,106	72,258	73,706	76,070	82,770
Judicial Weighted Caseload	8,070,417	8,204,826	8,674,440	8,501,080	9,747,747
EFFICIENCY					
Weighted Units Per Judge Staff Year*	134,507	115,560	122,175	119,734	137,292
EFFECTIVENESS					
Percent Over State Standard (94,170)	42.8	22.7	29.7	27.2	45.8

*Does not include Referee and Referee Pro Tem staff years.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0570	Judge, Superior Court	71	71.00	71	71.00	\$908,417	\$785,461
0559	Supv. Research Attorney	1	1.00	1	1.00	79,980	95,272
0538	Referee	3	3.00	3	3.00	241,867	253,662
0558	Research Attorney III	2	2.00	2	2.00	134,671	148,873
0496	Supr Juv. Traf. Hearing Off.	1	1.00	1	1.00	58,467	61,860
8801	Director, Court Operations	2	2.00	2	2.00	111,486	117,970
0509	Director, Juvenile Court	1	1.00	1	1.00	58,531	61,935
0516	Juv. Traf. Hearing Ofifcer	3	3.00	3	3.00	167,046	173,865
0553	Research Attorney II	22	22.00	22	22.00	1,195,254	1,269,612
0514	Coordinator, Calendar Svcs	3	3.00	3	3.00	143,600	153,906
0530	Research Attorney I	8	8.00	8	8.00	350,112	352,792
0525	Coordinator, Jury Services	1	1.00	1	1.00	42,869	42,888
0576	Div. Chief, Branch Opertns.	2	2.00	2	2.00	85,528	90,504
0574	Div. Chief, Business	1	1.00	1	1.00	42,764	45,252
0537	Referee Pro-Tem	27	2.00	27	2.00	78,000	78,600
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	38,858	45,335
0531	Chief Calendar Clerk	1	1.00	1	1.00	38,773	41,029
0522	Deputy Jury Comm. III	1	1.00	1	1.00	37,279	37,288
0511	Chief Arbitration Clerk	2	2.00	2	2.00	74,485	81,389
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	36,881	39,018
0579	Asst. Div Chf, Branch Opertns.	2	2.00	2	2.00	73,762	78,036
0569	Asst. Supv. Sup. Court Clerk	2	2.00	2	2.00	72,830	78,225
8802	Coordinator, Court Interpreter	1	1.00	1	1.00	31,865	33,747
0554	Court Services Clerk IV	7	7.00	7	7.00	231,533	244,550
0566	Superior Court Clerk	118	118.00	118	118.00	3,508,273	3,783,335
0599	Sup. Ct. Clerk Interpreter	8	8.00	8	8.00	236,168	248,882
0561	Legal Assistant	2	2.00	2	2.00	51,690	50,050
0535	Deputy Jury Commissioner II	11	11.00	11	11.00	274,297	295,891
0502	Admin. Secretary II	1	1.00	1	1.00	24,527	25,569
0555	Court Services Clerk III	40	40.00	40	40.00	943,126	994,047
0703	Exhibits Custodian	3	3.00	3	3.00	68,904	69,606
0589	Cashier	2	2.00	2	2.00	42,978	41,738
0702	Microfilm Operator	1	1.00	1	1.00	21,489	22,366
0556	Court Services Clerk II	93	93.00	96	96.00	2,040,362	2,174,868
0557	Court Services Clerk I	38	38.00	48	48.00	739,020	943,736
0583	Intermediate Clerk Typist	5	5.00	9	9.00	95,277	165,774
0560	Law Clerk - Superior Court	4	4.00	4	4.00	74,464	78,176
0584	Departmental Clerk	2	2.00	4	4.00	32,500	59,631
0586	Junior Clerk Typist	3	3.00	7	7.00	48,324	109,653
Total		497	472.00	520	495.00	\$12,536,257	\$13,474,391
Salary Adjustments:						(109,310)	8,920
Premium/Overtime Pay:						0	0
Employee Benefits:						3,803,359	4,533,094
Salary Savings:						(301,183)	(329,209)
Total Adjustments						\$3,392,866	\$4,212,805
Program Totals		497	472.00	520	495.00	\$15,929,123	\$17,687,196

Note: 1991-92 Budget shows a transfer of 23 positions and 23.00 SY from the Court Support Program to Operations.

Furthermore, former County Clerk positions, typically under the 2000 Class Series, have been assigned new Superior Court Class Numbers.

PROGRAM: COURT SUPPORT

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13081
MANAGER: Kenneth E. Martone

ORGANIZATION #: 2031
REFERENCE: 1991-92 Proposed Budget - Pg. 14-7

AUTHORITY: This program was developed to carry out the provisions of Article Six, Section Six of the Constitution of the State of California which states that there shall be a Superior Court in every county.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,461,771	\$13,112,953	\$15,232,531	\$15,262,101	\$16,196,748	6.1
Services & Supplies	1,714,338	2,313,661	2,562,437	1,557,877	1,557,877	0.0
Other Charges	0	31,379	11,555	35,000	35,000	0.0
Fixed Assets	0	0	326,946	0	0	0.0
Vehicles/Comm Equipment	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$11,176,109	\$15,457,993	\$18,133,469	\$16,854,978	\$17,789,625	5.5
PROGRAM REVENUE	(1,575,538)	(1,689,090)	(2,137,587)	(1,629,661)	(1,629,661)	0.0
NET GENERAL FUND CONTRIBUTION	\$9,600,571	\$13,768,903	\$15,995,882	\$15,225,317	\$16,159,964	6.1
STAFF YEARS	204.50	328.15	334.66	367.00	344.00	(6.3)

PROGRAM DESCRIPTION

The Court Support program provides for the necessary administrative and operational support to the direct service programs and Judges of the Superior Court. Operational support programs include Administrative Services, Judicial Services, Probate, Conciliation Court Mediations and Investigations, Pre-trial Services, Office of the Counselor in Mental Health, Court Reporters, Computer Information Systems and the Office of Business and Records.

Under the direction of the Executive Officer, program staff ensure that Court policies and procedures are developed, implemented and followed in concert with policies established by the Judges of the Superior Court.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and benefit expenditures were \$29,570 under budget. This salary savings for the Court Support Program would have been higher had the CAO imposed additional salary savings of \$999,397, been equally divided between the two Court programs. Overall, for the Court, salaries and benefits expenditure including temporary help was \$363,373 under budget. Unfilled positions, a direct consequence of a Court hiring freeze and a severe space constraint contributed to this salary savings.

Services and supplies expenditure exceeded budget by \$1,004,560. The following accounts represent areas in which the budgeted funding was inadequate in meeting the Courts needs: office equipment maintenance, postage, printing, transcripts, electronic court recording, and books and legal publications.

Fixed assets show an excess of \$326,946 over budget. This is explained by the fact the Fixed Assets were all budgeted under the Court Operations budget. In reality, for the Court in total, fixed assets spending was under budget by \$43,149.

1991-92 OBJECTIVES

1. Purchase and install a computer aided microfiche retrieval system for the Business/Records Division.
2. Update the Superior Court record indices.
3. Implement fixed asset tracking system.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office and Administrative Services (49.00 SY; E = \$2,634,127; R = \$0) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Carries out policy set by Judges and provides for management of budgeting, accounting, purchasing and personnel/payroll functions.
2. Court Information Services (20.00 SY; E = \$1,254,800; R = \$0) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides design/development/maintenance of case management and tracking systems.
3. Judicial Services (25.00 SY; E = \$1,095,689; R = \$0) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides support services to judicial officers at all court locations.
4. Probate Division (21.00 SY; E = \$888,074; R = \$30,000) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Handle decedents' estates, guardianships of minors, and conservatorships of adults who are unable to provide for their personal needs or manage their financial resources.
5. Court Reporters (90.00 SY; E = \$6,612,217; R = \$884,845) including support personnel:
 - o Mandated/Mandated Service Level.
 - o Provides court reporters for each criminal, civil, juvenile, probate, domestic and mental health case as required by law.

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6. Pretrial Services (35.00 SY; E = \$1,102,954; R = \$0) including support personnel:
 - o Discretionary/Discretionary Service Level.
 - o Provides 24-hour own recognizance pre-arraignment review of felony inmates at the Central and Vista Detention facilities and supervised release for pretrial defendants in all four judicial districts.

 7. Business/Records (37.00 SY; E = \$1,103,186; R = \$0) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Accepts and stores all documents filed with the court and provides public access to these records.

 8. Conciliation Court (38.00 SY; E = \$1,842,089; R = \$0) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Provides mediation and investigation in all domestic cases when separating or divorcing parents cannot agree on a child custody sharing plan.

 9. Counselor in Mental Health (29.00 SY; E = \$1,256,489; R = \$714,816) including support personnel:
 - o Mandated/Discretionary Service Level.
 - o Conducts investigations and makes recommendations to the Court regarding conservatorships, and serves as Temporary Conservator when necessary.
 - o Conducts investigations of persons, who as a result of a mental disorder, may be a danger to themselves or others, or who are unable to provide for their own basic needs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State Aid	750,557	\$714,816	714,816	0
Reporter Transcripts	1,036,339	884,845	884,845	0
Recovered Expenditures	350,691	30,000	30,000	0
Sub-Total	\$2,137,587	\$1,629,661	\$1,629,661	\$0
Total	\$2,137,587	\$1,629,661	\$1,629,661	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$15,995,882	\$15,225,317	\$16,159,964	\$934,647
Sub-Total	\$15,995,882	\$15,225,317	\$16,159,964	\$934,647
TOTAL	\$15,995,882	\$15,225,317	\$16,159,964	\$934,647

EXPLANATION/COMMENT ON PROGRAM REVENUES

Reporter transcripts revenue is significantly (17 percent) over-realized. Similarly, recovered expenditures, mainly Probate investigations and Conciliation Court mediation/investigations are also over-realized. However, these categories are difficult to predict accurately, and are invariably associated with increased operating costs.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Probate					
<u>% OF RESOURCES:</u>	5.7%				
<u>WORKLOAD</u>					
# Filings	5,072	4,546	4,511	4,600	4,600
<u>EFFICIENCY</u>					
# Cases Disposed of	6,921	5,886	5,711	6,000	6,000
<u>EFFECTIVENESS</u>					
Ratio of Dispositions to Filings	137%	129%	127%	130%	130%
ACTIVITY B: Pretrial Services					
<u>% OF RESOURCES:</u>	9.5%				
<u>WORKLOAD</u>					
Total Inmates Interviewed	33,686	36,679	34,346	37,000	35,000
<u>EFFICIENCY</u>					
# Released OR	2,122	1,989	1,711	2,000	1,700
# Released Supervised	704	747	762	750	750
<u>EFFECTIVENESS</u>					
Custody Days Averted - OR (3 Days Avg.)	6,366	5,967	5,133	6,000	5,000
Custody Days Averted - Supervised (Actual)	37,634	54,893	44,238	55,000	45,000
ACTIVITY C: Business/Records					
<u>% OF RESOURCES:</u>	16.9%				
<u>WORKLOAD</u>					
New Filings	23,168	23,158	24,548	23,000	26,000
Case Files Handled	222,174	259,204	269,057	260,000	275,000
<u>EFFICIENCY</u>					
Files Handled/Staff	4,040	4,320	4,484	4,333	5,392
<u>EFFECTIVENESS</u>					
% Handled in Required Time Limits	100%	100%	100%	100%	100%

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY D:
Conciliation Court

% OF RESOURCES: 10.4%

WORKLOAD

Child Custody/Visitation Mediation Hearings	8,538	8,457	8,014	9,000	8,400
Guardianship Investigations	278	232	282	275	300

EFFICIENCY

# of Hearings per Counselor	356	352	334	375	350
#of Guardianships/per Counselor	12	10	12	11	13

EFFECTIVENESS

% of Mediation Settlements	71%	68%	70%	71%	70%
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ACTIVITY E:
Counselor in Mental Health

% OF RESOURCES: 7.9%

WORKLOAD

Conservatorship Investigations	1,587	1,493	1,633	1,550	1,500
Mental Health Hearings	1,932	1,667	2,306	1,800	2,400

EFFICIENCY

Investigations/Counselor	106	100	148	97	135
Hearings/Counselor	129	111	192	113	200

EFFECTIVENESS

% Private Conservators Appointed	39%	58%	42%	45%	40%
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STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0520	Exec. Officer & Jury Comsn	1	1.00	1	1.00	99,652	110,460
0519	Ast. Sup. Ct. Exec. Officer	2	2.00	2	2.00	154,290	163,248
0564	Dir, Court Info. Systems	1	1.00	1	1.00	70,346	67,688
0548	Dir, Mental Health Services	1	1.00	1	1.00	58,531	61,935
0505	Dir, Family Counseling	1	1.00	1	1.00	58,531	61,935
0513	Supv. Court Systems Analyst	3	3.00	3	3.00	173,720	183,606
8804	Director, Personnel Svcs.	1	1.00	1	1.00	53,064	53,492
0565	Sup. Ct. Capital Projects Mgr	1	1.00	1	1.00	52,785	56,690
0540	Court Reporter, Superior Crt	82	82.00	82	82.00	4,268,533	4,551,244
0507	Conciliation Counselor IV	2	2.00	2	2.00	103,004	108,992
0551	Admin. Services Manager I	2	2.00	2	2.00	101,244	99,597
0501	Court Systems Analyst II	3	3.00	3	3.00	149,174	150,133
0534	Departmental Officer III	1	1.00	1	1.00	49,484	52,355
0541	Pro Tem Court Reporter	70	6.00	70	6.00	288,168	302,676
0514	Coordinator Calendar Svcs	2	2.00	2	2.00	93,256	102,604
0506	Conciliation Counselor III	9	9.00	9	9.00	419,393	445,878
0523	Chief Probate Examiner (V)	1	1.00	1	1.00	45,447	50,486
0545	Pretrial Services Manager	1	1.00	1	1.00	42,683	38,035
0552	Deputy Counselor in M. H. III	1	1.00	1	1.00	43,947	42,911
0532	Admin. Assistant III	4	4.00	4	4.00	162,967	176,982
0567	Senior Accountant	1	1.00	1	1.00	42,764	45,252
0575	Division Chief, Records	1	1.00	1	1.00	42,764	45,252
0503	Court Systems Analyst I	6	6.00	6	6.00	250,894	274,390
0710	Senior Personnel Analyst	3	3.00	3	3.00	119,184	129,671
0524	Admin. Assistant II	1	1.00	1	1.00	39,707	38,921
0549	Deputy Counselor IN M.H. II	15	15.00	15	15.00	595,285	620,482
0547	Supv. Detention Review Officer	4	4.00	4	4.00	158,416	167,616
0526	Probate Examiner III	2	2.00	2	2.00	78,706	87,460
0529	Coord., Court Reporter Svcs.	1	1.00	1	1.00	38,773	37,288
0512	Chief Judicial Secretary	1	1.00	1	1.00	38,483	41,554
0518	Conciliation Counselor II	13	13.00	13	13.00	496,210	539,851
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	36,881	39,018
0578	Asst. Div. Chief, Records	1	1.00	1	1.00	36,881	39,018
0571	Public Information Officer	1	1.00	1	1.00	36,048	45,252
0546	Detention Review Officer	9	9.00	9	9.00	322,766	341,331
0563	Analyst II	1	1.00	1	1.00	32,657	35,428
0521	Conservatorship Investigator	2	2.00	2	2.00	75,132	79,476
0527	Probate Examiner II	9	9.00	9	9.00	324,281	335,849
0554	Court Services Clerk IV	5	5.00	5	5.00	161,671	167,764
0562	Computer Specialist - Sup. Ct.	7	7.00	7	7.00	219,465	234,384
0515	Judicial Secretary	18	18.00	18	18.00	553,665	597,861
0700	Junior Accountant	1	1.00	1	1.00	28,392	26,011
0555	Court Services Clerk III	11	11.00	11	11.00	281,758	304,559
0542	Senior Payroll Clerk	1	1.00	1	1.00	24,136	24,620
0572	Senior Account Clerk	3	3.00	3	3.00	69,195	72,123
0588	Accounting Technician	1	1.00	1	1.00	22,055	26,764
0582	Storekeeper	1	1.00	1	1.00	21,339	22,580
8803	Senior Cashier	1	1.00	1	1.00	20,153	23,497
0702	Microfilm Operator	1	1.00	1	1.00	21,489	22,366
0556	Court Services Clerk II	60	60.00	57	57.00	1,252,127	1,307,146
0502	Admin Secretary II	1	1.00	1	1.00	21,080	25,569
0589	Cashier	1	1.00	1	1.00	20,876	22,366
0701	Mail Clerk Driver	1	1.00	1	1.00	19,657	19,623
0557	Court Services Clerk I	18	18.00	8	8.00	328,528	167,352
0581	Stock Clerk, Sup. Ct.	2	2.00	2	2.00	35,461	38,357
0583	Intermediate Clerk Typist	8	8.00	4	4.00	141,907	79,958
0586	Junior Clerk Typist	7	7.00	3	3.00	102,491	45,851
0584	Departmental Clerk	3	3.00	1	1.00	43,568	16,791
9999	Temporary Extra Help	64	19.00	64	19.00	304,028	324,028
Total		476	367.00	453	344.00	\$12,947,092	\$13,393,626

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
	Salary Adjustments:					(994,359)	(993,309)
	Premium/Overtime Pay:					0	0
	Employee Benefits:					3,332,825	3,819,888
	Salary Savings:					(23,457)	(23,457)
Total Adjustments						\$2,315,009	\$2,803,122
Program Totals		476	367.00	453	344.00	\$15,262,101	\$16,196,748

Note: 1991-92 Budget shows a reduction of 23 positions and 23.00 SY, which were transferred to the Court Operations Program.

Also, former County Clerk positions, typically in the 2000 Class Series, have been reassigned to Superior Court Class Numbers in the FY 1991-92 Budget.

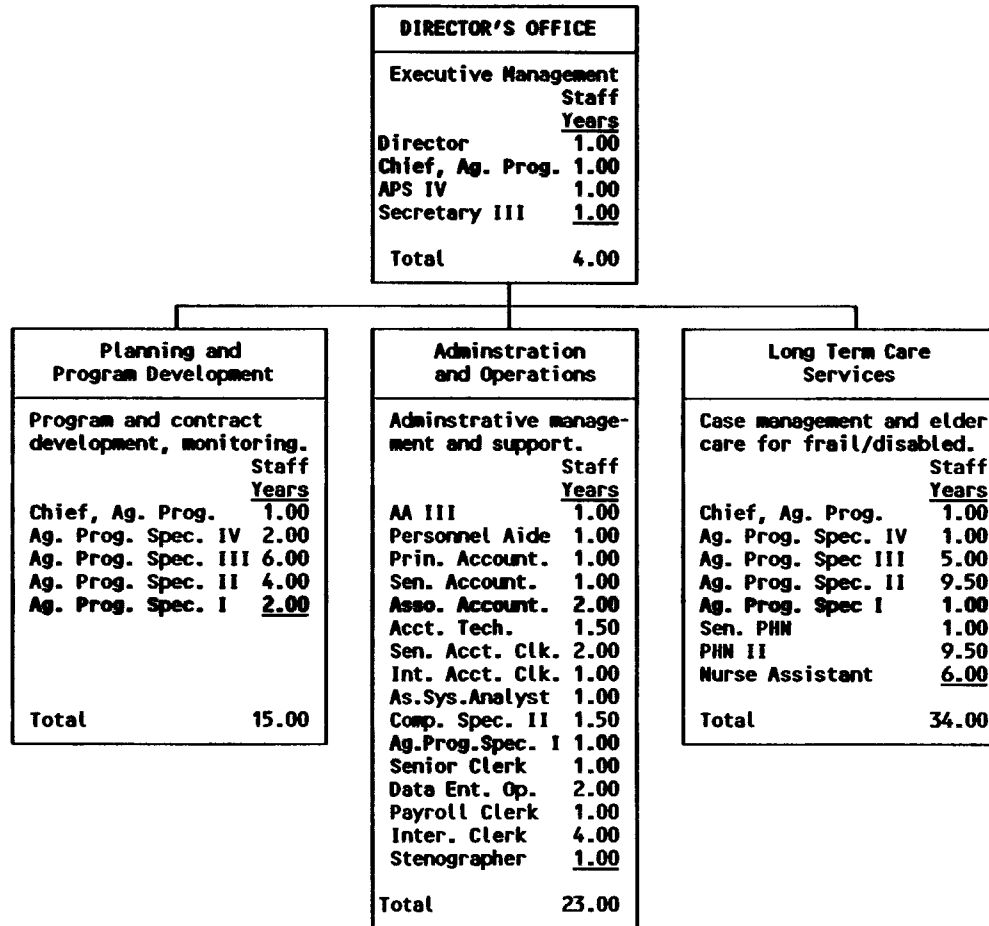
HEALTH & SOCIAL SERVICES



AREA AGENCY ON AGING

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Area Agency on Aging	\$8,250,064	\$8,736,658	\$9,160,855	\$10,792,043	\$11,051,712	\$259,669	2.4
TOTAL DIRECT COST	\$8,250,064	\$8,736,658	\$9,160,855	\$10,792,043	\$11,051,712	\$259,669	2.4
PROGRAM REVENUE	(7,752,901)	(8,146,408)	(8,735,489)	(9,822,480)	(9,944,031)	(121,551)	1.2
NET GENERAL FUND COST	\$497,163	\$590,250	\$425,366	\$969,563	\$1,107,681	\$138,118	14.3
STAFF YEARS	64.97	61.97	71.90	75.00	76.00	1.00	1.3

AREA AGENCY ON AGING



Staff Changes:

- Eliminate one Administrative Assistant II position from Administration/Operations (-1.00 staff year).
- Eliminate one Aging Program Specialist II position from Long Term Care (-1.00 staff year).
- Add three (3) Public Health Nurse II positions to Long Term Care (+2.00 staff years).
- Add one (1) Department Computer Specialist II position to Administration/Operations (+.50 staff year).
- Add one (1) Accounting Technician position to Administration/Operations (+.50 staff year).

PROGRAM: Area Agency on Aging

DEPARTMENT: AREA AGENCY ON AGING

PROGRAM #: 27014

ORGANIZATION #: 3700

MANAGER: Daniel L. Laver

REFERENCE: 1991-92 Proposed Budget - Pg. 15-1

AUTHORITY: The Area Agency on Aging operates under the authority of Public Law 89-73, the Older Americans Act, as amended. The department was established by the Board of Supervisors Ordinance No. 6550 on 3/3/83 (47-8). The program is mandated by federal law but it is not mandated that the County be the operating agent. Service levels vary from year-to-year depending on the levels of grant funding and local financial support.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,463,080	\$2,746,759	\$3,029,551	\$3,230,048	\$3,502,568	8.4
Services & Supplies	5,749,811	5,964,910	6,129,527	7,561,995	7,455,694	(1.4)
Other Charges	2,910	0	0	0	0	0.0
Fixed Assets	34,263	24,989	1,777	0	0	0.0
Operating Transfers	0	0	0	0	93,450	100.0
TOTAL DIRECT COST	\$8,250,064	\$8,736,658	\$9,160,855	\$10,792,043	\$11,051,712	2.4
PROGRAM REVENUE	(7,752,901)	(8,146,408)	(8,735,489)	(9,822,480)	(9,944,031)	1.2
NET GENERAL FUND CONTRIBUTION	\$497,163	\$590,250	\$425,366	\$969,563	\$1,107,681	14.2
STAFF YEARS	64.97	67.97	71.90	75.00	76.00	1.3

PROGRAM DESCRIPTION

There are an estimated 361,870 persons 60 years and older, and 109,930 age 75 and older who reside in San Diego County. In general, the elderly have special problems resulting from limited mobility and fixed incomes. The Area Agency on Aging (AAA) is charged with being a catalyst in the development of a Countywide comprehensive and coordinated service system to address the needs of the elderly. That mandate is met through administration of approximately sixty contracts with public and private agencies (for services such as in-home support, nutritious meals, legal assistance, transportation, employment and multipurpose senior centers); through AAA operated direct services (information and referral, long term care, and nursing home ombudsman services); and through coordination of activities of the various agencies and groups which collectively comprise the senior network. In addition, the AAA operates the AIDS Waiver Program (AWP) charged with providing case management services to those afflicted with AIDS.

1990-91 BUDGET TO ACTUAL COMPARISON

Expenditures in salaries and benefits and services and supplies were less than anticipated due to late start up of the AIDS Waiver Program, and due to underexpenditure in contracted services, and to a lesser extent delays in staff hires. Fixed assets were computer equipment purchased with grant funds.

1991-92 OBJECTIVES

1. Secure 9,600 hours of volunteer service in the Nursing Home Ombudsman Program.
2. Process 45,000 requests for information or referrals to service through AAA operated Senior Information and Referral.
3. Maintain a long term care daily caseload of at least 1,100 clients.
4. Participate in at least four (4) regional senior employment fairs providing information and job counseling for 1,500 seniors.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Information and Referral (2.75 SY; E = \$159,140; R = \$106,305) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 67% by program revenue.
 - o Expected to handle 45,000 requests for information or referral services in 1991-92.
2. Nursing Home Ombudsman Program (4.01 SY; E = \$246,586; R = \$204,915) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Offset 83% by program revenue.
 - o Expected to make 900 site visits to nursing homes in 1991-92.
3. Program Development (4.55 SY; E = \$269,082; R = \$168,841) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 63% by program revenue.
 - o Expected to establish new resources with a dollar value in excess of \$100,000 in 1991-92.
4. Grant/Contract Administration (16.24 SY; E = \$6,218,060; R = \$5,798,421) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 93% by program revenue.
 - o Expected to make 300 site visits to contractors in 1991-92.
5. Long Term Care (48.45 SY; E = \$4,158,844; R = \$3,665,549) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 88% by program revenue.
 - o Expected to manage a caseload of 1,100 clients in 1991-92.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
Title III-B (17% of admin. and direct service)	\$1,926,984	\$1,843,073	\$1,843,073	\$0
Title III-C1 (33% of admin. and direct service)	1,559,118	1,800,383	1,800,383	0
Title III-C2 (33% of admin. and direct service)	504,402	440,427	440,427	0
United States Department of Agriculture	768,561	796,184	796,184	0
State Support Services	92,909	92,909	92,909	0
Title V	371,721	393,822	393,822	0
City of San Diego	143,473	136,641	136,641	0
State Congregate Nutrition	356,034	356,034	356,034	0
State Home Delivered Nutrition	447,917	447,917	447,917	0
Title XIX	1,322,055	1,339,001	1,343,648	4,647
State General Fund	198,619	324,000	324,000	0
AIDS Case Management	840,622	1,697,839	1,811,522	113,683
State Ombudsman	91,985	91,985	95,206	3,221
Respite Care Pilot Project	0	0	0	0
Respite Care Registry	10,265	2,265	2,265	0
May Foundation (OASIS)	30,910	15,000	15,000	0
Mercy Hospital and Medical Center	42,044	25,000	25,000	0
Wagner-Peyser	27,870	20,000	20,000	0
Sub-Total	\$8,735,489	\$9,822,480	\$9,944,031	\$121,551
Total	\$8,735,489	\$9,822,480	\$9,944,031	\$121,551

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$198,621	\$760,122	\$898,240	\$138,118
Sub-Total	\$198,621	\$760,122	\$898,240	\$138,118
BUDGETED MATCH:				
Title III-B (17%)	\$142,759	\$122,361	\$122,361	\$0
Title III - C1 (33%)	66,875	71,447	71,447	0
Title III - C2 (33%)	17,111	15,633	15,633	0
Sub-Total	\$226,745	\$209,441	\$209,441	\$0
Total	\$425,366	\$969,563	\$1,107,681	138,118

EXPLANATION/COMMENT ON PROGRAM REVENUES

Required and budgeted match are the same. Cash match is required as a percentage of Title III administration and direct services. The County is also legally liable for any contractor match not sustained by an audit. General fund support costs could be substantial in those instances.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Senior Nutrition					
<u>% OF RESOURCES:</u> 36%					
<u>WORKLOAD</u>					
Number of Meals	1,353,440	1,391,835	1,353,041	1,325,000	1,340,000
<u>EFFICIENCY</u>					
Meal Cost	\$2.40	\$2.53	\$2.51	\$2.75	\$2.64
<u>EFFECTIVENESS</u>					
Unduplicated Nutrition Clients	17,122	17,971	14,319	15,600	15,600
ACTIVITY B: Long Term Care					
<u>% OF RESOURCES:</u> 37%					
<u>WORKLOAD</u>					
Assessments/Reassessments	2,860	2,716	3,343	2,500	2,612
<u>EFFICIENCY</u>					
Cost/Client Day	\$10.66	\$11.12	\$6.57	\$10.80	\$10.22
<u>EFFECTIVENESS</u>					
Unduplicated Clients	1,560	1,358	2,144	1,400	1,900
ACTIVITY C: Senior Legal Services					
<u>% OF RESOURCES:</u> 1%					
<u>WORKLOAD</u>					
Legal Services Hours	16,230	17,095	19,291	15,200	15,200
<u>EFFICIENCY</u>					
Cost /Legal Services Hour	\$7.25	\$6.94	\$6.15	\$7.53	\$8.47
<u>EFFECTIVENESS</u>					
Unduplicated Clients	9,918	10,247	6,200	5,000	5,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2119	Director	1	1.00	1	1.00	\$62,400	\$72,756
5207	Chief, Aging Programs	3	3.00	3	3.00	155,811	164,871
2497	Principal Accountant	1	1.00	1	1.00	49,484	52,355
5206	Aging Program Specialist IV	4	4.00	4	4.00	175,205	185,404
2302	Administrative Assistant III	1	1.00	1	1.00	43,807	46,351
2505	Senior Accountant	1	1.00	1	1.00	42,764	45,252
2303	Administrative Assistant II	1	1.00	0	0.00	39,707	0
5205	Aging Program Specialist III	11	11.00	11	11.00	409,411	432,335
4567	Senior Public Health Nurse	1	1.00	1	1.00	37,065	44,027
2425	Associate Accountant	2	2.00	2	2.00	66,862	63,129
4565	Public Health Nurse II	9	9.00	10	9.50	295,787	379,457
5204	Aging Program Specialist II	13	13.00	14	13.50	422,808	464,819
2403	Accounting Technician	1	1.00	2	1.50	25,294	35,388
5203	Aging Program Specialist I	4	4.00	4	4.00	104,788	113,416
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
2320	Personnel Aide	0	0.00	1	1.00	0	25,157
2511	Senior Payroll Clerk	1	1.00	0	0.00	23,065	0
2730	Senior Clerk	0	0.00	1	1.00	0	18,864
2510	Senior Account Clerk	2	2.00	2	2.00	43,527	43,678
2760	Stenographer	1	1.00	1	1.00	19,529	19,858
3030	Data Entry Operator	2	2.00	2	2.00	39,024	39,725
2700	Intermediate Clerk	6	6.00	4	4.00	115,427	77,347
2493	Intermediate Account Clerk	1	1.00	1	1.00	18,035	19,427
4615	Nurses Assistant	6	6.00	6	6.00	111,926	119,362
2427	Associate Systems Analyst	1	1.00	1	1.00	46,018	49,864
3119	Department Computer Spec. II	1	1.00	2	1.50	28,233	46,612
2494	Payroll Clerk	0	0.00	1	1.00	0	17,997
9999	Extra Help	0	0.00	0	0.00	68,414	49,971
Total		75	75.00	78	76.00	\$2,473,592	\$2,658,322
Salary Adjustments:						67,225	58,673
Premium/Overtime Pay:						0	0
Employee Benefits:						753,879	855,736
Salary Savings:						(64,648)	(70,163)
Total Adjustments						\$756,456	\$844,246
Program Totals		75	75.00	78	76.00	\$3,230,048	\$3,502,568

HEALTH SERVICES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Alcohol Services	\$4,494,488	\$5,588,826	\$6,542,825	\$6,912,495	\$7,060,225	\$147,730	2.1
County Medical Services	37,924,685	46,033,449	53,759,731	54,691,946	35,672,990	(19,018,956)	(34.8)
Drug Services	4,495,735	7,077,237	9,857,750	11,119,885	12,631,351	1,511,466	13.6
Mental Health Services	48,830,908	52,515,003	60,708,188	59,398,079	58,616,477	(781,602)	(1.3)
Correctional Facilities Medical Services	1,898,362	2,429,565	2,989,667	2,280,276	2,832,044	551,768	24.2
County Patient Support	10,677,545	10,505,770	10,351,684	11,683,202	12,614,638	931,436	8.0
Edgemoor Geriatric Hospital	14,352,632	14,305,697	15,481,393	16,733,505	18,392,783	1,659,278	9.9
Emergency Medical Svcs.	1,344,945	1,716,553	3,057,220	3,313,217	3,662,195	348,978	10.5
Immigration Health Svcs.	139,509	335,050	491,550	515,356	608,706	93,350	18.1
Primary Care	4,674,289	3,323,879	3,263,787	3,522,008	3,688,551	166,543	4.7
University Hospital	130,880	121,520	23,844	113,551	0	(113,551)	(100.0)
Adult Special Health Services	790,496	704,938	656,603	730,767	329,795	(400,972)	(54.9)
California Children Services	7,018,976	5,748,089	7,903,788	12,770,478	14,815,797	2,045,319	16.0
Child Health	2,630,935	2,973,431	5,418,694	6,773,866	7,562,139	788,273	11.6
Community Disease Control	7,668,592	8,934,354	10,178,956	11,122,480	13,545,806	2,423,326	21.8
County Veterinarian	294,578	325,866	348,205	315,676	341,439	25,763	8.2
Environmental Health Services	10,105,336	12,244,516	15,556,145	18,487,618	20,630,913	2,143,295	11.6
Maternal Health	1,733,247	1,807,790	2,699,807	3,150,054	3,662,136	512,082	16.3
Records and Statistics	636,827	629,973	784,219	716,662	890,651	173,989	24.3
Support Services	5,156,278	5,790,466	6,039,857	5,749,584	7,342,743	1,593,159	27.7
Department Administration	1,991,145	2,308,233	2,343,079	2,439,860	2,606,684	166,824	6.8
TOTAL DIRECT COST	\$166,990,388	\$185,420,205	\$218,456,992	\$232,540,565	\$227,508,063	\$(5,032,502)	(2.2)
PROGRAM REVENUE	(136,929,781)	(155,065,328)	(176,615,592)	(191,377,129)	(197,350,716)	(5,973,587)	3.1
NET GENERAL FUND COST	\$30,060,607	\$30,354,877	\$41,841,400	\$41,163,436	\$30,157,347	(11,006,089)	(26.7)
STAFF YEARS	2,040.57	2,085.00	2254.96	2,589.13	2,477.80	(111.33)	(4.3)

DEPARTMENT OF HEALTH SERVICES
(Headquarters Location: J.B. Aikew Building)

DIRECTOR'S OFFICE

The Department is responsible for improving the health of the residents of San Diego County by carrying out statutes and regulations of the Federal and State governments as well as ordinances and policies of the Board of Supervisors that relate to health care. The Director's Office includes the Office of AIDS Coordination.

28 Positions 28.00 Staff Years

PLANNING, POLICY & DEVELOPMENT

PLANNING, POLICY & DEVELOPMENT (PP&D). PP&D is responsible for the preparation of an overall health plan which integrates current planning efforts for developing and maintaining a uniform data base that will assist in policy development and departmental planning, for developing and maintaining an action oriented health legislative program, for developing and maintaining a Quality Assurance program, and for undertaking special projects for the Office of the Director.

6 Positions 6.00 Staff Years

MANAGEMENT SERVICES

MANAGEMENT SERVICES. Management Services provides support to the entire Department of Health Services through six (6) components: Administration, Fiscal, Personnel, EDP Support, the Pharmacy and the Supply Center.

141 Positions 133.58 Staff Years

ENVIRONMENTAL HEALTH SERVICES

ENVIRONMENTAL HEALTH SERVICES (EHS). San Diego County's population of approximately 2.5 million persons must be protected from disease, illness and economic loss that can result from lack of control of environmental health hazards such as unsafe food, polluted water, substandard housing, unsafe recreational facilities, excessive noise, improperly managed hazardous materials, and disease bearing vectors such as rodents, mosquito and flies. This Services provides environmental protection services Countywide, for the entire population, to prevent these hazardous conditions. This is accomplished by County staff through the inspection and regulation of food handling establishments, apartment houses and hotels, small water systems, sub-surface sewage disposal system installations, solid waste disposal, noise sources, public recreational activities like swimming pools, public beaches and camps, hazardous waste disposal, hazardous materials handling, public health nuisances, radiation producing equipment and radioactive materials. Rodent, mosquito and fly control programs are conducted Countywide. EHS coordinates all County asbestos related issues, and conducts routine and special requested hazard evaluations of County government work locations to identify, evaluate and make recommendations to control environmental conditions that could adversely affect human health. All EHS programs include general public complaints response services for each area of enforcement.

393 Positions 388.25 Staff Years

MENTAL HEALTH SERVICES

MENTAL HEALTH SERVICES. This service is responsible for providing treatment services to both chronic and acutely mentally disordered clients in a variety of settings; e.g., acute inpatient unit, residential care settings, outpatient clinics, and partial day programs. Services are provided to children, adolescents, adults, and seniors and include evaluation and screening, diagnosis, treatment, referral, case management, continuing care, community services, advocacy, and services to the justice system. Emergency, acute, and residential services are provided on a twenty-four hour, seven-day a week basis to those whose mental, emotional, and behavioral disorders require this level of attention. Services are provided through Countywide inpatient and residential facilities, five regional clinics, 50 contracts, and six State facilities/programs.

980 Positions 682.01 Staff Years

ALCOHOL AND DRUG SERVICES

ALCOHOL AND DRUG SERVICES. The Alcohol program serves as a community catalyst to overcome alcohol problems. It subverts State and County funds to community agencies, and complements other non-program funded alcohol services. Program contract services include both residential and non-residential recovery services, as well as services for both first and second offender drinking drivers. In addition to development and evaluation of contract services, the Program analyzes factors contributing to alcohol problems and advocates policies and actions designed to reduce these problems. The Drug Abuse Program contracts with community agencies to provide treatment services (outpatient and residential group, family and individual counseling, residential social model detoxification and naltraxone) to persons with drug problems, plus other services (education training, information and referral) to the general public and to specific populations at risk. Community development and drug abuse awareness activities are promoted by this division. Planning, evaluation and needs assessment are major functions, to ensure that a continuum of services is available.

53 Positions 52.00 Staff Years

PUBLIC HEALTH SERVICES

PUBLIC HEALTH SERVICES. The responsibility for the enforcement of all State statutes, rules and regulations of the City and County ordinances to protect the public health and sanitation in all incorporated and unincorporated areas of San Diego County is the mandate of this service. The programs serve to prevent disease, prolong life and promote optimum health for the population. Public Health Services includes these programs: Maternal and Child Health, California Children Services, Community Disease Control, Public Health Nursing, Public Health Education, Records and Statistics, Public Health Laboratory and County Veterinarian.

617 Positions 544.08 Staff Years

PHYSICAL HEALTH SERVICES

PHYSICAL HEALTH SERVICES. Physical Health Services is responsible for the operation of the Edgemore Geriatric Hospital; providing administration and fiscal services relating to County Patient Services; Administration of Primary Care Services, Emergency Medical Services, County Medical Services, Correctional Facility Medical Services, and Immigration Health Services.

686 Positions 642.59 Staff Years

PROGRAM: ALCOHOL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42111
MANAGER: Al MedinaORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-13

AUTHORITY: California Health & Safety Code Sec. 11795 provides state funds to counties to alleviate alcohol related problems. Health & Safety Code Sec. 11837 and Vehicle Code Sec. 23161 require the Alcohol Program Administrator to assure that convicted drinking driver programs comply with state or county regulations. California Penal Code Sec. 1463.16 requires deposit of certain fines in an account for exclusive support of alcoholism services.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$655,510	\$675,869	\$849,228	\$999,126	\$1,100,796	10.2
Services & Supplies	3,834,038	4,889,759	5,624,856	5,883,429	5,899,489	0.3
Other Charges	4,940	4,940	4,940	4,940	4,940	0.0
Fixed Assets	0	18,258	63,801	25,000	55,000	120.0
TOTAL DIRECT COST	\$4,494,488	\$5,588,826	\$6,542,825	\$6,912,495	\$7,060,225	2.1
PROGRAM REVENUE	(4,208,807)	(6,186,735)	(6,031,297)	(6,955,752)	(6,936,153)	(0.3)
NET GENERAL FUND CONTRIBUTION	\$285,681	\$(597,909)	\$511,528	\$(43,257)	\$124,072	(386.8)
STAFF YEARS	14.54	14.66	18.34	22.50	23.50	4.4

PROGRAM DESCRIPTION

An estimated 250,000 persons in the County are heavy alcohol consumers, contributing to numerous legal violations. In 1990 (last year of complete data), the County jails recorded 30,896 bookings for Driving Under the Influence (DUI). Also, police interventions due to public inebriety exceeded 40,264. Sales of alcoholic beverages in the County grossed an estimated \$718 million in 1990, and consumption created costs in excess of \$1.0 billion to society.

This program serves as a community catalyst to overcome alcohol problems. It subvents State and County funds to community agencies assisting persons with alcohol problems, and complements other non-program funded services. The Program staff has systems management responsibilities which include liaison with the Alcoholism Advisory Board and other alcohol, health and legal agencies; preparation of the State-mandated Alcohol Plan; program development; technical assistance; evaluation; and reporting. The program-funded services include: neighborhood recovery centers (NRC) which provide scheduled and drop-in services; recovery homes, which provide clients with sobering services and short- and long-term (up to one year) living environments in which to learn and practice sobriety; a downtown San Diego services center which provides inebriate reception, support for withdrawal, primary and follow-up recovery services; prevention and education services, both county-wide and community specific; and support to other public agencies whose missions are impacted by alcohol-related problems. The program also manages, but does not fund, the drinking driver programs for both first and multiple offenders.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actuals for salaries and benefits and staff years are lower than budgeted due to staff turnover and concomitant recruitment delays. Services and supplies costs for contracted services are lower than budgeted due to the delayed implementation of new services. Other charges are this program's share of debt service to SANCAL for the Department's mini-computer. Fixed asset costs of \$63,801 purchased computer equipment for the development and implementation of the San Diego County Alcohol and Drug Data System (SDCADDSS) which is the automation of Federally required reporting of participant data. The FY 1990-91 Actual Direct costs include \$231,086 in Prior Year expenditures that contribute to the reflection of a higher than budgeted General Fund Cost.

1991-92 OBJECTIVES

1. To establish new and/or expanded development of comprehensive, integrated social model recovery services.
2. To develop new scopes of services for Neighborhood Recovery Centers (NRCs) based on the experience of recently funded NRCs.
3. To modify current Perinatal Project efforts to more directly provide services to women with primarily alcohol-related problems.
4. To build on the successes of the alcohol-related birth defects prevention media campaign through efforts with the San Diego Drug and Alcohol Exposed Infants Task Force and through prevention efforts associated with the existing Perinatal Project.
5. To increase the attention to alcohol-related issues within the Red Ribbon Week campaign.
6. To increase efforts in the development of programs for youth. Contact will be maintained with the Juvenile Justice System to establish priorities for the renovation of existing programs and the development of designs for new programs.
7. To develop new services for public inebriates through collaborative efforts with local agencies within the County.
8. To sustain program volunteer hours at 100,000 per year.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted Budget includes increased revenue from the State Department of Alcohol and Drug Programs as a result of new federal War on Drugs monies. The staff levels for each service category are subject to change pending staff reorganization.

The activities of this program are summarized as follows:

1. Contract Services (10.00 SY; E = \$5,192,962; R = \$5,068,890) including design, implementation, and oversight of contract direct services is:
 - o Mandated/Discretionary Service Level.
 - o Direct costs offset 100% by program revenue.
 - o Staff level increase of 0.50 staff years.
 - o Responsible for 23 contracts totalling \$4,724,315 in public funds plus \$1,383,952 in agency earned income.
2. Drinking Driver Services (3.00 SY; E = \$200,000; R = \$200,000) including design, implementation, and oversight of County-approved direct services is:
 - o Mandated/Discretionary Service Level.
 - o Direct costs offset 100% by program revenue.
 - o Sustained at prior year staff level.
 - o Responsible for four agreements for first and multiple offender drinking driver programs receiving over \$3,230,000 in participant fees.

3. Prevention and Planning Services (10.50 SY; E = \$1,667,263; R = \$1,667,263) including design, implementation and oversight of community prevention services, the data-based planning system and public education services is:
- o Mandated/Discretionary Service Level.
 - o Direct costs offset 100% by program revenue.
 - o Staff level increase of 0.50 staff years.
 - o Responsible for liaison with State funding agencies and local allied community groups.
 - o Responsible for 16 agreements for community prevention and public education services totalling \$1,175,174 in public funds.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Admin. Fees, Drinking-Driver Programs	\$204,019	\$200,000	\$200,000	\$0
Sub-Total	\$204,019	\$200,000	\$200,000	\$0
GRANTS:				
State - MIA	\$165,000	\$180,000	\$0	\$(180,000)
Sub-Total	\$165,000	\$180,000	\$0	\$(180,000)
SUBVENTIONS:				
State Dept. of Alcohol Programs	\$6,117,135	\$6,171,981	\$6,198,157	\$26,176
Rev App Prior Year - Aid	(60,608)	0	0	0
Intergovt. Revenue State Prior Year	(288,525)	0	0	0
Sub-Total	\$5,768,002	\$6,171,981	\$6,198,157	\$26,176
COURT FINES:				
AB 2086 Trust Fund	\$350,000	\$805,226	\$1,080,345	\$275,119
Sub-Total	\$350,000	\$805,226	\$1,080,345	\$275,119
OTHER:				
Other Miscellaneous	\$1,501	\$0	\$0	\$0
Sub-Total	\$1,501	\$0	\$0	\$0
Total Direct Program Revenue	\$6,488,522	\$7,357,207	\$7,478,502	\$121,295
Department Overhead and County External Overhead Allocation	\$(457,225)	\$(401,455)	\$(542,349)	\$(140,894)
Total	\$6,031,297	\$6,955,752	\$6,936,153	\$(19,599)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$511,528	\$(43,257)	\$124,072	\$167,329
Sub-Total	\$511,528	\$(43,257)	\$124,072	\$167,329
Total	\$511,528	\$(43,257)	\$124,072	\$167,329

EXPLANATION/COMMENT ON PROGRAM REVENUES:

In FY 1991-92, budgeted revenue is increasing by a net \$121,295. AB 2086 Trust Fund Revenues are increasing due to higher collections in Court Fines and revenue is increasing from the State Department of Alcohol Programs offsetting salary and benefit increases. Medically Indigent Adult funding for this program has been eliminated and a reduction of \$26,435 occurred in funding for the County Master Plan for Alcohol and Drug Services.

FY 1990-91 Actual revenues were \$868,685 less than budgeted. Reversal of prior year accruals occurred for State Department of Alcohol Programs for FY 1989-90 in the amount of \$288,525 and \$60,608 in the Drinking Driver Administration Fees contributing to the reflection of a higher than budgeted General Fund Support Cost. AB 2086 Trust Fund revenues based on actual expenditures are \$455,226 less than budgeted; however, \$45,000 of AB 2086 Trust Fund revenue for FY 1990-91 will be realized as Prior Year revenue in FY 1991-92.

FIXED ASSETS

Item	Quantity	Unit	Cost
TYPEWRITER, ELECTRONIC	2	UNIT	\$1,180
FACSIMILE MACHINE	1	UNIT	4,295
COMPUTER SYSTEMS	17	UNIT	28,084
MODEMS, INTERNAL	40	UNIT	11,160
PRINTERS, DOT MATRIX	17	UNIT	7,939
MONITOR, VIDEO/TELEVISION	1	UNIT	487
PROJECTOR, OVERHEAD	1	UNIT	1,425
VIDEOCASSETTE RECORDER	1	UNIT	430
Total			\$55,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Alcohol					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Neighborhood Recovery Center Visits	297,742	420,611	452,664	300,000	368,422
Recovery Home Resident Days	162,527	165,183	152,425	158,000	177,375
Downtown Services - Inebriate Reception Visits	22,998	23,558	28,100	30,000	26,000
Downtown Services - Detoxification Resident Days	5,833	5,833	5,520	5,500	5,840
Downtown Services - Primary Recovery Resident Days	6,796	7,056	6,599	6,500	7,300
AB 541 Drinking Driver Program Admissions	8,910	7,886	9,936	9,000	9,500
SB 38 Drinking Driver Program Admissions	2,032	2,781	3,057	2,000	2,500
<u>EFFICIENCY</u>					
NRC Cost per Visit	\$ 4.89	\$ 3.79	\$ 4.45	\$ 6.00	\$ 6.39
Recovery Home Cost per Resident Day	\$18.88	\$18.12	\$22.04	\$19.00	\$19.64
Downtown Services - Cost per IRC Visit	\$12.57	\$10.43	\$ 9.66	\$11.00	\$13.17
Downtown Services - Cost per Detoxification Resident Day	\$59.89	\$50.25	\$57.69	\$57.00	\$43.78
Downtown Services - Cost per Primary Recovery Resident Day	\$39.64	\$30.95	\$38.08	\$37.00	\$39.79
<u>EFFECTIVENESS</u>					
Program-wide Volunteer Hours	112,038	112,040	152,371	100,000	150,000
Downtown Services - IRC Police Drop-offs	22,998	23,558	28,100	28,000	26,000
Central Jail Bookings for Public Inebriety	4,367	4,886	5,056	6,000	6,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0306	Cnty Alc. Program Adm. (8832)	1	1.00	1	1.00	\$48,360	\$51,660
2336	Ass't Dep Dir, Alcohol Svcs	2	2.00	0	0.00	101,424	0
5199	Asst. Admin. Alc & Drug Svcs	0	0.00	2	2.00	0	90,528
5191	Alcohol Program Manager	5	5.00	0	0.00	211,440	0
5190	Alcohol Services Coordinator	11	11.00	3	3.00	394,944	126,036
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
5198	Alcohol & Drug Program Manager	0	0.00	5	5.00	0	195,420
5197	Alcohol & Drug Program Coord.	0	0.00	8	8.00	0	286,656
2761	Group Secretary	1	1.00	1	1.00	24,612	24,876
3009	Word Processor Operator	1	1.00	0	0.00	21,144	0
3007	Junior Word Processor	0	0.00	1	1.00	0	20,196
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	19,428
9999	Extra Help	1	0.50	1	0.50	15,267	15,267
Total		23	22.50	24	23.50	\$854,379	\$870,231
Salary Adjustments:						\$(68,478)	\$4,008
Premium/Overtime Pay:						200	200
Employee Benefits:						225,111	239,987
Salary Savings:						(12,086)	(13,630)
Total Adjustments						\$144,747	\$230,565
Program Totals		23	22.50	24	23.50	\$999,126	\$1,100,796

PROGRAM: COUNTY MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42603
MANAGER: Sandra McChesney

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-14

AUTHORITY: Welfare and Institutions Code, Section 14005.4, 16703, 16704, 16800, 16900, 17000, 17600; Health and Safety Code, Section 1797.98.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$158,836	\$774,005	\$1,267,700	\$1,547,466	\$1,641,432	6.1
Services & Supplies	37,758,439	45,222,907	51,785,681	53,089,370	34,024,148	(35.9)
Other Charges	7,410	19,991	399,343	7,410	7,410	0.0
Fixed Assets	0	16,546	307,007	47,700	0	(100.0)
TOTAL DIRECT COST	\$37,924,685	\$46,033,449	\$53,759,731	\$54,691,946	\$35,672,990	(34.8)
PROGRAM REVENUE	(38,105,601)	(39,288,129)	(40,415,281)	(40,356,401)	(33,102,579)	(18.0)
NET GENERAL FUND CONTRIBUTION	\$(180,916)	\$6,745,320	\$13,344,450	\$14,335,545	\$2,570,411	(82.1)
STAFF YEARS	4.83	23.26	34.13	42.00	41.50	(1.2)

PROGRAM DESCRIPTION

The San Diego County Medical Services Program was established January 1, 1983, when the State transferred to counties the responsibility to provide health services to Medically Indigent Adults who, up to that time, were covered under the Medi-Cal program. Because San Diego County does not operate a county hospital, CMS contracts with both the public and private sectors to form a network of providers that can deliver an organized system of health care to eligible medically indigent adults. Emergency and urgently needed health services are provided, through contractual agreements, by hospitals, clinics, specialty physicians, and other health care providers. Mental health, drug abuse, and alcohol abuse services for CMS clients are provided by other divisions within the Department of Health Services as part of a countywide integrated program. Eligibility to the program is determined by County staff according to State statutes and County Board policy. The actual management and day-to-day administration of the CMS program is contracted out to an administrative contractor who, along with CMS program staff, has responsibilities in: system management, data collection and reporting, management of care, utilization review, quality assurance, claims processing, consumer advocacy, provider relations, and special studies. The overall system management of the CMS program is conducted by CMS program staff.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actuals are lower than budgeted in Services and Supplies due to the length of time necessary to process final claims and payments to providers. Final closeout of contracted amounts occurs in December following the end of the fiscal year. FY 1990-91 Actuals for Salaries and Benefits are lower than budgeted due to delays in filling vacant positions.

1991-92 OBJECTIVES

1. To control costs of services by treating 90% or more of CMS monthly unduplicated clients as clinic outpatients or emergency room treat and release episodes, thereby maintaining the percent of CMS monthly unduplicated clients requiring inpatient care at 10% or less.
2. To control costs of services by maintaining the average length of stay for CMS acute inpatient clients at six days or less.
3. To enhance the efficiency of the CMS program by refining the management system of a single countywide program particularly regarding processing of Medi-Cal disability claims, pursuing third party revenue, and expediting provider payments.
4. To pursue legislative strategies which will result in the allocation of State "Realignment" and other State funding sufficient to meet the County's needs and to obtain more equitable funding for San Diego County.
5. To develop and/or acquire necessary data systems to comply with the State's Medically Indigent Care Reporting System data requirements.
6. To support current providers by reimbursing to the limit possible their unmet costs of indigent health care, in accordance with the provisions of AB75.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted Budget varies substantially from the FY 1990-91 Adopted Budget due to an anticipated reduction to the Medically Indigent Services Program (MISP) resulting in only the estimated State Funding level of \$18,800,000 being budgeted Countywide. The FY 1991-92 Adopted Budget reflects the Auditor & Controllers line item budget, but does not include the Board of Supervisors Action of 9/10/91 (#81) which confirmed the minimum funding level for the CMS/MISP program at \$31.4 million or substantial changes occurring as a result of a Realignment of State funds.

A reduction in funds for the AB75 California Health Care for Indigents Program (CHIP) is also anticipated. CHIP which was initially approved by the Board on 2/13/90 (#56), brought in substantial unanticipated tobacco tax revenues for FY 1989-90 and for FY 1990-91. AB99/SB99 extended the program through FY 1993-94.

CHIP revenues will be used for mandated formula payments to hospitals, augmenting reimbursement rates for CMS hospital and specialist providers, and (together with SB 12/612 funds) defraying the cost of physicians' uncompensated emergency care. CHIP funds will also be used to fully implement the Perinatal Provider Network (PPN) and to defray uncompensated hospital costs for CMS and Medi-Cal dropouts.

The activities of this program are summarized as follows:

1. County Medical Services (41.50 SY; E = \$35,672,990; R = \$33,102,579) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing health services to medically indigent adults through contracts with the public and private sectors.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
STATE AID:				
State - MISP Allocation (no match requirement)	\$16,731,541	\$23,614,399	\$17,466,000	\$(6,148,399)
State Aid Medical Indigents	(97,090)	(160,000)	(55,200)	104,800
State Aid SLIAG (no match requirement)	1,623,903	1,500,000	1,500,000	0
CHIP-AB75 Tobacco Tax	11,223,055	15,401,474	15,401,474	0
SB-12/612 EMS Physicians' reimbursements	125,488	1,351,592	1,351,592	0
Sub-Total	\$29,606,897	\$41,707,465	\$35,663,866	\$(6,043,599)
SUBVENTIONS:				
Rev. App. Prior Year - Fines, Forfeitures	\$115,521	\$0	\$0	\$0
Rev. App. Prior Year Aid - Other Govt.	12,022,657	0	0	0
Sub-Total	\$12,138,178	\$0	\$0	\$0
OTHER:				
Misc. Revenues Prior Year	\$417,074	\$0	\$0	\$0
Recovered Expenditures	27	0	0	0
Sub-Total	\$417,101	\$0	\$0	\$0
Total Direct Program Revenue	\$42,162,176	\$41,707,465	\$35,663,866	\$(6,043,599)
Department Overhead and County External Overhead Allocation:	\$(1,746,895)	\$(1,351,064)	\$(2,561,287)	\$(1,210,223)
Total	\$40,415,281	\$40,356,401	\$33,102,579	\$(7,253,822)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$13,344,450	\$14,335,545	\$2,570,411	\$(11,765,134)
Total	\$13,344,450	\$14,335,545	\$2,570,411	\$(11,765,134)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1991-92 Adopted Budget revenue is substantially lower than the FY 1990-91 level due to the anticipated reduction to the Medically Indigent Services Program (MISP) to reflect only the estimated State Funding level at \$18,800,000. The Adopted Budget reflects the Auditor & Controller's line item budget, but does not include the Board of Supervisors Action of 9/10/91 (#81) which confirmed the minimum funding level for the CMS/MISP program at \$31.4 million and which approved in principle the commitment of State Health Realignment funds of \$6,774,724; the transfer of \$4,259,276 in property tax administration fees from Contingency Reserve; and, the transfer of \$1,600,000 in appropriations from other Department of Health Service programs to County Medical Services. CHIP-AB75 Tobacco Tax revenues constitute separate funding for the CMS/CHIP Program, and are contingent on maintaining FY 1988-89 funding levels.

Actual revenues for FY 1990-91 included \$115,521 for SB12/612 Emergency Physician Services and \$417,074 in interest earned on MISP funds. State MISP Allocation revenue received was lower than anticipated. The \$12,022,657 received as Prior Year Aid - Other Government included AB 75 tobacco tax revenue from prior year contracts and \$3.8 million of SLIAG "Hold Harmless" revenue received from the State.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY:					
County Medical Services					
% OF RESOURCES: 100%					
WORKLOAD					
Hospital Admissions	4,675	5,705	5,800	6,000	5,900
Outpatient and Emergency Room Encounters	88,000	93,085	100,614	121,500	105,000
Unduplicated Clients	22,000	21,328	22,332	25,000	23,000
EFFICIENCY					
Total program cost per unduplicated client	\$1,464.00	\$2,218.00	\$2,021.00	\$1,500.00	\$1,356.00
EFFECTIVENESS					
Percent of total CMS monthly users requiring inpatient care	9.5%	10.0%	10.1%	8.0%	10.0%
Average length of stay for CMS acute inpatient clients (days)	6.0	6.0	5.9	6.0	6.0

NOTE: Workload Indicators are for CMS/MISP Program.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0331	Chf, County Medical Services	1	1.00	1	1.00	60,696	65,544
2367	Principal Admin. Analyst	1	1.00	1	1.00	48,852	50,208
5287	Social Svcs. Administrator I	1	1.00	1	1.00	40,884	45,228
2413	Analyst III	3	3.00	3	3.00	127,656	134,064
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
5248	Program Assistant (8834)	0	0.00	1	1.00	0	35,424
5243	Patient Svcs Specialist IV	3	3.00	3	3.00	87,696	106,200
3119	Dept'l Computer Specialist II	2	2.00	2	2.00	58,032	63,336
5246	Patient Svcs Specialist III	4	4.00	4	4.00	107,616	119,472
5255	Patient Services Specialist II	15	15.00	15	15.00	379,620	408,060
2757	Administrative Secretary II	3	2.50	2	1.00	57,420	24,336
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
3009	Word Processor Operator	1	1.00	1	1.00	21,144	21,696
2700	Intermediate Clerk Typist	6	5.50	6	5.50	102,564	106,854
9999	Extra Help	0	1.00	0	1.00	41,363	41,363
Total		42	42.00	42	41.50	\$1,192,727	\$1,284,965
Salary Adjustments:						\$58,716	\$(1,748)
Premium/Overtime Pay:						0	0
Employee Benefits:						308,758	378,993
Salary Savings:						(12,735)	(20,778)
Total Adjustments						\$354,739	\$356,467
Program Totals		42	42.00	42	41.50	\$1,547,466	\$1,641,432

PROGRAM: DRUG ABUSE SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42311

ORGANIZATION #: 6000

MANAGER: Melinda Newman

REFERENCE: 1991-92 Proposed Budget - Pg. 16-15

AUTHORITY: California Health and Safety Code, Division 10.5, requires as a condition of State funding that the County prepare an annual drug abuse services plan, study drug program need and performance, coordinate all public and private programs and services in the County and be accountable for State drug funding.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$466,952	\$666,210	\$951,397	\$1,066,215	\$1,328,134	24.6
Services & Supplies	4,026,313	6,408,557	8,903,883	9,242,720	11,299,267	22.3
Other Charges	2,470	2,470	2,470	803,950	3,950	(99.5)
Fixed Assets	0	0	0	7,000	0	(100.0)
TOTAL DIRECT COST	\$4,495,735	\$7,077,237	\$9,857,750	\$11,119,885	\$12,631,351	13.6
PROGRAM REVENUE	(4,275,907)	(6,755,767)	(9,515,193)	(11,039,339)	(12,358,193)	11.9
NET GENERAL FUND CONTRIBUTION	\$219,828	\$321,470	\$342,557	\$80,546	\$273,158	239.1
STAFF YEARS	11.17	15.41	21.23	24.50	28.50	16.3

PROGRAM DESCRIPTION

San Diego experiences severe problems related to abuse of drugs including methamphetamine, heroin, cocaine and marijuana. Indirect indices such as drug-related deaths, emergency room episodes, arrests and treatment admissions remain at high levels. These data and other sources, including a 1989 needs indicator study funded by the State, indicate an estimated 21,000 heroin addicts among approximately 197,600 active problem level drug abusers in San Diego County.

Drug Abuse Services, through countywide contracts, provides treatment services (outpatient and residential group, family and individual counseling and residential social model detoxification) for persons with drug problems, plus other services (education, training, information and referral, and recovery services) for the general public. Linkages are maintained with private agencies for methadone maintenance and heroin detoxification services as indicated in the Drug Abuse Services Plan. The role of County staff is to collect and analyze drug indicator data; determine regional and countywide needs; plan, contract for, monitor and evaluate treatment and other services; provide technical assistance to service providers; prepare the County Drug Abuse Services plan; and maintain communication and cooperation with the County Advisory Committee on Drug Abuse, State and Federal funding agencies, health planning agencies, and the criminal justice system.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actuals for salaries and benefits are lower than budgeted due to periods of vacancy in various positions. Services and supplies related to contracted services are lower than budgeted by \$338,837.

Other charges are this program's share of debt service to SANCAL for the Department's mini-computer. \$800,000 of the decrease reflects the transfer of funds to General Services for purposes of refurbishing the Clairemont Hospital site.

1991-92 OBJECTIVES

1. To provide drug-free treatment or education services for 6,042 persons misusing drugs, with 35% outpatient and 35% residential clients successfully completing treatment.
2. To provide 49,778 hours of other services to persons not enrolled in treatment.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted Budget direct costs and funding are increasing due to State General Funds and Federal Block Grant revenue increases added mid-year and through selection of Change letter proposals. Adopted staff years (SY) are increasing by 4.00 SY, for expansion of administrative functions and contract services.

The activities of this program are summarized as follows:

1. Contract Services (16.00 SY; E = \$11,934,339; R = \$11,675,121) including design, implementation and oversight of contract direct services is:
 - o Mandated/Discretionary Service Level.
 - o 99% revenue offset.
 - o Increasing 3.00 staff years for implementation of expanded contract services.
 - o Increasing in direct costs and revenues from State Subvention and Federal Block Grant funds.
 - o Responsible for 61 expense contracts totalling \$13,453,546 in public funds and \$2,308,369 in other revenue and direct fees.
2. Program Planning, Evaluation and Research (7.00 SY; E = \$395,851; R = \$387,934) including planning, design and implementation of special studies, program development and program evaluation is:
 - o Mandated/Discretionary Service Level.
 - o Increasing 1.00 staff year to provide in-house and contractor computer support.
 - o 98% revenue offset.
 - o Responsible for liaison with State funding agencies.
3. Prevention Services (5.50 SY; E = \$301,161; R = \$295,138) including coordination of Countywide prevention activities, community support groups, and training is:
 - o Mandated/Discretionary Service Level.
 - o 98% revenue offset.
 - o Responsible for liaison with local community groups.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SUBVENTIONS:				
State General Funds (11.11% match requirement)	\$2,155,503	\$2,291,670	\$3,941,670	\$1,650,000
State-Dept. Corrections (no match required)	0	0	1,000,000	1,000,000
Sub-Total	\$2,155,503	\$2,291,670	\$4,941,670	\$2,650,000
GRANTS:				
Federal Block Grant (no match required)	\$6,153,099	\$7,146,942	\$6,650,192	\$(496,750)
State MIA (no match required)	268,323	292,720	0	(292,720)
Other Revenue (no match required)	1,558,829	1,335,679	1,335,679	0
Prior Year (no match required)	1,139	0	0	0
Prior Year Rollover-Other Federal (no match required)	0	224,433	0	(224,433)
State Aid - SLIAG	9,475	9,709	9,709	0
Other: OPTSFR from CATV	1,668	0	0	0
Other Miscellaneous	759	0	0	0
Intergovt. Revenue Federal/Other Prior Year	(231,588)	0	0	0
Sub-Total	\$7,761,704	\$9,009,483	\$7,995,580	\$(1,013,903)
Total Direct Program Revenue	\$9,917,207	\$11,301,153	\$12,937,250	\$1,636,097
Department Overhead and County External Overhead Allocation	\$(402,014)	\$(261,814)	\$(579,057)	\$(317,243)
Total	\$9,515,193	\$11,039,339	\$12,358,193	\$1,318,854

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SUBVENTION:				
State General Funds (11.11% budgeted match)	\$249,476	\$264,604	\$492,653	\$228,049
Sub-Total	\$249,476	\$264,604	\$492,653	\$228,049
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$93,081	\$(184,058)	\$(219,495)	\$(35,437)
Sub-Total	\$93,081	\$(184,058)	\$(219,495)	\$(35,437)
Total	\$342,557	\$80,546	\$273,158	\$192,612

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenue for the Drug Abuse Services program is increasing by \$1,636,097 in FY 1991-92 from FY 1990-91 budgeted levels. Additions include increased State funding for Alcohol and Drug Abuse Perinatal Services (\$1,650,000), State funding for a Parolee Program (\$1,000,000), funding for Options for Recovery Case Management (\$300,000). These increases were partially offset by an \$800,000 reduction of One-Time State and Alcohol Drug Funding for Clairemont Hospital refurbishment, elimination of Prior Year Federal Grant Rollover Revenue, a reduction of funding for the County Master Plan for Alcohol and Drug Services, and elimination of \$292,720 in CMS/MISP funding for this program.

FY 1990-91 Actual revenues are lower than the budgeted level due to the transfer of \$800,000 in One-Time Federal Block Grant revenue and appropriations to the Capital Outlay fund for refurbishment of Clairemont Hospital; the reflection of the overstatement of \$224,433 in Prior Year Rollover-Other Federal funds revenue which was only applicable to the FY 1989-90 budget; and, a \$231,588 reversal of a prior year accrual of Federal Block Grant funds.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Drug Abuse Services					
% OF RESOURCES: 100%					
WORKLOAD					
Client Services - Number of voluntary treatment and court-referred education clients	4,340	5,703	5,823	6,442	6,042
Outpatient - Number of client treatment hours	14,230	21,723	44,175	39,888	(1) 0
Outpatient - Number of client visits	N/A	N/A	43,042	N/A	37,500
Residential - 24-hour days of highly structured treatment services	65,101	79,101	105,027	94,569	104,500
Day Treatment - Number of client days	N/A	N/A	12,566	N/A	24,640
Other Services - Staff hours of prevention and recovery services	34,828	37,784	59,784	47,763	49,778
EFFICIENCY					
Outpatient - Cost per treatment hour	\$75.14	\$81.64	\$43.64	\$66.62	(2) N/A
Outpatient - Cost per client visit	N/A	N/A	\$43.64	N/A	\$34.88
Residential - Cost per treatment day	\$49.00	\$35.99	(3) \$44.46	\$47.82	\$43.59
Day Treatment - Cost per client day	N/A	N/A	\$77.60	N/A	\$52.76
Other Services - Cost per service hour for prevention and recovery	\$41.21	\$38.95	\$35.70	\$38.58	\$36.25
EFFECTIVENESS					
Treatment: Percent of clients who successfully complete treatment or court-referred education Outpatient Drug-Free	66.0%	71.0%	62.0%	65.0%	65.0%
Residential Drug-Free (Long-Term)	33.0%	36.0%	33.0%	35.0%	35.0%
Other Services: Percent of participants showing increase in level of knowledge	91.0%	86.0%	(4) N/A	85.0%	N/A

(1) Programs are no longer required to track treatment hours; total client visits have replaced that measure. For FY 1991-92, we project 37,500 client visits.

(2) Programs no longer track treatment hours; therefore, no costs were projected for FY 1991-92.

(3) Includes all long-term, short-term, adolescent, Options for Recovery, and detox programs.

(4) Programs no longer report the percentage of participants who show an increase in knowledge from pre-to-post test; this statistic has always been limited to only a few programs.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2229	Deputy Dir, Drug Services	1	1.00	1	1.00	\$60,636	\$64,836
2318	Asst Dep Dir, Drug Abuse Svcs	2	2.00	0	0.00	96,696	0
5199	Asst. Admin. Alc. & Drug Svcs	0	0.00	2	2.00	0	90,528
2413	Analyst III	2	2.00	3	3.00	85,104	134,064
5193	Drug Program Manager (T)	2	2.00	0	0.00	84,240	0
2412	Analyst II	8	8.00	8	8.00	297,504	321,312
5198	Alcohol & Drug Program Manager	0	0.00	2	2.00	0	78,168
5197	Alcohol & Drug Program Coord.	0	0.00	4	4.00	0	143,328
4822	Public Health Educ. II (8877)	1	1.00	1	1.00	32,772	34,932
4821	Public Health Educator I (8823)	1	1.00	1	1.00	31,140	34,824
5192	Drug Program Analyst (T)	2	2.00	0	0.00	68,016	0
4815	Health Info. Spec I (8831&8872)	1	1.00	1	1.00	31,416	31,740
2745	Supervising Clerk	1	1.00	0	0.00	24,396	0
3118	Dept'l Computer Specialist I	0	0.00	1	1.00	0	25,872
2761	Group Secretary	0	0.00	1	1.00	0	24,876
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
3009	Word Processor Operator	0	0.00	1	1.00	0	21,696
3007	Junior Word Processor	1	1.00	0	0.00	18,444	0
2700	Intermediate Clerk Typist	2	1.50	2	1.50	27,972	29,142
9999	Extra Help	0	0.00	0	0.00	4,561	0
Total		25	24.50	29	28.50	\$885,865	\$1,059,654
Salary Adjustments:						\$(35,027)	\$(21,137)
Premium/Overtime Pay:						200	200
Employee Benefits:						225,900	304,144
Salary Savings:						(10,723)	(14,727)
Total Adjustments						\$180,350	\$268,480
Program Totals		25	24.50	29	28.50	\$1,066,215	\$1,328,134

PROGRAM #: 42801
 MANAGER: Areta Crowell, Ph.D.

ORGANIZATION #: 6000
 REFERENCE: 1991-92 Proposed Budget - Pg. 16-17

AUTHORITY: This program was developed for the purpose of carrying out the provisions of Section 5600, Welfare and Institutions Code, Division 5, Part 2 as amended by the Bronzan-McCorquodale Act (Assembly Bill 1288) previously known as the Short/Doyle Act. The code states that the County Board of Supervisors shall establish a community based mental health service to cover the entire area of the county in accordance with the County's negotiated Performance Contract (formerly SB 900) with the Department of Mental Health Services, State of California.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92* Budget	% Change
DIRECT COST						
Salaries & Benefits	\$25,845,775	\$28,859,587	\$32,965,146	\$35,139,546	\$32,269,416	(8.2)
Services & Supplies	22,002,749	22,590,135	25,519,511	23,214,243	25,022,473	7.8
Other Charges	789,980	828,497	1,195,861	1,022,290	1,022,290	0.0
Fixed Assets	192,404	236,784	944,453	0	299,898	100.0
Vehicle/Comm. Equip.	0	0	83,217	22,000	2,400	(89.1)
TOTAL DIRECT COST	\$48,830,908	\$52,515,003	\$60,708,188	\$59,398,079	\$58,616,477	(1.3)
PROGRAM REVENUE	\$(37,233,410)	\$(44,858,548)	\$(46,698,182)	\$(48,487,864)	\$(48,901,080)	0.9
NET GENERAL FUND CONTRIBUTION	\$11,597,498	\$7,656,455	\$14,010,006	\$10,910,215	\$9,715,397	(11.0)
STAFF YEARS	705.66	714.67	756.14	830.43	682.01	(17.9)

PROGRAM DESCRIPTION

The mission of Mental Health Services (MHS) is to provide appropriate mental health care to persons who are acutely and persistently mentally disordered and who are unable to receive these services in the private sector. These services are provided as a first priority to persons who have significant mental disturbance and who can be improved or stabilized by treatment, regardless of whether the person is acutely mentally disabled or chronically mentally disabled. Mental health services are provided as part of a continuum so that individuals may participate in their care and treatment in the least restrictive setting that will increase the individual's level of functioning and ability to live independently in their community. This range of services includes twenty-four hour acute inpatient services for adults, senior citizens, children, adolescents, and jail inmates; residential treatment; outpatient clinics and partial day treatment programs. Additional services provided include emergency and screening, case management, patient advocacy, services to the justice system, and social and psychiatric rehabilitation services. Services to adults are being provided following the "Choice Point" model.

Mental Health Services is divided into regional (Central, East, North Inland, North Coastal and South) and countywide care programs which are a mix of county-operated programs and contract providers.

San Diego County Mental Health Services are financed primarily through the State Bronzan-McCorquodale system, Short/Doyle Medi-Cal, patient fees and public and private insurers. An individual's financial liability is based upon the services received, income and number of family members in the home.

Beginning July 1, 1991, the County of San Diego Mental Health Services funding is from Sales Tax revenues as identified in the realignment legislation, Senate Bill AB1288.

The program is mandated with a discretionary service level. Section 5602 (as amended) of the Welfare and Institutions Code states that "the Board of Supervisors of every county . . . shall establish a community mental health service to cover the entire area of the county . . ." Title 9 of the California Administrative Code, Section 520, speaks to the discretionary level of the mandate in that it requires counties to "provide for the necessary services from ten services set forth . . ." These services include mental health services such as 24-hour services, day services, outpatient services, emergency services, outreach services, continuing care program services, etc., but the code does not state how much of these services must be provided. The service level of the patient advocacy program is mandated at one professional patient advocate for each 500,000 persons in the County's population (Welfare and Institutions Code, Section 5500).

* See explanation of line item budgeted amounts on page 2.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 Actual salaries and benefits as well as staff years are less than budgeted due to the length of time needed to fill vacancies, new positions, and reclassifications. However contract temporary help and extra help have been utilized to provide adequate staff coverage with a total of 47.47 staff years in temporary extra help used primarily in the acute inpatient programs. Services and supplies are greater than budgeted as a result of \$864,168 in contract temporary help costs, \$656,210 of prior year expenses, and mid-year increases to the budget.

Other Charges are \$151,405 greater than budgeted due to increased usage of authorized State hospital bed days. Other Charges also includes some costs for lease-purchase of equipment and some prior year expenses. Fixed assets are greater than budgeted due to mid-year increases and prior year expenditures. The remaining current year fixed assets appropriations have been encumbered and will appear in FY 1991-92 actuals as prior year costs.

FY 1990-91 Actual total direct program revenue was underrealized even though several mid-year actions to increase budgeted revenue were approved. Realized revenue included \$1.3 million of prior year funds. Unspent FY 1990-91 Short-Doyle categorical revenue will be transferred to the mental health trust fund as required by the SB-900 State-County revenue contract.

1991-92 OBJECTIVES

1. Between admission and discharge of adults who complete treatment, the mean Global Assessment Scale Improvement shall be 14 points for discharge from 24-hour care, 8 points for discharge from outpatient, and 8 points for discharge from partial day treatment.
2. Between admission and discharge of children and adolescents who complete treatment, the mean Global Assessment Scale Improvement shall be 6.3 points for discharge from 24 hour care, .2 points for discharge from outpatient, and 4 points for discharge from partial day treatment.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted direct costs are decreasing by a net \$781,602. Major Board actions and adjustments included the McKinney Research Demonstration Project to address the needs of homeless mentally ill adults in the amount of \$1,134,574 (10/23/90 #11), a reduction of \$1,566,000 in the Mental Health Services share of County Medical Services' Medically Indigent Services Program (MISP). Various salary and benefits adjustments netted an increase cost of \$1,759,313, overmatch and 10% budget reductions of \$6,623,552 were included as well as other baseline and change letter adjustments of lesser dollar amounts.

Staff years are decreasing 148.42, 2.33 staff years in Change Letter additions, an increase of 8.08 in mid-year adjustments, and a decrease of 158.83 staff years as a result of the FY 1991-92 State allocation and overmatch reduction. Adopted 1991-92 total direct program revenues are increasing a total of \$1,240,139, including \$665,457 increase in patient fee and insurance revenue, \$8,401,479 decrease in Short-Doyle Subvention, \$9,615,452 increase in Short-Doyle/Medi-Cal, and \$639,291 decrease in Grants.

Line Item Budgeted Amounts

During the Budget Hearing of October 2, 1991, the Board of Supervisors voted to maintain Mental Health Services' level of service at the FY 1990-91 level. A budget conference on Mental Health has been scheduled for January, 1992. At that conference the Board of Supervisors will review the Mental Health Services program and will vote on a final budget for FY 1991-92. The Adopted Budget reflects the Auditor & Controller's line item budget where the San Diego Psychiatric Hospital is at a level of 22 inpatient beds and involuntary EPU. The line item budget also does not reflect restoration of \$1.56 million in allocated MISP revenue and expenses for forensic inpatient services which were deleted in baseline, but restored during budget deliberations.

The activities of this program are summarized as follows:

1. 24-Hour Services (284.92 SY; E = \$22,668,004; R = \$18,791,601) provides 24-hour acute inpatient and residential treatment services (short-term crisis, long-term and transitional residential) for children, adolescents, adults and seniors. These services are:
 - o Mandated/Discretionary Service Level.
 - o 79% revenue offset for acute inpatient and 90% revenue offset for 24-hour residential treatment programs.
 - o Decreasing 180.57 staff years.
 - o Able to provide 94,278 days of 24-hour care.

2. Outpatient Services (223.83 SY; E = \$17,135,372; R = \$14,393,712) provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
 - o Mandated/Discretionary Service Level.
 - o 84% revenue offset.
 - o Decreasing 1.00 staff year.
 - o Able to provide 183,958 outpatient visits.
3. Partial Day Treatment Services (27.47 SY; E = \$8,794,633; R = \$7,387,492) provides a daily non-residential program of treatment services for adults, adolescents and children in order to prevent or shorten hospitalization and encourage independent living. These services are:
 - o Mandated/Discretionary Service Level.
 - o 84% revenue offset.
 - o Staff years remain the same as last year.
 - o Able to provide 183,900 days of treatment.
4. Community Client Care Services (80.82 SY; E = \$4,372,965; R = \$3,673,291) includes 24-hour crisis telephone service, Community Support Services and Patient Rights/Advocacy. The 24-hour, 7-day crisis intervention service provides counseling and problem-solving assistance for people experiencing emotional crises (for example: suicide, domestic violence and other forms of abuse.) Community Support Services include crisis intervention, assessments, short-term counseling in the community to reach "at-risk" individuals and families in a timely manner. Patient Rights/Advocacy ensures that the rights of the mentally disabled are known and procedures relating to those rights are followed. These services are:
 - o Mandated/Discretionary Service Level.
 - o 84% revenue offset.
 - o Increasing 1.00 staff year.
 - o Able to provide 140,716 community client care services.
5. Case Management Services (58.97 SY; E = \$5,029,828; R = \$4,174,757) assures that clients receive the appropriate type of service while in the public mental health system and administers the Supplemental Residential Care Service. A complete profile is done on clients so that they may move into less restrictive modes of care until they are able to function as independently as possible. Mental Health Services has contracted with the Department of Social Services and Office of Mental Health Counselor, Superior Court, to assist in providing some case management services. Supplemental Rate Services is designed to augment basic living and care services for mentally disabled adults in licensed community care facilities. These services are:
 - o Mandated/Discretionary Service Level.
 - o 83% revenue offset.
 - o Increasing 5.00 staff years.
 - o Able to provide 160,416 case management contacts.
 - o Able to provide 102,892 supplemental rate days.
6. Mental Health General Administration (6.00 SY; E = \$615,675; R = \$480,227) administers County Short-Doyle Mental Health treatment systems including 95 County and contracted program elements. These functions are:
 - o Mandated/Discretionary Service Level.
 - o 78% revenue offset.
 - o Increasing 0.88 staff years.
 - o Including the designation of the Deputy Director, Mental Health Services as Local Mental Health Director.
 - o Established by Welfare and Institutions Code, Chapter 1, Section 5607.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Patient Fee, Insurance Revenues and Medicare	\$1,218,824	\$2,857,513	\$3,522,970	\$665,457
Short-Doyle/Medi-Cal (no match required)	13,071,884	12,705,111	22,320,563	9,615,452
Other Miscellaneous	2,686	0	0	0
Sub-Total	\$14,293,394	\$15,562,624	\$25,843,533	\$10,280,909
SUBVENTIONS:				
Short-Doyle Subvention-Regular (12.24% match)	\$33,742,447	\$37,194,251	\$34,190,699	\$(3,003,552)
S/D Reg. Subv. Allocations:				
50% Medi-Cal Contrib. (no match required)	(6,592,607)	(6,352,556)	(11,815,782)	(5,463,226)
DSS Conservator (11.11% match inc. in DSS)	(1,240,417)	(1,240,417)	(1,240,417)	0
Mental Hlth Counselor (11.11% match inc. in MHC)	(750,557)	(750,557)	(750,557)	0
Public Health Lab (11.11% match inc. in PHL)	(150,000)	(405,263)	(405,263)	0
S.E.P.-AB 3632 (11.11% match)	934,272	934,272	934,272	0
Mtl Hlth Gen Augmentation - AB 75 (12.24% match)	3,199,325	3,199,325	3,199,325	0
Mtl Hlth Gen Augmentation - AB 1154 (11.11% match)	0	0	1,161,781	1,161,781
PY Rollover - Targeted Suppl. (11.11% match)	0	408,000	74,778	(333,222)
PY Rollover - S.E.P. - AB 3632 (11.11% match)	57,125	57,000	0	(57,000)
PY Rollover - C&A (11.11% match)	151,000	0	21,400	21,400
PY Rollover - Suppl. Resid. Care (11.11% match)	190,055	0	0	0
Short-Doyle IMD (no match required)	315,290	315,290	0	(315,290)
State Mandated Costs (no match required)	750,636	829,191	750,636	(78,555)
PY Rollover - State Mandated Costs (no match req.)	60,000	449,750	0	(449,750)
SB 900 Interest Appropriated (no match required)	834,121	0	115,935	115,935
State Aid SLIAG (no match required)	441,244	317,000	317,000	0
Sub-Total	\$31,941,934	\$34,955,286	\$26,553,807	\$(8,401,479)
GRANTS: (No Match Required)				
State MIA	\$2,658,326	\$2,900,000	\$1,334,000	\$(1,566,000)
Federal Block Grant - ADAMHA	118,000	117,972	117,972	0
Other State Aid/Grants - PATH	168,843	253,843	201,818	(52,025)
State Grants - IMD	804,585	700,093	260,335	(439,758)
NIMH Grant	13,909	11,287	11,851	564
McKinney NIMH Homeless/Demonstration	755,084	0	1,234,850	1,234,850
DSS Foster Care Family Preservation	0	0	66,456	66,456
CARES	85,000	0	85,000	85,000
Primary Intervention Program	31,622	0	31,622	31,622
Child Abuse Grant	15,745	0	0	0
Sub-Total	\$4,651,114	\$3,983,195	\$3,343,904	\$(639,291)
OTHER: (No Match Required)				
Other Miscellaneous	\$2,634	\$0	\$0	\$0
Prior Year	1,327,591	0	0	0
Sub-Total	\$1,330,225	\$0	\$0	\$0
Total Direct Program Revenue	\$52,216,667	\$54,501,105	\$55,741,244	\$1,240,139
Department Overhead and County External Overhead Allocation:	\$(5,518,485)	\$(6,013,241)	\$(6,840,164)	\$(826,923)
Total	\$46,698,182	\$48,487,864	\$48,901,080	\$413,216

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SUBVENTION:				
Short-Doyle Subvention	\$4,618,907	\$4,807,305	\$4,934,227	\$126,922
Sub-Total	\$4,618,907	\$4,807,305	\$4,934,227	\$126,922
GENERAL FUND SUPPORT COSTS:				
Short-Doyle Subvention	\$9,391,099	\$6,102,910	\$4,781,170	\$(1,321,740)
Sub-Total	\$9,391,099	\$6,102,910	\$4,781,170	\$(1,321,740)
Total	\$14,010,006	\$10,910,215	\$9,715,397	\$(1,194,818)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1991-92 total direct program revenue is increasing by \$1,240,139 as a result of the following Board Actions and adjustments:

o Increase staff/North Coastal Region	\$26,049
o Mental Health Information System	171,354
o Contract account adjustment including Medi-Cal and NIMH grant monies	1,302,172
o Mental Health Trust Fund for Hospital Fixed Assets	115,935
o Child & Adolescent Trust Fund for Fixed Assets	21,400
o McKinney Homeless Assistance (5/28/91 #8)	32,975
o Contracts, Revenue, Expenses & Adjustments (4/30/91 #9)	59,500
o Special Treatment Program at SDCPH (3/5/91 #16)	32,887
o Foster Care Family Preservation/DSS funding	66,456
o NIMH children in foster care research grant (11/21/89 #5)	11,851
o Revenue offsets for Salary & Benefits increase	982,003
o Primary Intervention Program	31,622
o McKinney Research Project	1,169,664
o Retroactive claims processing	100,000
o Child & Adolescent Svcs Space Augmentation	107,108
o Conditional Release Contract reduction	(78,555)
o Reduction of MISP	(1,566,000)
o Overmatch reduction	(1,346,462)
Total	\$1,240,139

The Short-Doyle subvention requires a County match of 15% for State Hospital services and for all local hospital inpatient services, and a 10% match for all other services. For purposes of State budget and cost report, match is calculated as a percent of total combined subvention and match revenue. The FY 1991-92 required match of \$4,805,140 represents a composite match of total combined subvention and match revenue, and \$129,087 match for Cigarette and Tobacco Tax (AB1154) revenue.

FIXED ASSETS

Item	Quantity	Unit	Cost
TYPEWRITER, ELECTRONIC	8	UNIT	\$5,800
PRINTER, LASER	4	UNIT	5,100
LAN WORKSTATIONS	1	LOT	41,100
COMPUTER SYSTEMS	3	UNIT	8,097
PRINTER, INKJET	1	UNIT	600
COMPUTER HUB, ACTIVE	1	UNIT	850
STOVE	1	UNIT	610
MONITOR, VIDEOCASSETTE RECORDER	1	UNIT	465
COMPUTER MODEMRACK	2	UNIT	800
COMPUTER, LAPTOP	3	UNIT	6,450
COMPUTER POWER SUPPLY	2	UNIT	420
MODEM	45	UNIT	29,115
COMPUTER SYSTEM, '386	6	UNIT	22,206
FACSIMILE MACHINE	5	UNIT	9,000
PHOTOCOPIER	4	UNIT	49,500
DESK	6	UNIT	6,000
DICTATION MACHINE	9	UNIT	36,567
MICROFILM READER	1	UNIT	4,650
TRANSCRIBER, CASSETTE	1	UNIT	551
MODULAR DESK	3	UNIT	3,501
FLOOR CARE MACHINE	3	UNIT	2,997
CARPET EXTRACTOR	1	UNIT	1,301
FLOOR SCRUBBER	1	UNIT	2,300
BUILDING, LINEN STORAGE	1	UNIT	2,700
BUILDING, STORAGE	1	UNIT	4,800
SCANNER, OPTICAL COLOR	1	UNIT	1,950
PRINTER, GRAPHIC	1	UNIT	2,700
COMPUTER EQUIPMENT	2	UNIT	5,200
PRINTER, DESKJET	3	UNIT	1,650
HOSPITAL BED	9	UNIT	9,063
GURNEY	2	UNIT	5,930
TELEVISION	2	UNIT	925
TELEVISION-VIDEOCASSETTE RECORDER	3	UNIT	2,350
ROTARY FILE	1	UNIT	4,650
PRINTER, LASERMASTER	1	UNIT	7,000
ARCnet COMPUTER CARD	4	UNIT	600
FACSIMILE COMPUTER CARD	1	UNIT	400
ETHERnet COMPUTER CARD	4	UNIT	800
MONITORS, VGA	4	UNIT	2,400
PRINTER, COLOR GRAPHIC	1	UNIT	7,000
SCANNER, OPTICAL COLOR	1	UNIT	1,800
Total			\$299,898

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
CELLULAR TELEPHONES	3	UNIT	\$2,400
Total			\$2,400

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92* Budget
ACTIVITY A:					
Mental Health					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
<u>Central Region</u>					
24-Hour Long Term Residential - Adult	4,175	4,221	4,001	4,344	3,724
24-Hour Crisis Residential Treatment Days - Adult	4,629	4,608	4,716	3,724	4,344
24-Hour Semi-Supervised Living (a)	11,646	8,615	9,053	13,031	8,687
Partial Day Treatment Days - Adult	6,417	5,628	5,525	5,760	5,475
Partial Day Treatment Days - Child & Adolescent	1,124	5,750	5,905	4,320	7,136
Socialization Center Days - Adult	20,109	19,333	16,660	9,900	12,974
Outpatient Visits - Adult	37,062	48,352	43,602	35,791	48,052
Outpatient Visits - Child & Adolescent	7,607	9,916	9,186	8,898	8,943
Community Client Contacts (b) Hours	16,653	17,801	20,793	18,550	29,291
<u>East Region</u>					
24-Hour Crisis Residential Treatment Days - Adult	3,825	3,699	3,845	3,724	3,714
Partial Day Treatment Days - Adult	15,958	14,142	10,110	13,841	12,213
Partial Day Treatment Days - Child & Adolescent	1,785	1,949	2,255	2,346	4,592
Socialization Center Days - Adult	15,511	13,110	13,332	12,444	13,493
Outpatient Visits - Adult	12,901	13,799	12,307	14,423	13,120
Outpatient Visits - Child & Adolescent	3,095	2,570	2,841	4,523	3,075
Community Client Contacts (b) Hours	19,677	16,567	14,299	10,826	19,095
<u>North Region</u>					
24-Hour Crisis Residential Treatment Days - Adult	3,631	3,642	3,551	3,412	3,412
24-Hour Transitional Residential Days - Adult	4,957	4,891	4,884	4,344	4,344
Partial Day Treatment Days - Adult	10,413	9,794	7,841	10,700	10,800
Partial Day Treatment Days - Child & Adolescent	1,765	1,678	2,293	2,592	2,592
Socialization Center Days - Adult	19,130	17,282	15,970	18,300	16,500

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92* Budget
Outpatient Visits - Adult	23,066	22,831	25,032	22,637	19,781
Outpatient Visits - Child & Adolescent	6,750	6,921	7,098	6,353	8,578
Community Client Contacts (b) Hours	32,615	19,497	15,601	18,718	20,955
Case Management Contacts (f)	0	4,630	0	2,100	0
° <u>South Region</u>					
24-Hour Crisis Residential Treatment Days - Adult	6,441	6,329	6,433	6,208	6,208
Partial Day Treatment Days - Adult	12,103	12,796	12,812	12,700	13,312
Partial Day Treatment Days - Child & Adolescent	1,521	1,720	1,788	2,592	2,280
Vocational Rehabilitation Services Days - Adults (c)	6,919	6,441	1,004	3,400	0
Socialization Center Days - Adult	6,766	4,539	7,922	7,000	7,000
Outpatient Visits - Adult	24,642	25,880	24,260	25,846	30,687
Outpatient Visits - Child & Adolescent	10,264	8,730	7,683	10,438	9,146
Community Client Contacts (b) Hours	26,790	16,775	11,730	13,647	14,975
<u>Countywide Core Services</u>					
24-Hour Acute Inpatient Days - Adult	26,982	42,340	36,516	41,768	36,665
24-Hour Acute Inpatient Days - Child & Adolescent	11,074	9,388	10,064	9,800	11,000
24-Hour Jail Inpatient Days - Adult (d)	9,961	8,191	6,825	8,960	9,625
24-Hour Residence - Child & Adolescent	2,404	8,902	2,352	2,555	2,555
Day Treatment Days - Adult (e)	3,180	438	39,296	3,000	54,956
Day Treatment Days - Child & Adolescent	8,321	7,663	18,172	10,983	20,577
Outpatient Visits - Adult	17,291	17,980	24,313	38,790	33,854
Outpatient Visits - Child & Adolescent	7,423	6,550	6,062	8,222	8,722
Community Client Contacts (b) Hours	118,540	173,310	68,314	175,000	56,400
Case Management Contacts (Hours)	75,426	90,566	131,303	93,167	160,416
Case Management Supplemental Rate (f)	121,778	119,487	113,818	108,312	102,892
<u>Summary by Mode</u>					
Days of 24-Hour Care	89,725	96,635	92,240	101,870	94,278
Days of Partial Day Treatment (g)	131,022	122,263	173,253	128,543	183,900

PROGRAM: MENTAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92* Budget
Outpatient Visits	150,101	154,434	162,384	175,921	183,958
Community Client Care Contacts (b) (Hours)	214,275	141,668	122,551	236,741	140,716
Case Management	75,426	95,196	139,439	114,167	160,416
Case Management Supplemental Rate (e)	121,778	119,487	113,818	108,312	102,892
<u>EFFICIENCY (j)</u>					
<u>Unit Costs</u>					
24-Hour Acute Inpatient - Adult - Cost Per Day (h)	\$386.47	\$210.28	\$469.75	\$459.16	\$422.30
24-Hour Acute Inpatient - Child & Adolescent - Cost Per Day	\$494.03	\$333.27	\$535.97	\$532.66	\$569.51
24-Hour Crisis Residential - Adult - Cost Per Day	\$136.15	\$166.65	\$162.35	\$181.65	\$179.04
24-Hour Transitional Residential - Adult - Cost Per Day	\$ 60.27	\$ 59.56	\$ 60.87	\$ 64.92	\$ 68.05
24-Hour Long-Term Residential - Adult - Cost Per Day	\$ 65.50	\$ 65.15	\$ 71.08	\$ 71.01	\$ 75.95
24-Hour Long-Term Residential - Child & Adolescent - Cost Per Day	\$221.14	\$284.25	\$263.12	\$286.00	\$275.48
24-Hour Semi-Supervised - Adult - Cost Per Day	\$ 18.15	\$ 32.33	\$ 24.89	\$ 35.24	\$ 28.68
24-Hour Special Treatment Beds (IMD) - Cost Per Day	\$ N/A	\$206.48	\$146.57	\$210.00	\$110.73
Partial Day Treatment - Adult Cost Per Day	\$ 50.80	\$ 75.39	\$ 85.91	\$ 82.18	\$ 72.94
Partial Day Treatment - Child & Adolescent - Cost Per Day	\$141.04	\$122.13	\$120.92	\$133.12	\$ 97.91
Vocational Services - Adult - Cost Per Day (c)	\$ 49.71	\$ 53.73	\$ 52.98	\$ 58.57	\$ 0
Socialization Center - Adult - Cost Per Day	\$ 16.89	\$ 21.92	\$ 22.74	\$ 23.89	\$ 21.22
Outpatient - Adult - Cost Per Visit	\$106.17	\$102.94	\$152.72	\$112.20	\$166.46
Outpatient - Child & Adolescent - Cost Per Visit	\$ 99.61	\$115.20	\$179.12	\$125.57	\$195.24
Community Client Care - Cost Per Hour	\$ 24.01	\$ 40.89	\$ 44.69	\$ 44.57	\$ 41.77
Case Management - Cost Per Hour	\$ 37.40	\$ 47.39	\$ 34.71	\$ 51.66	\$ 52.00
Case Management - Supplemental Rate - Cost Per Day	\$ 11.43	\$ 11.68	\$ 12.23	\$ 12.73	\$ 12.23

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92* Budget
<u>EFFECTIVENESS</u>					
Average points of improvement for adult clients (Global Assessment Scale)					
24-Hour Treatment	14	14	11	14	9
Partial Day Treatment	8	8	8	8	2
Outpatient Treatment	8	8	2	8	3
Average points of improvement for child & adolescent clients (Global Assessment Scale) (i)					
24-Hour Treatment	65.0%	65.0%	6.3	65.0%	6.3
Partial Day Treatment	70.0%	70.0%	0.3	70.0%	0.2
Outpatient Treatment	65.0%	65.0%	3.2	65.0%	4.0

(a) Reflects program shift from Countywide Core Region to Central Region.

(b) Community Client Contracts include crisis intervention, consultation and training, and patient advocacy. Units are reflected in hours not contacts.

(c) Contract has been discontinued.

(d) Reflects projection of full year operation of Las Colinas.

(e) Includes all services, IMD and STP, FY 1990-91 reflects first year partial year operation at Telecare.

(f) Crisis residential programs community client contact data collection system redesigned to conform with other 24-Hour programs.

(g) Includes Partial Day TX/MD/STP and Socialization Units.

(h) Costs include Jail Inpatient and local Hospital Adult Inpatient Units.

(i) In FY 1990-91, C&A Services transitioned to the Global Assessment Scale.

(j) Unit Costs include the following: Department and External Overheads; County and Contractors Costs; Outpatient Costs include Medication, Group, Individuals, etc.

* Performance indicators are based on funding levels restored by Board action on 10/2/91 (#12).

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
<u>SD COUNTY PSYCHIATRIC HOSPITAL</u>							
4197	Psychiatric Emerg. Physician	0	0.00	20	4.00	\$0	\$485,376
0340	Medical Director	1	1.00	1	1.00	102,504	119,124
4195	Supv. Staff Psychiatrist	3	3.00	4	1.33	304,344	142,848
4162	Consultant, Internal Medicine	1	0.50	1	0.17	42,438	15,088
4196	Psychiatrist II	0	0.00	9	3.66	0	317,020
4183	Neurologist	1	0.50	1	0.17	39,564	14,066
4192	Senior Physician	1	1.00	1	1.00	70,044	74,748
4198	Psychiatrist	19	11.08	11	1.42	878,066	101,116
4193	Physician	9	3.58	10	1.84	213,968	120,252
0301	Mental Health Hospital Admin.	1	1.00	1	1.00	61,572	64,044
4504	Chief Nurse	1	1.00	1	1.00	53,628	57,996
4099	Assoc. Hospital Administrator	1	1.00	1	1.00	51,936	54,108
4497	Assistant Chief Nurse	1	1.00	1	0.33	49,812	17,972
4527	Clinical Nurse Specialist	0	0.00	3	3.00	0	161,676
4250	Pharmacist	0	0.00	1	0.00	0	0
4108	Mental Health Program Mgr.	1	1.00	1	0.33	45,660	16,084
5087	Sr. Clinical Psychologist	5	5.00	5	2.33	223,800	110,992
4533	Inservice Education Coord.	1	0.00	0	0.00	0	0
4541	Quality Assurance Coord.	1	1.00	1	0.33	40,476	15,396
4544	Supervising Nurse	2	1.00	3	0.66	43,104	30,408
4526	Head Psychiatric Nurse	0	0.00	4	1.33	0	59,248
4517	Certified Nurse Practitioner	2	1.00	2	0.33	35,004	14,596
4536	Head Staff Nurse	4	4.00	0	0.00	142,992	0
5045	Clinical Psychologist	0	0.00	1	0.00	0	0
5249	Psych. Social Worker Coord.	0	0.00	1	1.00	0	42,708
4537	Clinical Nurse Specialist	2	2.00	0	0.00	80,592	0
4525	Psychiatric Nurse II	0	0.00	74	36.00	0	1,408,752
3042	Medical Records Manager	1	1.00	1	1.00	37,488	38,496
4538	Staff Nurse II	67	54.00	0	0.00	1,723,032	0
4400	Occupational Therapist II	5	3.00	6	2.00	102,744	74,880
5250	Sr. Psychiatric Social Worker	15	9.75	15	4.58	333,216	169,730
4408	Recreation Therapy Supervisor	1	1.00	1	0.33	34,800	12,296
4534	Nursing Inservice Instructor	1	1.00	0	0.00	32,448	0
4531	Psych Insrvc Educ Coord (8804)	0	0.00	1	0.00	0	0
2304	Admin. Assistant I	1	1.00	1	1.00	29,460	32,832
4535	Psych Nrsg Insrvc Instr (8806)	0	0.00	1	0.33	0	10,624
2725	Principal Clerk	1	1.00	1	0.33	29,844	10,608
8842	Music Therapist	1	0.50	0	0.00	15,390	0
4407	Recreational Therapist	5	4.50	7	2.67	134,568	81,792
4836	Mental Health Specialist	16	12.00	16	4.00	301,536	109,632
2745	Supervising Clerk	1	1.00	1	1.00	24,396	26,976
2707	Senior Admissions Clerk	3	3.00	3	2.33	76,320	60,564
2761	Group Secretary	1	1.00	2	2.00	24,612	49,752
2757	Admin. Secretary II	1	1.00	1	1.00	22,968	24,336
4618	Psychiatric Technician	10	7.00	11	2.66	158,340	64,640
4625	Licensed Vocational Nurse	52	47.00	56	28.33	1,048,476	675,240
3057	Sr. Medical Transcriber	0	0.00	1	1.00	0	23,400
2730	Senior Clerk	2	2.00	2	0.66	43,992	15,344
7085	Supervising Custodian	1	1.00	1	1.00	21,672	22,932
3049	Medical Records Technician	3	3.00	2	0.67	65,268	15,232
3055	Sr. Medical Records Tech.	0	0.00	1	1.00	0	22,308
4833	MH Case Management Asst. II	1	1.00	1	0.33	21,312	7,392
2706	Admissions Clerk	16	14.00	16	9.33	276,192	201,152
3056	Medical Transcriber	0	0.00	9	8.33	0	177,200
7030	Senior Custodian	1	1.00	1	1.00	18,816	20,952
4839	Mental Health Aid	17	17.00	35	11.25	329,052	235,305
3046	Medical Records Clerk	10	10.00	10	9.33	197,640	193,312
2756	Admin. Secretary I	1	1.00	0	0.00	19,284	0
2714	Inter. Transcriber Typist	10	10.00	0	0.00	198,720	0
4615	Nurses Assistant	12	10.00	2	0.00	183,480	0
4398	Occupational Therapy Asst.	1	0.50	1	0.17	9,414	3,290
2700	Intermediate Clerk Typist	1	1.00	2	1.33	18,648	25,904
4406	Recreational Therapy Aid	5	4.50	5	2.17	82,242	42,068

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
7031	Custodian	10	10.00	11	6.33	172,440	117,724
2708	Hospital Unit Clerk	0	0.00	4	2.67	0	49,056
6520	Linen Marker & Distributor	2	2.00	2	1.33	32,184	23,008
7520	Sewing Room Operator	1	0.50	1	0.17	7,926	2,702
8833	Ward Clerk	4	4.00	0	0.00	63,936	0
	Sub-Total	337	280.91	389	174.86	\$8,371,360	\$6,084,297

LOMA PORTAL MENTAL HEALTH FACILITY

0340	Medical Director	1	0.00	1	1.00	\$0	\$119,124
4135	Medical Director (T)	1	1.00	0	0.00	114,816	0
4195	Supv. Staff Psychiatrist	3	3.00	2	2.00	304,344	214,272
4199	Psychiatrist III	0	0.00	4	2.08	0	190,550
4192	Senior Physician	1	0.50	1	0.50	35,022	37,374
4198	Psychiatrist	4	2.08	0	0.00	165,050	0
4193	Physician	2	0.67	1	0.00	39,808	0
0301	MH Hospital Administrator	1	1.00	1	1.00	61,572	64,044
4504	Chief Nurse	1	1.00	1	1.00	53,628	57,996
4527	Clinical Nurse Specialist	0	0.00	2	1.50	0	80,838
4108	Mental Health Program Mgr.	1	1.00	1	1.00	45,660	48,252
5087	Sr. Clinical Psychologist	4	2.00	4	2.00	89,520	95,136
4533	Inservice Education Coord.	1	1.00	0	0.00	39,768	0
4541	Quality Assurance Coord.	1	1.00	1	1.00	40,476	46,188
4544	Supervising Nurse	2	1.00	1	0.00	43,104	0
2302	Admin. Assistant III	1	1.00	1	1.00	42,648	45,300
4526	Head Psychiatric Nurse	0	0.00	3	2.00	0	88,872
4517	Certified Nurse Practitioner	1	0.75	1	0.75	26,253	32,841
4536	Staff Head Nurse	3	2.00	0	0.00	71,496	0
5045	Clinical Psychologist	1	0.00	0	0.00	0	0
4537	Clinical Nurse Specialist	2	1.50	0	0.00	60,444	0
4525	Psychiatric Nurse II	0	0.00	25	18.75	0	733,725
3042	Medical Records Manager	1	1.00	1	1.00	37,488	38,496
4538	Staff Nurse II	33	25.75	0	0.00	821,631	0
4400	Occupational Therapist II	4	3.09	3	2.09	105,598	78,000
5250	Sr Psychiatric Social Worker	7	5.33	6	4.33	182,272	160,472
4831	Mental Health Consultant II	3	2.00	3	2.00	67,416	73,416
8804	Psych Insrvc Educ Coord (4531)	0	0.00	1	1.00	0	36,264
4407	Recreational Therapist	3	3.00	2	2.00	89,712	61,344
2757	Admin. Secretary II	2	2.00	3	3.00	45,936	73,008
4618	Psychiatric Technician	6	4.00	5	3.00	90,480	72,720
4625	Licensed Vocational Nurse	17	17.00	13	13.00	379,236	309,816
2730	Senior Clerk	2	2.00	2	2.00	43,992	46,032
3049	Medical Records Technician	1	1.00	1	1.00	21,756	22,848
7030	Senior Custodian	1	1.00	1	1.00	18,816	20,952
4839	Mental Health Aid	28	26.83	20	20.00	519,386	418,320
3046	Medical Records Clerk	2	2.00	2	2.00	39,528	41,424
2756	Admin. Secretary I	1	1.00	1	1.00	19,284	20,664
2700	Intermediate Clerk Typist	4	4.00	3	3.00	74,592	58,284
4406	Recreational Therapy Aid	1	1.00	1	1.00	18,276	19,416
7031	Custodian	7	7.00	6	6.00	120,708	111,528
6520	Linen Marker & Distributor	2	1.50	2	1.50	24,138	25,884
2709	Departmental Clerk	1	1.00	1	1.00	13,992	16,812
7520	Sewing Room Operator	1	0.50	1	0.50	7,926	8,106
	Sub-Total	158	132.50	128	107.00	\$3,975,772	\$3,568,318

CHILD & ADOLESCENT SERVICES

4199	Psychiatrist III	0	0.00	8	2.50	\$0	\$228,660
4198	Psychiatrist	9	2.34	0	0.00	184,856	0
4117	Chf, Child & Adolescent Svs.	1	1.00	1	1.00	53,244	56,340
4118	Forensic Services Manager	2	2.00	0	0.00	99,576	0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4119	Juvenile Forensic Svcs Mgr	0	0.00	2	2.00	0	108,120
5035	Chf, Probation/Welfare Psych.	1	1.00	1	1.00	54,552	52,488
4108	Mental Health Program Mgr.	3	3.00	3	3.00	136,980	144,756
5087	Senior Clinical Psychologist	9	6.50	9	6.50	290,940	309,192
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
4525	Psychiatric Nurse II	0	0.00	1	1.00	0	39,132
4538	Staff Nurse II	1	1.00	0	0.00	31,908	0
5250	Sr Psychiatric Social Worker	25	23.50	27	25.00	803,136	925,800
2411	Analyst I	1	0.50	1	0.50	14,784	16,530
2306	Administrative Trainee	1	1.00	1	1.00	23,784	26,040
2724	Senior Transcriber Typist	1	1.00	1	1.00	22,956	25,692
2761	Group Secretary	1	1.00	1	1.00	24,612	24,876
2757	Admin. Secretary II	1	1.00	1	1.00	22,968	24,336
4618	Psychiatric Technician	1	0.50	1	0.50	11,310	12,120
2756	Administrative Secretary I	1	1.00	1	1.00	19,284	20,664
2714	Inter. Transcriber Typist	3	3.00	3	3.00	59,616	61,236
2700	Intermediate Clerk Typist	4	4.00	4	4.00	74,592	77,712
2493	Intermediate Account Clerk	1	0.00	1	0.00	0	0
	Sub-Total	67	54.34	68	56.00	\$1,966,286	\$2,193,858

FORENSIC SERVICES

4195	Supv. Staff Psychiatrist	1	1.00	1	1.00	\$101,448	\$107,136
4199	Psychiatrist III	0	0.00	8	5.00	0	457,320
4198	Psychiatrist	8	5.00	0	0.00	396,120	0
4193	Physician	1	0.25	0	0.00	14,928	0
4109	Chief Forensic MH Services	1	1.00	1	1.00	61,584	65,160
4504	Chief Nurse	1	1.00	1	1.00	53,628	57,996
4118	Forensic Services Manager	1	1.00	1	1.00	49,788	56,340
4527	Clinical Nurse Specialist	0	0.00	2	2.00	0	107,784
4108	Mental Health Program Mgr.	2	2.00	2	2.00	91,320	96,504
5087	Senior Clinical Psychologist	4	3.50	3	3.00	156,660	142,704
4526	Head Psychiatric Nurse	0	0.00	1	1.00	0	44,436
4536	Staff Head Nurse	2	2.00	0	0.00	71,496	0
5045	Clinical Psychologist	1	0.50	0	0.00	21,402	0
4537	Clinical Nurse Specialist	2	2.00	0	0.00	80,592	0
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
4314	Utilization Review Specialist	1	0.50	0	0.00	17,844	0
4525	Psychiatric Nurse II	0	0.00	4	4.00	0	156,528
4538	Staff Nurse II	11	11.00	0	0.00	350,988	0
4400	Occupational Therapy II	1	1.00	0	0.00	34,248	0
5250	Sr Psychiatric Social Worker	5	4.50	4	3.50	153,792	129,612
4832	Mental Health Consultant I	1	1.00	0	0.00	31,596	0
4407	Recreational Therapist	1	1.00	0	0.00	29,904	0
2745	Supervising Clerk	1	1.00	1	1.00	24,396	26,976
5251	Psychiatric Social Worker	1	1.00	0	0.00	26,640	0
4618	Psychiatric Technician	1	1.00	0	0.00	22,620	0
4625	Licensed Vocational Nurse	6	6.00	2	2.00	133,848	47,664
2730	Senior Clerk	4	4.00	3	3.00	87,984	69,048
4839	Mental Health Aid	2	2.00	0	0.00	38,712	0
3046	Medical Records Clerk	1	1.00	0	0.00	19,764	0
2700	Intermediate Clerk Typist	4	3.00	4	3.00	55,944	58,284
2709	Departmental Clerk	1	1.00	0	0.00	13,992	0
	Sub-Total	66	59.25	39	34.50	\$2,178,426	\$1,663,656

CASE MANAGEMENT SERVICES

4114	Chief MH Case Management	1	1.00	1	1.00	\$53,244	\$56,340
4108	Mental Health Program Mgr.	5	5.00	5	5.00	228,300	241,260
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
4835	MH Case Management Clinician	20	20.00	23	23.00	676,560	812,544

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4828	Case Management Aid II	2	2.00	2	2.00	49,272	49,656
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2510	Senior Account Clerk	1	1.00	1	1.00	22,020	22,884
4827	Case Management Aid I	2	2.00	2	2.00	43,488	45,384
4833	MH Case Mgmt Assistant II	4	4.00	4	4.00	85,248	88,704
8802	Community Living Specialist	0	0.00	4	2.00	0	40,008
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,296	38,856
	Sub-Total	39	39.00	46	44.00	\$1,254,612	\$1,458,816

CENTRAL REGIONAL CENTER

4196	Psychiatrist II	0	0.00	6	2.92	\$0	\$252,175
4198	Psychiatrist	6	2.92	0	0.00	231,070	0
2355	Regional Mgr., MH Services	1	1.00	1	1.00	52,836	56,340
4108	Mental Health Program Mgr	2	2.00	2	2.00	91,320	96,504
5087	Sr. Clinical Psychologist	2	0.58	2	0.58	26,110	27,748
4525	Psychiatric Nurse II	0	0.00	5	5.00	0	195,660
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
4538	Staff Nurse II	5	5.00	0	0.00	159,540	0
8803	Homeless Coordinator (5209)	0	0.00	1	1.00	0	38,124
5250	Sr Psychiatric Social Worker	7	7.00	7	7.00	239,232	259,224
4831	Mental Health Consultant II	2	2.00	2	2.00	67,416	73,416
2757	Admin. Secretary II	1	1.00	1	1.00	22,968	24,336
4625	Licensed Vocational Nurse	2	2.00	2	2.00	44,616	47,664
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
4833	MH Case Management Asst.	0	0.00	1	1.00	0	22,176
4839	Mental Health Aid	1	1.00	0	0.00	19,356	0
3046	Medical Records Clerk	1	1.00	1	1.00	19,764	20,712
2700	Intermediate Clerk Typist	4	4.00	4	4.00	74,592	77,712
	Sub-Total	36	31.50	37	32.50	\$1,106,876	\$1,253,375

NORTH COASTAL REGIONAL CENTER

4195	Supervising Psychiatrist	0	0.00	1	1.00	\$0	\$107,136
4196	Psychiatrist II	0	0.00	7	1.83	0	158,510
4198	Psychiatrist	7	2.58	0	0.00	204,662	0
2355	Regional Manager, MH Services	1	1.00	0	0.00	52,836	0
4108	Mental Health Program Manager	3	3.00	3	3.00	136,980	144,756
5087	Senior Clinical Psychologist	1	0.50	1	0.50	22,380	23,784
2412	Analyst II	0	0.00	1	0.50	0	20,082
4525	Psychiatric Nurse II	0	0.00	4	4.00	0	156,528
4538	Staff Nurse II	4	4.00	0	0.00	127,632	0
4400	Occupational Therapist II	1	1.00	1	1.00	34,248	37,440
5250	Sr Psychiatric Social Worker	10	6.25	10	6.75	213,600	249,966
4831	Mental Health Consultant II	2	2.00	2	1.83	67,416	67,298
4625	Licensed Vocational Nurse	1	1.00	1	1.00	22,308	23,832
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
3046	Medical Records Clerk	1	0.50	1	0.50	9,882	10,356
2700	Intermediate Clerk Typist	4	2.75	4	2.75	51,282	53,427
	Sub-Total	36	25.58	37	25.66	\$965,222	\$1,076,131

NORTH INLAND REGIONAL CENTER

4196	Psychiatrist II	0	0.00	3	1.50	\$0	\$129,690
4198	Psychiatrist	3	1.50	0	0.00	118,836	0
2355	Regional Manager, MH Services	1	1.00	1	1.00	52,836	56,340
4108	Mental Health Program Manager	2	2.00	2	2.00	91,320	96,504
5087	Senior Clinical Psychologist	1	0.50	1	0.50	22,380	23,784
2412	Analyst II	0	0.00	1	0.50	0	20,082

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
4525	Psychiatric Nurse II	0	0.00	5	5.00	0	195,660
4538	Staff Nurse II	5	5.00	0	0.00	159,540	0
5250	Sr Psychiatric Social Worker	4	3.50	4	3.50	119,616	129,612
4836	Mental Health Specialist	2	1.00	2	1.00	25,128	27,408
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
3046	Medical Records Clerk	1	0.50	1	0.50	9,882	10,356
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,296	38,856
	Sub-Total	22	18.00	23	18.50	\$658,830	\$751,308

EAST COUNTY REGIONAL CENTER

4199	Psychiatrist III	0	0.00	1	0.50	\$0	\$45,732
4196	Psychiatrist II	0	0.00	6	3.25	0	280,995
4198	Psychiatrist	7	3.75	0	0.00	297,090	0
2355	Regional Manager, MH Services	1	1.00	1	1.00	52,836	56,340
4108	Mental Health Program Manager	4	4.00	4	4.00	182,640	193,008
5087	Senior Clinical Psychologist	2	1.00	2	1.00	44,760	47,568
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
4525	Psychiatric Nurse II	0	0.00	4	4.00	0	156,528
4538	Staff Nurse II	4	4.00	0	0.00	127,632	0
5250	Sr Psychiatric Social Worker	17	14.00	17	14.00	478,464	518,448
4831	Mental Health Consultant II	4	1.50	4	1.50	50,562	55,062
4832	Mental Health Consultant I	0	0.00	1	1.00	0	31,692
4836	Mental Health Specialist	1	1.00	1	1.00	25,128	27,408
2403	Accounting Technician	1	1.00	0	0.00	22,008	0
5201	Job Development Counselor II	1	1.00	0	0.00	24,972	0
4618	Psychiatric Technician	2	2.00	2	2.00	45,240	48,480
2730	Senior Clerk	1	1.00	2	2.00	21,996	46,032
3046	Medical Records Clerk	1	1.00	1	1.00	19,764	20,712
2700	Intermediate Clerk Typist	6	5.00	6	5.00	93,240	97,140
4838	Mental Health Assistant	1	0.00	1	0.00	0	0
	Sub-Total	54	42.25	54	42.25	\$1,523,520	\$1,665,309

SOUTH REGIONAL CENTER

4199	Psychiatrist III	0	0.00	1	1.00	\$0	\$91,464
4196	Psychiatrist II	0	0.00	2	1.00	0	86,460
4198	Psychiatrist	3	2.17	0	0.00	171,652	0
2355	Regional Manager, MH Services	1	1.00	1	1.00	52,836	56,340
4108	Mental Health Program Manager	3	3.00	2	2.00	136,980	96,504
5087	Senior Clinical Psychologist	2	1.75	2	1.75	78,330	83,244
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
4525	Psychiatric Nurse II	0	0.00	1	1.00	0	39,132
4538	Staff Nurse II	1	1.00	0	0.00	31,908	0
5250	Sr Psychiatric Social Worker	7	7.00	6	6.00	239,232	222,192
4831	Mental Health Consultant II	2	2.00	1	1.00	67,416	36,708
4832	Mental Health Consultant I	2	2.00	2	2.00	63,192	63,384
4836	Mental Health Specialist	1	1.00	1	1.00	25,128	27,408
4625	Licensed Vocational Nurse	1	1.00	1	1.00	22,308	23,832
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
3046	Medical Records Clerk	1	1.00	1	1.00	19,764	20,712
2700	Intermediate Clerk Typist	3	3.00	3	3.00	55,944	58,284
	Sub-Total	29	27.92	26	24.75	\$1,023,874	\$968,844

TECHNICAL & ADMINISTRATIVE SUPPORT

4116	MH Admin. Support Chief	1	1.00	1	1.00	\$53,244	\$56,340
2368	Administrative Svcs Mgr I	1	1.00	1	1.00	44,880	49,980
2427	Associate Systems Analyst	2	2.00	3	3.00	85,752	144,036

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
5208	Mental Health Contract Mgr	1	1.00	1	1.00	43,812	46,356
2413	Analyst III	4	4.00	3	3.00	170,208	134,064
2426	Asst. Systems Analyst	1	1.00	1	1.00	36,180	40,620
2412	Analyst II	8	8.00	10	10.00	297,504	401,640
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
8809	Statistician	0	0.00	1	1.00	0	34,884
2411	Analyst I	1	1.00	1	1.00	29,568	33,060
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	29,016	31,668
2745	Supervising Clerk	1	1.00	1	1.00	24,396	26,976
2306	Administrative Trainee	1	1.00	1	1.00	23,784	26,040
2403	Accounting Technician	1	1.00	1	1.00	22,008	25,908
3118	Dept'l Computer Specialist I	2	2.00	2	2.00	49,224	51,744
5222	Eligibility Supervisor	1	1.00	1	1.00	24,180	25,716
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2510	Senior Account Clerk	1	1.00	1	1.00	22,020	22,884
5221	Eligibility Technician	10	9.75	10	9.75	216,216	220,896
3009	Word Processor Operator	1	1.00	1	1.00	21,144	21,696
2700	Intermediate Clerk Typist	14	9.50	13	9.50	177,156	184,566
	Sub-Total	54	49.25	56	52.25	\$1,428,348	\$1,640,658

PROGRAM REVIEW & DEVELOPMENT

4196	Psychiatrist II	0	0.00	1	0.25	\$0	\$21,615
4198	Psychiatrist	1	0.25	0	0.00	19,806	0
4145	Chf, MH Program Review & Dev.	1	1.00	1	1.00	53,244	56,340
3041	Chf Medical Records Services	1	1.00	1	1.00	52,464	55,500
4113	Quality Assurance Program Mgr.	1	1.00	1	1.00	47,160	50,400
2313	MH Resource Dev. Specialist	1	1.00	1	1.00	42,264	46,356
2413	Analyst III	1	1.00	1	1.00	42,552	44,688
4304	Utilization Review Supervisor	1	1.00	1	1.00	40,440	43,212
4834	MH Staff Development Coord.	1	1.00	1	1.00	37,716	41,844
2412	Analyst II	2	2.00	2	2.00	74,376	80,328
4314	Utilization Review Specialist	7	7.00	7	7.00	249,816	274,512
4845	MH Minority Affairs Coord.	1	1.00	1	1.00	34,512	38,292
5240	Senior Svcs. Ext. Care Coord.	1	1.00	1	1.00	34,068	37,512
4831	Mental Health Consultant II	1	1.00	1	1.00	33,708	36,708
2411	Analyst I	1	1.00	1	1.00	29,568	33,060
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2706	Admissions Clerk	1	0.50	0	0.00	9,864	0
2756	Admin. Secretary I	1	1.00	1	1.00	19,284	20,664
2700	Intermediate Clerk Typist	3	2.50	3	3.00	46,620	58,284
2493	Intermediate Account Clerk	1	0.00	1	0.00	0	0
	Sub-Total	29	26.25	28	26.25	\$912,426	\$986,667

ADMINISTRATION

0335	Clinical Dir., Mental Health	1	1.00	1	1.00	\$100,380	\$112,560
8874	Asst. Clinical Director	2	2.00	1	1.00	199,512	104,736
2213	Deputy Dir., MH Services	1	1.00	1	1.00	89,892	96,012
0330	Asst Deputy Director, MHS	1	0.00	1	1.00	0	66,300
4144	Assis. Deputy Director, MHS	1	1.00	0	0.00	55,908	0
8821	Revenue Manager	1	1.00	1	1.00	51,684	54,276
4896	MH Clinical Standard Coord.	1	1.00	1	1.00	44,880	52,356
2303	Admin. Assistant II	1	1.00	1	1.00	36,060	38,568
2337	Public Information Specialist	1	1.00	1	1.00	36,000	38,100
4831	Mental Health Consultant II	1	1.00	1	1.00	33,708	36,708
2758	Administrative Secretary III	1	1.00	1	1.00	27,612	30,036
4836	Mental Health Specialist	1	1.00	0	0.00	25,128	0
6344	Coordinator Volunteer Svcs.	0	0.00	1	1.00	0	26,688
2754	Board Secretary	1	1.00	1	1.00	24,972	26,004

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2757	Administrative Secretary II	2	2.00	2	2.00	45,936	48,672
2756	Administrative Secretary I	1	1.00	1	1.00	19,284	20,664
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	19,428
	Sub-Total	17	16.00	16	16.00	\$790,956	\$771,108
9999	Extra Help	0	27.68	0	27.49	1,343,065	706,450
	Sub-Total		27.68		27.49	\$1,343,065	\$706,450
	Total	944	830.43	947	682.01	\$27,499,573	\$24,788,795
	Salary Adjustments:					\$136,260	\$264,044
	Premium/Overtime Pay:					606,159	606,159
	Employee Benefits:					7,354,034	7,085,781
	Salary Savings:					(456,480)	(475,363)
	Total Adjustments					\$7,639,973	\$7,480,621
	Program Totals	944	830.43	947	682.01	\$35,139,546	\$32,269,416

PROGRAM: CORRECTIONAL FACILITIES MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 85498

ORGANIZATION #: 6000

MANAGER: Robert K. Bradford

REFERENCE: 1991-92 Proposed Budget - Pg. 16-19

AUTHORITY: This program carries out the provisions of Art. XV, Sec. 233.4, of the County Administrative Code, which makes the Director of Health Services responsible for the administrative supervision and control of medical and nursing services supplied by the department to other County departments.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,676,612	\$1,827,384	\$2,138,422	\$1,931,321	\$2,474,189	28.1
Services & Supplies	220,685	600,304	824,380	344,455	352,455	2.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,065	1,877	26,865	4,500	5,400	20.0
TOTAL DIRECT COST	\$1,898,362	\$2,429,565	\$2,989,667	\$2,280,276	\$2,832,044	24.2
PROGRAM REVENUE	(0)	(23,720)	(0)	(131,397)	(310,348)	136.2
NET GENERAL FUND CONTRIBUTION	\$1,898,362	\$2,405,845	\$2,989,667	\$2,148,879	\$2,521,696	17.3
STAFF YEARS	41.84	41.06	44.33	42.67	48.67	14.1

PROGRAM DESCRIPTION

Correctional Facilities Medical Services provides necessary medical, dental, nursing and ancillary services to persons housed at protective institutions operated by the County Departments of Probation and Social Services. Included are the Probation-Adult Institutions (Camp Barrett, Camp West Fork, Descanso Detention Facility, and Work Furlough Center), Probation-Juvenile Institutions (Juvenile Hall, Rancho del Campo, Rancho del Rayo, Girl's Rehabilitation Facility), and the Hillcrest Receiving Home. Nurses are assigned to all sites, and provide treatment authorized by physicians. Physician clinics are held each weekday at the Work Furlough Center and Descanso Detention Facility for adult inmates at Juvenile Hall for juvenile detainees, and Hillcrest Receiving Home for children assigned by the court to Children's Protective Services. A Pediatrician and Pediatric Nurse Practitioner are provided by contract with the University of California-San Diego Hospital. Adult Institution nurses also screen Sheriff's inmates onsite at various jail facilities for medical appropriateness of placement in the Probation Adult facilities.

Beginning with FY 1989-90 Actuals, Correctional Facilities Medical Services Program also reflects costs in the Department of Health Services generated by the Medical Examiner, Probation, and Sheriff's Detention Facilities (Vista, South Bay, Central, El Cajon, Descanso, and Las Colinas). These direct costs are for pharmaceuticals and medical services and supplies, and do not reflect the associated Departmental support costs. Expenditures associated with these activities are reflected as expenses in excess of the appropriations in the Program Budget.

1990-91 BUDGET TO ACTUAL COMPARISON

During FY 1990-91 the County negotiated a new contract with the Union representing the Staff Nurses. This resulted in salary increases and location premiums in Correctional Facilities Medical Services that increased average compensation for Staff Nurses over 15% annually, and also significantly increased compensation for each supervising level occupied by a Registered Nurse. The \$207,101 overage for Salaries and Benefits represents that change.

The overage in the Services and Supplies category represents additional expenses incurred because of increased program requirements to comply with Title XV of the California Administrative Code (CAC) at the Probation Institutions and Title XII of the (CAC) at the Hillcrest Receiving Home. Compliance required additional dispensing costs for prescriptions and a new outpatient chart for Hillcrest Receiving Home. Also, \$106,000 represents the cost of the services of the Pediatrician and Nurse Practitioner provided under subcontract with UCSD, which is a Third Operating Agreement cost. An additional \$286,857 in expenditures was for Sheriff's pharmaceuticals, Medical Examiner, and other expenses for direct costs of medical services and supplies provided to the Sheriff which have been requested but not appropriated.

Of the Fixed Assets costs, \$25,561 was from FY 1989-90 expenditures carried over into FY 1990-91.

1991-92 OBJECTIVES

1. To provide 230,000 diagnostic and triage sick call contacts to inmates of correctional facilities.
2. To provide 270,000 medication and treatment contacts by physicians and nurses to inmates of correctional facilities.
3. Achieve accreditation by the National Commission on Correctional Health Care.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Correctional Facilities Medical Services (48.67 SY; E = \$2,832,044; R = \$310,348) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 94% County funded.
 - o Implementing County Administrative Code, Article XV, Section 344.4; California Code of Regulations, Title XV, Section 1200; and Title XXII, Chapter 7.
 - o Providing medical, nursing, and first aid services for the County's honor camps, Juvenile Hall, and Hillcrest Receiving Home.
 - o Providing all necessary screening physicals, sick-call contacts, medications and treatments, and emergency responses for all inmates of the correctional facilities.
 - o Providing 24-hour nursing service at Hillcrest Receiving Home and Juvenile Hall and 24-hour on-call coverage for the other facilities.
2. Pharmaceuticals and Medical Services/Supplies Provided to Other Departments/Activities (0.00 S.Y.; E = \$0; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Provides pharmaceuticals and medical services and supplies to the Coroner, Probation, and Sheriff's Detention Facilities.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Patient Fees Insurance & Medi-Cal	\$0	\$150,000	\$350,811	\$200,811
Sub-Total	\$0	\$150,000	\$350,811	\$200,811
Total Direct Program Revenue	\$0	\$150,000	\$350,811	\$200,811
Department Overhead and County External Overhead Allocation:	\$0	\$(18,603)	\$(40,463)	\$(21,860)
Total	\$0	\$131,397	\$310,348	\$178,951

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$2,989,667	\$2,148,879	\$2,521,696	\$372,817
Sub-Total	\$2,989,667	\$2,148,879	\$2,521,696	\$372,817
Total	\$2,989,667	\$2,148,879	\$2,521,696	\$372,817

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1991-92 Adopted revenues are increasing by \$200,811 over the Adopted FY 1990-91 level due to the projected increase of Medi-Cal reimbursable services at Hillcrest Receiving Home.

FY 1990-91 Actual revenues are less than budgeted due to the delay of certification of the Hillcrest Receiving Home for Medi-Cal Services by the State Department of Health Services until August 6, 1991.

FIXED ASSETS

Item	Quantity	Unit	Cost
PHOTOCOPIER	1	UNIT	\$3,200
TYPEWRITER, ELECTRONIC	1	UNIT	500
EXAMINATION TABLE	1	UNIT	1,700
Total			\$5,400

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY:

Correctional Facilities Medical Services

% OF RESOURCES: 100%WORKLOAD

Admissions and readmissions at nursing stations	20,155	20,503	20,659	22,053	22,312
Sick call contacts	235,683	286,733	299,680	301,070	323,654
Medications and treatment	276,703	326,205	352,201	342,515	380,377
Emergency calls treated at facility	1,259	1,115	896	1,227	968

EFFICIENCY

Cost per nursing contact	\$4.32	\$3.73	\$3.68	\$3.71	\$3.64
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EFFECTIVENESS

Not applicable

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4192	Senior Physician	1	1.00	1	1.00	\$70,044	\$74,748
4193	Physician	1	0.50	1	0.50	29,856	32,796
4150	Chf, Correctional Health Svcs	1	1.00	1	1.00	50,712	47,520
4544	Supervising Nurse	4	4.00	4	4.00	172,416	182,448
4519	Physician Assistant	1	1.00	1	1.00	42,036	44,484
4538	Staff Nurse II	34	32.00	35	33.00	1,021,056	1,264,032
2757	Administrative Secretary II	0	0.00	1	1.00	0	24,336
4625	Licensed Vocational Nurse	0	0.00	2	2.00	0	47,664
2730	Senior Clerk	1	0.50	1	0.50	10,998	11,508
2510	Senior Account Clerk	1	1.00	1	1.00	22,020	22,884
2700	Intermediate Clerk Typist	1	1.00	3	3.00	18,648	58,284
9999	Extra Help	0	0.67	0	0.67	60,406	60,406
Total		45	42.67	51	48.67	\$1,498,192	\$1,871,110
Salary Adjustments:						\$38,873	\$93,428
Premium/Overtime Pay:						27,600	27,600
Employee Benefits:						395,519	506,928
Salary Savings:						(28,863)	(24,877)
Total Adjustments						\$433,129	\$603,079
Program Totals		45	42.67	51	48.67	\$1,931,321	\$2,474,189

PROGRAM: COUNTY PATIENT SUPPORT

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42601

ORGANIZATION #: 6000

MANAGER: Sandy McChesney

REFERENCE: 1991-92 Proposed Budget - Pg. 16-20

AUTHORITY: The County shall relieve and support all indigent persons, and those incapacitated by age, disease or accident, lawfully resident therein; when such persons are not supported by their relatives or friends, by their own means, or by State hospitals or other private institutions, W&I Code 10804, 17000 et seq.; Gov't Code Art. 1, Sec. 13961.5 and Co. Admin. Code Art. XV, Sec. 233.4 and 233.5.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$347,211	\$336,843	\$331,498	\$390,040	\$418,720	7.4
Services & Supplies	106,940	109,220	85,443	93,162	93,162	0.0
Other Charges	10,223,394	10,046,510	9,934,743	11,200,000	12,102,756	8.1
Fixed Assets	0	13,197	0	0	0	0.0
TOTAL DIRECT COST	\$10,677,545	\$10,505,770	\$10,351,684	\$11,683,202	\$12,614,638	8.0
PROGRAM REVENUE	(2,064,204)	(2,234,227)	(2,927,503)	(2,263,020)	(2,178,995)	(3.7)
NET GENERAL FUND CONTRIBUTION	\$8,613,341	\$8,271,543	\$7,424,181	\$9,420,182	\$10,435,643	10.8
STAFF YEARS	9.60	8.83	9.28	10.00	10.00	0.0

PROGRAM DESCRIPTION

The County is responsible for providing medical services to County residents who are unable to finance needed medical care, either personally or through a third party. In addition, the County is responsible for provision of medical services to individuals in custody of the County in the Protectors Institutions and the Jail. This program provides funding to discharge the County's responsibility through purchase of services via contract with the Regents of the University of California for individuals determined to be County eligible patients and for those in the Protectors Institutions. In addition, at its discretion, the County provides reimbursement to University Hospital for those indigents admitted thereto for emergency purposes who would have been the financial responsibility of the County if it continued to own a "County Hospital". Funding for Jail inmates is administered by the Sheriff and is contained in his budget. The County is also responsible for defraying the cost of gathering medical evidence in cases of sexual assault when the alleged crime occurred in an unincorporated area or when the examination is performed in a district hospital.

1990-91 BUDGET TO ACTUAL COMPARISON

Expenditures in Salaries and Benefits were \$58,542 under budgeted levels due to an unfilled position. Other charges were lower than budgeted because the patient volume used in the formula to compute payments to University Hospital was lower as a result of more efficient screening. Staff insured that only those patients who met the criteria of the Third Operating Agreement were certified for County sponsorship by networking potentially eligible patients into Medi-Cal, CMS or other resources as appropriate.

1991-92 OBJECTIVES

1. To closely monitor the relative volume of patient days and visits for their appropriateness for County sponsorship under the Third Operating Agreement by reviewing 100% of referrals and certifying only those patients who are eligible under the terms of the Agreement to receive requisite medical care.
2. To maintain the Medi-Cal/CMS drop-out rate at the lowest possible level by pursuing alternate funding.
3. To improve delivery and coordination of outpatient and ancillary services for custodial care for better utilization of County resources and to maintain or decrease current levels of certified days and visits.
4. To continue to utilize available third party coverage and to improve collection from those who have ability to pay in full or in part by monitoring the revenue aspect of the Agreement to maintain or improve revenues.
5. To continue to seek Federal and State participation in the cost of care of the alien poor.
6. To review and process 100% of claims in accordance with County Policies and Procedures.

1991-92 SUB PROGRAM ACTIVITIES

The County agreement with the Regents of the University of California is the most significant cost of this program. On December 17, 1980, the County entered into the Agreement effective January 1, 1981, to January 1, 1991, to provide medical services to County residents unable to finance needed medical care and to individuals in custody of the County (12/17/80,#1). This agreement was extended for a period of three years to January 1, 1994 (3/6/90, #11). Under the Agreement, the County purchases requisite medical services for County-certified patients. The indigent care payment, which is the major expense, is based on a base-year funding level (1978-79) of \$2,375,000 and is adjusted annually based upon changes in the medical cost components of the Consumer Price Index and weighted volume changes. The payments for County custodial patient care are made using annually-adjusted per diem rates.

The activities of this program are summarized as follows:

1. County Patient Services Program (10.00 SY; E = \$12,614,638; R = \$2,178,995) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Approximately 17% revenue-offset from patient fees and AB 8.
 - o Monitoring the relative volume of patient days and visits for their appropriateness for County sponsorship under the Third Operating Agreement.
 - o Providing delivery and coordination of inpatient, outpatient and ancillary services for custodial care in accordance with established policies.
 - o Reviewing and monitoring claims for gathering of medical evidence in cases of sexual assaults.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Patient Fees, Insurance and Medi-Cal	\$311,116	\$300,000	\$300,000	\$0
Prior Year - Other Revenue	1,741	0	0	0
Sub-Total	\$312,857	\$300,000	\$300,000	\$0
GRANTS:				
State AB 8 (29.191% match requirement)	\$1,920,621	\$1,982,133	\$1,920,621	\$(61,512)
State Aid SLIAG (no match required)	392,325	80,000	80,000	0
Intergovt. Revenue State Prior Year	468,242	0	0	0
Sub-Total	\$2,781,188	\$2,062,133	\$2,000,621	\$(61,512)
Total Direct Program Revenue	\$3,094,045	\$2,362,133	\$2,300,621	\$(61,512)
Department Overhead and County External Overhead Allocation:	\$(166,542)	\$(99,113)	\$(121,626)	\$(22,513)
Total	\$2,927,503	\$2,263,020	\$2,178,995	\$(84,025)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
State AB 8 (29.191% budgeted match)	\$560,648	\$578,604	\$560,648	\$(17,956)
Sub-Total	\$560,648	\$578,604	\$560,648	\$(17,956)
GENERAL FUND SUPPORT:				
Grants:				
State AB 8	\$6,863,533	\$8,841,578	\$9,874,995	\$1,033,417
Sub-Total	\$6,863,533	\$8,841,578	\$9,874,995	\$1,033,417
Total	\$7,424,181	\$9,420,182	\$10,435,643	\$1,015,461

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The Adopted Revenue Level for FY 1991-92 for County Patient Support is reduced by \$61,512 from FY 1990-91 due to an adjustment in the AB 8 Budgeted Revenue allocation.

FY 1990-91 Actual Revenues are higher than budgeted due to the receipt of SLIAG revenue from prior year claims.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY:

County Patient Services

% OF RESOURCES: 100%**WORKLOAD**

University Hospital

Inpatient days:					
Custodial patients	235	179	167	290	290
Indigent care	4,146	4,692	4,590	5,300	5,300
Outpatient visits (Clinic & ER):					
Custodial patients	1,752	2,138	1,950	2,300	2,300
Indigent care	14,083	15,113	12,966	19,000	19,000
Sexual assault medical evidentiary examinations	203	228	239	255	255

EFFICIENCY

University Hospital

Cost per inpatient day	\$1,169.00	\$1,260.00	\$1,517.00	\$1,517.00	\$1,567.00
Cost per outpatient visit	\$ 212.00	\$ 205.00	\$ 242.00	\$ 242.00	\$ 222.00
Cost per emergency room visit	\$ 195.00	\$ 211.00	\$ 235.00	\$ 235.00	\$ 280.00
Sexual Assault Cost per person served	\$ 348.00	\$ 359.00	\$ 375.00	\$ 370.00	\$ 400.00

EFFECTIVENESS

Not applicable.

NOTE: The Third Operating Agreement provides for a lump sum payment to be made to the University rather than payment per unit of service. The method of determining annual increases in the contract is based on changes in the medical cost component of the Consumer Price Index (CPI) and weighted volume changes using County Eligibility Standards and University Financial Screening Standards for the preceding two calendar years (volume adjusted).

Unit cost figures reflect the projected rates of charge for custodial patients, inasmuch as Indigent Care is compensated on a lump-sum basis.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4149	Chief, County Patient Services	1	1.00	1	1.00	\$48,756	\$48,780
5287	Social Services Administrator I	1	1.00	1	1.00	40,884	45,228
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
5243	Patient Services Specialist IV	1	1.00	1	1.00	29,232	35,400
5255	Patient Services Specialist II	3	3.00	3	3.00	75,924	81,612
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,296	38,856
Total		10	10.00	10	10.00	\$291,276	\$313,056
Salary Adjustments:						\$11,529	\$2,088
Premium/Overtime Pay:						0	0
Employee Benefits:						93,251	108,876
Salary Savings:						(6,016)	(5,300)
Total Adjustments						\$98,764	\$105,664
Program Totals		10	10.00	10	10.00	\$390,040	\$418,720

PROGRAM: EDGEMOOR GERIATRIC HOSPITAL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42651
MANAGER: Florence McCarthy

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-21

AUTHORITY: This program was developed to carry out Welfare & Institutions Code Sec. 17000 et. seq. which mandates the County to provide care to persons not supported by other means; and, B/S Policy E-11 which establishes the role of providing inpatient care not otherwise available and services to the general population best provided by the County.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$11,910,184	\$11,839,125	\$12,475,755	\$14,283,359	\$15,959,527	11.7
Services & Supplies	2,386,342	2,400,119	2,937,142	2,272,076	2,355,996	3.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	56,106	66,453	68,496	178,070	77,260	(56.6)
TOTAL DIRECT COST	\$14,352,632	\$14,305,697	\$15,481,393	\$16,733,505	\$18,392,783	9.9
PROGRAM REVENUE	(13,757,912)	(14,181,851)	(15,257,993)	(15,812,935)	(17,339,466)	9.7
NET GENERAL FUND CONTRIBUTION	\$594,720	\$123,846	\$223,400	\$920,570	\$1,053,317	14.4
STAFF YEARS	469.71	421.01	412.24	477.75	480.75	0.6

PROGRAM DESCRIPTION

Through the efforts of employees and volunteers, Edgemoor provides long-term care to persons requiring skilled nursing services. Many also require extended physical rehabilitation and/or assistance with emotional problems related to their physical impairments. The use of separate ward areas, varying staff-patient ratios and employment of physicians and therapists enhances continuity of care and emphasizes restorative potential.

This facility is a distinct part of the San Diego County Psychiatric Hospital. The level of Medi-Cal reimbursement allows Edgemoor to reduce pressures on the acute hospital system by admitting patients with multiple medical and therapeutic needs who are unable to fund their care without assistance.

This County-wide program is also involved in Community services intended to delay the need to admit seniors to inpatient facilities; support services to the Heartland Senior Day Care Center; direct provision of meals to the East County "Meals-on-Wheels" service; and operation of the Santee-Lakeside Nutrition Center. Edgemoor boasts an extensive auxiliary, with over 150 volunteers who each contribute over 100 hours of time to Edgemoor patients each year.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits were underspent by \$1,822,584 due to ongoing shortages (experienced nationwide) of skilled medical personnel, primarily registered nurses, physical therapists and occupational therapists. Conversely, an over expenditure of \$781,343 occurred in Services and Supplies, resulting from payments to registries for temporary help personnel to backfill vacant positions.

1991-92 OBJECTIVES

1. To provide quality inpatient nursing, medical and therapeutic or rehabilitative care to an average of 310 patients.
2. To avoid institutionalization of persons, through: a) support of the Heartland Senior Day Care Center operated by Adult Protective Services; b) provision of up to 96 meals per day to the Meals-on-Wheels service operated by Senior Adult Services; and c) a nutrition-socialization service for 150 seniors at two sites in the Santee-Lakeside area.
3. To initiate preliminary architectural planning towards replacement of the physical structure of Edgewood Hospital.

1991-92 SUB PROGRAM ACTIVITIES

Total staff years increased by 3.00 staff years over FY 1990-91 Adopted Budget, including two Recreation Therapy Aides for enhanced patient activities and one Custodian for improved cleaning of patient care areas. Total Salaries and Benefits reflect the addition of these three positions, as well as negotiated salary adjustments.

The activities of this program are summarized as follows:

1. Day Care Maintenance (0.50 SY; E = \$13,359; R = \$9,000) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 67% by contract revenues.
 - o Providing space, maintenance and utilities to the Heartland Adult Day Health Care Center. The Center serves older adults who reside in the community and need therapy, nutritional assistance and health monitoring during the day.
 - o Serving an average of 30 senior citizens per day.
2. Meals-on-Wheels (1.00 SY; E = \$114,712; R = \$34,000) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 30% by revenue.
 - o Providing two-meal packages to Senior Adult Services, Inc. for distribution to homebound persons.
 - o Providing approximately 96 meals per day.
3. Senior Nutrition Center (5.00 SY; E = \$223,538; R = \$138,642) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Contracted by the Area Agency on Aging.
 - o Offset 62% by revenue.
 - o Providing a service designed to promote health and delay the need for institutionalization of senior citizens in the Santee-Lakeside area. Components are a nutritious midday meal, transportation, health screening and immunization, service referrals and socialization to maintain senior citizens in an active lifestyle.

4. Skilled Nursing Facility (474.25 SY; E = \$18,041,174; R = \$17,157,824) including support personnel is:

- o Mandated/Discretionary Service Level.
- o Offset 95% by revenue.
- o Providing a county-wide service to patients requiring skilled nursing, medical and rehabilitation services not obtainable in the private sector.
- o Increasing 3.00 staff years.
- o Serving an average of 310 patients (98% Medi-Cal).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Telephone, Commissions and Canteen Rent	\$48	\$450	\$450	\$0
Patient Fees, Insurance and Medi-Cal	14,129,644	15,302,603	16,363,751	1,061,148
Employee Meal Sales	3,285	740	740	0
Employee Housing Rental	572	17,200	17,200	0
Meals-On-Wheels	22,020	34,000	34,000	0
Meal Donations	57,168	45,660	45,660	0
Day Care Maintenance	8,250	9,000	9,000	0
Duplicate Charges, Records & Files	172	0	0	0
Sub-Total	\$14,221,159	\$15,409,653	\$16,470,801	\$1,061,148
GRANTS:				
State AB 8 (29.191% match requirement)	\$2,419,479	\$2,314,848	\$2,419,479	\$104,631
Nutrition Center Grant (15% match requirement)	79,936	80,000	80,000	0
Sub-Total	\$2,499,415	\$2,394,848	\$2,499,479	\$104,631
OTHER:				
Recovered Expenditures	\$2,152	\$0	\$0	\$0
Prior Year Medi-Cal	29	0	0	0
Other Miscellaneous	220	0	0	0
Sub-Total	\$2,401	\$0	\$0	\$0
Total Direct Program Revenue	\$16,722,975	\$17,804,501	\$18,970,280	\$1,165,779
Department Overhead and County External Overhead Allocation:	\$(1,464,982)	\$(1,991,566)	\$(1,630,814)	\$360,752
Total	\$15,257,993	\$15,812,935	\$17,339,466	\$1,526,531

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
State AB 8 (29.191% budgeted match)	\$706,270	\$675,727	\$706,270	\$30,543
Nutrition Center Grant	14,106	14,118	14,118	0
Sub-Total	\$720,376	\$689,845	\$720,388	\$30,543
General Fund Support	\$(496,976)	\$230,725	\$332,929	\$102,204
Sub-Total	\$(496,976)	\$230,725	\$332,929	\$102,204
Total	\$223,400	\$920,570	\$1,053,317	\$132,747

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1991-92 Adopted revenue level for Edgewood Geriatric Hospital is increasing by \$1,165,779 over the FY 1990-91 Adopted Budget due to additional Medi-Cal revenue generated by a rate increase on 10/1/90 and by an adjustment to the AB 8 revenue allocation.

FY 1990-91 Actual revenues are lower than budgeted due to a lower than expected patient census.

FIXED ASSETS

Item	Quantity	Unit	Cost
DESK	12	UNIT	\$7,200
SETTEE	6	UNIT	3,906
CART, ELECTRIC	1	UNIT	4,500
CHAIN SAW	1	UNIT	500
SEWING MACHINE, HEAVY DUTY	1	UNIT	2,000
CART, MOTORIZED	1	UNIT	5,000
VACUUMS	2	UNIT	1,006
FLOOR MACHINE	2	UNIT	1,800
JOINER/PLANER	1	UNIT	1,700
HOSPITAL BEDS	30	UNIT	36,000
MARKING MACHINE	1	UNIT	2,180
COMPRESSOR/ NEBULIZER	3	UNIT	1,260
REFRIGERATOR/ FREEZER	1	UNIT	800
AIR CONDITIONERS	6	UNIT	3,600
CENTRIFUGES	2	UNIT	2,000
PRESSER, DRY CLEANING	1	UNIT	3,000
TELEVISION	2	UNIT	808
Total			\$77,260

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY:					
Edgewood Geriatric Hospital					
% OF RESOURCES: 100%					
WORKLOAD					
Average inpatient census	294	251	249	310	310
Nutrition Center average attendance	151	153	145	150	145
Meals-on-Wheels	20,630	22,128	21,172	20,000	20,000
EFFICIENCY					
Cost per inpatient day	\$144.36	\$161.47	\$164.04	\$155.99	\$172.83
Nursing hours per patient day	4.49	4.56	4.61	4.50	4.50
EFFECTIVENESS					
Percent of discharges planned	38.0%	13.0%	20.0%	15.0%	15.0%
Percent of Planned discharges per admission	44.0%	16.0%	13.0%	15.0%	15.0%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
ADMINISTRATION							
2224	Admin., Edgewood Hospital	1	1.00	1	1.00	\$72,984	\$77,964
4099	Assoc. Hospital Administrator	2	2.00	3	3.00	103,872	162,324
2302	Admin. Assistant III	1	1.00	0	0.00	42,648	0
2328	Dept. Personnel Officer II	1	1.00	1	1.00	42,000	43,464
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	37,572	41,844
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
2425	Associate Accountant	1	1.00	1	1.00	32,364	36,096
2764	Office Manager	1	1.00	1	1.00	26,880	28,560
2511	Senior Payroll Clerk	1	1.00	1	1.00	23,124	24,876
2658	Storekeeper II	1	1.00	1	1.00	23,472	24,864
2757	Administrative Secretary II	2	2.00	2	2.00	45,936	48,672
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2510	Senior Account Clerk	1	1.00	1	1.00	22,020	22,884
2706	Admissions Clerk	1	1.00	1	1.00	19,728	21,552
2430	Cashier	1	1.00	1	1.00	20,136	21,408
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,648	19,428
2493	Intermediate Account Clerk	1	1.00	1	1.00	18,012	19,308
2650	Stock Clerk	1	1.00	1	1.00	18,804	18,624
	Sub-Total	20	20.00	20	20.00	\$626,256	\$673,452
MEDICAL DEPARTMENT							
4130	Medical Director, Edgewood	1	1.00	1	1.00	\$90,540	\$95,808
4196	Psychiatrist II	0	0.00	3	2.00	0	172,920
4198	Psychiatrist I	3	2.00	0	0.00	158,448	0
4193	Physician	4	3.00	4	3.00	179,136	196,776
2724	Senior Transcriber Typist	1	1.00	0	0.00	22,956	0
3056	Medical Transcriber	0	0.00	1	1.00	0	21,264
	Sub-Total	9	7.00	9	7.00	\$451,080	\$486,768
NURSING							
4504	Chief Nurse	1	1.00	1	1.00	\$53,628	\$57,996
4497	Assistant Chief Nurse	2	2.00	2	2.00	99,624	107,832
4533	Inservice Education Coord.	1	1.00	1	1.00	39,768	47,244
4544	Supervising Nurse	6	6.00	6	6.00	258,624	273,672
4536	Staff Head Nurse	8	8.00	8	8.00	285,984	342,624
4538	Staff Nurse II	58	47.50	58	47.50	1,515,630	1,819,440
5250	Sr. Psychiatric Social Worker	1	1.00	1	1.00	34,176	37,032
4534	Nursing Inservice Instructor	1	1.00	1	1.00	32,448	36,228
4407	Recreational Therapist	2	2.00	2	2.00	59,808	61,344
4625	Licensed Vocational Nurse	18	18.00	18	18.00	401,544	428,976
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
4615	Nurses Assistant	231	218.75	225	212.75	4,013,625	4,204,791
2700	Intermediate Clerk Typist	4	4.00	4	4.00	74,592	77,712
4406	Recreational Therapy Aid	1	1.00	1	1.00	18,276	19,416
4613	Hospital Supply Technician	0	0.00	6	6.00	0	101,952
	Sub-Total	335	312.25	335	312.25	\$6,909,723	\$7,639,275
MEDICAL RECORD							
3042	Medical Records Manager	1	1.00	1	1.00	\$37,488	\$38,496
3049	Medical Records Technician	2	2.00	2	2.00	43,512	45,696
3046	Medical Records Clerk	5	5.00	5	5.00	98,820	103,560
	Sub-Total	8	8.00	8	8.00	\$179,820	\$187,752

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>PHYSICAL REHABILITATION</u>							
4431	Chief Therapy Services	1	1.00	1	1.00	\$52,692	\$50,676
4402	Geriatrics Therapy Specialist	2	2.00	2	2.00	95,880	87,984
4445	Speech Pathologist	1	0.50	1	0.50	20,088	21,426
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	34,800	36,888
4407	Recreational Therapist	2	1.50	2	1.50	44,856	46,008
4426	Physical Therapy Assistant	3	3.00	3	3.00	58,680	61,632
4406	Recreational Therapy Aid	5	4.00	7	6.00	73,104	116,496
	Sub-Total	15	13.00	17	15.00	\$380,100	\$421,110
<u>SOCIAL SERVICES</u>							
5263	Sr. Social Work Supervisor	1	1.00	1	1.00	\$35,868	\$37,248
5266	Social Worker IV	1	1.00	1	1.00	28,128	29,508
5260	Social Worker III	1	1.00	1	1.00	31,488	28,608
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,648	19,428
	Sub-Total	4	4.00	4	4.00	\$114,132	\$114,792
<u>PHARMACY</u>							
4250	Pharmacist	2	2.00	2	2.00	\$99,648	\$105,312
4260	Pharmacy Technician	1	1.00	1	1.00	26,952	27,168
	Sub-Total	3	3.00	3	3.00	\$126,600	\$132,480
<u>DIETARY</u>							
4771	Chief, Dietetic Services	1	1.00	1	1.00	\$42,768	\$45,252
4772	Asst Chief, Dietetic Services	1	1.00	1	1.00	39,708	42,012
4770	Dietitian	4	2.00	4	2.00	57,336	63,600
6405	Food Service Supervisor	3	3.00	3	3.00	77,364	83,016
6410	Senior Cook	4	4.00	4	4.00	91,008	96,288
6411	Cook	3	3.00	3	3.00	62,568	63,396
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,648	19,428
2650	Stock Clerk	1	1.00	1	1.00	18,804	18,624
7031	Custodian	2	2.00	2	2.00	34,488	37,176
6415	Food Services Worker	32	25.00	32	25.00	386,700	401,400
	Sub-Total	52	43.00	52	43.00	\$829,392	\$870,192
<u>LINEN SERVICE</u>							
7010	Linen Service Supv. (8810)	1	1.00	1	1.00	\$17,352	\$21,780
6530	Laundry Worker III	1	1.00	1	1.00	17,928	18,840
6531	Laundry Worker II	3	3.00	3	3.00	48,960	54,108
6520	Linen Marker & Distributor	8	8.00	8	8.00	128,736	138,048
7520	Sewing Room Operator	2	2.00	2	2.00	31,704	32,424
	Sub-Total	15	15.00	15	15.00	\$244,680	\$265,200
<u>HOUSEKEEPING</u>							
7045	Executive Housekeeper	1	1.00	1	1.00	\$26,052	\$28,728
7085	Supervising Custodian	1	1.00	1	1.00	21,672	22,932
7030	Senior Custodian	1	1.00	1	1.00	18,816	20,952
2700	Inter. Clerk Typist	1	1.00	1	1.00	18,648	19,428

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
7031	Custodian	19	18.00	20	19.00	310,392	353,172
	Sub-Total	23	22.00	24	23.00	\$395,580	\$445,212
MAINTENANCE							
5888	Hosp. Plant/Maint. Super.	1	1.00	1	1.00	\$42,120	\$42,144
5885	Bldg. Maintenance Supv.	1	1.00	1	1.00	32,556	34,716
5950	Plumber	1	1.00	1	1.00	32,436	34,560
5920	Electrician	1	1.00	1	1.00	31,848	33,948
5967	Senior Painter	1	1.00	1	1.00	26,328	32,208
5884	Building Maintenance Engr	4	4.00	4	4.00	113,424	124,032
5905	Carpenter	1	1.00	1	1.00	29,040	30,996
5940	Painter	2	2.00	2	2.00	57,360	58,968
6200	Bldg Maint. Engineer Asst II	1	1.00	1	1.00	27,624	29,484
6305	Gardener II	2	2.00	2	2.00	42,648	45,624
7541	Construction Worker I	3	3.00	3	3.00	57,312	62,244
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,648	19,428
	Sub-Total	19	19.00	19	19.00	\$511,344	\$548,352
NUTRITION CENTER							
2304	Administrative Assistant I	1	1.00	1	1.00	\$29,460	\$32,832
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,648	19,428
4911	Social Services Aid II	2	2.00	2	2.00	36,672	37,824
	Sub-Total	4	4.00	4	4.00	\$84,780	\$90,084
9999	Extra Help	0	7.50	0	7.50	172,860	172,860
	Total	507	477.75	510	480.75	\$11,026,347	\$12,047,529
Salary Adjustments:						\$(17,168)	\$101,133
Premium/Overtime Pay:						225,679	225,679
Employee Benefits:						3,255,300	3,779,146
Salary Savings:						(206,799)	(193,960)
Total Adjustments						\$3,257,012	\$3,911,998
Program Totals		507	477.75	510	480.75	\$14,283,359	\$15,959,527

PROGRAM: EMERGENCY MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41012
MANAGER: Gail Cooper

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-22

AUTHORITY: Under Division 2.5 Sections 1797-1799.201 of the Health & Safety Code, the County is responsible for planning, developing, implementing and maintaining an Emergency Medical Services (EMS) system including a trauma care system. The County, in this regard, is required to approve all prehospital training programs and certify prehospital personnel who successfully complete those courses, designate Base Hospitals and Trauma Centers and evaluate system effectiveness.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$774,401	\$1,077,374	\$1,387,722	\$1,454,086	\$1,587,864	9.2
Services & Supplies	545,808	575,091	1,611,900	1,825,921	1,825,921	0.0
Other Charges	4,940	4,940	4,940	4,940	4,940	0.0
Fixed Assets	19,796	59,148	52,658	28,270	243,470	761.2
TOTAL DIRECT COST	\$1,344,945	\$1,716,553	\$3,057,220	\$3,313,217	\$3,662,195	10.5
PROGRAM REVENUE	(582,298)	(1,960,128)	(1,754,681)	(2,623,437)	(3,056,754)	16.5
NET GENERAL FUND CONTRIBUTION	\$762,647	\$(243,575)	\$1,302,539	\$689,780	\$605,441	(12.2)
STAFF YEARS	21.24	28.10	33.41	35.00	35.00	0.0

PROGRAM DESCRIPTION

The purpose of this program is to maintain and further develop an emergency medical services system for the residents and/or visitors of San Diego County. The Board of Supervisors, in recognizing its State mandated responsibility, has designated the Department of Health Services, Division of Emergency Medical Services, as the lead agency responsible for planning, implementing and evaluating the EMS system. This responsibility includes:

- Establishment of policies and procedures to assure medical management and direction of prehospital personnel;
- Submission of the Countywide EMS Plan to the State EMS Authority;
- Development and submission of a Trauma Plan to the State EMS Authority;
- Development of triage and transfer protocols;
- Establishment of guidelines and standards for patient transfer;
- Authorization and implementation of advanced life support systems;
- Approval of emergency medical technician (EMT-1, EMT-D, EMT-P) training programs;
- Authorization and implementation of EMT-defibrillation programs;
- Categorization/designation of critical care facilities (trauma, burn, poison);
- Oversight of hospital claim fund process pursuant to adoption of SB612 implementation plan;
- Establishment of quality assurance program for patient care in County Correctional Facilities;
- Review of the propriety of patient care in County Correctional Facilities;
- Plan, implement and evaluate a program for evidentiary exams for victims of sexual assault; and
- Establish and implement the medical component of the County Disaster Plan (Annex D).

1990-91 BUDGET TO ACTUAL COMPARISON

Emergency Medical Services' FY 1990-91 Actual Salary and Benefits are less than Budgeted, due to delays in filling certain new positions established in the FY 1989-90 Budget. In addition, Services and Supplies were less than budgeted, due to a carry-over of \$8612 payments to hospitals to FY 1991-92 because of late claims; and the Rural Ambulance component of the ambulance services program not being implemented in the 1990-91 fiscal year. However, \$669,093 in FY 1989-90 expenses carried over into FY 1990-91 cause the Net General Fund Contribution to be reflected at a much greater than budgeted level as revenue associated with these expenditures was reflected in the prior year budget. \$4,940 in "Other Charges" are this program's share of the debt service to SANCAL for the Department's mini-computer.

1991-92 OBJECTIVES

1. To continue to expand the EMS Data Information System to further enhance medical accountability, planning, oversight, monitoring and off-line medical control by developing regular standardized data reports.
2. To conduct monitoring and site visits at each of the Trauma Centers and Base Hospitals to evaluate and measure performance against contract standards.
3. To continue to improve EMS medical disaster response by familiarizing staff and users with the procedures articulated in Annex D, the medical component of the disaster plan and developing standard operating policies for mass casualty events.
4. To maintain the VHF/EMS communication system, identifying problems and taking steps to resolve them.
5. To continue to utilize the Emergency Medical Care Committee for community/provider input in EMS planning.
6. To continue to implement EMT-defibrillation programs throughout San Diego County's EMS provider agencies.
7. To plan, develop and implement rural Advanced Life Support Programs as requested by local jurisdictions in accordance with State and local regulations.
8. To restore, replenish and repackage prepositioned package disaster supplies.
9. To establish a quality assurance program for patients cared for in County Correctional Facilities.
10. To develop and manage the hospital claims fund process.
11. To report on the status of evidentiary examination for victims of sexual assault.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Countywide Coordination of EMS (22.25 SY; E = \$2,838,877; R = \$2,233,436) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Implementing mandated State Health and Safety Code 1797 - 1799.201.
 - o Conducting 20 EMS system presentations.
 - o Conducting 12 field evaluations of the EMS system.
 - o Reviewing EMT-D, EMT-1, and EMT-P treatment protocols.
 - o Monitoring State policies and procedures regarding EMT-D, EMT-1, EMT-P certification, recertification and decertification.
 - o Monitoring and evaluating EMT certification and testing processes.
 - o Coordinating provision of mutual aid agreements with local agencies.
 - o Monitoring the accreditation of all advanced life support (paramedic) personnel.
 - o Monitoring all EMT-1 and paramedic training programs.
 - o Monitoring/certifying EMT-1 basic life support ambulance personnel to maintain compliance with County and State standards.

- Administering implementation of EMT-defibrillation program countywide.
 - Managing the hospital claims fund as established by SB 612.
 - Responsible for the Jail Audit Committee Program.
 - Monitoring evidentiary examination process for victims of sexual assault.
2. Field Operations and Disaster Coordination (2.00 SY; E = \$112,014; R = \$112,014) is:
- Mandated/Discretionary Service Level.
 - Implementing Health and Safety Code 1797 - 1999.201.
 - Conducting medical disaster preparedness exercises.
 - Reviewing and implementing a Countywide Medical Disaster plan.
 - Providing technical input to County EMS Communications including upgrades as necessary.
3. County Service Area Administration - San Dieguito and Heartland Paramedic Districts (1.25 SY; E = \$53,134; R = \$53,134) is:
- Mandated/Discretionary Service Level.
 - Providing staff, administrative and clerical support to County Service Areas and the respective advisory boards as it relates to the provision of ambulance/paramedic services.
4. Trauma Management System and Base Hospital System Management (9.50 SY; E = \$658,170; R = \$658,170) is:
- Mandated/Discretionary Service Level.
 - Maintaining and administering the data collection and evaluation system.
 - Managing the Countywide public information system regarding EMS and trauma.
 - Monitoring all designated trauma and base hospitals.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
EMT Certification Fee	\$22,517	\$3,500	\$3,500	\$0
Trauma Center Designation Fees	240,000	448,942	515,022	66,080
Base Hospital Designation Fees	200,000	75,000	227,090	152,090
Returned Check Fees	10	0	0	0
State Aid SLIAG	75,982	36,880	36,880	0
Patient Fees Maternal Health	135	0	0	0
Sub-Total	\$538,644	\$564,322	\$782,492	\$218,170
GRANTS:				
AB 8 (29.191% match requirement)	\$741,471	\$619,498	\$741,471	\$121,973
Prior Year State Aid	(260,760)	0	0	0
Research Grant	56,661	13,500	13,500	0
Injury Control Project	44,848	0	0	0
AB-75 Capital Outlay	27,968	0	0	0
Sub-Total	\$610,188	\$632,998	\$754,971	\$121,973
SUBVENTION:				
EMS Trust Fund (Implementation of SB 12/612) (no match required)	\$409,729	\$1,744,189	\$1,769,489	\$25,300
Intergovt. Revenue State Prior Year	22,380	0	0	0
Sub-Total	\$432,109	\$1,744,189	\$1,769,489	\$25,300
OTHER:				
Fines, Forfeitures, Penalties	\$278,054	\$0	\$0	\$0
Recovered Expenditures	50,168	0	0	0
Other Miscellaneous	1,392	0	0	0
Sub-Total	\$329,614	\$0	\$0	\$0
Total Direct Program Revenue	\$1,910,555	\$2,941,509	\$3,306,952	\$365,443
Department Overhead and County External Overhead Allocation:	\$(155,874)	\$(318,072)	\$(250,198)	\$67,874
Total	\$1,754,681	\$2,623,437	\$3,056,754	\$433,317

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH (GRANTS):				
State AB 8 (29.191% budgeted match)	\$216,443	\$180,838	\$216,443	\$35,605
Sub-Total	\$216,443	\$180,838	\$216,443	\$35,605
GENERAL FUND SUPPORT (GRANTS):				
State AB 8	\$1,086,096	\$508,942	\$388,998	\$(119,944)
Sub-Total	\$1,086,096	\$508,942	\$388,998	\$(119,944)
Total	\$1,302,539	\$689,780	\$605,441	\$(84,339)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1991-92 budgeted revenue is increasing \$365,443 from the FY 1991-92 Adopted Budget in Emergency Medical Services. Increases are occurring in Base Hospital and Trauma Designation fees and in an adjustment to bring FY 1991-92 AB 8 Budgeted Revenue up to the State Allocation level for FY 1990-91. FY 1990-91 EMS Trust Fund revenues based on actual FY 1990-91 expenditures were realized at a lower than budgeted level. \$50,168 in reimbursement revenue was received for County Service Area administrative costs and \$1,392 represents auction proceeds from the sale of salvaged equipment.

FIXED ASSETS

Item	Quantity	Unit	Cost
FACSIMILE MACHINE	1	UNIT	\$1,650
CONTAINERS, SEAGOING	5	UNIT	17,500
PRINTERS, LASER	2	UNIT	6,280
COMPUTER SYSTEMS, '486CPU	3	UNIT	30,060
COMPUTER SYSTEMS, '386CPU	8	UNIT	22,592
COMPUTER, NOTEBOOK	2	UNIT	3,880
COMPUTER, NOTEBOOK	1	UNIT	2,000
COMPUTER TERMINALS	4	UNIT	1,268
Total			\$85,230

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
RADIO/ COMMUNICATIONS CENTER EQUIPMENT	1	LOT	\$152,090
LIGHTBAR	1	UNIT	2,000
AUTOMOTIVE CABINTRY	1	UNIT	4,150
Total			\$158,240

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Emergency Medical Services					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
No. EMT-1A, EMT-1NA, EMT-P (Paramedics) Certified/Monitored by EMS Director	650	1,178	1,211	650	1,000
No. prehospital reports processed	115,000	132,745	132,360	120,000	120,000
No. disaster exercises coordinated	5	5	5	5	5
No. trauma cases reviewed	3,750	4,376	4,724	5,000	5,000
<u>EFFICIENCY</u>					
Cost per prehospital report processed	\$.30	\$.30	\$.30	\$.30	\$.30
Cost per disaster exercise conducted	\$400.00	\$400.00	\$400.00	\$400.00	\$400.00
Cost per case reviewed	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00
<u>EFFECTIVENESS</u>					
Percent of EMT-1 or higher field evaluations	95.0%	95.0%	95.0%	95.0%	95.0%
Percent of Prehospital data available for Management Information Reports to providers and EMS agency	80.0%	80.0%	80.0%	80.0%	80.0%
Percent of Prehospital personnel participation in disaster exercises	80.0%	80.0%	80.0%	80.0%	80.0%
Percent of Trauma cases reviewed where performance meets standards	95.0%	95.0%	95.0%	95.0%	95.0%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4194	Consulting Physician Spec.	1	0.50	1	0.50	\$78,000	\$85,338
2379	Chf, Emergency Medical Svcs.	1	1.00	1	1.00	54,792	57,972
2367	Principal Admin. Analyst	0	0.00	1	1.00	0	50,208
2382	Coord., Emergency Med Svcs.	3	3.00	3	3.00	137,988	145,980
2302	Administrative Assistant III	2	2.00	1	1.00	85,296	45,300
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	37,572	41,844
2387	Quality Assurance Specialist	6	6.00	6	6.00	222,768	250,848
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	35,652	40,452
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
2384	Emergency Med. Svcs. Spec	4	4.00	4	4.00	135,264	143,088
2304	Administrative Assistant I	1	1.00	1	1.00	29,460	32,832
2754	Board Secretary	2	1.50	3	2.50	37,458	65,010
2761	Group Secretary	1	1.00	0	0.00	24,612	0
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2700	Intermediate Clerk Typist	3	3.00	3	3.00	55,944	58,284
9999	Extra Help	0	6.00	0	6.00	100,787	100,787
Total		30	35.00	30	35.00	\$1,153,805	\$1,244,027
Salary Adjustments:						\$(2,916)	\$4,658
Premium/Overtime Pay:						26,000	26,000
Employee Benefits:						294,942	333,279
Salary Savings:						(17,745)	(20,100)
Total Adjustments						\$300,281	\$343,837
Program Totals		30	35.00	30	35.00	\$1,454,086	\$1,587,864

PROGRAM: IMMIGRATION HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42604
MANAGER: Yvonne McGuire-Lewis

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-23

AUTHORITY: The Immigration Reform and Control Act of 1986 (IRCA) provided the opportunity for eligible persons living in the United States unlawfully to adjust their status to that of "lawful resident". The Act also appropriated funds to defray state and local government costs for services to newly legalized persons on a cost reimbursement basis.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$114,246	\$284,343	\$426,186	\$485,919	\$543,289	11.8
Services & Supplies	14,348	27,727	54,075	28,495	65,417	129.6
Other Charges	0	10,321	3,003	0	0	0.0
Fixed Assets	10,915	12,659	8,286	942	0	(100.0)
TOTAL DIRECT COST	\$139,509	\$335,050	\$491,550	\$515,356	\$608,706	18.1
PROGRAM REVENUE	(800,528)	(270,014)	(812,449)	(524,462)	(668,079)	27.4
NET GENERAL FUND CONTRIBUTION	\$(661,019)	\$65,036	\$(320,899)	\$(9,106)	\$(59,373)	552.0
STAFF YEARS	3.00	6.69	9.62	12.00	12.00	0.0

PROGRAM DESCRIPTION

Immigration Health Services (IHS) is responsible for the overall policy direction, central administration, coordination, oversight and evaluation of the Department's Immigration Reform and Control Act of 1986 (IRCA) implementation activities and projects. A major area of responsibility is to maximize Federal State Legalization Impact Assistance Grant (SLIAG) reimbursement for the costs of services provided by County Department of Health Services programs to newly legalized persons.

1990-91 BUDGET TO ACTUAL COMPARISON

Immigration Health Services' Salaries and Benefits were 22% less than budgeted (\$177,103) for FY 1990-91 due to unfilled positions and positions vacated by staff during the fiscal year. Actual expenditures in Services and Supplies were over budget due to the reflection in direct program costs of the office lease expense for Immigration Health Services. Other Charges in the amount of \$3,003 covered maintenance agreement costs for office equipment. Fixed Asset costs were higher than budgeted due to \$3,496 in FY 1989-90 encumbrances being expended in FY 1990-91 and additional costs for the purchase of three desks and computer equipment.

1991-92 OBJECTIVES

1. Establish and maintain a common data base of all patients receiving services from State Legalization Impact Assistance Grant (SLIAG) reimbursable programs.
2. Identify and document the SLIAG related costs of all affected Department of Health Services' programs.
3. Prepare and submit final SLIAG cost reports and reimbursement claims for allowable Public Health and Physical Health Services provided to Immigration Reform Control Act (IRCA) legalized residents in FY 1990-91.
4. Prepare and submit quarterly SLIAG cost report and reimbursement claims for Public Health and Physical Health Services provided to IRCA legalized residents in FY 1991-92.

1991-92 SUB PROGRAM ACTIVITIES

The increase in Salaries and Benefits from FY 1989-90 to FY 1990-91 is the result of negotiated salary increases. The increase in Services and Supplies is the result of an increase of appropriations to cover the annual lease expense for the Immigration Health Services office.

The activities of this program are summarized as follows:

1. Immigration Health Services (12.00 SY; E = \$608,706; R = \$668,079) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Reviewing and interpreting Federal/State regulations pertaining to SLIAG.
 - o Monitoring and recommending support of legislative action.
 - o Identifying SLIAG reimbursable services performed by Health Services programs.
 - o Preparing and monitoring revenue agreements.
 - o Identifying and tracking all SLIAG services and associated costs.
 - o Tracking expenditures of SLIAG appropriations.
 - o Preparing and submitting SLIAG reimbursement claims to the State on behalf of Health Services programs.
 - o Developing patient data collection and SLIAG cost reporting procedures as needed in each of the affected DHS programs.
 - o Coordinating with State Department of Health Services SLIAG officials to clarify or resolve SLIAG issues affecting County Health programs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SUBVENTIONS:				
State Aid SLIAG (no match required)	\$448,136	\$617,748	\$712,040	\$94,292
Intergovt. Revenue State Prior Year	423,711	0	0	0
Sub-Total	\$871,847	\$617,748	\$712,040	\$94,292
CHARGES:				
Prior Year Miscellaneous	\$211	\$0	\$0	\$0
Sub-Total	\$211	\$0	\$0	\$0
OTHER:				
Recovered Expenditures	\$10	\$0	\$0	\$0
Sub-Total	\$10	\$0	\$0	\$0
Total Direct Program Revenue	\$872,068	\$617,748	\$712,040	\$94,292
Department Overhead and County External Overhead Allocation:	\$(59,619)	\$(93,286)	\$(43,961)	\$49,325
Total	\$812,449	\$524,462	\$668,079	\$143,617

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT:				
General Fund Support	\$(320,899)	\$(9,106)	\$(59,373)	\$(50,267)
Sub-Total	\$(320,899)	\$(9,106)	\$(59,373)	\$(50,267)
Total	\$(320,899)	\$(9,106)	\$(59,373)	\$(50,267)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1990-91 Actual revenues are slightly higher than budgeted due to the receipt of revenue from prior year SLIAG claims.

Budgeted levels for the receipt of SLIAG revenue is projected to increase by \$94,292 from the FY 1990-91 Adopted Budget level.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:**Immigration Health Services****% OF RESOURCES:** 100%**WORKLOAD**Programs for which SLIAG
claims were submitted:

Public Health	16	17	17	17	17
LIMA	3	3	3	3	0
Mental Health	N/A	1	1	1	0
IRCA patients claimed	216	525	850	850	375
Data collection systems modified to IRCA:					
Public Health	8	N/A	N/A	N/A	N/A
Primary Care services	N/A	21	21	N/A	N/A
Additional alternative claims methods developed	1	1	N/A	1	N/A

EFFICIENCY

*SLIAG dollars claimed for fiscal year	\$2,118,763	\$2,465,000	\$3,134,061	\$3,134,061	\$1,012,642
Programs added to IRCA database	0	5	0	3	0

EFFECTIVENESS

Not applicable.

FY 1990-91 Actuals are an estimate only. Final patient services and cost data is not yet available. FY 1991-92 Budget Performance Indicators are based on an anticipated decrease in Federal SLIAG funding at the State level.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4104	Chf, Immigration Health Svcs.	1	1.00	1	1.00	\$53,244	\$56,340
2427	Associate Systems Analyst	1	1.00	1	1.00	42,876	48,012
2413	Analyst III	2	2.00	2	2.00	85,104	89,376
2412	Analyst II	3	3.00	3	3.00	111,564	120,492
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,296	38,856
3030	Data Entry Operator	2	2.00	2	2.00	34,704	37,464
Total		12	12.00	12	12.00	\$387,756	\$414,876
Salary Adjustments:						\$(5,764)	\$1,843
Premium/Overtime Pay:						0	0
Employee Benefits:						109,285	133,447
Salary Savings:						(5,358)	(6,877)
Total Adjustments						\$98,163	\$128,413
Program Totals		12	12.00	12	12.00	\$485,919	\$543,289

PROGRAM: PRIMARY CARE

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41028
MANAGER: Margaret Jones

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-24

AUTHORITY: This program carries out the provisions of the Board of Supervisors Policy A-67, Primary Care Services for the Poor. This authority governs the provision of primary health care services to residents of the County of San Diego.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$384,292	\$558,779	\$534,355	\$615,570	\$655,203	6.4
Services & Supplies	4,289,997	2,765,100	2,729,432	2,906,438	3,024,226	4.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	9,122	100.0
TOTAL DIRECT COST	\$4,674,289	\$3,323,879	\$3,263,787	\$3,522,008	\$3,688,551	4.7
PROGRAM REVENUE	(3,554,825)	(2,060,798)	(2,235,540)	(2,076,265)	(2,307,584)	11.1
NET GENERAL FUND CONTRIBUTION	\$1,119,464	\$1,263,081	\$1,028,247	\$1,445,743	\$1,380,967	(4.5)
STAFF YEARS	10.33	13.58	12.04	14.67	14.67	0.0

PROGRAM DESCRIPTION

The Primary Care Services Program is responsible for the coordination, administration and maintenance of primary care services, refugee preventive health services, General Relief employability evaluations, health screenings for the homeless in County emergency homeless shelters during severe cold weather, emergency dental services for inmates in the custody of the Probation Department, and the support of Primary Care Services computerized data base applications (a medical records, case management, billing and information system). Primary care, refugee preventive health services, emergency dental and health screening services are purchased by the County from community clinics, community-based organizations and a refugee resettlement program for refugee health services. The purposes of these programs are: (1) to provide a wide range of high quality, low-cost, accessible primary care services, general medicine, pediatrics, obstetrics, gynecology and some specialty and preventive health services (in designated clinics) to the working poor residents of the County; and (2) to provide preventive health care for newly arrived refugees to prevent the spread of communicable diseases (such as Hepatitis B and tuberculosis), and to improve their health status. These residents, (who represent significant segments of the population), are affected by such conditions as high infant mortality, low birth-weight babies, inaccessible primary physicians and inadequate resources to pay for their health care services. In relation to the coordination, delivery and maintenance of these services, functions performed by Primary Care Services Program include contract development and negotiation, claims processing (performance, quality assurance and program evaluation), and the provision and/or acquisition of technical assistance. Also, the Primary Care Services Program is responsible for the computerized data base application at eleven community clinic sites and the implementation of standardized reporting requirements to comply with California Department of Health funding requirements.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and benefits were underspent by 13% of the budgeted amount because staff positions could not be filled due to the County-wide hiring freeze. Services and supplies were underspent by 6% due to a budgeted contract not being renegotiated in 1990-91. This contract, a pass-through purchase of pharmaceuticals for the contract clinics, was delayed pending resolution of legal issues. It has been renegotiated and will be in operation in FY 1991-92.

1991-92 OBJECTIVES

1. To provide 154,000 primary care patient visits to poor and working poor persons unable to pay the full cost of service.
2. To provide 1,900 newly arrived refugees with 6,000 preventive health services including health assessments, follow-up, health education and other support services.
3. To provide 3,000 General Relief (GR) Employability Evaluations to GR clients or applicants who claim they cannot participate in the GR Work Program.
4. To provide 140 hours of health screening services at emergency homeless shelters during life-threatening cold weather.
5. To establish a vehicle for the distribution of County-supplied pharmaceuticals to community clinics contracting with the County to deliver primary health care services to poor persons unable to pay the full cost of services.
6. To develop and implement standards and procedures for the Division to assist contractors to achieve and maintain at least a 90% compliance level with their contract.
7. To enhance computer report-generating capabilities for planning purposes and to meet funding requirements.
8. To redefine Division's computer policies and procedures to reflect the new roles and responsibilities after transferring existing users from the PDP-11/70 minicomputers to the Department's VAX 6312 minicomputer.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted Budget reflects an increase in Primary Care Services as a result of the receipt of the Black Infant Health Project grant and increased SLIAG funds.

The activities of this program are summarized as follows:

1. Primary Care (8.67 SY; E = \$3,210,225; R = \$1,829,258) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Partially funded by AB 8 and SLIAG funds.
 - o Providing 154,000 medical visits to poor and working poor residents unable to pay the full cost of services.
2. Refugee Preventive Health (2.50 SY; E = \$312,751; R = \$312,751) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing 6,500 services to ensure that 90% of all newly arrived refugees are screened for health problems and receive appropriate care.
 - o Offset 100% by State Refugee Preventive Health, AB 8, and Refugee Medical Assistance funds.
3. Primary Care Services Computer Support (3.50 SY; E = \$165,575; R = \$165,575) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing technical/programming support to the MUMPS/COSTAR computerized medical record, billing system, and standardized management information system reports for County use and funding requirements.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Pharmacy Issues - Community Clinics	\$0	\$300,000	\$300,000	\$0
Sub-Total	\$0	\$300,000	\$300,000	\$0
GRANTS:				
State - AB 8 (29.191% match requirement)	\$1,830,599	\$1,751,497	\$1,830,599	\$79,102
State - MISP (no match required)	19,162	20,894	0	(20,894)
Refugee Preventive Health (no match required)	218,389	184,839	184,839	0
State Aid SLIAG (no match required)	158,868	90,000	148,519	58,519
Black Infant Health Project	0	0	89,285	89,285
Prior Year Revenue	254,293	0	0	0
Sub-Total	\$2,481,311	\$2,047,230	\$2,253,242	\$206,012
OTHER:				
Other Miscellaneous	\$0	\$0	\$0	\$0
Recovered Expenditures	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
Total Direct Program Revenue	\$2,481,311	\$2,347,230	\$2,553,242	\$206,012
Department Overhead and County External Overhead Allocation:	\$(245,771)	\$(270,965)	\$(245,658)	\$25,307
Total	\$2,235,540	\$2,076,265	\$2,307,584	\$231,319

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
AB 8 (29.191% budgeted match)	\$534,370	\$511,279	\$534,370	\$23,091
Sub-Total	\$534,370	\$511,279	\$534,370	\$23,091
GENERAL FUND SUPPORT:				
AB 8	\$493,877	\$934,464	\$846,597	\$(87,867)
Sub-Total	\$493,877	\$934,464	\$846,597	\$(87,867)
Total	\$1,028,247	\$1,445,743	\$1,380,967	\$(64,776)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1991-92 revenues have increased by a net \$206,012 over the FY 1990-91 Adopted Budget level due to increases in SLIAG revenues and an adjustment bringing AB 8 Budgeted Revenue up to the State Allocation level for FY 1990-91. On 2/12/91 (5) the Board of Supervisors approved a Grant application to the California Department of Health Services for a Black Infant Health Project resulting in revenue of \$89,285 for FY 1991-92. A reduction of the CMS/MISP Program eliminated \$20,894 in funding for Primary Care Services.

Charges for Pharmacy Issues to Community Clinics were not received due to the resolution of legal issues delaying the execution of a contract for FY 1990-91.

FIXED ASSETS

Item	Quantity	Unit	Cost
FACSIMILE MACHINE	1	UNIT	\$2,498
PRINTER, SCANJET	1	UNIT	1,104
COMPUTER, LAPTOP	1	UNIT	1,104
PRINTER, COLORJET	1	UNIT	1,104
COMPUTER TERMINALS	3	UNIT	3,312
Total			\$9,122

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Primary Care					
% OF RESOURCES: 100%					
WORKLOAD					
Primary Care Patient Visits	153,173	154,183	163,936	154,000	154,000
Refugee Preventive Health:					
Number of refugees screened	2,100	(a) 2,285	1,910	(a) 2,000	1,900
Number of services provided	4,818	(a) 5,660	6,013	(a) 6,500	6,000
Title X Family Planning					
Number of patients served	3,743	(b) 1,296	(b) 0	(b) 0	(b) 0
Number of medical encounters	8,545	(b) 3,130	(b) 0	(b) 0	(b) 0
CMS Primary Care Patient Visits	11,659	(c) N/A	(c) N/A	(c) N/A	(c) N/A
EFFICIENCY					
Clinic Provider Productivity:					
Physicians (patient visits per FTE)	4,153	4,675	(c) N/A	(c) N/A	(c) N/A
Mid-level practitioner	4,452	3,507	(c) N/A	(c) N/A	(c) N/A
Unit Costs					
Cost per visit-Primary Care	\$15.37	\$14.98	\$14.43	\$15.59	\$15.36
Cost per service - Refugee Preventive Health	\$18.26	\$18.20	(a) \$30.48	\$23.85	\$31.00
Cost per visit - Title X Family Planning	\$20.77	\$29.73	(b) N/A	(b) N/A	(b) N/A
Funding Agency Acceptable Funding Rate per Visit	\$77.06	\$94.00	N/A	N/A	N/A
Cost per visit - CMS Primary Care	\$68.87	(c) N/A	(c) N/A	(c) N/A	(c) N/A
EFFECTIVENESS					
Percent of target population served (based on 90% of patients who are poor/indigent)	13.0%	13.0%	13.0%	12.6%	13.0%
Percent of COSTAR Computer system availability to community clinic and departmental users	97.0%	98.0%	97.0%	97.0%	97.0%

(a) FY 1989-90 Actuals and FY 1990-91 Adopted figures reflect increased demand for services and increases in refugee funding (Refugee Medical Assistance).

(b) Title X Federal Family Planning contracts terminated 12/31/89; FY 1990-91 budget is reflected accordingly.

(c) Beginning FY 1990-91, these statistics are no longer required under the Primary Care Services contract.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4125	Chief, Primary Care Services	1	1.00	1	1.00	\$53,244	\$51,228
2413	Analyst III	1	1.00	1	1.00	42,552	44,688
4517	Certified Nurse Practitioner	1	1.00	1	1.00	35,004	43,788
2366	EDP Coordinator, COSTAR	1	1.00	1	1.00	37,572	41,844
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	35,652	40,452
2412	Analyst II	3	3.00	3	3.00	111,564	120,492
2425	Associate Accountant	1	1.00	1	1.00	32,364	36,096
2411	Analyst I	1	1.00	1	1.00	29,568	33,060
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	29,016	31,668
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,296	38,856
9999	Extra Help	0	0.67	0	0.67	8,020	8,020
Total		14	14.67	14	14.67	\$473,848	\$513,208
Salary Adjustments:						\$12,139	\$1,907
Premium/Overtime Pay:						200	200
Employee Benefits:						137,393	148,182
Salary Savings:						(8,010)	(8,294)
Total Adjustments						\$141,722	\$141,995
Program Totals		14	14.67	14	14.67	\$615,570	\$655,203

PROGRAM: UNIVERSITY HOSPITAL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42699
MANAGER: Paul B. Simms

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-25

AUTHORITY: Under the terms of the Operating Agreement, Contract #2969-6100E, the Regents of the University of California shall reimburse the County of San Diego for salary and fringe benefits of those County employees retained by the University.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$130,880	\$121,520	\$23,794	\$113,551	\$0	(100.0)
Services & Supplies	0	0	50	0	0	0.0
Other Charges	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$130,880	\$121,520	\$23,844	\$113,551	\$0	(100.0)
PROGRAM REVENUE	(124,766)	(108,669)	(16,140)	(95,048)	0	(100.0)
NET GENERAL FUND CONTRIBUTION	\$6,114	\$12,851	\$7,704	\$18,503	\$0	(100.0)
STAFF YEARS	2.55	2.11	0.35	2.00	0.00	(100.0)

PROGRAM DESCRIPTION

The purpose of this program was to fulfill the contractual agreement with University Hospital concerning those County employees working at the County General Hospital at the time of transfer of the hospital to the University of California.

The Operating Agreement with the Regents of the University of California (Sections #10 and #14) provided that those County employees in the classified services as of 6-30-66 be retained by University Hospital as long as the agreement was in effect or until promotion, advancement, retirement, resignation, removal, or assignment to another County activity, whichever occurred first. The University was to reimburse the County for gross salary and fringe benefits paid by or on behalf of those employees. The last County employee at University Hospital retired which concluded the agreement with UCSD. The program budget is included for historical purposes.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actuals for salaries and benefits reflect a savings as a result of the retirement of the last County employee.

1991-92 OBJECTIVES

N/A

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. The University Hospital Program (SY; E = \$; R = \$) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing for the salaries and benefit costs of two employees retained at University Hospital. County employees in the classified service of the County of San Diego as of June 30, 1966, were to be retained at the University Hospital by the Regents of the University under the terms of the Operating Agreement Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
University Hospital	\$22,544	\$107,595	\$0	(107,595)
P/R Warrant Preparation Charge	0	500	0	(500)
Sub-Total	\$22,544	\$108,095	\$0	\$(108,095)
Total Direct Program Revenue	\$22,544	\$108,095	\$0	\$(108,095)
Department Overhead and County External Overhead Allocation:	\$(6,404)	\$(13,047)		
Total	\$16,140	\$95,048	\$0	\$(95,048)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$7,704	\$18,503		
Sub-Total	\$7,704	\$18,503	\$0	\$(18,503)
Total	\$7,704	\$18,503	\$0	(18,503)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The last County employee at University Hospital has retired which concludes the agreement with UCSD for retaining County staff.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4530	Nurse Anesthetist	1	1.00	0	0.00	\$49,752	\$0
4538	Staff Nurse II	0	0.00	0	0.00	0	0
4317	Clinical Lab Technologist	1	1.00	0	0.00	30,432	0
Total		2	2.00	0	0.00	\$80,184	\$0
Salary Adjustments:						3,221	0
Premium/Overtime Pay:						1,948	0
Employee Benefits:						30,496	0
Salary Savings:						(2,298)	0
Total Adjustments						\$33,367	\$0
Program Totals		2	2.00	0	0.00	\$113,551	\$0

PROGRAM: ADULT SPECIAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41014
MANAGER: Betty Collins

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-26

AUTHORITY: Sections 300-3507 of the Health & Safety Code require health information, education, and nursing services for senior citizens and high risk groups and also the identification of health needs and problems.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$737,607	\$658,900	\$609,307	\$686,133	\$312,830	(54.4)
Services & Supplies	43,763	37,751	42,356	39,694	12,025	(69.7)
Other Charges	4,940	4,940	4,940	4,940	4,940	0.0
Fixed Assets	4,186	3,347	0	0	0	0.0
TOTAL DIRECT COST	\$790,496	\$704,938	\$656,603	\$730,767	\$329,795	(54.9)
PROGRAM REVENUE	\$(456,283)	\$(545,241)	\$(376,669)	\$(407,823)	\$(341,737)	(16.2)
NET GENERAL FUND CONTRIBUTION	\$334,213	\$159,697	\$279,934	\$322,944	\$(11,942)	(103.7)
STAFF YEARS	21.90	16.92	14.11	16.58	6.25	(62.3)

PROGRAM DESCRIPTION

Adult Special Health Nursing Services provides comprehensive health screenings, with a focus on prevention for seniors age 60 years or older, through the State funded Preventive Health Care for the Aging program. Health Information and Referral services are also provided to this population to facilitate access to health care services in the community. Although not related to adult health services, this Program Budget contains Public Health Education staff which provides support to the Environmental Health Services Program, health information and education services for special projects, as well as jail inspections related to nutrition services.

1990-91 BUDGET TO ACTUAL COMPARISON

The variance between FY 1990-91 Budgeted and Actual costs are the result of problems being experienced Department-wide in the recruiting and retention of nursing staff as well as savings generated by the County-wide hiring freeze.

1991-92 OBJECTIVES

1. Providing 500 Senior Citizen screenings through the Preventive Health Care for the Aging (PHCA) State Grant.

1991-92 SUB PROGRAM ACTIVITIES

The reductions to direct costs in the FY 1991-92 Adopted Budget are the result of cuts made to assist in the effort to balance the County budget.

The activities of this program are summarized as follows:

1. Adult Special Health Services (5.25 SY; E = \$293,157; R = \$317,922) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Decreasing 10.33 staff years.
 - o Providing 500 Senior Citizen screenings through the Preventive Health Care for the Aging (PHCA) State Grant.

2. Environmental Health Support Services (1.00 SY; E = \$36,638; R = \$23,815) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset by revenue collected by Environmental Health Services.
 - o Inclusive of public health education staff time utilized in support of the Environmental Health Service's Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
State AB 8 (29.191% match requirement)	\$440,272	\$408,201	\$440,272	\$32,071
State-Preventive Health Care-Aging (100.00% match requirement)	19,828	52,981	51,892	(1,089)
Sub-Total	\$460,100	\$461,182	\$492,164	\$30,982
OTHER:				
Environmental Health Services' revenues redirected for Public Health Services for Support Services	\$12,395	\$36,638	\$36,638	\$0
Prior Year Revenue Adjustment	(1,907)	0	0	0
Sub-Total	\$10,488	\$36,638	\$36,638	\$0
Total Direct Program Revenue	\$470,588	\$497,820	\$528,802	\$30,982
Department Overhead and County External Overhead Allocation:	\$(93,919)	\$(89,997)	\$(187,065)	\$(97,068)
Total	\$376,669	\$407,823	\$341,737	\$(66,086)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
AB 8 (29.191% budgeted match)	\$128,520	\$119,158	\$128,520	\$9,362
State Preventive Health Care for the Aging (100% budgeted match)	19,828	52,981	51,892	(1,089)
Sub-Total	\$148,348	\$172,139	\$180,412	\$8,273
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$131,586	\$150,805	\$(192,354)	\$(343,159)
Sub-Total	\$131,586	\$150,805	\$(192,354)	\$(343,159)
Total	\$279,934	\$322,944	\$(11,942)	\$(334,886)

EXPLANATION/COMMENT ON PROGRAM REVENUES

There are no significant changes to this program's revenue. The significant decrease in net County cost is the result of budget cuts which included the reduction of 10.25 staff years in this program.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Adult Special Health Services					
% OF RESOURCES: 100%					
WORKLOAD					
Public Health Nurse Contacts	10,506	10,072	9,696	9,500	(a) 500
Individuals Visited	1,995	1,605	(b)	(b)	(b)
Senior Citizen Screenings	6,432	2,761	(c)	(c)	(c)
Individuals Screened	1,756	815	(c)	(c)	(c)
No-Smoking Ordinance Complaints Handled	234	174	(d) 144	250	125
No-Smoking Ordinance Information Calls Handled	(e)	1,920	2,540	3,000	3,000
Seat Belt & Safety Seat Education Presentations	64	(f) 13	(f) 0	(f) 0	(f) 0
Number of Individuals Reached	9,740	(f) 150	(f) 0	(f) 0	(f) 0
EFFICIENCY					
Cost per Community Nursing Service	\$ 34.05	\$ 38.35	\$ 46.87	\$ 45.00	\$200.00

EFFECTIVENESS

N/A

(a) 8.25 SY were eliminated from this program during FY 1991-92 budget hearings; only public health nursing program remaining in Adult Special Health is the State funded Preventive Health Care for the Aging program.

(b) A count of unduplicated individuals visited is no longer applicable to the number of Public Health Nurse contacts shown above due to the increasing diversity of types of Public Health Nursing services provided.

(c) Resources available for services to seniors have now been focused on support services for the frail elderly which are included in the number of Public Health Nurse Contacts above. Senior Citizen Health Screenings are no longer a representative performance indicator.

(d) Reduction in formal complaints handled is indicator of community compliance with ordinance.

(e) New category budgeted for the first time in FY 1990-91, with data on actuals first collected in FY 1989-90.

(f) Program ended December 31, 1989.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4560	Chf Nurse, Public Health	0	0.25	0	0.25	\$13,566	\$14,499
4805	Chf, Public Health Education	0	0.25	0	0.25	13,266	13,782
2413	Analyst III	1	0.00	1	0.00	0	0
4567	Senior Public Health Nurse	3	2.50	1	1.00	88,680	42,792
4844	Supv. Public Health Educator	0	0.08	0	0.08	2,920	3,439
4842	Supv Health Information Spec.	0	0.17	0	0.17	6,328	6,832
4565	Public Health Nurse II	8	8.25	0	0.33	276,903	13,616
4103	Public Health Nutrition Mgr	1	0.25	1	0.25	8,658	8,787
4821	Public Health Educator I	1	0.25	1	0.25	7,785	8,706
4770	Dietitian	1	0.00	1	0.00	0	0
4815	Health Information Spec. I	1	0.00	1	0.00	0	0
4824	Health Education Associate	1	1.00	0	0.00	26,352	0
2730	Senior Clerk	2	2.50	2	2.00	54,990	46,032
2756	Administrative Secretary I	0	0.17	0	0.17	3,214	3,444
2700	Intermediate Clerk Typist	1	0.41	1	0.41	7,770	8,095
4911	Social Services Aid II	0	0.00	1	0.50	0	9,456
9999	Extra Help	0	0.50	0	0.59	15,591	18,848
Total		20	16.58	10	6.25	\$526,023	\$198,328
Salary Adjustments:						\$11,905	\$57,576
Premium/Overtime Pay:						4,391	190
Employee Benefits:						152,253	59,861
Salary Savings:						(8,439)	(3,125)
Total Adjustments						\$160,110	\$114,502
Program Totals		20	16.58	10	6.25	\$686,133	\$312,830

PROGRAM #: 41005
MANAGER: Robyn PhelpsORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-27

AUTHORITY: Sections 248-270.1 of the Health and Safety Code direct the County to establish and administer a program for physically defective or handicapped persons under the age of 21.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,198,685	\$2,658,623	\$2,921,588	\$3,641,276	\$4,059,010	11.5
Services & Supplies	78,111	92,697	119,904	108,729	108,729	0.0
Other Charges	4,741,473	2,976,376	4,849,566	9,001,223	10,636,058	18.2
Fixed Assets	707	20,393	12,730	19,250	12,000	(37.7)
TOTAL DIRECT COST	\$7,018,976	\$5,748,089	\$7,903,788	\$12,770,478	\$14,815,797	16.0
PROGRAM REVENUE	(6,336,726)	(6,568,018)	(7,680,304)	(10,902,307)	(12,594,901)	15.5
NET GENERAL FUND CONTRIBUTION	\$682,250	\$(819,929)	\$223,484	\$1,868,171	\$2,220,896	18.9
STAFF YEARS	72.05	71.79	72.29	98.18	100.68	2.5

PROGRAM DESCRIPTION

By passage of the Crown Act in 1927 the California Legislature mandated the provision of service to physically defective and/or handicapped individuals up to 21 years of age. Such services are provided through a State and County funded, County administered program, California Children Services (CCS). In San Diego County, it is estimated that there are 51,000 medically eligible cases of which the CCS program services over 9,000. The program provides care for very serious illnesses such as renal disease, leukemia, cancer, muscular dystrophy, cerebral palsy, cystic fibrosis, serious heart conditions, liver and bone marrow transplants which are devastating to the families medically, economically, and socially. Services include diagnostic and treatment service paid on a fee-for-service basis through approved medical resources. CCS staff and State-approved CCS panel physicians working at and in conjunction with State-CCS approved facilities, provide the services of outreach, expert diagnosis, medical and surgical treatment, provision of appropriate equipment and prosthetic appliances (including up-keep and maintenance) and public health nursing outreach and follow-up. Therapy and rehabilitation are provided in Medical Therapy Units (MTU's) in conjunction with schools for the physically handicapped. MTU's are located in San Diego, El Cajon, Chula Vista, Vista, Escondido and Solana Beach. This helps children to obtain maximum benefits from education and therapy. CCS also provides the school districts with physical and occupational therapy services to fulfill the requirements of Public Law 94-142 that CCS provide physical and occupational therapy to eligible children attending school for the physically handicapped or attending school in regular classes in the public school system.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actuals for salaries and benefits are less than budgeted as a result of the difficulty in recruiting and retaining professional staff, physical therapists and occupational therapists. In addition, positions added in the FY 1990-91 budget were vacant until classified and added to the salary ordinance. The cost of diagnostic and treatment services paid with Other Cost appropriations were significantly underspent as the budgeted level was set by State mandate and traditionally exceeds the program's expenditure level.

1991-92 OBJECTIVES

1. To develop and implement a specifically designed computerized CCS Medical Therapy Unit (MTU) Management System.
2. To continue to provide therapy services to 2,000 children within the MTU's.
3. To provide 170,000 physical and occupational therapy treatments to eligible children.
4. To continue to process at least 95% of private provider claims within 30 days.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Budget includes a \$2,045,319 increase in appropriations and a \$1,333,333 increase to budgeted revenue in the California Children Services State Subventions. Prior to State funding realignment, these levels were set by a State required appropriation and revenue allocation of one-fortieth mill per dollar of assessed valuation of the County. Aside from subvention revenue increasing, this program also received an increase to its AB-8 revenue allocation. Permanent staff increased with the addition of 1.00 staff year Supervising Physical Therapist, 1.00 staff year Eligibility Technician Supervisor, and 0.50 staff year Senior Physician approved in Budget Change Request #428.

The activities of this program are summarized as follows:

1. California Children Services (CCS) Program (100.68 SY; E = \$14,815,797; R = \$12,594,901) is:
 - o Mandated/Mandated Service Level.
 - o Implementing Public Law 94-142 and the State Health and Safety Code, Sec. 248-273.
 - o Elevating Medi-Cal claim processing to a maximum of three working days, mandated by AB 1281.
 - o Increasing by 2.50 staff years.
 - o Processing 49,600 claims.
 - o Providing services for 9,500 children.
 - o Providing 170,000 therapy treatments in the Medical Therapy Units.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Family Repayment for Services	\$86,667	\$120,000	\$120,000	\$0
Court Fees & Misc. Other Fees	2,729	0	0	0
Sub-Total	\$89,396	\$120,000	\$120,000	\$0
SUBVENTIONS:				
State - California Children Services (CCS)				
CCS - Treatment (25% match required)	\$4,998,478	\$8,637,922	\$9,794,255	\$1,156,333
CCS - Administration	293,612	501,000	568,000	67,000
CCS - Medi-Cal	561,806	550,000	660,000	110,000
Sub-Total	\$5,853,896	\$9,688,922	\$11,022,255	\$1,333,333
GRANTS:				
State - AB 8 (29.191% match requirement)	\$1,893,073	\$1,559,577	\$1,893,073	\$333,496
State - HIV Screening	9,381	41,884	20,000	(21,884)
Sub-Total	\$1,902,454	\$1,601,461	\$1,913,073	\$311,612
OTHER:				
Prior Year - State Aid	\$305,927	\$0	\$0	\$0
Sub-Total	\$305,927	\$0	\$0	\$0
Total Direct Program Revenue	\$8,151,673	\$11,410,383	\$13,055,328	\$1,644,945
Department Overhead and County External Overhead Allocation:	\$(471,369)	\$(508,076)	\$(460,427)	\$47,649
Total	\$7,680,304	\$10,902,307	\$12,594,901	\$1,692,594

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
CCS Treatment (25% budgeted match)	\$1,249,620	\$2,159,481	\$2,448,564	\$289,083
State - AB 8 (29.191% budgeted match)	552,607	455,256	552,607	97,351
Sub-Total	\$1,802,227	\$2,614,737	\$3,001,171	\$386,434
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(1,578,743)	\$(746,566)	\$(780,275)	\$(33,709)
Total	\$223,484	\$1,868,171	\$2,220,896	\$352,725

EXPLANATION/COMMENT ON PROGRAM REVENUES

The budgeted revenues for FY 1991-92 increased over the prior year. Subvention revenues for the California Children Services budget were estimated based on a State formula applied to the mandated level of expenditure appropriations based on one-fortieth mill per dollar of assessed valuation of the County. The FY 1990-91 Actual Revenues which were underrealized were offset by underexpenditures. Although the budgeted costs for this program are mandated by the State, unless these costs are incurred revenue is not received.

FIXED ASSETS

Item	Quantity	Unit	Cost
PHOTOCOPIER	1	UNIT	\$12,000
Total			\$12,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
California Children Services					
% OF RESOURCES: 100%					
WORKLOAD					
Total number of children receiving physical or occupational therapy treatment in Medical Therapy Units	1,464	1,664	1,826	1,800	2,000
Total therapy treatments given in Medical Therapy Units	146,000	155,001	* 150,558	170,000	170,000
New Referrals	13,500	13,500	13,500	13,500	13,500
Number of CCS claims processed	36,500	48,679	51,943	48,600	49,600
Number of CCS claims processed within 30 days or less	35,296	47,707	50,789	47,628	47,900
EFFICIENCY					
Cost per therapy treatment	\$10.63	\$11.52	\$12.86	\$12.20	\$12.86
EFFECTIVENESS					
Percent of claims processed within 30 days	96.7%	98.0%	97.0%	95.0%	96.0%
Percent of children improving enough to discontinue therapy	34.5%	34.5%	** 10.0%	34.5%	** 10.0%
Percent of children awaiting therapy now receiving treatment	90.0%	90.0%	80.0%	90.0%	80.0%

* More cases vendored. More cases waiting services.

** Due to Consult Team, less children being discontinued.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4124	Chf, Maternal & Child Health	0	0.08	0	0.08	\$8,160	\$8,634
4192	Senior Physician	1	0.50	2	1.00	35,022	74,748
4390	Chf, California Children Svcs	1	1.00	1	1.00	55,332	58,548
4432	Chf, Rehabilitation Svcs	1	1.00	1	1.00	47,352	51,804
4570	Supv. Public Health Nurse	1	1.00	1	1.00	43,200	46,788
4567	Senior Public Health Nurse	3	3.00	3	3.00	106,416	128,376
4565	Public Health Nurse II	3	2.00	3	2.00	67,128	81,696
4428	Senior Therapist	6	6.00	0	0.00	238,248	0
4435	Supervising Therapist	0	0.00	7	7.00	0	272,748
2303	Administrative Assistant II	0	0.00	1	1.00	0	38,568
4400	Occupational Therapist II	23	23.00	23	23.00	787,704	861,120
4410	Physical Therapist II	26	26.00	26	26.00	871,728	946,920
4103	Public Health Nutrition Mgr	0	0.08	0	0.08	2,886	2,929
5261	Social Worker V	2	2.00	2	2.00	67,296	70,296
2304	Administrative Assistant I	1	1.00	0	0.00	29,460	0
5222	Eligibility Supervisor	0	0.00	1	1.00	0	25,716
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
2730	Senior Clerk	1	1.08	1	1.08	23,829	24,934
2510	Senior Account Clerk	0	0.00	1	1.00	0	22,884
5221	Eligibility Technician	5	5.00	5	5.00	110,880	113,280
2756	Administrative Secretary I	0	0.08	0	0.08	1,607	1,722
2714	Inter. Transcriber Typist	1	1.00	1	1.00	19,872	20,412
2700	Intermediate Clerk Typist	9	9.00	9	9.00	167,832	174,852
4395	Medical Therapy Unit Clerk	6	6.00	6	6.00	112,248	115,920
2493	Intermediate Account Clerk	5	5.00	4	4.00	90,060	77,232
2710	Junior Clerk Typist	1	1.00	1	1.00	14,724	15,192
9999	Extra Help	0	2.36	0	2.36	23,573	23,573
Total		97	98.18	100	100.68	\$2,947,525	\$3,283,228
Salary Adjustments:						\$(73,160)	\$(93,396)
Premium/Overtime Pay:						3,700	3,700
Employee Benefits:						807,999	914,930
Salary Savings:						(44,788)	(49,452)
Total Adjustments						\$693,751	\$775,782
Program Totals		97	98.18	100	100.68	\$3,641,276	\$4,059,010

PROGRAM: CHILD HEALTH

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41013

ORGANIZATION #: 6000

MANAGER: Nancy L. Bowen, M.D.

REFERENCE: 1991-92 Proposed Budget - Pg. 16-29

AUTHORITY: Sections 300-329 of the Health & Safety Code state that the County must provide a program designed to reduce infant mortality and improve the health of mothers and children.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,478,780	\$2,794,803	\$3,672,243	\$4,731,305	\$5,560,685	17.5
Services & Supplies	128,022	145,194	217,242	661,800	636,252	(3.9)
Other Charges	22,230	28,565	1,384,247	1,362,877	1,362,877	0.0
Fixed Assets	1,903	4,869	144,962	17,884	2,325	(87.0)
TOTAL DIRECT COST	\$2,630,935	\$2,973,431	\$5,418,694	\$6,773,866	\$7,562,139	11.6
PROGRAM REVENUE	(1,739,828)	(2,730,526)	(3,975,335)	(5,752,489)	(5,930,554)	3.1
NET GENERAL FUND CONTRIBUTION	\$891,107	\$242,905	\$1,443,359	\$1,021,377	\$1,631,585	59.7
STAFF YEARS	68.76	80.26	97.26	128.34	128.75	0.3

PROGRAM DESCRIPTION

This program includes as its primary components the Child Health & Disability Prevention (CHDP) Program, the Child Health and Youth Clinics (CHYC), the Women, Infants & Children (WIC) Program, the Outreach & Early Intervention Program (OEIP), and Child Public Health Nurse Visits. The focus of the CHDP Program (mandated program/mandated service level) is the prevention and early detection of disease and disability with referrals to sources of treatment. This is accomplished through coordination, by the County, of over 200 CHDP-approved private providers who perform physical and dental screening examinations, selected laboratory tests and developmental assessments. The target population of the CHDP Program is: Medi-Cal eligible children from birth through 20 years, non-Medi-Cal eligible children who are from birth to 19 years of age and below 200% of poverty and children attending Head Start/State Preschool. The majority of these children receive medical care from the private sector. The County, through CHYC (mandated program/discretionary service level) also provides periodic health assessments and health supervision for CHDP-eligibles who have no other source of medical care. In the middle of FY 1989-90, the County implemented the AB 75 mandated CHDP-Treatment Reimbursement Program, which reimburses providers for treatment of conditions discovered during CHDP screening for non-Medi-Cal eligible children.

In addition to medical providers, CHDP staff works with public and private schools to promote the State law requiring health screening exams for first graders. The purpose of these exams is to identify and help to correct potentially handicapping problems and so prevent costly physical and mental disabilities. WIC (discretionary program/mandated service level) is a special supplemental food program directed at financially eligible individuals throughout the county who are determined to be at nutritional risk. The OEIP provides public health nurse follow-up on referrals from Neonatal Intensive Care Units through a State-contracted grant through the San Diego/Imperial Counties Developmental Services, Inc. It is a discretionary service. Public Health Nurses receive other child health referrals as well. Public Health Nurse services consist of outreach, education, assessment, counseling, referral and follow-up for children and their families.

1990-91 BUDGET TO ACTUAL COMPARISON

Although FY 1990-91 Actual expenditures appear to be significantly underspent, State AB-75 Tobacco Tax revenue and associated expenditures are \$1,942,472 understated. These expenditures and revenues were set up in offsetting negative encumbrances at year-end and will not affect net County cost. The expenditures in Other Charges for FY 1990-91 includes slightly more than \$800,000 prior year expenses which are offset by prior year AB-75 Tobacco Tax revenue reflected in the County Medical Services' budget. The Actual expenses also include \$357,274 for which State revenue was not recorded prior to year-end. This \$357,274 will be recorded in FY 1991-92 as prior year revenue. When these adjustments are considered, FY 1990-91 expenditures and revenues are very close to the budgeted level and actually reflect a lower than budgeted net County cost.

1991-92 OBJECTIVES

1. Provide CHDP screenings through County clinics to 8,355 Medi-Cal-eligible and non-Medi-Cal-eligible children, birth to age nineteen, whose families are at or below 200% of poverty level.
2. Provide outreach contacts and referral services to 60,000 of the Medi-Cal eligibles, birth through 20 years and pregnant women, who need assistance in obtaining preventive health care or prenatal care and are referred from the Department of Social Services.
3. Provide 85,000 preventive health screening exams through private physicians and clinics to Medi-Cal eligibles, birth through 20 years, who are without medical care.
4. Provide 45,000 preventive health screening exams through private physicians and clinics to non-Medi-Cal children, birth through age eighteen, whose families are at or below 200% of poverty level.
5. Provide WIC program services and nutritional counseling and supplements to at least 7,000 low-income women, infants and children.
6. Provide counseling, education and follow-up for infants, children and their families through at least 7,000 Public Health Nurse contacts.
7. Provide outreach contacts and referral to 5,000 pregnant women eligible for Medi-Cal.
8. Implement CHDP school compliance law to ensure 87% of all first grade entrants have a comprehensive health exam or a waiver signed by their parent.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Budget increased by a net amount of \$788,273 over the FY 1990-91 level. This amount includes a \$74,444 increase offset by revenue from the Department of Social Services' Foster Care Family Preservation Project; a \$57,963 increase offset by a revenue increase in the Child Health and Disability Prevention contract; a \$773,332 increase for negotiated salary and benefit increases for a total increase of \$905,739. This total increase was partially offset by the following reductions totalling \$117,466: costs were reduced by \$23,634 due to reductions to revenue; \$60,450 in costs were transferred to the Maternal Health Program; and \$33,382 in costs were eliminated as a result of the budget reduction which closed the Vista Health Center.

The activities of this program are summarized as follows:

1. Child Health and Disability Prevention (CHDP), CHDP Treatment Reimbursement, Early Periodic Screening, Diagnosis and Treatment (EPSDT) and Prenatal Care Guidance Programs (74.17 SY; E = \$4,908,067; R = \$4,271,790) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Providing early detection and prevention of disease and childhood disability through screening and referrals to treatment.
 - o Continuing to follow State Health and Safety Code, Sec. 320-324.5.
 - o Provide treatment for health conditions detected during CHDP screening exams.
 - o Increasing 3.00 staff years.
 - o Coordinating 45,000 non-Medi-Cal health screenings.
 - o Coordinating 85,000 Medi-Cal private provider health screenings.
 - o Providing 50,000 Medi-Cal outreach contacts.

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- Insuring that 87% of San Diego's first graders have a comprehensive health exam or waiver signed by their parent.
2. Child Health and Youth Clinics (CHYC) and Child Public Health Nursing Services (39.75 SY; E = \$2,022,714; R = \$1,225,523) including support personnel is:
- Mandated/Discretionary Service Level.
 - Providing periodic health assessments and health supervision for children who have special needs or are at high risk.
 - Continuing to follow State Health and Safety Code 300-309.
 - Decreasing 2.59 staff years.
 - Providing 7,488 patient screenings in CHYC.
 - Providing 37,000 Public Health Nursing home contacts.
3. Women, Infants and Children (WIC) (14.83 SY; E = \$631,358; R = \$433,241) including support personnel is:
- Discretionary/Mandated Service Level.
 - Providing a special supplemental food program directed at financially eligible individuals determined to be at nutritional risk.
 - Implementing State Health and Safety Code, Sec. 311-319.
 - Providing service and nutritional counseling to 7,000 women and children participants monthly.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
State-Medi-Cal (CHDP/EPSTDT)	\$342,543	\$177,086	\$273,600	\$96,514
Patient Fees-Non Medi-Cal or CHDP	18	12,000	12,000	0
Sub-Total	\$342,561	\$189,086	\$285,600	\$96,514
SUBVENTIONS:				
State-Child Health and Disability Prevention Program (CHDP)	\$592,594	\$725,564	\$768,199	\$42,635
State-Early Periodic Screening, Diagnosis and Treatment Contract (EPSTDT) (1.61% match requirement)	456,540	558,313	573,641	15,328
State-Women, Infant and Children Program (WIC)	438,819	428,202	428,202	0
State-Prenatal Care (22.70% match)	124,903	145,259	156,583	11,324
State-SLIAG	181,965	119,313	119,313	0
DSS Family Pres./Foster Care	0	0	74,444	74,444
State-AB 75	966,123	2,908,595	2,797,697	(110,898)
Sub-Total	\$2,760,944	\$4,885,246	\$4,918,079	\$32,833
GRANTS:				
State Follow-up to High Risk Mothers & Infants	\$90,000	\$90,000	\$90,000	\$0
Packard Grant	0	43,999	43,999	0
State-AB 8 (29.191% match requirement)	1,202,892	1,173,607	1,202,892	29,285
State-AB 1733-Child Abuse PR	45,000	0	0	0
AB 1733 Child Abuse	0	0	0	0
Sub-Total	\$1,337,892	\$1,307,606	\$1,336,891	\$29,285
OTHER:				
City of Oceanside	\$23,000	\$5,750	\$0	\$(5,750)
EPSTDT Foster Care Senior	23,284	0	0	0
Sub-Total	\$46,284	\$5,750	\$0	\$(5,750)
Total Direct Program Revenue	\$4,487,681	\$6,387,688	\$6,540,570	\$152,882
Department Overhead and County External Overhead Allocation:	\$(512,346)	\$(635,199)	\$(610,016)	\$25,183
Total	\$3,975,335	\$5,752,489	\$5,930,554	\$178,065

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
State-AB 8 (29.191% budgeted match)	\$359,784	\$342,588	\$359,784	\$17,196
State-EPSTDT (1.61% budgeted match)	7,350	8,989	9,236	247
State-Prenatal Care (22.70% budgeted match)	28,353	32,944	27,084	(5,860)
Sub-Total	\$395,487	\$384,521	\$396,104	\$11,583
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,047,872	\$636,856	\$1,235,481	\$598,625
Sub-Total	\$1,047,872	\$636,856	\$1,235,481	\$598,625
Total	\$1,443,359	\$1,021,377	\$1,631,585	\$610,208

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY 1990-91 Actual revenues are understated by \$1,942,472 from the State AB-75 Tobacco Tax. Both revenues and expenditures are understated with no affect on net County cost. Fourth quarter billings for State revenue for the CHDP, EPSDT and Prenatal Care components of this program were delayed by a year-end submission of revised State budgets. The revised State budgets are expected to be approved. Once these budgets are approved, the revenue will be recorded in FY 1991-92 as prior year revenue. In addition, AB-75 Tobacco Tax revenue for FY 1989-90 which offsets \$800,000 in prior year expenditures has been recorded in the County Medical Services Program which causes the net County cost of the Child Health Program to be overstated by that amount. Revenues actually had little variance from budgeted levels. The FY 1991-92 Budget has only slightly increased revenue over the FY 1990-91 level.

FIXED ASSETS

Item	Quantity	Unit	Cost
OTOSCOPE/OTHALMOSCOPE	3	UNIT	\$1,125
HEMOGLOBIN INSTRUMENT	1	UNIT	\$1,200
Total			\$2,325

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Child Health					
% OF RESOURCES: 100%					
WORKLOAD					
Child Health and Youth Clinic Patients Screened (County)	5,642	5,474	7,417	8,127	8,355
Patient Visits (County)	5,767	5,594	7,844	9,030	9,190
PHN Child Health Contacts (Nursing)	49,484	38,083	40,883	34,000	27,800*
Medi-Cal CHDP Outreach Contacts	34,553	40,035	68,119	35,000	50,000
Women, Infants and Children Program Participants	6,500	6,000	6,000	6,000	7,000
Women, Infants and Children Program Vouchers Issued	37,502	66,880	69,240	65,000	84,000
Child Health and Disability Prevention Program Services (Health Assessments) 0 through 18 year olds, non-Medi-Cal	27,038	31,986	54,639	35,000	45,000
0 through 20 year old Medi-Cal (Private provider health assess- ments and CHYC exams resulting from Public Health outreach and coordination efforts.)	58,851	69,416	101,501	65,000	85,000
EFFICIENCY					
Child Health and Youth Clinics (CHYC) Average cost per patient visit - County	\$67.78	\$63.27	\$83.71	\$63.27	\$83.71
EFFECTIVENESS					
Percent CHDP Patients Identified with Health Problem or Referred Medi-Cal birth through 20 years old	17.0%	16.0%	19.0%	16.0%	17.0%
Non-Medi-Cal 0-19 years below 200% of poverty level	19.0%	16.0%	** 38.0%	16.0%	25.0%

* Public Health Nursing contacts adjusted due to closure of Vista Health Center and impact of other budget reductions on staff assignments.

** May include more than one health problem per child.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4124	Chief, Maternal & Child Health	0	0.42	0	0.42	\$40,800	\$43,170
4192	Senior Physician	1	0.58	1	0.92	40,859	68,519
8847	Consulting Spec. Physician	1	0.25	0	0.00	17,511	0
4193	Physician	2	0.17	2	0.17	9,952	10,932
4560	Chief Nurse, Public Health	1	0.25	1	0.25	13,566	14,499
4805	Chief, Public Health Education	1	0.25	1	0.25	13,266	13,782
4120	Coord. Child Hlth & Dis Prev.	0	0.00	1	1.00	0	51,936
4570	Supervising Public Health Nurse	4	4.00	6	5.33	172,800	249,536
2302	Administrative Assistant III	1	1.00	1	1.00	42,648	45,300
4112	Child Health & Dis Prog Coord	1	1.00	0	0.00	43,812	0
4517	Certified Nurse Practitioner	4	4.00	4	3.42	140,016	149,609
4567	Senior Public Health Nurse	8	7.67	8	7.67	271,952	328,072
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	37,572	41,844
4844	Supv. Public Health Educator	2	1.50	2	1.50	52,560	61,902
4842	Supv Health Information Spec.	0	0.25	0	0.25	9,492	10,248
4565	Public Health Nurse II	38	33.92	37	33.75	1,138,379	1,378,620
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
4538	Staff Nurse II	6	6.00	6	6.00	191,448	229,824
4103	Public Health Nutrition Mgr.	2	1.75	2	1.75	60,606	61,509
5261	Social Worker V	0	0.50	0	0.50	16,824	17,574
4822	Public Health Educator II	1	0.67	1	0.67	21,848	23,288
4821	Public Health Educator I	2	1.50	2	1.50	46,710	52,236
2359	Audio-Visual Specialist	0	0.50	0	0.50	14,874	16,134
4770	Dietitian	4	3.50	4	3.50	100,338	111,300
4815	Health Information Spec. I	1	0.50	1	0.50	15,708	15,870
4824	Health Education Associate	2	1.50	1	0.50	39,528	14,526
5255	Patient Svcs. Specialist II	0	0.00	1	1.00	0	27,204
2745	Supervising Clerk	1	1.17	1	1.17	28,462	31,472
2403	Accounting Technician	1	1.00	1	1.00	22,008	25,908
4773	Nutrition Assistant	3	3.00	3	3.00	67,248	75,060
4625	Licensed Vocational Nurse	1	1.00	1	1.00	22,308	23,832
2730	Senior Clerk	5	3.58	5	3.42	78,819	78,638
2756	Administrative Secretary I	1	0.75	1	0.75	14,463	15,498
4615	Nurses Assistant	3	3.00	3	3.00	55,044	59,292
2700	Intermediate Clerk Typist	23	20.91	22	19.58	390,054	380,465
2493	Intermediate Account Clerk	3	3.00	3	3.00	54,036	57,924
4911	Social Services Aid II	18	17.00	19	18.00	311,712	340,416
8848	Senior Dentist	1	0.25	0	0.00	3,861	0
9999	Extra Help	0	0.00	0	0.48	0	36,350
Total		144	128.34	143	128.75	\$3,637,144	\$4,200,857
Salary Adjustments:						\$99,279	\$152,742
Premium/Overtime Pay:						3,200	4,035
Employee Benefits:						1,049,877	1,269,322
Salary Savings:						(58,195)	(66,271)
Total Adjustments						\$1,094,161	\$1,359,828
Program Totals		144	128.34	143	128.75	\$4,731,305	\$5,560,685

PROGRAM: COMMUNITY DISEASE CONTROL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41003

ORGANIZATION #: 6000

MANAGER: Robert E. Haebel

REFERENCE: 1991-92 Proposed Budget - Pg. 16-31

AUTHORITY: This program is designed to carry out Sections 3000-3507 of the Health and Safety Code which requires the Health Officer to prevent contagious, infectious or communicable disease within the County. County Regulatory Ordinance Chapter 5, Section 66.506 requires the Health Officer to provide massage technician exams.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,814,282	\$6,931,535	\$7,983,278	\$8,390,718	\$9,627,268	14.7
Services & Supplies	1,596,528	1,852,892	1,996,775	2,679,892	3,845,518	43.5
Other Charges	54,239	54,840	61,232	51,870	51,870	0.0
Fixed Assets	203,543	95,087	137,672	0	21,150	100.0
TOTAL DIRECT COST	\$7,668,592	\$8,934,354	\$10,178,957	\$11,122,480	\$13,545,806	21.8
PROGRAM REVENUE	(5,743,425)	(6,308,691)	(6,817,622)	(8,200,472)	(10,066,908)	22.8
NET GENERAL FUND CONTRIBUTION	\$1,925,167	\$2,625,663	\$3,361,335	\$2,922,008	\$3,478,898	19.1
STAFF YEARS	158.36	170.67	187.43	214.67	223.17	4.0

PROGRAM DESCRIPTION

A large number of communicable diseases potentially or actually infect San Diego County residents each year. The presence of the continuing danger of widespread illness and disability complications requires a well staffed and well equipped program for disease identification, prevention and control.

The Community Disease Control Program (CDC) identifies, prevents, and controls communicable diseases in San Diego County by: (1) identification of disease or potential disease through a reporting system and diagnostic assistance; (2) development and utilization of recommended prevention and control practices; (3) education of County population to adopt the recommended practices; (4) diagnosis and treatment of tuberculosis, sexually transmitted disease, and Hansen's Disease; (5) providing AIDS and epidemiology services; (6) follow-up of cases, close contacts, and others exposed or at risk of communicable diseases; (7) immunization of children and adults; (8) identification and follow-up of children born to Hepatitis B infected mothers; (9) providing consultation and education for health care professionals to up-date their knowledge of communicable disease control; (10) massage technician proficiency examinations. The above services in the Community Disease Control Program are directly administered through the AIDS and County Epidemiology Program (administered as a separate activity), Tuberculosis Control, Sexually Transmitted Disease, Immunization, and other Disease Control units. These units receive essential supporting services from the Division of Public Health Education, the Public Health Laboratory, the Bureau of Vital Statistics, the Division of Public Health Nursing, Environmental Health Services and other units in the Department of Health Services. Staffing, support costs and Federal funding from Health Resources and Services Administration (HRSA) for the Office of AIDS Coordination are included in this Program. Clinical laboratory services are provided in the support of Mental Health Services and laboratory and other support services are provided to Environmental Health Services.

The AIDS and the Community Epidemiology component of this Program (as referenced above) identifies, investigates and recommends containment measures for communicable diseases in San Diego County by: (1) Maintaining a surveillance system of all reportable diseases; (2) Investigating conditions which are transmissible person to person; (3) Recommending appropriate intervention and containment practices; (4) Providing consultation to health care professionals and institutions to update their knowledge of communicable diseases and control measures; (5) Providing anonymous and confidential HIV antibody testing services; (6) Providing an Early Intervention Program for HIV infected individuals. These services are provided in collaboration with the Divisions of Public Health Nursing, Community Disease Control, Public Health Laboratory, Public Health Education, Environmental Health Services and other units of the Department of Health Services' Public Health Programs.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actual expenditures for this program were underspent to contain costs within anticipated revenue levels. What appears as an increase of approximately \$400,000 in net County cost is actually the result of revenue figures failing to reflect 100% of FY 1990-91 revenue. For further information see the Explanation/Comment on Program Revenues which follows the Program Revenue by Source on subsequent pages.

1991-92 OBJECTIVES

1. Contain or reduce the average annual reported levels of immunizeable diseases (measles, diphtheria, tetanus, polio, and pertussis) to the level of those reported between FY 1987-88 through FY 1990-91.
2. Have over 98% of entering school children be adequately immunized against measles, diphtheria, tetanus, polio and pertussis.
3. Contain or reduce the average annual reported cases of tuberculosis to the level of those reported between FY 1986-87 through FY 1989-90.
4. Contain or reduce the incidence of early syphilis infections in FY 1990-91 through FY 1991-92 by 15% of those cases reported from previous year.
5. Reduce the incidence of congenital syphilis infections in newborns in FY 1990-91 through FY 1991-92 by 15% of those cases reported from the previous year.
6. Provide comprehensive community anti-tobacco health education programs for State-mandated target populations.
7. Reduce the incidence of penicillin-resistant gonorrhea in FY 1990-91 through FY 1991-92 by 20% of those cases reported from the previous year.

The AIDS and Community Epidemiology unit of this Program is responsible for the four following objectives:

8. Investigate, verify diagnosis and issue public health recommendations, when appropriate, on all reported hepatitis A cases within three working days.
9. Obtain 80% of AIDS case reports within one month of diagnosis and 90% within three months.
10. Provide early intervention services for 200 HIV infected persons.
11. Provide education about HIV disease transmission and prevention to 6,000 patients seen in Sexually Transmitted Disease Clinic.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Budget reflects an increase of \$2,423,326 in total direct cost. This increased cost included \$1,289,157 in the Office of AIDS Coordination which was totally offset by grant funding approved in Budget Change Requests #401 and baseline addition due to Board action on 11/6/90 (#3); \$106,000 increased cost was the result of baseline addition due to Board action on 1/8/91 (#4) accepting Grant funding for the Perinatal Hepatitis B Transmission Prevention Project; eleven separate adjustments to budgeted costs totaled \$118,766 all of which were associated with increased funding; the Board added \$71,243 in budget deliberations for pediatric vaccines; and \$938,307 was added to cover negotiated salary and benefit increases which Community Disease Control partially offset with \$314,116 in added revenue and a \$100,147 reduction to cost with the closure of the Vista Health Center.

The activities of this program are summarized as follows:

1. Epidemiology (17.08 SY; E = \$839,856; R = \$406,537) is:
 - o Mandated/Discretionary Service Level.
 - o Providing the identification of disease or suspect disease through a reporting system and diagnostic assistance; recommending and implementing prevention and control practices, following-up on contacts to assure exposed persons are appropriately protected, providing consultation and education to professional health workers and the public.
 - o Investigating 2,600 hepatitis and enteric investigations; extensive case reports including malaria, toxic shock, Legionnaire's disease, meningitis, etc.; 700 food related complaints; 5,500 Public Health Nursing visits; major investigations as needed.

- o Providing public health education programs to health professionals and the general public on the transmission and control of communicable diseases.
2. HIV Antibody Testing (14.00 SY; E = \$712,981; R = \$526,766) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing walk-in clinics offering information and anonymous testing for the antibodies to Human Immunodeficiency virus. The basic function is to reduce the transmission of HIV by providing HIV testing and education.
 - o No fees are permitted by law.
 - o Targeting persons at high risk for AIDS infection.
 - o Providing confidential HIV testing and counseling.
 - o Providing 17,000 ATS Tests.
3. AIDS Epidemiology and Services (31.67 SY; E = \$2,108,295; R = \$1,701,243) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Providing case finding and follow-up; investigation of 600 reported cases; contact follow-up; consultation; confidential testing of high risk persons; risk reduction education for high risk persons and occupational groups; public education.
 - o Providing Early Intervention Program for HIV infected asymptomatic persons.
 - o Providing AIDS Case Management services.
 - o Targeting persons at risk for exposure to or concern about infection with HIV, including health care professionals, first responders and general public.
 - o Targeting 6,000 women, young adults and minorities for Public Health Education presentations on HIV/AIDS.
 - o Providing staff support services to County of San Diego Regional Task Force on HIV/AIDS.
 - o Providing printed educational materials on HIV/AIDS to community and health care professionals.
 - o Increasing by 2.42 staff years.
4. Tuberculosis Control (26.81 SY; E = \$1,343,609; R = \$846,741) is:
- o Mandated/Discretionary Service Level.
 - o Providing case finding through a reporting system and diagnostic services; preventive and therapeutic treatment in clinics and the field; developing community control programs such as contact follow-up to assure protection of exposed persons; providing consultation and education to professionals and the public; and, providing portable X-rays through contracted services to persons having a problem with access to the program's permanent unit in the Rosecrans Tuberculosis Clinic.
 - o Targeting groups at high risk for tuberculosis and general population.
 - o Handling 10,000 clinic visits; 842 tuberculosis and suspects cases under supervision; 1,389 positive tuberculin reactors on preventive therapy; 8,356 Public Health Nursing contacts; 7,259 chest x-rays; and 16,118 Mantoux tuberculin skin tests.
 - o Increasing by 0.33 staff year.
5. Sexually Transmitted Disease (54.52 SY; E = \$2,514,856; R = \$1,660,307) is:
- o Mandated/Discretionary Service Level.
 - o Providing clinic services, case finding and contact follow-up, consultation, diagnoses, treatment and control; involving physicians, nurses, communicable disease investigators, clerks, laboratory services, health educators, etc.
 - o Targeting high risk groups and general populations.

- o Handling 22,787 clinic visits; 81,516 lab tests; 3,618 gonorrhea cases reported county-wide (1,531 reported by DHS Clinics); 931 syphilis cases reported county-wide (347 reported by DHS Clinics); 5,864 Chlamydia cases reported county-wide (124 reported by DHS Clinics).
 - o Providing confidential HIV testing, counseling and partner notification.
 - o Decreasing by 0.92 staff year.
6. Immunization (19.99 SY; E = \$1,032,147; R = \$661,172) is:
- o Mandated/Discretionary Service Level.
 - o Providing common vaccines for children and adults in special clinics and child screening clinics; distributing State purchased vaccine to community organizations and hospitals; and providing control measures for immunizable diseases including community health education.
 - o Managing distribution of 16,872 doses of influenza vaccine administered by Department of Health Services clinics and 28,135 doses administered by other agencies.
 - o Targeting the general population with emphasis on children.
 - o Targeting schools to enforce immunization laws.
 - o Handling 114,934 DPT, Td, Polio, Measles doses given by DHS Clinics; at 30 special clinics and child examination sites; and 107,652 DPT, Td, Polio and Measles doses to non-DHS sites (State vaccine provided at no cost to County)
 - o Increasing by 3.67 staff years.
7. Chronic Disease Control (36.17 SY; E = \$2,376,987; R = \$1,981,069) is:
- o Mandated/Discretionary Service Level.
 - o Providing Public Health Education programs and educational materials; contracting physicians' services for Hansen's Disease Clinic paid for by the National Hansen's Disease Center; and Public Health Nursing service including assessment, referral, counseling, teaching, monitoring, and follow-up of clients at risk or identified as having chronic illness through the Adult Special Health Services Project.
 - o Targeting the general population and Hansen's Disease cases' contacts and patients.
 - o Providing AB-75 Tobacco Tax funded comprehensive community anti-tobacco education programs and services to mandated target populations.
 - o Decreasing by 0.50 staff year.
8. Laboratory Support Services (8.40 SY; E = \$464,575; R = \$381,738) is:
- o Mandated/Discretionary Service Level.
 - o Providing Clinical Laboratory Services required for accurate and timely testing necessary for Mental and Physical Health Services patients. To date the clinical laboratory services have been performed by contract laboratories. Numerous problems have been encountered with contract laboratory services including loss of specimens and inaccurate test results. The cost for contract laboratory services has also been very high. The new clinical laboratory will provide for better service with lower costs.
 - o Providing 60,000 routine tests and timely urgent request tests during normal working hours.
 - o Targeting County Mental Health Patients.
 - o Regulating community health assessment programs.
 - o Increasing by 0.50 staff year.
9. Massage Technician Proficiency Testing (0.00 SY; E = \$7,400; R = \$6,586) is:
- o Mandated/Discretionary Service Level.
 - o Providing written and practical examinations to test massage proficiency of persons applying for massage technician licenses in San Diego City and the unincorporated areas of the County.

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- Targeting Massage Technician License Applicants.
 - Examining 240 persons.
10. Office of AIDS Coordination (11.00 SY; E = \$1,894,449; R = \$1,685,032) is:
- Discretionary/Discretionary Service Level.
 - Revenue offset with funding from the Comprehensive AIDS Resources Emergency (CARE) Act and from a Pediatric AIDS Risk Assessment Demonstration grant from the Federal Office of Human Development Services, providing 1) coordination of AIDS-related services, 2) resource development and grant-writing assistance, 3) assessment and testing of mothers and children at risk for HIV, and 4) contract-provided medical, dental, counseling, and social support services through thirty community-based providers.
 - Providing staff assistance and technical support to the San Diego HIV Health Services Planning Council and the San Diego HIV Care Coalition, and to their various subcommittees including joint committees on AIDS Planning and on AIDS Data.
 - Increasing by 3.00 staff years.
11. Environmental Health Support Services (3.53 SY; E = \$250,651; R = \$209,717) is:
- Mandated/Discretionary Service Level.
 - Offset by revenue collected by Environmental Health Services.
 - Inclusive of laboratory, clerical and medical professionals' staff time utilized in support of the Environmental Health Services' Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Employment Tbc Skin Tests	\$30,317	\$27,000	\$29,000	\$2,000
Employment Tbc X-rays	22,561	33,000	21,000	(12,000)
Immunizations	216,332	155,000	215,000	60,000
Venereal Disease Clinic Visits	69,669	50,000	65,400	15,400
Laboratory Fees (Virology)	51,619	41,470	41,470	0
Massage Technician Proficiency Testing	7,884	7,400	7,400	0
Return Check Fee	240	0	0	0
Regulation of Health Assessments	0	0	23,657	23,657
Prior Year - Miscellaneous Revenue	(50,127)	0	0	0
Misc - Other Revenue	2,571	0	0	0
Sub-Total	\$351,066	\$313,870	\$402,927	\$89,057
SUBVENTIONS:				
State-Short-Doyle (11.11% match required)	\$150,000	\$405,263	\$405,263	\$0
State Aid SLIAG (no match requirement)	168,344	213,989	213,989	0
State AB-75 Tobacco Tax	672,185	2,020,652	2,020,652	0
State AB-75 Capital Outlay	20,529	0	0	0
State Immunization Hepatitis B Prevention	0	0	106,000	106,000
Sub-Total	\$1,011,058	\$2,639,904	\$2,745,904	\$106,000
GRANTS (State and Federal):				
State-Special P.H. Assistance	\$16,000	\$16,000	\$16,000	\$0
State-Tuberculosis Allocation	28,910	27,010	27,010	0
State-Pediatric Immunization Project	112,173	104,550	104,550	0
State-STD Control	58,586	64,554	105,463	40,909
State-SNAP Lab Computer (100% match required)	0	0	0	0
State-Rabies Exam	1,000	768	768	0
State-AIDS AZT	443,002	689,638	689,638	0
State-AIDS Master Grant Agreement:				
State-AIDS Grant (Health Education)	100,716	114,000	114,000	0
State-AIDS Alt. Site Grant	515,824	499,575	468,888	(30,687)
State-AIDS Block Grant	465,563	501,344	537,600	36,256
State-AIDS Family of Surveys	150,745	182,720	170,912	(11,808)
State-AIDS Early Intervention	232,347	315,000	300,000	(15,000)
Federal Care Title I Formula	0	0	858,223	858,223
Federal-Comp. Public Health (314d)	22,589	20,300	20,300	0
Federal Care Title I Supplemental	0	0	601,982	601,982
Federal-Tuberculosis Grant	60,322	69,129	107,758	38,629
Federal Aid-TB Control	25,066	0	0	0
Federal-Other (Hansens)	170,413	166,000	188,500	22,500
Federal-AIDS HRSA Grant	519,990	559,315	161,113	(398,202)
Federal-AIDS Pediatrics	13,896	0	106,105	106,105
Federal Care Title II	0	0	188,371	188,371
Federal-National Survey for Resis. Gon	2,394	1,596	1,596	0
State Aid and Other Gov. Prior Year	130,311	0	0	0
State AB 8 (29.19% match requirement)	3,169,008	2,854,892	3,169,008	314,116
State-SNAP Measles Intervention (match waived)	62,948	73,590	0	(73,590)
Sub-Total	\$6,301,803	\$6,259,981	\$7,937,785	\$1,677,804
OTHER:				
Environmental Health Services' Revenues Redirected to Public Health Services for Support Services	\$167,036	\$235,637	\$235,637	\$0
Sub-Total	\$167,036	\$235,637	\$235,637	\$0

PROGRAM: COMMUNITY DISEASE CONTROL

DEPARTMENT: HEALTH SERVICES

Total Direct Program Revenue	\$7,830,963	\$9,449,392	\$11,322,253	\$1,872,861
Department Overhead and County External Overhead Allocation:	\$(1,013,341)	\$(1,248,920)	\$(1,255,345)	\$(6,425)
Total	\$6,817,622	\$8,200,472	\$10,066,908	\$1,866,436

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
AB 8 (29.191% budgeted match)	\$925,065	\$833,372	\$925,065	\$91,693
Short-Doyle (11.11% budgeted match)	16,665	45,025	45,025	0
Sub-Total	\$941,730	\$878,397	\$970,090	\$91,693
GENERAL FUND SUPPORT:				
General Fund Support	\$2,419,605	\$2,043,611	\$2,508,808	\$465,197
Sub-Total	\$2,419,605	\$2,043,611	\$2,508,808	\$465,197
Total	\$3,361,335	\$2,922,008	\$3,478,898	\$556,890

EXPLANATION/COMMENT ON PROGRAM REVENUES

Although this program appears to have a net County cost for FY 1990-91 that exceeded the budgeted level, revenue accruals for State AB-75 Tobacco Tax revenue, State AIDS Alternative Test Site revenue, and the State AIDS Block Grant were under estimated by more than \$200,000. Closing statements to the funding sources will result in this revenue being realized in FY 1991-92 as prior year revenue. In addition, revenue from the State for AZT distribution is understated by approximately \$100,000 due to a refund being made to the State for an overpayment in FY 1989-90. With other prior year adjustments showing on this detail sheet at a negative \$50,127 the majority of the increased net County cost is actually a result of revenues earned in FY 1990-91 being understated. The remaining variance is offset by other programs.

The significant increase to budgeted revenue in FY 1991-92 is primarily the result of increased Federal funding for the Office of AIDS Coordination.

FIXED ASSETS

Item	Quantity	Unit	Cost
PHOTOCOPIER	1	UNIT	\$6,250
SHREDDER, DOCUMENT/PAPER	1	UNIT	400
Total			\$6,650

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
COMPACT FOUR WHEEL DRIVE	1	UNIT	\$14,500
Total			\$14,500

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Community Disease Control					
% OF RESOURCES: 100%					
WORKLOAD					
Chlamydia Reported by DHS	0	316	124	500	500
Gonorrhea Reported by DH	3,000	2,173	1,531	3,000	2,000
Syphilis Reported by DHS	300	456	347	700	400
Total Tuberculosis Cases Under DHS Supervision	474	679	(a) 842	420	(a) 850
Reported Indochinese Cases Only	34	36	28	40	30
Food Borne Illness Complaints Investigated	550	642	693	700	750
Enteric Disease & Hepatitis Investigations	2,548	2,109	2,626	2,600	2,600
Individuals Served by AIDS Educ. Presentations	58,723	58,658	(b) 28,052	40,000	30,000
Printed Educational Materials **	0	(c) 504,804	173,500	530,000	200,000
Individuals Served by Other Educ. Presentations	17,928	27,891	(d) 15,265	28,000	20,000
Printed Educational Materials **	0	587,289	605,110	600,000	600,000
PHN Communicable Disease Contacts	22,572	* 37,111	* 35,351	19,500	(e) 14,400
V.D. Laboratory Tests	81,373	81,516	76,167	86,400	82,000
V.D. Clinic Visits	20,000	18,291	22,787	24,000	24,000
Tuberculosis Clinic Visits	6,903	8,459	9,917	8,450	10,000
Immunizations:					
Administered by DHS Clinics	93,722	113,382	114,934	136,000	126,000
Administered by Contract Clinics	83,744	88,343	107,652	103,000	118,000
ATS AIDS Screening Tests	10,650	11,139	14,227	13,000	17,000
Confidential HIV Tests **	0	4,469	3,715	3,500	3,700
Early Intervention Client Visits **	0	1,870	1,784	1,800	1,800

(a) The budgeted figure for FY 1990-91 and actuals in prior years included only cases reported to the State. The revised indicator includes cases reported only to the County and followed for 3-6 months until diagnosis is confirmed or changed.

(b) Actual numbers served are less than previous year due to changes in State grant requirements and staff turnover.

(c) 1989-90 statistics are higher than 1990-91 actuals due to one-time special project.

(d) Actual numbers served are less than previous year due to staff turnover.

(e) Public Health Nursing (PHN) contacts adjusted due to closure of Vista Health Center and impact of other budget reductions on staff assignments.

* High level of communicable disease activity due to measles investigation and follow-up.

** New category budgeted for the first time in FY 1990-91.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>EFFICIENCY</u>					
V.D. Clinic Visit	\$52.07	\$62.63	\$63.26	\$50.28	\$65.00
Average Immunization Cost	\$ 4.22	\$ 7.78	\$ 6.45	\$ 7.78	\$ 7.00
TB Skin Test	\$ 6.50	\$ 9.72	\$ 10.61	\$ 9.72	\$ 10.50
TB Clinic Cost Visits	\$95.05	\$90.19	\$96.42	\$90.19	\$95.00
<u>EFFECTIVENESS</u>					
New Cases Reported in County:					
AIDS	390	681	643	550	650
Gonorrhea	6,800	5,086	3,618	6,000	4,000
Syphilis	450	888	931	950	950
Tuberculosis	251	292	297	310	300
Measles	171	400	617	700	250
Chlamydia	(a)	4,404	5,864	5,500	5,500
Percent of School Entrants Adequately Immunized:					
Measles	98+	98+	98+	98+	98+
Polio	98+	98+	98+	98+	98+
Diphtheria	98+	98+	98+	98+	98+

(a) FY 1989-90 was the first year this indicator was budgeted.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>COMMUNITY DISEASE CONTROL</u>							
4123	Chf, Comm. Disease Control	1	1.00	1	1.00	\$85,620	\$101,760
4192	Senior Physician	5	1.92	5	1.92	134,251	143,267
4129	Chf, AIDS & Comm. Epidemiology	1	1.00	1	1.00	66,780	71,148
4193	Physician	4	1.50	4	1.50	89,568	98,388
4300	Asst. Chief, Public Hlth Lab.	1	0.92	1	0.92	43,626	59,730
4315	Chf, Public Health Laboratory	1	0.92	1	0.92	53,372	59,730
4560	Chf Nurse, Public Health	0	0.33	0	0.33	18,088	19,332
4805	Chf, Public Health Education	0	0.33	0	0.33	17,688	18,376
4555	Asst. Chief Nurse, Public Hlth.	1	0.67	1	0.67	33,640	35,952
4510	Clinic Services Coordinator	1	1.00	1	1.00	46,704	49,860
4806	Asst. Chief, PH Education	1	1.00	1	1.00	39,828	48,816
4570	Supv. Public Health Nurse	2	2.00	1	1.50	86,400	70,182
4322	Supervising Clinical Lab Tech	1	1.00	1	1.00	43,032	45,528
4348	Supervising PH Microbiologist	2	1.92	2	1.92	81,834	86,595
4517	Certified Nurse Practitioner	3	2.50	3	2.50	87,510	109,470
4567	Senior Public Health Nurse	7	7.08	8	8.08	251,260	345,902
4844	Supv. Public Health Educator	4	4.08	4	4.08	143,080	168,511
4842	Supv. Health Information Spec.	2	1.33	2	1.33	50,624	54,656
4353	Senior PH Microbiologist	5	4.83	5	4.83	186,702	197,548
4565	Public Health Nurse II	13	9.00	15	10.83	302,076	442,520
4321	Senior Clinical Lab Technician	1	1.00	2	1.50	37,980	58,770
4172	Epidemiology Coordinator	1	1.00	1	1.00	43,788	39,084
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
5794	Supv Comm Disease Investigator	2	2.00	3	3.00	81,216	115,416
4538	Staff Nurse II	20	14.42	20	13.92	460,007	533,064
4175	Epidemiology Specialist	3	2.67	3	2.67	95,296	97,952
4346	Public Health Microbiologist	13	12.08	13	12.08	412,960	439,350
4103	Public Health Nutrition Mgr.	0	0.17	0	0.17	5,772	5,858
5261	Social Worker V	2	1.50	2	1.50	50,472	52,722
4822	Public Health Educator II	16	15.83	17	16.83	518,890	588,022
4821	Public Health Educator I	5	4.50	5	4.50	140,130	156,708
4816	Health Information Spec. II	2	2.00	2	2.00	65,544	67,680
5735	Communicable Disease Investig.	12	11.50	13	12.50	364,320	416,700
8844	Public Health Educator III	3	3.00	3	3.00	98,208	98,964
2304	Administrative Assistant I	0	0.00	1	1.00	0	32,832
8845	Health Information Spec. III	2	2.00	2	2.00	65,472	65,472
2359	Audio-Visual Specialist	2	1.50	2	1.50	44,622	48,402
4815	Health Information Spec. I	1	1.00	1	1.00	31,416	31,740
4465	Nutritionist	1	1.00	1	1.00	28,068	31,152
4317	Clinical Lab Technologist	3	3.00	3	3.00	91,296	92,520
5730	HIV Health Advisor	4	4.00	5	5.00	120,528	151,860
4824	Health Education Associate	2	2.50	1	1.50	65,880	43,578
4370	Radiologic Technician	1	1.00	1	1.00	27,060	28,836
2764	Office Manager	1	1.00	0	0.00	26,880	0
2745	Supervising Clerk	1	1.25	1	1.25	30,495	33,720
4351	Senior Lab Assistant	3	2.92	3	2.92	69,335	75,985
2724	Senior Transcriber Typist	1	1.00	1	1.00	22,956	25,692
2757	Administrative Secretary II	2	2.00	3	3.00	45,936	73,008
2662	Pharmacy Storekeeper	1	1.00	1	1.00	22,968	24,300
4625	Licensed Vocational Nurse	2	2.00	0	0.00	44,616	0
2730	Senior Clerk	11	10.08	9	9.58	221,793	220,570
5221	Eligibility Technician	0	0.00	1	0.92	0	20,768
4330	Laboratory Assistant	5	4.75	5	4.75	94,164	100,491
2756	Administrative Secretary I	4	3.00	4	3.00	57,852	61,992
2714	Inter. Transcriber Typist	1	1.00	1	1.00	19,872	20,412
2700	Intermediate Clerk Typist	41	36.09	41	35.59	672,882	691,313
2493	Intermediate Account Clerk	2	2.00	2	2.00	36,024	38,616
4911	Social Services Aid II	4	3.75	5	4.75	68,760	89,832
3030	Data Entry Operator	1	1.00	1	1.00	17,352	18,732
	Sub-Total	232	205.84	237	211.09	\$6,198,553	\$6,957,952

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
OFFICE OF AIDS COORDINATION*							
2313	Mental Hlth Resource Dev. Spec	1	1.00	1	1.00	\$42,264	\$46,356
2367	Principal Admin. Analyst	0	0.00	1	1.00	0	50,208
2413	Analyst III	1	1.00	2	2.00	42,552	89,376
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	51,708	54,960
4565	Public Health Nurse II	3	3.00	4	4.00	100,692	163,392
4567	Senior Public Health Nurse	1	1.00	1	1.00	35,472	42,792
	Sub-Total	8	8.00	11	11.00	\$295,656	\$471,420
9999	Extra Help	0	0.83	0	1.08	111,151	142,049
	Sub-Total		0.83		1.08	\$111,151	\$142,049
	Total	240	214.67	248	223.17	\$6,605,360	\$7,571,421
	Salary Adjustments:					\$23,464	\$(120,650)
	Premium/Overtime Pay:					3,200	7,277
	Employee Benefits:					1,861,900	2,288,712
	Salary Savings:					(103,206)	(119,492)
	Total Adjustments					\$1,785,358	\$2,055,847
	Program Totals	240	214.67	248	223.17	\$8,390,718	\$9,627,268

* The Chief of the Office of AIDS Coordination is included in the Department Administration Program Budget.

PROGRAM: COUNTY VETERINARIAN

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41018

ORGANIZATION #: 6000

MANAGER: Dr. H.C. Johnstone

REFERENCE: 1991-92 Proposed Budget - Pg. 16-33

AUTHORITY: Under Article VII of the County Charter, the position of the County Veterinarian (the Program Manager) is established to enforce veterinary disease control laws and regulations under authority of the California Food and Agriculture Code, California Administrative Code, and the County Regulatory Code.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$266,910	\$287,639	\$303,985	\$289,829	\$316,442	9.2
Services & Supplies	24,948	25,459	31,348	22,527	22,527	0.0
Other Charges	2,720	2,470	2,721	2,470	2,470	0.0
Fixed Assets	0	10,298	10,151	850	0	(100.0)
TOTAL DIRECT COST	\$294,578	\$325,866	\$348,205	\$315,676	\$341,439	8.2
PROGRAM REVENUE	(3,422)	(38,840)	(49,461)	(47,085)	(47,826)	1.6
NET GENERAL FUND CONTRIBUTION	\$291,156	\$287,026	\$298,744	\$268,591	\$293,613	9.3
STAFF YEARS	5.95	5.98	5.76	6.25	6.25	0.0

PROGRAM DESCRIPTION

People in the County of San Diego live in close proximity to a large number of livestock and pets which have a potential of acquiring over 180 diseases transmissible from animal to man. These livestock and animals constitute a million dollar industry in the county. This significant economic activity is highly vulnerable to disease epidemics. Therefore, it is essential to maintain a veterinary disease surveillance and control program for the health, safety and economy of the County.

The County Veterinarian receives reports of major infectious diseases from veterinarians practicing in the County; diagnoses samples submitted by the State livestock inspectors from hog ranches, livestock salesyards, and animal fairs; performs autopsies for psittacosis surveillance, dog poisoning, humane (physical abuse) cases, and on animals that die in County custody; removes the brains of dogs and cats that have bitten people for Public Health's rabies examination; and informs the public of disease control, and interstate and foreign regulations pertaining to transporting animals. The program also receives specimens for rabies and other zoonotic disease surveillance from County Animal Control and the general public; maintains a laboratory to support the surveillance and for the confirmation of disease entities; and instigates preventive disease management systems with the cooperation of the County Farm Advisor, the County Health Officer, and the State and Federal veterinarians' offices.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and benefits exceeded the FY 1990-91 Adopted Budget as not all negotiated salary increases were reflected in the Adopted Budget figures.

1991-92 OBJECTIVES

1. To achieve and maintain an average laboratory response time of seven days.

1991-92 SUB PROGRAM ACTIVITIES

The 1991-92 Adopted Budget reflects an increase in salary and benefit costs related to negotiated salary increases.

The activities of this program are summarized as follows:

1. County Veterinarian (6.25 SY; E = \$341,439; R = \$47,826) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Enforcing veterinary regulations under the State Food and Agriculture Code, the State Administrative Code and the County Regulatory Code.
 - o Providing 3,500 laboratory accessions: autopsies, rabies examinations and disease evaluations.
 - o Providing 110 field inspections: salesyards, ranches and zoonotic surveillance.
 - o Responding to 4,000 public inquiries.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Agricultural Livestock Services	\$54,807	\$53,600	\$53,600	\$0
Sub-Total	\$54,807	\$53,600	\$53,600	\$0
Total Direct Program Revenue	\$54,807	\$53,600	\$53,600	\$0
Department Overhead and County External Overhead Allocation:	\$(5,346)	\$(6,515)	\$(5,774)	\$741
Total	\$49,461	\$47,085	\$47,826	\$741

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$298,744	\$268,591	\$293,613	\$25,022
Sub-Total	\$298,744	\$268,591	\$293,613	\$25,022
Total	\$298,744	\$268,591	\$293,613	\$25,022

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1991-92 revenue remains at the FY 1990-91 budgeted level. FY 1990-91 actual revenue exceeded budgeted revenue only slightly as a result of increased requests for service.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: COUNTY VETERINARIAN					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
LABORATORY ACCESSIONS - 80% of Budget (one or more animals or samples received as a single batch)	3,510	3,611	3,448	3,500	3,500
FIELD SERVICES & OFFICE 20% of Budget					
Salesyard Inspections	2	2	2	2	2
Hog Ranch Inspections	8	8	8	8	8
Zoonotic Inspections	100	99	89	105	100
Public Inquiries & Consultations	4,200	4,150	4,350	4,000	4,000
<u>EFFICIENCY</u>					
LABORATORY SERVICE Average Cost per Accession	\$67.14	\$69.91	\$77.38	\$71.96	\$78.04
STAFFING RATIO Accession Cases/Staff Year	702:1	722:1	689:1	700:1	700:1
<u>EFFECTIVENESS</u>					
LABORATORY SERVICE Average Laboratory Response Time (days)	8.0	8.0	7.5	7.0	7.0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2120	County Veterinarian	1	1.00	1	1.00	\$62,484	\$66,732
4230	Veterinary Pathologist	1	1.00	1	1.00	47,160	49,896
4210	Assoc. Veterinary Pathologist	1	0.50	1	0.50	21,924	23,382
4321	Senior Clinical Lab Technician	1	0.75	1	0.75	28,485	29,385
4318	Histology Technician	1	0.50	1	0.50	14,376	15,768
4351	Senior Laboratory Assistant	2	2.00	2	2.00	47,544	52,104
9999	Extra Help	0	0.50	0	0.50	2,521	2,521
Total		7	6.25	7	6.25	\$224,494	\$239,788
Salary Adjustments:						\$(1,640)	\$(256)
Premium/Overtime Pay:						100	100
Employee Benefits:						71,078	80,816
Salary Savings:						(4,203)	(4,006)
Total Adjustments						\$65,335	\$76,654
Program Totals		7	6.25	7	6.25	\$289,829	\$316,442

PROGRAM: ENVIRONMENTAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41029
 MANAGER: Gary Stephany

ORGANIZATION #: 6000
 REFERENCE: 1991-92 Proposed Budget - Pg. 16-34

AUTHORITY: Division 5, 13, 20, 21 and 22 of the Health and Safety Code provides for the regulation of establishments involved in food production, public housing, public pools and drinking water systems, mobilehome parks, sewage and solid waste disposal. Also regulated under the Health and Safety Code are vector control problems, occupational health issues for county employees, and local enforcement of the Radiation Control Laws. Chapter 6.5 of the Health and Safety Code provides for regulation of hazardous materials under the State Hazardous Waste Law. Sections 36.401-36.443 relating to noise abatement and control are also enforced.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,839,561	\$9,807,829	\$12,553,227	\$15,083,587	\$17,355,680	15.1
Services & Supplies	1,959,534	1,943,465	2,567,066	2,816,397	2,979,694	5.8
Other Charges	61,750	61,750	61,750	61,750	61,750	0.0
Fixed Assets	244,491	431,472	374,102	178,788	200,214	12.0
Vehicle/Comm. Equip.	0	0	0	347,096	33,575	(90.3)
TOTAL DIRECT COST	\$10,105,336	\$12,244,516	\$15,556,145	\$18,487,618	\$20,630,913	11.6
PROGRAM REVENUE	(9,277,557)	(11,944,979)	(13,758,181)	(16,352,889)	(18,079,524)	10.6
NET GENERAL FUND CONTRIBUTION	\$827,779	\$299,537	\$1,797,964	\$2,134,729	\$2,551,389	19.5
STAFF YEARS	221.69	257.18	308.91	374.58	388.25	3.6

PROGRAM DESCRIPTION

San Diego County's population of approximately 2.4 million persons must be protected from disease, illness and economic loss that can result from lack of control of environmental health hazards such as unsafe food, polluted water, substandard housing, unsafe recreational facilities, excessive noise, improperly managed hazardous materials, and disease bearing vectors such as rodents, mosquitoes and flies. This Service provides environmental protection services Countywide, for the entire population, to prevent these hazardous conditions. This is accomplished by County staff through the inspection and regulation of food handling establishments, apartment houses and hotels, small water systems, sub-surface sewage disposal system installations, solid waste disposal, noise sources, public recreational activities like swimming pools, public beaches and camps, hazardous waste disposal, hazardous materials handling, public health nuisances, radiation producing equipment and radioactive materials. Rodent, mosquito and fly control programs are conducted countywide. Environmental Health Services coordinates all County asbestos related issues, and conducts routine and special requested hazard evaluations of County government work locations to identify, evaluate and make recommendations to control environmental conditions that could adversely affect human health. All Environmental Health Services programs include general public complaint response services for each area of enforcement.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actual salaries and benefits, as well as staff years, are less than budgeted due primarily to the length of time needed to hire staff, and training time required to fully implement new and/or expanding programs and services. As a result, there is a corresponding shortfall in fee collections for these new and/or expanding programs and services. Services and supplies also fall short of budget due to delays associated with staffing.

FY 1990-91 Actual staff years include 9.17 staff years of temporary help. Services and supplies include \$40,003 in temporary contract help, while fixed assets include \$31,281 in prior year costs. Prior year revenues total \$200,802.

Performance indicators, when lower than projected, result from lack of staff to conduct inspections and investigations.

1991-92 OBJECTIVES

1. Regulate food establishments by completing four inspections of all restaurants per fiscal year (29,550 inspections) and two inspections of retail food markets per fiscal year (4,454 inspections) to ensure at least 92% of all graded food establishment inspections score an evaluation of above 90.
2. Provide four inspections each fiscal year for all public swimming pools (24,640 inspections) to protect public swimming safety in San Diego County.
3. Inspect all apartment houses and hotels at least once per fiscal year (2,526 inspections) within the unincorporated area of the county and within the cities that have designated the Department of Health Services to enforce the State Housing Act.
4. Regulate the construction of septic tank systems to assure that 85% or more of annual septic tank failures occur only in systems 10 years of age or older.
5. Provide annual inspection of all small water systems to assure that all systems achieve 92% or more compliance with the state standards for bacteriological quality.
6. Conduct 125 hazard evaluations of County worksites to assure compliance with CAL/OSHA and other State and local environmental work standards.
7. Provide 850 radiation source inspections, investigations, and related activities of x-ray machines and radioactive material license holders to prevent unnecessary exposure to ionizing radiation.
8. Provide training to 400 County employees on various occupational health and industrial hygiene topics including respiratory protection and asbestos training.
9. Provide 175,000 Vector Control services throughout the county to prevent the transmission of vector-borne diseases.
10. Investigate 800 excessive noise complaints and 2,000 housing complaints.
11. Provide at least one inspection annually of all permitted hazardous materials establishments (7,400 inspections) under the Department of Health Services jurisdiction.
12. To inspect, at the time of drilling, a representative random sample of permitted well sites; and, perform follow up inspections to ensure proper completion and maintenance of wells, in accordance with applicable laws and regulations.
13. To reduce the emergency response time to outlying areas of the County and provide emergency response resources to all areas of the County in a timely, cost effective manner.
14. To expand household hazardous materials community education, pursue recycling, treatment and reuse alternatives for household hazardous materials collected; and, provide disposal services to San Diego County residents.
15. To perform local enforcement agency inspections at all solid waste facilities in the County.
16. To demonstrate an effective use of regional expertise in the enforcement of DOHS program areas through the inspections of State permitted hazardous waste treatment and storage facilities, transporters and transportable treatment units.
17. Inspect permitted underground storage tank facilities annually to verify compliance with applicable laws and regulations for tank monitoring and the reporting of unauthorized releases.

18. To improve informational outreach to the public and other government entities on proper management of hazardous materials.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted direct costs are increasing \$2,143,295. This includes mid-year Board actions and adjustments effecting various state contracts and zeroing out Fixed Assets account for a \$450,342 decrease in expenditures. Growth in the Solid Waste Program and Community Food and Housing Program, along with increases in state contracts were part of a total expenditure increase of \$898,504 in Change Letter actions. Expenditures were also effected by a decrease of \$62,161 as part of 10% cuts to balance the 1991-92 budget, as well as salary adjustments in the amount of \$1,757,294.

Staff years are increasing a total of 13.67 staff years, including mid-year decreases of 0.08 staff years and Change Letter increases of 13.75 staff years.

Adopted FY 1991-92 total direct program revenues are increasing a total of \$2,205,456 including a decrease of \$392,488 in mid-year Board actions and adjustments, \$898,504 increase in Change Letter actions and \$1,699,440 in salary adjustments.

The activities of this program are summarized as follows:

1. Community Food and Housing Program (99.00 SY; E = \$4,648,959; R = \$4,207,036) including regulation of food establishments, apartment houses, swimming pools, trash and debris and dog dropping complaints is:
 - o Mandated/Discretionary Service Level.
 - o Increasing 1.50 SY clerical support staff.
 - o Able to conduct 29,550 Food Handling Establishment Inspections, 24,640 Public Pool Inspections, and 2,526 Multi-Family Housing Inspections.
2. Land Use Program (50.50 SY; E = \$2,360,419; R = \$1,694,205) including regulation of the construction and operation of septic tanks, the provision of inspection services for small water systems for compliance with state standards for bacteriological quality, and a water cross connection program is:
 - o Mandated/Discretionary Service Level.
 - o Able to process 5,200 Land Use Projects.
3. Hazardous Materials Management Program (156.50 SY; E = \$9,127,095; R = \$8,276,657) including the regulation of the storage, processing, transporting and disposal of Hazardous Materials and the regulation of all underground storage tanks in San Diego County is:
 - o Mandated/Discretionary Service Level.
 - o Increasing 8.92 SY Hazardous Materials Specialists and support staff.
 - o Able to conduct 7,400 Hazardous Materials Inspections.
4. Vector Surveillance & Control District (50.00 SY; E = \$2,724,708; R = \$2,566,522) including the control of disease-bearing rodents in contract cities and the control of mosquito breeding countywide is:
 - o Mandated/Discretionary Service Level.
 - o Increasing 2.00 SY of clerical support staff.
 - o Able to provide 175,000 Vector Control Services.
5. Occupational & Radiological Health Program (17.25 SY; E = \$983,416; R = \$548,788) including conducting workplace hazard evaluations for county employees, providing occupational health information to the general public, inspecting and investigating x-ray producing equipment and radioactive material license holders, enforcing the Noise Control Ordinance in unincorporated areas of the County and in contract cities is:
 - o Mandated/Discretionary Service Level.
 - o Increasing 1.25 SY Industrial Hygiene Specialists.
 - o Able to provide 7,309 Occupational Health Services.

6. Environmental Health Services Administration and Support (15.00 SY; E = \$786,316; R = \$786,316) including support from Environmental Health Services Administration and clerical staff to all EHS divisions is:
 - o Discretionary/Discretionary Service Level.
 - o Able to provide fiscal management of approximately \$20,760,804 in revenues from permits, fees, contracts and subventions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Radiation Shielding	\$13,825	\$10,000	\$10,000	\$0
Bulk Asbestos Analysis Fee	3,225	3,275	3,275	0
Pumper Truck Permit Fees	7,108	5,500	5,500	0
Construction Permits-Septic	270,000	441,619	375,807	(65,812)
Construction Permits-Grading	22,140	42,983	47,983	5,000
Hazardous Materials Division Fees	166,445	187,320	219,720	32,400
Hazardous Materials Permit Fees	2,661,065	2,764,921	2,865,957	101,036
Base Permit Fee	1,011,669	916,822	1,075,622	158,800
Tank Installation Fees	110,965	291,368	341,818	50,450
Tank Closure Fees	138,139	188,565	221,265	32,700
Animal Permit Fees	3,420	3,070	3,070	0
Other Misc Permit Fees	4,330	5,220	5,220	0
Food Handling Establishment Fee	2,344,952	2,517,797	2,841,695	323,898
Food Plan Check Fees	371,785	444,500	491,300	46,800
Vending Vehicle Permit Fees	166,183	198,990	219,970	20,980
Housing Permit Fees	351,571	394,555	485,155	90,600
Water Permit Fees	47,327	48,110	53,710	5,600
Public Pool Permit Fees	727,738	793,908	877,508	83,600
Pool Plan Check Fees	54,150	97,500	107,800	10,300
Returned Check Fee	3,020	0	0	0
Plan Check & Field Inspection	1,007,759	1,158,810	1,105,340	(53,470)
Charges Air Pollution Control Dist.	3,035	2,500	2,500	0
County DPW Asbestos Analysis Fee	556	300	300	0
County DPW Asbestos-Oceanside	5,014	0	0	0
Recovered Expenditures	12,450	0	0	0
Work Authorization Excess Cost	(363)	0	0	0
Sub-Total	\$9,507,508	\$10,517,633	\$11,360,515	\$842,882
GRANTS:				
State AB 8 (29.191% match requirement)	\$1,337,810	\$1,279,956	\$1,337,810	\$57,854
SWRCB Mosquito Abatement	47,616	0	0	0
Sub-Total	\$1,385,426	\$1,279,956	\$1,337,810	\$57,854
CONTRACTS:				
State Water Resources Control	\$12,521	\$0	\$32,750	\$32,750
State Grant CIWMB	0	0	54,299	54,299
State Toxic Substances	0	0	45,258	45,258
City SD Household Toxics	6,190	0	0	0
State-Radiation Control Program	307,750	300,392	378,929	78,537
State Haz Mats. Tech. Assistance	78,571	87,334	82,084	(5,250)
City (San Diego)-Household Toxics	738,805	1,093,955	1,093,955	0
San Diego Zoological Society	0	0	120,000	120,000
Unified Disaster Council-H.I.R.T. (Hazardous Mat'l Incident Response Team)	128,785	343,205	371,870	28,665
Office of Disaster Preparedness	10,000	10,000	10,000	0
State - Leaking Underground Tanks	867,595	1,138,482	1,209,087	70,605
County DPW-Solid Waste Enforcement	115,187	290,000	813,033	523,033
County/DPW-Household Toxics	629,028	626,165	626,165	0
City (San Diego)-Solid Waste	23,245	40,000	40,000	0
Encinitas Water District-Household Toxics	6,900	6,900	6,900	0
County-So. CA Hazardous Waste Mgmt. Authority-Joint Powers Agreement	19,252	30,000	30,000	0
City SD Misc Enforce Svcs	1,700	2,665	2,665	0
City SD Mission Bay Water Monitor	9,896	13,628	13,628	0
Sweetwater Cross Conn Control	0	0	124,393	124,393
City (Vista)-Noise Control	6,000	6,000	6,000	0
San Diego City Industrial Hygiene	7,700	6,000	70,000	64,000
City (Del Mar) Noise Control	2,000	2,000	2,000	0
City (Encinitas) Noise Control	8,000	8,000	8,000	0
City (Solana Beach) Noise Control	3,000	3,000	3,000	0
City (Escondido) Noise Control	0	5,000	5,000	0
City (Chula Vista) Industrial Hygiene	2,501	3,700	2,200	(1,500)
City (La Mesa) Industrial Hygiene	3,999	3,000	3,000	0

PROGRAM: ENVIRONMENTAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

Helix Water District Industrial Hygiene	1,194	2,274	2,274	0
City (Oceanside) Noise	0	0	10,000	10,000
City (Oceanside) Industrial Hygiene	0	0	2,000	2,000
City (San Diego) Zoo Vector Control	68,072	68,072	0	(68,072)
City (San Diego) Water Utilities Vector Control	2,538	22,690	20,762	(1,928)
Unified Port Dist Rodent Ctr	2,870	34,472	34,472	0
Sub-Total	\$3,063,299	\$4,146,934	\$5,223,724	\$1,076,790
SUBVENTIONS:				
State Pollution Prevention	\$19,882	\$55,000	\$55,000	\$0
State Aid SLIAG	38,293	55,752	55,752	0
Sub-Total	\$58,175	\$110,752	\$110,752	\$0
OTHER:				
Fines and Penalties	\$119,853	\$75,000	\$85,100	\$10,100
Jury or Witness Fee	1,145	0	0	0
SDSU Tobacco Trust	5,335	0	0	0
Other Miscellaneous Revenue	142,295	110,000	124,800	14,800
Prior Year Aid Other Govt	(261,575)	0	0	0
Prior Year Other Revenue	360,538	0	0	0
Prior Year Vector Trust	101,839	0	0	0
Recovered Expenditures	144	0	0	0
Sanitation Other Govt-Vector Control Dist.	2,042,226	2,711,741	2,914,771	203,030
Other Forfeitures and Penalties	497	0	0	0
EHS' revenue directed to Public Health Services' programs for support services	(179,431)	(272,275)	(272,275)	0
Sub-Total	\$2,332,866	\$2,624,466	\$2,852,396	\$227,930
Total Direct Program Revenue	\$16,347,274	\$18,679,741	\$20,885,197	\$2,205,456
Department Overhead and County External Overhead Allocation:	\$(2,589,093)	\$(2,326,852)	\$(2,805,673)	\$(478,821)
Total	\$13,758,181	\$16,352,889	\$18,079,524	\$1,726,635

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
AB 8 (29.191% budgeted match)	\$390,520	\$373,632	\$390,520	\$16,888
Sub-Total	\$390,520	\$373,632	\$390,520	\$16,888
GENERAL FUND SUPPORT:				
AB 8	\$1,407,444	\$1,761,097	\$2,160,869	\$399,772
Sub-Total	\$1,407,444	\$1,761,097	\$2,160,869	\$399,772
Total	\$1,797,964	\$2,134,729	\$2,551,389	\$416,660

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1991-92 total direct program revenue is increasing by \$2,205,456. Change Letter Actions which included, growth in the Solid Waste Program and associated revenues, an increase in the State Radiation Control revenue contract, and additional funding from the County Solid Waste Enterprise Fund, resulted in increased revenue of \$898,504. Mid-year actions associated with changes in state contracts, and fixed assets offset reductions, accounted for a \$392,488 revenue decrease. Salary adjustments resulted in an increase of \$1,699,440.

Revenue allocated to Public Health Services provides for laboratory, health education and epidemiology support staff budgeted in Public Health Services' Programs. Revenue allocated to Department overhead and County external overhead reflect the true proportion of revenue to total costs including overheads.

The percentage of required match for the AB 8 revenue is based upon the County share for all eligible problems proportionate to the total allocation for all eligible programs. The required match for those programs having a lower proportionate share of net county cost is met by the match in other AB 8 eligible programs.

FIXED ASSETS

Item	Quantity	Unit	Cost
PHOTOCOPIER, DESKTOP	1	UNIT	\$4,775
PHOTOCOPIER	1	UNIT	4,775
DESKS	2	UNIT	1,200
MAST STACKER, TELESCOPING	1	UNIT	2,274
CART, SELF PROPELLED UTILITY	1	UNIT	10,000
COMPUTER SYSTEMS	16	UNIT	18,912
SCANNER, OPTICAL	1	UNIT	5,000
COMPUTER SYSTEMS	8	UNIT	7,208
DATABASE SERVER	1	UNIT	20,289
COMPUTER CONTROLLERS	4	UNIT	6,400
CABINET, SPECIMEN	1	UNIT	966
HAZARD DETECTING EQUIPMENT	1	LOT	22,750
PRINTERS	2	UNIT	3,490
MODULAR DESKS	1	LOT	25,000
GASTECH 1311 VAPOR DETECTOR	1	UNIT	2,900
CGI GAS DETECTOR	1	UNIT	2,900
HNU PHOTOIONIZER	1	UNIT	4,499
FACSIMILE MACHINE, MOBILE	2	UNIT	1,790
HAZCAT KIT	1	UNIT	1,099
COMPUTER EQUIPMENT	2	UNIT	10,000
COMPUTER EQUIPMENT	2	UNIT	4,948
BACKFLOW DEVICE	1	UNIT	2,087
COMPUTER UPGRADE	1	UNIT	2,156
COMPUTER SYSTEMS	10	UNIT	21,560
COMPUTER HARD DRIVE	1	UNIT	2,156
PROJECTOR, SLIDE	1	UNIT	700
CAMERA, 35MM	1	UNIT	800
TYPEWRITER, ELECTRONIC	2	UNIT	1,100
MEAT GRINDER, ELECTRIC	1	UNIT	1,300
COMPUTER WORKSTATIONS	3	UNIT	6,180
CELLULAR MODEM	1	UNIT	1,000
Total			\$200,214

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
RADIO, 16 CHANNEL	1	UNIT	\$999
RADIO, MOBILE	1	UNIT	1,000
CELLULAR TELEPHONE	1	UNIT	888
FOUR WHEEL DRIVE VEHICLE	1	UNIT	16,800
MINIVAN	1	UNIT	13,000
VEHICLE RACKS/ ACCESSORIES	1	UNIT	888
Total			\$33,575

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Environmental Health Services					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Food Handling Estab Inspections	23,947	23,557	26,281	29,924	29,550
Land Use Projects (a)	7,311	7,301	5,623	8,343	5,200
Multi Family Housing Inspections	2,609	2,930	2,988	2,444	2,526
Public Pool Inspections	17,663	15,853	21,409	23,984	24,640
Hazardous Materials Inspections (b)	3,947	5,400	5,622	8,200	7,400
Medical Waste Inspections (c)	N/A	N/A	N/A	N/A	500
Occupational Health Services	10,021	10,218	8,635	10,000	7,309
Vector Control Services	115,044	127,812	163,509	200,000	175,000
<u>EFFICIENCY</u>					
Food Handling Estab Inspections	\$ 61.30	\$ 80.83	\$ 91.04	\$ 73.62	\$ 80.97
Land Use Projects	\$133.15	\$184.78	\$281.01	\$231.00	\$303.87
Multi Family Housing Inspections (d)	N/A	\$101.14	\$117.81	\$161.44	\$139.36
Public Pool Inspections	\$ 28.50	\$ 45.61	\$ 40.97	\$ 33.10	\$ 35.60
Hazardous Materials Inspections	\$273.10	\$371.21	\$554.55	\$448.99	\$421.31
Medical Waste Inspections (c)	N/A	N/A	N/A	N/A	\$619.20
Occupational Health Services	\$ 30.26	\$ 55.92	\$ 90.07	\$ 62.86	\$106.41
Vector Control Services	\$ 8.41	\$ 11.53	\$ 16.80	\$ 13.56	\$ 15.70
<u>EFFECTIVENESS</u>					
Percent of Restaurants Scoring 90%	93.5%	95.0%	93.5%	90.0%	92.0%
Percent of Small Water Systems Samples Meeting State Bacteriological Standards	96.5%	96.0%	97.0%	92.0%	92.0%
Percent of Septic Tank Failures in Systems 10 Years or Older	89.0%	85.0%	78.0%	85.0%	85.0%
Response to Noise Complaints Within 3 Working Days	62.0%	77.0%	83.0%	80.0%	80.0%
Response to Vector Complaints Within 3 Working Days (b)	81.0%	80.0%	68.0%	80.0%	80.0%
Percent of Pool Inspections with No Deficiencies (e)	40.3%	N/A	N/A	N/A	N/A
Percent of Pool Inspections in Compliance with State Regulations	N/A	47.0%	60.9%	60.0%	60.0%
Percent of Establishments with a Decrease in Repeated Hazardous Materials Violations (e)	70.0%	N/A	N/A	N/A	N/A

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
Percent of Inspected Establishments in Substantial Compliance with State Standards for Hazardous Materials Requirements	N/A	99.0%	90.0%	90.0%	90.0%

- (a) Work outputs were down due to fewer projects being submitted.
- (b) Work outputs were down due to staff vacancies.
- (c) This workload and efficiency measure is new for FY 1991-92.
- (d) This efficiency and effectiveness measures were new FY 1989-90.
- (e) These effectiveness standards are being replaced with measures that more accurately gauge the service being provided.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
8805	Asst Chf Comm Food Hsng (4708)	0	0.00	1	1.00	\$0	\$87,372
2230	Dep Dir, Environmtl Hlth Svcs	1	1.00	1	1.00	77,232	82,560
0952	Asst Dep Dir, Environmtl Hlth	1	1.00	1	1.00	66,084	64,296
3710	Public Health Engineer	1	1.00	1	1.00	57,828	61,188
4711	Chief Vector Surv.&Ctrl(8814)	1	1.00	1	1.00	45,432	60,804
4756	Chf, Hazardous Materials Mgt.	1	1.00	1	1.00	57,468	60,804
3860	Chf, Occupational/Radiol. Hlth	1	1.00	1	1.00	53,160	56,256
4748	Asst Chief Haz Mat Mgmt (8803)	1	1.00	1	1.00	39,804	55,284
4701	Senior Health Physicist	1	1.00	1	1.00	51,672	54,672
4700	Chf, Env. Health Svcs.	3	3.00	2	2.00	147,420	107,328
4769	Vector Surv. & Ctrl. Mgr (8819)	2	2.00	2	2.00	91,992	107,328
4754	Hazardous Materials Spec. IV	6	5.00	5	5.00	235,080	256,740
2368	Admin. Svcs Manager I	1	1.00	1	1.00	44,880	49,980
4742	Env. Hlth Land Use Spec IV	3	3.00	3	3.00	117,036	146,916
4758	Reg. Envir. Hlth Spec IV	3	3.00	3	3.00	138,852	146,916
4767	Sr Vector Ecologist (8818)	3	3.00	3	3.00	126,036	146,304
2427	Assoc Systems Analyst	3	3.00	3	3.00	128,628	144,036
3692	Hydrogeologist	2	2.00	3	3.00	92,592	143,280
3857	Industrial Hygienist II	5	5.00	6	6.00	213,180	272,088
2302	Admin Assistant III	3	3.00	3	3.00	127,944	135,900
4753	Hazardous Materials Spec. III	25	24.08	24	24.00	990,692	1,054,080
4755	Registered Env. Hlth Spec III	10	10.00	10	10.00	420,360	432,840
4741	Env. Hlth Land Use Spec III	9	9.00	9	9.00	319,140	386,532
3162	Indust. Hygienist III (8899)	1	1.00	0	0.00	41,652	0
3120	Dept'l Computer Specialist III	2	2.00	2	2.00	71,304	80,904
3163	Industrial Hygienist I (8801)	1	1.00	2	1.25	35,712	50,460
4757	Radiation Mgt Specialist	3	3.00	4	4.00	113,184	156,240
3615	Asst Civil Engineer	1	1.00	1	1.00	36,336	38,904
4752	Hazardous Materials Spec. II	60	59.50	65	64.50	2,163,420	2,497,698
3888	Asst Noise Control Officer	1	1.00	1	1.00	36,504	38,616
2303	Admin. Assistant II	2	2.00	2	2.00	72,120	77,136
4766	Vector Ctrl Tech IV (8817)	4	4.00	4	4.00	113,712	149,088
4745	Reg. Environ. Hlth Spec. II	28	28.00	28	28.00	970,368	1,024,128
4740	Env. Hlth Land Use Spec II	19	19.00	19	19.00	582,540	665,760
8807	Microcomputer Programmer	0	0.00	1	1.00	0	34,572
2304	Administrative Assistant I	4	4.00	5	5.00	117,840	164,160
4762	Vector Ctrl Tech III (8816)	7	7.00	7	7.00	175,224	224,448
4735	Registered Env. Hlth Spec I	33	33.00	33	33.00	984,060	1,049,796
4751	Hazardous Materials Spec. I	5	5.00	10	10.00	145,380	318,000
3119	Dept'l Computer Specialist II	2	2.00	1	1.00	58,032	31,668
2758	Admin Secretary III	1	1.00	1	1.00	27,612	30,036
3161	Supv. Industrial Hygienist	0	0.00	1	1.00	0	29,868
4761	Vector Control Tech II (8873)	23	23.00	23	23.00	548,964	683,376
2745	Supervising Clerk	4	4.00	3	3.00	97,584	80,928
2757	Admin. Secretary II	6	6.00	6	6.00	137,808	146,016
3008	Sr. Word Processor Operator	1	1.00	1	1.00	22,740	23,688
2730	Senior Clerk	10	10.00	11	11.00	219,960	253,176
2510	Senior Account Clerk	1	1.00	0	0.00	22,020	0
3009	Word Processor Operator	2	2.00	3	3.00	42,288	65,088
2756	Administrative Secretary I	9	7.50	9	9.00	144,630	185,976
8871	Haz. Mat. Spec. Trainee (8838)	5	5.00	0	0.00	101,400	0
4707	Environ. Hlth Technician	6	6.00	6	6.00	111,600	121,320
2700	Intermediate Clerk Typist	48	45.50	51	48.50	848,484	942,258
2493	Intermediate Account Clerk	3	3.00	3	3.00	54,036	57,924

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
9999	Extra Help	0	3.00	0	3.00	95,785	95,785
Total		378	374.58	389	388.25	\$11,834,811	\$13,430,521
Salary Adjustments:						\$(8,684)	\$(11,066)
Premium/Overtime Pay:						181,714	181,714
Employee Benefits:						3,240,220	3,968,161
Salary Savings:						(164,474)	(213,650)
Total Adjustments						\$3,248,776	\$3,925,159
Program Totals		378	374.58	389	388.25	\$15,083,587	\$17,355,680

PROGRAM: MATERNAL HEALTH

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41006
MANAGER: Nancy L. Bowen, M.D.

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-36

AUTHORITY: Sections 289-329 of the Health and Safety Code state that the County must provide a program designed to reduce infant mortality and improve the health of mothers and children.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,586,634	\$1,580,354	\$2,234,134	\$2,802,930	\$3,281,774	17.1
Services & Supplies	131,340	202,434	450,853	332,304	365,542	10.0
Other Charges	14,820	19,043	14,820	14,820	14,820	0.0
Fixed Assets	453	5,959	0	0	0	0.0
TOTAL DIRECT COST	\$1,733,247	\$1,807,790	\$2,699,807	\$3,150,054	\$3,662,136	16.3
PROGRAM REVENUE	(1,164,992)	(1,550,284)	(1,916,805)	(2,242,077)	(2,400,153)	7.1
NET GENERAL FUND CONTRIBUTION	\$568,255	\$257,506	\$783,002	\$907,977	\$1,261,983	39.0
STAFF YEARS	40.08	46.30	62.59	66.16	67.33	1.8

PROGRAM DESCRIPTION

The Maternal Health (MH) Program provides regional program coordination, clinic services and public health nursing services directed at the following populations. The low-income community is the target population for MH because maternal and child morbidity, infant mortality, low birth weight, and the unplanned pregnancy rates are higher in this community. This target population in 1987 included 126,450 low-income women in the County at risk of unintended pregnancies who were in need of public-funded family planning services (figure derived from Alan Guttmacher Institute data reports.) The target population also includes low-income women who have abnormal Pap smears that indicate precancer and cancer of the cervix (dysplasia).

Perinatal Care Network (PCN) is a network of coordinated services and activities geared to improving access to obstetrical providers by pregnant women lacking prenatal care. An on-going program, to enroll private providers onto the Comprehensive Perinatal Services Program (a perinatal Medi-Cal program), is part of PCN. Maternal Health works jointly with Physical Health Services on the Perinatal Care Network, which helps Medi-Cal eligible women access prenatal care.

County-provided clinics for women, located in the Public Health Centers, provide two basic services: 1) Family Planning Clinics which operate for low-income women who are not served by private providers; and 2) Dysplasia Clinics for low-income patients referred from county clinics, community clinics and other family planning providers for cervical dysplasia care.

Public Health Nursing services provide health education, assessment, counseling, referral and follow-up for prenatal and postpartal, family planning, cervical dysplasia, genetic counseling and related health services to women. Public health nurses in the Options for Recovery Program provide case management services to drug and alcohol abusing postpartum and parenting women and their infants and families.

Public Health Education provides family planning information and education to Hispanic residents of North County through a subcontract with Vista Community Clinic.

1990-91 BUDGET TO ACTUAL COMPARISON

FY 1990-91 Actual expenditures appear to be \$450,247 underspent. However, \$367,739 of this amount relates to AB-75 Tobacco Tax revenue which also appears to be underrealized. This \$367,739 on both the expenditure side and revenue side was set up in a negative encumbrance at year-end and therefore appear understated in actuals reported. The actual underexpenditure of \$82,508 was the result of cost containment measures and the county-wide hiring freeze.

1991-92 OBJECTIVES

1. To identify and provide treatment to at least 85% of all dysplasia patients while the disease is still in a pre-cancerous stage.
2. To provide family planning services to 3% of the target population.
3. To implement the AB 3021 (Margolin) State mandate by coordinating 37 providers in the Comprehensive Perinatal Services Program for Medi-Cal patients and by recruiting new providers.
4. To provide assessment, education, counseling, referral and follow-up for maternal health problems through 19,000 Public Health Nurse contacts.
5. Provide outreach to assist 2,000 Medi-Cal granted pregnant women, 200 African-American substance abusing women, 550 Medi-Cal eligible women of childbearing age, 250 Hispanic/Latino women of childbearing age in accessing prenatal health care.
6. Increase provider enrollment in the Perinatal Care Network by 10%.
7. Increase the number of perinatal providers who offer comprehensive perinatal provider service to their Medi-Cal patients by 15%.
8. Complete the development of the Perinatal Care Network client and provider data base.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Budget increased by \$512,082 over FY 1990-91. This increase was the result of increases to Family Planning funding with increased cost by 53,673 approved as Baseline Adjustment #808 and Budget Change Request #444; a transfer of \$60,450 from the Child Health Program Budget approved as Baseline Adjustment #812; a reduction of \$12,470 due to an equal reduction to funding; and the net affect of negotiated salary and benefit increases of \$477,193 partially offset by the \$66,764 budget reduction which closed the Vista Health Center. Budgeted revenue increased by \$168,184 with \$119,400 of this amount going to offset salary and benefit increases with the other \$48,784 in revenue being related to categorical funding and therefore having been related to cost increases.

The activities of this program are summarized as follows:

1. Maternal Health Services (67.33 SY; E = \$3,662,136; R = \$2,729,872) is:
 - o Mandated/Discretionary Service Level.
 - o Following State Health and Safety Code 289-320 and Administrative Code, Sections 1276(d) and (k).
 - o Providing health education, assessment, counseling, referral and follow-up for maternal health clients.
 - o Providing 19,000 Public Health Nurse visit/contacts.
 - o Treating at least 85% of clients in Dysplasia clinic while still in a pre-cancerous stage.
 - o Providing 625 dysplasia diagnosis and treatment visits for women with abnormal Pap smears.
 - o Enrolling providers into the Comprehensive Perinatal Services Program (CPSP) for Medi-Cal-eligible women. (Welfare & Institutions Code, Sec. 14134.5(g)).
 - o Providing consultation to CPSP providers on state regulations and how to meet them.
 - o Providing family planning services to 3% of the target population.
 - o Providing coordination and outreach to assist 2,000 Medi-Cal granted pregnant women, 200 African-American substance abusing women, 550 Medi-Cal eligible women of childbearing age and 250 Hispanic/Latino women of childbearing age in accessing prenatal health care.
 - o Increasing by 1.17 staff years.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Grossmont Hospital Parentcare	\$0	\$2,832	\$2,832	\$0
Patient Fees	26,204	40,000	40,000	0
Return Check Fee	50	0	0	0
Sub-Total	\$26,254	\$42,832	\$42,832	\$0
SUBVENTIONS:				
State - Family Planning - Title XIX (Medi-Cal)	\$33,044	\$11,000	\$11,000	\$0
State - Maternal and Child Health Categorical Allotment - Title V	158,960	189,160	190,326	1,166
State - Family Planning - Title X	223,053	281,414	282,668	1,254
State - SLIAG	17,437	82,957	82,957	0
State AB-75 Tobacco Tax	264,275	632,014	632,014	0
Miscellaneous Other Prior Year	69,252	3,405	3,405	0
Sub-Total	\$766,021	\$1,199,950	\$1,202,370	\$2,420
GRANTS:				
Federal - Family Planning - Title X	\$237,178	\$237,178	\$237,178	\$0
State OFP Family Planning Info & Ed	0	0	60,000	60,000
State AB 8 (29.191% match requirement)	1,091,492	972,092	1,091,492	119,400
Sub-Total	\$1,328,670	\$1,209,270	\$1,388,670	\$179,400
OTHER:				
Logan Heights Family Health Center Options for Recovery	\$23,564 93,207	\$13,636 96,000	\$0 96,000	\$(13,636) 0
Sub-Total	\$116,771	\$109,636	\$96,000	\$(13,636)
Total Direct Program Revenue	\$2,237,716	\$2,561,688	\$2,729,872	\$168,184
Department Overhead and County External Overhead Allocation:	\$(320,911)	\$(319,611)	\$(329,719)	\$(10,108)
Total	\$1,916,805	\$2,242,077	\$2,400,153	\$158,076

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANTS:				
State AB 8 (29.191% budgeted match)	\$318,617	\$283,763	\$318,617	\$34,854
Sub-Total	\$318,617	\$283,763	\$318,617	\$34,854
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$464,385	\$624,214	\$943,366	\$319,152
Total	\$783,002	\$907,977	\$1,261,983	\$354,006

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY 1990-91 Actual revenues are understated by \$367,739 which is still expected to be collected from the State's AB-75 Tobacco Tax. Both revenues and expenditures are understated by this amount with no affect on net County Cost. The only significant changes to budgeted revenue for FY 1991-92 were the increases to this programs State AB-8 allocation and the new State Office of Family Planning Information and Education grant.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Maternal Health					
% OF RESOURCES: 100%					
WORKLOAD					
Enrolled Family Planning Patients	3,856	3,869	3,999	3,800	3,800
Family Planning Visits*	6,964	6,245	6,835	6,245	6,425
Cervical Dysplasia Visits	1,005	566	979	625	625
No. of Pathology Reports	360	344	687	380	380
Maternal Health PHN Contacts (Nursing)	28,406	28,717	** 23,215	28,500	*** 19,000
EFFICIENCY					
Cost per Family Planning Visit	\$ 79.14	\$ 91.73	\$ 95.16	\$ 92.00	\$ 95.00
Cost per Cervical Dysplasia Visit	\$128.78	\$205.92	\$184.14	\$200.00	\$200.00
Cost per PHN Contact (Nursing)	\$ 31.29	\$ 29.83	\$ 36.23	\$ 30.00	\$ 38.00
EFFECTIVENESS					
Percent of Population in Need Enrolled as County Family Planning Patients	3.0%	3.0%	3.0%	3.0%	3.0%
Percent of Dysplasia Patients Treated at a Pre-Cancer Stage	86.0%	94.0%	98.0%	85.0%	85.0%

* Does not include pregnancy testing visits.

** Heavy workload in community disease program (TB), recruitment and retention issues contributed to not achieving target.

*** Public Health Nursing (PHN) contacts adjusted due to closure of Vista Health Center and impact of other budget reductions on staff assignments.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4124	Chf, Maternal & Child Health	1	0.50	1	0.50	\$48,960	\$51,804
4192	Senior Physician	2	1.00	1	1.00	70,044	74,748
4193	Physician	2	0.58	2	0.58	34,832	38,262
4300	Asst Chief, Public Health Lab.	0	0.08	0	0.08	3,966	5,430
4315	Chf, Public Health Laboratory	0	0.08	0	0.08	4,852	5,430
4560	Chf Nurse, Public Health	0	0.17	0	0.17	9,044	9,666
4805	Chf, Public Health Education	0	0.17	0	0.17	8,844	9,188
4555	Asst Chief Nurse, Public Hlth	0	0.33	0	0.33	16,820	17,976
4570	Supv. Public Health Nurse	4	4.00	4	3.67	172,800	171,556
2362	Perinatal Provider Netwrk Coord	1	1.00	1	1.00	42,744	46,368
2302	Administrative Assistant III	1	1.00	1	1.00	42,648	45,300
4348	Supv. PH Microbiologist	0	0.08	0	0.08	3,558	3,765
2413	Analyst III	1	1.00	1	1.00	42,552	44,688
4517	Certified Nurse Practitioner	2	1.50	3	1.83	52,506	80,278
4567	Senior Public Health Nurse	4	4.25	4	4.25	150,756	181,866
4844	Supv. Public Health Educator	0	0.33	0	0.33	11,680	13,756
4842	Supv. Health Information Spec.	0	0.17	0	0.17	6,328	6,832
4353	Senior PH Microbiologist	0	0.17	0	0.17	6,438	6,812
4565	Public Health Nurse II	29	23.42	29	22.92	785,957	936,100
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
4538	Staff Nurse II	4	3.08	4	3.08	98,383	118,104
4346	Public Health Microbiologist	1	0.92	1	0.92	31,328	33,330
4103	Public Health Nutrition Mgr	0	0.25	0	0.25	8,658	8,787
5261	Social Worker V	1	1.00	1	1.00	33,648	35,148
4821	Public Health Educator I	2	1.50	2	0.67	46,710	23,216
4816	Health Information Spec. II	0	0.00	1	0.50	0	16,920
2745	Supervising Clerk	1	0.25	1	0.25	6,099	6,744
4351	Senior Lab Assistant	0	0.08	0	0.08	1,981	2,171
2761	Group Secretary	1	1.00	1	1.00	24,612	24,876
2757	Administrative Secretary II	1	1.00	1	1.00	22,968	24,336
4625	Licensed Vocational Nurse	2	2.00	2	2.00	44,616	47,664
2730	Senior Clerk	2	2.33	3	3.00	51,324	69,048
4330	Laboratory Assistant	0	0.25	0	0.25	4,956	5,289
2756	Administrative Secretary I	1	1.00	0	0.00	19,284	0
4615	Nurses Assistant	1	1.00	1	1.00	18,348	19,764
2760	Stenographer	1	0.50	0	0.00	9,648	0
2700	Intermediate Clerk Typist	3	2.92	6	5.75	54,390	111,711
4911	Social Services Aid II	5	5.25	5	5.25	96,264	99,288
9999	Extra Help	0	0.00	0	0.00	10,544	13,113
Total		75	66.16	78	67.33	\$2,172,338	\$2,488,066
Salary Adjustments:						\$39,998	\$79,013
Premium/Overtime Pay:						3,100	2,389
Employee Benefits:						621,970	751,544
Salary Savings:						(34,476)	(39,238)
Total Adjustments						\$630,592	\$793,708
Program Totals		75	66.16	78	67.33	\$2,802,930	\$3,281,774

PROGRAM: RECORDS AND STATISTICS

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41002

ORGANIZATION #: 6000

MANAGER: Donald G. Ramras, M.D.

REFERENCE: 1991-92 Proposed Budget - Pg. 16-38

AUTHORITY: Sections 10000-10690 of the Health & Safety Code require each County to register births, deaths, and fetal deaths, and to issue certified copies of such records to bona fide persons requesting them. This program is 100 percent mandated by State Statutes.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$235,198	\$276,437	\$309,306	\$258,192	\$316,136	22.4
Services & Supplies	399,159	347,718	458,953	435,080	564,045	29.6
Other Charges	2,470	2,470	4,473	2,470	2,470	0.0
Fixed Assets	0	3,348	11,487	20,920	8,000	(61.8)
TOTAL DIRECT COST	\$636,827	\$629,973	\$784,219	\$716,662	\$890,651	24.3
PROGRAM REVENUE	(760,529)	(703,455)	(813,683)	(761,821)	(914,433)	20.0
NET GENERAL FUND CONTRIBUTION *	\$(123,702)	\$(73,482)	\$(29,464)	\$(45,159)	\$(23,782)	(47.3)
STAFF YEARS	10.61	10.30	11.27	11.91	12.91	8.4

PROGRAM DESCRIPTION

The Records and Statistics Program is responsible for reviewing, registering, processing, reproducing, coding, storing, and analyzing birth and death records within the County. The program generates tabulation of data utilized by numerous community groups and programs and acts as the local statutory agent in the birth and death registration process within the State vital statistics collection program.

More than 68,800 birth and death records are expected to be processed in FY 1991-92. Birth and death records are used to document official data for a variety of legal and administrative uses. Data from the records are tabulated to yield statistical measures of the natality and mortality levels in the community for schools, businesses, government agencies, and individuals. Certified copies are used as proof of birth or death to settle estates, obtain passports, enter school, and many other legal uses.

*See Revenue Detail page for explanation of negative net County cost.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actuals show no significant variations from Budget. What small variations occurred were the result of increased revenue collection for State trust funds and transmittal of that revenue to the State which requires an expenditure in services and supplies.

1991-92 OBJECTIVES

1. To continue to register all births and deaths within five to nine working days of receipt of the document.
2. To continue to provide 96% of over-the-counter requests for certified copies of births and deaths by 3:00 p.m. the following working day.
3. To process 96% of mail requests for certified copies of births and deaths within three working days of receipt.
4. To continue the orderly transfer of original birth and death records to the County Recorder within five to nine working days of receipt.

1991-92 SUB PROGRAM ACTIVITIES

The FY 1991-92 Adopted Budget added 1.00 staff year Senior Clerk. This position was added in Change Request #439 and was offset by fee revenue.

The activities of this program are summarized as follows:

1. Vital Records and Statistics (12.91 SY; E = \$890,651; R = \$914,433) is:
 - o Mandated/Discretionary Service Level.
 - o Reviewing, registering, processing, reproducing, coding, storing and analyzing birth and death records within the County.
 - o Satisfying County requirement to register births and deaths under State Health and Safety Code, Section 10000-10690.
 - o Increasing 1.00 staff year.
 - o More than 100% offset by program revenue.
 - o Storing current and prior year vital records.
 - o Processing 68,797 birth and death records.
 - o Providing 166,180 fee paid copies of vital records on file.
 - o Processing 124,116 letters and orders for vital records information.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Certified Copies (both Births & Deaths)	\$1,076,246	\$1,023,604	\$0	
Certified Copies - Births	0	0	340,370	
Certified Copies - Deaths	0	0	783,048	
Sub-Total Certified Copies	\$1,076,246	\$1,023,604	\$1,123,418	\$99,814
Permits for Disposal of Human Remains	\$74,967	\$49,244	\$140,868	\$91,624
Returned Check Fee	920	0	0	0
Transfer from Trust Fund	22,591	65,823	8,000	(57,823)
Sub-Total	\$98,478	\$115,067	\$148,868	\$33,801
OTHER:				
Prior Year Revenue	\$(27,904)	\$0	\$0	\$0
Other Miscellaneous	0	0	0	0
Sub-Total	\$(27,904)	\$0	\$0	\$0
Total Direct Program Revenue	\$1,146,820	\$1,138,671	\$1,272,286	\$133,615
Department Overhead and County External Overhead Allocation:	\$(333,137)	\$(376,850)	\$(357,853)	\$18,997
Total	\$813,683	\$761,821	\$914,433	\$152,612

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS:	\$(29,464)	\$(45,159)	\$(23,782)	\$21,377
Sub-Total	\$(29,464)	\$(45,159)	\$(23,782)	\$21,377
Total	\$(29,464)	\$(45,159)	\$(23,782)	\$21,377

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The fees collected for certified copies are set by the State of California. This program's revenues exceed the cost of the Program and therefore has no net County cost. The resulting reduction to net County cost offsets costs in other Public Health programs.

FIXED ASSETS

Item	Quantity	Unit	Cost
TYPEWRITER, ELECTRONIC	2	UNIT	\$1,000
PHOTOCOPIER	1	UNIT	7,000
Total			\$8,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Records and Statistics					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Births Registered	46,350	50,759	51,883	50,759	51,332
Deaths Registered	17,454	17,673	17,199	17,673	17,465
Certified Copies of Births	40,984	46,404	48,632	46,404	48,648
Certified Copies of Deaths	111,757	113,706	108,453	113,706	117,532
Mail (Letters, Orders, etc.)	133,322	144,030	145,861	144,030	124,116
<u>EFFICIENCY</u>					
Average cost per document processed	\$1.84	\$1.68	\$2.12	\$1.87	\$2.05
<u>EFFECTIVENESS</u>					
Percent of certified copies of birth and death records provided within 3 working days	96.0%	96.0%	96.0%	96.0%	96.0%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
4842	Supv. Health Info. Spec.	0	0.08	0	0.08	\$3,164	\$3,416
2412	Analyst II	0	0.00	1	1.00	0	40,164
4821	Public Health Educator I	0	0.08	0	0.08	2,595	2,902
2304	Admin. Assistant I	1	1.00	1	1.00	29,460	32,832
8830	Biostatistician	1	1.00	0	0.00	31,872	0
2745	Supervising Clerk	2	1.33	2	1.33	32,528	35,968
2730	Senior Clerk	2	1.42	3	2.42	31,161	55,622
2700	Intermediate Clerk Typist	6	6.00	6	6.00	111,888	116,568
9999	Extra Help	0	1.00	0	1.00	9,274	9,581
Total		12	11.91	13	12.91	\$251,942	\$297,053
Salary Adjustments:						\$(48,967)	\$(55,571)
Premium/Overtime Pay:						1,100	1,100
Employee Benefits:						57,293	77,333
Salary Savings:						(3,176)	(3,779)
Total Adjustments						\$6,250	\$19,083
Program Totals		12	11.91	13	12.91	\$258,192	\$316,136

PROGRAM: SUPPORT SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92199
MANAGER: William J. Burfitt

ORGANIZATION #: 6000
REFERENCE: 1991-92 Proposed Budget - Pg. 16-39

AUTHORITY: The Department of Health Services was created by Article XV of the California Administrative Code which provides for preparation of budgets, supervision of expenditures, and coordination of various health activities including but not limited to Public Health Services, Physical Health Services, including Edgemoor Geriatric Hospital, Mental Health Services, Alcohol, Drug, Environmental Health and Medical and Nursing Services.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,769,597	\$3,858,005	\$4,563,366	\$4,883,385	\$5,594,564	14.6
Services & Supplies	1,251,977	1,806,738	1,188,289	836,559	1,715,104	105.0
Other Charges	39,791	33,140	118,903	29,640	29,640	0.0
Fixed Assets	94,913	92,583	169,299	0	3,435	100.0
TOTAL DIRECT COST	\$5,156,278	\$5,790,466	\$6,039,857	\$5,749,584	\$7,342,743	27.7
PROGRAM REVENUE	(4,640,650)	(4,853,116)	(4,106,947)	(4,431,644)	(6,151,916)	38.8
NET GENERAL FUND CONTRIBUTION	\$515,628	\$937,350	\$1,932,910	\$1,317,940	\$1,190,827	(9.6)
STAFF YEARS	113.62	106.84	107.97	126.02	133.19	5.7

PROGRAM DESCRIPTION

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

Support Services provides centralized management and support services to all programs within the Department. The program is comprised of the indirect support activities under the Deputy Director of Management Services and includes Fiscal, Personnel, General Administration and EDP Support functions, the DHS Storeroom, Mail Center and the DHS Pharmacy.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actual costs of Support Services are greater than Budgeted due to prior year costs, and the increase of many support costs which have continued to rise without a corresponding increase in appropriations. Items which have continued to increase in cost and support the entire department include the cost of postage, advertising, repairs and maintenance, and storeroom supplies. Expenditures also continued to be made for software for the Department's VAX mini-computer to serve the entire department. The requested but not appropriated costs of security contracts also contributes to services and supplies over expenditures. In addition, the cost of Stores inventory items procured but not yet charged out to the Department's direct service programs is reflected here as an increase in expenditures.

1991-92 OBJECTIVES

1. To continue to provide necessary administrative and fiscal services to support 19 direct service programs as required by mandate and program requirements.
2. To continue to promote program efficiency and effectiveness, generate cost savings and free program staff to direct service program activities.
3. To process 515,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues.
4. To process 12,000 storeroom issues and receipts.
5. Increase 30 hours of supervisory training from 50 to 100 participants annually including new modules on handling change, staff development, conflict resolution and sexual harassment.

1991-92 SUB PROGRAM ACTIVITIES

The Support Services Program includes Management Services, under the Deputy Director, which provides all budget, fiscal, personnel, EDP and other support services related to the ongoing operation of the Department. The program also includes the DHS Pharmacy, Supply Center and Mail Center. It centralizes all of these functions to provide more efficient and cost effective services to meet the needs of the direct service programs. Also reflected for FY 1991-92 is the reorganization of Accounts Payable and Storeroom activities which is being implemented to enhance the effectiveness and efficiency of support services throughout the Department.

Salaries and benefits increase due to negotiated salary increases and the addition of 7.17 staff years.

Services and supplies increase due to support cost allocations from various mid-year actions.

Other charges provide for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

Each program activity is summarized as follows:

1. Management and General Administration Division (21.27 SY; E = \$1,140,934; R = \$928,378) is:
 - o Mandated/Discretionary Service Level.
 - o Providing direction for all budget, fiscal, personnel, and EDP Support services for the Department.
 - o Acting for Director in selected areas.
 - o Providing special program development.
 - o Responsible as delineated in Section 233.4, 233.5, 238, 239 of the County Administrative Code for operational support of Departmental functions.
 - o Providing mail and courier services for the entire Department.
2. EDP Support Division (12.00 SY; E = \$787,276; R = \$640,606) is:
 - o Mandated/Discretionary Service Level.
 - o Providing EDP support to the Department's 19 direct service programs, as well as Departmental Administration and Support Services.
 - o Acting as liaison with County Department of Information Services.
 - o Including the mid-year addition of 1.00 staff year.

3. Fiscal Division (46.25 SY; E = \$2,026,098; R = \$1,649,150) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the Department's general program and cost accounting requirements; audits and appropriations control, including program cost reporting, periodic and year-end financial reporting, specialized reporting for Short-Doyle/Medi-Cal cost reports, Medicare cost reports, OSHPD (formerly CHFC) cost disclosure reports, AB-75 and SLIAG cost reports; reconciliation of budget and program costs/revenues; setting up of accounting and internal control procedures.
 - o Coordination of and response for audits performed by County, State, and Federal auditors representing the Department on audit appeals.
 - o Coordinating EDP and ARMS, revenue billing, cash receipts, petty cash, inventory control, claims processing, expediting cash flow, and contract fiscal monitoring and review.
 - o Performing functions required to satisfy State and Federal grant requirements for cost reimbursement purposes and County cost accounting requirements.
 - o Coordinating and monitoring all Departmental accounts payable and interacting closely with the Auditor and Controller in these matters.
 - o Includes additional staff due to the reorganization of Accounts Payable and Supply Center activities.
4. Personnel Division (24.25 SY; E = \$1,128,746; R = \$918,461) is:
- o Mandated/Discretionary Service Level.
 - o Providing personnel services, in cooperation with the County Department of Human Resources, for: recruitment, examinations, staff utilization, employee relations (including negotiations, meet and confer and grievances); affirmative action; disciplinary action; payroll administration; staff development; and, personnel statistics and reports.
 - o Consulting with and advising department management, staff, and representatives of other departments and organizations concerning personnel administration and staff development matters.
 - o Providing personnel services for 3,150 employees in 37 different work locations throughout the County.
 - o Adding 1.00 staff year of Personnel Officer II.
5. Pharmacy (18.42 SY; E = \$1,884,187; R = \$1,709,775) is:
- o Mandated/Discretionary Service Level.
 - o Providing pharmaceutical services to Public Health, Mental Health and Physical Health programs.
 - o Providing pharmaceutical services to other County departments (Sheriff's Detention Facilities, Jail, Probation, Juvenile Hall) and the HIV Drug Treatment Program.
 - o Providing certain consultant services to Public Health programs; e.g., medication requirements (type, packaging, quantity, etc.) are coordinated with other programs' requirements to combine cooperative purchasing and establish annual contracts for pharmaceutical purchases.
 - o Going to process 515,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues during FY 1991-92.
6. Supply Center (11.00 SY; E = \$375,502; R = \$305,546) is:
- o Mandated/Discretionary Service Level.
 - o Coordinating purchasing, receiving, and distribution of supplies.
 - o Interacting closely with the County Department of Purchasing and Contracting.
 - o Acting as liaison with all intra-departmental programs for supplies requests.
 - o Responsible for the operation of the departmental pharmacy-supply warehouse.

- o Responsible for the operation of the departmental copy center.
- o Reflecting the reorganization of Supply Center and Accounts Payable activities with increased workload and responsibilities.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Medi-Cal Pharmaceuticals	\$0	\$0	\$923,000	\$923,000
Private Pay Pharmaceuticals	0	0	25,000	25,000
Sub-Total	\$0	\$0	\$948,000	\$948,000
OTHER:				
Charges	\$1,016,160	\$1,187,615	\$1,428,902	\$241,287
Subventions	1,414,285	1,271,084	1,257,880	(13,204)
AB-8	467,655	450,451	439,692	(10,759)
Medically Indigent Services Program	419,230	511,886	669,051	157,165
AB-75 Tobacco Tax	317,056	491,397	754,736	263,339
Other Revenue	468,529	512,220	646,667	134,447
Reallocation	4,032	6,991	6,988	(3)
Sub-Total	\$4,106,947	\$4,431,644	\$5,203,916	\$772,272
Total	\$4,106,947	\$4,431,644	\$6,151,916	\$1,720,272

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,932,910	\$1,317,940	\$1,190,827	\$(127,113)
Sub-Total	\$1,932,910	\$1,317,940	\$1,190,827	\$(127,113)
Total	\$1,932,910	\$1,317,940	\$1,190,827	\$(127,113)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Support Services is funded through direct funding. Revenue has gone up from FY 1990-91 Budget proportionate to the increase in the program's direct cost. The Pharmacy will now be able to bill for certain pharmaceuticals.

FIXED ASSETS

Item	Quantity	Unit	Cost
COMPUTER EQUIPMENT	5	UNIT	\$3,435
Total			\$3,435

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
Support Services% OF RESOURCES: 100%WORKLOAD

Claims and receiving reports processed	42,500	44,000	41,200	39,000	43,000
Number of employees, plus estimated new hires	2,800	3,000	3,304	3,150	3,150
Number of inpatient pharmacy doses dispensed, outpatient prescriptions, clinic issues	118,000	150,000	555,000	400,000	515,000
Supply Center issues and receipts	3,700	(a) 6,850	11,510	(a) 11,500	12,000

EFFICIENCY

Unit cost per pharmacy prescription/issue (b)	\$12.28	\$10.50	\$ 4.76	\$ 6.19	\$ 5.73
Pharmacy prescriptions/issues per staff year	11,000:1	10,700:1	37,000:1	26,700:1	32,000:1

EFFECTIVENESS

Not applicable

(a) Represents centralization of storeroom activities at the Health Services Complex (excluding Edgemoor Geriatric Hospital).

(b) Pharmacy unit costs are for services provided to Mental Health Services, Public Health Services, the Sheriff's Detention Facilities (six facilities) and the County's protective institutions which include Hillcrest Receiving Home, Adult Honor Camps, Juvenile Hall, Rancho Del Campo and the HIV Drug Treatment Program.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>DEPUTY DIRECTOR</u>							
2232	Dep. Director, Management Svs.	1	1.00	1	1.00	\$64,764	\$68,702
2370	Admin. Services Manager III	1	1.00	1	1.00	57,288	60,652
2758	Administrative Secretary III	1	1.00	1	1.00	27,612	30,036
2757	Admin. Secretary II	1	1.00	1	1.00	22,968	24,336
2730	Senior Clerk	0	0.00	1	1.00	0	23,016
2510	Senior Account Clerk	1	1.00	0	0.00	22,020	0
	Subtotal	5	5.00	5	5.00	\$194,652	\$206,742
<u>ADMINISTRATION DIVISION</u>							
2367	Principal Admin. Analyst	1	1.00	1	1.00	\$48,852	\$50,208
2302	Administrative Assistant III	1	1.00	1	1.00	42,648	45,300
2413	Analyst III	3	3.00	3	3.00	127,656	134,064
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
2303	Administrative Assistant II	1	1.00	1	1.00	36,060	38,568
2304	Admin. Assistant I	1	1.00	1	1.00	29,460	32,832
3008	Senior Word Processor Operator	1	1.00	1	1.00	22,740	23,688
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
3009	Word Processor Operator	1	1.00	1	1.00	21,144	21,696
3074	Senior Mail Clerk Driver	1	1.00	1	1.00	23,148	24,120
3039	Mail Clerk Driver	5	4.00	5	4.00	76,320	84,192
	Subtotal	17	16.00	17	16.00	\$487,212	\$517,848
<u>ACCOUNTS PAYABLE DIVISION</u>							
2413	Analyst III	1	1.00	0	0.00	\$42,552	\$0
2610	Buyer II	1	1.00	0	0.00	26,484	0
2745	Supervising Clerk	1	1.00	0	0.00	24,396	0
2403	Accounting Technician	1	1.00	0	0.00	22,008	0
3050	Offset Equipment Operator	1	1.00	0	0.00	21,984	0
2510	Senior Account Clerk	2	2.00	0	0.00	44,040	0
2700	Intermediate Clerk Typist	1	1.00	0	0.00	18,648	0
2493	Intermediate Account Clerk	3	3.00	0	0.00	54,036	0
2662	Pharmacy Storekeeper	1	1.00	0	0.00	22,968	0
2664	Pharmacy Stock Clerk	3	3.00	0	0.00	57,744	0
	Subtotal	15	15.00	0	0.00	\$334,860	\$0
<u>SUPPLY CENTER</u>							
2662	Pharmacy Storekeeper	0	0.00	1	1.00	\$0	\$24,300
2664	Pharmacy Stock Clerk	0	0.00	4	4.00	0	81,888
2493	Intermediate Account Clerk	0	0.00	2	2.00	0	38,616
2610	Buyer II	0	0.00	1	1.00	0	33,216
2403	Accounting Technician	0	0.00	1	1.00	0	25,908
2510	Senior Account Clerk	0	0.00	1	1.00	0	22,884
3050	Offset Equipment Operator	0	0.00	1	1.00	0	23,496
	Subtotal	0	0.00	11	11.00	\$0	\$250,308
<u>EDP DIVISION</u>							
2472	EDP Operations Manager	0	0.00	1	1.00	\$0	\$62,220
2499	Principal Systems Analyst	1	1.00	1	1.00	55,932	59,184
2525	Senior Systems Analyst	1	1.00	1	1.00	51,936	54,960
2427	Associate Systems Analyst	4	4.00	4	4.00	171,504	192,048
2522	Software Programmer II	1	1.00	0	0.00	40,728	0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2426	Assistant Systems Analyst	1	1.00	1	1.00	36,180	40,620
2423	Dept. Systems Programmer	0	0.00	1	1.00	0	38,160
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	29,016	31,668
3020	Computer Operator	1	1.00	1	1.00	20,340	22,104
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,648	19,428
	Subtotal	11	11.00	12	12.00	\$424,284	\$520,392

FISCAL DIVISION

2536	Health Svcs Finance Officer	1	1.00	1	1.00	\$54,540	\$57,708
2505	Senior Accountant	7	7.00	7	7.00	280,728	312,060
2425	Associate Accountant	11	11.00	11	11.00	356,004	397,056
2405	Assistant Accountant	2	1.00	2	1.00	29,964	27,468
2500	Junior Accountant	1	1.00	1	1.00	24,768	26,412
2403	Accounting Technician	2	2.00	2	2.00	44,016	51,816
2730	Senior Clerk	1	1.00	0	0.00	21,996	0
2510	Senior Account Clerk	3	3.00	5	5.00	66,060	114,420
2430	Cashier	6	6.00	6	6.00	120,816	128,448
2756	Admin. Secretary I	1	1.00	1	1.00	19,284	20,664
2760	Stenographer	1	0.00	1	0.00	0	0
2700	Intermediate Clerk Typist	3	2.00	4	3.00	37,296	58,284
2493	Intermediate Account Clerk	6	5.00	7	6.00	90,060	115,848
2413	Analyst III	0	0.00	1	1.00	0	44,688
2745	Supervising Clerk	0	0.00	1	1.00	0	26,976
	Subtotal	45	41.00	50	46.00	\$1,145,532	\$1,381,848

PERSONNEL DIVISION

2312	Dept Personnel & Training Admn.	1	1.00	1	1.00	\$54,540	\$57,708
2328	Dept Personnel Officer II	2	2.00	3	3.00	84,000	130,392
2330	Dept Personnel Officer I	1	1.00	1	1.00	39,708	42,012
2356	Video Production Coordinator	1	1.00	1	1.00	36,324	38,436
2359	Audio-Visual Specialist	1	1.00	1	1.00	29,748	32,268
2320	Personnel Aide	2	2.00	2	2.00	52,176	55,464
2745	Supervising Clerk	1	1.00	1	1.00	24,396	26,976
2511	Senior Payroll Clerk	5	5.00	5	5.00	115,620	124,380
2761	Group Secretary	1	1.00	1	1.00	24,612	24,876
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
2494	Payroll Clerk	6	6.00	6	6.00	124,704	121,968
2700	Intermediate Clerk Typist	2	1.00	2	1.00	18,648	19,428
	Subtotal	24	23.00	25	24.00	\$626,472	\$696,924

DHS PHARMACY

4245	Chief Pharmacist	1	1.00	1	1.00	\$55,116	\$58,320
4250	Pharmacist	5	5.00	6	6.00	249,120	315,936
4260	Pharmacy Technician	1	1.00	2	2.00	26,952	54,336
2757	Administrative Secretary II	0	0.00	1	1.00	0	24,336
4255	Pharmacist Assistant	6	6.00	6	6.00	126,072	136,800
7516	Delivery Vehicle Driver	1	1.00	1	1.00	20,340	22,260
2700	Intermediate Clerk Typist	0	0.00	1	1.00	0	19,428
	Subtotal	14	14.00	18	18.00	\$477,600	\$631,416
9999	Extra Help	0	1.02	0	1.19	7,418	14,918
	Subtotal		1.02		1.19	\$7,418	\$14,918
	Total	131	126.02	138	133.19	\$3,698,030	\$4,220,396

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
	Salary Adjustments:					\$115,204	\$67,514
	Premium/Overtime Pay:					25,200	25,200
	Employee Benefits:					1,106,736	1,348,223
	Salary Savings:					(61,785)	(66,769)
	Total Adjustments					\$1,185,355	\$1,374,168
	Program Totals	131	126.02	138	133.19	\$4,883,385	\$5,594,564

PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92198

ORGANIZATION #: 6000

MANAGER: J. William Cox, M.D., Ph.D.

REFERENCE: 1991-92 Proposed Budget - Pg. 16-40

AUTHORITY: The Department of Health Services was created by Article XV of the California Administrative Code which provides for preparation of budgets, supervision of expenditures, and coordination of various health activities including but not limited to Public Health Services, Physical Health Services, including Edgemoor Geriatric Hospital, Mental Health Services, Alcohol, Drug, Environmental Health and Medical and Nursing Services.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,548,063	\$1,861,556	\$1,887,493	\$2,128,846	\$2,337,245	9.8
Services & Supplies	410,948	419,967	414,820	296,194	251,119	(15.2)
Other Charges	20,433	16,457	15,788	14,820	14,820	0.0
Fixed Assets	11,701	10,253	24,978	0	3,500	100.0
TOTAL DIRECT COST	\$1,991,145	\$2,308,233	\$2,343,079	\$2,439,860	\$2,606,684	6.8
PROGRAM REVENUE	(1,792,030)	(1,934,581)	(1,766,088)	(1,880,587)	(2,121,268)	12.8
NET GENERAL FUND CONTRIBUTION	\$199,115	\$373,652	\$576,991	\$559,273	\$485,416	(13.2)
STAFF YEARS	33.08	29.38	36.25	32.92	34.42	4.6

PROGRAM DESCRIPTION

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

Department Administration provides direction and management to all programs within the Department. The program is comprised of activities including the Director's Office, the Office of AIDS Coordination, and the Deputy Directors of Public Health, Planning, Policy and Development, Physical Health Services and Alcohol & Drug Services. The Deputy Directors oversee the overall activities of their individual programs.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actual Costs of Department Administration is slightly above budget. Services and Supplies exceed budget consistent with prior year actual costs, as appropriations have not been allocated consistent with the cost of this program. \$24,978 in fixed assets are prior year expenditures.

1991-92 OBJECTIVES

1. To provide direction to the Department and the 19 direct service programs as required by mandate and program requirements.
2. For each Deputy Director to continue to oversee the overall activities of their individual programs.
3. To formulate long-range direction and solutions on key issues.
4. To develop key issue strategies and strategic plans in a crisis mode.
5. Coordinate department positions and actions on legislation, resource allocation, new directions and contracts.

1991-92 SUB PROGRAM ACTIVITIES

The Department of Health Services is responsible for improving the health of the residents of San Diego County by carrying out statutes and regulations of the Federal and State governments as well as ordinances and policies of the Board of Supervisors that relate to health care. This is accomplished through the administration, implementation, coordination, and evaluation of direct service programs, or programs contracted out to community agencies.

Salaries, benefits and staff years increase due to salary and step increases. Services and Supplies are less than FY 1990-91 due to mid-year transfers in Physical Health Services. Fixed assets are included for equipment in Physical Health Services Administration.

The activities of this program are summarized as follows:

1. Director's Office (6.42 SY; E = \$531,085; R = \$446,123) is:
 - o Mandated/Discretionary Service Level.
 - o Providing overall department direction and general management, liaison with the Board of Supervisors, Health Services Advisory Board, and the various State and Federal Health agencies.
 - o Offset by 78% program revenue.
 - o Established by County Administrative Code, Article XV, Section 231.
2. Office of AIDS Coordination (1.00 SY; E = \$73,959; R = \$0) is:
 - o Discretionary/Discretionary Service Level.
 - o Continuing to include the position of Chief of AIDS Coordination fully funded by the Department of Health Services to head this office (11/24/87, M.O. #18). The balance of the positions which staff this office are shown in the Community Disease Control Program along with the funding from the Federal Health Resources and Services Administration (HRSA).
 - o An AIDS Service Demonstration Grant providing coordination and documentation of AIDS-related services; resource and development and grant writing assistance; legislative analysis; case management services; and, contract-provided medical, dental, counseling and support services.
3. Physical Health General Administration (14.00 SY; E = \$1,013,584; R = \$841,275) is:
 - o Mandated/Discretionary Service Level.
 - o Administering the medical and nursing services at County Correctional Facilities, Edgemoor Geriatric Hospital, the operating agreement with University Hospital, County Medical Services, Emergency Medical, Immigration Health and Primary Care Services.
 - o Offset by 78% program revenue.

- o Includes the new position of Administrative Services Manager III, the transfer of EDP Operations Manager to Support Services, and the transfer of 1.50 SY Administrative Secretary II from the County Medical Services Program.
4. Public Health General Administration (5.00 SY; E = \$406,562; R = \$337,446) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for the overall direction of public health programs and for enforcing the health and sanitary laws of the County.
 - o Offset by 78% program revenue.
5. Planning, Policy and Development (6.00 SY; E = \$384,578; R = \$319,200) is:
- o Discretionary/Discretionary Service Level.
 - o Responsible for the Department's strategic planning to develop long-term solutions; coordination of the department's direction and system/organization development; and oversight on special projects of the Director's office.
 - o Offset by 78% program revenue.
6. Alcohol & Drug Services (2.00 SY; E = \$196,916; R = \$177,224) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for meeting the expressed interest and intent of the Board of Supervisors and the State legislature to increase the linkages and provide greater administrative and operational relationships between Alcohol and Drug Services.
 - o Offset by 90% program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
OTHER:				
Charges	\$436,974	\$503,971	\$582,462	\$78,491
Subventions	608,177	539,390	512,748	(26,642)
AB-8	201,103	191,151	179,231	(11,920)
Medically Indigent Services Program	180,279	217,222	272,725	55,503
AB75 Tobacco Tax	136,342	208,525	307,653	99,128
Other Revenue	201,479	217,362	263,600	46,238
Reallocation	1,734	2,966	2,849	(117)
Sub-Total	\$1,766,088	\$1,880,587	\$2,121,268	\$240,681
Total	\$1,766,088	\$1,880,587	\$2,121,268	\$240,681

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$576,991	\$559,273	\$485,416	\$(73,857)
Sub-Total	\$576,991	\$559,273	\$485,416	\$(73,857)
Total	\$576,991	\$559,273	\$485,416	\$(73,857)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Department Administration is funded through direct program revenue. FY 1991-92 revenue has increased from FY 1990-91 budget proportionate to the increase in this program's direct cost.

FIXED ASSETS

Item	Quantity	Unit	Cost
WORKSTATIONS	2	UNIT	\$1,000
DESKS	5	UNIT	2,500
Total			\$3,500

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>DHS GENERAL ADMINISTRATION - DIRECTOR'S OFFICE</u>							
2126	Director, Health Services	1	1.00	1	1.00	\$105,600	\$132,408
2270	Asst. Director, Health Svcs.	1	1.00	1	1.00	82,560	88,680
2414	Analyst IV	1	1.00	1	1.00	49,488	52,356
2324	Dept. Public Affairs Officer	1	1.00	1	1.00	42,768	45,252
2759	Administrative Secretary IV	1	1.00	1	1.00	31,428	33,252
2758	Administrative Secretary III	1	1.00	1	1.00	27,612	30,036
	Sub-Total	6	6.00	6	6.00	\$339,456	\$381,984
<u>DHS OFFICE OF AIDS COORDINATION</u>							
0970	Chief, Office of AIDS Coord.	1	1.00	1	1.00	\$53,436	\$57,120
	Sub-Total	1	1.00	1	1.00	\$53,436	\$57,120
<u>DHS PHYSICAL HEALTH SERVICES GENERAL ADMINISTRATION</u>							
2130	Medical Director, Health Svcs.	1	1.00	1	1.00	\$81,072	\$104,796
2223	Dep. Dir. Phys. Hlth. Svcs.	1	1.00	1	1.00	82,284	92,280
2472	EDP Operations Manager	1	1.00	0	0.00	55,872	0
2370	Administrative Svcs. Mgr. III	0	0.00	1	1.00	0	57,144
0305	Asst Dep Dir, Physical Hlth Svcs	2	2.00	2	2.00	109,440	113,544
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	51,708	54,960
2410	Legislative Analyst	1	1.00	1	1.00	43,812	46,356
2413	Analyst III	1	1.00	1	1.00	42,552	44,688
2505	Senior Accountant	1	1.00	1	1.00	40,104	44,580
2412	Analyst II	1	1.00	1	1.00	37,188	40,164
2758	Administrative Secretary III	1	1.00	1	1.00	27,612	30,036
2757	Admin. Secretary II	1	0.50	2	2.00	11,484	48,672
2730	Senior Clerk	1	1.00	1	1.00	21,996	23,016
	Sub-Total	13	12.50	14	14.00	\$605,124	\$700,236
<u>DHS PLANNING, POLICY AND DEVELOPMENT</u>							
2227	Dep Dir, Plng/Policy/Develop.	1	1.00	1	1.00	\$65,496	\$69,430
2414	Analyst IV	1	1.00	1	1.00	49,488	52,356
2367	Principal Admin. Analyst	1	1.00	1	1.00	48,852	50,208
2622	Procurement Contracting Officer	0	0.00	1	1.00	0	41,292
2412	Analyst II	1	1.00	0	0.00	37,188	0
2758	Admin. Secretary III	1	1.00	1	1.00	27,612	30,036
2761	Group Secretary	0	0.00	1	1.00	0	24,876
2730	Senior Clerk	1	1.00	0	0.00	21,996	0
	Sub-Total	6	6.00	6	6.00	\$250,632	\$268,198
<u>DHS PUBLIC HEALTH GENERAL ADMINISTRATION</u>							
2221	Dep Dir, Public Health Svcs	1	1.00	1	1.00	\$99,924	\$112,068
0951	Asst Dep Dir, Public Hlth Svcs	1	1.00	1	1.00	64,452	70,188
2305	Chief, Administrative Svcs (T)	1	1.00	1	1.00	49,956	52,356
2304	Administrative Assistant I	1	1.00	1	1.00	29,460	32,832
2758	Administrative Secretary III	1	1.00	1	1.00	27,612	30,036
	Sub-Total	5	5.00	5	5.00	\$271,404	\$297,480

STAFFING SCHEDULE

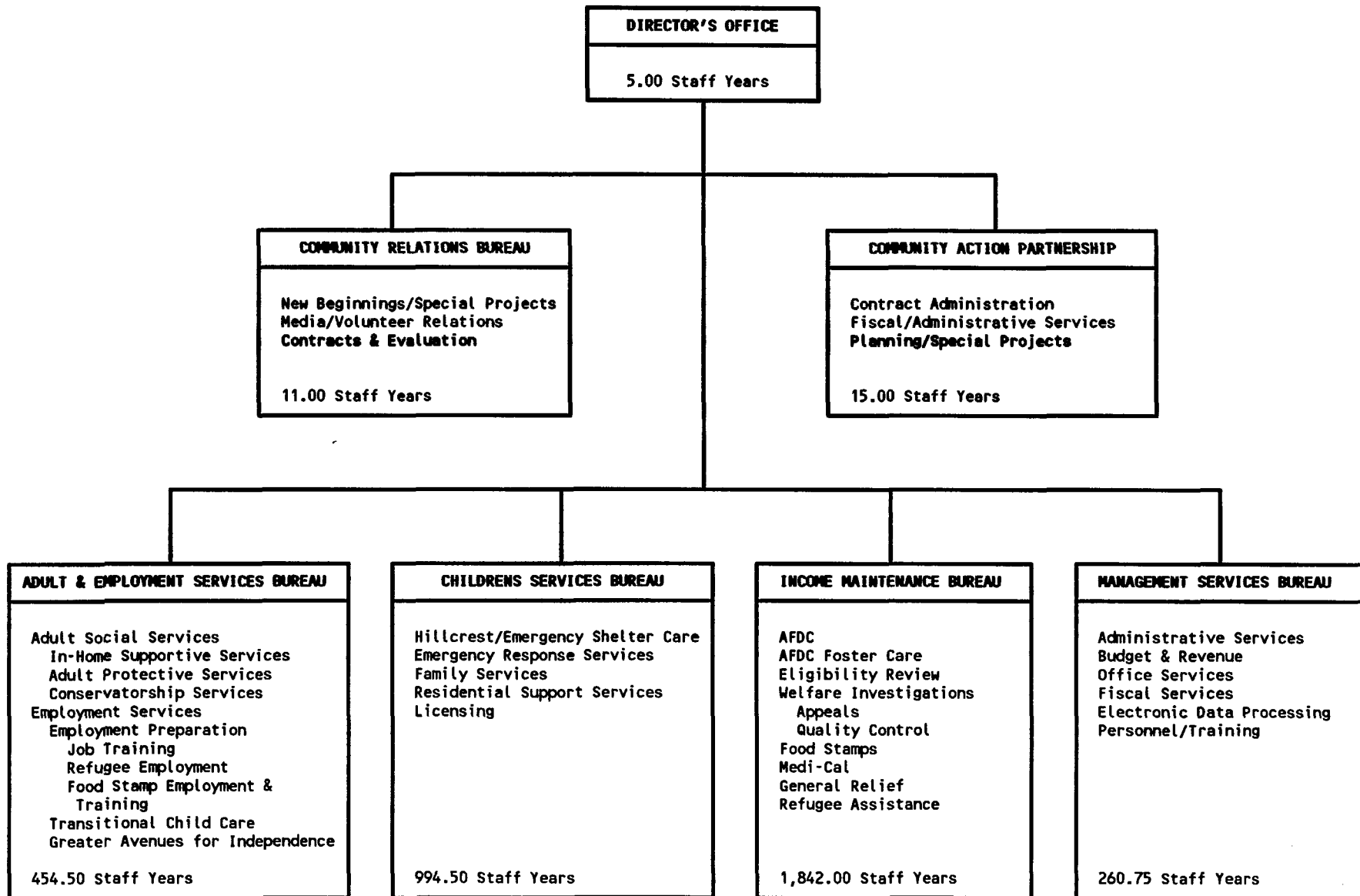
Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
DHS ALCOHOL & DRUG ABUSE SERVICES							
2222	Dep Dir Alcohol & Drug Svcs	1	1.00	1	1.00	\$64,452	\$63,170
2758	Administrative Secretary III	1	1.00	1	1.00	27,612	30,036
	Sub-Total	2	2.00	2	2.00	\$92,064	\$93,206
9999	Extra Help	0	0.42	0	0.42	\$6,847	\$6,847
	Sub-Total		0.42		0.42	\$6,847	\$6,847
Total		33	32.92	34	34.42	\$1,618,963	\$1,805,071
Salary Adjustments:						\$54,847	\$(23,793)
Premium/Overtime Pay:						7,200	7,200
Employee Benefits:						474,315	577,810
Salary Savings:						(26,479)	(29,043)
Total Adjustments						\$509,883	\$532,174
Program Totals		33	32.92	34	34.42	\$2,128,846	\$2,337,245

DEPARTMENT OF SOCIAL SERVICES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Adult Social Services	\$12,472,536	\$12,417,402	\$14,642,820	\$13,905,794	\$16,072,735	\$2,166,941	15.6
Employment Services	21,568,354	24,960,924	22,566,453	27,904,684	20,122,013	(7,782,671)	(27.9)
Childrens Svcs Bureau	34,734,748	41,267,793	44,256,188	45,887,008	49,953,923	4,066,915	8.9
Community Action Ptnrshp	6,592,108	7,048,531	7,129,777	7,601,966	7,064,733	(537,233)	(7.1)
Income Maintenance Bureau							
Aid to Families with Dependent Children	328,449,345	366,149,912	419,010,789	385,913,601	470,183,600	84,269,999	21.8
Aid to Families with Dependent Children- Foster Care	53,322,707	66,985,930	77,006,165	70,861,693	80,429,836	9,568,143	13.5
Eligibility Review	3,225,920	3,160,390	3,403,226	3,553,949	3,860,834	306,885	8.6
Food Stamp Admin	4,221,856	14,959,572	78,784,564	61,909,289	112,484,545	50,575,256	81.7
General Relief	18,117,629	18,422,631	25,988,936	22,029,007	28,986,456	6,957,449	31.6
Medi-Cal	8,382,660	11,217,088	14,993,661	16,176,969	18,570,103	2,393,134	14.8
Refugee Assistance	6,147,145	4,720,669	2,682,998	6,173,003	1,925,639	(4,247,364)	(68.8)
Management Svcs Bureau	8,860,498	9,800,450	10,504,288	10,188,227	10,740,646	552,419	5.4
Department Admin	1,102,882	1,304,387	1,261,363	1,161,290	1,385,215	223,925	19.3
TOTAL DIRECT COST	\$507,198,388	\$582,415,679	\$722,231,228	\$673,266,480	\$821,780,278	\$148,513,798	22.1
PROGRAM REVENUE	(458,534,356)	(530,593,158)	(663,517,265)	(611,695,027)	(754,559,464)	(142,864,437)	23.4
NET GENERAL FUND COST	\$48,664,032	\$51,822,521	\$58,713,963	\$61,571,453	\$67,220,814	\$5,649,361	9.2
STAFF YEARS	3,020.75	3,313.25	3,384.00	3,495.50	3,582.75	87.25	2.5

DEPARTMENT OF SOCIAL SERVICES
 (Headquarters Location: James R. Mills Building, 1255 Imperial Avenue)

FY 1991-92 FINAL PROGRAM BUDGET



PROGRAM #: 27004
MANAGER: T. SCHMENDORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-11

AUTHORITY: "The administration of public social services" is "a county function and responsibility, and therefore rests upon the boards of supervisors in the respective counties pursuant to the applicable laws and . . . subject to the regulations of the [State] Department [of Social Services] and the State Department of Health services." (Welfare and Institutions Code, Section 10800) Adult social services are "to assist aged, blind or disabled persons . . . [to achieve] self-care, economic independence, or personal well being," (W&I Code, Section 12250) and include "in-home supportive services, information and referral services, protective services . . . as such services are defined" by the State Department of Social Services (W&I Code, Section 12251). The In-Home Supportive Services (IHSS) program is regulated by W&I Code, Section 12300 et seq.; the Adult Protective Services (APS) program, by W&I Code Sections 15750 et seq., 15620, and 15630 et seq.; and the Conservatorship function, by W&I Code Section 5350 et seq. and 5600 et seq. Transitional Child Care was established by the Federal Family Support Act of 1988 (P.L. 100-145) and California Legislation AB1706 implements this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,252,762	\$6,740,991	\$7,468,968	\$7,094,964	\$7,298,550	2.9
Services & Supplies	724,351	675,356	860,986	747,710	767,065	2.6
IHSS Contract	5,472,399	4,986,659	6,312,866	6,063,120	8,007,120	32.1
Fixed Assets	23,024	14,396	0	0	0	0.0
TOTAL DIRECT COST	\$12,472,536	\$12,417,402	\$14,642,820	\$13,905,794	\$16,072,735	15.6
PROGRAM REVENUE	(7,857,159)	(8,406,617)	(9,575,582)	(9,166,986)	(12,012,371)	31.0
NET GENERAL FUND CONTRIBUTION	\$4,615,377	\$4,010,785	\$5,067,238	\$4,738,808	\$4,060,364	(14.3)
STAFF YEARS	189.00	193.50	200.00	192.00	183.00	(4.7)

PROGRAM DESCRIPTION

The In-Home Supportive Services (IHSS) Program helps aged and disabled persons, who meet eligibility criteria established by State regulation, remain safely in their own homes. Clients are provided with domestic, meal, and personal services. Domestic services include cleaning, washing, shopping and vacuuming. Meal services include food preparation, serving, and clean-up of meals. Personal services include assistance with dressing, bathing, walking, getting into and out of bed, and using the bathroom. Two delivery systems are used to provide these services. The individual provider system uses individuals hired by the clients and the contract system uses homemakers hired by a private agency under contract to the County. Individual providers receive payments directly from the State. Contract homemakers receive payment from the contract agency's payroll system.

Social workers provide case management services for all cases, whether individual or contract. Case management includes eligibility determination, assessment of needs, maintenance of records, authorizing payment of services, and assisting clients in obtaining other services as required.

The In-Home Supportive Services (IHSS) Contract Program consists of a contract with a private agency to provide direct homemaker services through trained and supervised providers. The current contractor is Wright Marketing, DBA National Homecare Systems, Inc. The current contract period is March 1, 1991 through February 28, 1993, providing a maximum of 792,000 hours of service per year. The County staff assigned to this program monitor the contract through random field reviews, monthly claim audits, client surveys, follow-up on client complaints, and regular reviews of contractor records.

The Adult Protective Services (APS) Program assists adults who are neglected, exploited or in circumstances which may endanger their health and safety. Social workers assess need for services, provide short-term problem solving, assist in finding appropriate out-of-home living arrangements, and arrange for other services such as financial aid, medical help, transportation, and homemaker assistance. The objective of this program is to remove or alleviate abuse and danger as quickly as possible, then link the adult to other resources to meet any ongoing needs for counseling, supervision and supportive services.

The Conservatorship Program provides case management services to those whom the Superior Court has found to be gravely disabled and a danger to themselves or others. Social workers develop a treatment plan and arrange for basic needs such as food, clothing, shelter and medical care when necessary. A primary objective of the program is to move conservatees into less restrictive and less costly facilities as their mental health and ability to function independently improves.

This program does not deal with estates or property, only with the care of the person. It is funded by a mix of County, Short-Doyle, and Medicaid funds through an interdepartmental agreement with the county Department of Health Services.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and benefits are higher than budget due to the mid-year addition of a Mental Health Program Manager and four Protective Services Workers for Conservatorship, and the cost of negotiated salary increases.

Services and supplies have been redistributed to approximate the State claiming process. Services and supplies have been reallocated to all programs based on a percentage of staff years to total department.

IHSS Contract expenditures are higher than budget due to the mid-year renegotiation of the contract at increased hours and a higher rate.

1991-92 OBJECTIVES

1. To make initial contact within seven days, on In-Home Supportive Services referrals, at least 95% of the time.
2. To make initial contact within five days, on Adult Protective Services referrals, at least 75% of the time.
3. To make initial contact within 24 days upon assignment of a case to Conservatorship, at least 90% of the time.
4. To ensure provision of In-Home Supportive Services to 14,156 eligible blind, aged, or disabled adults so they can safely remain in their own homes.
5. To terminate Conservatorship on a minimum of 12 persons each month for whom treatment services have been successful.
6. To move 15 Conservatees per month from locked treatment facilities to open community settings.
7. To ensure a high level of client satisfaction with contract IHSS services as measured by complaints received from not more than 5% of clients served.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Adult Social Services Administration (2.00 SY; E = \$116,781; R = \$86,249) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for operating Adult Services programs with expenditures of \$16,072,735 and for managing 183 staff years.
2. In-Home Supportive Services (IHSS) Case Management, & Program Operations (101.00 SY; E = \$4,202,429; R = \$3,103,755) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing case management services for all clients, for maintaining records, and authorizing payments.
 - o Projecting an increased caseload. The total individual provider and contract monthly average caseload is expected to increase to 14,156 cases from the 13,214 1990-91 actual cases.
 - o Reduced by 2.00 SY Social Worker III and 1.00 SY Senior Clerk to reduce net County cost.
3. In-Home Supportive Services (IHSS) Contract Management Staff (8.00 SY; E = \$371,644; R = \$274,483) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for monitoring the IHSS contract providing 792,000 hours of service to IHSS recipients this fiscal year.

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4. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments (0.00 SY; E = \$8,007,120; R = \$6,195,872) is:
- o Mandated/Mandated Service Level.
 - o Providing 792,000 hours of service this fiscal year to IHSS recipients by contracted homemakers and an estimated 13,326,827 hours of service to IHSS recipients through independent providers.
 - o Providing contracted services for a total cost of \$8,007,120.
 - o Budgeting for a County match of \$1,811,248, the base fixed by State law as a maximum for 1988-89 and future years. This includes matching funds required for independent provider expenditures which are paid directly by the State through the State's computerized payroll system.
5. Adult Protective Services (APS) (21.00 SY; E = \$988,590; R = \$752,715) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing services such as crisis intervention, case management, and counseling for neglected, exploited, or abused adults.
 - o Reduced by 8.00 SY Protective Services Workers and 3.00 SY Social Worker I to reduce net County cost.
6. Conservatorship Services (51.00 SY; E = \$2,386,171; R = \$1,599,297) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible, under agreement with the San Diego County Department of Health Services, for providing case management to adults whom the Superior Court has found to be gravely disabled and a danger to themselves or others.
 - o Increased 1.00 SY Mental Health Program Manager and 4.00 SY Protective Services Workers as approved by the Board on September 18, 1990 (35).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANT:				
County Services Block Grant (CSBG) (25% match required)	\$4,514,212	\$3,872,945	\$4,345,576	\$472,631
Short-Doyle (10% match required)	1,004,002	1,001,503	986,790	(14,713)
In-Home Supportive Services (IHSS) (match required)	3,788,916	4,251,872	6,195,872	1,944,000
Non-Medical Out-of-Home Care	21,859	24,222	23,866	(356)
Health Resource & Service Admin. Admin. Grant (HRSA)	93,488	16,444	62,502	46,058
Conservatorship Medicaid	153,105	0	397,765	397,765
Sub-Total	\$9,575,582	\$9,166,986	\$12,012,371	\$2,845,385
Total	\$9,575,582	\$9,166,986	\$12,012,371	\$2,845,385

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
County Services Block Grant (CSBG)	\$1,504,737	\$1,290,982	\$1,427,135	\$136,153
Short-Doyle	111,556	111,278	108,176	(3,102)
In-Home Supportive Services (IHSS)	1,811,172	1,811,248	1,811,248	0
Sub-Total	\$3,427,465	\$3,213,508	\$3,346,559	\$133,051
GENERAL FUND SUPPORT COSTS:				
County Services Block Grant Shortfall	\$0	\$141,369	\$105,630	\$(35,739)
Unfunded Short-Doyle Expenditures	1,639,773	1,005,940	608,175	(397,765)
Unfunded Salary Increases	0	377,991	0	(377,991)
Sub-Total	\$1,639,773	\$1,525,300	\$713,805	\$(811,495)
Total	\$5,067,238	\$4,738,808	\$4,060,364	\$(678,444)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Conservatorship Services were reorganized mid-year [September 18, 1990 (35)] to permit claiming of Federal Medicaid revenue.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD (monthly)</u>					
IHSS individual provider cases	8,544	9,657	11,086	10,871	12,267
IHSS cases served by contract	1,991	2,165	2,128	2,220	1,889
IHSS total cases	10,535	11,822	13,214	13,091	14,156
Adults provided protective services	1,338	1,690	1,566	1,814	898
Adults provided conservatorship services	1,642	1,693	1,759	1,749	1,840
Total AIDS cases included in IHSS, APS, Conservatorship	N/A	352	358	390	300
<u>EFFICIENCY</u>					
IHSS total cases per Social Worker	207	232	267	257	295
Adult Protective cases per Social Worker	64	77	71	82	81
Conservatorship Cases per Social Worker	59	60	55	62	58
<u>EFFECTIVENESS</u>					
To make initial contact within 7 days of IHSS referral	95%	95%	95%	95%	95%
To make initial contact within 5 days of APS referral	80%	80%	94%	75%	75%
To make initial contact within 5 days, upon assignment of a case to Conservatorship	90%	90%	100%	90%	N/A
To make initial contact within 24 hours upon assignment of a case to Conservatorship	N/A	N/A	N/A	N/A	90%

DISCUSSION:

Total IHSS cases increased 11.8% between FY 89-90 and 90-91. IHSS cases per Social Worker increased 15.1% over the 1989-90 levels as staff attempted to serve the demand without additional staff.

The number of adults provided protective services will be reduced in FY 91-92 due to staff reductions required to reduce County costs.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>Adult Social Services Administration</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$55,912	\$56,342
2757	Admin Sec II	1	1.00	1	1.00	24,042	25,572
	Sub-Total	2	2.00	2	2.00	\$79,954	\$81,914
<u>In-Home Supportive Services Case Mgmt</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$43,807	\$46,108
5244	Program Specialist	1	1.00	1	1.00	36,643	41,333
5270	Social Work Supv	6	6.00	6	6.00	218,730	230,136
5260	Social Worker III	51	51.00	49	49.00	1,563,068	1,604,944
5222	Eligibility Supv	1	1.00	1	1.00	29,138	30,085
5221	Eligibility Technician	5	5.00	5	5.00	117,325	118,827
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2730	Senior Clerk	5	5.00	4	4.00	110,028	92,343
4911	Soc Svcs Aide II	1	1.00	1	1.00	19,474	19,808
2493	Intermediate Acct Clerk	4	4.00	4	4.00	72,544	75,155
2700	Intermediate Clerk Typist	28	28.00	28	28.00	549,284	562,997
	Sub-Total	104	104.00	101	101.00	\$2,786,394	\$2,849,623
<u>In-Home Supportive Services Contract Mgt</u>							
5287	Soc Svcs Admin I	1	1.00	1	1.00	\$41,685	\$44,099
2412	Analyst II	3	3.00	3	3.00	119,121	126,045
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2493	Inter Acct Clerk	1	1.00	1	1.00	17,579	18,090
2700	Intermediate Clerk Typist	2	2.00	2	2.00	36,799	41,508
	Sub-Total	8	8.00	8	8.00	\$238,249	\$253,774
<u>Adult Protective Services</u>							
5259	Protective Services Supv	3	3.00	3	3.00	\$125,490	\$131,968
5258	Sr Protective Svcs Worker	6	6.00	6	6.00	210,155	229,230
5257	Protective Services Worker	13	13.00	5	5.00	418,109	173,455
5235	Social Worker I	3	3.00	0	0.00	77,742	0
4911	Soc Svcs Aide II	3	3.00	3	3.00	55,518	57,687
2700	Intermediate Clerk Typist	4	4.00	4	4.00	74,806	80,841
	Sub-Total	32	32.00	21	21.00	\$961,820	\$673,181
<u>Conservatorship Services</u>							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$48,294	\$51,102
4108	Mental Health Program Mgr	0	0.00	1	1.00	0	47,610
5244	Program Specialist	1	1.00	1	1.00	39,707	42,015
5259	Protective Svcs Supervisor	4	4.00	4	4.00	167,320	176,160
5258	Sr Protective Svcs Worker	4	4.00	4	4.00	145,424	152,820
5257	Protective Services Worker	24	24.00	28	28.00	788,440	960,575
4911	Soc Svcs Aide II	6	6.00	6	6.00	109,219	114,043
2903	Legal Procedures Clk I	2	2.00	2	2.00	41,594	42,832
2700	Intermediate Clerk Typist	4	4.00	4	4.00	77,327	82,035
	Sub-Total	46	46.00	51	51.00	\$1,417,325	\$1,669,192
	Total	192	192.00	183	183.00	\$5,483,742	\$5,527,684

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
	Salary Adjustments:					\$0	\$(39)
	Bilingual Pay:					16,840	16,840
	Premium/Overtime Pay:					3,985	3,985
	Employee Benefits:					1,735,192	1,947,330
	Salary Savings:					(144,795)	(197,250)
	Total Adjustments					\$1,611,222	\$1,770,866
	Program Totals	192	192.00	183	183.00	\$7,094,964	\$7,298,550

PROGRAM: EMPLOYMENT SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27008
MANAGER: T. SCHMENDORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-12

AUTHORITY: This program implements the Board of Supervisors' policy of reducing welfare dependency by providing employment to welfare recipients, under the auspices of the Social Security Act (42 USC 630 et seq.), the Job Training Partnership Act (29 USC 1501 et seq.), the Refugee Act (8 USC 1521 et seq.), the Food Security Act (7 CFR 237.7), and the Board of Supervisors' action to implement an expanded workfare program, 6/24/82 (10). The Greater Avenues for Independence (GAIN) program is mandated by the Welfare and Institutions Code, Section 11320 et seq.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,234,039	\$10,392,035	\$10,624,900	\$11,426,143	\$10,630,887	(7.0)
Services & Supplies	1,929,672	2,069,611	1,370,089	2,248,605	1,125,448	(49.9)
Contracts	6,215,470	5,530,223	3,954,827	4,372,467	3,034,053	(30.6)
Other Charges	4,184,773	6,894,941	6,616,637	9,857,469	5,331,625	(45.9)
Fixed Assets	4,400	74,114	0	0	0	0.0
TOTAL DIRECT COST	\$21,568,354	\$24,960,924	\$22,566,453	\$27,904,684	\$20,122,013	(27.9)
PROGRAM REVENUE	(20,812,049)	(24,608,542)	(21,887,906)	(26,593,747)	(19,757,391)	(25.7)
NET GENERAL FUND CONTRIBUTION	\$756,305	\$352,382	\$678,547	\$1,310,937	\$364,622	(72.2)
STAFF YEARS	296.50	323.25	302.00	319.50	268.50	(16.0)

PROGRAM DESCRIPTION

Persons throughout the County seek public assistance for themselves and their families because they are unemployed or not self-sufficient. The Employment Services program seeks to reduce their dependency through promotion of employment as an alternative to public assistance.

In the Job Training program employment counseling and planning, pre-employment training, supervised job search, skills training, job development, and job placement services are provided to public assistance recipients.

In the Refugee Employment Services program, Federal refugee funds are used to assist refugees who need language skills and assistance in entering the labor market. This is achieved by means of contracted special community projects and by direct job development services.

The Food Stamp Employment and Training program (FSE&T) provides able-bodied Food Stamp, Refugee and AFDC recipients an opportunity to develop work skills and employment history as they work for their benefits in public and private non-profit agencies. For Food Stamp recipients who do not receive cash aid, a grant from the United States Department of Agriculture provides funding for job search and job club workshops where job finding and interview skills are taught.

The Greater Avenues for Independence Program (GAIN) is a State mandated program that serves Aid to Families with Dependent Children (AFDC) parents. In addition to direct employment and training components, this program also provides contract educational and child care services, assessment, and job search.

The Transitional Child Care Program is mandated by the Family Support Act of 1988 to provide child care funding for former AFDC recipients. The state allocates funds for child care payments and program administration.

1990-91 BUDGET TO ACTUAL COMPARISON

Positions were held open, and contracts reduced to maintain expenditures within available revenue.

Services and Supplies have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on a percentage of staff years to total department.

Actual participant benefits (other charges) were lower than anticipated in the new Transitional Child Care program.

1991-92 OBJECTIVES

1. To place 1,634 GAIN participants in unsubsidized employment during FY 91-92.
2. To develop and maintain sufficient training sites to accommodate 10,650 Work Experience clients assigned to job sites annually.
3. To realize an annual value equivalent of \$1,626,173 for hours worked by Work Experience participants.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Employment Preparation Division Administration (2.00 SY; E = \$122,775; R = \$122,775) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Providing the day-to-day administration of the following programs.
2. Job Training (8.00 SY; E = \$539,950; R = \$496,750) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Responsible for providing employment and training for public assistance recipients and for youth in foster care. Services include supervised job search, individual subsidized on-the-job training contracts with private employers and contracts for occupational skills training.
 - o Decreased by 2.00 SY Social Worker III due to reduced funding from the San Diego Consortium. An additional 1.00 SY Social Worker III is reclassified as an Eligibility Technician to better reflect the actual duties performed by that position.
 - o Prepared to enroll 183 clients during the year.
3. Refugee Employment Services (6.50 SY; E = \$300,644; R = \$300,644) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing comprehensive employment and training services to foster self-support and reduced welfare dependency. Services include English as a second language, on-the-job training, vocational training, communicable disease control and other social services aimed at reducing employment barriers encountered by refugees.
 - o Decreased by 3.00 SY Social Worker III and 1.00 SY Intermediate Clerk due to reduced funding.
 - o Prepared to serve 111 refugee clients during the year.
4. Refugee Employment Contract Management (2.00 SY; E = \$685,312; R = \$685,312) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for managing a series of contracts which provide employment and training services to hard-to-employ refugee cash aid recipients.
 - o Prepared to provide 2,242 client months of service through employment services contracts.

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5. Food Stamp Employment and Training (FSE&T) (45.00 SY; E = \$1,914,209; R = \$1,592,787) including support personnel is:
- o Mandated/Mandated Service Level.
 - o Responsible for providing Food Stamp recipients an opportunity to work for their benefits and obtain a work history while working for public and non-profit agencies, or to participate in workshops on job finding, interview techniques, and supervised job search efforts.
 - o Increased by 1.00 SY Social Worker Supervisor, 14.00 SY Social Worker III, and 3.00 SY Intermediate Clerk to meet increased workload of rising Food Stamp caseloads.
 - o Prepared to provide services to 22,547 clients during the year.
6. Greater Avenues for Independence (GAIN) (194.00 SY; E = \$14,680,604; R = \$14,680,604) including support personnel is:
- o Mandated/Mandated Service Level.
 - o Responsible for providing a comprehensive employment, training and education service program to Aid to Families with Dependent Children recipients.
 - o Decreased 64.25 SY (including decrease of 4.25 SY Social Worker Supervisor; 1.00 SY Analyst II; 35.00 SY Social Worker III; 3.00 SY Senior Clerk; 4.00 SY Intermediate Account Clerk; 1.00 SY Supervising Clerk; and 16.00 SY Intermediate Clerk) due to a Statewide decrease in GAIN funding.
 - o Prepared to register 9,816 clients during the year.
7. Transitional Child Care (TCC) (11.00 SY; E = \$1,878,519; R = \$1,878,519) including support personnel is:
- o Mandated/Mandated Service Level.
 - o Responsible for providing child care for up to 12 months for former AFDC recipients who have become employed.
 - o Increased 1.25 staff years including: 0.25 SY Program Specialist and 1.00 SY Intermediate Clerk.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Job Training (JTPA)	\$533,913	\$543,961	\$464,272	\$(79,689)
Refugee Employment Services (RES)	1,122,206	1,338,972	996,623	(342,349)
Refugee Social Services	60,832	52,634	62,519	9,885
Food Stamp Employment & Training (FSE&T) (match required)	982,797	782,818	1,013,389	230,571
Greater Avenues for Independence (GAIN)	18,243,163	18,804,032	15,395,146	(3,408,886)
Transitional Child Care Admin.	944,995	5,071,330	1,825,442	(3,245,888)
Sub-Total	\$21,887,906	\$26,593,747	\$19,757,391	\$(6,836,356)
Total	\$21,887,906	\$26,593,747	\$19,757,391	\$(6,836,356)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Food Stamp Employment & Training	631,182	361,681	321,422	(40,259)
Sub-Total	\$631,182	\$361,681	\$321,422	\$(40,259)
GENERAL FUND SUPPORT COSTS:				
GR Grant Diversion Project	47,365	43,200	43,200	0
Unfunded Costs	0	245,746	0	(245,746)
Unfunded Salary Increases	0	660,310	0	(660,310)
Sub-Total	\$47,365	\$949,256	\$43,200	\$(906,056)
Total	\$678,547	\$1,310,937	\$364,622	\$(946,315)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenues for Job Training, Refugee Employment Services, and GAIN are declining due to policies of the Federal and State governments, and the San Diego Consortium.

Additional Food Stamp Employment and Training revenue is available to meet the increased workload of rising Food Stamp caseloads.

Transitional Child Care revenue projections have been adjusted to reflect actual experience in this new program.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Savings achieved by holding positions vacant and reducing contracted services held FY 90-91 costs within available revenue.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
<u>Job Training Program</u>					
Clients enrolled (annual)	463	287	274	265	183
Jobs developed in private sector (annual)	1,639	2,428	1,569	903	900
<u>Refugee Employment Services (RES)</u>					
Clients served directly (annual)	192	197	134	120	111
<u>Work Experience (FSET & GAIN PREP)</u>					
Clients referred (unduplicated/annual)	17,707	16,392	22,603	18,968	22,547
Clients assigned (unduplicated/annual)	8,288	9,143	14,183	9,008	10,650
<u>Greater Avenues for Independence (GAIN)</u>					
Carryover participants	10,620	13,829	20,097	20,000	7,535
New participants registered (annual)	20,275	29,010	26,883	18,726	9,816
Total program participants served (annual)	30,895	42,839	46,980	38,726	17,351
Average participants served (monthly)	N/A	16,279	9,720	10,355	7,638
<u>Transitional Child Care</u>					
Eligibility determinations (monthly)	N/A	36	46	100	65
Cases Supervised (monthly)	N/A	85	264	480	312
Transitional Child Care Children (monthly)	N/A	78	402	720	468
<u>EFFICIENCY (Annual)</u>					
Clients per job training worker	51	41	56	44	61
Jobs developed per job training worker	182	347	321	151	300
Clients per refugee counselor	64	49	37	20	37
Clients referred per work experience worker	536	656	1,076	759	773
GAIN participants per social worker (annual)	N/A	297	367	303	187
GAIN average participants per case manager (monthly)	N/A	155	108	115	N/A
Transitional Child Care determinations per benefit analyst (monthly)	N/A	N/A	18	17	11
Transitional Child Care granted caseload (monthly) per benefit analyst	N/A	N/A	106	80	52

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>EFFECTIVENESS</u>					
Job Training clients employed	357	242	437	194	183
Refugee clients employed	64	74	43	95	40
Dollar value of work experience hours worked	\$1,674,364	\$1,530,561	\$1,280,453	\$1,714,898	\$1,626,173
Work experience hours worked	355,522	320,454	301,283	320,454	382,629
GAIN participants employed	6,566	7,929	6,716	6,000	1,634
GAIN Program AFDC savings	\$17.8M	\$22.2M	\$23.4M	\$16.8M	\$5.4M

DISCUSSION:**Greater Avenues for Independence (GAIN)**

Effective July 1, 1991, the State Department of Social Services revised the definition of GAIN participants. This, combined with staff reductions necessary due to decreased revenue, substantially reduces the projected GAIN performance indicators.

Job Training Program

Jobs developed in the private sector are expected to decrease 43% between 90-91 actual and 91-92 budget due to a decrease in staff and projected economic trends which may result in fewer available jobs.

Transitional Child Care

Performance indicators have been adjusted for this new Federal Program to reflect actual experience. This program started in April 1990.

Refugee Employment Services (RES)

The number of clients served is expected to decrease 42% between 90-91 actual and 91-92 budget due to a decrease in staff.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>Employment Preparation Division</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$54,221	\$57,974
2757	Admin Sec II	1	1.00	1	1.00	21,436	25,572
	Sub-Total	2	2.00	2	2.00	\$75,657	\$83,546
<u>Job Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$43,807	\$46,351
5270	SW Supervisor	1	1.00	1	1.00	36,455	38,356
5260	Social Worker III	6	6.00	3	3.00	180,522	99,168
5221	Eligibility Technician	0	0.00	1	1.00	0	19,298
2493	Intermediate Acct Clerk	1	1.00	1	1.00	20,091	20,885
2700	Intermediate Clerk	1	1.00	1	1.00	17,441	18,750
	Sub-Total	10	10.00	8	8.00	\$298,316	\$242,808
<u>Refugee Employment Services</u>							
2413	Analyst III	1	1.00	1	1.00	\$43,807	\$46,351
5270	SW Supervisor	1	.50	1	.50	17,909	19,032
5260	Social Worker III	6	6.00	3	3.00	178,269	95,654
2700	Intermediate Clerk	3	3.00	2	2.00	55,014	39,689
	Sub-Total	11	10.50	7	6.50	\$294,999	\$200,726
<u>Refugee Employment Contract Mgmt</u>							
2413	Analyst III	1	1.00	1	1.00	\$43,807	\$46,351
2700	Intermediate Clerk	1	1.00	1	1.00	19,962	20,754
	Sub-Total	2	2.00	2	2.00	\$63,769	\$67,105
<u>Food Stamp Employment & Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$43,807	\$46,351
5287	Soc Svcs Admin I	1	1.00	1	1.00	41,685	44,099
5244	Program Specialist	1	1.00	1	1.00	39,707	42,015
5270	Social Work Supervisor	3	2.00	3	3.00	65,115	106,934
5260	Social Worker III	17	17.00	31	31.00	491,110	928,732
2700	Intermediate Clerk	5	5.00	8	8.00	97,241	151,067
	Sub-Total	28	27.00	45	45.00	\$778,665	\$1,319,198
<u>GAIN Administration</u>							
0969	GAIN Coordinator	1	1.00	1	1.00	\$59,044	\$63,116
2757	Admin Sec II	1	1.00	1	1.00	23,003	23,922
	Sub-Total	2	2.00	2	2.00	\$82,047	\$87,038
<u>GAIN Support</u>							
5296	Soc Svcs Admin IV	1	1.00	1	1.00	\$53,248	\$56,342
5288	Soc Svcs Admin II	1	1.00	1	1.00	43,807	46,351
2413	Analyst III	2	2.00	3	3.00	87,614	132,354
5244	Program Specialist	2	2.00	2	2.00	76,831	84,030
2412	Analyst II	5	5.00	3	3.00	178,783	130,381
2757	Admin Sec II	1	1.00	1	1.00	23,004	23,922
2730	Senior Clerk	1	1.00	1	1.00	21,801	23,801
2700	Intermediate Clerk	5	5.00	4	4.00	93,300	80,071
	Sub-Total	18	18.00	16	16.00	\$578,388	\$577,252
<u>GAIN Operations</u>							
5296	Soc Svcs Admin IV	1	1.00	1	1.00	\$53,248	\$56,342
5287	Soc Svcs Admin I	6	6.00	6	6.00	249,436	264,594
5244	Program Specialist	2	2.00	2	2.00	76,831	84,030
5270	Soc Work Supv	18	17.25	13	13.00	628,150	498,628
5260	Soc Worker III	156	128.00	121	93.00	3,828,980	3,017,471
2757	Admin Sec II	1	1.00	1	1.00	23,003	23,921

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2745	Supervising Clerk	2	2.00	1	1.00	49,647	27,887
2730	Senior Clerk	11	11.00	8	8.00	239,816	190,409
2493	Intermediate Acct Clk	16	16.00	12	12.00	306,597	244,678
2700	Intermediate Clerk	54	54.00	39	39.00	1,007,639	780,690
	Sub-Total	267	238.25	204	176.00	\$6,463,347	\$5,188,650
Transitional Child Care							
5244	Program Specialist	1	.75	1	1.00	\$24,788	\$38,207
5222	Eligibility Supervisor	1	1.00	1	1.00	24,184	28,559
5221	Eligibility Technician	6	6.00	6	6.00	110,928	136,686
2700	Intermediate Clerk	2	2.00	3	3.00	33,744	55,069
	Sub-Total	10	9.75	11	11.00	\$193,644	\$258,521
Total		350	319.50	297	268.50	\$8,828,832	\$8,024,844
Salary Adjustments:						\$58,690	\$(9,236)
Bilingual Pay:						30,660	30,660
Premium/Overtime Pay:						0	0
Employee Benefits:						2,741,148	2,746,219
Salary Savings:						(233,187)	(161,600)
Total Adjustments						\$2,597,311	\$2,606,043
Program Totals		350	319.50	297	268.50	\$11,426,143	\$10,630,887

PROGRAM: CHILDRENS SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27001
MANAGER: I. JOHNSON

ORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 14-17

AUTHORITY: The administration of public social services is a county function and responsibility and, therefore, rests upon the Boards of Supervisors in the respective counties pursuant to applicable laws and subject to the regulation of the State Department of Social Services. (Welfare and Institutions Code, Section 10800). The State mandates "specialized organizational entities within the county welfare department" shall be responsible for child welfare services (W&I Code, Section 16500). Counties may apply for licenses as "county adoption agencies", provide adoption services and, under agreement with the State, receive reimbursement for performing these services (W&I Code, Sections 16100 & 16105). Family Preservation Program is authorized by Chapter 1117, Statutes of 1990 (AB1696). Licensing of family day care and foster care homes is a State responsibility (Health & Safety Code, Section 1509) which may be delegated under contract to other agencies (H&S, Section 1511). The contract between the State and San Diego County delegates this authority to the San Diego County Department of Social Services.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$30,012,035	\$35,643,982	\$35,918,595	\$39,081,793	\$40,184,766	2.8
Services & Supplies	3,417,014	4,227,872	4,139,191	5,350,433	4,151,793	(22.4)
Support & Care	26,541	19,901	3,038,705	30,000	2,996,446	9,888.2
Contracts	939,070	1,267,760	1,159,697	1,424,782	2,536,062	78.0
Fixed Assets	340,000	108,278	0	0	84,856	100.0
TOTAL DIRECT COST	\$34,734,660	\$41,267,793	\$44,256,188	\$45,887,008	\$49,953,923	8.9
PROGRAM REVENUE	(31,826,349)	(38,423,786)	(40,478,679)	(41,123,101)	(44,206,408)	7.5
NET GENERAL FUND CONTRIBUTION	\$2,908,311	\$2,844,007	\$3,777,509	\$4,763,907	\$5,747,515	20.6
STAFF YEARS	915.50	1,041.50	961.50	1,056.50	990.50	(6.2)

PROGRAM DESCRIPTION

Services to children are required under provisions of Federal and State law. The Department of Social Services is the agency designated by law to receive and investigate complaints of child abuse and neglect, and to provide in-home supervision and out-of-home placement services to children needing protection. Senate Bill 243 requires that the Department provide a range of services to children who are physically or sexually abused, neglected or exploited, or who have no permanent homes or families to care for and support them.

Emergency Response Services provides four distinct services. First, it provides 24-hour screening and response via the Child Abuse Hotline and a team of Social Workers who respond immediately to referrals which indicate the reported victim is in imminent danger. Second, it provides investigations and assessment of referrals on children who are in protective custody or who may require services of the Juvenile Court to ensure their safety. Third, it receives and investigates reports of child abuse and neglect from sources in the community. Social work staff assess the need for child protective services and determine the level of intervention necessary. Crisis intervention and brief protective services may be provided for up to thirty days to resolve identified protective issues. Fourth, it provides social work services to the children admitted to emergency shelter care. Social work staff assess the need for child protective services and determine the level of intervention necessary. A small staff component provides a careful match of newly adjudicated dependent children with available foster home beds.

Emergency Shelter Care is provided to children taken into custody by law enforcement or by Juvenile Court order. Emergency Shelter Care is provided at Hillcrest Receiving Home, at private group homes and at specialized foster homes. Hillcrest is the County-operated central receiving facility which temporarily houses abused and neglected children until they can be placed in specialized foster homes or private group homes.

Family Services combines three programs into one organizational unit. Family Maintenance Services are provided to protect children who remain in their own homes or who are returned to their own homes from out-of-home care. This service seeks to stabilize the family and to improve home conditions so that the child is no longer endangered. Family Reunification Services are provided when it is necessary to remove the child from his/her own home and arrange a placement in a safe setting such as a foster home. This service is intended to effect the earliest possible safe return of the child to his/her own home by eliminating or modifying the home conditions which necessitated the child's removal. Sexual abuse, substance abuse, and medically fragile cases are served by specialized Family Service units. Permanent Placement includes adoptions, guardianship and long-term foster care. Children are assessed for Permanent Placement only when continued work toward returning children to their own homes is not appropriate. Adoptions services

are provided in cases where it is appropriate for the child's future welfare to become legally free from the natural parents.

Residential Support Services includes supervision of children in residential treatment in private homes/institutions and foster family agencies. Program development and monitoring of these residential programs is also provided. Also transportation and supervision of visits between parents and children is provided when necessary by Social Service Aides.

Family Preservation Program is a demonstration project designed to evaluate the use of intensive family maintenance and reunification services as a more efficient, economical, and effective alternative to out of home placement of children. This program is funded by State AFDC-Foster Care funds.

Licensing includes Foster Care licensing and Child Development Services. Licensing activities include evaluation and monitoring of homes, issuance of licenses, investigation of community complaints, and foster home development. Child care in support of protective services is provided through a contract with the State Department of Education. Respite child care provides a day care resource for risk intervention and prevention of child abuse and neglect.

Court Ordered Supportive Services includes services such as drug testing, counseling, and psychological evaluation ordered by a judge as a result of court proceedings involving children. This activity was transferred to this program from the AFDC-Foster Care program.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 90-91 actual salary and benefit expenditures were lower than budget. This occurred because 95.00 SY were held vacant to offset increased court ordered services costs.

Services and Supplies have decreased due to redistribution to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on a percentage of staff years to the total department.

1991-92 OBJECTIVES

1. To limit the average stay in Hillcrest Receiving Home to 4 days.
2. To complete services within 24 hours to 50% of the children referred to the Emergency Response Services, Immediate Response Unit.
3. To terminate services for 307 cases that have successfully achieved the Family Maintenance/Reunification and Residential Support Services objectives each month.
4. To make 7.5 adoption placements per adoption worker per year.
5. To investigate all complaints each month regarding licensing violations in foster home facilities. Complaints average 40 per month.

1991-92 SUB PROGRAM ACTIVITIES

This program includes a net decrease of 66.00 SY due to the following: 70.00 SY decreased to offset increased court ordered services costs, 8.00 SY increase for Hillcrest Receiving Home, 20.00 SY decrease due to the transfer of Foster Day Care licensing back to State, and 16.00 SY increase for the Family Preservation Program.

Support and Care increased over 1990-91 budget due to transferring of court ordered services to children from the AFDC-Foster Care program budget.

Contracts and Services and Supplies for the Family Preservation Program increased by \$1,348,046. Services and Supplies were reduced \$405,252 to offset increased court ordered services costs.

Also included in this budget is the Board approved 6/12/90 (118) termination of the County Family Day Care licensing contract with the State.

The activities of this program are summarized as follows:

1. Emergency Response Services (408.00 SY; E = \$18,950,271; R = \$16,729,922) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for Initial Services, Court Intervention, and Emergency Services.
 - o Responsible for operating the Child Abuse Hotline and emergency response, investigating and assessing of children's protective custody, investigating reports of child abuse and neglect and providing social services to children in emergency shelter care.
 - o Reclassifying 11.00 SY Intermediate Clerks to Record Clerks and 1.00 SY Protective Service Worker to Program Specialist.
 - o Decreasing 44.00 SY (including 2.00 SY Stock Clerks, 23.00 SY Intermediate Clerks, 2.00 SY Sr Clerks, 1.00 SY Supervising Clerk, 6.00 SY Sr Protective Service Workers, 9.00 SY Protective Service Supervisors and 1.00 SY Social Worker Supervisor) to offset increased court ordered services costs.
 - o Projecting to serve 5,550 children monthly.
2. Hillcrest/Emergency Shelter Care (54.50 SY; E = \$2,118,212; R = \$1,874,498) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Responsible for providing services to children taken into custody by law enforcement or by the Juvenile Court and operating Hillcrest Receiving Home.
 - o Increasing 6.00 SY Child Care Workers and 2.00 SY Sr Child Care Workers due to increased workload.

- o Reclassifying 6.00 SY Social Worker Supervisors to Protective Service Supervisors.
 - o Planning to serve a total of 520 children each month at Hillcrest Receiving Home.
3. Family Services (387.00 SY; E = \$18,015,014; R = \$16,309,161) including Family Maintenance and Reunification and Adoptions/Permanent Placement Services and support personnel is:
- o Discretionary/Mandated Service Level for Adoptions.
 - o Mandated/Mandated Service Level for Family Maintenance and Reunification.
 - o Mandated/Mandated Service Level for Permanent Placement.
 - o Responsible for providing family maintenance services to protect children who remain in their own homes; providing reunification services to eliminate or modify home conditions to facilitate the earliest safe return of children to their own homes; providing permanent placement services for adoptions, guardianships, and long-term foster care.
 - o Reclassifying 1.00 SY Protective Service Supervisor to Clinical Psychologist.
 - o Decreasing 23.00 SY (including 5.00 SY Intermediate Clerks, 4.00 SY Intermediate Transcriber Typists, 5.00 SY Sr Clerks, 1.00 SY Supervising Clerk, 1.00 SY Admin Secretary II, 4.00 SY Sr Protective Service Workers, 2.00 SY Protective Service Supervisors and 1.00 SY Protective Services Workers) to offset increased court ordered services costs.
 - o Projecting to serve 7,508 children per month in Family Maintenance/Reunification/Permanent Placement Services.
 - o Planning to place 38 children in adoptive homes monthly.
4. Residential Support Services (100.00 SY; E = \$4,012,799; R = \$3,551,102) including support personnel is:
- o Mandated/Mandated Service Level.
 - o Responsible for providing case management services to children in out-of-home care, providing transportation to protective service clients, and evaluating group homes providing residential care to children.
 - o Decreasing 3.00 SY Social Worker Supervisors to offset increased court ordered services costs.
5. Licensing (25.00 SY; E = \$926,711; R = \$820,087) including support personnel is:
- o Discretionary/Mandated Service Level.
 - o Responsible for providing Foster Care licensing, and Child Development Services.
 - o Reduction of 20.00 SY (including 2.00 SY Social Worker Supervisors, 13.00 SY Social Workers III and 5.00 SY Intermediate Clerk Typists) as a result of the transfer of Day Care licensing back to the State on January 3, 1991.
 - o Projecting a workload of 365 monthly foster licensing actions.
6. Family Preservation (16.00 SY; E = \$2,112,778; R = \$2,112,778) is:
- o Discretionary/Discretionary Service Level.
 - o Responsible for providing extensive short term in-home services to avoid placing children outside the home or to facilitate early return of the child back to their home.
 - o Increasing 16.00 SY including 1.00 SY Intermediate Account Clerks, 1.75 SY Intermediate Clerks, 4.25 SY Protective Service Assistants, 5.75 SY Sr Protective Service Workers, and 3.25 SY Protective Service Supervisors.
7. Department of Education Child Care Contract (0.00 SY; E = \$851,692; R = \$746,360) is:
- o Discretionary/Mandated Service Level.

- o Responsible for providing child care to support protective services.
 - o Planning to provide 500,000 hours of child care to eligible families.
8. Court Ordered Supportive Services (0.00 SY; E = \$2,966,446; R = \$2,062,500) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for providing services to children mandated by the court; services include drug testing, counseling, and psychological evaluation.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Child Welfare Services (match required)*	\$34,994,298	\$35,231,079	\$35,946,486	\$715,407
County Services Block Grant	0	0	450,000	450,000
Refugee Unaccompanied Minor	18,475	14,533	18,424	3,891
Refugee Social Services	52,201	29,076	28,644	(432)
Foster Care Licensing Contract	680,224	872,550	967,500	94,950
Day Care Licensing Contract	363,768	785,838	0	(785,838)
Adoptions Contract	3,088,810	2,595,209	3,182,551	587,342
Department of Education Child Care (Maintenance of effort required)**	753,919	708,979	746,360	37,381
Independent Living Skills Contract	467,371	467,143	458,213	(8,930)
Adoption Fees	59,613	88,813	87,508	(1,305)
Family Preservation	0	0	2,112,778	2,112,778
Specialized Foster Care Grant	0	329,881	207,944	(121,937)
Sub-Total	\$40,478,679	\$41,123,101	\$44,206,408	\$3,083,307
Total	\$40,478,679	\$41,123,101	\$44,206,408	\$3,083,307

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
Child Welfare Services (\$ match required)	\$2,636,056	\$3,229,946	\$4,177,608	\$947,662
County Services Block Grant	665,799	0	150,000	150,000
Dept. of Education Contract (Maintenance of Effort)	105,332	105,332	105,332	0
Sub-Total	\$3,407,187	\$3,335,278	\$4,432,940	\$1,097,662
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	1,428,629	1,098,129	(330,500)
Court Ordered Services, County Cost	370,322	0	216,446	216,446
Sub-Total	\$370,322	\$1,428,629	\$1,314,575	\$(114,054)
Total	\$3,777,509	\$4,763,907	\$5,747,515	983,608

EXPLANATION/COMMENT ON PROGRAM REVENUES:

1990-91 actual is lower than budget due to receipt of Child Welfare services revenue in amounts less than anticipated and transferring the Day Care Licensing Contract to the State in January, 1991.

Refugee Social Services revenue is decreasing due to Federal policy decisions.

CSBG was allocated to provide a funding source for new Protective Service Worker induction training.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information of the actual impacts of realignment are available.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

* Child Welfare Services revenues require a SB 14 dollar amount County match.

** Department of Education Contract requires an initial County maintenance of effort expenditure of \$105,332.

Court ordered services were transferred to this program from the AFDC-Foster Care program and County cost for FY 1991-92 is budgeted at \$216,446.

Unfunded salary increases result from the State's decision to withhold funding for increases in the fiscal year in which they occurred.

FIXED ASSETS

Item	Quantity	Cost
Cellular Phone	5	\$5,000
Microfiche Reader/Printer	1	1,000
Car Phone	2	1,600
Television	2	1,000
Video Cassette Recorder	2	1,000
Fax Machine	3	10,500
PC System	2	3,800
Desk	28	16,800
Beeper, Signal Units	25	7,750
Typewriter	5	3,000
Printer, Laser	2	3,406
Sub-Total		\$54,856

Vehicles/Communication Equipment:

Item	Quantity	Cost
Automobile	2	\$30,000
Sub-Total		\$30,000
Program Total		\$84,856

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD (monthly)</u>					
Children admitted to Hillcrest Receiving Home	522	530	463	540	520
Number of children served by Emergency Response workers	5,262	5,553	5,205	5,775	5,550
Adoptive applicant requests	130	154	131	160	N/A
Children placed in adoptive homes	29	32	38	32	38
Foster License actions	N/A	N/A	362	365	365
Children receiving Family Maintenance/Reunification or Permanent Placement Services	6,890	7,516	7,208	7,900	7,508
<u>EFFICIENCY</u>					
Children per emergency response worker	20.6	20.1	25.8	21.6	21.3
Children supervised per continuing protective services worker	33.8	35.2	35.1	37.3	36.1
Adoptive applicants served per adoption protective services worker	36.0	40.0	38.0	38.0	38.0
License actions per social worker	36.0	35.2	35.0	35.0	30.0
<u>EFFECTIVENESS</u>					
Average length of stay in Hillcrest Receiving Home	2.5 days	3.4 days	2.9 days	4.0 days	4.0 days
Percent of children directed to Emergency Shelter Care Unit	61%	50%	50%	50%	50%
Percent of referrals served and closed by Emergency Response staff within 24 hours	52%	63%	63%	50%	50%
Number of children maintained in their own homes with supervision (monthly)	2,309	2,445	2,333	2,795	2,350
Number of cases closed due to successful achievement of goals (monthly)	298	290	263	313	307
Number of applicants provided with licensing orientation (monthly)	389	440	291	440	150

DISCUSSION

The workload actual was below budget because 95.00 SY were held vacant to offset increased court ordered services costs. This resulted in less workers to serve children.

Adoptive applicant requests workload performance indicator has been discontinued. "Children placed in adoptive homes" is being used as a more valid workload performance indicator.

Day Care Licensing was returned to the State in January, 1991. The number of applicants provided with licensing orientation now includes only Foster Home licensing actions. Since these licensing actions are more complex, the efficiency indicator has been adjusted to reflect actual expectations.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
Emergency Response Services							
0360	Asst Dep Dir, Soc Svcs	3	3.00	3	3.00	\$161,323	\$175,826
5289	Soc Svcs Admin III	7	7.00	7	7.00	329,108	381,966
5244	Program Specialist	7	7.00	8	8.00	275,713	318,222
5259	Prot Svc Supv	40	40.00	31	31.00	1,658,490	1,363,732
5258	Sr Prot Svc Worker	39	39.00	33	33.00	1,375,678	1,248,296
5270	Soc Work Supv	1	1.00	0	0.00	31,829	0
5257	Prot Svc Worker	228	228.00	227	227.00	7,059,430	7,418,998
2425	Assoc Accountant	1	1.00	1	1.00	31,854	37,260
2726	Principal Clerk II	1	1.00	1	1.00	33,137	35,060
2745	Supv Clerk	4	4.00	3	3.00	102,053	79,933
2757	Admin Sec II	3	3.00	3	3.00	69,917	74,974
2756	Admin Sec I	7	7.00	7	7.00	141,905	145,716
2730	Senior Clerk	13	13.00	11	11.00	282,443	250,461
2650	Stock Clerk	2	2.00	0	0.00	32,804	0
2903	Legal Proc Clerk I	3	3.00	3	3.00	60,518	61,385
2714	Inter Trans Typist	3	3.00	3	3.00	56,424	58,176
2715	Records Clerk	0	0.00	11	11.00	0	197,593
2493	Inter Acct Clerk	1	1.00	1	1.00	17,441	20,885
2700	Inter Clerk Typist	84	84.00	50	50.00	1,533,928	993,519
3039	Mail Clerk Driver	5	5.00	5	5.00	94,298	104,937
	Sub-Total	452	452.00	408	408.00	\$13,348,293	\$12,966,939
Hillcrest/Emergency Shelter Care							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$48,294	\$51,019
5244	Program Specialist	1	1.00	1	1.00	34,630	36,379
5259	Prot Svc Supv	0	0.00	6	6.00	0	241,524
5270	Social Work Supv	6	6.00	0	0.00	194,214	0
5258	Sr Prot Svc Worker	1	1.00	1	1.00	36,356	38,205
5257	Prot Svc Worker	8	8.00	8	8.00	254,493	271,190
4407	Recreational Therapist	1	1.00	1	1.00	26,376	27,718
5089	Sr Child Care Worker	3	3.00	5	5.00	60,442	103,324
5072	Child Care Worker	10	10.00	16	16.00	201,809	326,568
2730	Senior Clerk	1	1.00	1	1.00	22,228	22,260
2756	Admin Sec I	1	1.00	1	1.00	19,475	22,148
2700	Intermediate Clerk Typist	8	7.50	8	7.50	149,243	154,195
9999	Temp & Seasonal	6	6.00	6	6.00	71,635	71,635
	Sub-Total	47	46.50	55	54.50	\$1,119,195	\$1,366,165
Family Services							
0360	Asst Dep Dir, Soc Svc	2	2.00	2	2.00	\$105,845	\$110,380
5289	Soc Svcs Admin III	9	9.00	9	9.00	420,652	464,087
5087	Sr Clinical Psych	1	1.00	1	1.00	45,488	48,128
5045	Clinical Psych	1	1.00	2	2.00	42,473	83,088
5244	Program Specialist	4	4.00	4	4.00	152,993	165,771
2302	Admin Asst III	1	1.00	1	1.00	43,641	46,351
2303	Admin Asst II	1	1.00	1	1.00	37,168	39,727
5259	Prot Svc Supv	37	37.00	34	34.00	1,514,999	1,478,226
5258	Sr Prot Svc Worker	36	36.00	32	32.00	1,282,418	1,221,258
5257	Prot Svc Worker	205	205.00	204	204.00	6,469,169	6,865,609
2726	Principal Clerk II	1	1.00	1	1.00	28,898	34,236
2745	Supervising Clerk	3	3.00	2	2.00	74,987	55,774
2757	Admin Sec II	2	2.00	1	1.00	49,054	24,010
2756	Admin Sec I	8	8.00	8	8.00	156,547	167,242
2730	Senior Clerk	11	11.00	6	6.00	228,600	139,409
2650	Stock Clerk	2	2.00	2	2.00	33,984	37,756
4911	Soc Svcs Aide II	1	1.00	2	1.00	19,474	20,529
2906	Legal Proc Clk III	1	1.00	1	1.00	26,388	27,331
2907	Legal Proc Clk II	2	2.00	2	2.00	46,794	48,158
2903	Legal Proc Clk I	9	9.00	9	9.00	173,815	183,602
2760	Stenographer	1	1.00	1	1.00	23,035	19,858

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2714	Inter Trans Typist	6	6.00	2	2.00	115,550	41,777
2700	Inter Clerk Typist	66	66.00	61	61.00	1,234,894	1,195,964
	Sub-Total	410	410.00	388	387.00	\$12,326,866	\$12,518,271
Residential Support Services							
0360	Asst Dep Dir, Soc Svc	2	2.00	2	2.00	\$114,247	\$119,404
5289	Soc Svcs Admin III	1	1.00	1	1.00	48,294	51,102
5259	Prot Svc Supv	3	3.00	3	3.00	125,490	132,120
5244	Program Specialist	2	2.00	2	2.00	74,337	81,741
5270	Social Work Supervisor	6	6.00	3	3.00	203,526	120,600
5268	Sr Prot Svc Worker	4	4.00	4	4.00	140,811	152,820
5257	Prot Svc Worker	28	28.00	28	28.00	886,327	892,141
4911	Soc Svcs Aide II	32	32.00	32	32.00	606,474	656,928
2757	Admin Sec II	2	2.00	2	2.00	48,260	47,718
2756	Admin Sec I	1	1.00	1	1.00	20,162	21,256
2730	Senior Clerk	2	2.00	2	2.00	43,966	47,808
2650	Stock Clerk	1	1.00	1	1.00	17,706	19,646
2700	Inter Clerk Typist	20	19.00	20	19.00	343,014	365,480
	Sub-Total	104	103.00	101	100.00	\$2,672,614	\$2,708,764
Family Preservation Program							
5259	Prot Svc Supv	0	0.00	4	3.25	0	121,213
5258	Sr Prot Svc Wkr	0	0.00	8	5.75	0	186,435
4913	Prot Svc Asst	0	0.00	6	4.25	0	78,304
2493	Inter Acct Clerk	0	0.00	2	1.00	0	17,908
2700	Inter Clerk Typist	0	0.00	3	1.75	0	30,976
	Sub-Total	0	0.00	23	16.00	\$0	\$434,836
Licensing							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$41,797	\$46,351
5270	Soc Work Supv	4	4.00	2	2.00	141,194	76,712
5260	Social Worker III	28	28.00	15	15.00	864,049	495,840
5221	Eligibility Tech	1	1.00	1	1.00	23,465	24,041
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2576	Admin Sec I	1	1.00	1	1.00	21,272	22,148
2700	Inter Clerk Typist	9	9.00	4	4.00	165,918	82,607
	Sub-Total	45	45.00	25	25.00	\$1,280,760	\$771,731
Total		1,058	1,056.50	1,000	990.50	\$30,747,728	\$30,766,706
Bilingual Pay:						\$49,250	\$49,250
Premium/Overtime Pay:						180,910	180,910
Employee Benefits:						8,902,780	9,989,673
Salary Savings:						(798,875)	(801,773)
Total Adjustments						\$8,334,065	\$9,418,060
Program Totals		1,059	1,056.50	1,000	990.50	\$39,081,793	\$40,184,766

PROGRAM: COMMUNITY ACTION PARTNERSHIP

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27017
MANAGER: G. Tate

ORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-15

AUTHORITY: Community Action Partnership is a Bureau within the Department of Social Services established by Article XVI of the County Administrative Code and amended by Ordinance 5969(NS) 2-12-81. The Community Action Partnership Program is funded by the Community Services Block Grant, AB1733, AB2994, SB1246, and AB90, and County General Funds to provide necessary social services to the County's poor and disadvantaged.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$505,375	\$632,629	\$750,984	\$687,087	\$777,413	13.1
Services & Supplies	39,650	18,624	21,960	53,809	16,911	(68.6)
Contracts	6,042,226	6,396,676	6,356,833	6,861,070	6,265,891	(8.7)
Fixed Assets	4,857	602	0	0	4,518	100.0
TOTAL DIRECT COST	\$6,592,108	\$7,048,531	\$7,129,777	\$7,601,966	\$7,064,733	(7.1)
PROGRAM REVENUE	(5,192,352)	(5,483,919)	(4,557,417)	(4,867,882)	(5,008,263)	2.9
NET GENERAL FUND CONTRIBUTION	\$1,399,756	\$1,564,612	\$2,572,360	\$2,734,084	\$2,056,470	(24.8)
STAFF YEARS	11.50	14.25	17.00	15.00	15.00	0.0

PROGRAM DESCRIPTION

The Community Action Partnership plans and provides services to the poor and disadvantaged through a combination of contract social service systems. Programs include: services to the poor, juvenile diversion, domestic violence prevention, child abuse prevention and correction, emergency assistance, residential care for ex-offenders and ex-offender services.

1990-91 BUDGET TO ACTUAL COMPARISON

The budgeted Salaries and Benefits amount was exceeded due to reclassifications and the costs of an average of two student worker staff years.

1991-92 OBJECTIVES

1. To develop a Local Plan for the 1991-92 Community Services Block Grant Program.
2. To administer 92 contracts for a variety of community social services.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Administration (15.00 SY; E = \$798,842; R = \$798,842) including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Responsible for the administration of 92 contract projects that will serve 8,400 clients monthly.
 - o Reclassifying 1.00 SY Administrative Trainee to Analyst I and 1.00 SY Analyst III to Assistant Deputy Director.
2. Contract Services (0.00 SY; E = \$6,265,891; R = \$4,209,421) including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o Augmented by County General funds at the level established by the Board on August 6, 1985 (43-48) with the addition of funds to supplant the AB90 revenue reductions authorized by the Board of Supervisors on September 18, 1990, [44], and October 2, 1991 [12].
 - o Responsible for providing a variety of social services through community agencies to 8,400 clients each month.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Community Services Block Grant	\$1,700,104	\$1,752,334	\$1,730,446	\$(21,888)
Assembly Bill 90	883,123	764,552	898,398	133,846
Assembly Bill 1733	417,759	538,477	538,427	(50)
Senate Bill 1246	486,062	486,062	486,062	0
City of San Diego	95,984	105,000	123,750	18,750
Fed. Homeless Grant	270,000	272,695	279,380	6,685
Dispute Resolution	267,396	336,000	336,000	0
Assembly Bill 2994	332,746	472,762	475,750	2,988
Challenge Grant	0	15,000	15,000	0
Youth Self-Sufficiency Grant	104,243	125,000	125,000	0
Sub-Total	\$4,557,417	\$4,867,882	\$5,008,213	\$140,331
Total	\$4,557,417	\$4,867,882	\$5,008,213	\$140,331

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
**Board Directed General Fund Contracts	\$1,450,996	\$1,450,996	\$1,450,996	\$0
Board Supplantation of AB90 Revenues	1,121,364	1,255,474	605,474	(650,000)
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increase	0	27,614	0	(27,614)
Sub-Total	\$2,572,360	\$2,734,084	\$2,056,470	\$(677,614)
Total	\$2,572,360	\$2,734,084	\$2,056,470	(677,614)

** Replaces Revenue Sharing Expenditures

EXPLANATION/COMMENT ON PROGRAM REVENUES

In the Final State Budget for FY 90-91, AB90 juvenile justice subvention funds were reduced by 50%. The Board of Supervisors acted to continue to fund the counseling, gang prevention, job training, and placement services using a combination of General Revenue funds and revenues from the booking fee that the County is now authorized to charge cities at County detention facilities. For FY 91-92, the Board reduced that replacement funding and other General Revenue juvenile diversion funding by a total of \$650,000.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

FIXED ASSETS

Item	Quantity	Cost
LAN Work Stations	2	\$4,518
Total		\$4,518

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
Projects supervised	75	81	92	80	92
<u>EFFICIENCY</u>					
Projects supervised per contract specialist	37.5:1	27:1	27:1	27:1	27:1
<u>EFFECTIVENESS</u>					
Number of clients served by contract services (monthly)	7,742	7,750	8,400	7,800	8,400

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2292	Deputy Dir., CAP	1	1.00	1	1.00	\$60,501	\$77,802
0360	Asst Deputy Director	0	0.00	1	1.00	0	49,470
5260	Social Worker III	2	2.00	2	2.00	53,220	66,112
2413	Analyst III	2	2.00	1	1.00	87,614	46,351
2412	Analyst II	2	2.00	2	2.00	79,414	84,030
2411	Analyst I	1	1.00	2	2.00	33,468	68,708
2505	Senior Accountant	1	1.00	1	1.00	42,764	45,252
2425	Assoc Accountant	1	1.00	1	1.00	35,215	37,260
2403	Accounting Tech	1	1.00	1	1.00	25,294	26,760
2306	Admin Trainee	1	1.00	0	0.00	28,204	0
2758	Admin Sec III	1	1.00	1	1.00	25,453	26,743
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2760	Stenographer	1	1.00	1	1.00	19,594	19,858
Total		15	15.00	15	15.00	\$513,806	\$572,378
Salary Adjustments:						5,710	(568)
Bilingual Pay:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						181,476	221,555
Salary Savings:						(13,905)	(15,952)
Total Adjustments						\$173,281	\$205,035
Program Totals		15	15.00	15	15.00	\$687,087	\$777,413

PROGRAM: AID TO FAMILIES WITH DEPENDENT CHILDREN

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24001
MANAGER: J. ZINSER

ORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-16

AUTHORITY: This program was developed to carry out the Social Security Act (Title 42 U.S. Code Sections 605 and 607, 45 Code of Federal Regulations 200-299, Welfare and Institutions Code (Sections 11000, 11200-11270), and the State Dept. of Soc. Services Eligibility and Assistance Standards (Divisions 15, 19-21, and 40-50), which mandate County administration of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$17,567,459	\$18,822,260	\$22,494,632	\$20,478,780	\$26,220,355	28.0
Services & Supplies	2,378,299	2,254,288	3,339,534	2,438,648	3,630,985	48.9
Support & Care	308,503,587	345,073,364	393,176,622	362,996,173	439,973,044	21.2
Fixed Assets	0	0	0	0	359,216	
TOTAL DIRECT COST	\$328,449,345	\$366,149,912	\$419,010,788	\$385,913,601	\$470,183,600	21.8
PROGRAM REVENUE	(306,477,493)	(342,144,338)	(391,088,606)	(360,079,328)	(438,710,652)	21.8
NET GENERAL FUND CONTRIBUTION	\$21,971,852	\$24,005,574	\$27,922,182	\$25,834,273	\$31,472,948	21.8
STAFF YEARS	673.00	698.00	775.75	709.00	866.25	22.2

PROGRAM DESCRIPTION

The Aid to Families with Dependent Children program provides financial assistance to meet the basic needs of food, clothing, shelter, utilities and household supplies to eligible families. It provides for needy families in which children are deprived of parental support and care due to the absence, death, incapacity or unemployment of either parent. Eligibility criteria and payment levels are established in accordance with State and Federal regulations. County Eligibility Technicians determine eligibility and authorize cash and associated Medi-Cal and Food Stamp assistance to eligible families based upon family size and income. Operation is on a Countywide basis providing services at eight of the ten district offices.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 90-91 actual Support and Care expenditure exceeded the budgeted amount due to a much higher paid caseload count than anticipated. The County is required to provide assistance to all families who meet eligibility criteria established by State and Federal regulations. FY 90-91 Staff Years and administrative costs were higher than budgeted in order to serve the explosive caseload growth.

Services and Supplies are higher than budgeted because actual expenditures have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on each program's percentage of total staff years.

1991-92 OBJECTIVES

1. To certify eligibility for 100% of applicants within 45 days of application.
2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.
3. To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Aid to Families with Dependent Children (866.25 SY; E = \$470,183,600; R = \$438,710,652) including support personnel is:

- o Mandated Activity/Mandated Service Level.
- o Responsible for providing cash assistance and associated Food Stamps and Medi-Cal to all families in which children are deprived of parental support as defined by law.
- o bcResponsible for providing assistance to over 61,000 San Diego County families each month in FY 91-92.
- o Reclassifying 4.00 SYs as follows: 1.00 SY Analyst II to Program Assistant; 1.00 SY Senior Clerk to Administrative Secretary I; 3.00 SY Social Service Aides to Intermediate Clerk Typists.
- o Increasing 157.25 Staff Years as follows:
 - (17.75) SY in the Baseline Budget for Automated Eligibility System savings, the transfer of the Public Inquiry Unit and the transfer of staff from the Refugee Program.

<u>Classification</u>	<u>Staff Years</u>
Eligibility Supervisor	(0.50)
Eligibility Technician	(5.25)
Intermediate Clerk	(12.00)

- (4.00) SY for Personal Computers.

<u>Classification</u>	<u>Staff Years</u>
Intermediate Clerk	(4.00)

- 179.00 SY for workload increases.

<u>Classification</u>	<u>Staff Years</u>
Asst Deputy Director	1.00
Social Svcs Administrator II	1.00
Eligibility Supervisor	16.50
Eligibility Technician	120.25
Administrative Secretary II	1.00
Intermediate Clerk Typist	32.25
Extra Help	7.00

- o Increasing a total of \$76,976,873 in Support and Care costs to fund projected caseload growth in FY 91-92.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State AFDC Administrative Reimbursement (25% of cost)	\$6,458,542	\$5,303,245	\$7,552,639	\$2,249,394
Federal AFDC Administrative Reimbursement (50% of cost)	12,917,082	11,590,744	15,105,278	3,514,534
State AFDC Aid Payments Reimbursement (45.15% of cost)	177,763,805	165,622,046	198,649,608	33,027,562
Federal AFDC Aid Payments Reimbursement (49.41% of cost)	193,949,177	177,563,293	217,403,127	39,839,834
Sub-Total	\$391,088,606	\$360,079,328	\$438,710,652	\$78,631,324
Total	\$391,088,606	\$360,079,328	\$438,710,652	\$78,631,324

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
Administrative cost match (25% required)	\$6,458,542	\$5,303,245	\$7,552,639	\$2,249,394
Aid payment match (5.44% required)	21,463,640	19,810,834	23,920,311	4,109,477
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	720,194	0	(720,194)
Sub-Total	\$27,922,182	\$25,834,273	\$31,472,950	\$5,638,677
Total	\$27,922,182	\$25,834,273	\$31,472,950	\$5,638,677

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based upon actual cost. The increased aid payment and administrative costs included in this program resulted in increases in the offsetting State and Federal revenue. Administrative Revenues require a 25% County cost match. Support and Care payments require a County contribution of 5.44%

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Unfunded salary increases result from the State's decision to withhold funding for increases in costs until one year after they are incurred.

FIXED ASSETS

Item	Quantity	Cost
Desk	169	\$101,234
Admin Desk	1	800
Exec. Desk	1	1,000
Electric Typewriter	32	19,200
Terminal	93	71,610
Controller	5	53,400
DSU	10	10,000
PC System	2	6,000
PC System (High-End)	1	2,317
PC System (Low-End)	8	15,200
PC (Low-End)	10	18,110
Laser Printer	1	9,000
Laser Printer	3	6,900
Laser Printer	11	\$18,733
Burster	1	6,000
Dot Matrix Printer	1	467
Screen Printer	3	2,400
Line Printer	1	11,600
Protocol Converter	1	1,000
VCR	1	500
Spooler	11	4,422
Total		\$359,893

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
Preapplication	3,824	3,757	4,047	3,932	4,565
Eligibility determination	2,749	2,731	3,363	2,661	3,867
Cases supervised	41,830	45,070	52,066	48,225	60,953
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	106.6	117.8	118.9	116.8	120.5
<u>EFFECTIVENESS</u>					
Percentage of eligibility determinations made within 20 days of application	75.5%	81.5%	N/A	N/A	N/A
Percentage of immediate need determinations issued within 1 day of application	67.3%	56.5%	N/A	N/A	N/A
Percentage of benefits paid with no dollar errors **	95.6%	95.2%	95.4%	97.0%	96.0%
Percentage of apparently eligible cases certified or denied within 15 work days *	0	86.0%	87.0%	100.0%	0
Percentage of applications certified within 45 calendar days	0	90.0%	91.3%	100.0%	100.0%
Percentage of cases transferred to a supervised caseload within 15 days	0	60.0%	57.6%	90.0%	90.0%

REMARKS: New effectiveness measures were introduced in the FY 90-91 budget. These measures more accurately represent the amount and quality of work being accomplished.

* Change in State regulations eliminated this requirement effective 9/1/90.

** Federal tolerance error level is 4% or the national average, whichever is greater.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0360	Assistant Deputy Director	.75	.75	1.75	1.75	\$40,233	\$95,613
5289	Soc Svcs Admin III	4.75	4.75	4.75	4.75	224,564	242,231
5288	Soc Svcs Admin II	5.25	5.25	6.25	6.25	229,253	280,086
5287	Soc Svcs Admin I	.50	.50	.50	.50	19,952	21,935
2412	Analyst II	0.00	0.00	1.00	1.00	0	36,379
5148	Program Assistant	6.50	6.50	5.50	5.50	241,847	217,202
5222	Eligibility Supv	65.25	65.25	81.25	81.25	1,829,567	2,334,140
2745	Supervising Clerk	4.75	4.75	4.75	4.75	121,197	129,089
5221	Eligibility Tech	472.75	472.75	587.75	587.75	10,302,852	13,059,870
2757	Admin Secretary II	1.00	1.00	2.00	2.00	23,733	47,802
2730	Senior Clerk	13.50	13.50	12.50	12.50	292,701	286,689
2756	Admin Secretary I	3.75	3.75	4.75	4.75	77,131	102,189
2650	Stock Clerk	2.00	2.00	2.00	2.00	35,085	37,661
2700	Intermediate Clerk Typist	115.00	115.00	134.25	134.25	2,171,735	2,608,510
4911	Social Svcs Aid II	7.00	7.00	4.00	4.00	124,864	78,471
2709	Department Clerk	2.00	2.00	2.00	2.00	33,326	31,720
9999	Extra Help	4.25	4.25	11.25	11.25	64,178	166,633
Total		709	709.00	866	866.25	\$15,832,218	\$19,776,220
Salary Adjustments:						\$0	\$(209,935)
Bilingual Pay:						80,027	86,509
Premium/Overtime Pay:						74,152	79,659
Employee Benefits:						4,913,107	6,768,595
Salary Savings:						(420,724)	(280,693)
Total Adjustments						\$4,646,562	\$6,444,135
Program Totals		709	709.00	866	866.25	\$20,478,780	\$26,220,355

PROGRAM #: 24002
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-17

AUTHORITY: This program was developed to carry out the Social Security Act (Title 42 U.S. Code Sections 601-608), 45 Code of Federal Regulations 200-299, Welfare and Institutions Code (Sections 11000, 11400-11492 and 11250), and the State Dept. of Social Services Eligibility and Assistance Standards (Division 15, 19-21 and 40-50), which mandate County administration of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,225,332	\$1,373,657	\$1,536,882	\$1,393,906	\$1,933,531	38.7
Services & Supplies	167,614	158,842	228,164	171,545	274,551	60.0
Support & Care	51,929,761	65,453,431	75,241,119	69,296,242	78,186,291	12.8
Fixed Assets	0	0	0	0	35,463	100.0
TOTAL DIRECT COST	\$53,322,707	\$66,985,930	\$77,006,165	\$70,861,693	\$80,429,836	13.5
PROGRAM REVENUE	(48,742,330)	(61,299,175)	(71,396,637)	(64,291,280)	(73,793,823)	14.8
NET GENERAL FUND CONTRIBUTION	\$4,580,377	\$5,686,755	\$5,609,528	\$6,570,413	\$6,636,013	1.0
STAFF YEARS	47.00	51.25	53.00	48.00	65.50	36.5

PROGRAM DESCRIPTION

This program provides payments to foster homes and institutions to meet the basic needs of food, clothing, shelter, utilities and household supplies for eligible children who have been placed out of their own homes. This program provides for the welfare of children when it is necessary to remove them from their own homes or other environments in which they are abused or not receiving adequate care. Eligibility is established by State and Federal regulations. The program staff is centralized at the Kearny Mesa District Office.

San Diego County will operate a Family Preservation pilot program in FY 91-92. The AFDC-Foster Care program reflects the transfer to the Childrens Services Bureau of Support and Care appropriations and associated State AFDC-FC revenue to fund intensive family maintenance and reunification services to prevent out-of-home placement.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 90-91 actual Support and Care expenditure was greater than budgeted due to higher costs for group home placements, increases in Aid to Adopted Children which were not budgeted and the continuing increases in the costs of court ordered services for juveniles.

Services and Supplies are higher than budgeted because actual expenditures have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on each program's percentage of total staff years.

The difference in staffing levels and cost was also due to the higher than budgeted caseload levels.

1991-92 OBJECTIVES

1. To make 100% of eligibility determinations within one day of the receipt of the foster care referral.
2. To establish eligibility for Federal funding in 50% of the AFDC-FC cases.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. AFDC Foster Care (65.50 SY; E = \$80,429,836; R = \$73,793,823) including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o Responsible for providing for foster homes or institutional care for children who either must be removed from their homes for protective reasons, or children placed by the Probation Department, or children determined by the Department of Mental Health to require specialized placements for severely emotionally disturbed children. Services are also provided to secure adoptive parents for children who have been legally freed for adoption along with aid to assist families adopting children with special needs.
 - o Responsible for protecting over 8,000 children in FY 91-92.
 - o Transferring Support and Care appropriations and associated State AFDC-FC revenue to the Children's Services Program to fund the Family Preservation program.
 - o Increasing by 17.50 Staff Years as follows for workload increases:

<u>Classification</u>	<u>Staff Years</u>
Eligibility Supervisor	1.50
Eligibility Technician	10.75
Intermediate Clerk	5.25
 - o Increasing a total of \$8,890,049 in Support and Care costs to fund projected caseload growth in FY 91-92.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State Administrative Reimbursement (25% of cost)	\$441,262	\$364,193	\$560,886	\$196,693
State Aid Payments Reimbursement	55,405,833	51,457,448	59,930,079	8,472,631
Federal Administrative Reimbursement (50% of cost)	882,803	782,726	1,121,773	339,047
Federal Aid Payments Reimbursement	14,499,586	11,272,214	12,121,085	848,871
Child Welfare Services (75% of cost)	0	354,699	0	(354,699)
Revenue and Recovery Collections (for Children in Court Ordered Placement)	167,153	60,000	60,000	0
Sub-Total	\$71,396,637	\$64,291,280	\$73,793,823	\$9,502,543
Total	\$71,396,637	\$64,291,280	\$73,793,823	\$9,502,543

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
Administrative cost match (25% required)	\$441,262	\$364,193	\$560,886	\$196,693
Aid payment match	2,627,652	3,890,440	2,714,022	(1,176,418)
Child Welfare Services (25% required)	0	118,233	0	(118,233)
Care of Court Wards	2,254,132	1,761,200	2,979,097	1,217,897
Emergency Shelter Care	286,482	382,008	382,008	0
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	54,339	0	(54,339)
Sub-Total	\$5,609,528	\$6,570,413	\$6,636,013	\$65,600
Total	\$5,609,528	\$6,570,413	\$6,636,013	65,600

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Aid Payment reimbursement consists of State Foster-Care, Federal Foster Care and Aid to Adoptive Children. State Foster Care requires a 5% County match. Federal Foster Care requires a 2.5% County match. Aid to Adoptive Children is 100% offset with State and Federal revenue. Child Welfare Services (CWS) revenue was applied to court ordered services to juveniles in FY 90-91 but those CWS-eligible costs were transferred to the Childrens Services Bureau in FY 91-92.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Unfunded salary increases result from the State's decision to withhold funding for increases in costs until one year after they are incurred.

FIXED ASSETS

Item	Quantity	Cost
Desk	18	\$10,800
Electric Typewriter	5	3,000
Terminal	12	9,240
Controller	1	10,680
Data Service Unit	2	2,000
Total		\$35,720

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD (monthly)</u>					
Eligibility determinations	802	672	645	750	639
Cases supervised	5,545	6,576	7,283	7,882	8,010
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	200.9	213.6	232.5	235.3	190.6
<u>EFFECTIVENESS</u>					
Percentage of eligibility determinations within 1 day of receipt of foster care referral	100.0%	100.0%	100.0%	100.0%	100.0%
Percentage of federally eligible children	59.0%	66.2%	66.4%	50.0%	50.0%

REMARKS:

Medi-Cal cases previously reported as foster care eligibility determinations have been transferred to Medi-Cal.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
5289	Soc Svcs Admin III	.25	.25	.25	.25	\$11,819	\$12,749
5288	Soc Svcs Admin II	.25	.25	.25	.25	10,917	11,203
5248	Program Assistant	1.00	1.00	1.00	1.00	37,207	39,491
5222	Eligibility Supervisor	4.25	4.25	5.75	5.75	119,167	165,185
5221	Eligibility Technician	34.00	34.00	44.75	44.75	740,977	994,351
2730	Senior Clerk	.50	.50	.50	.50	10,841	11,468
2757	Admin Secretary II	.25	.25	.25	.25	5,933	5,975
5756	Admin Secretary I	.25	.25	.25	.25	5,142	5,378
2650	Stock Clerk	1.00	1.00	1.00	1.00	17,542	18,830
2700	Intermediate Clerk Typist	6.25	6.25	11.50	11.50	118,029	223,448
Total		48	48.00	66	65.50	\$1,077,574	\$1,488,078
Salary Adjustments:						0	(58,570)
Bilingual Pay:						5,756	6,587
Premium/Overtime Pay:						5,333	6,065
Employee Benefits:						333,880	512,527
Salary Savings:						(28,637)	(21,156)
Total Adjustments						\$316,332	\$445,453
Program Totals		48	48.00	66	65.50	\$1,393,906	\$1,933,531

PROGRAM: ELIGIBILITY REVIEW

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 21004
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-18

AUTHORITY: This program was developed to carry out the Social Security Act (Title 42, U.S. Code Sections 402-406; 7 Code of Federal Regulations (CFR) 270-283; 45 CFR 205; Civil Rights Act of 1964 (Title 42 U.S. Code, Subchapter VI); Welfare and Institutions Code, Sections 10809, 15200.4, 10950; and State Department of Social Service Eligibility and Assistance Standards (Divisions 15, 20 & 22) which mandate County administration of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,937,259	\$2,890,125	\$3,072,823	\$3,262,069	\$3,515,386	7.8
Services & Supplies	288,661	270,265	330,403	291,880	342,664	17.4
Fixed Assets	0	0	0	0	2,784	
TOTAL DIRECT COST	\$3,225,920	\$3,160,390	\$3,403,226	\$3,553,949	\$3,860,834	8.6
PROGRAM REVENUE	(2,456,032)	(2,406,884)	(2,600,412)	(2,669,585)	(2,941,622)	10.2
NET GENERAL FUND CONTRIBUTION	\$769,888	\$753,506	\$802,814	\$884,364	\$919,212	3.9
STAFF YEARS	82.25	78.75	76.75	82.00	81.75	(0.3)

PROGRAM DESCRIPTION

The complexity of the public assistance eligibility determination process and the volume of cases creates a potential for error and fraud. The Eligibility Review program exists to identify and reduce program abuse and insure that only those eligible and truly in need receive welfare benefits. This is accomplished through the following functions: Appeals, Welfare Investigations, and Quality Control.

The Appeals Section prepares cases and represents the County at State hearings. These State hearings are the result of a client-initiated appeal of an administrative decision made by an Eligibility Technician. These decisions, which impact the amount of aid paid to the client or the client's eligibility for aid, are reviewed by a State Administrative Law Judge and either upheld or overturned.

The Quality Control Section conducts a thorough eligibility review on a random sample of public assistance cases to determine the accuracy of the Department's eligibility determination process. The Federal Government has established maximum error tolerance levels and by use of the quality control process the Department mitigates the possibility of Federal and State fiscal sanctions.

The Welfare Investigations Section investigates allegations of welfare fraud and also engages in fraud prevention activities. Fraud prevention activities reduce fraud and overpayment during the initial application process. The Overpayment Specialist Unit, whose staff is included in the AFDC program, investigates benefit overpayments based on employment and asset data and referrals from District Offices. Welfare Investigations is also heavily involved in internal investigations of alleged fraud and in designing and evaluating systems to prevent internal fraud.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 90-91 actual Salaries and Benefits expenditures are slightly less than budgeted levels because of understaffing of Welfare Investigator positions.

Services and Supplies are higher than budgeted because actual expenditures have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on each program's percentage of total staff years.

1991-92 OBJECTIVES

1. To achieve resolution of 85% of State hearing issues without conducting a formal hearing.
2. To save, through the Fraud Prevention Program, an average of \$173,000 per month in misspent dollars.
3. To identify for collection through overpayment specialist activity, an average of \$600,000 each month in overpayments resulting from clients' failure to report income.
4. To implement 90% of the State hearing decisions within 30 days of receipt.
5. To discover \$30,000 in overpayments each month through the Asset Match Program.
6. To save, through General Relief Fraud Prevention, \$20,000 per month in misspent County dollars.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Quality Control (19.00 SY; E = \$720,387; R = \$586,287) including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o To review the eligibility of a random sample of welfare clients to determine the accuracy of the Department's eligibility determination process.
 - o Offset by State and Federal revenue.
 - o Remaining at the same staffing level as FY 90-91.
2. Welfare Investigations (42.25 SY; E = \$2,024,088; R = \$1,518,066) including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o To investigate allegations of welfare fraud and engage in fraud prevention activities.
 - o 75% offset by State and Federal revenue.
 - o Reduced by (.25) SY to purchase a personal computer.
3. Appeals (20.50 SY; E = \$1,116,359; R = \$837,269) including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o To represent the County at State hearings on client eligibility for assistance.
 - o 75% offset by State and Federal revenue.
 - o Remaining at the same staffing level as FY 90-91.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
MISC:				
State AFDC Administrative Reimbursement (25% of cost)	\$767,815	\$764,170	\$844,212	\$80,042
State CMS Administrative Reimbursement (100% of cost)	41,967	96,887	95,464	(1,423)
Federal AFDC Administrative Reimbursement (50% of cost)	1,535,630	1,612,799	1,688,423	75,624
State Food Stamp Reimbursement (25% of cost)	35,000	35,735	75,000	39,265
Federal Food Stamp Reimbursement (50% of cost)	70,000	71,470	150,000	78,530
State Medi-Cal Administrative Reimbursement (100% of cost)	150,000	88,524	88,524	0
Sub-Total	\$2,600,412	\$2,669,585	\$2,941,623	\$272,038
Total	\$2,600,412	\$2,669,585	\$2,941,623	\$272,038

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
AFDC Administration (25% of cost)	\$767,814	\$764,170	\$844,212	\$80,042
Food Stamp Administration (25% of cost)	35,000	35,735	75,000	39,265
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	84,459	0	(84,459)
Sub-Total	\$802,814	\$884,364	\$919,212	\$34,848
Total	\$802,814	\$884,364	\$919,212	\$34,848

EXPLANATION/COMMENT ON PROGRAM REVENUES:

AFDC and Food Stamp Administration revenues require a 25% County match.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Unfunded salary increases result from the State's decision to withhold funding for increases in costs until one year after they are incurred.

FIXED ASSETS

Item	Quantity	Cost
PC System	1	\$2,317
Dot Matrix Printer	1	467
Total		\$2,784

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD (monthly)</u>					
State/County hearing issues	765.6	772.5	796.6	770	770
Field Investigations completed	96	104	86.5	90	90
Total Prevention investigations completed	757	809	844	737	800
Asset match investigations completed	22	20	12	25	20
Quality control audits completed	173.2	176.4	217.2	223	310
<u>EFFICIENCY</u>					
Appeals issues per staff year	680.4	659	684.8	660	660
Investigations per staff year	403.8	423.7	538.4	357	400
Field investigations per staff year	88.6	122.9	112.6	108	108
Total prevention investigations per staff year	825	761.9	779	722	722
Asset match investigations per staff year	132	122	76	144	100
Quality control audits per staff year	177.7	171.8	176.5	190	233
<u>EFFECTIVENESS</u>					
Percentage of Appeal issues resolved without hearing	87.3%	89.3%	88.9%	85.0%	85.0%
Dollars saved due to Fraud Prevention program (monthly)	\$178,000	\$172,514	\$172,750	\$178,000	\$173,000
Overpaid dollars identified for collection by overpayment specialist activity (monthly)	\$554,000	\$652,324	\$631,464	\$600,000	\$615,000
Percentage of State hearing decisions implemented within 30 days of receipt	79.6%	74.1%	86.7%	90.0%	90.0%
Overpayments discovered by asset match (monthly)	\$26,700	\$35,520	\$50,000	\$30,000	\$30,000
Dollars saved due to GR Fraud Prevention (monthly)	\$20,300	\$12,978	\$16,171	\$21,392	\$20,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>Quality Control</u>							
0360	Assistant Deputy Director	.25	.25	.25	.25	\$13,411	\$13,659
5288	Soc Svcs Admin II	.50	.50	.50	.50	21,834	22,407
5287	Soc Svcs Admin I	1.00	1.00	1.00	1.00	39,904	43,870
5233	Eligibility Control Supv	1.00	1.00	1.00	1.00	28,386	29,741
2757	Admin Secretary II	.25	.25	.25	.25	5,933	5,975
2761	Group Secretary	.50	.50	.50	.50	12,122	11,463
5225	Eligibility Control Worker	12.00	12.00	12.00	12.00	282,644	297,515
2493	Intermediate Account Clerk	1.00	1.00	1.00	1.00	20,091	20,885
2730	Senior Clerk	.50	.50	.50	.50	10,841	11,468
2700	Intermediate Clerk Typist	2.00	2.00	2.00	2.00	37,769	38,860
	Sub-Total	19	19.00	19	19.00	\$472,935	\$495,843
<u>Welfare Investigations</u>							
5289	Soc Svcs Admin III	1.00	1.00	1.00	1.00	\$47,277	\$50,996
5287	Soc Svcs Admin I	1.00	1.00	1.00	1.00	39,904	43,870
5717	Sr Field Investigator	4.00	4.00	4.00	4.00	152,109	162,850
5719	Field Investigator	25.50	25.50	25.50	25.50	866,014	913,173
5221	Eligibility Technician	1.00	1.00	1.00	1.00	21,793	22,220
2730	Senior Clerk	1.00	1.00	1.00	1.00	21,682	22,935
2756	Admin Secretary I	1.00	1.00	1.00	1.00	20,568	21,514
2714	Intermediate Trans Typist	2.00	2.00	2.00	2.00	43,001	42,553
2700	Intermediate Clerk Typist	6.00	6.00	6.00	5.75	113,308	111,724
	Sub-Total	43	42.50	43	42.25	\$1,325,656	\$1,391,835
<u>Appeals</u>							
5288	Soc Svcs Admin II	.50	.50	.50	.50	\$21,834	\$22,407
5287	Soc Svcs Admin I	2.00	2.00	2.00	2.00	79,807	87,741
5248	Program Assistant	14.00	14.00	14.00	14.00	520,901	552,878
2761	Group Secretary	.50	.50	.50	.50	12,122	11,463
2730	Senior Clerk	.50	.50	.50	.50	10,841	11,466
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	56,654	58,291
	Sub-Total	21	20.50	21	20.50	\$702,159	\$744,246
	Total	83	82.00	83	81.75	\$2,500,750	\$2,631,924
Salary Adjustments:						\$0	\$(19,708)
Bilingual Pay:						2,201	1,913
Premium/Overtime Pay:						2,039	1,762
Employee Benefits:						824,096	937,038
Salary Savings:						(67,017)	(37,543)
Total Adjustments						\$761,319	\$883,462
Program Totals		83	82.00	83	81.75	\$3,262,069	\$3,515,386

PROGRAM #: 24007
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-19

AUTHORITY: This program carries out State and Federal laws which mandate County Administration of Food Stamps (Title 7, U.S. Code Section 2012 et seq.; 7 Code of Federal Regulations 271-283; Welfare & Institutions Code, Section 18900-18919; and State Department of Social Services, Manual of Policy and Procedures, Division 63). "Each county welfare department shall carry out the local administrative responsibilities of this chapter [Food Stamps] subject to supervision of the department and to rules and regulations adopted by the department." (W&I Code 18902)

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,787,390	\$3,744,054	\$4,327,918	\$4,351,327	\$5,122,240	17.7
Services & Supplies	434,466	390,687	642,519	430,332	679,041	57.8
Support Care	0	10,824,831	73,814,127	57,127,630	106,648,988	86.7
Fixed Assets	0	0	0	0	34,276	100.0
TOTAL DIRECT COST	\$4,221,856	\$14,959,572	\$78,784,564	\$61,909,289	\$112,484,545	81.7
PROGRAM REVENUE	(3,166,392)	(13,925,886)	(77,476,034)	(60,633,181)	(111,025,656)	83.1
NET GENERAL FUND CONTRIBUTION	\$1,055,464	\$1,033,686	\$1,308,530	\$1,276,108	\$1,458,889	14.3
STAFF YEARS	145.00	139.75	149.25	149.00	162.00	8.7

PROGRAM DESCRIPTION

The Food Stamp program is a Federal and State mandated program designed to improve nutrition among the poor. This program provides United States Department of Agriculture Food Stamp benefits to eligible persons who do not receive cash assistance. In September, 1990, the County fully implemented the Food Stamp Cash-Out Demonstration Project, with cash warrants replacing food stamp coupons for the approximately 59,000 persons receiving these benefits, most of whom are also receiving other cash assistance. This demonstration is operated County-wide with services provided at nine of the ten district offices. Food Stamp eligibility criteria and allotment levels are established by State and Federal regulations.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 90-91 actual expenditures for Support and Care reflect the County-wide implementation of the Food Stamp Cash-Out Demonstration Project. Caseload growth in this program mirrored the very high growth in the AFDC program since most clients participate in both programs.

Services and Supplies are higher than budgeted because actual expenditures have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on each program's percentage of total staff years.

1991-92 OBJECTIVES

1. To certify eligibility for 100% of applicants within 30 days of application.
2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.
3. To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Food Stamps (162.00 SY; E = \$112,484,595; R = \$111,025,656) including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o To provide cash assistance to all eligible individuals and families.
 - o To provide assistance to over 59,000 San Diego County families and individuals each month in FY 91-92. (The attached workload indicators continue, as in past years, to pertain to the Non-Assistance Food Stamp caseload only. The remainder of the Food Stamp assistance caseload is monitored through the AFDC program.)
 - o Increasing 13 Staff Years as follows:
 - (1.75) SY in the Baseline Budget for Automated Eligibility System savings and the transfer from the Public Inquiry Unit.

<u>Classification</u>	<u>Staff Years</u>
Eligibility Technician	(0.50)
Intermediate Clerk	(1.25)
 - 14.75 SY for workload increase.

<u>Classification</u>	<u>Staff Years</u>
Asst Deputy Director	1.00
Eligibility Supervisor	1.25
Eligibility Technician	8.50
Intermediate Clerk	4.00
 - o Increasing by a total of \$49,521,358 in Support and Care costs to fund projected caseload growth in FY 91-92.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State Administrative Reimbursement	\$1,242,609	\$1,114,721	\$1,458,889	\$344,168
Federal Administrative Reimbursement	2,485,219	2,390,830	2,917,779	526,949
Federal Aid Payments Reimbursement	73,748,206	57,127,630	106,648,988	49,521,358
Sub-Total	\$77,476,034	\$60,633,181	\$111,025,656	\$50,392,475
Total	\$77,476,034	\$60,633,181	\$111,025,656	\$50,392,475

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
Revenue Match (25% of Cost)	\$1,308,530	\$1,114,721	\$1,458,889	\$344,168
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	161,387	0	(161,387)
Sub-Total	\$1,308,530	\$1,276,108	\$1,458,889	\$182,781
Total	\$1,308,530	\$1,276,108	\$1,458,889	\$182,781

EXPLANATION/COMMENT ON PROGRAM REVENUES:

State and Federal administrative reimbursements require a 25% County match and are based on actual costs. Aid payments are 100% offset with Federal Revenue.

The State's realignment of social service programs requires that the FY 91-92 Adopted Budget be revised to reflect reduced State revenues and the new Local Health and Welfare Trust Fund revenues. It is anticipated that this revision will occur at mid-year once more complete information on the actual impacts of realignment are available.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Unfunded salary increases result from the State's decision to withhold funding for increases in costs incurred in FY 91-92. This action increases Budgeted net County cost in this program as noted.

FIXED ASSETS

Item	Quantity	Cost
Desk	14	\$8,400
Executive Desk	1	1,000
Electric Typewriter	5	3,000
Terminal	8	6,160
Controller	1	10,680
Data Service Unit	2	2,000
PC System	1	3,000
Total		\$34,240

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
Preapplications	3,550	3,339	3,865	4,056	4,423
Eligibility determinations	2,748	2,370	2,651	3,067	2,889
Cases supervised	6,678	7,313	9,502	7,350	12,650
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	138.9	144.8	166.7	169.4	203.7
<u>EFFECTIVENESS</u>					
Percentage of benefits issued with no dollar errors *	88.5%	83.3%	86.4%	95.0%	88.2%
Percentage of applications certified within 30 calendar days	0	79.0%	91.9%	100.0%	100.0%
Percentage of cases transferred to a supervised caseload within 15 days	0	60.0%	70.4%	90.0%	90.0%

REMARKS:

New effectiveness measures were introduced in the FY 90-91 budget. These measures more accurately represent the amount and quality of work being accomplished.

* Federal tolerance level is 11.8%.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0360	Assistant Deputy Director	.25	.25	1.25	1.25	\$13,411	\$68,295
5289	Social Services Admin III	2.25	2.25	2.25	2.25	106,373	114,741
5288	Social Services Admin II	2.00	2.00	2.00	2.00	87,334	89,628
5287	Social Services Admin I	.25	.25	.25	.25	9,976	10,968
2413	Analyst III	1.00	1.00	1.00	1.00	41,487	41,640
5248	Program Assistant	2.25	2.25	2.25	2.25	83,716	88,855
5222	Eligibility Supervisor	11.25	11.25	12.50	12.50	315,443	359,099
2745	Supervising Clerk	1.00	1.00	1.00	1.00	25,515	27,177
5221	Eligibility Technician	92.25	92.25	100.25	100.25	2,010,445	2,227,567
2757	Administrative Secretary II	.25	.25	.25	.25	5,933	5,975
2730	Senior Clerk	2.75	2.75	2.75	2.75	59,624	63,072
2756	Administrative Secretary I	2.75	2.75	2.75	2.75	56,563	59,162
2650	Stock Clerk	1.50	1.50	1.50	1.50	26,313	28,245
2700	Intermediate Clerk	20.00	20.00	22.75	22.75	377,693	442,038
4911	Social Services Aid II	4.00	4.00	4.00	4.00	71,351	78,471
9999	Extra Help	5.25	5.25	5.25	5.25	79,278	77,762
Total		149	149.00	162	162.00	\$3,370,455	\$3,782,695
Salary Adjustments:						0	61,571
Bilingual Pay:						15,616	14,756
Premium/Overtime Pay:						14,470	13,587
Employee Benefits:						1,040,181	1,303,376
Salary Savings:						(89,395)	(53,745)
Total Adjustments						\$980,872	\$1,339,545
Program Totals		149	149.00	162	162.00	\$4,351,327	\$5,122,240

PROGRAM: GENERAL RELIEF

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24004
 MANAGER: J. ZINSER

ORGANIZATION #: 3900
 REFERENCE: 1991-92 Proposed Budget - Pg. 17-20

AUTHORITY: This program was developed to carry out the Welfare and Institutions Code (sections 17000 & 17100), Board of Supervisors action 1/21/86 (#39), and County Administrative Code, Article XVI, Sections 256 through 265 which mandate County assistance to indigents and administration of this program. W&I Code Section 17001 states "The Board of Supervisors of each county, ... shall adopt standards of aid and care for indigent and dependent poor of the county or city and county."

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,372,033	\$2,420,652	\$2,856,356	\$3,035,591	\$3,922,439	29.2
Services & Supplies	321,588	302,662	424,052	326,868	547,006	67.3
Contracts	0	142,657	172,494	180,000	180,000	0.0
Support & Care	15,424,008	15,556,660	22,536,034	18,486,548	24,301,633	31.5
Fixed Assets	0	0	0	0	35,378	
TOTAL DIRECT COST	\$18,117,629	\$18,422,631	\$25,988,936	\$22,029,007	\$28,986,456	31.6
PROGRAM REVENUE	(584,493)	(792,421)	(2,268,611)	(550,000)	(2,291,310)	316.6
NET GENERAL FUND CONTRIBUTION	\$17,533,136	\$17,630,210	\$23,720,325	\$21,479,007	\$26,695,146	24.3
STAFF YEARS	91.00	90.25	98.50	105.25	129.50	23.0

PROGRAM DESCRIPTION

This program is intended to provide temporary financial assistance to meet the basic needs of food, clothing, shelter, utilities and household supplies to eligible persons. Eligibility is limited to indigent county residents who do not qualify for financial assistance under any Federal or State programs, e.g. Aid to Families with Dependent Children (AFDC), Supplemental Security Income/State Supplemental Payment (SSI/SSP), Refugee Assistance. Payment levels are established by the County Board of Supervisors. There are three major categories of clients in this program: Employables, Unemployables and Interim Assistance clients. The Interim Assistance Program provides financial assistance to Supplemental Security Income/State Supplemental Payment (SSI/SSP) applicants pending Federal Social Security Administration determination of SSI/SSP eligibility. Recipients in all categories are required to sign liens against real property and agreements to repay all financial benefits received. The program is operated in five district offices: El Cajon, Logan Heights, Northeast, Oceanside and South Bay.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 90-91 actual expenditure for Salaries and Benefits was less than anticipated due to understaffing early in the year. Support and Care costs greatly exceeded the budgeted amount as caseload growth continued at the very rapid pace begun in mid FY 89-90.

Services and Supplies are higher than budgeted because actual expenditures have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on each program's percentage of total staff years.

1991-92 OBJECTIVES

1. To complete at least 95% of renewals due each month.
2. To make 90% of the eligibility determinations within five working days of the intake interview.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. General Relief (129.50 SY; E = \$28,986,456; R = \$2,291,310) including support personnel is:
 - o Mandated Activity/Discretionary Service Level.
 - o To provide cash assistance to all eligible individuals who do not qualify for financial assistance under other Federal or State programs as mandated by the California Welfare and Institutions Code, Sections 17000 & 17100.
 - o To provide assistance to over 7,500 individuals each month in FY 91-92.
 - o Increasing 24.25 Staff Years as follows:
 - oo 0.50 SY in the Baseline Budget for the transfer from the Public Inquiry Unit.

<u>Classification</u>	<u>Staff Years</u>
Eligibility Technician	0.50
 - oo 23.75 SY for workload increases.

<u>Classification</u>	<u>Staff Years</u>
Social Svcs Administrator II	2.00
Eligibility Ctrl Worker	1.00
Eligibility Supervisor	2.25
Eligibility Technician	14.75
Intermediate Clerk	3.75
 - o Increasing a total of \$5,815,085 in Support and Care costs to fund projected caseload growth in FY 91-92.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SSI Reimbursement	\$1,479,084	\$0	\$1,741,310	\$1,741,310
Collection of Aid Payments	789,527	550,000	550,000	0
Sub-Total	\$2,268,611	\$550,000	\$2,291,310	\$1,741,310
Total	\$2,268,611	\$550,000	\$2,291,310	\$1,741,310

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Administration	\$3,452,902	\$3,542,459	\$4,684,823	\$1,142,364
Aid Payments	20,267,423	17,936,548	22,010,323	4,073,775
Sub-Total	\$23,720,325	\$21,479,007	\$26,695,146	\$5,216,139
Total	\$23,720,325	\$21,479,007	\$26,695,146	\$5,216,139

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is funded entirely by County funds except for the repayments of grants collected by the Department of Revenue and Recovery and the reimbursement of grants by the Social Security Administration for SSI-eligible individuals. Due to an accounting change, the reimbursement of SSI-eligible individuals is shown as revenue in mid FY 90-91 rather than as an expenditure abatement.

FIXED ASSETS

Item	Quantity	Cost
Desk	23	\$13,800
Administrative Desk	2	1,600
Electric Typewriter	4	2,400
Terminal	8	6,160
Controller	1	10,680
Data Service Unit	2	2,000
Total		\$36,640

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
Preapplication	3,223	2,829	3,201	3,804	3,285
Eligibility determinations	2,231	1,976	1,918	2,979	1,960
Cases supervised	4,722	4,750	6,419	5,368	7,539
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	172.8	162.7	181.4	189.3	155.9
<u>EFFECTIVENESS</u>					
Percentage of renewals completed by end of certification period	NA	93.0%	95.0%	95.0%	95.0%
Percentage of eligibility determinations within 5 days of intake interview	NA	95.0%	90.0%	90.0%	90.0%

REMARKS:

New effectiveness measures were introduced in the FY 90-91 budget. These measures more accurately represent the amount and quality of work being accomplished.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
5289	Social Services Admin III	.75	.75	.75	.75	\$35,458	\$38,247
5288	Social Services Admin II	.25	.25	2.25	2.25	10,917	100,831
5244	Program Specialist	1.00	1.00	1.00	1.00	39,707	42,015
5222	Eligibility Supervisor	8.25	8.25	10.50	10.50	231,325	301,643
5225	Eligibility Ctrl Worker	0	0.00	1.00	1.00	0	24,793
2745	Supervising Clerk	.50	.50	.50	.50	12,758	13,588
5221	Eligibility Technician	68.25	68.25	83.50	83.50	1,487,403	1,855,380
2730	Senior Clerk	2.25	2.25	2.25	2.25	48,783	51,604
2756	Administrative Secretary I	.50	.50	.50	.50	10,284	10,757
2650	Stock Clerk	1.00	1.00	1.00	1.00	17,542	18,830
2700	Intermediate Clerk	17.50	17.50	21.25	21.25	330,481	412,893
4911	Social Services Aid II	2.00	2.00	2.00	2.00	35,675	39,235
2709	Department Clerk	2.00	1.50	1.50	1.50	24,994	23,790
9999	Extra Help	1.50	1.50	1.50	1.50	22,651	22,218
Total		106	105.25	130	129.50	\$2,307,978	\$2,955,824
Salary Adjustments:						0	(31,136)
Bilingual Pay:						11,553	12,437
Premium/Overtime Pay:						10,706	11,452
Employee Benefits:						767,718	1,015,849
Salary Savings:						(62,364)	(41,987)
Total Adjustments						\$727,613	\$966,615
Program Totals		106	105.25	130	129.50	\$3,035,591	\$3,922,439

PROGRAM: MEDI-CAL ADMINISTRATION

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24009
MANAGER: J. ZINSER

ORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-21

AUTHORITY: This program was developed to carry out the Social Security Act (Title 42 U.S. Code, Subchapters XVI and XIX), 42 Code of Federal Regulations 430-456, California Admin. Code (Title 22, Sec. 5000-50955), W&I Code (Sections 12500 & 14000, 12200, 12201), Department of Health Services Medi-Cal Eligibility Manual, and Department of Social Services Eligibility and Assistance Standards (Div. 46) and Title 22 California Code of Regulations, Section 5000-50955, which mandate County Administration of this program.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,286,466	\$9,959,017	\$12,983,474	\$14,379,151	\$16,247,538	13.0
Services & Supplies	973,157	979,367	1,927,516	1,647,818	2,160,777	31.1
Other Charges	123,037	100,072	82,672	150,000	85,000	(43.3)
Fixed Assets	0	178,632	0	0	76,788	100.0
TOTAL DIRECT COST	\$8,382,660	11,217,088	\$14,993,662	\$16,176,969	\$18,570,103	14.8
PROGRAM REVENUE	(8,382,660)	(11,217,088)	(14,993,052)	(15,378,273)	(18,570,103)	20.8
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$610	\$798,696	\$0	(100.0)
STAFF YEARS	279.00	371.75	447.75	495.00	515.50	4.1

PROGRAM DESCRIPTION

The Medi-Cal Program provides Medi-Cal cards to eligible individuals and families. This enables them to receive medical services from authorized providers. Benefits range from free medical care to a share-of-cost for medical services received each month similar to the deductible costs on an insurance policy. Medical care is provided for individuals who do not receive cash assistance, but cannot afford to pay for all or any of their medical costs. The Medi-Cal share-of-cost level is established by State and Federal regulations based upon family size and income. The program operates Countywide, providing services at nine of the ten district offices.

The Adult Special Circumstances component provides funding to replace essential household items and make household repairs for aged, blind and disabled persons who have suffered catastrophic losses. This program's intent is to keep recipients in their own homes to avoid the higher cost alternatives. The program operates Countywide, providing services at all ten district offices.

The County Medical Services component processes County Medical Services applications and provides program evaluation, monitoring, data collection and analysis, problem resolution, and quality control reviews. This service is provided for the County Department of Health Services through an intradepartmental agreement. The County Medical Services program is designed to serve medically-indigent adults.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual expenditures and staffing fell below budgeted levels because caseload increases anticipated in FY 89-90 related to the Medicare Catastrophic Coverage Act did not occur.

Services and Supplies are higher than budgeted because actual expenditures have been redistributed to approximate our State claiming process. Services and Supplies have been reallocated to all programs based on the program's percentage of total staff years.

1991-92 OBJECTIVES

1. To certify eligibility for 100% of applicants (other than disability pending applicants) within 45 calendar days of application.
2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.
3. To operate the program with an eligibility accuracy rate equal to or higher than the State/Federal tolerance level.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Medi-Cal Administration (515.50 SY; E = \$18,570,103; R = \$18,570,103) including support personnel is:

- o Mandated Activity/Mandated Service Level.
- o To provide medical coverage to all eligible individuals as mandated.
- o To provide assistance to over 56,000 San Diego county residents each month in FY 91-92.
- o Reclassifying 3.00 staff years as follows: 2.00 SYs Social Service Aides to Intermediate Clerk Typists and 1.00 SY program Assistant to Analyst II.
- o Increasing 20.50 Staff Years as follows:
 - (8.00) SY in the Baseline Budget for Automated Eligibility System savings and the transfer of staff from the Public Inquiry Unit.

<u>Classification</u>	<u>Staff Years</u>
Eligibility Supervisor	(0.50)
Eligibility Technician	(3.75)
Intermediate Clerk	(3.75)

- 28.50 SY for workload increases:

<u>Classification</u>	<u>Staff Years</u>
Assistant Deputy Director	1.00
Eligibility Supervisor	4.00
Eligibility Technician	20.00
Administrative Secretary II	1.00
Intermediate Clerk	2.50

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
State Administrative Reimbursement	\$14,085,229	\$14,663,099	\$17,928,231	\$3,265,132
State Special Circumstances Reimbursement	82,063	150,000	85,000	(65,000)
State Reimbursement for County Medical Services Administration	0	0	0	0
Hospital Council Contract	825,760	565,174	556,872	(8,302)
Sub-Total	\$14,993,052	\$15,378,273	\$18,570,103	\$3,191,830
Total	\$14,993,052	\$15,378,273	\$18,570,103	\$3,191,830

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Aid Payment Match	\$610	\$0	\$0	\$0
Unfunded Salary Increases	\$0	\$798,695	\$0	\$(798,695)
Sub-Total	\$610	\$798,695	\$0	\$(798,695)
Total	\$610	\$798,695	\$0	\$(798,695)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The Medi-Cal program is 100% revenue-offset.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Unfunded salary increases result from the State's decision to withhold funding for increases in costs until one year after they are incurred. The FY 90-91 Aid Payment match represents prior year adjustments in the Special Circumstances Program.

FIXED ASSETS

Item	Quantity	Cost
Desk	28	\$16,800
Executive Desk	1	1,000
Electric Typewriter	4	2,400
Terminal	27	20,790
Controller	2	21,360
Date Service Unit	4	4,000
PC System	2	6,000
PC (Low-End)	1	1,811
Dot Matrix Printer	1	467
<hr/> Total		\$74,628

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
Preapplications	4,237	4,867	5,041	5,075	4,996
Eligibility determinations	4,168	6,016	6,981	6,000	8,392
Cases supervised	20,742	27,130	41,291	35,000	56,197
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	154.1	155.0	184.8	159.6	209.4
<u>EFFECTIVENESS</u>					
Percentage of cases with no errors	83.8%	97.1%	85.4%	97.0%	97.0%
Percentage of applications (other than disability pending) certified within 45 calendar days	0	98.0%	75.6%	100.0%	100.0%
Percentage of cases transferred to a supervised caseload within 15 days	0	60.0%	69.6%	90.0%	90.0%

REMARKS:

New effectiveness measures were introduced in the FY 90-91 budget. These measures more accurately represent the amount and quality of work being accomplished.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0360	Assistant Deputy Director	.50	.50	1.50	1.50	\$26,822	\$81,954
5289	Social Services Admin III	4.50	4.50	4.50	4.50	212,745	229,482
5288	Social Services Admin II	4.00	4.00	4.00	4.00	174,669	179,255
5287	Social Services Admin I	3.25	3.25	3.25	3.25	129,686	142,578
2412	Analyst II	0	0.00	1.00	1.00	0	36,379
5248	Program Assistant	6.25	6.25	5.25	5.25	232,545	207,329
5233	Eligibility Ctrl Supervisor	1.00	1.00	1.00	1.00	28,386	29,741
5225	Eligibility Ctrl Worker	3.00	3.00	3.00	3.00	70,661	74,379
5222	Eligibility Supervisor	38.00	38.00	41.50	41.50	1,065,495	1,192,207
2745	Supervising Clerk	2.00	2.00	2.00	2.00	51,030	54,353
5221	Eligibility Technician	320.75	320.75	337.00	337.00	6,990,248	7,488,182
2730	Senior Clerk	7.75	7.75	7.75	7.75	168,032	177,747
2757	Administrative Secretary II	0	0.00	1.00	1.00	0	23,901
2756	Administrative Secretary I	2.25	2.25	2.25	2.25	46,279	48,405
2650	Stock Clerk	2.50	2.50	2.50	2.50	43,854	47,076
2700	Intermediate Clerk	91.75	91.75	92.50	92.50	1,732,667	1,797,297
4911	Social Services Aid II	6.00	6.00	4.00	4.00	107,026	78,471
9999	Extra Help	1.50	1.50	1.50	1.50	22,651	22,218
Total		495	495.00	516	515.50	\$11,102,796	\$11,910,954
Salary Adjustments:						0	290,771
Bilingual Pay:						54,804	50,044
Premium/Overtime Pay:						50,784	46,081
Employee Benefits:						3,466,178	4,119,151
Salary Savings:						(295,411)	(169,463)
Total Adjustments						\$3,276,355	\$4,336,584
Program Totals		495	495.00	516	515.50	\$14,379,151	\$16,247,538

PROGRAM: REFUGEE ASSISTANCE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24008
MANAGER: J. ZINSERORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-22

AUTHORITY: This program was developed to carry out the Refugee Assistance Acts, (Title 8 U.S. Code, Section 1521-1524); (Title 22 U.S. Code Section 2601); 45 Code of Federal Regulations, Part 400 & 401; and the State Department of Social Services Eligibility and Assistance Standards Division 68 and 69, which mandate County administration of this program. The Refugee Act of 1980 states, "the Director shall insure that cash assistance is made available to refugees ..." (Public Law 96-212, March 17, 1980).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$596,285	\$498,370	\$449,494	\$762,284	\$685,028	(10.1)
Services & Supplies	106,850	111,063	66,731	119,945	85,928	(28.4)
Support & Care	5,444,010	4,111,236	2,166,773	5,290,774	1,154,683	(78.2)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,147,145	4,720,669	\$2,682,998	\$6,173,003	\$1,925,639	(68.8)
PROGRAM REVENUE	(6,015,074)	(4,683,905)	(2,673,779)	(6,044,692)	(1,925,639)	(68.1)
NET GENERAL FUND CONTRIBUTION	\$132,071	\$36,764	\$9,219	\$128,311	\$0	(100.0)
STAFF YEARS	23.00	18.50	15.50	25.50	20.50	(19.6)

PROGRAM DESCRIPTION

This program provides financial assistance to meet the basic needs of food, clothing, shelter, utilities and household supplies to eligible refugees. It is centrally administered at the Kearny Mesa District Office in order to provide for those who require special language assistance. Assistance is provided for needy refugees currently living in San Diego County who have been admitted into the United States from Indo-China, Cuba, Haiti, Ethiopia, Afghanistan, Russia and refugees from other countries which are approved by the Federal government. Cash assistance, based upon Aid to Families with Dependent Children (AFDC) program entitlements, is provided to eligible families based upon the family size and income. Eligibility and payment levels are established by Federal regulations. On January 1, 1990, the Federal Office of Refugee Services reduced the time limit for eligibility from 24 months to four months. This had the effect of transferring approximately 400 cases from Refugee Assistance, which is 100% offset by federal revenues, to the AFDC program which has a 5% net county cost. On October 1, 1991, the time eligibility for Refugee Cash Assistance was reduced from 12 months to 8 months. This has the effect of transferring approximately 50 cases from a 100% federally offset program to the General Relief program which is 100% net County cost.

Due to the small number of Refugee AFDC-Family Group/Unemployed clients receiving four months of assistance, the Support and Care costs for these cases are included in the AFDC program in FY 91-92. This program now includes only administrative costs and the 8 month Refugee Cash Assistance cases.

1990-91 BUDGET TO ACTUAL COMPARISON

As of January 1, 1990, Federal Office of Refugee Service program revisions reduced refugee AFDC eligibility from 24 months to 4 months. These revisions reduced the number of clients in this program. The clients remained AFDC eligible and are now receiving benefits in that program which mandates a State and County match.

Services and Supplies are less than budgeted because actual expenditures have been redistributed to approximate the State claiming process. Services and Supplies have been reallocated to all programs based on each program's percentage of total staff years.

1991-92 OBJECTIVES

1. To certify eligibility for 100% of applicants within 45 calendar days of application.
2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Refugee Assistance (20.50 SY; E = \$1,925,639; R = \$1,925,639) including support personnel is:
 - o Mandated Activity/Mandated Service Level.
 - o Providing cash assistance to all eligible refugees.
 - o Providing assistance to over 400 San Diego County refugee families in FY 91-92.
 - o Decreasing 5.00 Staff Years to reflect the shift of Refugee cases to the AFDC program as the result of the Federal reduction in the time limit for eligibility.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Federal Administrative Reimbursement	\$516,225	\$827,751	\$770,956	\$(56,795)
Federal Aid Payments Reimbursement	2,157,554	5,216,941	1,154,683	(4,062,258)
Sub-Total	\$2,673,779	\$6,044,692	\$1,925,639	\$(4,119,053)
Total	\$2,673,779	\$6,044,692	\$1,925,639	\$(4,119,053)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Net County Cost of Aid Payments	\$9,219	\$73,834	\$0	\$(73,834)
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	54,477	0	(54,477)
Sub-Total	\$9,219	\$128,311	\$0	\$(128,311)
Total	\$9,219	\$128,311	\$0	\$(128,311)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

As of January 1, 1990, Federal Office of Refugee Service program revisions reduced refugee eligibility from 24 months to 4 months, reducing the average caseloads and expenditures sharply during the last half of FY 89-90. The FY 90-91 Budget was not adjusted for that change.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Unfunded salary increases result from the State's decision to withhold funding for increases in costs until one year after they are incurred.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD</u>					
Preapplications	160	170	150	108	80
Eligibility determinations	139	150	130	133	60
Cases supervised	1,086	841	654	768	400
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	104.5	101.8	94.3	79.3	72
<u>EFFECTIVENESS</u>					
Percentage of applications certified within 45 calendar days	0	90.0%	100.0%	100.0%	100.0%
Percentage of cases transferred to a supervised caseload within 15 days	0	90.0%	90.0%	90.0%	90.0%

REMARKS:

Net effectiveness measures were introduced in the FY 90-91 budget. These measures more accurately represent the amount and quality of work being accomplished.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0360	Assistant Deputy Director	.25	.25	.25	.25	\$13,411	\$13,659
5289	Soc Svcs Admin III	.50	.50	.50	.50	23,638	25,498
5288	Soc Svcs Admin II	.25	.25	.25	.25	10,917	11,203
5248	Program Assistant	1.00	1.00	1.00	1.00	37,207	39,491
5222	Eligibility Supervisor	1.25	1.25	1.25	1.25	35,049	35,910
2745	Supervising Clerk	.75	.75	.75	.75	19,136	20,383
5221	Eligibility Technician	13.25	13.25	8.25	8.25	288,763	183,316
2757	Admin Sec II	.25	.25	.25	.25	5,933	5,975
2730	Senior Clerk	1.25	1.25	1.25	1.25	27,102	28,669
2756	Admin Sec I	.50	.50	.50	.50	10,284	10,757
2650	Stock Clerk	1.00	1.00	1.00	1.00	17,542	18,830
2700	Intermediate Clerk Typist	5.00	5.00	5.00	5.00	94,423	97,151
9999	Extra Help	.25	.25	.25	.25	3,775	3,703
Total		26	25.50	21	20.50	\$587,180	\$494,545
Salary Adjustments:						0	21,086
Bilingual Pay:						2,243	1,214
Premium/Overtime Pay:						2,078	1,118
Employee Benefits:						186,444	174,116
Salary Savings:						(15,661)	(7,051)
Total Adjustments						\$175,104	\$190,483
Program Totals		26	25.50	21	20.50	\$762,284	\$685,028

PROGRAM: MANAGEMENT SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 92101
MANAGER: J. SHEPARD

ORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-23

AUTHORITY: This program was developed for the purpose of carrying out the provisions of Sections 252-256, Article XVI of the County Administrative Code, which provides for preparation of budgets, supervision of expenditures, coordination of various social service activities, and administration of programs as required by, and in conformity with, State and Federal statutes and regulations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,144,613	\$8,244,777	\$9,089,851	\$9,182,710	\$9,592,815	4.5
Services & Supplies	953,870	910,615	1,136,502	1,005,517	1,113,921	10.8
Fixed Assets	762,015	645,058	277,935	0	33,910	100.0
TOTAL DIRECT COST	\$8,860,498	\$9,800,450	\$10,504,288	\$10,188,227	\$10,740,646	5.4
PROGRAM REVENUE	(6,881,836)	(7,905,443)	(8,560,128)	(8,362,068)	(8,547,435)	2.2
NET GENERAL FUND CONTRIBUTION	\$1,978,662	\$1,895,007	\$1,944,160	\$1,826,159	\$2,193,211	20.1
STAFF YEARS	248.75	272.50	264.00	280.75	266.75	(5.0)

PROGRAM DESCRIPTION

Management Services provides centralized administrative support for all department activities. Included in this support are accounting and revenue management, personnel management, training, budget development and monitoring, EDP development and implementation, word processing, centralized contracting, volunteer coordination, media inquiry, supplies management, program evaluation and special studies. Coordination of these administrative services is provided department-wide to avoid duplication of effort and expenditures.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual Salaries and Benefits are lower than budgeted as the result of salary savings due to Word Processing Centers not opening in the Childrens Services Bureau.

1991-92 OBJECTIVES

1. Evaluate alternative State wide computer systems.
2. Procure and install EDP equipment required to support additional staff needed for caseload growth.
3. Complete implementation of Adult Employment Services Bureau text retrieval computer system.
4. Complete implementation of Conservatorship computer system.
5. Complete implementation of Fiscal payment computer system.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net decrease of 14.00 SY due to the following: increase of 2.00 SY due to mid-year additions approved by the Board on 12/19/90; increase of 3.00 SY for the Eligibility Technician computer lab and Fiscal internal control accountant; decreasing 8.00 SY word processing staff due to unopened Childrens Services offices; transfer of 7.00 SY to the Income Maintenance Bureau and decreasing 4.00 SY due to Budget reductions.

1. Support Services (4.00 SY; E = \$204,076; R = \$162,404) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for administrative guidance to the Office Services and Word Processing sub-programs and for providing consolidated facility planning and management for the whole Department.
 - o Transferring in 1.00 SY Social Service Administrator II from Media Inquiry/Volunteer Relations and reclassifying the position to Associate Mechanical Engineer.
2. Word Processing (65.00 SY; E = \$2,099,617; R = \$1,670,881) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for centralized word processing services at the Department's Mission Valley, Levant Street, Ruffin Road, Mills Building, Chesapeake, Oceanside and Escondido facilities.
 - o Deleting 8.00 SY (2.00 SY Word Processing Center Supervisors and 6.00 SY Word Processing Operators). These staff were authorized for Children's Services facilities which were not opened.
 - o Deleting 1.00 SY Intermediate Transcriber Typist due to budget reductions.
 - o Reclassifying 2.00 SY Word Processing Operators to Senior Word Processing Operators.
 - o Decreasing \$29,160 in Services and Supplies to offset the purchase of 6 laser printers.
3. Office Services (45.00 SY; E = \$1,924,135; R = \$1,531,232) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for inactive case record storage, duplication services, supply requisition control, fixed asset inventory and repair controls for all departmental programs.
 - o Reclassifying 3.00 SY Intermediate Clerks to Reprographics Technicians.
 - o Expected to process 825,000 case records.
4. Fiscal Services (71.00 SY; E = \$2,416,390; R = \$1,922,970) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for departmentwide accounting services, managing conservatee funds, accounting for Child Support collections, and preparing assistance and administrative revenue claims.

- o Increasing 1.00 SY Senior Accountant for internal controls auditing.
 - o Decreasing 1.00 SY Intermediate Account Clerk due to budget reductions.
 - o Expected to process 330,000 financial transactions.
5. Media Inquiry/Volunteer Relations (3.00 SY; E = \$143,001; R = \$113,801) including support personnel is:
- o Discretionary/Discretionary Service Level.
 - o Responding to inquiries from citizens, other counties, other states and the media; coordinating the departmentwide volunteer program.
 - o Transferring 1.00 SY Social Service Administrator II to Support Services.
 - o Transferring 7.00 SY (1.00 SY Eligibility Supervisor, 5.00 SY Eligibility Technicians, and 1.00 SY Intermediate Clerk) and \$1,200 in bilingual pay to Income Maintenance Bureau to handle inquiries related to eligibility determinations.
 - o Deleting 1.00 SY Program Assistant due to budget reductions.
 - o Expected to obtain 450,000 volunteer hours donated.
6. Personnel and Training (45.75 SY; E = \$1,940,151; R = \$1,543,977) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for Departmentwide personnel and payroll services and training coordination and providing in-house training for Eligibility Technicians and Social Worker staff.
 - o Deleting 1.00 SY Protective Service Supervisor due to budget reductions.
 - o Reclassifying 1.00 SY Senior Personnel Analyst to Personnel Research Psychologist and 1.00 SY Stenographer to Administrative Secretary I.
 - o Increasing 1.00 SY Personnel Aide and 1.00 SY Staff Development Specialist to implement a Benefits Analyst (Eligibility Technician) "hands on" computer lab.
 - o Decreasing \$1,600 in overtime to offset the purchase of a payroll printer.
 - o Expected to provide personnel, payroll and training services for an average of 3,690 employees.
7. Budget and Revenue (5.00 SY; E = \$290,427; R = \$231,123) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for preparing and monitoring the Department's Budget; analyzing of State and Federal Budgets; performing other fiscal analysis as required.
8. Evaluation and Contracting (5.00 SY; E = \$324,697; R = \$258,395) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for evaluating the Department's programs, providing centralized contracting out services, performing planning functions for Departmental programs.
9. Electronic Data Processing (23.00 SY; E = \$1,398,152; R = \$1,112,653) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Responsible for developing, coordinating and implementing Departmental record automation efforts.
 - o Reclassifying 1.00 SY Associate Systems Analyst to Senior Systems Analyst; 3.00 SY Distributed Network Technician I to II; and 1.00 SY Distributed Network Technician II to III.
 - o Adding 2.00 SY Associate Systems Analysts approved by the Board on 12/19/90 (17) for the continuing Automation Project.
 - o Expected to complete 1,000 service requests.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Foster Day Care Licensing Contract	\$29,190	\$67,009	\$0	\$(67,009)
Foster Home License Contracts	54,583	74,403	79,535	5,132
Adoptions Service Contract	247,438	218,738	259,162	40,424
Refugee Social Services	9,070	1,239	9,010	7,771
Child Welfare Services (match required)	1,833,068	2,772,170	2,728,985	(43,185)
County Services Block Grant (25% match required)	242,990	334,738	394,230	59,492
Short-Doyle (10% match required)	80,564	85,926	81,622	(4,304)
Refugee Targeted Assistance Program (RTAP)	30,096	45,193	77,972	32,779
RETC Contract Administration	27,263	34,314	26,567	(7,747)
AFDC Administration (25% match required)	1,574,777	1,515,978	1,563,225	47,247
Medi-Cal Program Administration	1,575,805	1,091,050	1,224,384	133,334
Food Stamp Program Admin. (25% match required)	1,272,437	1,327,589	753,336	(574,253)
Refugee Aid Administration	150,467	75,229	80,140	4,911
Dept. of Education Contract Administration	6,936	3,887	2,479	(1,408)
Food Stamp Employment & Training (match required)	78,862	65,669	82,264	16,595
Job Clubs				
Greater Avenues to Independence	615,749	511,513	802,327	290,814
Independent Living Skills Contract	38,888	39,834	37,668	(2,166)
Hospital Council Contract	82,456	48,193	53,627	5,434
Adoption Fees	4,783	7,573	7,194	(379)
Tran. Child Care Admin.	16,934	20,831	28,028	7,197
Spec. Foster Care Grant	0	5,840	0	(5,840)
Misc. (HRSA, SAVE, IRCA)	587,772	15,152	151,916	136,764
Family Preservation	0	0	86,671	86,671
Specialized Foster Care Grant	0	0	17,093	17,093
Sub-Total	\$8,560,128	\$8,362,068	\$8,547,435	\$185,367
Total	\$8,560,128	\$8,362,068	\$8,547,435	\$185,367

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
REVENUE MATCH:				
Child Welfare Services (\$ match required)	\$211,524	\$275,420	\$348,087	\$72,667
County Services Block Grant (25% of cost)	80,997	110,083	131,410	21,327
Short-Doyle (10% of cost)	8,952	9,489	9,013	(476)
AFDC Administration (25% of cost)	666,187	523,212	916,813	393,601
Food Stamp Program (25% of cost)	271,945	160,455	166,416	5,961
Food Stamp Employment & Training	23,008	30,480	26,429	(4,051)
Sub-Total	\$1,262,613	\$1,109,139	\$1,598,168	\$489,029
GENERAL FUND SUPPORT COSTS:				
County Cost Programs	\$681,547	\$477,208	\$595,043	\$117,835
Unfunded Salary Increases	0	239,812	0	(239,812)
Sub-Total	\$681,547	\$717,020	\$595,043	\$(121,977)
Total	\$1,944,160	\$1,826,159	\$2,193,211	\$367,052

EXPLANATION/COMMENT ON PROGRAM REVENUES:

1990-91 actual is less than budget due to receipt of Child Welfare Services, Medi-Cal and County Services Block Grant revenue in amounts less than anticipated.

Day Care Licensing Contract decreased due to the transfer of that function back to the State in January, 1991.

Miscellaneous revenue increase reflects federal funding of services provided to newly, legalized immigrants eligible for Immigration Reform and Control Act of 1986 (IRCA) and Systematic Alien Verification for Entitlements (SAVE) funding.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

County Cost match percentages are indicated above. Child Welfare Services funding requires a 25% match on a portion of the revenue with the remainder a 100% offset of expenditure for FY 90-91.

Unfunded salary increases result from the State's decision to withhold funding for increases in the fiscal year in which they occurred. This action increases budgeted net County cost in this program as noted.

FIXED ASSETS

Item	Quantity	Cost
Print Sharing Device	6	\$5,160
Printer Systems	1	600
Office Equipment	Lot	50
Printer, Laser (Heavy duty)	6	24,000
Printer, Laser (1 MB-Spooler)	1	3,000
Computers	Lot	950
Audio Visual Equipment	Lot	50
Storage Containers	10	100
<hr/> Total		\$33,910

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
<u>WORKLOAD (ANNUAL)</u>					
<u>General Services</u>					
Case records processed	795,000	750,700	798,000	825,000	825,000
Printing impressions	43,000,000	44,000,000	47,600,000	48,000,000	48,000,000
<u>Public Media/Volunteer Relations</u>					
Volunteer hours donated	160,165	303,906	418,721	350,000	450,000
Value of donated time	\$ 6,645,553	\$ 7,000,000	\$ 10,370,393	\$ 7,500,000	\$ 10,000,000
Public Inquiries and/or requests *	125,000	132,637	N/A	136,000	N/A
Client complaints resolved avoiding appeal hearings *	1,355	543	N/A	550	N/A
Speaking requests filled/audience	194/5,900	277/11,241	191/8,670	350/15,000	350/15,000
<u>Personnel/Payroll</u>					
Significant personnel activities	3,500	3,496	3,485	3,603	3,690
<u>Training</u>					
Hours of staff training provided	162,000	175,086	114,132	160,000	160,000
<u>Fiscal Services</u>					
Financial transactions	328,472	303,411	323,087	310,000	330,000
Food Stamp packets assembled/mailed	518,269	460,047	157,451	80,000	0
<u>Budget and Revenue</u>					
Management reports prepared	16	16	16	16	16
<u>Evaluations and Contracts</u>					
Contracts negotiated	19	13	9	8	18
Program evaluations conducted	1	1	1	2	1
Systems studies conducted	7	6	3	8	4
Legislation analyzed, number of bills	186	220	193	200	200
<u>Electronic Data Processing</u>					
Service requests completed	N/A	720	821	792	1,000
On-line transactions	N/A	16,530,000	19,944,000	18,183,000	21,938,400
Laser printer pages printed	N/A	744,000	837,340	818,400	921,074
Impact printer lines printed	N/A	504,000,000	604,700,000	554,400,000	665,170,000

PERFORMANCE INDICATORS

1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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DISCUSSIONPublic Media & Volunteer Relations

* NOTE: These performance indicators are no longer recorded because client complaints and public inquiry were transferred to the Income Maintenance Bureau. Speaking requests filled/Audience actual was less than budget due to lack of speakers during Child Awareness Week.

Fiscal Services

In FY 90-91 the Food Stamp packets assembled/mailed was eliminated due to the implementation of the Food Stamp Cash Out program. However, due to delays in implementation 157,451 packets were mailed in FY 90-91 as the Food Stamp coupons were phased-out in San Diego County.

Training

Actuals for hours of staff training provided were less than budgeted due to fewer Benefit Analyst (Eligibility Technician) and Protective Service Worker induction classes.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>Support Services Division</u>							
2412	Admin Svcs Manager II	1	1.00	1	1.00	\$51,937	\$54,957
2610	Buyer II	1	1.00	1	1.00	29,469	33,214
2413	Analyst III	1	1.00	1	1.00	43,807	46,351
3643	Assoc Mech Engineer	0	0.00	1	1.00	0	42,935
	Sub-Total	3	3.00	4	4.00	\$125,213	\$177,457
<u>Word Processing</u>							
2125	Principal Clerk I	1	1.00	1	1.00	\$29,848	\$ 31,583
3010	WP Center Supervisor	7	7.00	5	5.00	188,474	146,387
3008	Sr WP Operator	10	9.50	12	11.50	211,397	276,803
3009	WP Operator	49	48.50	41	40.50	1,036,956	929,290
2730	Sr Clerk	1	1.00	1	1.00	19,493	24,032
2724	Sr Trans Typist	1	1.00	1	1.00	25,313	26,411
2417	Intermediate Trans Typist	5	5.00	4	4.00	107,001	88,687
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,962	18,125
	Sub-Total	75	74.00	66	65.00	\$1,638,444	\$1,541,318
<u>Office Services Section</u>							
2304	Admin Asst I	1	1.00	1	1.00	\$29,203	\$ 30,665
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2730	Senior Clerk	4	4.00	4	4.00	87,932	89,937
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	46,042	50,329
3050	Offset Equipment Oper	2	2.00	2	2.00	42,241	46,239
2650	Stock Clerk	1	1.00	1	1.00	17,982	19,896
2700	Intermediate Clerk Typist	30	30.00	27	27.00	569,642	545,803
6200	Building Maint Eng Asst	2	2.00	2	2.00	48,216	59,635
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	36,252	40,726
3051	Reprographics Tech	0	0.00	3	3.00	0	55,541
	Sub-Total	45	45.00	45	45.00	\$903,863	\$966,658
<u>Fiscal Services Division</u>							
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$50,457	\$ 55,505
2505	Senior Accountant	2	2.00	3	3.00	78,812	90,504
2425	Associate Accountant	5	5.00	5	5.00	153,975	170,802
2730	Sr Clerk	1	1.00	1	1.00	19,493	24,032
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2500	Jr Accountant	1	1.00	1	1.00	26,596	30,041
2403	Accounting Tech	6	6.00	6	6.00	151,583	156,965
2510	Sr Account Clerk	13	13.00	13	13.00	299,554	308,482
2493	Intermediate Account Clerk	35	35.00	34	34.00	686,558	682,869
2700	Intermediate Clerk Typist	6	6.00	6	6.00	114,316	117,390
	Sub-Total	71	71.00	71	71.00	\$1,607,697	\$1,664,477
<u>Media Inquiry/Volunteer Relations</u>							
5288	Soc Svcs Admin II	1	1.00	0	0.00	\$43,807	\$ 0
5248	Program Assistant	2	2.00	1	1.00	75,022	40,011
2337	Public Information Spec	1	1.00	1	1.00	34,519	38,095
5222	Eligibility Supervisor	1	1.00	0	0.00	29,138	0
5221	Eligibility Technician	5	5.00	0	0.00	75,141	0
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2700	Intermediate Clerk Typist	1	1.00	0	0.00	19,641	0
	Sub-Total	12	12.00	3	3.00	\$300,333	\$102,138

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>Personnel & Training Division</u>							
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	\$47,569	\$59,203
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2757	Admin Secretary II	0	0.00	1	1.00	0	22,948
	Sub-Total	2	2.00	3	3.00	\$70,634	\$106,183
<u>Personnel & Payroll Section</u>							
2328	Dept Personnel Officer II	5	5.00	5	5.00	\$222,989	\$229,325
2330	Dept Personnel Officer I	1	1.00	1	1.00	24,594	37,552
2374	Sr Personnel Analyst	1	1.00	0	0.00	45,788	0
2363	Personnel Research Psych	0	0.00	1	1.00	0	50,273
2745	Supervising Clerk	1	1.00	1	1.00	26,353	24,991
2320	Personnel Aide	1	1.00	1	1.00	26,208	27,733
2511	Sr Payroll Clerk	5	5.00	5	5.00	117,096	120,717
2494	Payroll Clerk	6	6.00	6	6.00	123,077	126,281
2760	Stenographer	1	1.00	0	0.00	19,252	0
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,864	40,266
9999	Temporary Extra Help	1	.25	1	.25	8,000	800
	Sub-Total	24	23.25	23	22.25	\$651,221	\$657,938
<u>Training Section</u>							
2308	Dept Training Admin	1	1.00	1	1.00	\$48,299	\$ 51,102
5287	Soc Svc Admin I	1	1.00	1	1.00	41,539	44,099
2365	Staff Devel Spec	3	2.50	4	3.50	85,200	135,166
5259	Protective Svcs Supervisor	3	3.00	2	2.00	125,490	88,080
2320	Personnel Aide (Trn Aide)	0	0.00	1	1.00	0	0
5226	Eligibility Training Spec	8	7.00	8	7.00	194,994	204,391
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2700	Intermediate Clerk Typist	4	4.00	4	4.00	79,237	83,016
	Sub-Total	21	19.50	22	20.50	\$597,824	\$629,886
<u>Budget and Revenue Division</u>							
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$54,536	\$ 57,705
2413	Analyst III	3	3.00	3	3.00	131,421	137,386
2757	Admin Sec II	1	1.00	1	1.00	24,516	22,148
	Sub-Total	5	5.00	5	5.00	\$210,473	\$217,239
<u>Evaluation and Contracting Division</u>							
2367	Principal Admin Analyst	1	1.00	1	1.00	\$49,484	\$52,355
2413	Analyst III	2	2.00	2	2.00	87,614	92,702
2412	Analyst II	1	1.00	1	1.00	39,679	46,351
2757	Admin Sec II	1	1.00	1	1.00	24,174	23,698
	Sub-Total	5	5.00	5	5.00	\$200,951	\$215,106
<u>Electronic Data Processing Division</u>							
2471	EDP Systems Manager	1	1.00	1	1.00	\$61,589	\$ 65,164
2499	Principal Systems Analyst	1	1.00	1	1.00	55,931	59,184
2525	Sr Systems Analyst	2	2.00	3	3.00	103,874	153,088
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	57,263	54,957
2427	Associate Systems Analyst	8	8.00	9	9.00	343,714	406,355
2428	System Supp Analyst-Trne	1	1.00	1	1.00	23,779	29,796
2303	Administrative Assistant II	1	1.00	1	1.00	38,547	42,015
2756	Administrative Secretary I	1	1.00	1	1.00	22,011	23,920
2484	Distrib Network Tech I	3	3.00	0	0.00	66,651	0
2485	Distrib Network Tech II	1	1.00	3	3.00	26,213	79,044

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2486	Distrib Network Tech III	0	0.00	1	1.00	0	27,071
3199	Dept Computer Spec II	1	1.00	1	1.00	25,016	35,414
	Sub-Total	21	21.00	23	23.00	\$824,588	\$976,008
	Total	284	280.75	270	266.75	\$7,131,241	\$7,254,408
	Bilingual Pay:					36,260	33,800
	Premium/Overtime Pay:					0	0
	Employee Benefits:					2,206,761	2,500,087
	Salary Savings:					(191,552)	(195,480)
	Total Adjustments					\$2,051,469	\$2,338,407
	Program Totals	284	280.75	270	266.75	\$9,182,710	\$9,592,815

PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 93101
MANAGER: R. JACOBSEN

ORGANIZATION #: 3900
REFERENCE: 1991-92 Proposed Budget - Pg. 17-24

AUTHORITY: This program was developed for the purpose of carrying out the provisions of Sections 252-256, Article XVI of the County Administrative Code, which provide for preparation of budgets, supervision of expenditures, coordination of various social service activities and administration of programs as required by, and in conformity with, State and Federal statutes and regulations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,090,446	\$1,288,225	\$1,232,350	\$1,143,836	\$1,309,766	14.5
Services & Supplies	12,436	16,162	29,013	17,454	75,449	332.3
TOTAL DIRECT COST	\$1,102,882	\$1,304,387	\$1,261,363	\$1,161,290	\$1,385,215	19.3
PROGRAM REVENUE	(855,630)	(1,027,724)	(1,027,908)	(1,004,642)	(1,102,152)	9.7
NET GENERAL FUND CONTRIBUTION	\$247,252	\$276,663	\$233,455	\$156,648	\$283,063	80.7
STAFF YEARS	19.25	20.00	23.00	18.00	18.00	0.0

PROGRAM DESCRIPTION

This program, consisting of the Director, Assistant Director and Deputy Directors and their administrative staff and secretarial support, provides accountability, coordination, policy development and administration for the Department's programs which are available to eligible citizens throughout the County.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits were over budget due to the need to hire temporary clerical staff during high workload periods and the cost of unbudgeted revisions to the executive compensation packages.

1991-92 OBJECTIVES

1. Achieve adequate funding for mandated services so that services can be at a quality level.
2. Develop new, and improve existing, automated systems.
3. Simplify paperwork and streamline the system.
4. Recognize quality performance.
5. Provide good working conditions for staff.
6. Encourage ideas for improvement from staff and the community.

1991-92 SUB PROGRAM ACTIVITIES

Services and Supplies increased due to realignment to approximate our State claiming process. Services and Supplies have been reallocated to all programs based on a percentage of staff years to total department.

The activities of this program are summarized as follows:

1. Department Administration (18.00 SY; E = \$1,385,215; R = \$1,102,152) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the administration of the Department's other programs.
 - o Reclassifying 1.00 SY Asst Deputy Director to Deputy Director, Social Services in the Director's Office and transferring it to the Community Relations Bureau, and 1.00 SY Administrative Assistant III to Principal Administrative Analyst in the Adult & Employment Services Bureau.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Day Care Licensing	\$3,505	\$7,638	\$0	\$(7,638)
Foster Home Lic. Contracts	6,554	8,481	10,258	1,777
Adoptions Service Contract	29,713	24,932	33,424	8,492
Refugee Social Services	1,089	141	1,162	1,021
Child Welfare Services (match required)*	220,116	315,982	351,956	35,974
County Services Block Grant (25% match required)	29,178	38,155	50,843	12,688
Short-Doyle (10% match required)	9,674	9,794	10,527	733
Ref. Employment Services	3,614	5,152	10,056	4,904
RETC Contract Administration	3,274	3,911	3,426	(485)
AFDC Administration (25% match required)	189,100	212,797	196,263	(16,534)
Medi-Cal Program Administration	189,216	124,362	153,279	28,917
Food Stamp Program Administration (25% match required)	152,915	162,827	102,709	(60,118)
Refugee Aid Administration	8,013	8,575	10,336	1,761
Department of Education (maint. of effort required)**	833	443	320	(123)
Food Stamp Empl. & Training (match required)	9,470	7,485	10,609	3,124
Greater Avenues to Independence (GAIN)	73,940	58,304	103,476	45,172
Independent Living Grant	4,670	4,540	4,858	318
Hospital Council Contract	10,304	5,493	6,916	1,423
Adoption Fees	574	863	928	65
Tran. Child Care Admin.	1,929	2,374	3,615	1,241
Spec. Foster Care Grant	0	666	2,205	1,539
Family Preservation	0	0	11,176	11,176
Misc. (HRSA, SAVE, IRCA)	80,227	1,727	23,810	22,083
Sub-Total	\$1,027,908	\$1,004,642	\$1,102,152	\$97,510
Total	\$1,027,908	\$1,004,642	\$1,102,152	\$97,510

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Child Welfare Services	\$25,400	\$31,393	\$44,893	\$13,500
County Services Block Grants	9,726	12,548	16,949	4,401
Short-Doyle	1,075	1,082	1,162	80
AFDC Administration	79,996	59,638	112,895	53,257
Food Stamp Admin.	32,655	18,289	27,013	8,724
Food Stamp Empl. & Training	2,763	3,474	3,409	(65)
Sub-Total	\$151,615	\$126,424	\$206,321	\$79,897
County Cost Program Support	81,840	30,224	76,742	46,518
Unfunded Salary increases	0	0	0	0
Sub-Total	\$81,840	\$30,224	\$76,742	\$46,518
Total	\$233,455	\$156,648	\$283,063	\$126,415

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The 1990-91 revenue actual was higher than budget due to higher than anticipated State Allocations.

Miscellaneous revenue increase reflects Federal funding of services provided to newly, legalized immigrants eligible for the Immigration Reform and Control Act of 1986 (IRCA) and Systematic Alien Verification for Entitlements (SAVE) funding.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

County Cost Program Support costs include the cost to administer County funded programs such as General Relief.

* Child Welfare Services revenues require a SB14 dollar amount County match.

** Department of Education Contract requires an initial County maintenance of effort expenditure of \$105,332, which is included in Childrens Services Program budget.

Unfunded salary increases result from the State's decision to withhold funding for increases in the fiscal year in which they occurred. This action increases Budgeted net County cost in this program as noted.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>DSS Director's Office</u>							
2121	Director, Soc Svcs	1	1.00	1	1.00	\$100,608	\$111,778
2225	Asst Dir, Soc Svcs	1	1.00	1	1.00	82,563	88,675
0360	Asst Deputy Director	1	1.00	1	1.00	50,115	68,581
2759	Admin. Sec. IV	1	1.00	1	1.00	29,712	33,076
2758	Admin. Sec III	1	1.00	1	1.00	31,433	28,138
	Sub-Total	5	5.00	5	5.00	\$294,431	\$330,248
<u>Income Maintenance Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$71,744	\$73,086
2302	Admin Assistant III	1	1.00	1	1.00	43,807	46,351
2758	Admin Secretary III	1	1.00	1	1.00	29,201	30,900
	Sub-Total	3	3.00	3	3.00	\$144,752	\$150,337
<u>Childrens Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$72,464	\$76,602
2367	Prin Admin Analyst	1	1.00	1	1.00	49,484	52,355
2303	Admin Assistant II	1	1.00	1	1.00	37,169	39,727
2758	Admin Secretary III	1	1.00	1	1.00	25,453	30,900
	Sub-Total	4	4.00	4	4.00	\$184,570	\$199,584
<u>Employment Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$72,464	\$76,602
2367	Prin Admin Analyst	0	0.00	1	1.00	0	46,351
2302	Admin Assistant III	1	1.00	0	0.00	43,807	0
2758	Admin Secretary III	1	1.00	1	1.00	25,453	27,969
	Sub-Total	3	3.00	3	3.00	\$141,724	\$150,922
<u>Management Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$73,072	\$78,113
2758	Admin Secretary III	1	1.00	1	1.00	26,523	28,084
	Sub-Total	2	2.00	2	2.00	\$99,595	\$106,197
<u>Community Relations Bureau</u>							
2294	Dep Dir, Soc Svcs	0	0.00	1	1.00	\$0	\$68,248
0360	Asst Deputy Director	1	1.00	0	0.00	50,114	0
	Sub-Total	1	1.00	1	1.00	\$50,114	\$68,248
Total		18	18.00	18	18.00	\$915,186	\$1,005,536
Bilingual Pay:						\$1,000	\$1,000
Premium/Overtime Pay:						0	0
Employee Benefits:						250,505	341,895
Salary Savings:						(22,855)	(38,665)
Total Adjustments						\$228,650	\$304,230
Program Totals		18	18.00	18	18.00	\$1,143,836	\$1,309,766

COMMUNITY SERVICES



AGRICULTURE/WEIGHTS & MEASURES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Agriculture/Weights & Measures	\$3,265,134	\$3,968,082	\$3,920,104	\$4,136,590	\$4,624,791	\$488,201	11.8
*Watershed Resources Management	176,226	156,374	189,803	146,265	153,897	7,632	5.2
Department Overhead	422,778	430,164	439,592	536,602	588,160	51,558	9.6
TOTAL DIRECT COST	\$3,864,138	\$4,554,620	\$4,549,499	\$4,819,457	\$5,366,848	\$547,391	11.4
PROGRAM REVENUE	(2,157,619)	(2,225,492)	(2,673,218)	(2,308,570)	(2,719,191)	(410,621)	17.8
NET GENERAL FUND COST	\$1,706,519	\$2,329,128	\$1,876,281	\$2,510,887	\$2,647,657	\$136,770	5.5
STAFF YEARS	99.36	100.14	102.9	113.25	119.00	5.75	5.1

GRAZING LAND

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Total Direct Costs	\$0	\$10,540	\$0	\$101,000	\$101,000	\$0	0.0
TOTAL DIRECT COST	\$0	\$10,540	\$0	\$101,000	\$101,000	\$0	0.0
PROGRAM REVENUE	\$(101,000)	\$(14,055)	\$(10,114)	\$(101,000)	\$(7,000)	\$94,000	(93.1)
**GRAZING LAND FUND BALANCE	\$(101,000)	\$(109,520)	\$(119,636)	\$0	\$94,000	\$94,000	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

* Watershed Resources program is consolidated with Grazing Land in Fund 120000.
 ** Fund Balance is annually appropriated.

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURE

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES	
ADMINISTRATION	
	<u>SY</u>
Agricultural Commissioner/Sealer	1.0
Administrative Services Manager II	1.0
Administrative Secretary III	1.0
Administrative Secretary II	<u>1.0</u>
	4.0

ENFORCEMENT DIVISION	
	<u>SY</u>
Assistant Ag. Commissioner/Sealer	<u>1.0</u>
	1.0

SERVICES DIVISION	
	<u>SY</u>
Chief Agricultural Services	<u>1.0</u>
	1.0

PESTICIDE USE ENFORCEMENT	
	<u>SY</u>
Deputy Ag. Comm. & Sealer	1.0
Sup Ag/Standards Inspector	3.0
Sr. Ag/Standards Inspector	12.0
Ag/Standards Inspector	1.0
Senior Clerk	1.0
Intermediate Clerk	1.0
Civil Actions Invest.	<u>1.0</u>
	20.0

PEST EXCLUSION	
	<u>SY</u>
Deputy Ag/Comm. & Sealer	1.0
Sup Ag/Standards Inspector	2.0
Sr. Ag/Standards Inspector	13.0
Ag/Standards Inspector	6.0
Senior Clerk	2.0
Intermediate Clerk	<u>1.0</u>
	25.0

WATERSHED RESOURCES MANAGEMENT	
	<u>SY</u>
Watershed Manager	1.0
Sr. Ag/Standards Inspector	<u>2.0</u>
	3.0

PLANT PATHOLOGY & NEMATOLOGY	
	<u>SY</u>
Sup Plant Path/Nematologist	1.0
Plant Path/Nematologist	1.0
Agricultural Technician	<u>1.0</u>
	3.0

ENTOMOLOGY	
	<u>SY</u>
Supervising Entomologist	<u>1.0</u>
	1.0

ENVIRONMENTAL ISSUES	
	<u>SY</u>
Environmental Mgmt. Spec.	<u>1.0</u>
	1.0

PEST DETECTION/MANAGEMENT	
	<u>SY</u>
Deputy Ag/Comm. & Sealer	1.0
PEST DETECTION	
Sup Ag/Standards Inspector	0.5
Sr. Ag. Technician	2.0
Agricultural Technician	13.0
Ag. Technician Aide	10.0
PEST MANAGEMENT	
Sup Ag/Standards Inspector	0.5
Sr. Agricultural Technician	1.0
Agricultural Technician	4.0
Ag. Technician Aide	<u>2.0</u>
	34.0

WEIGHTS AND MEASURE	
	<u>SY</u>
Sup Ag/Standards Inspector	1.0
Sr. Ag/Standards Inspector	10.0
Ag/Standards Inspector	1.0
Senior Clerk	1.0
Intermediate Clerk	<u>1.0</u>
	14.0

FRUIT & VEGETABLE QUALITY CONTROL	
	<u>SY</u>
Deputy Ag/Comm. & Sealer	1.0
Sr. Ag/Standards Inspector	1.0
Ag/Standards Inspector	<u>2.0</u>
	4.0

CLERICAL SERVICES	
	<u>SY</u>
Supervising Clerk	1.0
Senior Account Clerk	1.0
Senior Payroll Clerk	1.0
Senior Clerk	3.0
Dept. computer Spec.	1.0
Data Entry Operator	<u>1.0</u>
	8.0

PROGRAM: Agriculture/Weights & Measures

DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES

PROGRAM #: 32001, 32022
 MANAGER: Kathleen A. Thuner

ORGANIZATION #: 4850
 REFERENCE: 1991-92 Proposed Budget - Pg. 18-7

AUTHORITY: The Agriculture portion of this program was developed to carry out the mandates of the State Food & Agricultural Code, Sections 1-2281; 11401-12121; 27501-29735; 42501-53564; 67500-67740; and appropriate sections of the California Code of Regulations - Title 3 Agriculture.

The Weights and Measures portion enforces Division 5, California Business and Professional Code, and Chapter 8, Title 4 of the California Code of Regulations pertaining to weights and measures, and any other State or Federal laws, rules and regulations pertaining to weights and measures standards, specifications and tolerances.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,915,628	\$3,198,152	\$3,553,297	\$3,649,197	\$4,223,600	15.7
Services & Supplies	296,950	343,692	331,819	355,393	373,805	5.2
Other Charges	0	1,071	0	0	21,000	100.0
Fixed Assets	23,375	159,312	34,988	132,000	6,386	(95.2)
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	29,181	265,855	0	0	0	0.0
TOTAL DIRECT COST	\$3,265,134	\$3,968,082	\$3,920,104	\$4,136,590	\$4,624,791	11.8
PROGRAM REVENUE	(2,038,808)	(2,126,892)	(2,574,088)	(2,189,970)	(2,593,418)	18.4
NET GENERAL FUND CONTRIBUTION	\$1,226,326	\$1,841,190	\$1,346,016	\$1,946,620	\$2,031,373	4.4
STAFF YEARS	85.97	86.75	93.55	99.00	104.75	5.8

PROGRAM DESCRIPTION

The agriculture industry in San Diego County produces food and flower crops valued at \$934.7 million (1990). The County Agricultural Commissioner carries out the regulatory mandates as a local enforcement official. This provides a balance between the need for statewide uniformity and control but gives recognition to the wide diversity of crops, climate and the population of San Diego County. State or Federally licensed personnel are required to perform in eight mandated programs. These programs are: 1) Excluding, Detecting and Eradicating Pests; 2) Regulating Pesticide Use and Worker Health and Safety; 3) Enforcing Fruit, Nut, Honey, and Vegetable Standards; 4) Enforcing Egg Standards; 5) Enforcing Nursery Laws; 6) Enforcing Apiary Laws; 7) Enforcing Seed Laws; 8) Compiling Agricultural Statistics.

The inspection of petroleum products, enforcement of the Fair Packaging and Labeling Act, weighmaster laws and regulations, and the inspection of weighing and measuring devices are mandated under the California Business and Professions Code. This department, upon request, certifies the accuracy of devices for other governmental agencies. The assurance of quantity, quality and fair competition in the market place is necessary to secure the confidence of the general public. The petroleum products program deals with the enforcement of the quality and advertising requirements of petroleum products such as anti-freeze, brake fluid, and automatic transmission fluids. San Diego County has in excess of 4,500 locations which sell gasoline and other petroleum products. The direct enforcement of the Fair Packaging and Labeling Act of the Business and Professions Code is the responsibility of the County Sealer of Weights and Measures. The Sealer is also mandated under the Weighmaster Enforcement Program to do inspecting and intra-county complaint investigations. There are approximately 266 licensed weighing locations in San Diego County. The type of businesses inspected include poultry, livestock feeds, salvage, moving and storage of household goods, fish buyers, avocado processors, fertilizer, rock, asphalt and concrete. All are inspected for compliance with governing regulations. The Weighing and Measuring Device Testing Program is solely an obligation of the Sealer of Weights and Measures.

1990-91 BUDGET TO ACTUAL COMPARISON

Estimated actuals in salary were lower than budget level because anticipated recruitment of licensed qualified persons to fill Agricultural/Standards Inspector positions did not occur which further impacted level of performance of mandated duties. Estimated actuals in service and supplies were lower than budgeted level because required expenditures in purchase of pesticides and other chemicals as well as minor testing and sampling equipment were deleted because of mid-year reallocation to fund critical EDP hardware and software. Estimated actuals for fixed assets were lower than budgeted level due to reallocation of money from vapor meter calibration equipment to purchase additional office automation equipment.

1991-92 OBJECTIVES

Continue to develop the Pesticide Use Enforcement section of this program.

Expand the Integrated Pest Management Program, thus lowering the use of restricted pesticides and mitigating conflict with urbanizing areas of San Diego County and agriculture.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Technical/Clerical/Indirect Support (12.00 SY; E = \$992,660; R = \$0) including support personnel involves the following:
 - o Mandated/Discretionary Service Level.
 - o Agriculture enforcement and services.
 - deleted 1.0 staff year for Chief Deputy Commissioner Sealer.
2. Agriculture Enforcement (77.75 SY; E = \$2,977,980; R = \$2,382,659) including support personnel involves the following:
 - o Mandated/Mandated Service Level.
 - o Pest exclusion activities.
 - deleted 2.00 staff years for Agricultural/Standards Inspector
 - deleted 1.00 staff years for Deputy Agricultural Commissioner Sealer
 - o Pesticide use enforcement and worker health and safety programs.
 - Added 2.00 staff years to support 100% PUE reporting.
 - Added 2.00 staff years for additional enforcement activities
 - o Seed, nursery, and apiary inspections.
 - o Policing fruit, nuts, honey, eggs and vegetable standards.
 - added 0.25 staff years for produce inspection
 - o Pest detection/eradication/control (including structural pest control) activities.
 - added 5.00 staff years for expanded Fruit Fly monitoring
 - added 0.50 staff years for East Mesa Detention Center
3. Weights and Measures (15.00 SY; E = \$654,151; R = \$210,759) including support personnel involves the following:
 - o Mandated/Mandated Service Level.
 - o Device inspection and consumer protection programs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Business License	\$13,834	\$6,380	\$6,380	\$0
Certified Producers	2,500	2,500	2,500	0
Farmers Market	120	120	120	0
Other Licenses	74,829	62,691	62,691	0
AB 2187 Inventory Hazardous Materials	30,000	30,000	30,000	0
Imported Food Inspection	83,925	33,930	33,930	0
Vertebrate Bait Sales	50,993	97,000	97,000	0
Miscellaneous	3,560	0	0	0
Organic Foods Law	0	0	9711	9,711
Sub-Total	\$259,761	\$232,621	\$242,332	\$9,711
OTHER:				
Hydrilla	\$0	\$0	\$0	\$0
Road Fund (Plant Pests)	151,657	140,000	140,000	0
Airport Enterprise	23,603	20,000	20,000	0
Special Districts	9,469	18,000	18,000	0
Pesticide Residue Sampling	7,490	7,250	4,785	(2,465)
Border Contract	45,910	45,910	45,910	0
Miscellaneous (Fines & Forfeitures/Other)	5,141	0	0	0
Seed Agreement	3,039	0	0	0
EDP Worker Health & Safety Training	0	0	24,550	24,550
Park Tree Maintenance	5,500	0	0	0
Sub-Total	\$251,809	\$231,160	\$253,245	\$22,085
LOCAL ASSISTANCE:				
State Nursery Contract	\$37,610	\$35,366	\$48,625	\$13,259
State Egg Quality Control Contract	34,635	27,864	28,450	586
AB 3765 - Pesticide Use Enforcement	188,188	107,536	107,536	0
Detection Contract (Medfly, etc.)	742,401	647,931	830,048	182,117
Apiary Inspections	0	0	0	0
100% Pesticide Use Reporting	32,284	0	65,000	65,000
100% Pesticide Application Reporting	0	0	61,798	
Sub-Total	\$1,035,118	\$818,697	\$1,141,457	\$322,760
SUBVENTION:				
Gas Tax Subvention	\$539,015	\$431,147	\$431,147	\$0
Pesticide Dealers Tax	1,825	760	1,825	1,065
Pesticide Enforcement Mil Subvention	253,359	246,740	294,733	47,993
Sub-Total	\$794,199	\$678,647	\$727,705	\$49,058
GRANTS:				
Integrated Pest Management (IPM) Contract	\$9,627	\$20,372	\$17,920	\$(2,452)
Sub-Total	\$9,627	\$20,372	\$17,920	\$(2,452)
<u>Weights & Measures</u>				
LOCAL ASSISTANCE:				
Audit Kosher Food Records	\$7,540	\$7,540	\$7,560	\$20
Device Repairman	2,364	0	0	0
Sub-Total	9,904	7,540	7,560	20
CHARGES:				
Device Registration	159,651	164,805	164,805	0
Sub-Total	159,651	164,805	164,805	0

OTHER:				
Petroleum Products Inspection	23,028	23,028	25,704	2,676
Other Miscellaneous (Fines & Forfeitures/Other)	23,974	0	0	0
Sub-Total	47,002	23,028	25,704	2,676
SUBVENTIONS:				
Enhancement of Quantity Control Program	7,017	13,100	12,690	(410)
Sub-Total	7,017	13,100	12,690	(410)
Total	2,574,088	2,189,970	2,593,418	403,448

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	1,346,016	1,946,620	2,031,373	84,753
Sub-Total	1,346,016	1,946,620	2,031,373	84,753
Total	1,346,016	1,946,620	2,031,373	84,753

EXPLANATION/COMMENT ON PROGRAM REVENUES

Agriculture

New legislation has given the responsibility of enforcement of the new Organic Foods Law to the Agricultural Commissioner's Office, as it pertains to growers and handlers of organic produce.

Gas Tax subvention over-realized revenues show no change, although they do vary from year to year, they are an unreliable source of revenue.

Assessment of tree maintenance need in County parks due to Board action has resulted in additional revenue.

Weights and Measures

Device registration revenues are the same due to legislative constraints on the fees counties may charge. No change in fees has been allowed since 1983. However, the department saw an increase in Device Registration in the County due to upward swing in the economy and increased population growth.

FIXED ASSETS

Item	Quantity	Unit	Cost
Office Equipment	3	unit	\$1,650
Modular Furniture		Lot	736
Computer System	6	unit	3,000
Electronic Equipment-Audio		Lot	1,000
Total			\$6,386

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:**Exclusion/Detection/Eradication****% OF RESOURCES:** 70%**WORKLOAD**

Terminal Inspections	113,215	129,499	162,406	100,000	190,000
Detection Servicings	352,901	323,302	343,083	278,450	375,350

EFFICIENCY

Actual/mandated	100%	100%	100%	100%	100%
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EFFECTIVENESS

Rejections/intercepts	258	189	253	151	250
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ACTIVITY B:**Regulation of Pesticides****% OF RESOURCES:** 20%**WORKLOAD**

Pre-Application Site Insp.	469	365	223	500	500
Field Worker Safety Insp.	230	180	149	500	500
Grower Issued ID number	N/A	1,449	1,791	2,100	2,100

EFFICIENCY

Actual/mandated	70%	49%	37%	100%	100%
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EFFECTIVENESS

Priority investigation	6	11	12	5	0
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PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY C: Enforcing Nursery Laws					
<u>% OF RESOURCES:</u>	6%				
<u>WORKLOAD</u>					
Inspections	1,390	1,296	1,271	1,400	1400
<u>EFFICIENCY</u>					
Actual/mandated	99%	93%	91%	100%	100%
<u>EFFECTIVENESS</u>					
Non-Compliances	37	53	14	45	35
ACTIVITY D: Various					
<u>% OF RESOURCES:</u>	4%				
<u>WORKLOAD</u>					
Lots inspected	1,112	466	655	800	750
Colonies Registered	14,874	12,100	14,924	15,000	15,000
<u>EFFICIENCY</u>					
Actual/mandated	100	100%	100%	100%	100%
<u>EFFECTIVENESS</u>					
Rejections	19	5	6	10	0
ACTIVITY E: Weighing & Measuring					
<u>% OF RESOURCES:</u>	50%				
<u>WORKLOAD</u>					
Device Inspections	15,242	17,304	15,156	20,000	16,000
<u>EFFICIENCY</u>					
Actual/mandated	76%	86%	76%	100%	100%
<u>EFFECTIVENESS</u>					
Retail scales % defective	18	10	16	12	15
Gasoline pumps % defective	13	12	9	12	10

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY F: QC/MM/PT					
<u>% OF RESOURCES:</u> 25%					
<u>WORKLOAD</u>					
Establishments visited	2,298	2,536	2,437	3,000	3,000
<u>EFFICIENCY</u>					
Actual/mandated	77%	85%	81%	100%	100%
<u>EFFECTIVENESS</u>					
Notices of violation	323	400	224	360	0
Packages rejected	20,418	11,153	9,792	15,800	0
Fine obtained	\$99,800	\$63,176	\$57,344	\$10,000	\$10,000
Criminal complaints	20	27	17	30	20
ACTIVITY G: Enforcing F,N,V&E Stds.					
<u>% OF RESOURCES:</u> 25%					
<u>WORKLOAD</u>					
Ctns. inspected	12,096,213	11,015,661	12,123,935	13,500,000	15,000,000
Dzs. inspected	1,435,714	928,257	1,127,686	850,000	1,000,000
<u>EFFICIENCY</u>					
Actual/mandated	99%	98%	92%	100%	100%
<u>EFFECTIVENESS</u>					
Rejections (cns,dzns)	27,436	99,929	102,640	114,800	100,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0255	Chief, Agricultural Services	1	1.00	1	1.00	\$51,624	\$54,615
0256	Chief Dep. Commissioner/Sealer	1	1.00	0	0.00	51,624	0
2700	Intermediate Clerk	1	1.00	1	1.00	19,962	20,754
2730	Senior Clerk	7	7.00	7	7.00	159,282	164,828
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
3030	Data Entry Operator	0	0.00	1	1.00	0	17,490
3119	Departmental Computer Spec II	0	0.00	1	1.00	0	29,867
3515	Environmental Management Spec	0	0.00	1	1.00	32,572	33,798
5380	Agric. Standards Inspector IV	5	5.00	0	0.00	199,786	0
5385	Agric. Standards Inspector III	34	34.00	0	0.00	1,063,486	0
5390	Agric. Standards Inspector II	7	7.00	0	0.00	254,906	0
5392	Agric. Standards Inspector	0	0.00	9	8.50	0	260,091
5393	Senior Agric. Standards Inspec	0	0.00	36	36.00	0	1,225,742
5394	Supv Agric. Standards Inspect	0	0.00	7	6.50	0	248,993
5397	Senior Agricultural Technician	3	3.00	3	3.00	84,123	88,998
5398	Agricultural Technician	13	13.00	19	18.50	324,193	468,665
5399	Agricultural Technician Aid	12	12.00	12	12.00	239,191	253,075
5408	Deputy Agric. Comm/Sealer	8	8.00	2	2.00	155,619	89,853
5410	Deputy Agric. Comm. & Sealer	0	0.00	2	2.00	47,210	91,039
5419	Asst. Plant Path/Nematologist	1	1.00	0	0.00	32,361	0
5420	Plant Pathologist/Nematologist	1	1.00	1	1.00	40,185	37,729
5421	Entomologist	1	1.00	0	0.00	39,010	0
5423	Supervising Entomologist	0	0.00	1	1.00	0	45,625
5490	Supv Plant Path/Nematologist	0	0.00	1	1.00	0	47,909
9999	Extra Help	0	0.00	1	.25	0	9,020
Total		96	96.00	107	104.75	\$2,821,487	\$3,215,978
Salary Adjustments:						1,891	35,918
Premium/Overtime Pay:						16,705	17,540
Employee Benefits:						893,554	1,050,442
Salary Savings:						(84,440)	(96,278)
Total Adjustments						\$827,710	\$1,007,622
Program Totals		96	96.00	107	104.75	\$3,649,197	\$4,223,600

Should note the Assistant Agricultural Commissioner/Sealer of Weights and Measures is now in the Agriculture program due to the loss of the Chief Deputy Agricultural Commissioner/Sealer. This will be reflected in 1992-93 budget.

PROGRAM: Watershed Resources Management

DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES

PROGRAM #: 31522
MANAGER: Bob Eisle

ORGANIZATION #: 4850
REFERENCE: 1991-92 Proposed Budget - Pg. 18-8

AUTHORITY: The Watershed Management policy was adopted by the Board of Supervisors on September 28, 1982, (No. 8). In adopting the policy, the Board of Supervisors expressed need for coordinated countywide planning in prescribed burning; authorized continuous effort of this Department in coordinating prescribed burning on all lands in this County; promoted full cost recovery as a means of funding this program; and supported the linkage to the University of California through the University Cooperative Extension for continued research and demonstrations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$119,380	\$113,862	\$110,186	\$86,917	\$87,376	0.5
Services & Supplies	55,026	42,512	79,617	59,348	66,521	12.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,820	0	0	0	0	0.0
TOTAL DIRECT COST	\$176,226	\$156,374	\$189,803	\$146,265	\$153,897	5.2
PROGRAM REVENUE	(112,006)	(112,000)	(92,530)	(112,000)	(119,173)	6.4
NET GENERAL FUND CONTRIBUTION	\$64,220	\$44,374	\$97,273	\$34,265	\$34,724	1.3
STAFF YEARS	4.32	3.14	2.6	3.00	3.00	0.0

PROGRAM DESCRIPTION

San Diego County's watersheds continue to represent an enormous potential fire hazard and a significant ongoing and costly liability. Unless man reintroduces the proper function of fire in its natural setting, the build up of vegetation to fuel wildfires will perpetuate. The most economical and environmentally sound method is to return natural fire occurrence on these lands through planned use of prescribed burning. Natural fire occurrence, or prescribed fire, is known to produce the following benefits: minimizes environmental pollution and allows reestablishment of a natural, ecologically healthy environment; improve wildlife habitat; improves and increases recreational acreage; improves aesthetics; improves grazing animal habitat; increases water yield; reduces wildfire hazard; decreases the cost of fire protection; decreases erosion; and, preserves and protects watersheds. The Weed Abatement Ordinance specifies that an accumulation of flammable vegetation or other material may create a hazard that can be injurious to the health, safety and general welfare of the public. This condition constitutes a public nuisance which may be abated in accordance with the ordinance. The CAO has designated the Department as the enforcement agency for this ordinance.

The Cooperative Animal Damage Control Program provides for assistance to the County from the United States Department of Agriculture, Animal and Plant Health Inspection Service, Animal Damage Control Program in resolving predation problems on a countywide basis.

1990-91 BUDGET TO ACTUAL COMPARISON

Work on contracts with Federal agencies has produced most of the activities in this division. The extra help expenditures on the Indian Reservations for labor was the major difference between the budget and the actual expenditures. These extra help positions actually amounted to about .5 staff years that will probably be also necessary for 1990-91.

1991-92 OBJECTIVES

1. Continue to seek additional funding sources and agencies to participate in the prescribed burning program.
2. Identify regulatory changes required to implement full cost recovery for the Animal Damage Control Program.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Watershed Management (3.00 SY; E = \$119,563; R = \$109,423) including support personnel is:
 - o Discretionary/Mandated Service Level.
2. Animal Damage Control (0.00 SY; E = \$34,334; R = \$9,750) including support personnel is:
 - o Discretionary/Mandated Service Level.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CONTRACTS:				
Department of Interior	\$22,430	\$22,430	\$22,430	\$0
Sub-Total	\$22,430	\$22,430	\$22,430	\$0
OTHER:				
Department of the Navy	\$8,500	\$11,000	\$11,000	\$0
Department of Justice	2,020	6,000	6,000	0
Small Contracts and Equip. Rental	5,000	5,000	5,000	0
Grazing Land Fund	9,750	9,750	9,750	0
Miscellaneous (Reforestation-Fed)	44,830	57,820	64,993	7,173
Sub-Total	\$70,100	\$89,570	\$96,743	\$7,173
Total	\$92,530	\$112,000	\$119,173	\$7,173

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$97,273	\$34,265	\$34,724	\$459
Total	\$97,273	\$34,265	\$34,724	459

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
Watershed Resources Management

% OF RESOURCES: 100%

WORKLOAD

Acres Managed	56,000	64,000	64,000	64,000	64,000
Reforested	3,700	4,200	4,200	4,200	4,200
Weed Complaints	300	400	400	400	400
Animal Complaints	3,000	3,500	3,500	3,500	3,500

EFFICIENCY

EFFECTIVENESS

ACTIVITY B:
Grazing Land

% OF RESOURCES: 100%

WORKLOAD

Acres Grazed	72,000	103,000	103,000	103,000	103,000
\$/Animal Unit Month	\$1.54	\$1.86	\$1.81	\$1.81	\$1.81

EFFICIENCY

EFFECTIVENESS

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
5390	Agric. Standards Inspectr.II	2	2.00	0	0.00	58,827	0
5392	Agric. Standards Inspector	0	0.00	2	2.00	0	54,224
5453	Watershed Manager	1	1.00	1	1.00	39,565	42,519
Total		3	3.00	3	3.00	\$98,392	\$96,743
Salary Adjustments:						(38,000)	(37,939)
Premium/Overtime Pay:						0	0
Employee Benefits:						26,525	28,572
Salary Savings:						(0)	(0)
Total Adjustments						\$(11,475)	\$(9,367)
Program Totals		3	3.00	3	3.00	\$86,917	\$87,376

PROGRAM: Department Overhead

DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES

PROGRAM #: 92101

ORGANIZATION #: 4850

MANAGER: Kathleen A. Thuner

REFERENCE: 1991-92 Proposed Budget - Pg. 18-9

AUTHORITY: This program was developed for the purpose of carrying out Division 2, Chapters 1 and 2, of the Food and Agricultural Code which establishes a Department of Agriculture, within the County for the enforcement of all applicable state and local laws. Sections 176.1, 176.2, 176.2a, 176.3 in the San Diego Administrative Code. Sections 12006, 12012 California Business and Professional Code.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$370,823	\$369,888	\$372,125	\$478,662	\$530,220	10.8
Services & Supplies	43,949	57,490	67,467	57,940	57,940	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	8,006	2,786	0	0	0	0.0
TOTAL DIRECT COST	\$422,778	\$430,164	\$439,592	\$536,602	\$588,160	9.6
PROGRAM REVENUE	(6,805)	(6,600)	(6,600)	(6,600)	(6,600)	0.0
NET GENERAL FUND CONTRIBUTION	\$415,973	\$423,564	\$432,992	\$530,002	\$581,560	9.7
STAFF YEARS	9.05	9.25	6.75	11.25	11.25	0.0

PROGRAM DESCRIPTION

The management and operation of two County programs (Agriculture/Weights and Measures, and Watershed Resources Management) requires an administrative staff to insure control, direction and support of all Department activities. This program provides for the Commissioner/Sealer's administration and general supervision of overall functions of the Department. Major activities include staff development, fiscal control, and clerical support to the operating divisions of the Department. It is unique to note, that while the Department is under the supervision of the Board, the Commissioner/Sealer has a dual role. As the designated agent for implementing State statutes, the Commissioner/Sealer reports to the Director, California Department of Food and Agriculture; as the enforcing officer for County ordinances and resolutions, the Commissioner/Sealer reports to the CAO.

1990-91 BUDGET TO ACTUAL COMPARISON

Estimated actuals are lower relative to budgeted salaries due to spreading FY 1988-89 budgeted extra-help to other programs. Services and Supplies are high due to the expense of contract help allocated to sub-object account 2202.

1991-92 OBJECTIVES

In response to the State of California audit program evaluation and assessment, this Department has been directed to implement a computerized restricted materials permit system. This will be the primary objective for the administration. A secondary objective is to provide computer access from each district office for Pesticide Use Enforcement activity. This Department, in cooperation with the Department of Health Services, will continue to interface an inventory program for fertilizers and pesticides on a countywide basis as per AB2187 (1986).

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative Services (4.00 SY; E = \$400,619; R = \$6,600) including support personnel involves the following:
 - o Mandated/Mandated Service Level.
 - o Department management, budgeting and finance activities, and secretarial support.
2. Clerical Services (5.00 SY; E = \$138,736; R = \$0) including support personnel involves the following:
 - o Mandated/Discretionary Service Level.
 - o Payroll, purchasing, and word processing activities.
3. Extra Help (2.25 SY; E = \$48,805; R = \$0) involves:
 - o Mandated/Discretionary Service Level.
 - o Watershed and clerical support.
 - o Agriculture/Weights and Measures support.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SUBVENTIONS:				
State Dept. of Food & Agric. Salary Reimbursement	\$6,600	\$6,600	\$6,600	\$0
Sub-Total	\$6,600	\$6,600	\$6,600	\$0
OTHER REVENUE:				
Miscellaneous	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$6,600	\$6,600	\$6,600	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$432,992	\$530,002	\$581,560	\$51,558
Sub-Total	\$432,992	\$530,002	\$581,560	\$51,558
Total	\$432,992	\$530,002	\$581,560	51,558

EXPLANATION/COMMENT ON PROGRAM REVENUES

There has been no increase in the Commissioner reimbursement paid to the counties since 1977. (Sec. 2223, Food and Agriculture Code)

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2102	Agr. Comm./Sealer, Wts. & Meas.	1	1.00	1	1.00	\$71,343	\$83,202
2235	Asst. Agric. Comm./Sealer	1	1.00	1	1.00	62,482	69,385
2369	Admin. Services Manager II	1	1.00	1	1.00	51,937	54,957
2510	Senior Account Clerk	1	1.00	1	1.00	21,816	22,073
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,136	18,325
2700	Intermediate Clerk	2	2.00	2	2.00	36,684	38,627
2757	Administrative Secretary II	1	1.00	1	1.00	22,528	24,653
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
9999	Extra Help	70	2.25	70	2.25	46,480	48,805
Total		79	11.25	79	11.25	\$366,607	\$390,927
Salary Adjustments:						12,293	26,833
Premium/Overtime Pay:						0	0
Employee Benefits:						99,762	112,460
Salary Savings:						(0)	(0)
Total Adjustments						\$112,055	\$139,293
Program Totals		79	11.25	79	11.25	\$478,662	\$530,220

AIR POLLUTION CONTROL

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Air Pollution Control	\$40,178	\$584,350	\$0	\$0	\$0	\$0	0.0
TOTAL DIRECT COST	\$40,178	\$584,350	\$0	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(584,350)	(584,350)	100.0
NET GENERAL FUND COST	\$40,178	\$584,350	\$0	\$0	\$(584,350)	\$(584,350)	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: Air Pollution Control

DEPARTMENT: AIR POLLUTION CONTROL

PROGRAM #: 41010
MANAGER: R. J. Somerville

ORGANIZATION #: 6710
REFERENCE: 1991-92 Proposed Budget - Pg. 20-5

AUTHORITY: Mandated program to protect public health. Authority and responsibilities are contained in the California Health and Safety Code and Federal Clean Air Act.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	??
Other Charges	40,178	584,350	0	0	0	??
TOTAL DIRECT COST	\$40,178	\$584,350	\$0	\$0	\$0	??
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(584,350)	??
NET GENERAL FUND CONTRIBUTION	\$40,178	\$584,350	\$0	\$0	\$(584,350)	??
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	??

PROGRAM DESCRIPTION

This provides funding to the Air Pollution Control District Budget to reimburse the County General Fund for a loan made in 1989-90 to ensure that the potential air quality impacts of the proposed SDG&E/SCE merger were disclosed and evaluated.

No costs in 1990-91

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Reimbursement of loan from General Fund	\$0	\$0	\$584,350	\$584,350
Sub-Total	\$0	\$0	\$584,350	\$584,350
Total	\$0	\$0	\$584,350	\$584,350

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$0	\$0	\$(584,350)	\$(584,350)
Sub-Total	\$0	\$0	\$(584,350)	\$(584,350)
Total	\$0	\$0	\$(584,350)	(584,350)

EXPLANATION/COMMENT ON PROGRAM REVENUES

ANIMAL CONTROL

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Animal Regulation	\$4,019,242	\$4,492,647	\$5,176,740	\$5,117,644	\$5,628,210	\$510,566	10.0
TOTAL DIRECT COST	\$4,019,242	\$4,492,647	\$5,176,740	\$5,117,644	\$5,628,210	\$510,566	10.0
PROGRAM REVENUE	(3,554,420)	(4,020,897)	(4,177,323)	(4,207,779)	(4,629,169)	(421,390)	10.0
NET GENERAL FUND COST	\$464,822	\$471,750	\$999,417	\$909,865	\$999,041	\$89,176	9.8
STAFF YEARS	135.09	150.00	145.7	160.50	158.5	(2.00)	(1.3)

Department of Animal Control

OFFICE OF THE DIRECTOR	
<i>Permanent</i>	<i>4 Staff Years</i>

VOLUNTEER SERVICES	
<i>Permanent</i>	<i>1.0 Staff Year</i>
<i>Extra Help</i>	<i>1.0 Staff Year</i>

ANIMAL CARE AND ENFORCEMENT	
<i>Permanent</i>	<i>13.60 Staff Years</i>

SUPPORT SERVICES	
<i>Permanent</i>	<i>3 Staff Years</i>

FIELD ENFORCEMENT	
<i>Permanent</i>	<i>42.0 Staff Years</i>

KENNELS	
<i>Permanent</i>	<i>17 Staff Years</i>
<i>Extra Help</i>	<i>6 Staff Years</i>

PERSONNEL/PAYROLL CLERICAL SUPPORT	
<i>Permanent</i>	<i>3.0 Staff Years</i>
<i>Extra Help</i>	<i>1.0 Staff Year</i>

BUDGET & FISCAL	
<i>Permanent</i>	<i>2.0 Staff Years</i>

VICIOUS DOG TASK FORCE	
<i>Permanent</i>	<i>5 Staff Years</i>

SHELTER CLERICAL SUPPORT	
<i>Permanent</i>	<i>21.0 Staff Years</i>
<i>Extra Help</i>	<i>6.0 Staff Years</i>

CONTRACT ADMINISTRATION	
<i>Permanent</i>	<i>3.0 Staff Years</i>

DISPATCH	
<i>Permanent</i>	<i>7.0 Staff Years</i>
<i>Extra Help</i>	<i>1.0 Staff Year</i>

MEDICAL	
<i>Permanent</i>	<i>5.0 Staff Years</i>
<i>Extra Help</i>	<i>1.0 Staff Year</i>

LICENSING	
<i>Permanent</i>	<i>15.0 Staff Years</i>
<i>Extra Help</i>	<i>2.0 Staff Years</i>

PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

ORGANIZATION #: 4300

MANAGER: Sally B. Hazzard, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 20-1

AUTHORITY: Section 597f of the California Penal Code mandates that local agencies shall be responsible for humane care of all animals found without owners. San Diego County Code of Regulatory Ordinances, Chapter 6, provides for the operation of County Animal Shelters; licensing of dogs and kennels; rabies control; enforcement of a variety of sections to protect the public and animal population; and allows for spay-neuter and adoption programs. The Department of Animal Control is also responsible for enforcement of sections of the following State of California Codes: Administrative, Business & Professional, Civil, Corporations, Food & Agriculture, Education, Fish & Game, Government, Health & Safety, Penal, Public Utilities, Vehicle & United States Agriculture Codes. In addition, the department is responsible for enforcement of four Titles and associate subsections of U.S. Codes.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,669,262	\$4,111,266	\$4,647,359	\$4,752,991	\$5,263,557	10.7
Services & Supplies	296,063	329,532	396,352	354,853	354,853	0.0
Other Charges	3,783	7,834	2,568	9,800	9,800	0.0
Fixed Assets	50,134	44,015	130,461	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$4,019,242	\$4,492,647	\$5,176,740	\$5,117,644	\$5,628,210	10.0
PROGRAM REVENUE	(3,554,420)	(4,020,897)	(4,177,323)	(4,207,779)	(4,629,169)	10.0
NET GENERAL FUND CONTRIBUTION	\$464,822	\$471,750	\$999,417	\$909,865	\$999,041	9.8
STAFF YEARS	135.09	150.00	145.7	160.50	158.5	(1.2)

PROGRAM DESCRIPTION

The Department of Animal Control provides animal health and regulatory services for over three quarters of the population of San Diego County. The Department serves all unincorporated areas and ten contract cities: San Diego, Poway, Del Mar, Lemon Grove, Santee, San Marcos, Vista, Carlsbad, Encinitas, and Solana Beach.

To accomplish this task, the department operates three shelters: one in north County on Palomar Airport Road in Carlsbad; one in south County on Sweetwater Road in Bonita; and the central County shelter on Gaines Street in San Diego. The Department's staff serves the public and animals 24 hours a day, seven days a week. A variety of services are performed for the public and animals. They include, but are not limited to:

- Emergency medical care for injured pets found without owners
- Control of vicious dogs
- Surveillance for rabies and quarantine of biting animals
- Investigate violations and enforce local and state animal control and anti-cruelty laws; initiate prosecution as required
- Owner notification of found licensed dogs
- Licensing of dogs
- Rabies control activities and rabies clinics in conjunction with the Veterinary Medical Association
- Adoption services for dogs, cats and other pets
- Kennel licensing and inspection
- Spay-neuter referral and information program
- Public education and information programs
- Humane disposal of old, injured, and unwanted pets

1990-91 BUDGET TO ACTUAL COMPARISON

Most of the Department's revenue and expense goals were closely met. Over \$105,000 of our Salaries and Benefits budget was unspent since several vacancies were not filled until late in the fiscal year. The Services and Supplies actual budget shows \$66,820 more than the adopted budget, however, \$40,205 was FY 1989-90 carry-over expenditures. The remaining \$26,615 was unspent Salaries and Benefits appropriations allocated to hire temporary help and offset increased medical supply and equipment maintenance costs. The \$130,461 shown as 1990-91 actual Fixed Assets was a fixed assets expenditure carry-over from FY 1989-90. The Department had no fixed asset expenditures for FY 1990-91. The FY 1990-91 actual net general fund contribution of \$828,751 (after prior year carry-over adjustments) was less than the budgeted \$909,856.

1991-92 OBJECTIVES

To provide animal regulatory and health services to unincorporated San Diego County and those incorporated cities that contract for services to ensure the protection and health of animals and people in our region.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. ADMINISTRATION/SUPPORT AND VOLUNTEER SERVICES/CONTRACT SUPERVISION (18.0 SY; E = \$714,783; R = \$97,812) including support personnel involves:
 - o Mandated/Discretionary Service Level.
 - o Providing department-wide budgeting, accounting, personnel, payroll, supplies, inventory, workers compensation, liability services and automation/EDP interface.
 - o Providing public education/information.
 - o Managing fixed assets and services and supplies.
 - o Serving as liaison to Chief Administrative Office/Board of Supervisors and ten contract city councils.
 - o Directing public relations and volunteer programs.
 - o Capital improvements planning and coordination.
 - o Standardization of department policies and procedures.
 - o Department-wide coordination of work schedules.
 - o Perform department-wide risk management, safety, and other training.
 - o Contract city liaison/monitoring of city services.
2. FIELD ENFORCEMENT/SUPERVISION (60.50 SY; E = \$2,898,528; R = \$1,343,069) including support personnel involves:
 - o Mandated/Discretionary Service Level.
 - o Rescuing injured animals.
 - o Quarantining biter dogs.
 - o Investigating humane cases/initiate prosecution as required to enforce anti-cruelty laws.
 - o Impounding stray animals.
 - o Investigation of animal-related complaints.
 - o Patrolling and issuing citations enforcing local, state and federal laws.
 - o Returning lost dogs in the field.
 - o Presenting cases to District Attorney for prosecution for animal-related violations.
 - o Kennel inspection/licensing.
 - o Vicious dog investigations/hearings.
 - o Registration and tracking of vicious and/or public nuisances.

- o Annual inspection of declared vicious dog owner property.
 - o Liaison to District Attorney and Courts.
 - o Vehicle equipment operation/management.
 - o Interface to all law enforcement.
3. SHELTER/KENNEL (57.00 SY; E = \$1,452,078; R = \$1,147,289) including support personnel involves:
- o Mandated/Discretionary Service Level.
 - o All counter service to public.
 - o Tracking status of an average of 600 animals per day.
 - o Adoption, impound, lost and found tracking.
 - o Spay-Neuter referral program.
 - o Processing over 375,000 incoming calls/requests for information or services.
 - o Department-wide dispatching.
 - o 24-hour emergency line operations.
 - o Fee processing and AMIS input.
 - o Holding shelters for lost/abandoned/impounded animals.
 - o Humane euthanasia of animals.
 - o Sanitizing of kennel.
 - o Feeding and care of animals.
 - o Adoption screening.
4. MEDICAL SERVICES (6.00 SY; E = \$151,962; R = \$168,223) including support personnel involves:
- o Mandated/Discretionary Service Level.
 - o Provides emergency medical treatment.
 - o Appropriate inoculations to animals.
 - o Medical screening of adoption animals.
 - o Spay-neuter of adoption animals.
 - o Assisting Veterinarian in medical treatment and follow-up.
5. LICENSING (17.0 SY; E = \$410,859; R = \$1,872,776) including support personnel involves:
- o Mandated/Mandated Service Level.
 - o Processing all dog license applications.
 - o Maintain license informational records.
 - o Data collection for city contract billing.
 - o Quarterly billing.
 - o Bad check and fee collection.
 - o Staffing and schedule coordination of rabies clinics.
 - o Enforcement of all licensing laws.
 - o Licensing canvassing program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FEES:				
Animal Licenses	\$1,601,967	\$1,600,000	\$1,650,000	\$50,000
Kernel Licenses	10,950	10,600	10,600	0
Animal Control Fines	3,973	5,400	5,400	0
Animal Shelter Fees	171,084	166,663	166,663	0
Rabies Vaccination	26,860	24,365	24,365	0
Veterinarian Fees	48,124	21,850	21,850	0
Board Fees	62,229	60,000	60,000	0
Sub-Total	\$1,925,187	\$1,888,878	\$1,938,878	\$50,000
CONTRACTS:				
City Contracts	\$2,137,526	\$2,203,000	\$2,574,000	\$371,000
Other Misc. Government	25,345	40,882	40,882	0
Sub-Total	\$2,162,871	\$2,243,882	\$2,614,882	\$371,000
OTHER MISC./TAXABLE:				
Other Miscellaneous	\$82,770	\$70,299	\$70,689	\$390
Other Misc./Taxable	6,495	4,720	4,720	0
Sub-Total	\$89,265	\$75,019	\$75,409	\$390
Total	\$4,177,323	\$4,207,779	\$4,629,169	\$421,390

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$999,417	\$909,865	\$999,041	\$89,176
Sub-Total	\$999,417	\$909,865	\$999,041	\$89,176
Total	\$999,417	\$909,865	\$999,041	\$89,176

EXPLANATION/COMMENT ON PROGRAM REVENUES

- A. This Department does not receive grants or any other revenue match. Revenues consist of fees, fines, licensing and city contracts.
- B. The following revisions to the source of revenue column were made:
1. Deleted Adoption/Quarantine/Miscellaneous Fees. This revenue source had been mislabeled in the 1990-91 Program Budget, it is now correctly labeled Other Misc. Government under Contracts.
 2. The Return Check Fee, previously included in the Adoption/Quarantine/Miscellaneous Fees, has been incorporated into the Other Miscellaneous revenue total.
 3. Under Contract, Beach was eliminated from program revenue. Beginning in FY 1990-91 the department no longer provided beach contract services.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

ANIMAL HEALTH & REGULATION

% OF RESOURCES: 100%WORKLOAD

LICENSES SOLD	85,718	91,593	90,384	90,250	92,000
FIELD OFFICER/SERVICE REQUESTS	1:1,272	1:1,384	1:1,128	1:1,263	1:1,154
FIELD OFFICER/POPULATION RATIO	1:45,354	1:52,056	1:43,649	1:41,463	1:44,688

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2112	Director of Animal Control	1	1.00	1	1.00	\$79,185	\$88,803
2216	Asst. Dir. of Animal Control	1	1.00	1	1.00	65,520	69,989
2302	Admin. Assistant III	1	1.00	1	1.00	42,120	45,521
2303	Admin. Assistant II	2	1.00	2	1.00	36,019	40,033
2369	Admin. Services Manager II	1	1.00	1	1.00	47,112	54,957
2403	Accounting Technician	2	2.00	2	2.00	47,349	52,997
2493	Intermediate Acct. Clerk	9	9.00	9	9.00	172,349	175,752
2510	Senior Account Clerk	2	2.00	2	2.00	42,213	44,994
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,136	25,157
2700	Intermediate Clerk	8	8.00	8	8.00	153,816	160,878
2730	Senior Clerk	3	3.00	3	3.00	68,735	69,813
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
2778	Animal Control Dispatcher	8	8.00	8	8.00	164,827	164,925
2779	Sr. Animal Control Dispatcher	1	1.00	1	1.00	22,627	23,946
3007	Junior Word Processor	1	1.00	1	1.00	18,213	20,310
3119	Dept. Computer Specialist II	1	1.00	1	1.00	29,203	33,233
4225	Veterinarian	3	2.00	3	2.00	87,614	92,702
5699	Animal Control Dist. Manager	4	4.00	4	4.00	137,487	147,436
5703	Animal Control Officer II	43	43.00	42	42.00	952,127	985,942
5704	Animal Control Officer I	26	26.00	25	25.00	477,443	498,403
5705	Animal Control Officer III	11	11.00	11	11.00	275,656	300,200
5708	Chief, Animal Control Oper.	1	1.00	1	1.00	42,283	44,743
5709	Animal Control Officer IV	8	8.00	8	8.00	233,312	248,028
5710	Veterinary Assistant	3	3.00	3	3.00	75,510	79,902
5711	Animal Licensing Supervisor	1	1.00	1	1.00	29,640	31,360
5884	Building Maintenance Engineer	1	0.50	1	0.50	12,021	13,417
6346	Coordinator, Volunteer Program	1	1.00	1	1.00	35,568	39,392
9999	Extra-Help	17	17.00	17	17.00	185,542	185,542
Total		163	160.50	161	158.50	\$3,613,181	\$3,797,162
Salary Adjustments:						48,371	231,788
Premium/Overtime Pay:						132,555	146,565
Employee Benefits:						1,167,445	1,302,427
Salary Savings:						(208,561)	(214,385)
Total Adjustments						\$1,139,810	\$1,466,395
Program Totals		163	160.50	161	158.50	\$4,752,991	\$5,263,557

CABLE TELEVISION (CATV)

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Video Services	\$1,295,091	\$766,654	\$411,643	\$587,900	\$596,191	\$8,291	1.4
TOTAL DIRECT COST	\$1,295,091	\$766,654	\$411,643	\$587,900	\$596,191	\$8,291	1.4
PROGRAM REVENUE	(1,295,091)	(766,797)	(411,643)	(587,900)	(596,191)	8,291	(1.4)
NET GENERAL FUND COST	\$0	\$(143)	\$0	\$0	\$0	\$0	100.0
STAFF YEARS	3.00	3.92	3.92	3.92	3.92	0.00	0.0

CABLE TELEVISION (CATV)

<u>CABLE TELEVISION (CATV)</u>	
	<u>Staff Years</u>
Cable TV Review Officer	1.00
Admin. Asst. III	1.00
Board Secretary	1.00
Student Worker III	.92
<hr/>	
12 Positions - 3.92 Staff Years	

CATV Review Commission
7 Positions
0.00 Staff Years

PROGRAM: Video Services

DEPARTMENT: Cable Television (CATV)

PROGRAM #: 05970

ORGANIZATION #: 5970

MANAGER: Everett W. Knox, Deputy Director

REFERENCE: 1991-92 Proposed Budget - Pg.

AUTHORITY: Part 76 of the F.C.C. Rules designates state and local governments to regulate cable television activities. Section 53066 of the Government Code specifically authorizes the County to regulate this activity. Chapter 16 of the County Code is the County Cable Television Licensing Ordinance. The Commission is authorized by Article XXX11 of the Administrative Code.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$125,329	\$125,384	\$136,644	\$165,806	\$181,341	9.4
Services & Supplies	126,759	89,630	89,427	148,130	148,495	0.2
Other Charges	58,404	201,436	18,275	15,000	18,000	20.0
Fixed Assets	0	221,125	0	100,000	0	(100.0)
Operating Transfers	984,599	129,079	167,297	158,964	248,355	56.2
Less Reimbursements	(0)	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,295,091	\$766,654	\$411,643	\$587,900	\$596,191	1.4
PROGRAM REVENUE	(1,587,885)	(766,797)	(411,643)	(587,900)	(596,191)	1.4
NET GENERAL FUND CONTRIBUTION	\$(292,794)	\$(143)	\$0	\$0	\$0	0.0
STAFF YEARS	3.00	3.92	3.92	3.92	3.92	0.0

PROGRAM DESCRIPTION

This program is operative for the unincorporated area only. Its purpose is the specific protection of individual subscribers and would-be subscribers to cable television systems, the general protection of the public interest through the process of licensing and encouragement of such service where television signals cannot be received off the air. There has been a constant increase in the number of dwelling units depending on cable for their television reception. This activity also coordinates the televising of Board hearings and the development of the County's Telecommunications program.

1990-91 BUDGET TO ACTUAL COMPARISON

Services and Supplies were \$32,251 under budget. Savings were realized in televising the Board of Supervisors' meetings.

1991-92 OBJECTIVES

1. Resolve 100% of subscriber and non-subscriber complaints within one week of receiving the complaints.
2. Answer within two work hours of receipt 100% of requests for identification of system(s) serving a particular area.
3. Process applications for new and renewal of license within an average period of two months.
4. Continue to maintain a constant and active role in the review of legislation to assist both the cable customer and operators.
5. Continue the development of the Government Access Channel.
6. Actively pursue the installation of electronic video arraignment equipment for the arraignment of prisoners within the San Diego Municipal Court/Central Jail and South Bay Municipal Court/Jail.
7. Actively pursue the installation of electronic video arraignment equipment for the arraignment of prisoners between the County Courts and County Detention Facilities Countywide.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Video Services (3.92 SY; E = \$596,191; R = \$596,191) is:
 - o Discretionary/Discretionary Service Level
 - o Responsible for Cable Grant Award program, televising of the Board of Supervisor's sessions, and operating transfers in support of telecommunication needs of County departments.
 - o Offset 100% by revenue.
 - o Providing services to 72,795 cable television systems subscribers in 1991-92.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
MISCELLANEOUS:				
License Fees (9159)	\$703,244	\$587,900	\$506,800	\$(81,100)
Recovered Expenditures (9989)	1,607	0	0	0
Other Sales (9996)	0	0	0	0
Fund Balance	0	0	89,391	89,391
Sub-Total	\$704,851	\$587,900	\$596,191	\$8,291
Total	\$704,851	\$587,900	\$596,191	\$8,291

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

The 91-92 Cable Revenue is anticipated to exceed \$700,000. The Cable TV industry expects increased profits this year, and revenue might reach the \$800,000 level.

\$89,391 in Fund Balance is being carried forward from prior fiscal year to offset current year expenditures.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

Video Services

% OF RESOURCES 100%WORKLOAD

Regular Meetings Involving Hearings	6	10	12	20	20
Complaints from Subscribers	300	92	100	150	125
Requests for Information	700	185	150	300	150
Number of Subscribers	64,972	71,368	71,368	74,223	72,795
Legislative Proposals Reviewed	6	12	12	10	15
License Applications and Transfer of Ownership	1	2	1	0	0

EFFICIENCY

Number of Subscribers per Staff Year	21,657	23,790	23,789	24,741	24,265
Percent of Costs Recovered by Fees	100%	100%	100%	100%	100%
Average Time to Process License Application	2.0 mos	2.0 mos	2.0 mos	2.0 mos	2.0 mos

EFFECTIVENESS

Percent of Subscriber Complaints Resolved Within One Week After Receipt	95%	95%	96%	95%	100%
Percent of New Subscribers	4%	9%	0%	4%	2%
Percent of Complaints per Subscribers	0.4%	0.1%	.1%	0.2%	.1%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2311	CATV Review Officer	1	1.00	1	1.00	\$42,764	\$45,252
2302	Admin. Asst. III	1	1.00	1	1.00	37,257	43,192
2754	Board Secretary	1	1.00	1	1.00	29,196	28,700
0943	Student Worker III	2	0.92	2	.92	15,023	16,963
0472	CATV Commission	7	0.00	7	0.00	6,600	6,600
Total		12	3.92	12	3.92	\$130,840	\$140,707
Salary Adjustments:						5	1,870
Premium/Overtime Pay:						0	0
Employee Benefits:						35,168	38,764
Salary Savings:						(207)	(0)
Total Adjustments						\$34,966	\$40,634
Program Totals		12	3.92	12	3.92	\$165,806	\$181,341

FARM AND HOME ADVISOR

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Farm & Home Advisor	\$234,498	\$222,705	\$262,210	\$274,656	\$290,551	\$15,895	5.8
TOTAL DIRECT COST	\$234,498	\$222,705	\$262,210	\$274,656	\$290,551	\$15,895	5.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$234,498	\$222,705	\$262,210	\$274,656	\$290,551	\$15,895	5.8
STAFF YEARS	8.52	9.00	9.00	9.0	9.00	0.00	0.0

DEPARTMENT OF FARM AND HOME ADVISOR
 (Headquarters Location: County Operations Center)

FARM AND HOME ADVISOR #5050		
	<u>Budgeted Position</u>	<u>Staff Year</u>
County Director*	1	1.00

SUPPORT STAFF #5050 (COUNTY)		
	<u>Budgeted Position</u>	<u>Staff Year</u>
Admin. Assistant I	1	1.00
Admin. Secretary II	1	1.00
Farm Advisor Field Asst.	1	1.00
Admin. Secretary I	4	4.00
Intermediate Clerk Typist	<u>2</u>	<u>2.00</u>
Permanent Employees	9	9.00
Total Employees	9	9.00

UNIVERSITY OF CALIFORNIA*		
	<u>Budgeted Position</u>	<u>Staff Year</u>
ADVISORS		
Farm Advisors	10	10.00
Marine Advisor	1	1.00
Home Advisor	1	1.00
Youth Advisory	2	2.00
ADULT EFNEP**		
Admin. Assistant	1	1.00
Staff Coordinator	1	1.00
Aides	16	8.00
YOUTH EFNEP		
Staff Assistants	2	2.00
Secretary	1	0.50
CLERICAL		
Secretary, Small Farms	1	0.50
Secretary, Marine Science	<u>1</u>	<u>0.50</u>
Total	36	27.50

PROGRAM: Farm and Home Advisor Education Support

DEPARTMENT: FARM AND HOME ADVISOR

PROGRAM #: 45801
MANAGER: B. Diane Wallace

ORGANIZATION #: 5050
REFERENCE: 1991-92 Proposed Budget - Pg. 22-1

AUTHORITY: This program was developed for the purpose of carrying out Education Code Section 31401 and the Cooperative Agreement between the University of California and the County of San Diego. This calls for the establishment of a Farm/Home Advisor providing agricultural education, family and consumer science and 4-H youth, and marine science education to San Diego residents.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$211,051	\$203,570	\$239,788	\$254,859	\$279,643	9.7
Services & Supplies	23,447	17,218	22,422	19,797	19,797	0.0
Fixed Assets	0	2,201	0	0	0	0.0
TOTAL DIRECT COST	\$234,498	\$222,989	\$262,210	\$274,656	\$299,440	9.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$234,498	\$222,989	\$262,210	\$274,656	\$299,440	9.0
STAFF YEARS	8.52	9.00	9.00	9.00	9.00	0.0

PROGRAM DESCRIPTION

Agricultural technology is adapted to the County of San Diego by the University of California Cooperative Extension (UC-CE) under an agreement with the County to provide clerical and support services to University staff. The University administers a program of education in agriculture, technical assistance, family and consumer science and marine science. Additionally, the county-wide 4-H Program and the Expanded Food and Nutrition Education Program (EFNEP) is administered as a part of the services provided. Conducting agricultural production experiments, distributing publications to farmers and homemakers, organizing and serving community gardens are all a part of the UC-CE Program. University advisors extract from research the useful, practical information on a wide range of subjects and extend it to farmers, businessmen, homemakers, consumers, educators, and other researchers.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals were consistent with the anticipated costs of administering this program.

1991-92 OBJECTIVES

1. To provide a level of support that will be consistent with the Agreement between the County of San Diego and the University of California.
2. To provide, under the present constraints of budget reductions and the influence of inflation, program services at the workload level at less cost.
3. To administer a cooperative program that will provide agricultural producers access to technology that will maintain a viable agricultural industry facing increasing costs of water, land, energy and other resources.
4. To provide a 4-H youth program that will reach all socio-economic areas of the County for the development of youth to become responsible citizens, to achieve personal goals, and to live and work cooperatively with others. Programming for "latchkey" youth will be a program priority this year. Prevention programs and research will focus on youth at risk.
5. To administer a volunteer "Master Gardener" program to assist volunteers in providing community education programs on home gardening and landscaping, reduce water use, and alternative plantings.
6. To provide reliable, research based information, using non-formal education methods to help people make decisions and solve problems relating to consumer products, home horticulture, agriculture, marine science, youth development, water and agriculture public policy; and foods and nutrition, safety and buying.
7. Information on nutrition and food buying to 2,500 low-income families.
8. To research and implement educational programs that are capable of addressing issues of common interest, conflict and misunderstanding which stem from the interfacing of San Diego County agricultural production and urban residential population, (i.e., value of agriculture as open space and green belts to San Diego County quality of life, water quality, quantity and pricing; and, pesticide use).
9. Development and implementation of new specialty crops suited to the San Diego climate to aid in diversification of San Diego agri-business.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative Services (9.0 SY; E = \$279,643; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Able to provide support and maintenance for the University of California Cooperative Extension (UC-CE) Program of Agriculture and Home Economics.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$262,210	\$274,656	\$299,440	\$24,784
Sub-Total	\$262,210	\$274,656	\$299,440	\$24,784
Total	\$262,210	\$274,656	\$299,440	24,784

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Information Dissemination					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Number of Publications Distributed	399,140	399,200	399,200	400,498	400,498
<u>EFFICIENCY</u>					
Value of 220 hours donated per volunteer per year to 4-H programs	\$840,000	\$840,000	\$840,000	\$950,880	\$950,880
<u>EFFECTIVENESS</u>					
Distribution of requested materials	100%	100%	100%	100%	100%

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2304	Administrative Assistant I	1	1.00	1	1.00	\$32,614	\$35,414
2757	Administrative Secretary II	1	1.00	1	1.00	21,997	24,054
2756	Administrative Secretary I	4	4.00	4	4.00	80,765	84,768
2700	Intermediate Clerk Typist	2	2.00	2	2.00	37,503	40,750
7510	Farm Advisor Field Assistant	1	1.00	1	1.00	22,257	23,548
9999	Temporary Extra Help	1	0.00	1	0.00	3,000	3,000
Total		10	9.00	10	9.00	\$198,136	\$211,534
Salary Adjustments:						11	0
Premium/Overtime Pay:						0	0
Employee Benefits:						57,125	68,109
Salary Savings:						(413)	(0)
Total Adjustments						\$56,723	\$68,109
Program Totals		10	9.00	10	9.00	\$254,859	\$279,643

HOUSING & COMMUNITY DEVELOPMENT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
DEVELOPMENT	\$9,626,243	\$5,458,506	\$6,329,739	\$10,842,352	\$11,621,509	\$779,157	7.2
TOTAL DIRECT COST	\$9,626,243	\$5,458,506	\$6,329,739	\$10,842,352	\$11,621,509	\$779,157	7.2
PROGRAM REVENUE	(9,984,018)	(5,841,362)	(7,111,503)	(11,233,587)	(12,012,744)	(779,157)	6.9
NET GENERAL FUND COST	\$(357,775)	\$(382,856)	\$(781,764)	\$(391,235)	\$(391,235)	\$0	0.0
STAFF YEARS	77.54	81.63	88.40	88.00	88.00	0.00	0.0

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT
ORGANIZATION CHART

TOTAL PERMANENT STAFF = 90
STUDENT WORKERS = 3

TOTAL STAFF = 93

DIRECTOR'S OFFICE	
	STAFF YEARS
DIRECTOR	1.00
ADMIN SECTY III	1.00
2 POSITION - 2 STAFF	2.00

HOUSING ASSISTANCE DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
HSNG SPCLST III	7.00
HSNG SPCLST II	14.00
HSNG SPCLST I	11.00
SENIOR CLERK	1.00
HOUSING AID	7.00
INTER CLRK TYPST	6.00
43 Positions - 43 Staff Years	47.00

COMMUNITY DEVELOPMENT DIVISION	
	STAFF YEARS
COMMUNITY DEVELOPMENT MANAGER	1.00
ANALYST III	2.00
ANALYST II	1.00
ADMINISTRATIVE SECRETARY II	1.00
5 Positions - 5 Staff Years	5.00

HOUSING REHABILITATION DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
PRINCIPAL REHABILITATION SPECIALIST	2.00
HSNG REHAB SPCLST III	2.00
HSNG REHAB SPCLST II	5.00
HOUSING AID	1.00
11 Positions - 11 Staff Years	11.00

PROGRAM SERVICES DIVISION	
	STAFF YEARS
HOUSING PROGRAM MANAGER	1.00
ADMINISTRATIVE SERVICES	
ANALYST III	1.00
ANALYST II	1.00
SENIOR PAYROLL CLERK	1.00
ADMIN SECTY II	1.00
INTER ACCT CLERK	1.00
INTER CLRK TYPIST	3.00
PROGRAM REVIEW AND SUPPORT SERVICES	
SENIOR SYSTEMS ANALYST	1.00
ASSOCIATE SYSTEMS ANALYST	1.00
HOUSING PROGRAM REVIEW COORDINATOR	2.00
HOUSING SPEC II	1.00
ACCOUNTING TECH	1.00
INTER ACCT CLERK	4.00
PUBLIC INFORMATION SPECIALIST	1.00
19 POSITIONS - 19 STAFF YEARS	20.00

PROGRAM DEVELOPMENT DIVISION	
	STAFF YEARS
HOUSING PROGRAM MGR	1.00
HSNG PROG ANALYST II	4.00
HOUSING AID	1.00
6 Positions - 6 Staff Years	6.00

PROGRAM: Housing and Community Development

DEPARTMENT: HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM #: 39001
MANAGER: Gabriel G. Rodriguez

ORGANIZATION #: 5630
REFERENCE: 1991-92 Proposed Budget - Pg. 23-3

AUTHORITY: San Diego County Administrative Code Section 720 established the Department and assigns certain Housing and Community Development activities. The Community Development Block Grant (CDBG) Program is operated under contract with the United States Department of Housing and Urban Development (HUD), while the Housing Authority is governed by the Housing Authority Board of Commissioners pursuant to California Health and Safety Code 34200 et. seq.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,643,972	\$2,938,389	\$3,466,731	\$3,568,710	\$3,945,171	10.5
Services & Supplies	4,674,585	2,247,407	2,044,309	5,706,890	5,706,890	0.0
Other Charges	2,307,686	272,710	818,696	1,566,752	1,969,448	25.7
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$9,626,243	\$5,458,506	\$6,329,736	\$10,842,352	\$11,621,509	7.2
PROGRAM REVENUE	(9,984,018)	(5,841,362)	(7,111,503)	(11,233,587)	(12,012,744)	6.9
NET GENERAL FUND CONTRIBUTION	\$(357,775)	\$(382,856)	\$(781,767)	\$(391,235)	\$(391,235)	0.0
STAFF YEARS	77.54	81.63	88.4	88.00	88.00	0.0

PROGRAM DESCRIPTION

The Department of Housing and Community Development (HCD) provides housing assistance and community improvements which benefit low and moderate income persons. To this end, HCD operates several programs in the unincorporated area and by contract in Chula Vista, Coronado, Del Mar, El Cajon, Encinitas, Escondido, Imperial Beach, La Mesa, Lemon Grove, Oceanside, Poway, San Marcos, Santee, Solana Beach and Vista.

Funded primarily by the U.S. Department of Housing and Urban Development (HUD), the goal of these programs is to reduce blight, improve neighborhoods, alleviate substandard housing and increase the supply of affordable housing. Community Development Block Grant (CDBG) funds are used to provide public improvements and facilities in low and moderate income neighborhoods. CDBG funds are also used to rehabilitate and weatherize homes, mobilehomes and rental units, the latter reserved for lower income tenants.

In addition to preserving existing housing stock, CDBG funds are used to stimulate private sector production of lower income housing units. Additional resources for this effort include California Department of Housing and Community Development, California Housing Finance Agency, tax exempt mortgage revenue bonds, HUD Public Housing and certain inclusionary housing policies of the County and participating cities. As rental units are developed and/or rehabilitated, the Department assists with tenancy by certifying eligibility of lower income families, monitoring contracts and, in some cases, making rental assistance payments. Additionally, 6,200 households receive monthly rental assistance through the Section 8 Rental Assistance Program. These resources enable lower income persons to live in affordable, decent, safe and sanitary housing.

1990-91 BUDGET TO ACTUAL COMPARISON

Various CDBG activities, including certain public works projects, the Contingency Reserve and the Housing Development Fund, are multi-year elements and will be rebudgeted in Fiscal Year 1990-91.

1991-92 OBJECTIVESRental Assistance

1. Assist 6,000 low income households to live in affordable decent, safe and sanitary housing through the Department's Rental Assistance Programs.

Residential Rehabilitation

1. Rehabilitate 90 mobilehomes.
2. Rehabilitate 235 single/multifamily residences.
3. Identify and utilize an additional revenue source for Residential Rehabilitation.

Program Development

1. Provide Mobilehome Occupant Assistance Program equity loans to facilitate conversion of two mobilehome parks to home ownership.
2. Provide low income housing opportunities through two new housing developments in conjunction with Local, State or Federal programs.
3. Create low income housing opportunities by contracting with developers of three housing developments through density bonus programs.

Community Development

1. Expend 90% of the total CDBG entitlement by July, 1991.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rental Assistance (SY; E = \$; R = \$) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Providing rental assistance to 6,000 low-income households.
 - o Leasing 97% of authorized existing rental assistance units.
 - o Assuming contractual obligations for the Section 8 Moderate Rehabilitation, Rental Rehabilitation and Rental Rehabilitation Demonstration Programs as units are rehabilitated.
 - o Certifying eligible participants for density bonus developments and participating city programs.
 - o Overseeing private management company operations of Public Housing developments.
2. Residential Rehabilitation (SY; E = \$; R = \$) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Rehabilitating 325 dwelling units.
3. Program Development (SY; E = \$; R = \$) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Stimulating private sector production or rehabilitation of lower-income housing units through 1986 Tax Reform Act/Internal Revenue Service financing (e.g. tax exempt mortgage revenue bond financing, tax credits).

- o Stimulating private sector industrial projects through tax exempt industrial development bond financing.
 - o Implementing various State and Local mobilehome assistance programs to promote resident ownership.
 - o Implementing County Density Bonus programs.
 - o Developing affordable housing through available Federal (HUD) and State Housing and Community Development Department resources.
 - o Monitoring twenty-nine density bonus developments, eight bond financing and thirteen mobilehome park conversions for contract compliance.
 - o Providing lead staff support and technical assistance for implementation of the Board of Supervisors' Mobile Home Task Force recommendations.
4. Community Development (SY; E = \$; R = \$) including support personnel is:
- o Discretionary/Mandated Service Level.
 - o Monitoring the progress and performance of 136 active CDBG projects.
 - o Planning and developing the Seventeenth-Year CDBG Application in cooperation with the Housing and Program Development Units, other County Departments, cooperating cities and public service agencies.
 - o Reviewing approximately 65 projects for inclusion in the Seventeenth-Year CDBG Application.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GRANT CONTRACTS:				
Housing Authority	\$3,318,084	\$2,488,284	\$2,866,245	\$377,961
Community Development Block Grant	3,650,260	8,745,303	9,146,499	401,196
Sub-Total	\$6,968,344	\$11,233,587	\$12,012,744	\$779,157
OTHER REVENUE:				
Miscellaneous	\$143,159	\$0	\$0	\$0
Sub-Total	\$143,159	\$0	\$0	\$0
Total	\$7,111,503	\$11,233,587	\$12,012,744	\$779,157

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$781,764	\$391,235	\$391,235	\$0
Sub-Total	\$781,764	\$391,235	\$391,235	\$0
Total	\$781,764	\$391,235	\$391,235	0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from the Housing Authority exceeded the budgeted amount by \$829,900. This revenue is attributed to additional grant contracts from the U.S. Department of Housing and Urban Development. Community Development Grant Revenues are for actual expenditures. Projects not completed during this fiscal year are carried over with the remaining revenue appropriations to fiscal year 1991-92.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Housing Assistance					
% OF RESOURCES: 73%					
WORKLOAD					
Households Receiving Assistance	5,660	5,783		6,000	
EFFICIENCY					
Households Assisted per Staff Year	107	103		101	
EFFECTIVENESS					
% Authorized Units Under Lease	98	97		97	
ACTIVITY B: Housing Rehabilitation					
% OF RESOURCES: 4%					
WORKLOAD					
Units Rehabilitated	268	235		325	
EFFICIENCY					
Cost/Unit Rehabilitated	\$1,341	\$1,864		\$2,011	
EFFECTIVENESS					
Tot \$(millions)Rehab Work Generated	\$1.48	\$1.20		\$1.60	
ACTIVITY C: Program Development					
% OF RESOURCES: 12%					
WORKLOAD					
Units in Process	2,090	2,923		2,500	
EFFICIENCY					
Cost/Unit in Process	\$148	\$82		\$141	
EFFECTIVENESS					
Units Approved/Under Construction	845	863		800	
ACTIVITY D: Community Development					
% OF RESOURCES: 11%					
WORKLOAD					
CDBG Projects in Process	346	346		200	
EFFICIENCY					
Cost/CDBG Project in Process	\$1,041	\$712		\$1,319	
EFFECTIVENESS					
Cummulative CDBG Entitlement Expend.	92%	89%		90%	

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2278	Director, HCD	1	1.00	1	1.00	\$80,352	\$92,242
0979	Housing Development Mgr	1	1.00	1	1.00	60,797	64,324
0981	Housing Program Mgr	3	3.00	3	3.00	144,450	179,346
0984	Community Development Mgr	1	1.00	1	1.00	57,493	60,605
2337	Public Information Specialist	1	1.00	1	1.00	33,995	35,500
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2412	Analyst II	1	1.00	2	2.00	39,707	42,015
2413	Analyst III	3	3.00	3	3.00	131,421	180,095
2427	Associate Systems Analyst	1	1.00	1	1.00	47,134	37,896
2493	Interm Account Clerk	5	5.00	5	5.00	92,204	98,415
2511	Senior Payroll Clerk	1	1.00	1	1.00	22,917	25,157
2525	Senior Systems Analyst	1	1.00	1	1.00	48,752	49,864
2700	Interm Clerk Typist	9	9.00	9	9.00	160,811	174,136
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2757	Admin Secretary II	2	2.00	2	2.00	49,054	47,720
2758	Admin Secretary III	1	1.00	1	1.00	29,201	30,900
3532	Principal Rehab Specialist	2	2.00	2	2.00	81,028	76,530
3548	Housing Program Analyst II	4	4.00	4	4.00	204,840	216,744
3826	Housing Rehab Spclst II	5	5.00	5	5.00	157,420	157,451
3827	Housing Rehab Spclst III	2	2.00	2	2.00	72,586	56,678
3828	Housing Prog Rev Coor	0	0.00	1	1.00	0	35,428
3829	Housing Aid	9	9.00	9	9.00	189,352	198,009
3830	Housing Specialist I	11	11.00	11	11.00	283,943	298,825
3831	Housing Specialist II	14	14.00	15	15.00	414,440	476,225
3832	Housing Specialist III	8	8.00	7	7.00	278,330	258,071
Total		88	88.00	90	90.00	\$2,728,586	\$2,942,968
Salary Adjustments:						58,394	48,870
Premium/Overtime Pay:						0	0
Employee Benefits:						786,326	953,333
Salary Savings:						(4,596)	0
Total Adjustments						\$840,124	\$1,002,203
Program Totals		88	88.00	90	90.00	\$3,568,710	\$3,945,171

COUNTY LIBRARY

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Library Services	\$7,957,918	\$8,943,186	\$9,431,926	\$10,197,554	\$9,545,638	\$(651,916)	(6.4)
TOTAL DIRECT COST	\$7,957,918	\$8,943,186	\$9,431,926	\$10,197,554	\$9,545,638	\$(651,916)	(6.4)
PROGRAM REVENUE	(7,957,918)	(8,883,211)	(9,206,976)	(10,069,079)	(9,417,163)	651,916	(6.5)
NET GENERAL FUND COST	\$0	\$59,975	\$244,950	\$128,475	\$128,475	\$0	0.0
STAFF YEARS	196.15	196.95	199.19	204.17	199.17	(5.00)	(2.5)

LIBRARY
 (Headquarters Location: County Operations Center)
 1991-92 Final Program Budget

ADMINISTRATION	
	<u>STAFF YEARS</u>
County Librarian	1.00
Assistant County Librarian	1.00
Administrative Secretary	<u>1.00</u>
TOTAL	3.00

ADMINISTRATIVE SERVICES	PROFESSIONAL & SUPPORT SERVICES	BRANCH OPERATIONS
	<u>STAFF YEARS</u>	<u>STAFF YEARS</u>
Library Develop. Officer	Principal Librarian	Principal Librarian
1.00	1.00	3.00
Administrative Svcs. Mgr.	Coord. Adult Literacy	Librarian III
1.00	1.00	6.17
Librarian III	Librarian III	Librarian II
1.00	4.00	11.00
Principal Clerk	Carpenter	Librarian I
1.00	1.00	11.00
Personnel Aide	Librarian II	Library Technician IV
1.00	2.50	3.00
Senior Payroll Clerk	Librarian I	Bookmobile Driver
1.00	0.50	2.00
Senior Account Clerk	Library Technician IV	Library Technician III
1.00	1.00	18.67
Word Processor	Graphic Artist	Library Technician II
2.00	1.00	31.24
Intermediate Acct. Clerk	Supervising Clerk	Intermediate Clerk Typist
1.00	1.00	2.50
Intermediate Clerk Typist	Library Technician III	Library Technician I
<u>2.00</u>	2.00	39.84
TOTAL	Delivery Vehicle Driver	Library Substitutes
12.00	3.00	6.50
	Library Technician II	Library Page
	7.65	12.15
	Intermediate Clerk Typist	Extra Help
	2.00	<u>1.00</u>
	Library Technician I	TOTAL
	4.50	148.07
	Junior Clerk Typist	
	2.00	
	Library Page	
	<u>1.95</u>	
	TOTAL	
	36.1	

TOTAL POSITIONS 375
 TOTAL STAFF YEARS 199.17

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803
MANAGER: Catherine Lucas

ORGANIZATION #: 4950
REFERENCE: 1991-92 Proposed Budget - Pg. 24-1

AUTHORITY: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,891,635	\$5,195,245	\$5,817,834	\$5,912,191	\$6,081,136	2.9
Services & Supplies	2,983,263	3,259,076	3,037,783	3,505,634	3,181,388	(9.2)
Other Charges	33,276	375,902	461,443	604,189	159,722	(73.6)
Fixed Assets	15,537	26,951	17,004	69,740	11,100	(84.1)
Vehicle/Comm. Equip.	0	76,161	55,232	19,400	0	(100.0)
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	34,207	9,851	42,630	86,400	112,292	30.0
TOTAL DIRECT COST	\$7,957,918	\$8,943,186	\$9,431,926	\$10,197,554	\$9,545,638	(6.4)
PROGRAM REVENUE	(7,957,918)	(8,883,211)	(9,206,976)	(10,069,079)	(9,417,163)	(6.5)
NET GENERAL FUND CONTRIBUTION	\$0	\$59,975	\$224,950	\$128,475	\$128,475	0.0
STAFF YEARS	196.15	196.95	199.19	204.17	199.17	(2.4)

PROGRAM DESCRIPTION

The County Library provides comprehensive library resources and services on a free and equal basis to people within the San Diego County Library service area to facilitate and encourage the public pursuit of information and knowledge.

In 1991-92 the County Library will operate thirty-one branches and two bookmobiles to serve 896,118 residents and visitors of the unincorporated area of the County and the cities of Solana Beach, Encinitas, Del Mar, El Cajon, Imperial Beach, La Mesa, Lemon Grove, Poway, San Marcos, Santee, and Vista.

County Library staff, including professional librarians, are supplemented by volunteers in providing systematic library services for the public. Services include:

- books and periodicals
- reference and information research assistance
- business and telephone directories
- Videocassettes and audio cassettes
- talking books, cassettes and machines for the visually disabled
- Spanish, Vietnamese and other foreign language books and magazines
- social service and community agency referrals
- stock and investment manuals
- children's story hours, puppet shows and summer reading programs
- literacy coordination and networking
- Outreach Services

A support and administration headquarters is located at the County Operations Center. The Governmental Reference Library, located in the County Administration Center, provides specialized government and public administration related resources for County employees and the general public.

1990-91 BUDGET TO ACTUAL COMPARISON

The actual cost for salaries and benefits was \$94,357 less than the 1990-91 budget as a result of delays in filling positions. Services and Supplies were \$467,851 less than budget due to savings in both service contracts, and in utility costs and because \$342,000 for Library materials was encumbered but not expended by the end of the fiscal year. \$570,889 was budgeted and \$428,167 was expended in Other Charges in FY 1990-91 for a Library Services Construction Grant for the New El Cajon Library. The remaining \$142,722 of this Grant is being re-budgeted for FY 1991-92. Two new box vans costing \$40,805 were ordered and encumbered in 1989-90 but payment and delivery took place in 1990-91 resulting in these Vehicle Equipment expenditures showing in 1990-91. One Library Major Maintenance Project-Imperial Beach roof-replacement, heating and air-conditioning replacement project totalling \$86,000 was budgeted but only \$17,306 was expended in FY 1990-91. \$112,292 for this project was budgeted in FY 1991-92.

1991-92 OBJECTIVES

1. Complete formal opening ceremonies for new El Cajon Library and continue post-occupancy evaluations and building maintenance review.
2. Continue the in-progress library restructuring effort, with recommendations to the Board of Supervisors by December, 1991. Plan for reorganizing regional configurations, reducing from three regional center designations to two.
3. Complete the implementation of the upgraded automation software and begin installing computer terminals in a few branch libraries for public access to the on-line catalog module to replace the current microfiche catalog on a branch by branch basis. Merge the County library's bibliographic database with that of San Diego Public Library and standardize cataloging policies in the two jurisdictions for enhanced effectiveness of patron and staff access to library materials.
4. Monitor the California State Budget in regard to the Public Library Fund that has been reduced the last two years by 48%. Also keep track of the County Special District Augmentation Fund and any systematic changes that may affect this funding source; continue to seek alternate fund-raising/development methodologies.
5. Continue planning and design for new facility needs; including a) assist Poway with architect selection; b) participate in San Marcos design process; c) fund-raising and grant applications for Lakeside Library; d) oversee Descanso construction project e) if funded with State Bond Act funds, participate in design process for Vista and Del Mar.
6. Complete staffing equity study to compare staffing deficiencies with branch workloads and adjust per recommended survey instrument.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration (15.0 SY; E = \$818,885; R = \$818,885) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 100% by Program Revenue.
 - o Responsible for providing comprehensive Library resources and services to 896,118 residents in the unincorporated area and eleven cities.
 - o Established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.
 - o Providing Library Management, Public Relations, Development Officer, Fiscal/Accounting, Budgeting, Payroll, Personnel and General Clerical services.
 - o Provides for continued State Public Library Funding of \$207,818 in 1991-92.
2. Professional and Technical Support Services (36.10 SY; E = \$1,865,204; R = \$1,816,729) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 97.4% by Program Revenue.

- Provides Technical Services, Children's Services, Outreach, Automation, Acquisitions, and Adult Literacy Services.
 - Decreased by \$93,549 (4.0 SY) in centralized Audio-Visual staffing. This decrease will not allow for the handling of the public's requests for 16mm films. Videos will be decentralized at Library branches.
 - Includes \$48,475 and 2.0 SY's of General Fund Support for the Adult Literacy Services Program.
3. Branch Operations (148.07 SY; E = \$6,861,549; R = \$6,781,549) including support staff is:
- Discretionary/Discretionary Service Level.
 - Offset 98.8% by Program Revenue.
 - Provides Reference, Interlibrary Loans, Information Programs, operation of thirty-one branches and two bookmobiles for the unincorporated area and eleven cities.
 - Includes General Fund Support of \$80,000 to help offset a 48% decrease in State funding of the Public Library Fund in FY's 1990-91 and 1991-92.
 - Includes \$142,722 in Other Charges from a Library Services and Construction Act (LSCA) Grant for the new El Cajon Library.
 - Includes \$112,292 in Operating Transfers for re-roofing and replacement of the heating & air conditioning unit at the Imperial Beach Library.
 - Decreases the basic County Library Book Budget by \$145,000 (16%)
 - Decreases Salary and Benefits by \$150,000 to reflect the decreased use of Substitute Help at branch libraries.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
PROGRAM REVENUE				
Current Property Taxes (9000)	\$6,774,791	\$6,686,134	\$7,379,881	\$693,747
Taxes Other than Current Prop. (9100)	392,349	447,000	425,000	(22,000)
Special District Augmentation Fund	478,087	475,790	475,790	0
Use of Money and Property (9400)	71,241	90,000	94,000	4,000
Fund Balance (0750)	804,465	948,946	307,992	(640,954)
Public Library Fund	324,793	440,000	207,818	(232,182)
Aid from Other Gov't Agencies (9500)	37,861	121,460	75,100	(46,360)
Charges for Current Svcs.-Fines	185,071	180,000	200,000	20,000
Other Revenue	112,636	108,860	108,860	0
New El Cajon Lib.-LSCA Grant	428,167	570,889	142,722	(428,167)
New El Cajon Lib.- Friends Fund Raising	151,265	0	0	0
Sub-Total	\$9,760,726	\$10,069,079	\$9,417,163	\$(651,916)
Total	\$9,760,726	\$10,069,079	\$9,417,163	\$(651,916)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$224,950	\$128,475	\$128,475	\$0
Sub-Total	\$224,950	\$128,475	\$128,475	\$0
Total	\$224,950	\$128,475	\$128,475	0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Property Tax and related revenue are budgeted in conformity with the five year growth trends for Library Funds. The Special District Augmentation Fund allocation formula adopted by the Board of Supervisors has stabilized this revenue source for the County Library through 1991-92 at \$475,790/year. Actual Library Fund Balance for FY 1990-91 was \$804,465 which was \$144,481 less than budgeted. The Budgeted Fund Balance for FY 1991-92 of \$307,992 is a decrease of \$640,954 from FY 1990-91. This reflects the County Libraries' use of its Fund Balance in previous years to maintain Library Services and the opening of the New El Cajon Library. The County Library received \$324,793 from the State Public Library Fund in 1990-91, a decrease of \$74,823 (-19%) from 1989-90. Public Library Fund Revenue decreased to \$207,818 (-35%) for the 1991-92 Budget due to additional State reductions to this fund. The Library Services and Construction (LSCA) Grant for the New El Cajon Library (\$570,889) was 75% realized in 1990-91 and the remaining 25% (\$141,722) is being re-budgeted for 1991-92. Unbudgeted Revenue of \$151,265 was received in FY 1990-91 from the Friends of the El Cajon Library for the purchase of furnishings for the new library.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTIONS:

The County Library Budget-General Fund Contribution for 1990-91 includes \$48,475 for continued support (2 SYs) of the Adult Literacy Programs and \$80,000 to help offset a 48% decrease in State Public Library Funding over the last two years. An additional General Fund Contribution of \$96,475 was made to the County Library Fund in FY 1990-91 to offset Unbudgeted Property Tax Administrative Costs. The County-wide Rents & Leases Budget also includes \$13,800 of Lease cost for the Adult Literacy Program as a General Fund Contribution. The 1991-92 Budget maintains the General Fund Contribution at \$128,475.

FIXED ASSETS

Item	Quantity Unit	Cost
Telefacsimilie Equipment	4 units	\$11,100
Total		\$11,100

Vehicles/Communication Equipment:

Item	Quantity Unit	Cost
Total		\$0

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Library Services					
% OF RESOURCES: %					
WORKLOAD					
Population	843,775	882,875	888,830	886,491	896,118
Information Units					
Circulation	2,909,317	2,916,228	2,786,741	3,006,769	2,938,059
Reference Questions	521,175	603,235	642,288	567,216	661,556
Program Audience	<u>105,447</u>	<u>106,739</u>	<u>83,125</u>	<u>116,153</u>	<u>95,023</u>
TOTAL:	3,535,939	3,626,202	3,512,154	3,690,138	3,694,638
Number of Volumes	947,087	963,376	941,249	973,194	985,000
Number of Titles	209,000	210,324	201,052	229,537	230,000
EFFICIENCY					
Information Units Per Staff Year	18,027	18,412	17,632	18,074	18,550
EFFECTIVENESS					
Circulation per Capita	3.45	3.30	3.14	3.39	3.28
Volumes per Capita	1.12	1.09	1.06	1.10	1.10

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2115	County Librarian	1	1.00	1	1.00	\$78,354	\$86,602
2205	Assistant County Librarian	1	1.00	1	1.00	60,978	67,591
4047	Development Officer	1	1.00	1	1.00	51,187	54,957
2369	Admin. Services Manager II	1	1.00	1	1.00	49,666	54,957
4048	Principal Librarian	4	4.00	4	4.00	170,800	180,732
4044	Coordinator, Adult Literacy	1	1.00	1	1.00	38,399	40,626
4023	Librarian III	14	12.17	13	11.17	429,098	417,018
4024	Librarian II	14	13.50	14	13.50	435,292	462,591
3817	Graphic Artist	1	1.00	1	1.00	31,016	32,810
2725	Principal Clerk	1	1.00	1	1.00	28,020	31,583
4025	Librarian I	18	11.50	18	11.50	329,540	354,792
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
5905	Carpenter	1	1.00	1	1.00	29,044	29,873
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2320	Personnel Aide	1	1.00	1	1.00	26,208	27,733
4021	Library Technician IV	4	4.00	4	4.00	104,142	110,749
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,136	25,157
4005	Bookmobile Driver	2	2.00	2	2.00	46,036	49,222
2510	Senior Account Clerk	1	1.00	1	1.00	23,065	24,032
3009	Word Processor Operator	2	2.00	2	2.00	44,219	45,509
4020	Library Technician III	22	20.67	22	20.67	470,230	487,280
7516	Delivery Vehicle Driver	3	3.00	3	3.00	62,385	63,781
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,091	20,885
2700	Intermediate Clerk Typist	7	6.50	7	6.50	127,053	134,405
4015	Library Technician II	50	40.92	47	38.92	793,483	777,161
4016	Library Technician I	62	44.33	62	44.33	724,144	740,629
2709	Departmental Clerk	2	2.00	2	0.00	31,486	-0-
2710	Junior Clerk Typist	2	2.00	2	2.00	28,970	29,696
4037	Library Substitute	104	6.50	104	6.50	92,055	94,636
4035	Library Page	30	14.08	30	14.08	181,956	186,862
9999	Extra Help	25	1.00	25	1.00	17,500	17,500
Total		379	204.17	375	199.17	\$4,604,107	\$4,708,156
Salary Adjustments:						\$470	\$(150,462)
Premium/Overtime Pay:						9,000	9,000
Employee Benefits:						1,397,815	1,622,050
Salary Savings:						(99,201)	(107,608)
Total Adjustments						\$1,308,084	\$1,372,980
Program Totals		379	204.17	375	199.17	\$5,912,191	\$6,081,136

PROGRAM: Library Services-Contingency Reserve

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 45803
MANAGER: Catherine Lucas

ORGANIZATION #: 5170
REFERENCE: 1991-92 Proposed Budget - Pg. 24-9

AUTHORITY: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Contingency Reserve is a source of funds for expenditures not specifically contained in the Library Services operating program. It provides a contingency for expenses which have not been anticipated, and it brings the Library into conformance with the procedures used by the rest of the County.

All available revenues projected for FY 1991-92 have been appropriated in the Library Services-Operating Program to cover projected expenses including negotiated Salary and Benefit increases.

MEDICAL EXAMINER

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Decedent Investigation	\$3,185,920	\$3,427,557	\$3,642,038	\$3,667,854	\$3,767,648	\$99,794	2.7
TOTAL DIRECT COST	\$3,185,920	\$3,427,557	\$3,642,038	\$3,667,854	\$3,767,648	\$99,794	2.7
PROGRAM REVENUE	(293,762)	(201,583)	(202,891)	(200,326)	(200,326)	0	0.0
NET GENERAL FUND COST	\$2,892,158	\$3,225,974	\$3,439,147	\$3,467,528	\$3,567,322	\$99,794	2.9
STAFF YEARS	53.92	55.76	55.06	55.67	54.67	(1.00)	(1.8)

COUNTY MEDICAL EXAMINER
 (County Operations Center)
 5555 Overland Avenue, Bldg. 14
 San Diego, CA 92123

Administration - 2751	
Provides policy, planning and direction.	
<u>Class</u>	<u>SY</u>
County Medical Examiner	1.00

Operations Administrator - 2751	
Manages and coordinates decedent investigations, handling and case documentation.	
<u>Class</u>	<u>SY</u>
Medical Examiner Operations Administrator	1.00

<u>Class</u>	<u>SY</u>
Adm. Sec'y III	1.00

Chief Deputy Medical Examiner - 2751	
Supervises autopsies and pathological examinations, reviews causes of death, and testifies in court.	
<u>Class</u>	<u>SY</u>
Chief Deputy Medical Examiner	1.00

Administrative Services - 2751	
Provides personnel, payroll, fiscal, budget, general administrative, computer and technical support and building maintenance	
<u>Class</u>	<u>SY</u>
Admin. Svcs. Mgr. II	1.00
Dept. Comp. Spec. I	1.00
Int. Acct. Clerk	1.00
Custodian	1.00
Total	4.00

Clerical - 2751	
Prepares reports, provides reception and telephone services, types death certificates and tracks case files.	
<u>Class</u>	<u>SY</u>
Senior Clerk	1.00
Int. Clerk	
Typists	5.00
Total	6.00

Forensic Pathology - 2753	
Performs autopsies and pathological examinations, determines cause of death, and testifies in court	
<u>Class</u>	<u>SY</u>
Deputy Medical Examiner II	5.00
Forensic Path. Fellow	1.00
Total	6.00

Investigation - 2752	
Investigate circumstances of death, protects property, locates and notifies next of kin.	
<u>Class</u>	<u>SY</u>
Supv. Med. Exem. Invest.	2.00
Med. Examiner Investigator II	14.00
Total	16.00

Examination Room - 2753	
Assists pathologist during autopsy; takes x-rays, photographs, fingerprints; assists in evidence collection; and embalms decedents as requested.	
<u>Class</u>	<u>SY</u>
Autopsy Room Supervisor	1.00
Sr. Forensic Autopsy Asst.	2.00
Forensic Autopsy Asst.	7.00
Total	10.00

Toxicology - 2754	
Analyzes body fluids and tissue for drugs, alcohol and other substances; and testifies in court.	
<u>Class</u>	<u>SY</u>
Chief, Tox Lab Supervising Toxicologist	1.00
Toxicologist	1.00
Toxicologist	4.00
Lab Assistant	1.00
Student Worker	.67
Total	7.67

Histology - 2754	
Prepares and stains tissue and microscopic examination.	
<u>Class</u>	<u>SY</u>
Sr. Histology Technician	1.00

PROGRAM: Decedent Investigation

DEPARTMENT: MEDICAL EXAMINER

PROGRAM #: 19001

ORGANIZATION #: 2750

MANAGER: Brian D. Blackbourne, M.D.

REFERENCE: 1991-92 Proposed Budget - Pg. 25-1

AUTHORITY: This program was developed for the purpose of complying with Section 27491 of the California Government Code which requires the Medical Examiner to investigate and determine the cause of death in certain cases.
MANDATE: This function is mandatory. The level of service for this function is not specific in the legislation.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,719,914	\$2,920,046	\$3,102,033	\$3,226,977	\$3,376,771	4.6
Services & Supplies	417,018	445,417	515,233	440,877	390,877	(11.3)
Other Charges	0	1,953	0	0	0	0.0
Fixed Assets	48,988	60,141	24,772	0	0	0.0
TOTAL DIRECT COST	\$3,185,920	\$3,427,557	\$3,642,038	\$3,667,854	\$3,767,648	2.7
PROGRAM REVENUE	(293,762)	(201,583)	(202,891)	(200,326)	(200,326)	0.0
NET GENERAL FUND CONTRIBUTION	\$2,892,158	\$3,225,974	\$3,439,147	\$3,467,528	\$3,567,322	2.9
STAFF YEARS	53.92	55.76	55.06	55.67	54.67	(1.8)

PROGRAM DESCRIPTION

State statutes require that the Medical Examiner investigate and determine the cause of all unnatural deaths and deaths due to apparent natural causes in which the decedent has not been seen by a physician within 20 days prior to death, or in which the attending physician is unable to determine the cause of death. Determination of the cause of death involves three phases of investigation. Field investigations are made by the Medical Examiner Investigators to determine the immediate circumstances surrounding the death, and to develop a case history. In addition to the investigation, the investigators also take charge and protect decedents' property and are responsible for the notification and counseling of the next of kin. The second phase of investigation is conducted by the Medical Examiner's medical staff. The pathologists perform the various medical examinations and forensic autopsies necessary to determine the exact cause of death. The third phase of the investigatory process is accomplished in the laboratory. Toxicologists conduct a multiplicity of chemical analyses in order to test for the presence of various toxic substances.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual expenditures were \$25,816 less than budgeted. This is primarily due to the delay in filling the Chief Deputy Medical Examiner position. The revenues were overrealized by \$2,565 mainly due to the unanticipated receipt of reimbursements for this departments support to the EMS Trauma System.

1991-92 OBJECTIVES

1. Establish a cause of death and issue a final death certificate within 30 days of the initial investigation in at least 80% of the cases.
2. Maintain the average toxicology case backlog to 6 weeks.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative Services (11.83 SY; E = \$486,203; R = \$21,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for payroll, personnel, fiscal, budget, general administrative, computer and technical support and building maintenance.
 - o Responsible for tracking case files and death certificate preparation.
2. Investigation Services (16.84 SY; E = \$1,035,419; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for on scene death investigation, follow-up investigation, initial property protection, and next of kin notification.
 - o Implementing automation of reports with direct input to a departmental data base for report preparation. This provides more current information for families, attorneys, law enforcement agencies, and the media.
3. Medical Services (26.00 SY; E = \$2,246,026; R = \$179,326) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for decedent handling, autopsy services, evidence documentation, embalming, histology, and toxicology.
 - o Coordinating training program with various hospitals.

Deleting one Histology Technician position and decreasing services and supplies appropriations by \$50,000.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Transportation Fees	\$109,417	\$118,326	\$118,326	\$0
Embalming Fees	24,899	54,000	54,000	0
Copies of Reports	25,970	21,000	21,000	0
Other Miscellaneous	42,605	7,000	7,000	0
Sub-Total	\$202,891	\$200,326	\$200,326	\$0
Total	\$202,891	\$200,326	\$200,326	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$3,439,147	\$3,467,528	\$3,567,322	\$99,794
Total	\$3,439,147	\$3,467,528	\$3,567,322	99,794

EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall, the total revenues in 1990-91 were overrealized by \$2,565. There are no changes in revenue by source between 1990-91 Budget and 1991-92 Budget. This is due to lack of consistency in the amount of revenues generated from year to year. These revenues are not directly related to caseloads. They are dependent on the needs of the paying requestors. Due to the unpredictable sources of these revenues, it becomes difficult to provide a substantiated increased/decreased projection. The revenues realized by source in 1990-91 are as follows:

Transportation Fees (\$109,417) - Revenues come from fees for transporting cases (bodies) from the place where the case is found to the Medical Examiner's building. The fees are collected from the decedent's next of kin or responsible entities. Fees are not collected when the case is a donor, homicide, a minor under 14 years old, indigent, or Jane/John Does. In 1990, fees were not collected from 583 cases.

Embalming Fees (\$24,899) - Revenues come from fees for embalming the decedents per authorization from the next of kin. Revenues were down this year because more families have gone to mortuaries to perform the embalming of the decedents.

Copies of Reports (\$25,970) - Revenues come from fees for investigative and autopsy reports which are provided to requesting individual/agency. Fees are charged to the following requestors: insurance companies, families, private attorneys, private investigative services, and mortuaries. Fees are not charged to the following: public agencies (police department, highway patrol, sheriff, and district attorney), physicians, and hospitals.

Other Miscellaneous (\$42,605) - Revenues come from sale of pouches (body bags used to seal decomposed cases), reimbursements for copies of computer files regarding cases, and reimbursements for staff support provided to the EMS Trauma System.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Decedent Investigation****% OF RESOURCES:** 100%**WORKLOAD**

Annual Case Load	8,548	7,939	7,768	8,600	8,500
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EFFICIENCY

Cases Per Staff Year	159	142	141	154	155
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Toxicology Case Backlog	7 weeks	7 weeks	6 weeks	6 weeks	6 weeks
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EFFECTIVENESS

Percentage of time the cause of death is established and a final death certificate is issued within 30 days of death.	76%	80%	81%	80%	80%
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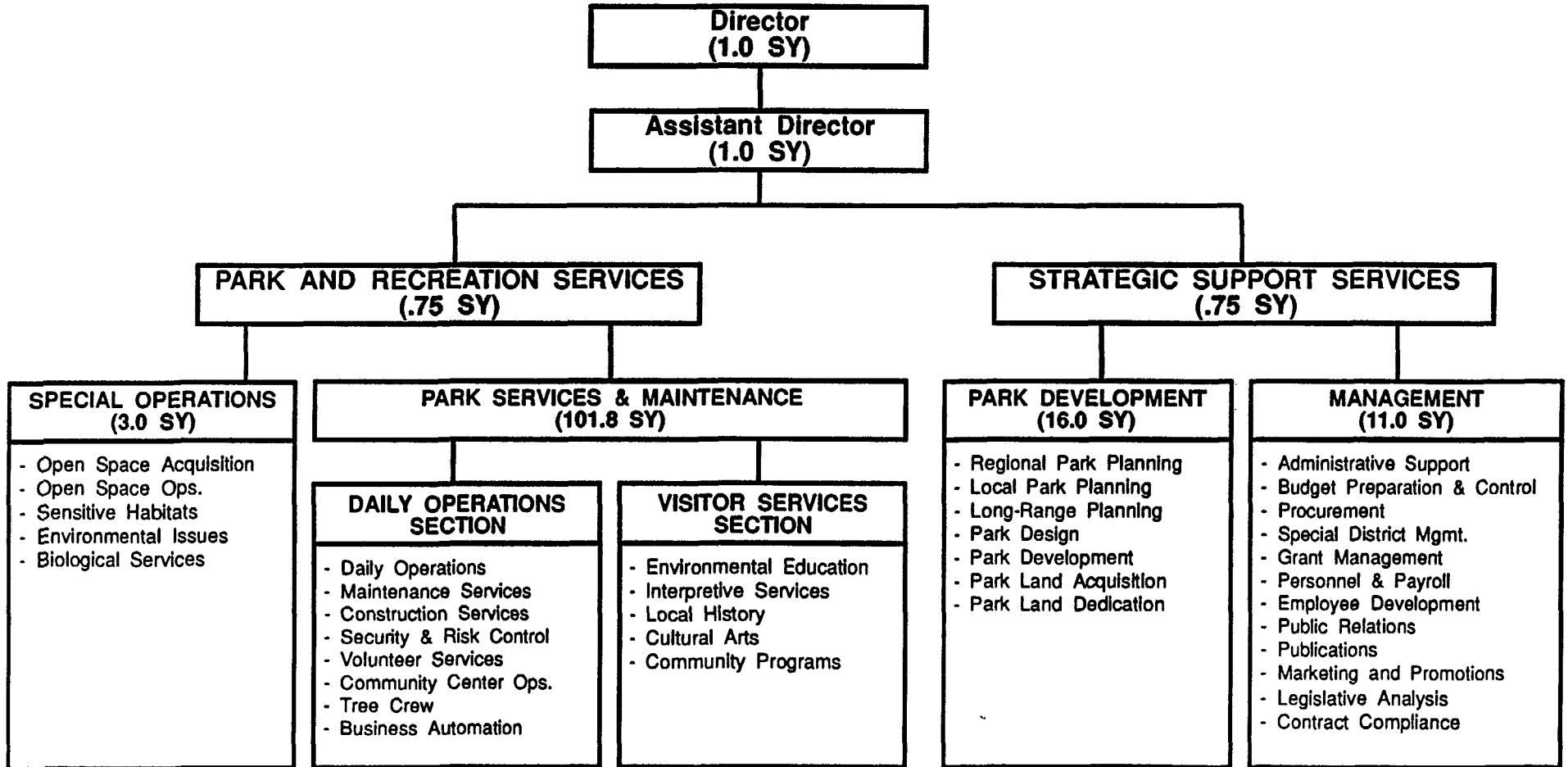
STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2180	County Medical Examiner	1	1.00	1	1.00	\$124,988	\$132,238
2281	Operations Administrator	1	1.00	1	1.00	67,557	71,898
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	106,412	79,859
4159	Deputy Medical Examiner II	5	5.00	5	5.00	482,409	519,360
4316	Chief, Toxicology Laboratory	1	1.00	1	1.00	57,284	60,605
4306	Supervising Toxicologist	1	1.00	1	1.00	49,527	52,406
2369	Admin. Services Manager II	1	1.00	1	1.00	51,937	51,203
5792	Supervising M.E. Investigator	2	2.00	2	2.00	92,360	93,610
4305	Toxicologist	4	4.00	4	4.00	174,308	184,428
4800	Autopsy Room Supervisor	1	1.00	1	1.00	40,133	44,595
5740	Med. Exam. Investigator II	20	14.00	20	14.00	523,763	550,590
4819	Senior Forensic Autopsy Asst.	2	2.00	2	2.00	71,136	75,276
4820	Forensic Autopsy Assistant	7	7.00	7	7.00	222,233	237,580
4318	Histology Technician	1	1.00	0	0.00	29,897	0
4319	Senior Histology Technician	1	1.00	1	1.00	34,048	36,228
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	23,920
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,091	20,885
2700	Intermediate Clerk Typist	5	5.00	5	5.00	98,599	99,118
4330	Laboratory Assistant	1	1.00	1	1.00	18,998	21,284
7031	Custodian	1	1.00	1	1.00	17,799	19,091
3118	Dept. Computer Specialist I	1	1.00	1	1.00	25,116	27,955
4157	Forensic Pathologist Fellow	1	1.00	1	1.00	36,999	37,287
9999	Temporary Extra Help	1	0.67	1	0.67	8,890	8,890
Total		62	55.67	61	54.67	\$2,406,750	\$2,472,338
Salary Adjustments:						20,630	54,734
Premium/Overtime Pay:						30,000	30,000
Shift Premium						10,400	10,400
Standby						46,000	46,000
Employee Benefits:						716,569	766,671
Salary Savings:						(3,372)	(3,372)
Total Adjustments						\$820,227	\$904,433
Program Totals		62	55.67	61	54.67	\$3,226,977	\$3,376,771

PARKS AND RECREATION

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Parks and Recreation	\$4,834,274	\$5,683,389	\$5,056,345	\$6,703,602	\$7,277,842	\$574,240	8.6
Holmwood Canyon Debt Svc.	221,990	221,990	221,990	221,990	0	(221,990)	(100.0)
Park Land Dedication Fund	1,683,975	1,859,168	1,149,866	8,993,577	11,649,561	2,655,984	29.5
Fish & Wildlife Fund	11,057	17,795	9,301	20,875	33,070	12,195	58.4
TOTAL DIRECT COST	\$6,751,296	\$7,782,342	\$6,437,502	\$15,940,044	\$18,960,473	\$3,020,429	19.0
PROGRAM REVENUE	(10,648,184)	(11,978,207)	(12,836,769)	(11,565,599)	(14,475,768)	(2,910,169)	25.2
NET COST ALL FUNDS	\$(3,896,888)	\$(4,195,865)	\$(6,399,267)	\$4,374,445	\$4,484,705	\$110,260	2.5
STAFF YEARS	124.6	134.1	136.8	129.8	135.3	0.00	0.0

SAN DIEGO COUNTY PARKS AND RECREATION DEPARTMENT



PROGRAM: Parks and Recreation

DEPARTMENT: Parks and Recreation

PROGRAM #: 45308

ORGANIZATION #: 5100

MANAGER: Robert R. Copper

REFERENCE: 1991-92 Proposed Budget - Pg. 26-5

AUTHORITY: Administrative Code Section 430

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,172,767	\$4,883,282	\$5,278,339	\$5,544,043	\$6,012,530	8.5
Services & Supplies	475,215	603,056	686,013	598,529	670,302	12.0
Other Charges	14,800	14,070	17,240	561,030	562,183	0.2
Fixed Assets	175,088	161,181	5,170	0	29,077	100.0
Vehicle/Comm. Equip.	0	23,800	0	0	3,750	100.0
Less Reimbursements	(3,596)	(2,000)	(0)	(0)	(0)	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$4,834,274	\$5,683,389	\$5,986,762	\$6,703,602	\$7,277,842	8.6
PROGRAM REVENUE	(2,266,505)	(2,406,491)	(2,698,794)	(2,551,147)	(2,793,137)	9.5
NET GENERAL FUND COST	\$2,567,769	\$3,276,898	\$3,287,968	\$4,152,455	\$4,484,705	8.0
STAFF YEARS	124.60	134.10	129.45	135.33	135.33	0.0

PROGRAM DESCRIPTION

County Parks and Recreation is a comprehensive program of maintenance, operation, acquisition and development of County recreation facilities including regional parks, local parks, fishing lakes, community centers, special use facilities, ecological reserves and open space parks. These facilities provide recreational opportunities for millions of County residents as well as tourists. County Park facilities are operated and maintained by County staff, volunteers, other sources of free labor and service contracts. Facilities are operated year-round.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 Department actual costs were less than budgeted due to the means used to spend grant match funding. Grant match funding is budgeted under Contributions to Other Agencies then transferred from the Parks and Recreation Department to capital projects or capital project support activities by Board of Supervisors action. A total of \$318,790 was transferred and is not reflected as an actual cost where budgeted. Also contributing to the reduction of actual costs for 1989-90 were salary savings. Due to an anticipated user fee revenue shortage, permanent staff hires were delayed and seasonal staff were substituted when possible. Park user fee revenue was less than budgeted due to lake water loss at the Lake Morena campground.

1991-92 OBJECTIVES

1. Develop stewardship capabilities for Proposition 70 regional open space acquisitions and Bureau of Land Management (BLM) wilderness park sites.
2. Improve Department revenue base.
3. Develop a flexible operations plan for both existing and newly acquired park lands.
4. Develop approaches to community park planning and open space and regional facility planning.
5. Pursue competitive grant funding for park projects while preserving existing funding.
6. Develop visitor services and in-service training programs.

1991-92 SUB PROGRAM ACTIVITIES

The Department of Parks and Recreation is divided into four basic divisions; Administration, Park Services and Maintenance, Park Development and Special Operations. Park program activities will be implemented across these division lines. Resources and personnel are assigned to program activities on an as needed basis in response to both demand and opportunities. The divisions have the following responsibilities:

1. ADMINISTRATIVE SERVICES (14.50 SY; E = \$719,832; R = \$0) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Administrative Support.
 - o Budget Preparation and Control.
 - o Procurement and Warehouse Operations.
 - o Contract Administration.
 - o Grant Management.
 - o Personnel and Payroll.
 - o Special District Administration.
 - o Volunteer and Publication Services.
2. PARK SERVICES AND MAINTENANCE (101.83 SY; E = \$5,566,846; R = \$2,595,628) including support personnel is:
 - o Discretionary/Mandated Service Level.
 - o Park and Open Space Operations.
 - o Community Center Operations.
 - o Maintenance Services.
 - o Construction Services.
 - o Security and Risk Control.
 - o Visitor Services.
 - o In-Service Training.
 - o Environmental Education.

3. PARK DEVELOPMENT (16.00 SY; E= \$ 822,209; R = \$197,509) including support personnel is:

- o Discretionary/Mandated Service Level.
- o Regional Park Planning.
- o Local Park Planning.
- o Long-Range Planning.
- o Park Design.
- o Park Development.
- o Contract Compliance.
- o Park Land Dedication Mgmt.

4. SPECIAL OPERATIONS (3.00 SY; E = \$168,955; R = \$0) including support personnel is:

- o Discretionary/Mandated Service Level.
- o Open Space Planning and Project Management.
- o Pioneer Operations.
- o Special Projects.
- o Legislative Analysis.
- o Marketing Strategies.
- o Project Habitat Analysis and Biodiversity Planning.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Rents and Concessions	\$377,171	\$278,124	\$388,166	\$110,042
Plan Review Charges	8,497	26,200	26,200	0
Inter-Fund Charges, Road Fund	33	0	0	0
Inter-Fund Charges, Capital Outlay Fund	423,680	252,509	280,509	28,000
Inter-Fund Charges, PLDO Fund	47,921	40,000	40,000	0
Inter-Fund Charges, Special Districts	59,535	13,000	117,538	104,538
User Fees, Park and Camping	1,042,115	1,209,634	1,121,524	(88,110)
User Fees, Lake Morena Water Surcharge	0	225,000	225,000	0
Employee Maintenance Charges	2,104	26,480	0	(26,480)
Park & Rec Fees, Other Govt	6,940	0	0	0
Misc.	(1,218)	0	0	0
Sub-Total	\$1,966,778	\$2,070,947	\$2,198,937	\$127,990
OTHER:				
Inter-Fund Transfer, Parkland Dedication Fund	\$529,500	\$420,500	\$562,000	\$141,500
Miscellaneous		0	0	0
Sub-Total	\$529,500	\$420,500	\$562,000	\$141,500
GRANTS AND AID FROM OTHER AGENCIES:				
State Grant - Construction	\$118,556	\$27,500	\$0	\$(27,500)
Federal Aid Rain Damage	52,012	0	0	0
Federal Aid - HUD	1,948	0	0	0
Aid From Other Gov't Agencies	30,000	0	0	0
Aid From Joint Powers Auth	0	32,200	32,200	0
Sub-Total	\$202,516	\$59,700	\$32,200	\$(27,500)
Total	\$2,698,794	\$2,551,147	\$2,793,137	\$241,990

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
NET COUNTY COST:				
Net County Cost	\$3,287,968	\$4,152,455	\$4,736,788	\$584,333
Sub-Total	\$3,287,968	\$4,152,455	\$4,736,788	\$584,333
Total	\$3,287,968	\$4,152,455	\$4,736,788	\$584,333

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Item	Quantity	Unit	Cost
Garden Equipment	1	lot	29,077
Total			\$29,077

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Hand Held Radios	2	units	2,400
Base Station	1	unit	1,350
Total			\$3,750

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
County Parks and Recreation					
% OF RESOURCES: 100%					
WORKLOAD					
Parks - County Operated	66	66	70	70	69
Park acreage	21,376	21,376	30,870	30,870	30,800
EFFICIENCY					
Visitor Days/Field Staff	47,650	46,118	39,107	47,588	50,314
Active Projects/Project Staff	12	10	0	10	0
EFFECTIVENESS					
PLDO Permits Processed	84	46	54	50	50
Developer Impacts Evaluated	51	36	23	35	35
Site Plans & Record Drawings	28	34	43	30	30
Visitor Days	3,812,000	3,920,000	3,109,000	4,045,000	4,000,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$79,185	\$88,803
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	68,647	82,498
2302	Administrative Asst. III	1	1.00	1	1.00	42,120	42,015
2303	Administrative Asst. II	2	2.00	2	2.00	77,803	81,155
2306	Admin. Trainee/ Asst. I	0	0.00	1	1.00	0	25,162
2337	Public Info. Specialist	1	1.00	1	1.00	0	32,920
2365	Staff Dev. Specialist	0	0.00	1	1.00	0	35,428
2368	Administrative Svcs. Mgr I	1	1.00	1	1.00	49,484	52,355
2511	Senior Payroll Clerk	2	1.00	2	1.00	24,136	25,157
2650	Storekeeper III	1	1.00	1	1.00	27,207	28,785
2655	Storekeeper I	1	1.00	1	1.00	20,634	20,248
2700	Intermediate Clk Typist	6	6.00	6	6.00	116,290	123,510
2745	Supervising Clerk	1	1.00	1	1.00	22,227	27,437
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
3009	Word Processor Operator	1	1.00	1	1.00	22,628	23,834
3528	Chief, Park Development	1	1.00	1	1.00	51,937	54,957
3118	Dept. Computer Specialist I	0	0.00	1	.50	0	12,397
3801	Drafting Tech. II	1	1.00	1	1.00	27,416	28,319
4000	Historian	1	.50	1	.50	14,460	15,418
5422	Horticulturist	1	1.00	1	1.00	30,911	32,703
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	51,937	54,957
6032	Equip. Operator I	1	1.00	1	1.00	23,663	29,760
6323	Asst. Park Project Mgr.	4	4.00	4	4.00	123,457	131,830
6324	Park Project Manager	7	7.00	7	7.00	276,143	304,468
6325	Senior Park Project Mgr.	3	2.50	4	3.00	108,159	135,464
6327	District Park Manager	5	5.00	5	5.00	202,162	212,321
6332	Park Ranger	32	32.00	28	27.50	855,905	791,224
6342	Senior Park Ranger	14	14.00	12	12.00	410,562	382,975
6343	Supervising Park Ranger	21	20.00	19	18.00	657,350	627,961
6345	Senior Park Maint Worker	1	1.00	1	1.00	28,324	30,222
6346	Coord, Volunteer & Pub Serv	1	1.00	1	1.00	40,790	43,156
6347	Park Maintenance Worker	17	17.00	18	18.00	412,474	459,139
6301	Div Chief, Park Special Ops	1	1.00	1	1.00	49,452	54,957
6350	Tree Crew Leader	1	1.00	0	1.00	0	22,520
6351	Tree Maint. Worker	1	1.00	1	1.00	0	21,389
8801	Deputy Director	0	0.00	2	1.50	0	99,492
0735	Park Attendant	19	.70	19	.70	11,029	11,821
9999	Temporary Extra Help	29	6.60	29	6.60	105,055	100,746
Total		182	138.30	180	135.30	\$4,060,748	\$4,378,403
Salary Adjustments:						37,156	12,009
Premium/Overtime Pay:						48,017	52,818
Night Duty Differential:						122,674	122,341
Employee Benefits:						1,342,415	1,543,918
Uniform Allowance:						23,800	21,000
Salary Savings:						(90,767)	(117,959)
Total Adjustments						\$1,483,295	\$1,634,127
Program Totals		182	138.30	180	135.30	\$5,544,043	\$6,012,530

PROGRAM: Holmwood Canyon Debt Service

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 00000
MANAGER: Robert R. Copper

ORGANIZATION #: 5100
REFERENCE: 1991-92 Proposed Budget - Pg. 26-6

AUTHORITY: Board of Supervisors 6/11/85 (26) 10/15/85 (45)

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Other Charges	221,990	221,990	221,990	221,990	0	(100.0)
TOTAL DIRECT COST	\$221,990	\$221,990	\$221,990	\$221,990	\$0	(100.0)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$221,990	\$221,990	\$221,990	\$221,990	\$0	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program has been established in response to Board of Supervisors action to borrow \$1,000,000 from the State Coastal Conservancy to be used to purchase park land known as Holmwood Canyon adjacent to San Elijo Lagoon. This approximately 15.6 acre parcel was purchased in 1985 for \$2,000,000 and other consideration. The \$2,000,000 cash payment included the \$1,000,000 loan, \$950,000 of grant funds and \$50,000 of citizen donations. This program records the service of debt entered into for this purchase payment. The loan is repayable over six years beginning in FY 1987-88, the total interest and principal due over that period is \$1,331,940, at \$221,990 per year.

PROGRAM: Parks Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500
MANAGER: Wm. Noel Parr

ORGANIZATION #: 5400
REFERENCE: 1991-92 Proposed Budget - Pg. 26-7

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Other Charges	\$53,000	\$70,041	\$47,920	\$8,315,577	\$9,804,061	17.9
Operating Transfers	1,630,975	1,789,127	1,101,946	678,000	1,845,500	172.2
TOTAL DIRECT COST	\$1,683,975	\$1,859,168	\$1,149,866	\$8,993,577	\$11,649,561	29.5
Fund Balance Adjustments	0	0	32,220	0	0	0.0
Fees	2,227,846	1,902,917	1,363,957	1,291,691	1,618,152	25.3
Other Revenue	803,053	978,599	1,035,292	965,785	1,035,292	7.2
Fund Balance	5,315,947	6,662,871	7,685,219	6,736,101	8,996,117	33.6
TOTAL FUNDING	\$8,346,846	\$9,544,387	\$10,116,688	\$8,993,577	\$11,649,561	29.5
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program was established by the Board of Supervisors in 1972/73 for the purpose of accumulating funds for the provision of local parks. Revenues for this fund are derived by developers as required by the Park Land Dedication Ordinance and interest earned on unspent funds. A variable fee rate reflecting current land acquisition and construction costs and differing by the location of a project was established by the Board of Supervisors to begin 1/1/87. Fees are collected within 21 Local Park Planning Areas (LPPA's). The planning area boundaries were revised to more closely align to subregional areas and to follow assessor parcel map boundaries. Fees collected within a particular LPPA are also spent within the same LPPA. The program costs are used to reimburse either the General Fund or the Capital Outlay Fund for various park expenses. These expenses include planning and administration, local park acquisition and development, and local park element maintenance and operation.

PROGRAM: Fish and Wildlife

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 75802
MANAGER: Nancy Nieto

ORGANIZATION #: 4800
REFERENCE: 1991-92 Proposed Budget -- Pg. 26-8

AUTHORITY: County Administrative Code Section 265 and Fish and Game Code Section 13100 et. seq.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Services & Supplies	\$57	\$216	\$132	\$1,375	\$1,535	11.6
Other Charges	11,000	17,579	9,169	19,500	31,535	61.7
TOTAL DIRECT COST	\$11,057	\$17,795	\$9,301	\$20,875	\$33,070	58.4
Fine Revenue	17,563	11,851	9,535	11,000	21,000	90.9
Fund Balance	17,270	15,478	11,752	9,875	12,070	22.2
TOTAL FUNDING	\$34,833	\$27,329	\$21,287	\$20,875	\$33,070	58.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

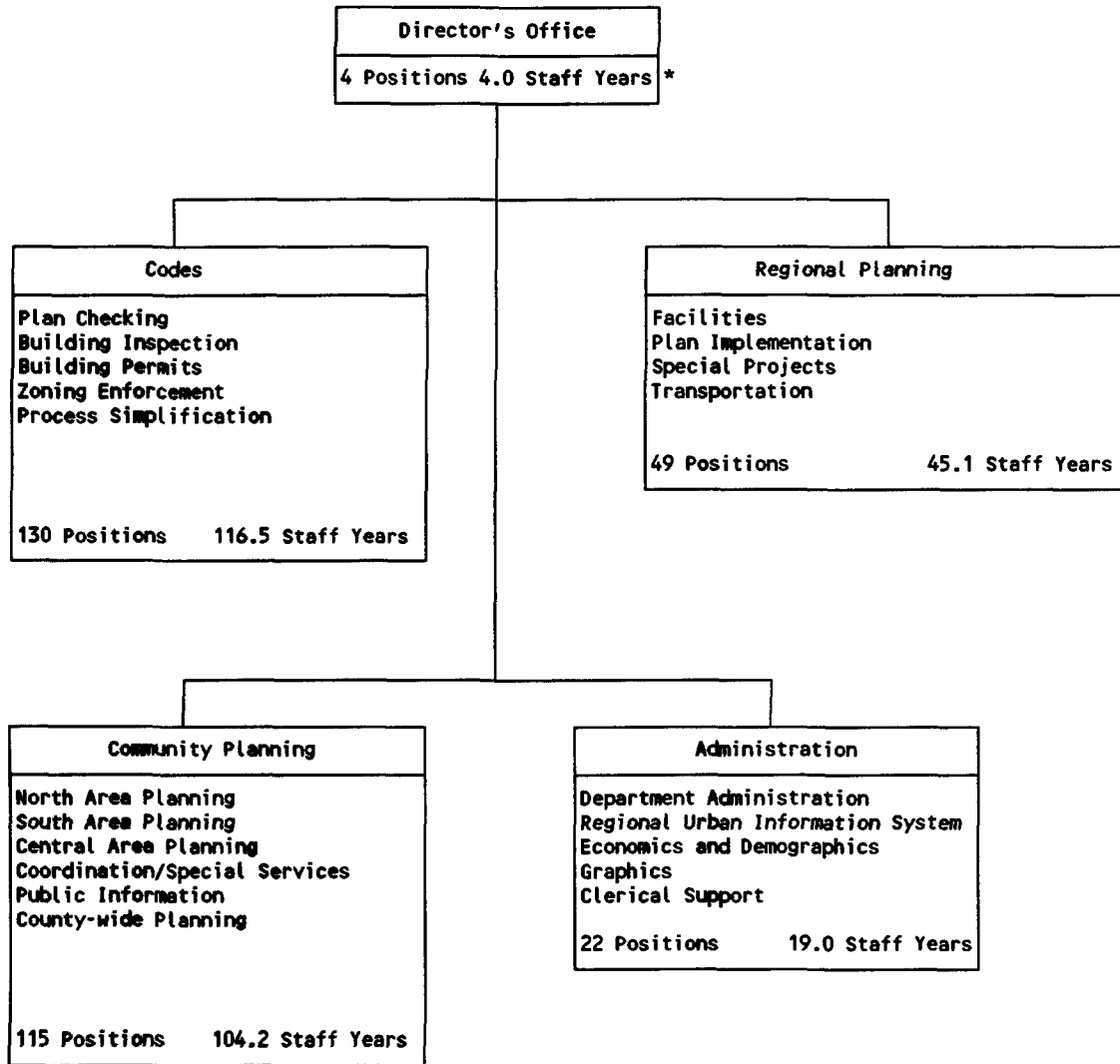
DESCRIPTION

This program reflects the activities of the Fish and Game Fund. The Fish and Wildlife Advisory Commission reviews and approves project proposals financed by the Fish and Game Fund in accordance with the requirements of the Fish and Game Code. The Fish and Game Code requires the county to place fifty percent of the Fish and Game Code fines in to this fund. The remainder is sent to the State of California. The fund expenditures are limited by State law to fish and wildlife preservation activities, habitat restoration and related educational and informational processing activities.

DEPARTMENT OF PLANNING AND LAND USE

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
CODES	\$5,322,449	\$6,553,849	\$6,216,598	\$7,487,368	\$6,990,208	\$(497,160)	(6.6)
COMMUNITY PLANNING	3,225,873	4,129,921	4,947,997	5,845,467	5,786,612	(58,855)	(1.0)
REGIONAL PLANNING	2,112,809	2,072,859	2,549,449	2,672,336	3,035,020	362,684	13.6
ADMINISTRATION	965,837	1,386,223	1,295,917	1,284,767	1,432,361	147,594	11.5
TOTAL DIRECT COST	\$11,626,968	\$14,142,852	\$15,009,961	\$17,289,938	\$17,244,201	\$(45,737)	(0.3)
FUND BALANCE	(0)	(0)	(2,658,178)	(2,174,694)	(1,300,000)	874,694	(40.2)
PROGRAM REVENUE	(13,908,058)	(11,955,137)	(9,932,684)	(12,733,475)	(13,670,000)	(936,525)	7.4
NET GENERAL FUND COST	\$(2,281,090)	\$2,187,715	\$2,419,099	\$2,381,769	\$2,274,201	\$(107,568)	(4.5)
STAFF YEARS	212.3	282.0	285.9	303.3	283.8	(19.50)	(6.4)

PLANNING AND LAND USE
FISCAL YEAR 1990-91



Department Totals

Positions = 316.0
Staff Years = 284.8

* Director's office is a part of the Administration Program.

PROGRAM: CODES

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05669
MANAGER: Randall L. HurlburtORGANIZATION #: 5650
REFERENCE: 1991-92 Proposed Budget - Pg. 27-7

AUTHORITY: Health and Safety Code Section 17960: "A County building department shall enforce all provisions of the State Building Standards Code." Section 17922: "The State Building Standards Code shall impose substantially the same requirements as the Uniform Building Code, the Uniform Plumbing Code, the Uniform Mechanical Code, and the National Electrical Code." Section 17952: "The State Department of Housing and Community Development shall take enforcement action against counties who fail to enforce the State Building Standards Code." Section 17951: "Counties may prescribe fees but they shall not exceed the amount required to process or enforce permits; such fees shall not be levied for general revenue purposes." Board Policies B-29 and B-30 establish the responsibilities for full cost recovery, including indirect costs, in the establishment and collection of fees.

Government Code Section 65850: "Counties may by ordinance regulate signs and regulate location, height, size, etc. of buildings, structures, lots, yard, etc."

Zoning Ordinance Section 1006: "The construction, alteration, or relocation of any building or structure shall conform to all zoning regulations." Sections 6200 and 6250: "Off-premise and on-premise signs are regulated by the Zoning Ordinance."

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,054,006	\$4,962,392	\$5,111,070	\$5,769,028	\$5,851,908	1.4
Services & Supplies	890,672	1,184,983	966,133	1,369,190	998,300	(27.1)
Other Charges	4,665	0	0	0	0	0.0
Fixed Assets	356,674	365,420	139,395	278,350	139,500	(49.9)
Vehicle/Comm. Equip.	0	0	0	70,800	500	(99.3)
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	16,432	41,054	0	0	0	0.0
TOTAL DIRECT COST	\$5,322,449	\$6,553,849	\$6,216,598	\$7,487,368	\$6,990,208	(6.6)
PROGRAM REVENUE	(10,532,633)	(7,683,493)	(5,509,463)	(7,845,533)	(7,270,000)	(7.3)
FUND BALANCE	(0)	(0)	(0)	(0)	(950,000)	100.0
NET GENERAL FUND CONTRIBUTION	\$(5,210,184)	\$(1,129,644)	\$707,135	\$(358,165)	\$(1,229,792)	243.4
STAFF YEARS	107.9	127.3	120.4	127.0	116.5	(8.3)

PROGRAM DESCRIPTION

The Codes program provides citizens of the unincorporated areas of San Diego County with protection from the hazards of faulty or substandard construction which could cause property damage, serious injury or death through electrocution, structural failure, flood or fire. All work is performed by County staff upon request by citizens, builders or other customers.

Major activities include:

- Plan check review of new and altered structures and associated grading to assure compliance with regulatory codes.
- Inspection of buildings and structures during construction to assure compliance with approved plans and regulatory codes.
- Acceptance of plans for review and issuance of approved plans, building permits, street names and addresses.
- Investigation of citizen complaints alleging violations of zoning, building, use permit or sign codes and follow-up action where necessary to obtain compliance.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual expenditures for Fiscal Year 1990-91 were 17% below budgeted due to management efforts initiated in response to a projected revenue shortfall. Actual Program Revenues were 30% below budgeted, remaining at recession levels.

1991-92 OBJECTIVES**Plan Check:**

1. Process initial plan checks within an average of 2 weeks for residential plans and 3 weeks for complex plans. A productivity level of 348 equivalent single-family units (ESUs) per line engineer will be maintained to reach this objective.
2. Continue implementation of quality standards for Plan Check and Building Inspection activities; monitor procedure for effectiveness.
3. Continue implementation of the SB 547 Study of unreinforced masonry buildings (earthquake hazards) within the mandated timelines.

Building Inspection:

1. Maintain a productivity level of 8.4 calls per line inspector per day, with an average of 15 minutes spent on each site inspection. These inspections are to be made within the current one-day response time standard.
2. Continue implementation and updating of the Disaster Preparedness Plan for building inspection.
3. Increase utilization of computerized Building Inspection Tracking System (BPIS).

Building Permits:

1. Increase utilization of BPIS computerized Permit Processing System and support to the Regional Urban Information System (RUIS) Building Permit Inspection System.
2. Maintain a counter productivity level of 13.0 customers per line technician per day and an average customer waiting time of under 10 minutes.
3. Maintain an overall Codes Division productivity level of 300 permits per assigned staff year.

Zoning Enforcement:

1. Maintain an average initial response time of one week and maintain a 78% resolution rate within 120 days for zoning cases and a 78% resolution rate within 180 days for building cases.
2. Maintain a productivity level of 25 zoning enforcement intake ECUs per officer per month and 75 building enforcement intake ESUs per technician per month.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows: Division Management, Plan Checking, Building Inspection, Building Permits, Zoning Enforcement and Process Simplification.

1. Division Management (7.0 SY; E = \$ 803,790; R = \$ 0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Although this is not a revenue generating activity, this function is 100% revenue offset.
 - o There is no change to this component.
2. Plan Check (23.5 SY; E = \$1,749,032; R = \$2,035,600) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 100% offset by revenue.
 - o Processing 3,800 equivalent single-family units per year
 - o The change to this component is: The reduction of 2 Plans Examiners.

3. Building Inspection (31.5 SY; E = \$1,937,210; R = \$2,108,300) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o 100% offset by revenue
 - o Making 53,000 inspection calls per year with an average of 15.0 minutes per call
 - o The change to this component is: The reduction of 1 Building Inspector.
4. Building Permits (34.5 SY; E = \$1,536,598; R = \$1,817,500) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 100% offset by revenue.
 - o Servicing 48,000 customers per year with an average waiting time of 10.0 minutes.
 - o The change to this component is: The reduction 1 Intermediate Clerk Typist, 1 Land Use Technician II, and 1 Cashier.
5. Zoning Enforcement (16.0 SY; E = \$778,372; R = \$1,017,800) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 100% offset by revenue.
 - o The change to this component is: The reduction of 1 Legal Assistant I, and 1 Supervising Codes Enforcement Officer.
6. Process Simplification (2.0 SY; E = \$106,777; R = \$290,800) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 100% offset by revenue.
 - o The change to this component is: The reduction of 0.5 Administrative Assistant II, and 1 Senior Systems Analyst.
7. Regional Urban Information System (RUIS) (2.0 SY; E = \$78,429; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Although this is not a revenue generating activity, this function is 100% revenue offset.
 - o The change to this component is: The reduction of 1 Land Use Aid.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$5,509,463	\$7,845,533	\$7,270,000	\$(575,533)
Fund Balance	\$0	\$0	\$950,000	\$950,000
Sub-Total	\$5,509,463	\$7,845,533	\$8,220,000	\$374,467
Total	\$5,509,463	\$7,845,533	\$8,220,000	\$374,467

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS				
Sub-Total	\$707,135	\$(358,165)	\$(1,229,792)	\$(871,627)
Total	\$707,135	\$(358,165)	\$(1,229,792)	\$(871,627)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program revenues were 30% below budgeted due to the impact of a building industry recession.

FIXED ASSETS

Item	Quantity	Unit	Cost
OFFICE EQUIPMENT-GENERAL	1	LOT	\$49,500
MODULAR FURNITURE	1	LOT	50,000
DATA PROCESSING EQUIP-GENERAL	1	LOT	39,900
EQUIPMENT INTERNAL TO A COMPUTER	1	LOT	100
Total			\$139,500

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
COMMUNICATION EQUIPMENT-GENERAL	1	LOT	\$500
Total			\$500

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
PLAN CHECK					
<u>% OF RESOURCES:</u>	28%				
<u>WORKLOAD</u>					
# OF PLANS PER YEAR	6,049	4,248	3,281	5,100	3,800
<u>EFFICIENCY</u>					
# OF PLANS CHECKED PER ENGINEER	416	317	349	348	348
<u>EFFECTIVENESS</u>					
TURNAROUND TIME IN WEEK	5.4	3.0	2.0	2.0	2.0
# OF PLANS ESU'S TO CONTRACT	545	203	0	0	0
ACTIVITY B:					
BUILDING PERMITS COUNTER					
<u>% OF RESOURCES:</u>	25%				
<u>WORKLOAD</u>					
# OF CUSTOMERS PER YEAR	52,618	53,677	43,370	52,100	48,000
<u>EFFICIENCY</u>					
# OF CUSTOMERS SERVED PER TECH PER DAY	16.6	13.8	13.7	13.0	13.0
<u>EFFECTIVENESS</u>					
AVERAGE WAITING TIME PER CUSTOMER	16.6	12.8	8.2	10.0	10.
ACTIVITY C:					
BUILDING INSPECTION					
<u>% OF RESOURCES:</u>	29%				
<u>WORKLOAD</u>					
# OF CALLS PER YEAR	54,530	54,486	45,965	54,100	53,000
<u>EFFICIENCY</u>					
# OF CALLS PER BI PER DAY	8.5	8.6	8.3	8.4	8.4
<u>EFFECTIVENESS</u>					
AVG MINUTES PER CALL	14.9	14.7	14.5	15.0	15.0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY D:

ZONING/BUILDING ENFORCEMENT

% OF RESOURCES: 14%ZONING WORKLOAD

AVERAGE CASES WORKED (MONTH)	NEW WORKLOAD SYSTEM		1,237	0	1,400
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EFFICIENCY

CASES (ECU'S) WORKED PER INVESTIGATOR	NEW WORKLOAD SYSTEM		14.1	0	15.0
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EFFECTIVENESS

RESOLUTION RATE (% Resolved in 120 days)	NEW WORKLOAD SYSTEM		88.3	0	78.0
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RESPONSE TIME (% Responded to in 5 working days)	NEW WORKLOAD SYSTEM		90.6	0	80.0
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BUILDING WORKLOAD

AVERAGE CASES WORKED (MONTH)	NEW WORKLOAD SYSTEM		837	0	600
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EFFICIENCY

CASES (ECU'S) WORKED PER INVESTIGATOR	NEW WORKLOAD SYSTEM		23.3	0	25.0
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EFFECTIVENESS

RESOLUTION RATE (% Resolved in 120 days)	NEW WORKLOAD SYSTEM		77.5	0	78.0
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RESPONSE TIME (% Responded to in 5 working days)	NEW WORKLOAD SYSTEM		90.6	0	80.0
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NOTE: NEW WORKLOAD MEASUREMENT SYSTEM FOR ENFORCEMENT IN 1991-92.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0968	Chief, Land Use	4	4.00	5	5.00	249,924	338,263
2288	Deputy Director	1	1.00	1	1.00	68,616	72,609
2303	Admin. Assistant II	1	1.00	2	1.50	35,842	59,530
2403	Accounting Technician	1	1.00	1	1.00	25,290	26,760
2412	Analyst II	1	1.00	0	0.00	37,455	0
2430	Cashier	2	2.00	2	1.00	42,055	22,354
2494	Payroll Clerk	0	0.00	1	1.00	0	19,428
2525	Senior Systems Analyst	1	1.00	1	0.00	48,245	0
2700	Inter. Clerk Typist	15	14.00	13	11.00	261,174	216,217
2730	Senior Clerk	2	2.00	1	1.00	46,117	24,032
2745	Supervising Clerk	0	0.00	1	1.00	0	23,531
2758	Admin. Secretary III	2	1.00	2	1.00	29,201	30,900
2761	Group Secretary	0	0.00	1	1.00	0	22,331
3120	Dept Computer Specialist	1	1.00	1	1.00	33,475	37,371
3508	Associate Planner	3	3.00	3	3.00	109,735	110,991
3550	Senior Planner	2	2.00	2	2.00	86,321	89,543
3584	Prin. Codes Enforcement Ofc.	1	1.00	0	0.00	36,727	0
3588	Code Enforcement Inspector II	9	9.00	9	9.00	265,775	281,793
3590	Supr. Code Enforcement Ofc	3	3.00	3	2.00	101,164	75,565
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	47,855	50,908
3650	Assoc. Structural Engineer	14	14.00	14	14.00	639,415	677,982
3661	Building Inspector II	24	24.00	24	23.00	865,617	901,523
3663	Fire Inspector	1	1.00	1	1.00	37,128	39,535
3664	Plans Examiner	4	4.00	4	2.00	157,464	87,212
3671	Chief, Fire Inspector	1	1.00	1	1.00	40,977	43,606
3673	Chief, Electrical Inspector	1	1.00	1	1.00	39,836	43,535
3674	Chief, Plumbing Inspector	1	1.00	1	1.00	40,977	43,606
3715	Supervising Building Inspector	4	4.00	4	4.00	168,732	178,520
3735	Sr. Structural Engineer	4	4.00	4	4.00	238,028	251,844
3833	Land Use Technician III	4	4.00	4	4.00	111,020	136,955
3834	Supervising Land Use Tech	2	2.00	2	2.00	66,936	72,096
3835	Land Use Technician II	14	14.00	14	13.00	395,633	376,188
3837	Land Use Aide	3	3.00	3	2.00	59,107	43,958
3838	Permit Process Coord.	1	1.00	1	1.00	40,977	43,356
3835	Legal Assistant I	1	1.00	1	0.00	22,988	0
9999	Extra-Help	2	0.00	1	0.00	145,000	135,000
Total		131	127.00	130	116.50	\$4,594,806	\$4,577,042
Salary Adjustments:						(35,899)	7,394
Premium/Overtime Pay:						70,000	70,000
Employee Benefits:						1,248,412	1,347,119
Salary Savings:						(108,291)	(149,647)
Total Adjustments						\$1,174,222	\$1,274,866
Program Totals		131	127.00	130	116.50	\$5,769,028	\$5,851,908

PROGRAM: COMMUNITY PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05660
MANAGER: William T. Healy

ORGANIZATION #: 5650
REFERENCE: 1991-92 Proposed Budget - Pg. 27-9

AUTHORITY: This program was developed to ensure professional review, investigation and recommendations to the Planning Commission, Board of Supervisors, and other hearing bodies. Staff decisions are provided on land development proposals in accordance with sections of the Government Code, Zoning Ordinance, Subdivision Ordinance, local policies and State and National Environmental Quality Acts.

Board of Supervisors Policies B-29 and B-30 establish the responsibilities for full cost recovery, including indirect costs, in the establishment and collection of fees.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,773,772	\$3,675,000	\$4,379,141	\$5,012,657	\$5,101,282	1.8
Services & Supplies	411,066	419,091	562,292	824,810	575,330	(30.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	41,035	35,830	6,564	8,000	110,000	1,275.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$3,225,873	\$4,129,921	\$4,947,997	\$5,845,467	\$5,786,612	(1.0)
FUND BALANCE			(2,658,178)	(2,174,694)	(350,000)	(83.9)
PROGRAM REVENUE	(2,897,325)	(3,739,899)	(3,867,713)	(4,376,667)	(5,900,000)	34.8
NET GENERAL FUND CONTRIBUTION	\$328,548	\$390,022	\$(1,577,894)	\$(705,894)	\$(463,388)	(34.4)
STAFF YEARS	78.40	93.80	102.20	111.00	103.20	(7.0)

NOTE: FY88-89 REFLECTS THE TRANSFER OF 15.0 STAFF AND RELATED SALARY AND BENEFIT COSTS. THESE CHANGES REFLECT THE GEOGRAPHIC REORGANIZATION OF THE COMMUNITY AND REGIONAL PLANNING DIVISIONS IN FY89-90.

PROGRAM DESCRIPTION

This program reviews, evaluates and makes recommendations to the Planning Commission, Board of Supervisors, Planning and Environmental Review Board, Board of Planning and Zoning Appeals and Zoning Administrator on development proposals to assure compliance with the County General Plan, Zoning Ordinance, Subdivision Ordinance, California Environmental Quality Act and various Board policies. Activities include processing applications for regulating land usages: i.e., variances and minor use permits, major and minor subdivisions, major use permits, rezones, agricultural preserves, large scale projects/specific plans, road matters, tentative and parcel map appeals and resolution amendments, time extensions, administrative permits, site plans, landscape plans, boundary adjustments and certificates of compliance, environmental impact reports and initial studies. This program also provides information to the general public on all of the above.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual expenditures for FY 1990-91 were 13% below budgeted due to management efforts initiated in response to projected revenue shortfalls. Actual Program Revenues were 21% below budgeted due to impact of the building recession.

1991-92 OBJECTIVES

Objectives for the Community Planning Division include the following:

1. Improve Planning and Environmental Review Board (PERB) procedures by simplifying and expediting permit processing.
2. Develop and implement automated project tracking system, including workload and permit condition monitoring capabilities.
3. Improve divisional response time to Board and Chief Administrative Officer referrals.
4. Enhance divisional operations, department/divisional marketing and communications.
5. Improve staff effectiveness and consistency in application of County regulations.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows: Division Support, County-wide, Central, North, South, Regional Urban Information System.

1. Division Support (26.0 SY; E = \$1,129,509; R = \$1,180,000) is:
 - o Mandated/Mandated Service Level.
 - o 100% offset by revenue.
 - o There is no change to this component.
2. County-wide (27.2 SY; E = \$1,572,249; R = \$1,652,000) is:
 - o Mandated/Mandated Service Level.
 - o 100% offset by revenue.
 - o The change to this component is the addition of 0.2 Associate Planner transferred from Regional Planning, 1 Land Use Technician III and 1 Land Use Technician II; and the reduction of 1 Landscape Architect and 1 Land Use Technician II.
3. Central (14.0 SY; E = \$871,840; R = \$944,000) is:
 - o Mandated/Mandated Service Level.
 - o 100% offset by revenue.
 - o The change to this component is the reduction of 1 Associate Planner.
4. North (15.0 SY; E = \$934,767; R = \$1,003,000) is:
 - o Mandated/Mandated Service Level.
 - o 100% offset by revenue.
 - o The changes to this component are the reduction of 1 Environmental Management Specialist II, and 1 Associate Planner.
5. South (17.0 SY; E = \$1,069,497; R = \$1,121,000) is:
 - o Mandated/Mandated Service Level.
 - o 100% offset by revenue.
 - o The change to this component is the reduction of 1 Associate Planner and 1 Environmental Management Specialist II.

6. Regional Urban Information System (RUIS) (4.0 SY; E = \$208,750; R = \$0) is:

- o Discretionary/Discretionary Service Level.
- o Although this is not a revenue generating activity, this function is 100% revenue offset.
- o The change to this component is the reduction of 1 Associate Planner and 1 Land Use Technician II.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$3,867,713	\$4,376,667	\$5,900,000	\$1,523,333
Fund Balance	2,658,178	2,174,694	350,000	(1,824,694)
Sub-Total	\$6,525,891	\$6,551,361	\$6,250,000	\$(301,361)
Total	\$6,525,891	\$6,551,361	\$6,250,000	\$(301,361)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$(1,577,894)	\$(705,894)	\$(463,388)	\$242,506
Sub-Total	\$(1,577,894)	\$(705,894)	\$(463,388)	\$242,506
Total	\$(1,577,894)	\$(705,894)	\$(463,388)	\$242,506

EXPLANATION/COMMENT ON PROGRAM REVENUES

Program Revenues were 21% below budgeted due to the impact of a building industry recession.

FIXED ASSETS

Item	Quantity	Unit	Cost
OFFICE EQUIPMENT-GENERAL	1	LOT	\$25,000
MODULAR FURNITURE	1	LOT	25,000
DATA PROCESSING EQUIPMENT-GENERAL	1	LOT	59,900
EQUIPMENT INTERNAL TO A COMPUTER	1	LOT	100
Total			\$110,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

PERFORMANCE INDICATORS FOR THIS DIVISION ARE IN THE PROCESS OF REVISION

INDICATORS WILL BE BASED ON IMPLEMENTATION OF THE ERNST AND YOUNG CONSULTANT STUDY FINDINGS

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0968	Chief, Land Use	4	4.00	4	4.00	249,924	255,335
2288	Deputy Director	1	1.00	1	1.00	72,048	76,610
2412	Analyst II	1	1.00	1	1.00	39,707	42,015
2427	Associate Sys. Analyst	1	1.00	1	1.00	39,738	43,174
2469	Dept. EDP Coord.	1	1.00	1	1.00	35,605	40,770
2510	Senior Account Clerk	0	0.00	1	1.00	0	20,262
2700	Inter. Clerk Typist	11	11.00	0	0.00	202,628	0
2725	Principal Clerk	1	1.00	1	1.00	27,553	30,903
2730	Senior Clerk	2	2.00	0	0.00	46,130	0
2754	Board Secretary	2	2.00	0	0.00	53,902	0
2757	Admin. Secretary II	1	1.00	1	1.00	24,527	25,572
2761	Group Secretary	0	0.00	3	3.00	0	66,993
2769	Commission Secretary	1	1.00	0	0.00	29,888	0
3008	Sr. Word Processor Operator	1	1.00	1	1.00	24,633	23,941
3009	Word Processor Operator	3	3.00	3	3.00	63,239	70,419
3051	Reprographics Technician	0	0.00	1	1.00	0	20,252
3504	Landscape Architect	3	3.00	2	1.00	99,315	39,128
3507	Assistant Planner	2	2.00	2	1.00	61,711	30,193
3508	Associate Planner	24	24.00	24	20.20	830,728	766,033
3514	Environmental Mgt Spec. III	5	5.00	3	3.00	205,285	133,689
3515	Environmental Mgt Spec. II	10	10.00	12	10.00	349,932	384,166
3547	Senior Landscape Architect	0	0.00	1	1.00	0	37,545
3550	Senior Planner	10	10.00	10	10.00	420,655	452,939
3551	Regional Planner	8	8.00	8	8.00	387,313	408,777
3711	Accoustical Engineer	1	1.00	1	1.00	48,112	50,908
3817	Graphic Artist	1	1.00	1	1.00	31,016	32,810
3833	Land Use Tech. III	2	2.00	4	3.00	55,510	99,009
3834	Supervising Land Use Tech.	2	2.00	2	2.00	65,781	74,167
3835	Land Use Tech. II	13	13.00	14	12.00	365,862	353,657
8802	Senior Plng Board Secretary	0	0.00	1	1.00	0	30,154
8803	Planning Board Reporter	0	0.00	2	2.00	0	56,068
8804	Senior Land Use Procedures Clk	0	0.00	2	2.00	0	49,572
8805	Land Use Procedures Clerk	0	0.00	6	6.00	0	116,634
9008	Plg Cmn & Brd of Plg & Zng Apls	0	0.00	0	0.00	43,300	43,300
9999	Extra-Help	2	0.00	1	0.00	150,000	96,000
Total		113	111.00	115	103.20	\$4,024,042	\$3,970,995
Salary Adjustments:						(36,222)	46,282
Premium/Overtime Pay:						0	0
Employee Benefits:						1,114,134	1,188,640
Salary Savings:						(89,297)	(104,635)
Total Adjustments						\$988,615	\$1,130,287
Program Totals		113	111.00	115	103.20	\$5,012,657	\$5,101,282

PROGRAM: REGIONAL PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05665

ORGANIZATION #: 5650

MANAGER: Gerald Hermanson

REFERENCE: 1991-92 Proposed Budget - Pg. 27-11

AUTHORITY: Government Code Section 65103 mandates the functions of a Planning Agency; Section 65300 mandates a General Plan; Section 65302 specifies mandated General Plan elements; Section 65350 specifies General Plan amendment procedures; Section 65400 mandates General Plan implementation procedures; Section 65583 mandates content of Housing elements; Section 65850 provides for zoning regulations; Section 65853 provides procedures for zoning hearings; Section 65860 mandates General Plan and zoning consistency; Section 66411 provides for subdivision regulations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,774,987	\$1,741,416	\$2,068,100	\$2,243,461	\$2,476,920	10.4
Services & Supplies	323,702	322,455	479,119	428,150	453,100	5.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	14,120	8,988	2,230	725	105,000	14,382.8
TOTAL DIRECT COST	\$2,112,809	\$2,072,859	\$2,549,449	\$2,672,336	\$3,035,020	13.6
PROGRAM REVENUE	(477,870)	(529,786)	(530,828)	(486,675)	(500,000)	2.7
NET GENERAL FUND CONTRIBUTION	\$1,634,939	\$1,543,073	\$2,018,621	\$2,185,661	\$2,535,020	16.0
STAFF YEARS	41.50	39.60	42.90	45.30	45.10	(0.4)

NOTE: FY88-89 REFLECTS THE TRANSFER OF 15.0 STAFF AND RELATED SALARY AND BENEFIT COSTS. THESE CHANGES REFLECT THE GEOGRAPHIC REORGANIZATION OF THE COMMUNITY AND REGIONAL PLANNING DIVISIONS IN FY89-90.

PROGRAM DESCRIPTION

San Diego County is responsible by State law for planning, zoning and development review in the unincorporated area. These responsibilities are met by the adoption and maintenance of a comprehensive, County-wide general plan and twenty-three separate sub-regional plans, in addition to Zoning Ordinances, Subdivision Ordinances, and other implementing policies and programs prepared by the Department of Planning and Land Use. These plans, associated environmental reviews, and implementation tools provide for orderly population growth and the accompanying physical development of the unincorporated areas, while maintaining a reasonable balance between land development and the conservation of physical resources. The Planning Program includes six distinct "activity" levels: Activity One, Regional and Community Planning, includes the General Plan, Community Plans, Transportation Plans, Energy and Communication programs and related Environmental Analysis. Activity Two, Plan Implementation, includes preparation of various codes and programs necessary to implement adopted plans. Activity Three, Special Projects, includes specific project planning and special studies. Activity Four, Facility Planning, coordinates the various special districts and insures planned provision of services and infrastructure. Activity Five, Economics/Demographic Analysis, provides economic analysis of planning decisions on land owners, developers, government and society. Demographic analysis produces State mandated population estimates, pursuant to SB90, which are used to determine State subvention allocations. Activity Six, Graphic, provides graphics support to General Planning and Regulatory Planning activities.

1990-91 BUDGET TO ACTUAL COMPARISON

The impact of this program on the General Fund was \$167,040 less than budgeted. This was due to a 7% savings in actual expenditures and an increase in actual revenues of 9%.

1991-92 OBJECTIVES**REGIONAL AND COMMUNITY PLANNING:**

Overall, workload in Regional Planning is directly proportional to the planning projects approved in the Work Program.

TRANSPORTATION:

The Transportation Planning Section will continue to support the Community Plan Updates for Bonsall and North County Metro and provide project review for Community Planning. In addition, there will be substantial effort on East Otay Mesa, the Otay Ranch analysis with the cities of San Diego and Chula Vista and involvement in the Transportation Demand Project and Bridge and thoroughfare fees. Progress on the mid-County analysis and the Caltrans SR 125 environmental and route location study will continue.

PLAN IMPLEMENTATION:

Continue implementation and support of Regional Plan policies, including the Community Design Review Program; Housing Element revisions, implementation and support programs; zoning and subdivision ordinance maintenance and revisions; and special zoning studies. Workload is expected to be consistent with previous years activity.

SPECIAL PROJECTS:

The Special Projects Section typically handles larger projects of regional significance, including: growth management (funded by Community Development Block Grants); implementation of Proposition C; several river projects (Upper San Diego River Improvement Project: a 500-acre Specific Plan and Redevelopment Project funded jointly by property owners and the County; Santa Fe Valley: a 3,500-acre Specific Plan funded by property owners); San Dieguito River Park Planning effort coordinated with Joint Power Authority; Specific Plan allowing industrial development along the U.S.-Mexico border (5,000-acre East Otay Mesa, funded by property owners and the County); freeway corridor planning (I-15 Corridor: 1,200-acre Specific Plan at intersection of Highway 76 and 120-acre project at Champagne Blvd. funded by the property owners and the County); open space and endangered species protection (multi-species plan including Least Bells Vireo habitat conservation plan for the County, funded by the County and other jurisdictions); completion of Phase 2 of Mineral Protection Plan; implementation of plan revisions for Riding and Hiking Trails (funded by Road Fund/Developer Interest).

FACILITIES:

The Facilities Planning Section works with service providers (including more than 100 special districts and County departments) to ensure that facilities are available concurrent with the needs of new development. During FY 91-92 emphasis will be placed on implementing the Public Facility Element which was adopted in FY 90-91 by the Board of Supervisors. Implementation measures include assuring that fees and review processes affecting new development are fully implemented, performing community-level facility plans, and incorporation of regional needs into local planning processes. Another important priority is the implementation of the Groundwater Ordinance and development of water conservation measures. Government structure analysis (including analysis of proposed incorporation), property tax negotiations, general plan conformance review, and growth management. A new function added to the Section in the past fiscal year is staffing the Historic Sites Board.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows: Division Management, Regional and Community Planning, Plan Implementation, Special Projects, Facilities, Economic/Demographic, and Graphics.

1. Division Management (2.0 SY; E = \$167,216; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o This is not a revenue generating activity.
 - o There is no change to this component.

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2. Regional and Community Planning (12.0 SY; E = \$637,525; R = \$60,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 9% offset by revenue.
 - o There is no change to this component.
 3. Plan Implementation (8.3 SY; E = \$558,623; R = \$55,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 10% offset by revenue.
 - o The change to this component is the reduction of 0.2 Associate Planner, transferred to Community Planning.
 4. Special Projects (7.8 SY; E = \$558,807; R = \$285,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 51% offset by revenue.
 - o There is no change to this component.
 5. Facilities (8.5 SY; E = \$714,117; R = \$100,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 14% offset by revenue.
 - o There is no change to this component.
 6. Economic/Demographics (3.5 SY; E = \$240,298; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o This is not a revenue generating activity.
 - o There is no change to this component.
 7. Graphics (3.0 SY; E = \$158,434; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o This is not a revenue generating activity.
 - o There is no change to this component.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$187,999	\$290,950	\$304,275	\$13,325
Sub-Total	\$187,999	\$290,950	\$304,275	\$13,325
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Community Development Block Grant	\$259,925	\$100,000	\$100,000	\$0
Road Fund	72,763	50,000	50,000	0
State Funds	0	0	0	0
Sub-Total	\$332,688	\$150,000	\$150,000	\$0
OTHER REVENUE:				
Other	\$10,141	\$45,725	\$45,725	\$0
Sub-Total	\$10,141	\$45,725	\$45,725	\$0
Total	\$530,828	\$486,675	\$500,000	\$13,325

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$2,018,621	\$2,185,661	\$2,535,020	\$349,359
Total	\$2,018,621	\$2,185,661	\$2,535,020	\$349,359

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue projections are based on prior experience and estimated revenue offset workplan items.

FIXED ASSETS

Item	Quantity	Unit	Cost
DATA PROCESSING EQUIPMENT-GENERAL	1	LOT	\$104,900
EQUIPMENT INTERNAL TO A COMPUTER	1	LOT	100
Total			\$105,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: TRANSPORTATION PLANNING					
Section Management	—	—	—	.5	0.5
Traffic Studies	—	—	—	2.0	2.0
Traffic Systems Management	—	—	—	.5	0.5
Regional Coordination	—	—	—	<u>0.3</u>	<u>0.0</u>
Total	—	—	—	3.3	3.0
ACTIVITY B: PLAN IMPLEMENTATION					
Section Management	—	—	—	.7	0.7
Ordinance/Policy Amendment	—	—	—	2.5	2.5
Housing Program	—	—	—	2.0	2.0
Design Guidelines/Review Board	—	—	—	1.5	1.3
PERB Participation	—	—	—	.3	0.3
B/S & CAO Referral	—	—	—	1.0	1.0
Spring Valley Design	—	—	—	<u>1.0</u>	<u>0.0</u>
Total	—	—	—	9.0	7.8
ACTIVITY C: SPECIAL PROJECTS					
Section Management	—	—	—	1.0	0.5
San Diego River Plan (USDRIP)	—	—	—	1.0	1.0
Conservation Ele Rev/Mineral Res.Plan	—	—	—	.8	0.3
East Otay Mesa Plan	—	—	—	.5	1.0
I-15 Corridor Plan	—	—	—	.3	0.3
Growth Mgt.Prog./Impl	—	—	—	1.0	1.0
Santa Fe Valley Spec. Plan	—	—	—	.5	0.5
Open Space Project	—	—	—	.0	3.0
Least Bells Vireo/HCP Mgmt.Plan	—	—	—	.3	.0
B/S & CAO Referral	—	—	—	.5	.0
Proposition C Impl	—	—	—	.0	0.5
PERB Participation	—	—	—	<u>.2</u>	<u>0.3</u>
Total	—	—	—	6.1	8.4
ACTIVITY D: FACILITIES					
Section Management	—	—	—	1.0	1.0
Plan Consistency Review	—	—	—	.5	0.5
Govrnt. Structures/Reorg	—	—	—	.5	0.4
Groundwater Program	—	—	—	2.0	2.0
Property Tax	—	—	—	.3	0.3
OCS/Offshore Oil	—	—	—	.5	0.1
Water Conserv. Program	—	—	—	1.0	0.5
Public Benefit/Devel. Agrmt	—	—	—	.1	0.1
Special District Liaison	—	—	—	1.0	1.0
Facilities Pln	—	—	—	2.0	2.0
B/S & CAO Referral	—	—	—	<u>.5</u>	<u>0.5</u>
Total	—	—	—	9.4	8.4
ACTIVITY E: ECONOMICS/DEMOGRAPHICS					
Section Management	—	—	—	.5	0.5
Economic Analysis	—	—	—	2.0	2.0
Demographic	—	—	—	<u>1.0</u>	<u>1.0</u>
Total	—	—	—	3.5	3.5
Division Total	—	—	—	31.3	31.1

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0967	Transportation Prog. Mgr.	1	1.00	1	1.00	62,481	69,728
0968	Chief, Land Use	3	3.00	3	3.00	187,443	195,654
2288	Deputy Director	1	1.00	1	1.00	68,616	76,610
2303	Admin. Asst. II	1	1.00	0	0.00	33,475	0
2412	Analyst II	4	3.50	5	4.50	129,833	177,559
2414	Analyst IV	1	1.00	1	1.00	49,484	52,355
2700	Inter. Clerk Typist	2	2.00	0	0.00	38,130	0
2754	Board Secretary	1	1.00	0	0.00	23,665	0
2757	Admin. Secretary II	1	1.00	1	1.00	24,527	25,572
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
2760	Stenographer	1	1.00	0	0.00	22,011	0
2761	Group Secretary	0	0.00	2	2.00	0	44,662
3008	Sr. Word Processor Operator	1	1.00	0	0.00	24,633	0
3009	Word Processor Operator	2	2.00	2	2.00	43,112	45,053
3507	Assistant Planner	2	2.00	1	1.00	58,462	30,193
3508	Associate Planner	12	9.83	10	7.60	352,925	303,502
3514	Environmental Mgt Spec. III	2	2.00	2	2.00	80,734	86,481
3550	Senior Planner	6	6.00	5	5.00	258,542	226,287
3551	Regional Planner	0	0.00	3	3.00	0	152,631
3655	Assoc. Transportation Spec	2	2.00	2	2.00	95,350	94,960
3690	Groundwater Geologist	1	1.00	2	2.00	55,432	108,116
3817	Graphic Artist	2	2.00	2	2.00	58,501	64,557
3818	Graphic Supervisor	1	1.00	1	1.00	34,108	36,091
8803	Planning Board Reporter	0	0.00	1	1.00	0	28,034
8805	Land Use Procedures Clk	0	0.00	1	1.00	0	19,439
8806	Dept. Records Manager	0	0.00	1	1.00	0	27,876
9999	Extra-Help	2	0.00	1	0.00	65,000	21,000
Total		50	45.33	49	45.10	\$1,795,665	\$1,917,260
Salary Adjustments:						(29,716)	21,988
Premium/Overtime Pay:						0	0
Employee Benefits:						520,948	610,468
Salary Savings:						(43,436)	(72,796)
Total Adjustments						\$447,796	\$559,660
Program Totals		50	45.33	49	45.10	\$2,243,461	\$2,476,920

PROGRAM: ADMINISTRATION

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05651
MANAGER: Phil SteedORGANIZATION #: 5650
REFERENCE: 1991-92 Proposed Budget - Pg. 27-12

AUTHORITY: This program was developed to provide administrative support and management for the Department of Planning and Land Use.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$768,229	\$1,037,267	\$1,111,310	\$1,144,567	\$1,182,518	3.3
Services & Supplies	165,225	273,213	152,224	97,900	179,843	83.7
Other Charges	32,383	32,383	32,383	37,700	0	(100.0)
Fixed Assets	0	43,360	0	4,600	70,000	1,421.7
TOTAL DIRECT COST	\$965,837	\$1,386,223	\$1,295,917	\$1,284,767	\$1,432,361	11.5
PROGRAM REVENUE	(230)	(1,959)	(24,680)	(24,600)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$965,607	\$1,384,264	\$1,271,237	\$1,260,167	\$1,432,361	13.7
STAFF YEARS	17.50	21.25	20.40	20.00	19.00	(5.0)

PROGRAM DESCRIPTION

The administrative unit provides management for the overall policy, direction and operation of the Department as well as administrative and clerical services and coordination with Board of Supervisors, Chief Administrative Officer and other County departments.

The Regional Urban Information System (RUIS) is managed through an annual work program which is approved by the RUIS Policy and Budget Committee consisting of the County Chief Administrative Officer and the City of San Diego City Manager. Staff support for the Department of Planning and Land Use is budgeted in the Administration Program, the Codes Program and the Community Planning Program.

1990-91 BUDGET TO ACTUAL COMPARISON

This program slightly exceeded budget due to the increases in the cost of purchasing department supplies.

1991-92 OBJECTIVES

1. Provide training for Community Planning staff through the Zoning Academy, Environmental Academy and on going courses in docket item preparation and presentations.
2. Provide focused training in personnel management on topics such as recruiting, staff development, and discipline for supervisors and managers.
3. Implement revised fees in Codes and Community Planning.
4. Provide departmental coordination for the Regional Urban Information System (RUIS). Continue design and development of the Geographic Information System (GIS), including Land base - phase 2, pilot testing of Area Mapping - phase 1, migration plan from IBM to an Arc/Info software system, and investigating use of Arc/Info tools for sensitive lands mapping. Maintain the Land Base through the IBM Road Information Module (RIM) - phase 2 and the Lot and New Development (LAND) - phase 1.
5. Implement Phase 4 of the Department Business Automation Plan. This will include expansion of the Local Area Network at the Kearny Mesa Office, communication with field offices and additional application development.
6. Complete remodeling of the Kearny Mesa Office and begin planning for the PAPP Office Building.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows: Department Administration and Regional Urban Information System (RUIS).

1. Department Administration (18.0 SY; E = \$1,335,710; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o This is not a revenue generating activity.
 - o The change to this component is the reduction of 1 Intermediate Clerk Typist.
2. Regional Urban Information System (RUIS) (1.0 SY; E = \$96,651; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o This is not a revenue generating activity.
 - o There is no change to this component.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Other Miscellaneous	24,680	24,600	0	(24,600)
Sub-Total	\$24,680	\$24,600	\$0	\$(24,600)
Total	\$24,680	\$24,600	\$0	\$(24,600)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,271,237	\$1,260,167	\$1,432,361	\$172,194
Sub-Total	\$1,271,237	\$1,260,167	\$1,432,361	\$172,194
Total	\$1,271,237	\$1,260,167	\$1,432,361	\$172,194

EXPLANATION/COMMENT ON PROGRAM REVENUES

FIXED ASSETS

Item	Quantity	Unit	Cost
DATA PROCESSING EQUIPMENT-GENERAL	1	LOT	\$69,900
EQUIPMENT INTERNAL TO A COMPUTER	1	LOT	100
Total			\$70,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

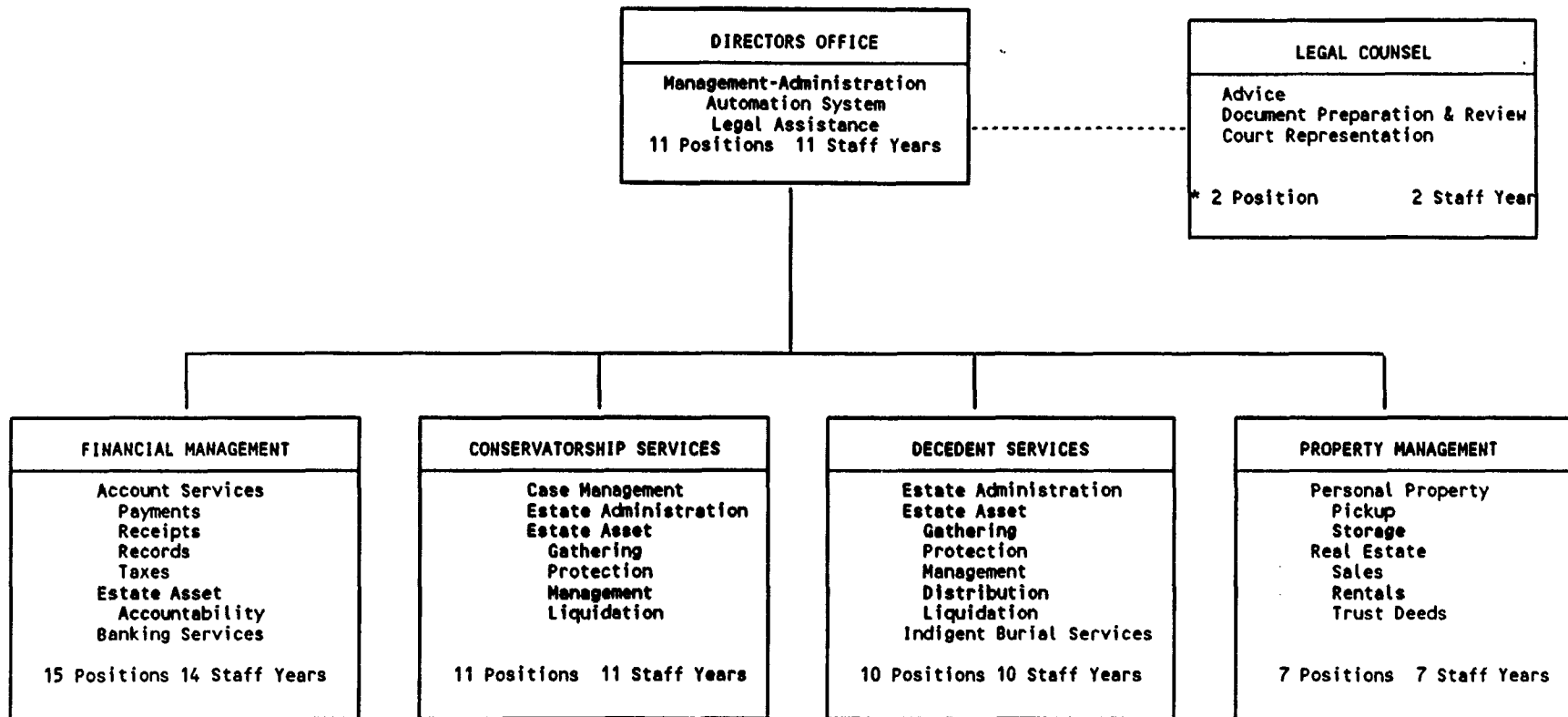
STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0968	Chief, Land Use-RUIS	1	1.00	1	1.00	62,481	69,728
2137	Dir., Planning and Land Use	1	1.00	1	1.00	\$94,993	\$105,530
2268	Assistant Director	1	1.00	1	1.00	85,552	90,524
2288	Deputy Dir., Plng & Land Use	1	1.00	1	1.00	72,048	76,610
2302	Admin. Assistant III	1	1.00	1	1.00	43,807	46,351
2303	Admin. Assistant II	2	1.50	2	1.50	58,142	59,706
2369	Admin. Svs Manager II	1	1.00	0	0.00	51,937	0
2412	Anaylst II	1	1.00	1	1.00	37,678	37,371
2413	Anaylst III	4	3.00	4	3.00	131,421	139,053
2426	Asst. Systems Analyst	1	1.00	1	1.00	35,556	37,371
2469	Departmental EDP Coord.	1	1.00	0	0.00	42,223	0
2493	Intermediate Account Clerk	2	2.00	0	0.00	37,786	0
2511	Senior Payroll Clerk	1	1.00	1	1.00	23,086	25,157
2510	Senior Account Clerk	0	0.00	2	2.00	0	40,524
2525	Senior Systems Analyst	0	0.00	1	1.00	0	49,580
2537	Department Budget Manager	0	0.00	1	1.00	0	54,957
2700	Intermediate Clerk Typist	1	1.00	0	0.00	17,441	0
2748	Supervising Clerk	0	0.00	1	1.00	0	23,531
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
3008	Sr. Word Processing Operator	1	1.00	0	0.00	24,633	0
4024	Librarian II	1	.50	1	.50	16,316	17,264
9999	Extra - Help	1	0.00	1	0.00	20,000	10,500
Total		23	20.00	22	19.00	\$884,301	\$914,657
Salary Adjustments:						38,013	16,577
Premium/Overtime Pay:						0	0
Employee Benefits:						259,750	278,773
Salary Savings:						(37,497)	(27,489)
Total Adjustments						\$260,266	\$267,861
Program Totals		23	20.00	22	19.00	\$1,144,567	\$1,182,518

PUBLIC ADMINISTRATOR

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
FIDUCIARY SERVICES	\$1,713,076	\$1,719,064	\$2,030,134	\$2,179,355	\$2,241,621	\$62,266	2.9
TOTAL DIRECT COST	\$1,713,076	\$1,719,064	\$2,030,134	\$2,179,355	\$2,241,621	\$62,266	2.9
PROGRAM REVENUE	(1,721,002)	(2,199,934)	(2,220,506)	(2,053,357)	(2,258,283)	(204,926)	10.0
NET GENERAL FUND COST	\$(7,926)	\$(480,870)	\$(190,372)	\$125,998	\$(16,662)	\$(142,660)	(113.2)
STAFF YEARS	44.26	45.00	47.30	51.00	53.00	2.00	3.9

PUBLIC ADMINISTRATOR



* Assigned to County Counsel

PROGRAM: FIDUCIARY SERVICES

DEPARTMENT: PUBLIC ADMINISTRATOR

PROGRAM #: 19004
MANAGER: BARBARA A. BAKERORGANIZATION #: 2050
REFERENCE: 1991-92 Proposed Budget - Pg.

AUTHORITY: California Probate Code; Welfare and Institutions Code, Division 8, Chapter 1; County Administrative Code, Sections 397-397.5 and 440; Health and Safety Code, Section 7104; Government Code, Section 27440 and 27462; and Board of Supervisors Policy E-7. This program is required to: (1) administer the estates of deceased persons and conservatees when estate assets are in danger of being lost, wasted, or misappropriated and there is no one else willing or able to administer the estates and (2) arrange for the burial of indigent persons.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,465,194	\$1,580,551	\$1,668,158	\$1,856,226	\$1,983,062	6.8
Services & Supplies	84,021	71,960	129,725	123,129	124,129	0.8
Other Charges						
Indigent Burials	80,661	64,533	74,139	75,000	112,500	50.0
Automation System	79,961	0	0	0	0	0.0
Exp App to Pr. Yrs OC	0	2,020	41,561	0	0	0.0
Fixed Assets	3,239	0	116,551	125,000	21,930	(82.5)
TOTAL DIRECT COST	\$1,713,076	\$1,719,064	\$2,030,134	\$2,179,355	\$2,241,621	2.9
PROGRAM REVENUE	(1,721,002)	(2,199,934)	(2,220,506)	(2,053,357)	(2,258,283)	10.0
NET GENERAL FUND CONTRIBUTION	\$(7,926)	\$(480,870)	\$(190,372)	\$125,998	\$(16,662)	(113.2)
STAFF YEARS	44.26	45.00	47.30	51.00	53.00	3.9

PROGRAM DESCRIPTION

The Public Administrator: (1) takes charge and safeguards the property of persons who have died in the County when the property is in danger of being lost, wasted or misappropriated; (2) administers the estates of deceased persons when there are no qualified persons to act or qualified persons choose not to act; (3) acts as conservator of the estate to administer the estates of persons (usually elderly) who require management of their financial affairs to meet their daily needs and to protect their assets; and (4) arranges for the burial of indigent persons.

A 28,000 square foot warehouse is used to store and sell estate property. A walk-in vault is used to safeguard jewelry, stocks, bonds, and other small size, high value property. Usually, all decedent estate assets such as real estate, businesses, and vehicles are converted to cash. Similar conservatees' estate assets are converted to cash when additional funds are needed for conservatees' living expenses or medical care. All cash is maintained in interest bearing accounts with the County Treasurer. Total estate assets on hand are over \$20 million.

1990-91 BUDGET TO ACTUAL COMPARISON

This department ended the fiscal year with revenue exceeding expenses by \$205,745. This resulted mainly from a significant turnover of staff with associated salary savings, plus greater than anticipated fees from estate administration.

1991-92 OBJECTIVES

1. To implement the automated inventory and estate auction process.
2. To automate conservatorship and decedent court accountings.
3. To begin state certification process for departmental deputies.
4. To hold quarterly real estate sales.

1991-92 SUB PROGRAM ACTIVITIES

The Department's Conservatorship caseload is steadily increasing while the decedent caseload is decreasing. Both types of cases are becoming more time-consuming to administer as a result of changes in lifestyle, morals, attitudes, laws, and diversification in investment portfolios and assets. For example, the Court is increasing the assignment of complex cases, often involving will challenges, family disputes, allegations of fraud, or other problems, into the care of the Public Administrator.

The two major activities of this program are summarized below:

1. Decedent Services (25.83 SY; E = \$1,149,721; R = \$1,308,283) including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated with mandated service level;
 - o Responsible to: (1) Safeguard the property and administer and settle the estates of persons who have died in the County when their property is in danger of being lost, wasted, or misappropriated and there are no qualified persons willing or able to act, and (2) administer the indigent burial program;
2. Conservatorship Services (27.17 SY; E = \$1,091,900; R = \$950,000) including administrative, legal, accounting, clerical, and property management support personnel, is:
 - o Mandated with discretionary service level.
 - o Responsible to (1) Safeguard the property and administer the estates of persons (usually elderly) who need assistance in managing their financial affairs and in protecting their assets when there are no qualified persons to act; (2) to provide case management services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Estate Administration Fees	\$1,301,096	\$967,774	\$1,075,570	\$107,796
Estate Legal Service Fees	396,685	513,000	595,130	82,130
Sub-Total	\$1,697,781	\$1,480,774	\$1,670,700	\$189,926
OTHER REVENUE:				
Pooled Estate Investment and Deposit Interest	\$508,665	\$558,383	\$558,383	\$0
Indigent Burial Cost Recovery & Miscellaneous	14,060	14,200	14,200	0
Banking Services	0	0	15,000	15,000
Sub-Total	\$522,725	\$572,583	\$587,583	\$15,000
Total	\$2,220,506	\$2,053,357	\$2,258,283	\$204,926

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$(190,372)	\$125,998	\$(16,662)	\$(142,660)
Sub-Total	\$(190,372)	\$125,998	\$(16,662)	\$(142,660)
Total	\$(190,372)	\$125,998	\$(16,662)	\$(142,660)

EXPLANATION/COMMENT ON PROGRAM REVENUES: Revenue in this program is difficult to predict because of the uncertainty as to:

- (1) The number of persons who may die in any given year where there is a need to protect estate assets and administer those estates;
- (2) The number of persons who may require conservator of estate services in any one year;
- (3) the size of the estates which the Department may be called upon to administer;
- (4) The degree to which the Court will approve extraordinary charges;
- (5) The interest rate spread between the County Treasurer and private sector banking institutions; and
- (6) The effect legislative changed may have on the program.

The projections for Fiscal Year 1991-92 are based on the amount of revenue the Department has earned in the past under a given set of circumstances; the premise that new legislation will not adversely affect the Department's ability to earn revenue; expectations of continuing workload/caseload levels; approval by the Court of extraordinary charges; the administration of some high value estates; and the maintenance of at least a one to two percent spread between the interest rate earned by the County Treasurer and that earned by private sector banking institutions.

PROGRAM: Fiduciary Services

DEPARTMENT: PUBLIC ADMINISTRATOR

FIXED ASSETS

Item	Quantity	Unit	Cost
Computer Equipment	1	lot	\$18,500
Office Equipment	1	lot	3,430
Total			\$21,930

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
Decedent Services

% OF RESOURCES: 51.2%

WORKLOAD

Total Cases	2,758	2,803	2,712	2,980	2,650
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EFFICIENCY

Productivity: Number of Cases per Staff Year	94	95	113	119	98
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EFFECTIVENESS

Average Open Time per case in months	13.8	13.8	15.6	16	14
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ACTIVITY B:
Conservatorship Services

% OF RESOURCES: 48.8%

WORKLOAD

Total Cases	632	648	664	815	685
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EFFICIENCY

Productivity: Number of Cases per Staff Year	40	41	29	32	29
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EFFECTIVENESS

Average Open Time per case in Months	58	58	72	84	84
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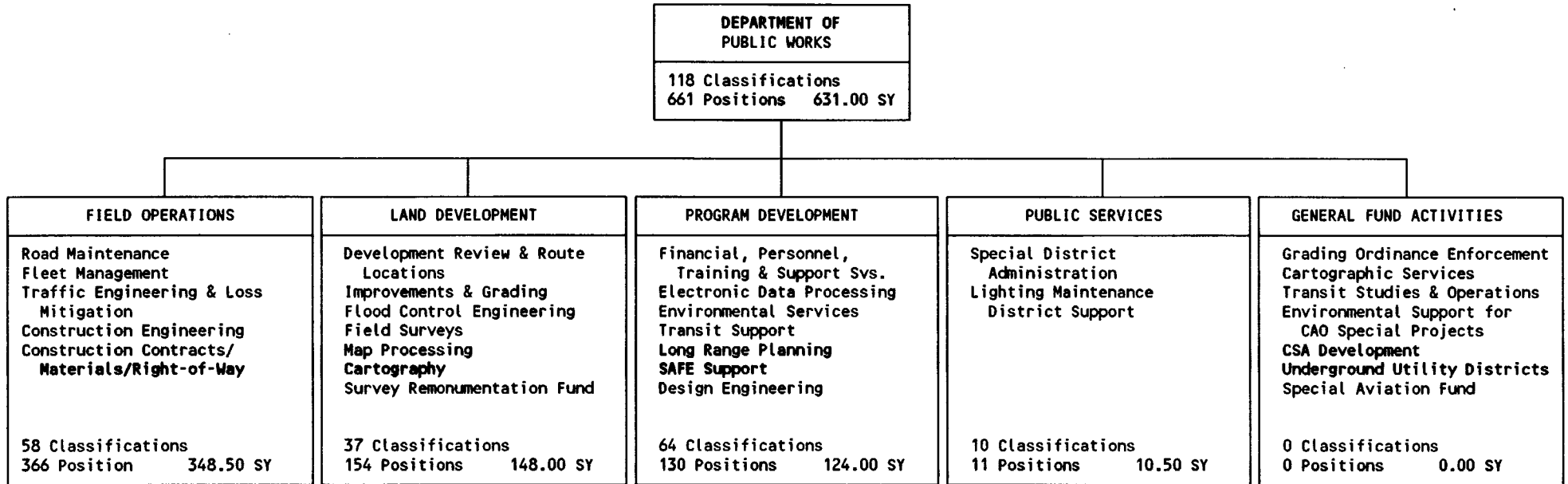
STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2158	Public Administrator	1	1.00	1	1.00	\$59,988	\$71,068
2282	Asst. Public Administrator	1	1.00	1	1.00	56,117	49,487
2369	Administrative Svcs. Manager II	1	1.00	1	1.00	47,108	54,957
2403	Accounting Technician	2	2.00	2	2.00	49,258	53,380
2425	Associate Accountant	1	1.00	1	1.00	31,783	30,041
2493	Intermediate Acct Clerk	4	4.00	4	4.00	74,563	79,144
2502	Estate Tax Accountant	1	1.00	1	1.00	44,887	47,494
2510	Senior Account Clerk	3	3.00	3	3.00	66,738	69,066
2645	Senior Estate Mover	2	2.00	2	2.00	50,970	54,424
2671	Estate Mover	4	4.00	4	4.00	88,338	92,514
2700	Inter. Clerk Typist	4	4.00	4	4.00	75,388	78,676
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2758	Administrative Sec. III	1	1.00	1	1.00	29,201	28,784
2760	Stenographer	2	2.00	2	2.00	41,629	46,183
2775	Criminal Legal Sec. I	1	1.00	1	1.00	25,467	26,582
2776	Criminal Legal Sec. II	1	1.00	1	1.00	25,790	28,286
2777	Criminal Legal Sec. III	0	0.00	1	1.00	0	29,330
2906	Legal Proc. Clerk III	0	0.00	1	1.00	0	23,055
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	30,431	33,802
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	111,576	113,733
3935	Legal Assistant	1	1.00	1	1.00	27,003	25,745
3936	Legal Asst. II	0	0.00	1	1.00	0	27,998
5600	Dep Pub Admin/Guardian II	12	12.00	12	12.00	366,605	340,716
5604	Estate Assistant	2	2.00	2	2.00	41,128	45,264
5605	Estate Property Manager	1	1.00	1	1.00	37,192	34,217
9999	Temporary Extra Help	1	1.00	1	0.00	7,500	7,500
Total		51	51.00	54	53.00	\$1,415,013	\$1,519,333
Salary Adjustments:						24,517	(3,993)
Premium/Overtime Pay:						3,680	3,680
Employee Benefits:						456,522	508,140
Salary Savings:						(43,506)	(44,098)
Total Adjustments						\$441,213	\$463,729
Program Totals		51	51.00	54	53.00	\$1,856,226	\$1,983,062

PUBLIC WORKS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Field Operations	\$33,114,900	\$35,873,840	\$35,044,739	\$59,174,367	\$62,837,766	\$3,663,399	6.2
Land Development	6,144,622	6,691,376	7,652,019	8,968,059	9,207,198	239,139	2.7
Program Development	7,090,796	8,356,205	12,889,099	14,084,436	17,959,966	3,875,530	27.5
General Fund Activities	1,242,750	888,934	1,147,396	2,644,783	1,772,058	(872,725)	(33.0)
TOTAL DIRECT COST	\$47,593,068	\$51,810,355	\$56,733,253	\$84,871,645	\$91,776,988	\$6,905,343	8.1
PROGRAM REVENUE	(46,891,232)	(51,505,571)	(56,395,695)	(84,551,907)	(91,475,562)	(6,923,655)	8.2
NET GENERAL FUND COST	\$701,836	\$304,784	\$337,558	\$319,738	\$301,426	\$(18,312)	(5.7)
STAFF YEARS	530.75	536.00	567.00	632.00	639.50	7.50	1.2

DEPARTMENT OF PUBLIC WORKS
 (Headquarters Location: County Operations Center)
 FY 1990-91 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS *



* The County Family of Funds Program Budget includes Road Fund, Survey Remonumentation Fund, Special Aviation Fund, and Public Works General Fund. Seven additional program budgets, prepared and administered by the Department of Public Works, are included in the Special Districts and Enterprise Funds Proposed Program Budget Book for FY 1990-91. These program budgets are comprised of Airports, Liquid Waste, Solid Waste, County Service Districts, Flood Control, Sanitation Districts and County Transit. Staff years for the Enterprise Funds (Airports, Liquid Waste and Solid Waste; Total of 214.50 SY) are shown in their respective budgets. Other program budgets prepared by the Department include Independent Sanitation Districts and the Service Authority for Freeway Emergencies (SAFE). These budgets are administered by the County, but have independent governing boards.

PROGRAM: Field Operations

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 10000
MANAGER: H. E. Sorlie

ORGANIZATION #: 5769
REFERENCE: 1991-92 Proposed Budget - Pg. 29-5

AUTHORITY: This Program was developed for the purpose of carrying out the provisions of the following California statutes and authorities: Vehicle Code, Section 21351; Streets and Highways Code, Sections 1331, 1332, 1622, 2101 and 5700; Government Code, Section 27551; County Charter Section 706; and County Administrative Code, Section 455 (Functions of the Department of Public Works).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$13,264,507	\$14,096,889	\$15,189,947	\$17,231,054	\$18,196,231	5.6
Services & Supplies	19,301,219	21,110,979	18,896,896	36,049,628	36,835,377	2.2
Other Charges	463,888	507,732	455,558	4,636,915	6,919,697	49.2
Fixed Assets	67,463	132,991	144,671	76,570	55,450	(27.6)
Operating Transfers	17,823	25,249	357,667	1,180,200	831,011	(29.6)
TOTAL DIRECT COST	\$33,114,900	\$35,873,840	\$35,044,739	\$59,174,367	\$62,837,766	6.2
PROGRAM REVENUE	(33,114,900)	(35,873,840)	(35,044,739)	(59,174,367)	(62,837,766)	6.2
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	342.25	336.00	340.25	381.50	386.50	1.3

PROGRAM DESCRIPTION

The Field Operations Program includes the annual road maintenance and rehabilitation projects planned for the 3,800 lane miles in the County Maintained Road System. This program is a spending plan for funds that are available, however it does not meet all road needs. The degenerative effects of heat, cold, earth-movement, moisture, high volumes of automobile and heavy truck traffic are combined with structural road integrity data into a Five-year Maintenance Management Program which selectively identifies and schedules road sites for maintenance and needed rehabilitation.

The road rehabilitation program utilizes four basic types of pavement treatments in maintaining the County road system. Asphalt concrete surfacing is used only on pavements that are no longer structurally adequate. Roads which are structurally adequate receive either a chip seal or, depending on the existing road surface, a sand seal or latex emulsion seal.

The Field Operations Program schedules the construction and/or installation of traffic signals, bridges, culverts and reconstruction projects based on reviews of citizen requests, accident histories, safety and increased capacity needs. Traffic studies, accident investigations, and safety and loss mitigation are also performed by Field Operations. The general engineering design for all roads, bridges, County construction projects, and design projects resulting from the Transportation Sales Tax (Prop. A) Plan are done in Field Operations' Engineering Services.

The priority of road projects continues to be based on long established Board of Supervisors' criteria regarding the expenditures of Road Funds. First priority is given to the maintenance of primary roads with secondary emphasis on local access streets. Second priority is the elimination of traffic hazards and the rehabilitation of roads. Third priority is given to new lane width or length, to increase traffic capacity.

The Field Operations Program is also responsible for the inspection of improvement plans, road permits, bridge and other County construction projects and provides staff support for enforcement of the County's Grading Ordinance.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals for Salaries and Benefits were under budget by \$2,041,107 due to new positions that were not filled until after mid-year, existing positions that remained vacant for extended periods of time, and positions filled at a modified lower level. Services and Supplies were under budget by \$17,152,732 as a result of several large scale projects that had been budgeted for 1990-91 being carried over until FY 1991-92 and contracts that were awarded after July 1, 1991. Other Charges were under budget by \$4,181,357 due to right-of-way acquisitions that did not occur during 1990-91, but are budgeted for 1991-92. Fixed Assets were over budget by \$68,101 due to the prior year (89-90) carryover of fixed assets. Operating Transfers were under budget by \$822,533. This shortfall was due to Capital (road station construction, parcel acquisition and the storage tank replacement program) and Major Maintenance (road station improvements) projects that had been budgeted to be performed by General Services and were either not completed or delayed during the fiscal year. These projects have either been carried over into FY 1991-92 or dropped.

1991-92 OBJECTIVES

1. Continue implementation of the recommendations on road station consolidations and equipment/land surplusing.
2. Obtain special use permit and finalize plans for an East County road station facility.
3. Improve road condition to preventative maintenance mode instead of corrective mode on 10% of the total road mileage.
4. Develop a coalition and collaborative process with DPLU to streamline the procedures relating to grading and watercourse enforcement.
5. Continue implementation of the underground fuel tank replacement program at the Department's field stations and headquarters. All fuel stations are to be upgraded to conform to the new State requirements by 1998.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Road Maintenance (202.50 SY; E = \$17,525,501; R = \$17,525,501) including borrow-site operations, routine maintenance activities and scheduled special maintenance activities coordinated through three Divisional Field Headquarters and 16 Road Stations. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Decreasing \$994,227 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Construction Contracts/Materials/Right-of-Way (0.00 SY; E = \$33,626,100; R = \$33,626,100) including construction contracts for road betterments, rehabilitation, new construction and right-of-way costs for projects in the Roads Detailed Work Program. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing \$4,595,106 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Construction Engineering (66.00 SY; E = \$3,860,472; R = \$3,860,472) including the inspection of improvement plans, road permits, bridges, road betterments, road rehabilitations, new road construction, Capital Improvement Projects, and other County construction projects. Provides staff support for County Grading Ordinance Enforcement for the General Fund Activities Program. This activity is:

- o Mandated/Discretionary Service Level with respect to inspection of improvement plans and construction projects.
- o Discretionary/Discretionary Service Level with respect to Grading Ordinance Enforcement.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Decreasing \$207,985 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Traffic Engineering and Loss Mitigation (33.00 SY; E = \$2,740,916; R = \$2,740,916) including traffic signal maintenance and operation, safety and loss mitigation, and support for the Traffic Advisory Committee. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Decreasing \$212,114 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Fleet Management (49.00 SY; E = \$2,815,913; R = \$2,815,913) including maintenance and management of all field equipment and vehicles coordinated through three Divisional Field Headquarters and 16 Road Stations. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 2.00 staff years for Equipment Mechanics.
- o Increasing \$305,638 in total expenditures.

There is no Net General Fund Contribution for this activity.

6. Engineering Services (36.00 SY; E = \$2,268,864; R = \$2,268,864) including general engineering design for all roads, bridges, and County projects, and design projects which resulted from Transit and Proposition 111 (Gas Tax) revenue; maintaining and updating regional standard drawings; providing engineering and consulting assistance to other County Departments; and soliciting, negotiating and administering consultant construction and service contracts. The Contracting Section aggressively searches for new minority-owned and women-owned firms; provides certification assistance and promotion of their participation by contacting eligible minority/women-owned firms on each project. The Contracting Section insures that participation of minority-owned, women-owned and small businesses in Public Works contracts either meets or exceeds the County's overall goals. This Section also assists non-minority firms in locating minority business enterprises, women business enterprises and small businesses. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 3.00 staff years for management of the new Contracting Section.
- o Increasing \$176,981 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
SALES, USE & GAS TAX:				
Gas Tax (2104)	\$21,110,623	\$23,400,000	\$22,700,000	\$(700,000)
Gas Tax (2106)	1,543,101	2,350,000	1,950,000	(400,000)
Gas Tax (2105) - Prop 111	4,898,211	0	7,894,000	7,894,000
Allocated Road Fund Revenues	(6,791,484)	(1,845,917)	(10,268,708)	(8,422,791)
Transportation Sales Tax	2,914,777	12,723,100	22,197,250	9,474,150
In Lieu Highway Land Rental Tax	107,264	0	0	0
Sub-Total	\$23,782,492	\$36,627,183	\$44,472,542	\$7,845,359
GRANTS:				
Transportation Development Act (TDA)	\$325,019	\$683,000	\$800,000	\$117,000
State Construction Other	22,132	90,000	0	(90,000)
State Matching Funds	14,019	105,688	100,000	(5,688)
State Exchange Funds	361,461	136,802	145,541	8,739
Federal Aid - Combined Road Plan	0	0	2,773,216	2,773,216
Federal Aid Highway Admin. (FHWA BR)	286,787	0	0	0
Federal Aid Secondary Sys. (FAS)	797,124	1,167,989	0	(1,167,989)
Federal Aid Bridges/FHWA	0	151,200	186,750	35,550
Federal Aid - Rain Damage	169,408	0	0	0
Federal Aid Urban Highway (FAU)	1,564,261	2,234,866	0	(2,234,866)
Federal Forest Reserve	34,611	30,000	45,000	15,000
CDBG/HUD	245,815	500,000	540,000	40,000
Other Federal/State Aid	352,315	0	183,290	183,290
Sub-Total	\$4,172,952	\$5,099,545	\$4,773,797	\$(325,748)
CHARGES FOR CURRENT SERVICES:				
Fees & Services to Property Owners	\$2,223,256	\$10,921,385	\$6,617,336	\$(4,304,049)
Licenses & Permits	44,973	50,000	48,500	(1,500)
Rents & Concessions	105,278	40,000	38,000	(2,000)
Other Revenues	(107,956)	250,000	275,000	25,000
Sub-Total	\$2,265,551	\$11,261,385	\$6,978,836	\$(4,282,549)
CHARGES FOR CURRENT SERVICES - INTERFUND:				
Public Works General Fund	\$144,761	\$162,320	\$175,467	\$13,147
Other County Departments & Funds	4,044,331	5,349,322	5,595,598	246,276
Enterprise Funds	634,652	674,612	841,526	166,914
Sub-Total	\$4,823,744	\$6,186,254	\$6,612,591	\$426,337
Total	\$35,044,739	\$59,174,367	\$62,837,766	\$3,663,399

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Sales, Use and Gas Tax are expected to increase due to increases in Prop. 111 and Transportation Sales Tax funds. Revenue from grant sources is expected to be lower due to less Federal Aid Secondary System and Federal Aid Urban Highway funds. Charges for Current Services are expected to be lower due to less Fees and Services to Property Owners as a result of decreased development activity. Interfund Charges are expected to be slightly higher due to increased work for other County departments, other funds, and Enterprise Funds.

FIXED ASSETS

Item	Quantity	Unit	Cost
FAX Machine	1	ea.	\$3,225
Desk	5	ea.	3,000
Drafting Table	2	ea.	950
Typewriter	3	ea.	1,650
Culvert Cutting Saw	1	ea.	800
Gas Powered Hand Pruner	1	ea.	700
High Pressure Water Unit	1	ea.	6,500
Compactor/Stomper	2	ea.	7,900
Honda 3.5 HP Vibra Plate	1	ea.	975
Tank Mounted Air Compressor	1	ea.	1,500
Gasponder	1	ea.	2,000
Insulated Storage Tank	1	ea.	5,000
Safety Radar Units	2	ea.	5,000
SRA Roll Applicator	1	ea.	15,000
Drinking Fountain	1	ea.	350
Air Conditioner	1	ea.	900
Total			\$55,450

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
ROAD MAINTENANCE**
% OF RESOURCES: 27.9%WORKLOAD

Lane miles of road surface treatment	538	662	622	644	570
Shoulder grading (miles)	410	488	534	272	340
Grading DG roads (miles)	842	896	488	600	518
Pavement markings (miles of striping)	2,785	2,911	1,448	972	1,614
Number of trees trimmed	4,525	5,863	4,997	4,960	4,456
Miles of channels cleaned	13.75	7.79	10.7	5.74	9.76
Cubic yds. of digout/rebase	8,018	13,037	10,775	8,240	9,939
Miles of road maintained	1,864	1,852	1,861	1,854	1,860

**ACTIVITY B:
CONSTRUCTION ENGINEERING**
% OF RESOURCES: 6.1%WORKLOAD

Ave. no. of projects under construction	26	28	18	28	23
Ave. value of projects under construction	\$20,516,629	20,362,261	6,083,708	17,420,663	11,752,185
Value of projects completed	\$16,368,091	20,436,025	26,822,658	16,270,770	21,546,714
Public Works projects completed	23	32	31	30	32
No. of active subdivisions	247	256	284	247	270
No. of active permits	5,351	5,554	5,650	5,806	5,728
No. of subdivisions completed	36	41	66	42	54
Private project permits completed	2,107	2,412	1,994	2,500	2,465
Grading complaints investigated	320	433	327	358	342
Average response time in days	1.23	2.1	2.2	2.0	2.1
Watercourse complaints investigated	87	55	72	103	87
Average response time in days	1.37	2.3	2.7	2.0	2.3

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY C:
TRAFFIC ENGINEERING

% OF RESOURCES: 4.4%

WORKLOAD

No. of traffic signals installed	16	17	11	14	15
No. of traffic inquiries received	3,054	3,006	3,034	3,000	3,000
No. of accident reports reviewed	4,315	3,448	2,978	3,050	3,500
No. of serious injury/fatal accidents investigated	130	110	132	200	135
No. of responses to legal claims	114	100	76	92	100
No. of plans checked for traffic related impact	N/A	N/A	523	500	540
Traffic Advisory Committee agenda items	N/A	N/A	156	150	176

EFFICIENCY

No. of traffic studies conducted	1,200	1,275	1,449	1,300	1,400
Staff hours/accident report reviewed	0.1	0.2	0.1	3.2	0.2
Staff hrs/serious injury/fatal accidents investigated	8	10.2	18.7	10	18.3
Staff hours/response to claim	3.2	3.36	2.4	3.2	2.5
Staff hours/plans checked	N/A	N/A	7.7	7.5	7.4
Staff hours/TAC agenda items	N/A	N/A	32.8	32.0	32.8

EFFECTIVENESS

% of accidents reports reviewed within time goals	100	100	100	100	100
% of serious injury/fatal accidents investigated within time goal	100	95	98	100	95
% of response to claims prepared with time goals of County Counsel	95	97	97	97	97

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY D:
FLEET MANAGEMENT****% OF RESOURCES:** 4.4%WORKLOAD

Equipment purchase specifications prepared	N/A	N/A	85	85	100
Preventive maintenance inspections performed	N/A	N/A	1,864	1,800	1,880
Bi-annual inspections of terminals performed	N/A	N/A	132	125	140
Smog inspections performed	N/A	N/A	85	80	90
No. of vehicles maintained and operated	N/A	N/A	727	727	832
No. of parts in stockroom inventory	N/A	N/A	8,859	8,840	8,800

**ACTIVITY E:
ENGINEERING SERVICES****% OF RESOURCES:** 3.6%WORKLOAD

No. of bridges or major culverts designed	5	4	2	6	3
No. of traffic signals designed	13	9	5	5	11

EFFECTIVENESS

% Design cost to construction	6%	6%	6%	6%	6%
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STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0390	Deputy County Engineer	2	2.00	2	2.00	\$129,739	\$148,861
2210	Deputy Director, Public Works	1	1.00	1	1.00	78,432	79,041
2302	Administrative Assistant III	1	1.00	1	1.00	43,807	46,351
2303	Administrative Assistant II	2	2.00	2	2.00	75,549	79,842
2381	Traffic Safety Specialist	1	1.00	0	0.00	40,747	0
2411	Analyst I	1	1.00	1	1.00	30,300	29,845
2412	Analyst II	2	2.00	2	2.00	73,182	62,562
2416	Fuel Management Specialist	1	1.00	1	1.00	27,420	30,095
2424	Public Works Program Coord. I	0	0.00	1	1.00	0	48,665
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	17,622
2510	Senior Account Clerk	1	1.00	1	1.00	23,065	24,032
2650	Stock Clerk	1	1.00	2	2.00	15,866	34,023
2658	Storekeeper II	1	1.00	1	1.00	23,505	24,866
2660	Storekeeper I	3	3.00	3	3.00	59,850	61,813
2700	Intermediate Clerk Typist	5	5.00	5	5.00	90,365	97,687
2730	Senior Clerk	8	8.00	8	8.00	162,693	178,610
2745	Supervising Clerk	1	1.00	1	1.00	26,353	26,880
2756	Administrative Secretary I	2	2.00	2	2.00	33,965	38,736
2757	Administrative Secretary II	1	1.00	1	1.00	24,527	25,572
2758	Administrative Secretary III	1	1.00	1	1.00	25,453	30,005
3615	Assistant Engineer	19	19.00	19	19.00	792,085	793,739
3635	Civil Engineer	17	17.00	18	18.00	781,087	887,893
3695	Junior Engineer	8	8.00	8	8.00	266,722	274,982
3699	Chief, Safety & Loss Mitigation	1	1.00	1	1.00	49,376	58,151
3700	Principal Civil Engineer	4	4.00	5	5.00	262,336	336,086
3720	Senior Civil Engineer	13	13.00	14	14.00	704,537	807,870
3735	Senior Structural Engineer	1	1.00	1	1.00	50,163	62,961
3740	Senior Transportation Spec.	1	1.00	1	1.00	79,565	60,103
3780	Assistant Surveyor	1	1.00	1	1.00	41,664	44,079
3795	Construction Technician	8	8.00	8	8.00	359,055	396,108
3800	Drafting Technician III	1	1.00	1	1.00	32,696	34,596
3810	Engineering Aide	2	2.00	2	2.00	40,960	43,043
3812	Engineering Technician III	20	20.00	20	20.00	741,099	781,507
3813	Engineering Technician II	10	10.00	10	10.00	309,313	320,219
3814	Engineering Technician I	5	5.00	5	5.00	138,723	142,412
3930	Litigation Investigator	1	1.00	1	1.00	44,410	46,987
4752	Hazardous Materials Spec. II	1	1.00	1	1.00	33,893	36,845
5525	Associate Real Property Agent	1	1.00	1	1.00	33,026	41,420
5585	Supervising Real Property Agent	1	1.00	1	1.00	51,916	54,937
5761	Traffic Safety Investigator	2	2.00	2	2.00	81,438	88,588
5884	Building Maintenance Engineer	1	1.00	0	0.00	29,683	0
5920	Electrician	1	1.00	0	0.00	31,842	0
5940	Painter	1	1.00	1	1.00	28,679	30,597
5970	Sign Painter	1	1.00	1	1.00	30,206	32,210
5999	Assistant Division Road Super.	3	3.00	3	3.00	145,582	157,065
6003	Right-of-Way/Utility Coord.	1	1.00	1	1.00	54,099	57,247
6005	Division Road Superintendent	3	3.00	3	3.00	159,744	169,026
6007	Road Maintenance Coordinator	1	1.00	1	1.00	45,946	39,254
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	33,177	34,680
6019	Road Crew Supervisor	22	22.00	22	22.00	755,264	862,662
6020	Road Crew Supervisor I	3	3.00	0	0.00	102,991	0
6023	Road Maintenance Worker	0	0.00	6	6.00	0	111,414
6026	Bridge Construction Worker II	4	4.00	4	4.00	135,592	139,425
6027	Bridge Construction Worker III	1	1.00	1	1.00	31,010	37,862
6028	Bridge Construction Supervisor	1	1.00	1	1.00	38,165	40,389
6030	Equipment Operator III	1	1.00	0	0.00	32,500	0
6032	Equipment Operator I	4	4.00	4	4.00	109,063	115,452
6035	Equipment Operator	108	108.00	109	109.00	3,022,177	3,012,215
6036	Senior Equipment Operator	21	21.00	21	21.00	657,777	624,057
6102	Chief, Fleet Operations	1	1.00	1	1.00	51,211	56,342
6108	Senior Equipment Mechanic	3	3.00	3	3.00	101,961	108,636
6110	Equipment Mechanic	16	16.00	18	18.00	507,631	601,370
6130	Equipment Shop Supervisor	3	3.00	3	3.00	107,330	118,459
6155	Road Equipment Specialist	1	1.00	1	1.00	41,141	43,531
6164	Traffic Signal Technician III	1	1.00	1	1.00	36,276	38,628

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
6180	Welder	3	3.00	3	3.00	95,259	101,571
7539	Const. & Services Worker III	1	1.00	0	0.00	20,026	0
7540	Const. & Services Worker II	2	2.00	0	0.00	38,945	0
7541	Const. & Services Worker I	1	1.00	1	1.00	17,330	18,203
8807	Chief, Real Property Coord.	1	1.00	1	1.00	49,376	60,114
9999	Extra Help	37	18.50	37	18.50	476,262	621,543
Total		400	381.50	405	386.50	\$12,865,127	\$13,629,586
Salary Adjustments:						758,256	789,879
Premium/Overtime Pay:						205,000	223,000
Employee Benefits:						3,935,862	4,145,986
Salary Savings:						(533,191)	(592,220)
Total Adjustments						\$4,365,927	\$4,566,645
Program Totals		400	381.50	405	386.50	\$17,231,054	\$18,196,231

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000

ORGANIZATION #: 5771, 5821

MANAGER: John S. Burke

REFERENCE: 1991-92 Proposed Budget - Pg. 29-6

AUTHORITY: This program was developed to carry out the provisions of the following California statutes and authorities: Business & Professions Code Sec. 8700 et. seq. (Professional Land Surveyors Act); Government Code Sec. 25680 et. seq. (Streams and Flood Waters), Sec. 27551 et. seq. (County Surveyor), Sec. 27584 (Survey Monument Preservation Fund), Sec. 65300 et. seq. (County General Plan), Sec. 66410 et. seq. (Subdivision Map Act); Streets and Highways Code Sec. 1460 (Permits Within County Highways), Sec. 5700 (County Engineer); Public Resources Code Sec. 8801 et. seq. (California Coordinate System), Sec. 21000 et. seq. (Environmental Quality Act); Water Code Sec. 8100 et. seq. (Flood Control in Counties), Sec. 8325 (Cooperation in the National Flood Insurance Program), Sec. 8400 et. seq. (Flood Plain Management Act), Sec. 12800 (The Flood Control Law of 1946); Water - Uncodified Acts, Act 6914a (San Diego County Flood Control District Act); San Diego County Administrative Code Sec. 455 et. seq. (Functions of the Department of Public Works); San Diego County Code of Regulatory County Ordinances, Title 5 (Buildings and Building Regulations), Title 7 (Highways and Traffic), Title 8 (Zoning and Land Use Regulations); San Diego County Zoning Ordinance; and Board of Supervisors Policy, Sec. I (Planning and Land Use Controls), Sec. J (Roads, Streets and Highways).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,268,197	\$5,829,911	\$6,601,324	\$7,329,014	\$7,456,109	1.7
Services & Supplies	733,291	692,023	965,481	1,185,624	1,624,689	37.0
Other Charges	19,189	15,991	4,797	296,771	0	(100.0)
Fixed Assets	49,773	48,549	3,687	4,250	26,400	521.2
Operating Transfers	74,172	104,902	76,730	152,400	100,000	(34.4)
TOTAL DIRECT COST	\$6,144,622	\$6,691,376	\$7,652,019	\$8,968,059	\$9,207,198	2.7
PROGRAM REVENUE	(6,144,622)	(6,691,376)	(7,652,019)	(8,968,059)	(9,207,198)	2.7
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	121.00	122.25	128.75	144.00	146.50	1.7

PROGRAM DESCRIPTION

The Land Development Program provides for four primary functions in the adopted budget for FY 1991-92: Development Review and Route Locations; Improvements and Grading; Flood Control Engineering; and Surveying and Mapping. These functions provide for processing and review of land development and land use projects; engineering support services to Special Districts, Enterprise Funds, Survey Remonumentation Fund, other County Departments, funds and agencies, and to developers and the general public; staff support to various reviewing boards concerned with land development; engineering and management support to the Flood Control District; carrying out the duties of the County Surveyor; and mapping and graphics support services.

This program is operated by County staff primarily for developers and the general public in the unincorporated areas of the County. However, Surveying and Mapping activities benefit all County departments and the public county-wide. This program is 100% offset by revenue from charges to developer deposits, interest earned from Developer Trust Accounts, and charges to other governmental entities, other County departments and funds, and the general public. This program also provides staffing for Field Surveys; County Base Map Maintenance and preparation; maps and mapping/graphics to the public and all County departments; and support for RUIS to develop the base map module and land coordinates.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals were less than the 1990-91 budget by \$1,316,040 (15%). Salaries and Benefits were under budget by \$727,690 (10%) due to several positions that were left unfilled and several positions that were underfilled. Services and Supplies were under budget by \$220,143 (19%) primarily due to lower than anticipated expenditure for the Bridge and Thoroughfare Fee Consultant Contract. Other Charges were under budget by \$291,974 (98%) due to no expenditures for salary transfers. Fixed Assets were under budget by \$563 (13%) due to actual costs lower than originally anticipated. Operating Transfer were under budget by \$76,060 (50%) due to less work than anticipated for the Survey Remonumentation Fund.

1991-92 OBJECTIVES

1. Improve the cooperation and exchange of information between Land Development and the development industry, private engineers, and surveyors by implementing workshops with the private sector.
2. Develop a long term funding mechanism for RUIS.
3. Implement the first Bridge and Thoroughfare Fee and proceed with the second round of studies for the remainder of the County.
4. Reduce by 50% the current backlog of Tentative Maps and Tentative Parcel Maps that are to be incorporated into the RUIS project.
5. Continue development of the County's Riding and Hiking Trails System.

1991-92 SUB PROGRAM ACTIVITIES

This program provides services primarily to developers in the private sector. Workload is dependent on general economic fluctuations which impact the land development, construction and housing industries. The activities of this program are summarized as follows:

1. Development Review and Route Locations (23.00 SY; E = \$1,963,222; R = \$1,963,222) including reviewing and conditioning of discretionary and non-discretionary permits; representing the Department of Public Works and reviewing items scheduled before various reviewing boards; reviewing and conditioning proposed land development actions to protect road corridors from development encroachment and to protect public and private property from flood hazards; providing traffic forecasts and various other traffic-related studies; and reviewing developer projects with respect to trails. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Decreasing net of 0.50 staff years.
 - o Decreasing \$199,546 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Improvements and Grading (25.00 SY; E = \$1,294,216; R = \$1,294,216) including engineering plan checks of road and flood control items on TMs, TPMS and various grading permits; reviewing conditions of and issuing permits for work within the County right-of-way; performing field reviews to determine necessary street improvements and flood control easements; issuing Watercourse Permits; performing Flood Control Building Permit reviews; and providing Flood Hazard Letters. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Decreasing 2.00 staff years.
 - o Decreasing \$71,647 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Flood Control Engineering (15.00 SY; E = \$934,956; R = \$934,956) including Flood Plain Management; administration of the National Flood Insurance Program; reviewing Federal Emergency Management Agency (FEMA) floodplain and alluvial fan map studies; maintaining and collecting hydrographic data from rain and stream gauges for publication of official hydrology and storm reports; maintaining and operating the County's ALERT Storm/Data System; performing drainage design and review of flood hazards to land development; and providing staff support to the San Diego County Flood Control District Advisory Commission for management, project coordination and administration. This activity is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Increasing 1.00 staff year for support to Flood Control engineering studies and projects.
 - o Increasing \$45,439 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Surveying and Mapping (83.50 SY; E = \$5,014,804; R = \$5,014,804) including map processing, reviewing, checking for conformance and recording various land development maps; performing all field, design, construction, photogrammetric, property, as-built and remonumentation surveys; maintaining the County's vertical control network (benchmarks) and horizontal control network (California Coordinate System); providing mandatory support to the Department of Planning and Land Use; providing staffing support to the General Fund Activity Program; providing multi-purpose mapping, graphics, typesetting, photo-reproduction and blueline support services to the public and all County Departments; and maintaining the County base map system, including the development of RUIS. This activity is:
- o Mandated/Discretionary Service Level with respect to Field Surveys, Base Map Maintenance, Survey Remonumentation, Support to the Department of Planning and Land Use, and Mapping Support to the Public.
 - o Discretionary/Discretionary Service Level with respect to RUIS.
 - o Offset 100% by revenue.
 - o Increasing 4.00 staff years for work on Transnet and Prop 111 survey projects.
 - o Increasing \$464,893 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES - INTERFUND:				
Public Works General Fund	\$164,486	\$212,451	\$263,549	\$51,098
Other County Departments and Funds	2,189,602	2,686,937	2,479,416	(207,521)
Enterprise Funds	274,569	223,126	191,000	(32,126)
Sub-Total	\$2,628,657	\$3,122,514	\$2,933,965	\$(188,549)
OTHER REVENUES:				
Services to Property Owners	2,272,971	4,623,519	4,086,315	(537,204)
Interest Earned from Developer Deposits	1,234,311	1,100,000	1,200,000	100,000
Survey Remonumentation Fund	106,070	150,000	100,000	(50,000)
Allocated Road Fund Revenues	1,483,015	(82,974)	826,918	909,892
Other Revenues	(73,005)	55,000	60,000	5,000
Sub-Total	\$5,023,362	\$5,845,545	\$6,273,233	\$427,688
Total	\$7,652,019	\$8,968,059	\$9,207,198	\$239,139

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues from Other County Departments and Funds and the Survey Remonumentation Fund are budgeted lower in FY 91-92 due to recent actual history. Revenues from Enterprise Funds are slightly lower due to less anticipated work for the Solid Waste Enterprise Fund and Liquid Waste Enterprise Fund. Services to Property Owners are lower in revenue due to the existing downtown in development activity. Allocated Road Fund Revenues are higher in FY 91-92 due to an increase in those activities funded by the Road Fund.

FIXED ASSETS

Item	Quantity	Unit	Cost
Fax Machine	1	ea.	\$2,100
Reader/Printer	1	ea.	6,000
Triple Prism Set	2	ea.	2,000
Traverse Sight Set	2	ea.	2,000
Hilti Hammer Drill	1	ea.	500
Magnetic Locator	3	ea.	2,400
Automatic Level Set	3	ea.	6,000
Handpack Radio System	2	ea.	4,000
VHS Recorder	1	ea.	600
Presentation System	1	ea.	800
Total			\$26,400

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
DEVELOPMENT REVIEW & ROUTE LOCATIONS**
% OF RESOURCES: 21.3%WORKLOAD

TM's Conditioned	194	289	209	300	250
TPM's Conditioned	445	554	548	550	550
Traffic EIR Reviewed	79	109	104	100	100
Route Location Studies Completed	2	0	1	5	1
Special Studies Completed	92	27	20	50	30
Recorded Official Centerline Studies	5	0	0	3	3
Building Permits Reviewed	3,815	1,247	1,312	1,300	1,000

EFFICIENCY

Cost/TM Conditioned	\$1,007	\$1,028	\$2,177	\$1,050	\$1,400
Cost/TPM Conditioned	\$318	\$240	\$513	\$300	\$450

**ACTIVITY B:
IMPROVEMENTS & GRADING**
% OF RESOURCES: 14.1%WORKLOAD

TM Improvement Plans Reviewed	244	265	278	270	275
TPM Improvement Plans Reviewed	257	330	416	400	410
Curb Grade Improvement Plans Reviewed	237	164	160	160	160
Major and Minor Grading Plans Reviewed	732	702	612	600	600
Road Permits Issued	2,865	2,950	2,752	3,000	3,000
Centerline Projects Processed	158	130	112	120	120

EFFICIENCY

Cost/TM Plan Reviewed	\$566	\$656	\$320	\$550	\$350
Cost/TPM Plan Reviewed	\$378	\$318	\$320	\$350	\$325

EFFECTIVENESS

Day/Initial Plan Check	11	12	12	13	12
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PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY C: FLOOD CONTROL					
% OF RESOURCES:	10.2%				
<u>WORKLOAD</u>					
Bridge/Drainage Design Plans Reviewed	72	85	78	70	85
ALERT Storm/Data Stations Operated	56	54	56	59	55
USGS Water Level Gauges Maintained	15	17	17	17	16
Other Rain/Stream Gauges Maintained	68	68	65	65	70
Consultant Studies Administered	1	7	3	4	4
<u>EFFECTIVENESS</u>					
% of Gauges (Rain and Water Level) Maintained On-Line at All Times	97	90	95	98	98
ACTIVITY D: SURVEYING & MAPPING					
% OF RESOURCES:	54.5%				
<u>WORKLOAD</u>					
Final Subdivision Maps Processed	71	59	54	60	55
Final Parcel Maps Processed	152	182	195	160	225
Records of Survey Examined	559	535	505	600	500
Cartographic Map Changes Completed	13,186	15,069	12,487	16,000	20,000
Mapping & Graphic Requests Completed	17,326	17,976	15,523	18,200	13,000
Survey Monuments Established	315	373	602	400	500
Photogrammetric Model Completed	131	100	88	240	100
RUIS Modules Planned Into Production	1	1	3	2	2
Number of Public Contacts	12,295	15,289	12,361	13,000	13,000
<u>EFFICIENCY</u>					
Cost/Final Subdivision Map	\$4,189	\$4,773	\$5,958	\$5,500	\$6,500
Cost/Final Parcel Map	\$1,164	\$1,453	\$1,730	\$1,850	\$2,000
Cost Base Map Change	\$37	\$13	\$8	\$15	\$10
Cost/Monument Established	\$232	\$263	\$240	\$300	\$250

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0390	Deputy County Engineer	1	1.00	1	1.00	\$63,778	\$73,214
2210	Deputy Director, Public Works	1	1.00	1	1.00	81,981	85,099
2303	Administrative Assistant II	3	3.00	3	3.00	111,272	108,739
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	29,854	34,614
2412	Analyst II	1	1.00	0	0.00	38,183	0
2424	Public Works Program Coord. I	1	1.00	1	1.00	50,522	54,957
2700	Intermediate Clerk Typist	5	5.00	4	4.00	61,190	74,468
2730	Senior Clerk	1	1.00	1	1.00	16,882	20,805
2757	Administrative Secretary II	1	1.00	1	1.00	21,816	23,833
2761	Group Secretary	1	1.00	1	1.00	21,850	25,572
3009	Word Processor Operator	1	1.00	1	1.00	21,603	20,665
3518	Cartographer	1	1.00	1	1.00	45,990	48,658
3586	Chief, Mapping Section	1	1.00	1	1.00	50,645	53,591
3615	Assistant Engineer	11	11.00	12	12.00	453,745	522,670
3635	Civil Engineer	10	10.00	10	10.00	470,625	483,686
3654	Assistant Transportation Spec.	1	1.00	1	1.00	35,914	23,623
3655	Associate Transportation Spec.	1	1.00	1	1.00	41,588	38,870
3695	Junior Engineer	1	1.00	1	1.00	30,050	33,689
3700	Principal Civil Engineer	4	4.00	4	4.00	262,332	277,556
3705	Principal Land Surveyor	1	1.00	1	1.00	62,463	69,389
3720	Senior Civil Engineer	5	5.00	5	5.00	340,806	300,515
3728	Senior Land Surveyor	2	2.00	2	2.00	111,333	120,206
3779	Junior Surveyor	11	11.00	12	12.00	356,005	432,162
3780	Assistant Surveyor	11	11.00	13	13.00	453,586	558,893
3785	Land Surveyor	6	6.00	7	7.00	291,076	348,383
3800	Drafting Technician III	4	4.00	4	4.00	129,539	134,038
3801	Drafting Technician II	15	15.00	15	15.00	401,713	405,779
3803	Hydrographic Instrument Tech.	2	2.00	2	2.00	75,830	75,704
3805	Cartographic Reproduction Tech.	2	2.00	2	2.00	59,250	57,132
3810	Engineering Aide	4	4.00	4	4.00	71,150	94,027
3812	Engineering Technician III	5	5.00	4	4.00	156,960	158,651
3813	Engineering Technician II	8	8.00	8	8.00	263,772	251,965
3814	Engineering Technician I	8	8.00	8	8.00	214,923	227,453
3817	Graphic Artist	3	3.00	3	3.00	86,337	93,628
3818	Graphic Supervisor	1	1.00	1	1.00	29,769	34,393
3819	Mapping Supervisor	2	2.00	2	2.00	75,872	80,284
3881	Land Development Process Super.	1	1.00	1	1.00	41,664	50,931
9999	Extra Help	12	6.00	13	6.50	198,794	232,965
Total		150	144.00	153	146.50	\$5,330,662	\$5,730,807
Salary Adjustments:						575,889	122,121
Premium/Overtime Pay:						40,000	54,000
Employee Benefits:						1,609,903	1,794,250
Salary Savings:						(227,440)	(245,069)
Total Adjustments						\$1,998,352	\$1,725,302
Program Totals		150	144.00	153	146.50	\$7,329,014	\$7,456,109

PROGRAM: Program Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 30000
MANAGER: Sharon Jasek Reid

ORGANIZATION #: 5751
REFERENCE: 1991-92 Proposed Budget - Pg. 29-7

AUTHORITY: On August 12, 1980, (12) The Board of Supervisors established the Department of Public Works. Activities within this program provide necessary management, administrative, logistical support, comprehensive project tracking and coordinated mid and long range planning to the Department. California Government Code, Section 25210.1 et seq. provides for establishment of County Service Areas and the types of services they can offer. Public Utilities Code, Section 15501 et seq. provides for the formation of Underground Utility Districts. County Administrative Code, Section 445 provides that the Department of Public Works shall operate and administer special districts such as County Maintenance Districts, Landscape and Lighting Districts, Underground Utility Districts, and Improvement Act Assessment Districts. Streets and Highways Code, Section 2550 authorizes establishment of a Service Authority for Freeway Emergencies (SAFE) by the Board of Supervisors and a majority of the cities. By contract, the Department of Public Works provides staffing services to the SAFE Board.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,470,885	\$4,234,395	\$4,972,888	\$5,419,190	\$5,487,386	1.3
Services & Supplies	3,531,404	3,978,453	7,362,889	8,133,046	11,805,180	45.2
Fixed Assets	42,997	130,442	545,063	504,600	667,400	32.3
Cost Applied	0	0	(1,319)	0	0	0.0
Operating Transfers	45,510	12,915	9,578	27,600	0	(100.0)
TOTAL DIRECT COST	\$7,090,796	\$8,356,205	\$12,889,099	\$14,084,436	\$17,959,966	27.5
PROGRAM REVENUE	(7,090,796)	(8,356,205)	(12,889,099)	(14,084,436)	(17,959,966)	27.5
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	75.00	85.75	98.00	106.50	106.50	0.0

PROGRAM DESCRIPTION

The Program Development Program provides administration and operation of Special Districts, environmental services, program administration, long range planning, legislative analysis, transit services and department-wide support services. Support services encompass personnel, payroll, supply functions, budget preparation and fiscal analysis. These Department-wide support services are provided to the Flood Control District, Sanitation Districts, County Service Areas and Department Enterprise Funds in addition to the other Road Fund programs. The Enterprise Funds pay their allocated share of these support services which shows as program revenue. In addition, this program provides staff support to the Service Authority for Freeway Emergencies (SAFE).

Environmental Services staff provides environmental impact reviews, studies, and environmental services for road, bridges, transit, sanitation, airport, flood control, special district, and other County projects, including jail and detention facility expansion and other CAO directed projects.

Project and Planning Services develops and monitors long range plans for roads, bridges, flood control, solid waste and airports. Staff performs legislative analysis, grant management and intergovernmental coordination.

Transit support staff provides for administration and support for bus services, transit studies, operation of transit centers, planning and development of new transit centers, and the County Employee Vanpool Program.

Special Districts provide higher service levels than are available from property taxes to groups of property owners who assess themselves for road improvements and maintenance, landscaping, street lighting, fire protection, planning, or sewer. There are 75 County Service Areas and one Lighting District administered by County staff. The cost of administration and operation is reimbursed to the program by the individual districts. This program also provides staffing for special district and underground utility district formation as shown in the General Fund Activities Program.

1990-91 BUDGET TO ACTUAL COMPARISON

The total actual expenditures for FY 1990-91 were \$1,195,337 or 8.5% under budget. This was due primarily to salary savings from vacancies and encumbrances that were not expended before the close of the fiscal year.

1991-92 OBJECTIVES

1. Complete environmental review of 30 Community Development Block Grant (CDBG) projects.
2. Complete environmental review of 40 Detail Work Program and/or other Departmental projects.
3. Complete off site visits for 75 County Service Areas (CSA's) which include Road, Fire, Sewer, Planning, and Landscape CSA's.
4. Complete computerized Management Information System (MIS) for 5 major Special District work activities.
5. Increase public Transit ridership by 5% overall on the San Diego County Transit System.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration and Support Services (50.50 SY; E = \$12,319,807; R = \$12,319,807) including responsibilities for departmental budget preparation, fiscal analysis, expenditure and revenue control, cost accounting, payroll, personnel services, central files, departmental policies and procedures, inventories, supply requirements, personnel management, word processing support, Affirmative Action Program, development of administrative reports and projects and coordination with other Department and County staff, and coordinating and preparing payments from the Road Fund to General Fund Departments included in the A-87 Cost Allocation Plan. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 100% by revenue from service specific funds generated by services supported by this activity and provided by the Department's other Road Fund programs and Enterprise Funds.
 - o Unchanged with respect to staffing.
 - o Increasing \$3,163,076 in total expenditures.
 - o Responsible for Cost Allocation Plan payments to General Fund Department as follows:

1990-91 A-87 EXTERNAL COST ITEM	1990-91 Actual	1991-92 Budget	Budget
County Counsel (Liability Insurance)	\$965,312	\$965,312	\$947,973
County Counsel (Legal Service)	726,650	583,639	645,429
Liability Reserve	475,281	475,281	1,881,037
Auditor and Controller	488,071	500,281	499,456
General Services	375,214	1,180,220	1,430,350
Human Resources	184,969	181,885	222,359
Purchasing 88,762	88,762	86,419	
DIS Data Processing/Communications	184,463	347,814	306,688
Equal Opportunity Management	17,791	17,791	19,449
Civil Service Commission	11,393	11,393	11,403
CAO 66,776	66,776	72,965	
Retirement Office	31,771	31,771	2,835
A-87 Roll Forward Adjustment	1,434,408	1,434,408	2,642,036
Total	\$5,050,861	\$5,885,333	\$8,768,399

There is no Net General Fund Contribution in this activity.

2. Program Administration (22.00 SY; E = \$1,296,512; R = \$1,296,512) including developing and monitoring long range plans for roads, bridges, flood control, solid waste, airports, bikeways, transit systems, and transit centers; preparing the County Element of the Regional Transportation Improvement Program (RTIP) and Capital Improvement Program; performing legislative analysis; providing grant management, intergovernmental coordination, and environmental services; developing and coordinating the Five-year Transportation Sales Tax expenditure plan; providing staff for the General Fund Activities Program to manage transit operations and contracts for incorporated cities and unincorporated areas; developing and implementing multi-modal transit centers throughout the County; and performing special studies that are unique to the department.

This activity is:

- o Discretionary/Discretionary Service Level with respect to Vanpool Operations and Transportation Services.
- o Mandated/Discretionary Service Level with respect to all other activities.
- o Offset 100% by revenue.
- o Decreasing 1.00 staff year
- o Decreasing \$126,282 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Computer Services (24.50 SY; E = \$3,815,254; R = \$3,815,254) including the following major service areas: a) Systems Development and Maintenance - developing and maintaining an EDP system used by the various sections and groups within the Department; b) Operations - preparing input data and executing on computers, various programs and systems, as requested by the users of computer services; and c) EDP Support Services - providing coordination and technical support to the users of various EDP systems, including the County's Fleet Management Information System (FMIS); providing the Department office automation capabilities and training; providing support and training for the users of microcomputers; and performing various interdepartmental and intergovernmental coordination activities. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 1.00 staff year for a Principal Systems Analyst to head up VAX and PC application system analysis, application development, maintenance and support.
- o Increasing \$872,375 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Special Districts Administration (9.50 SY; E = \$528,393; R = \$528,393) including administration and management of County Service Areas (CSAs), Underground Utility Districts, Fire Districts, Lighting Districts and the Majestic Pines Water District; responding to citizen's requests for information and assistance in forming special districts or service areas; and providing maintenance and engineering services to the various districts after their formation. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staffing.
- o Decreasing \$33,639 in total expenditures.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICE - INTERFUND:				
Public Works General Fund	\$284,369	\$500,877	\$477,236	\$(23,641)
Other County Departments & Funds	1,038,122	934,055	979,952	45,897
Enterprise Funds	1,876,815	1,990,113	2,113,783	123,670
Sub-Total	\$3,199,306	\$3,425,045	\$3,570,971	\$145,926
OTHER REVENUE:				
Fines & Forfeitures	835,582	830,400	920,400	90,000
Use of Money & Property	562,238	1,000,000	1,200,000	200,000
Contingency/Fund Balance	1,276,730	6,425,537	2,628,600	(3,796,937)
Transportation Development Act (TDA)	0	251,126	33,812	(217,314)
Fee & Services to Property Owners	238,677	211,437	152,393	(59,044)
Allocated Road Fund Revenues	5,308,469	1,928,891	9,441,790	7,512,899
Other Revenues	1,468,097	12,000	12,000	0
Sub-Total	\$9,689,793	\$10,659,391	\$14,388,995	\$3,729,604
Total	\$12,889,099	\$14,084,436	\$17,959,966	\$3,875,530

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual revenues for FY 1990-91 were \$1,195,337 or 8.5% under budget. Revenues from the General Fund are down due to transit center studies not starting and contracts being encumbered but not expensed during the year. Other revenues were up because of an operating transfer from the Internal Service Fund. Use of Money and Property revenues are down due to fewer funds being on deposit to collect interest.

FIXED ASSETS

Item	Quantity	Unit	Cost
Office Equipment	1	Lot	\$8,200
Modular Furniture	1	Lot	70,000
Computer Equipment	1	Lot	438,150
Computer Equipment	1	Lot	148,600
Microscope	1	ea.	650
TV Unit	2	ea.	1,800
Total			\$667,400

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: TRANSIT OPERATIONS					
% OF RESOURCES: 3.7%					
<u>WORKLOAD</u>					
Transportation Studies	8	8	4	5	1
Contracts Managed	20	39	47	45	51
<u>EFFICIENCY</u>					
Cost Per Transportation Study	\$15,000	\$5,062	\$16,664	\$46,600	\$185,000
Operating Cost Per Passenger	\$3.07	\$2.57	\$2.46	\$3.28	\$2.75
Operating Cost Per Revenue Mile	\$1.79	\$1.42	\$1.89	\$2.15	\$2.04
<u>EFFECTIVENESS</u>					
Passengers Per Revenue Mile	0.58	0.70	0.77	0.67	0.74
Staff Years Per Transportation Study	0.25	0.13	0.15	0.05	0.25
ACTIVITY B: SPECIAL DISTRICT ADMINISTRATION					
% OF RESOURCES: 2.9%					
<u>WORKLOAD</u>					
Assessment Districts in Process	3	6	5	7	8
Formations in Process	19	24	23	21	26
Special Districts Administered	76	77	75	77	80
Public's Requests	245	250	305	260	280
Street Lights Reported Out	717	848	827	750	800
<u>EFFICIENCY</u>					
Staff Years Per Formation in Process	0.02	0.03	0.02	0.02	0.02
Staff Years Per Special District Administered	0.05	0.05	0.04	0.04	0.04
Street Lights Responded to Within 10 Days	654	810	827	800	800
<u>EFFECTIVENESS</u>					
Special Districts Formed/Terminated/Annexed	1/0/0	7/0/1	3/2/1	2/2/0	2/2/0
Response to Public's Requests	240	250	305	270	280
Special Districts with Annual Workload	105	115	103	112	108

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0985	PW Policy & Resources Admin.	1	1.00	1	1.00	\$53,043	\$65,146
2113	Director, Public Works	1	1.00	1	1.00	95,327	105,899
2210	Deputy Director, Public Works	1	1.00	1	1.00	70,980	79,379
2211	Assistant Director, Public Works	1	1.00	1	1.00	81,981	94,748
2302	Administrative Assistant III	2	2.00	2	2.00	87,614	91,872
2303	Administrative Assistant II	6	6.00	6	6.00	221,901	226,530
2304	Administrative Assistant I	1	1.00	1	1.00	31,414	32,000
2312	Dept. Personal & Training Admin.	1	1.00	1	1.00	54,536	57,705
2320	Personnel Aide	1	1.00	1	1.00	25,974	24,031
2328	Dept. Personnel Officer II	1	1.00	1	1.00	43,807	46,351
2337	Public Information Specialist	4	4.00	4	4.00	145,212	136,855
2338	Public Works Safety Coordinator	1	1.00	1	1.00	34,635	42,015
2364	Senior Personnel Analyst	1	1.00	1	1.00	45,788	45,856
2367	Principal Admin. Analyst	2	2.00	2	2.00	97,065	92,702
2405	Assistant Accountant	1	1.00	1	1.00	25,284	30,836
2412	Analyst II	7	7.00	7	7.00	249,693	269,021
2413	Analyst III	3	3.00	3	3.00	132,694	133,744
2424	Public Works Program Coord. I	2	2.00	2	2.00	114,891	109,914
2425	Associate Accountant	1	1.00	1	1.00	41,727	32,257
2426	Assistant Systems Analyst	2	2.00	2	2.00	75,549	74,193
2427	Associate Systems Analyst	8	8.00	9	9.00	349,763	403,203
2471	EDP Systems Manager	1	1.00	1	1.00	53,793	65,164
2484	Distributed Network Tech. I	1	1.00	1	1.00	18,736	20,364
2485	Distributed Network Tech II	1	1.00	1	1.00	25,197	27,998
2487	EDP Distributed Network Coord.	1	1.00	1	1.00	41,112	49,864
2499	Principal Systems Analyst	0	0.00	1	1.00	0	52,412
2510	Senior Account Clerk	2	2.00	2	2.00	43,412	42,714
2511	Senior Payroll Clerk	2	2.00	2	2.00	46,971	46,986
2525	Senior Systems Analyst	2	2.00	2	2.00	103,874	109,914
2537	Departmental Budget Manager	1	1.00	1	1.00	47,597	57,705
2650	Stock Clerk	1	1.00	1	1.00	17,227	19,755
2658	Storekeeper II	1	1.00	1	1.00	23,505	24,866
2660	Storekeeper I	1	1.00	1	1.00	16,412	22,580
2700	Intermediate Clerk Typist	2	2.00	2	2.00	36,751	36,061
2725	Principal Clerk I	1	1.00	1	1.00	29,848	27,355
2730	Senior Clerk	1	1.00	1	1.00	22,815	19,106
2745	Supervising Clerk	1	1.00	1	1.00	24,051	26,729
2756	Administrative Secretary I	2	2.00	2	2.00	40,513	42,383
2757	Administrative Secretary II	2	2.00	2	2.00	49,054	51,144
2759	Administrative Secretary IV	1	1.00	1	1.00	29,809	33,076
2769	Commission Secretary	1	1.00	1	1.00	29,888	28,138
3009	Word Processor Operator	2	2.00	1	1.00	39,960	19,297
3018	Computer Operations Specialist	1	1.00	1	1.00	28,245	28,198
3050	Offset Equipment Operator	1	1.00	1	1.00	21,979	23,494
3072	Senior Computer Operator	1	1.00	1	1.00	24,060	24,517
3073	Senior Offset Equip. Operator	1	1.00	1	1.00	24,243	25,911
3119	Departmental Computer Spec. II	2	2.00	2	2.00	57,436	61,330
3514	Environmental Mgmt. Spec. III	1	1.00	0	0.00	43,807	0
3515	Environmental Mgmt. Spec. II	4	4.00	4	4.00	155,056	155,611
3516	Environmental Mgmt. Spec. I	1	1.00	1	1.00	28,847	26,981
3517	Environmental Mgmt. Coordinator	0	0.00	1	1.00	0	44,934
3555	Chief, Special Districts Admin.	1	1.00	1	1.00	57,284	60,605
3635	Civil Engineer	2	2.00	2	2.00	90,080	91,025
3654	Assistant Transportation Spec.	1	1.00	1	1.00	38,277	43,551
3655	Associate Transportation Spec.	3	3.00	3	3.00	136,561	140,171
3700	Principal Civil Engineer	1	1.00	1	1.00	63,070	65,727
3740	Senior Transportation Spec.	2	2.00	2	2.00	111,541	119,780
3812	Engineering Technician III	1	1.00	1	1.00	36,461	34,596
3813	Engineering Technician II	1	1.00	1	1.00	32,696	34,596
5920	Electrician	1	1.00	1	1.00	31,842	31,896
9999	Extra Help	12	6.50	11	5.50	236,326	182,897
Total		112	106.50	112	106.50	\$4,037,214	\$4,213,688

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
Salary Adjustments:						452,915	179,827
Premium/Overtime Pay:						5,000	16,000
Employee Benefits:						1,094,819	1,255,543
Salary Savings:						(170,758)	(177,672)
Total Adjustments						\$1,381,976	\$1,273,698
Program Totals		112	106.50	112	106.50	\$5,419,190	\$5,487,386

PROGRAM: General Fund Activities

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 50000
MANAGER: Granville M. Bowman

ORGANIZATION #: 5850, 5950
REFERENCE: 1991-92 Proposed Budget - Pg. 29-8

AUTHORITY: California Government Code, Sections 27551 and 25210, et. seq.; Streets and Highways Code, Section 10000, et. seq.; California Public Utility Code, Section 15501, et. seq.; San Diego County Administration Code, Section 455.2; San Diego County Code of Regulatory County Ordinances, Section 87.207.1; Board action taken on 02/26/89 (58) to create the "Ridesharing Program"; and Public Utility Code, Section 21684 requiring that a public agency must have established a Special Aviation Fund in order to receive payments for aviation purposes.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Services & Supplies	1,230,169	\$875,953	\$1,147,396	\$2,638,983	\$1,765,458	(33.1)
Fixed Assets	12,581	12,981	0	5,800	6,600	13.8
TOTAL DIRECT COST	\$1,242,750	\$888,934	\$1,147,396	\$2,644,783	\$1,772,058	(33.0)
PROGRAM REVENUE	(540,914)	(584,150)	(809,838)	(2,325,045)	(1,470,632)	(36.7)
NET GENERAL FUND CONTRIBUTION	\$701,836	\$304,784	\$337,558	\$319,738	\$301,426	(5.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The General Fund Activities Program consists of all DPW General Fund Activities and the Special Aviation Fund. These activities are not the responsibility of the Road Fund or other Special Funds. Some of these activities are fully revenue offset and others result in a Net General Fund Contribution. There is no staff in this program. Activities are performed by Road Fund staff with reimbursement from the DPW General Fund or by Airport Enterprise Fund staff with reimbursement from the Special Aviation Fund. The General Fund Activities Program is composed of the following:

Field Operations Support - There is one General Fund activity performed by Field Operations staff. This activity is Grading Ordinance Enforcement which provides investigation and enforcement of the County Grading Ordinance to cite violators and issue stop notices to developers/property owners who have failed to apply for the proper grading permits or who have exceeded the conditions within the permits. This activity is enforced in the 3,630 square mile unincorporated area of the County to provide erosion control and reduce potential liability for property damage. It is carried out by County staff in the Road Fund upon receipt of complaints from the public, notice from other land use regulatory agencies and from field investigation, permit inspection and surveillance.

Land Development Support - There are two major General Fund activities performed by Land Development staff. These activities are County-wide in scope for the benefit of county departments, developers and the general public. The first activity is Cartographic Services which provides map information, documentation and sales of blue-line, photo-reproduction, graphics and typesetting to all County departments and the public on a full-cost recovery basis. The second activity is preparation of the Parcel Completion Notice for developers and the public on a full-cost recovery basis. These activities are carried out by County staff in the Road Fund.

Program Development Support - There are four major General Fund activities performed by Program Development staff that is County-wide in scope and for the benefit of the general public and the County. The first activity is Transit which provides for administration and support for the County Employee Vanpool Program, SANDAG transit studies, operation of transit centers and Peak Hour Traffic Management. The second activity is Environmental Services for jail and detention facility expansion and other CAO directed General Fund projects. These activities are carried out by County staff in the Road Fund. The third activity is County Service Area (CSA) Development which provides administration (no net cost) and support to groups who are interested in forming a Special District or CSA for extended services for fire protection, road maintenance, lighting, water, landscape maintenance, facilities planning or sewer construction. The fourth activity is Underground Utility District administration which provides for planning, formation and administration of various underground utility districts. This activity results in the expenditure of approximately \$2 million/year by utility companies in the unincorporated area. These activities are carried out by County staff in the Road Fund.

Special Aviation Fund - This is a State Mandated accounting mechanism to accept and hold State grants for County operated airports. These funds are dispensed, as reimbursement, to pay for the projects for which they were granted. These projects are administered by County staff in the Airport Enterprise Fund.

1990-91 BUDGET TO ACTUAL COMPARISON

Total Expenditure and Revenues for FY 1990-91 were under budget primarily due to no transit studies being completed and the Bayfront Transit Center costing less to maintain than anticipated, resulting in reduced Transit Development Act (TDA) revenue. Revenue from Fees and Services to Property Owners was down due to less demand for services from the building industry.

1991-92 OBJECTIVES

1. Complete investigations on 80% of all Grading Ordinance complaints within four working days.
2. Complete initial investigations on 90% of all requests for special district formation within ten working days.
3. Shift management of transit center leases at Oceanside and Escondido Transit Center from North County Transit District to County General Services.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Field Operations Support (0.00 SY; E = \$175,467; R = \$24,000) including enforcement of the County Grading Ordinance. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 14% by revenue.
 - o Increasing \$13,147 in total expenditures and unchanged in total revenues.
 - o Unchanged with respect to Road Fund SY equivalents.

There is a Net General Fund Contribution of \$151,467 in this activity, an increase of \$13,147 from the \$138,320 Net General Fund Contribution budgeted in FY 1990-91.

2. Land Development Support (0.00 SY; E = \$270,149; R = \$270,149) including maps, mapping and cartographic services to all County Departments and the public; preparation of parcel map completion notices; and purchase of replacement ALERT Storm/Data gauges. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Increasing \$46,198 in total expenditures and increasing \$46,198 in total revenues.
 - o Unchanged with respect to Road Fund SY equivalents.

There is a Net General Fund Contribution of \$0, no change from the \$0 Net General Fund Contribution budgeted in FY 1990-91.

3. Program Development Support (0.00 SY; E = \$963,678; R = \$813,719) including operation and administration of the County Employee Vanpool Program; administration of the various bus contracts throughout the County; providing for transit studies, regional transportation analysis, and transit center operations; environmental support for jail and detention facilities; the work program for the Peak Hour Traffic Management Program; and formation and management of County Services Areas, Underground Utility Districts, and responding to citizens requests for information and assistance in forming special districts and service areas. This activity is:
 - o Mandated/Discretionary Service Level with respect to County Service Areas.
 - o Discretionary/Discretionary Service Level to all other activities.
 - o Offset 84% by revenue.
 - o Decreasing \$544,617 in total expenditures and decreasing \$513,158 in total revenues.
 - o Decreasing 1.25 Road Fund SY equivalents for TDA studies.

There is a Net General Fund Contribution of \$149,959, a decrease of \$31,459 from the \$181,418 Net General Fund Contribution budgeted in FY 1990-91.

4. Special Aviation Fund (0.00 SY; E = \$362,764; R = \$362,764) facilitates a pass through of State funds and grants for airport and aviation purposes at County airports. Funds are expended for rehabilitation contracts, operations, and maintenance purposes. This activity is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - o Unchanged with respect to staffing as there are no staff years associated with this activity.
 - o Decreasing \$387,453 in total expenditures and revenues.
 - o Affected by changes in availability of State Funds and Grants.

There is no Net General Fund Contribution in this activity.

PROGRAM REVENUE BY SOURCE

Source of Revenue *	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Other County Departments & Funds	\$52,772	\$69,294	\$82,437	\$13,143
Fees & Services to Property Owners	62,229	151,200	159,010	7,810
Services to Other Governments	14,271	17,553	20,000	2,447
Sub-Total	\$129,272	\$238,047	\$261,447	\$23,400
OTHER REVENUE:				
Transportation Development Act (TDA)	\$440,341	\$1,039,583	\$564,772	\$(474,811)
Special Aviation Fund	38,691	750,217	362,764	(387,453)
Other Revenues	201,534	297,198	281,649	(15,549)
Sub-Total	\$680,566	\$2,086,998	\$1,209,185	\$(877,813)
Total	\$809,838	\$2,325,045	\$1,470,632	\$(854,413)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$337,558	\$319,738	\$301,426	\$(18,312)
Total	\$337,558	\$319,738	\$301,426	\$(18,312)

* No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from the Transit Development Act (TDA) was down due to none of the five transit studies budgeted were started and the operation and maintenance of the Bayfront Transit Center cost less than anticipated. Fees and Services to Property Owners was down due to fewer requests from developers because of the down turn in the building industry.

FIXED ASSETS

Item	Quantity Unit	Cost
ALERT Storm/Data Radio Gauges	3 ea.	\$6,600
Total		\$6,600

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
FIELD OPERATIONS****% OF RESOURCES:** 9.9%WORKLOAD

Grading Complaints Investigated	320	433	327	300	376
Average Response Time in Days	1.23	2.10	2.5	2.00	2.1

**ACTIVITY B:
LAND DEVELOPMENT****% OF RESOURCES:** 15.2%WORKLOAD

Cartographic Map Changes Completed	9,572	15,069	12,487	16,000	20,000
Mapping and Graphic Requests Completed	14,359	17,976	15,523	18,200	13,000

EFFICIENCY

Cost/Base Map Change	\$37	\$13	\$8	\$15	\$10
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**ACTIVITY C:
PROGRAM DEVELOPMENT****% OF RESOURCES:** 54.4%WORKLOAD

Transportation Studies Completed	8	8	4	5	1
Assessment Districts in Progress	3	6	5	7	8
Formations in Process	19	24	23	21	26
Response to Citizen's Requests	245	250	305	260	280

EFFICIENCY

Cost Per Transportation Study	\$15,000	\$5,062	\$16,664	\$46,600	\$185,000
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EFFECTIVENESS

Special Districts Formed/Terminated	1/0	1/0	3/2	2/2	2/2
Assessment Districts Formed/Terminated	0/0	0/0	1/0	0/0	1/0

REGISTRAR OF VOTERS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Registration	\$1,116,645	\$1,038,855	\$723,552	\$1,213,712	\$1,506,270	\$292,558	24.1
Elections	3,864,406	3,345,284	4,378,125	3,023,690	3,841,853	818,163	27.1
Department Overhead	245,960	196,562	254,393	287,744	327,932	40,188	14.0
TOTAL DIRECT COST	\$5,227,011	\$4,580,701	\$5,356,070	\$4,525,146	\$5,676,055	\$1,150,909	25.4
PROGRAM REVENUE	(1,356,364)	(1,367,261)	(2,674,247)	(1,081,409)	(1,909,000)	(827,591)	76.5
NET GENERAL FUND COST	\$3,870,647	\$3,213,440	\$2,681,823	\$3,443,737	\$3,767,055	\$323,318	9.4
STAFF YEARS	84.92	92.95	82.51	93.00	91.94	(1.06)	(1.1)

REGISTRAR OF VOTERS

ADMINISTRATION

Department Management
Election Planning

Registrar 1.0
Assistant Registrar 1.0
Administrative Sec III 1.0

3 Positions 3 Staff Years

ADMINISTRATIVE SERVICES

Budget/Accounting;
Purchasing; Personnel/
Payroll; Media Relations;
Monitoring Legislation;
Facility Management

Admin Asst III 1.0
Assoc. Accountant 1.0
Personnel Aide 1.0
Stock Clerk 1.0
Admin Sec I 1.0

5 Positions 5 Staff Years

VOTER SERVICES

Voter Registration; Absentee
Voting; Petitions; Public
Records; Voter Outreach;
Campaign Services

Div Chief, ROV 1.0
Elec Proc Supervisor 3.0
Supervising Clerk 3.0
Senior Clerk 6.0
Inter Clerk Typist 11.0
Data Entry Sup 1.0
Data Entry Op 1.0
Extra Help 18.0

26 Positions 44 Staff Years

COMPUTER SERVICES

Data Processing; Programming;
Systems Analysis; Computer
Operations; Vote Counting

Sr Syst Analyst 1.0
Assoc Syst Analyst 1.0
Asst Syst Analyst 1.0
Sr Comp Operator 1.0
Comp Operator 2.0
Data Entry Op 1.0
Extra Help 2.0

7 Positions 9 Staff Years

PRECINCT SERVICES

Polling Places; Officer
Recruitment; Precinct
Planning/Mapping; Voting
Equipment Assembly/
Maintenance; Warehouse

Div Chief, ROV 1.0
Elec Proc Supervisor 1.0
Election Tech Coord 1.0
Prec Plan Tech III 1.0
Prec Plan Tech II 2.0
Prec Plan Tech I 2.0
Draft Tech II 1.0
Draft Tech I 1.0
Offset Eq Operator 1.0
Supervising Clerk 1.0
Senior Clerk 6.0
Extra Help 13.0

18 Positions 31 Staff Years

PROGRAM: Registration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04101
MANAGER: Sally McKenna

ORGANIZATION #: 4230
REFERENCE: 1991-92 Proposed Budget - Pg. 30-5

AUTHORITY: The Registration Program is authorized by the U.S. Constitution, the California State Constitution, the California Elections Code and other California Statutes.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$606,715	\$733,182	\$510,870	\$854,409	\$986,943	15.5
Services & Supplies	388,054	274,654	175,885	333,503	498,303	49.4
Other Charges	3,235	5,010	24,354	23,800	21,024	(11.7)
Fixed Assets	118,641	26,009	12,443	2,000	0	(100.0)
TOTAL DIRECT COST	\$1,116,645	\$1,038,855	\$723,552	\$1,213,712	\$1,506,270	24.1
PROGRAM REVENUE	(200,302)	(57,357)	(190,282)	(171,500)	(189,500)	10.5
NET GENERAL FUND CONTRIBUTION	\$916,343	\$981,498	\$533,270	\$1,042,212	\$1,316,770	26.3
STAFF YEARS	23.78	27.88	17.33	32.82	31.50	(4.0)

PROGRAM DESCRIPTION

To provide all eligible citizens of San Diego County an ongoing opportunity to register to vote, and take part in the democratic process by citizen choice through elections.

The Registration program consists of:

1. Encouraging voter registration through Community Development programs.
2. Maintaining current and canceled files of registered voters.
3. Checking petitions, nomination papers and absentee voter signatures for validity and sufficiency.

1990-91 BUDGET TO ACTUAL COMPARISON

The 40.4% savings difference between the 1990-91 Budget and Actual indicates an increased efficiency in the Registration program mainly due to the automated signature retrieval system and changing from a residency confirmation mailing to non voters to an automated comparison of all voter addresses to the post office computer records of changes.

1991-92 OBJECTIVES

Increase voter registration from 1,174,504 to 1,210,000 through voter outreach activities to reach eligible citizens and communities with low voter registration.

1991-92 SUB PROGRAM ACTIVITIES

The year round registration program summarized below reflects increased costs in services and supplies. The increase in Salaries and Benefits is due to an anticipated increase in voter registrations and petitions activity requiring more temporary employees and supplies. The activities of this program are summarized as follows:

1. Registration of Eligible Population and Community Development (2.9 SY; E = \$137,893; R = \$20,000) including distribution and receipt of affidavits, is:
 - o Mandated/Mandated Service Level.
 - o Offset 14.5% by program revenue.
 - o Able to distribute 450,000 and receive 225,000 new affidavits of registration.

 2. Processing Affidavits (18.8 SY; E = \$877,644; R = \$157,500) including processing new affidavits, updating voter records after the November election and sending new registration cards to addresses from which voters have moved, is:
 - o Mandated/Mandated Service Level.
 - o Offset 17.9% by program revenue.
 - o Able to process 225,000 new affidavits, update 250,000 changes to voters' registrations after the November election and send Registration cards to vacated addresses.

 3. Signature Verification (7.2 SY; E = \$344,730; R = \$0*) including, verifying absentee ballot signatures and receiving and verifying petition signatures, is:
 - o Mandated/Mandated Service Level.
 - o Has no offsetting revenue. (NOTE: Since budget deliberations, it has been determined that the State will no longer provide this reimbursement for accepting signatures in lieu of candidate filing fees. The Secretary of State's office advised the counties that they nevertheless must continue to accept these signatures)
 - o Able to verify 233,600 absentee signatures; receive 2,500,000 petition signatures; and verify 225,000 petition signatures.

 4. Public Record Activity (3.1 SY; E = \$146,003; R = \$12,000) including providing registration and election telephone and counter information, and certified copies of registrations for citizenship proof, is:
 - o Mandated/Mandated Service Level.
 - o Offset 8.2% by program revenue.
 - o Able to respond to 150,000 public inquiries and provide 3,200 copies of affidavits for citizenship proof.
- * All absentee revenue received through the state mandated claim process has been credited to the Elections Program even though the signature verification portion of the activity is a Registration Program function.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change from 1990-91 Budget
Candidate Signature Verification	\$0	\$15,000	\$0	\$(15,000)
Outreach and Community Development	25,951	15,000	20,000	5,000
Post Election Registration Verification	96,010	100,000	100,000	0
Recovered Postal Expenditures	65,606	35,000	57,500	22,500
Sale of Certified Copies of Affidavits of Registration	2,715	6,500	12,000	5,500
Sub-Total	\$190,282	\$171,500	\$189,500	\$18,000
Total	\$190,282	\$171,500	\$189,500	\$18,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$848,573	\$979,472	\$1,284,151	\$304,679
Sub-Total	\$848,573	\$979,472	\$1,284,151	\$304,679
Total	\$848,573	\$979,472	\$1,284,151	\$304,679

EXPLANATION/COMMENT ON PROGRAM REVENUES

A SB 90 state mandate to accept petition signatures in lieu of candidate filing fees is no longer reimbursed by the state. The Secretary of State's office, however, has advised counties that they must continue to accept these signatures in lieu of filing fees.

The increase in program revenue produced a lower amount of general fund support required for the Registration program. With one exception, categories of revenue vary with the election cycle (3 elections; 1 election) and the State Claim cycle (1 election; 3 elections) which is a year behind the election cycle. The exception is the sale of certified copies of a voter's registration used for citizenship proof which has until FY 1990-91 remained steady year by year. The fee for these registration copies was increased after the 1990-91 budget was prepared, making this the first budget to reflect that increase. Should this sale continue to lag during FY 1991-92, it will be budgeted at a lower amount next year.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	'91-92 Budget
ACTIVITY A: Registration					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
New Affidavits Processed	259,780	212,233	168,823	150,000	225,000
Voter File Changes/Cancellations	223,634	320,571	140,487	258,500	335,000
Petition & Absentee Sig Verifications	279,390	418,702	258,868	313,000	458,600
<u>EFFICIENCY</u>					
New Affs Processed & Change/Cancel	\$1.45	\$1.13	\$1.21	\$1.54	\$1.57
Signature Verifications	.98	.56	.73	.74	.75
New Affs Processed & Change/Cancel	21.6 SY	16.24 SY	8.99 SY	16.9 SY	18.4 SY
Signature Verifications	8.5 SY	6.38 SY	4.54 SY	8.5 SY	7.2 SY
SY/100,000 Registered Voter	1.88 SY	2.4 SY	1.4 SY	2.6 SY	2.5 SY
<u>EFFECTIVENESS</u>					
% of Eligible Voters Registered	84.9%	75.4%	75.6%	75.4%	75.7%
<u>Standardized Data Base</u>					
County Population	2,182,459	2,387,842	2,548,728	2,400,000	2,550,000
County Pop. Eligible to Register	1,481,457	1,574,911	1,587,504	1,650,000	1,599,000
Registered Voters	1,258,868	1,145,927	1,200,120	1,240,000	1,210,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2163	Registrar of Voters	0.10	0.10	0.10	0.10	\$6,910	\$8,057
2233	Asst Registrar of Voters	0.30	0.30	0.30	0.30	16,505	19,244
2302	Administrative Assistant III	0.10	0.10	0.10	0.10	4,381	4,635
2320	Personnel Aid	0.20	0.20	0.20	0.20	5,242	4,794
2425	Associate Accountant	0.10	0.10	0.10	0.10	3,522	3,645
2426	Assistant Systems Analyst	0.40	0.40	0.40	0.40	15,017	16,686
2427	Associate Systems Analyst	0.40	0.40	0.40	0.40	18,337	19,946
2494	Payroll Clerk	0.05	0.05	0.00	0.00	1,033	0
2525	Senior Systems Analyst	0.40	0.40	0.40	0.40	19,501	21,307
2650	Stock Clerk	0.35	0.35	0.35	0.35	5,763	6,403
2700	Intermediate Clerk Typist	3.30	3.30	3.30	3.30	62,654	65,264
2730	Senior Clerk	3.60	3.60	3.60	3.60	81,237	83,719
2745	Supervising Clerk	1.20	1.20	1.20	1.20	31,624	32,165
2756	Administrative Secretary I	0.20	0.20	0.20	0.20	4,254	4,218
3020	Computer Operator	0.60	0.60	0.60	0.60	13,711	15,125
3021	Election Processing Spvr	1.60	1.60	1.60	1.60	48,630	52,123
3030	Data Entry Operator	0.80	0.80	0.80	0.80	14,961	15,847
3035	Data Entry Supervisor	0.40	0.40	0.40	0.40	9,434	9,983
3050	Offset Equipment Operator	0.30	0.30	0.30	0.30	6,411	6,973
3072	Senior Computer Operator	0.40	0.40	0.40	0.40	10,658	11,279
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	42,638	45,479
3103	Election Technician Coord.	0.30	0.30	0.30	0.30	10,852	11,483
3104	Precinct Planning Tech I	1.00	1.00	1.00	1.00	20,756	21,302
3105	Precinct Planning Tech II	1.00	1.00	1.00	1.00	24,960	25,629
3106	Precinct Planning Tech III	0.50	0.50	0.50	0.50	16,648	15,669
3801	Drafting Technician II	0.50	0.50	0.50	0.50	14,466	15,305
3802	Drafting Technician I	0.50	0.50	0.50	0.50	12,480	13,206
9999	Non-Permanent	13.22	13.22	13.22	13.22	193,722	142,008
Total		33	32.82	33	32.77	\$716,307	\$691,494
Salary Adjustments:						(111,58)	1,162
Premium/Overtime Pay:						31,020	116,693
Employee Benefits:						137,064	195,759
Salary Savings:						(18,824)	(18,165)
Total Adjustments						\$138,102	\$295,449
Program Totals		33	32.82	33	32.77	\$854,409	\$986,943

PROGRAM: Elections

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04102

ORGANIZATION #: 4230

MANAGER: Ingrid Gonzales

REFERENCE: 1991-92 Proposed Budget - Pg. 30-4

AUTHORITY: The Elections program is authorized by the U.S. Constitution, California Constitution, Elections Code, and various California Codes for cities, schools and special districts.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,365,513	\$1,546,747	\$1,700,124	\$1,392,241	\$1,644,593	18.1
Services & Supplies	2,429,687	1,769,025	2,641,204	1,605,649	2,176,237	35.5
Other Charges	11,245	12,883	24,355	23,800	21,023	(11.7)
Fixed Assets	57,961	16,629	12,442	2,000	0	(100.0)
TOTAL DIRECT COST	\$3,864,406	\$3,345,284	\$4,378,125	\$3,023,690	\$3,841,853	27.1
PROGRAM REVENUE	(1,156,062)	(1,321,878)	(2,483,965)	(909,909)	(1,719,500)	89.0
NET GENERAL FUND CONTRIBUTION	\$2,708,344	\$2,023,406	\$1,894,160	\$2,113,781	\$2,122,353	0.4
STAFF YEARS	53.50	59.49	57.76	53.13	53.64	1.0

PROGRAM DESCRIPTION

This program conducts elections in San Diego County on an ongoing basis as required by federal, state, and local law and court actions, and meets requests from other local agencies.

The Elections program consists of:

1. Determining district and precinct boundaries.
2. Providing forms and methods for candidates to file for elective office.
3. Providing and maintaining a file of candidate's financial disclosures and economic interest statements.
4. Providing election information to the voter.
5. Providing absentee ballots to registered voters on request or as described.
6. Providing and supplying polling places with supplies and trained personnel.
7. Providing an efficient voting system.
8. Providing election results in a timely manner.
9. Providing certification of election results.

1990-91 BUDGET TO ACTUAL COMPARISON

The variance between 1990-91 budgeted amounts and 1990-91 actual is due to costs incurred conducting four unanticipated and unbudgeted elections in the spring of 1991. This additional workload was fully offset by revenue, with a favorable net effect for the County. An additional cause for the variance was caused when revenue from the FY 1989-90 Gubernatorial Primary Election was not credited to the department until FY 1990-91.

1991-92 OBJECTIVES

Increase handicapped accessible polls locations from the current 84% to 90% by the June 1992 Presidential Primary Election.

1991-92 SUB PROGRAM ACTIVITIES

The Elections Program summarized below reflects increased costs over the past year due to three scheduled major elections, rather than the one budgeted major election in FY 1990-91. The major election program activities are summarized as follows:

1. Information to Candidates and Campaigns (11.7 SY; E = \$435,967; R = \$105,000) including update of district and precinct boundaries, provision for ballot access, and campaign and candidate financial filing and disclosure is:
 - o Mandated/Mandated Service Level.
 - o Offset 24% by program revenue.
 - o Able to update all 1990 Census boundary changes before the June Presidential Primary Election filing period, access all qualified candidates measures to the ballot and maintain all campaign and candidate financial and disclosure materials.
2. Information to the Voter (10.5 SY; E = \$1,168,563; R = \$73,000) including printing and mailing sample and official ballots for the election and providing polls location and absentee voting information and access to the public is:
 - o Mandated/Mandated Service Level.
 - o Offset 6% by program revenue.
 - o Able to have printed and mailed 1,710,000 sample ballots and 292,000 absentee ballots to the voters.
3. Conduct of Elections (31.4 SY; E = \$2,237,323; R = \$1,519,500) including provision of polls and polls officers; collecting, processing, and counting ballots; and certifying the results of the election is:
 - o Mandated/Mandated Service Level.
 - o Offset 68% by program revenue.
 - o Able to supply and staff 1,750 polls locations; collect, process, and count 750,200 ballots; and canvass and certify the results of the election.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change from 1990-91 Budget
Fines, Fees and Forfeitures	\$300	\$0	\$0	\$0
Election Services to Other Gov't. Agencies	1,630,302	500,000	1,212,000	712,000
Candidate Statements	96,097	25,000	35,000	10,000
Candidate Filing Fee	77,426	15,000	70,000	55,000
Non-Taxable Sales	37,459	43,909	38,000	(5,909)
Taxable Sales	33,862	20,000	35,000	15,000
Ballot Recount	9,558	0	0	0
Absentee Ballot Claim	589,918	300,000	300,000	0
Physically Handicapped Claim	8,873	6,000	7,500	1,500
Miscellaneous	170	0	0	0
Sub-Total	\$2,483,965	\$909,909	\$1,697,500	\$787,591
Total	\$2,483,965	\$909,909	\$1,697,500	\$787,591

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,894,160	\$2,113,781	\$2,161,182	\$47,401
Sub-Total	\$1,894,160	\$2,113,781	\$2,161,182	\$47,401
Total	\$1,894,160	\$2,113,781	\$2,161,182	\$47,401

EXPLANATION/COMMENT ON PROGRAM REVENUES

A major revenue increase will occur in FY 1991-92 in the Elections program due to the increase from one major election to three major elections.*

The overrealized revenue during FY 1990-91 for Election Services to Other Governmental Agencies, Candidate Statements and Candidate Filing Fees is due to the monies collected during the prior year not being transferred from the department's Trust Fund to its revenue account until after the books were closed for FY 1989-90.

The overrealized revenue during FY 1990-91 for the Absentee Ballot State Claim is due to a significant increase in absentee activity during the November 1990 Gubernatorial Election causing a substantial increase in claimable absentee costs.

* Definition of a Major Election

1. A Primary or General Election in the even numbered years.
2. The City of San Diego's Primary and General Council Elections in the odd numbered years.
3. Any Special Federal, State or County Election.
4. Any Election involving over 100,000 registered voters.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	91-92 Budget
ACTIVITY A:					
Elections 04102					
% OF RESOURCES: 100%					
WORKLOAD					
Number Major Elections	1	7	2	1	3
Ballots Counted	629,827	869,260	758,826	806,000	900,200
Sample Ballots Issued	1,220,544	3,095,744	1,601,379	1,500,000	1,881,000
EFFICIENCY					
Net County Cost Per Reg. Voter	\$2.25	\$1.77	\$3.65	\$1.65	\$1.75
# SY's per 100,000 Reg. Voters	4.25 SY	5.19 SY	4.81	4.32 SY	4.43
EFFECTIVENESS					
% Voting, All Elections Combined	51.6%	31.5%	52.1%	65.0%	53%
Standardized Data Base					
Eligible Voter Population	1,481,457	1,574,911	1,587,504	1,802,711	1,599,000
Number Registered to Vote	1,258,868	1,145,927	1,200,120	1,240,000	1,210,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2163	Registrar of Voters	0.40	0.40	0.40	0.40	\$27,638	\$32,227
2233	Asst Registrar of Voters	0.30	0.30	0.30	0.30	16,505	19,244
2302	Administrative Assistant III	0.30	0.30	0.30	0.30	13,142	13,906
2320	Personnel Aid	0.30	0.30	0.30	0.30	7,862	7,192
2425	Associate Accountant	0.40	0.40	0.40	0.40	14,086	14,580
2426	Assistant Systems Analyst	0.60	0.60	0.60	0.60	22,525	25,029
2427	Associate Systems Analyst	0.60	0.60	0.60	0.60	27,506	29,918
2494	Payroll Clerk	0.75	0.75	0.00	0.00	15,491	0
2525	Senior Systems Analyst	0.60	0.60	0.60	0.60	29,251	31,961
2650	Stock Clerk	0.60	0.60	0.60	0.60	9,879	10,975
2700	Intermediate Clerk Typist	6.60	6.60	6.60	6.60	125,309	130,527
2730	Senior Clerk	7.20	7.20	7.20	7.20	162,474	167,439
2745	Supervising Clerk	2.40	2.40	2.40	2.40	63,247	64,331
2756	Administrative Secretary I	0.30	0.30	0.30	0.30	6,382	6,328
3020	Computer Operator	1.40	1.40	1.40	1.40	32,004	35,293
3021	Election Processing Spvr	2.40	2.40	2.40	2.40	72,944	78,184
3030	Data Entry Operator	1.20	1.20	1.20	1.20	22,442	23,771
3035	Data Entry Supervisor	0.60	0.60	0.60	0.60	14,150	14,975
3050	Offset Equipment Operator	0.70	0.70	0.70	0.70	14,960	16,271
3072	Senior Computer Operator	0.60	0.60	0.60	0.60	15,988	16,919
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	42,638	45,479
3103	Election Technician Coord.	0.60	0.60	0.60	0.60	21,704	22,964
3104	Precinct Planning Tech I	1.00	1.00	1.00	1.00	20,756	21,301
3105	Precinct Planning Tech II	1.00	1.00	1.00	1.00	24,960	25,628
3106	Precinct Planning Tech III	0.50	0.50	0.50	0.50	16,348	15,669
3801	Drafting Technician II	0.50	0.50	0.50	0.50	14,466	15,305
3802	Drafting Technician I	0.50	0.50	0.50	0.50	12,480	13,205
9999	Non-Permanent	19.78	19.78	19.78	19.78	289,528	244,583
Total		53	53.13	52	52.38	\$1,156,665	\$1,143,204
Salary Adjustments:						\$(16,695)	\$1,965
Premium/Overtime Pay:						51,219	198,712
Employee Benefits:						234,141	331,425
Salary Savings:						(33,089)	(30,713)
Total Adjustments						\$235,576	\$501,389
Program Totals		53	53.13	52	52.38	\$1,392,241	\$1,644,593

PROGRAM: Administration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 92101
MANAGER: Judy Nelson

ORGANIZATION #: 4230
REFERENCE: 1991-92 Proposed Budget - Pg. 30-7

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct programs including the Registrar of Voters.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$213,958	\$155,037	\$231,224	\$261,090	\$313,343	20.0
Services & Supplies	32,002	41,525	23,169	26,654	14,589	(45.3)
Other Charges	647	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$246,607	\$196,562	\$254,393	\$287,744	\$327,932	14.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$246,607	\$196,562	\$254,393	\$287,744	\$327,932	14.0
STAFF YEARS	7.64	5.58	7.42	7.05	6.80	(3.5)

PROGRAM DESCRIPTION

This program provides administrative and management support functions and activities to enable the Registrar of Voters to serve citizens of San Diego County throughout the year.

The Overhead program consists of:

1. Overall department and program administration and coordination.
2. Personnel, payroll, and training services.
3. Accounting, budgeting, estimating, and billing services.
4. Development of programs to produce more cost effective procedures, standards, and quality control.
5. Legislative review, analysis, and position recommendations to the Board of Supervisors.
6. Professional interaction with public, media, and elected representatives.
7. Control of ordering, receiving and storing of supplies, services, and maintenance.

1990-91 BUDGET TO ACTUAL COMPARISON

The 11.6% difference between the 1990-91 budgeted amount and the 1990-91 actual amount in the Overhead program is due to savings from a position being left vacant and then eliminated, and a second position being underfilled for the year.

1991-92 OBJECTIVES

Develop a standard employee interview rating system. Train department supervisors in use of the rating system.
Develop a comprehensive report on actual cost savings achieved from the automated signature retrieval system.

1991-92 SUB PROGRAM ACTIVITIES

The Overhead program reflects a decrease in services and supplies due to distributing the cost of general office supplies which are ordered by Administration to the user programs. Job-related training and educational opportunities have been planned. The major activities of this program are summarized as follows:

1. Administration and Management of the Department (1.85 SY; E = \$89,217; R = \$0) including interpretation of Elections Code compliance, departmental direction, and management is:
 - o Mandated/Discretionary Service Level for the interpretation and departmental direction and management.
 - o Not revenue offset.
 - o Able to provide direction, management, and Elections Code interpretation to the department.

2. Support Service Activities (4.95 SY; E = \$238,715; R = \$0) including payroll, purchasing and accounting, Elections Code storage requirements, training, facility maintenance coordination, receiving and storing office supplies; contracting; legislative review and analysis; and media interaction is:
 - o Mandated/Discretionary Service Level in payroll, purchasing, accounting and budgeting.
 - o Discretionary/Discretionary Service Level in training, facility maintenance coordination, receiving and storing supplies, contracting, legislative review and analysis, and media interaction.
 - o Not revenue offset.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2163	Registrar of Voters	0.50	0.50	0.50	0.50	\$34,548	\$40,284
2233	Assistant Registrar of Voters	0.40	0.40	0.40	0.40	22,007	25,659
2302	Administrative Assistant III	0.60	0.60	0.60	0.60	26,284	27,810
2320	Personnel Aid	0.50	0.50	0.50	0.50	13,104	11,986
2425	Associate Accountant	0.50	0.50	0.50	0.50	17,608	18,224
2494	Payroll Clerk	0.20	0.20	0.00	0.00	4,131	0
2650	Stock Clerk	0.05	0.05	0.05	0.05	823	915
2700	Intermediate Clerk Typist	1.10	1.10	1.10	1.10	20,885	21,713
2730	Senior Clerk	1.20	1.20	1.20	1.20	27,079	27,907
2745	Supervising Clerk	0.40	0.40	0.40	0.40	10,541	10,722
2756	Administrative Secretary I	0.50	0.50	0.50	0.50	10,636	10,546
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	29,201	30,900
3103	Election Technician Coord.	0.10	0.10	0.10	0.10	3,617	3,828
Total		7	7.05	7	6.85	\$220,464	\$230,494
Salary Adjustments:						\$0	\$408
Premium/Overtime Pay:						6,746	25,191
Employee Benefits:						40,792	63,617
Salary Savings:						(6,912)	(6,367)
Total Adjustments						\$40,626	\$82,849
Program Totals		7	7.05	7	6.85	\$261,090	\$313,343

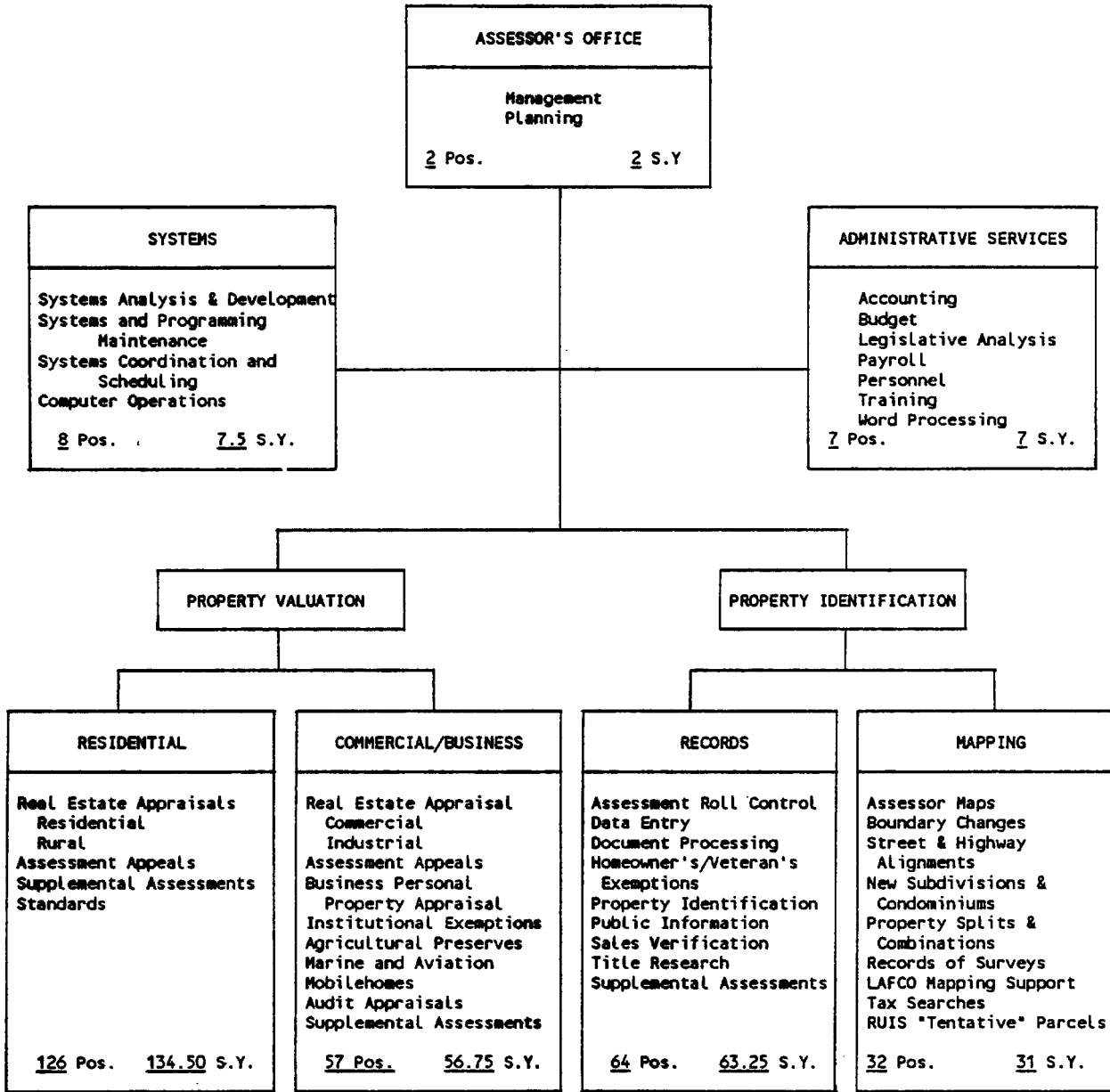
GENERAL GOVERNMENT



ASSESSOR

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Property Valuation/ Identification	\$10,400,388	\$11,746,560	\$12,424,409	\$12,580,464	\$13,436,572	\$856,108	6.8
Department Administration	455,680	471,999	524,986	503,619	583,788	80,169	15.9
TOTAL DIRECT COST	\$10,856,068	\$12,218,559	\$12,949,395	\$13,084,083	\$14,020,360	\$936,277	7.2
PROGRAM REVENUE	(1,228,510)	(1,427,695)	(10,639,111)	(11,633,638)	(4,979,257)	6,654,381	(57.2)
NET GENERAL FUND COST	\$9,627,558	\$10,790,864	\$2,310,284	\$1,450,445	\$9,041,103	\$7,590,658	523.3
STAFF YEARS	306.74	317.88	309.88	319.25	316.25	(3.00)	(0.9)

**ASSESSOR DEPARTMENT
FY 91-92 ADOPTED BUDGET**



Note: The above positions and staff years represent permanent staffing only. Refer to the Program Budget Staffing Schedule regarding temporary seasonal help.

PROGRAM: Property Valuation/Identification

DEPARTMENT: ASSESSOR

PROGRAM #: 07104
MANAGER: Robert W. Frazier

ORGANIZATION #: 1150
REFERENCE: 1991-92 Proposed Budget - Pg. 3'-5

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code, Section 601 and California Constitution Article XIIIa. Mandate: The Assessor shall prepare an Assessment Roll illustrating name, address, legal description, revenue district and assessed value for land, improvements and personal property at base year value for each property in the County.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,737,683	\$10,868,879	\$11,726,263	\$12,077,830	\$12,940,778	7.1
Services & Supplies	515,630	577,063	604,952	502,634	495,794	(1.4)
Other Charges	21,500	15,009	0	0	0	0.0
Fixed Assets	125,575	285,609	93,194	0	0	0.0
TOTAL DIRECT COST	\$10,400,388	\$11,746,560	\$12,424,409	\$12,580,464	\$13,436,572	6.8
PROGRAM REVENUE	(1,206,002)	(1,403,739)	(10,221,935)	(11,176,520)	(4,522,139)	(59.5)
NET GENERAL FUND CONTRIBUTION	\$9,194,386	\$10,342,821	\$2,202,474	\$1,403,944	\$8,914,433	535.0
STAFF YEARS	298.22	308.76	301.22	310.25	307.25	(1.0)

PROGRAM DESCRIPTION

The Property Valuation/Identification Program is comprised of two activities which are:

A. Property Valuation

This activity, through its Residential and Commercial/Business Property sections, annually determines and enrolls the assessed value of all assessable business property, newly constructed real property, real property undergoing a change of ownership, and increases all other real property by 2% if the rate of inflation so indicates. Several appraisal methods are utilized to determine the full market value of new construction, new land parcels, and parcels undergoing a change of ownership. These methods are the market, cost, and income approaches to appraising property.

A Business Property Valuation System is designed to maintain personal property assessments at market value. The key systems employed are: (1) A detailed analysis of the State mandated property statements returned by owners of businesses are used to establish current value of all taxable fixtures, furniture, and equipment; (2) A field appraisal program for businesses where taxpayer-reported costs cannot be used as a basis for valuation; (3) A post-audit program by which the Assessor is able to determine the accuracy of the taxpayer's reporting on the property statement and levy an additional assessment if the audit illustrates failure to properly report taxable assets; and (4) A field canvass program to locate and identify all owners of taxable personal property and fixtures.

B. Property Identification

This activity is a legal requirement and is essential to an orderly process of assessment and collection of property taxes as a source of revenue to the County of San Diego. Over 860,500 annual property assessments must be illustrated on the Assessment Roll. Identification and location functions must be completed prior to our revenue-producing valuation process.

Property Identification, through the Records and Mapping sections, reflects changes annually made to the Assessment Rolls through changes in ownership, addresses, parcel number, legal description, exemption status, and Assessor maps describing property. These changes, for the most part, are generated by citizens of San Diego County.

The changes come to the Assessor in the form of various legal documents, such as grant deeds, trust deeds, death certificates, parcel maps, subdivision and records of survey maps, and exemption claims from homeowners, veterans, churches, hospitals and charitable organizations. These documents undergo various clerical and engineering processes prior to their being submitted to a data entry environment for conversion into computer-acceptable input. Complex computer programs update large electronic master files with the changed data and ultimately produce a master file that reflects the current status of property. This program also does all mapping for the Local Agency Formation Commission (LAFCO).

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 overall salary and benefit actuals are less than 1990-91 budget due to staff turnover and unexpected retirements which resulted in salary savings associated the hiring of new staff. 1990-91 actuals for service and supplies are higher than budget as a result of prior year expenditures, temporary contract help, and higher than budgeted costs for essential printing and office supplies.

1991-92 OBJECTIVES

1. Develop an expanded data base of the Assessor's records to be marketed to industry to increase program revenue.
2. Expand the current agreement with General Services to perform their real estate appraisals.
3. Computerizing the Business Certificate Tax Program to minimize staff involvement.
4. Expand the Mandatory Audit Program to include non-mandatory accounts to increase property tax revenue.
5. Computerize the parent/child exclusion programs.
6. Continue the design of the delayed Cadastral Mapping Module with the County's Regional Urban Information System.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Property Valuation: (193.57 SY; E = \$9,405,600; R = \$3,165,497) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating over \$1.6 billion annually in property tax revenue for 285 local taxing jurisdictions.
 - o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more than \$385 million annually for the County, which is our largest single source of discretionary revenue.
 - o Responsible annually for determining and enrolling the market value of all real property upon a change in ownership and new construction.
 - o Responsible annually for determining and enrolling the market value of all personal property for businesses, boats and aircraft, and certain mobile homes.
 - o Responsible for providing property tax information and related services to the citizens of San Diego County. More than 220,000 public inquiries will be responded to by this program during 1991-92.
 - o The 1991-92 budget deleted 2.00 Appraiser II staff years and \$4,840 in services and supplies as part of county-wide reductions to balance the budget. FY 91-92 budgeted property tax system administration revenue is significantly less than FY 90-91 as a result of recent legislation which exempted school districts from paying their pro-rata share of these costs.
2. Property Identification (113.68 SY; E = \$4,030,972; R = \$1,356,642) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating over \$1.6 billion annually in property tax revenue for 285 local taxing jurisdictions.
 - o Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more than \$385 million annually for the County which is our largest single source of discretionary revenue.
 - o Responsible for maintaining more than 25,300 assessor maps delineating over 987,500 parcels in San Diego County.
 - o Responsible for providing property tax information and related services to the citizens of San Diego County. More than 243,000 public inquiries will be responded to by this program during 1991-92.

- o The 1991-92 budget deleted 1.00 Cadastral Technician staff year and \$2,000 in services and supplies as part of county-wide reductions to balance the budget. FY 91-92 budgeted property tax system administration revenue is significantly less than FY 90-91 as a result of recent legislation which exempted school districts from paying their pro-rata share of these costs.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Witness Fees	\$0	\$1,500	\$1,500	\$0
Property Tax System Administration	8,993,970	9,879,423	3,225,042	(6,654,381)
Sale of Records	268,128	296,720	296,720	0
Supplemental Property Taxes (AB 2890)	959,837	998,877	998,877	0
Miscellaneous	0	0	0	0
Sub-Total	\$10,221,935	\$11,176,520	\$4,522,139	\$(6,654,381)
Total	\$10,221,935	\$11,176,520	\$4,522,139	\$(6,654,381)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$2,202,474	\$1,403,944	\$8,914,433	\$7,510,489
Sub-Total	\$2,202,474	\$1,403,944	\$8,914,433	\$7,510,489
Total	\$2,202,474	\$1,403,944	\$8,914,433	\$7,510,489

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 90-91 actuals are less than FY 90-91 budget as a result of under realized revenues from school districts, cities and special districts for property tax system administration (SB 2557) and a \$40,000 revenue (AB 2890) transfer to County Counsel for legal services. FY 91-92 budget is less than FY 90-91 budget as a result of recent legislation which exempted school districts from paying their pro-rata share of property tax system costs (SB 2557) to the County. The loss of this revenue, which is beyond the control of the Assessor's Office, increased net county cost for FY 91-92.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	91-92 Budget
ACTIVITY A: Property Valuation					
% OF RESOURCES: 70%					
WORKLOAD					
Reappraisals of Transferred Properties	104,826	94,672	99,516	97,000	90,000
New Construction Appraisals	69,663	56,430	59,396	58,000	35,000
Business Accounts	119,776	117,621	121,775	124,500	118,000
Assessment Appeals Cases	1,674	1,985	1,974	2,000	2,650
Business Audits	611	709	847	750	1,000
Boats/Aircraft Accounts on Assessment Roll	35,712	62,949	65,389	65,000	67,000
Leasing Accounts	26,100	22,753	23,535	23,000	25,000
Mobilehomes	8,570	8,974	9,833	8,700	10,000
Total Additional Assessed Value from Audits	\$156,021,000	\$192,376,612	\$396,699,600	\$165,000,000	\$195,000,000

**ACTIVITY B:
Property Identification****% OF RESOURCES: 30%****WORKLOAD**

Documents Processed	137,309	136,245	134,842	140,000	112,000
Exemptions	376,137	383,701	391,452	380,000	396,000
Property Segregations, New Subs and Condos	23,309	20,111	17,659	19,000	14,000
Changes in Ownership to SPS	197,077	176,201	239,190	180,000	206,000
Total Taxable Parcels	750,901	765,711	776,727	775,000	786,000
TRA Boundary LAFCO and Board Reports	249	335	281	300	220
Homeowners' Claims Processed by Board Action in Lieu of routine processing	4,467	3,629	5,663	3,500	3,800
Property Boundary Research	23,758	28,917	27,627	30,000	20,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$76,068	\$84,790
5514	Assessor Div. Chief II	3	3.00	3	3.00	180,408	189,487
5515	Assessor Div. Chief I	5	5.00	4	4.00	270,592	230,820
2499	Principal Systems Analyst	0	0.00	1	1.00	0	59,184
2525	Sr. Systems Analyst	1	1.00	2	2.00	51,937	99,315
2427	Associate Systems Analyst	5	5.00	4	4.00	221,644	199,043
2487	EDP Dist. Network Coord.	1	1.00	1	1.00	47,134	49,864
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	93,322	102,958
5513	Supervising Appraiser II	2	2.00	2	2.00	100,512	99,215
5512	Supervising Appraiser I	11	11.00	11	11.00	526,460	557,106
5516	Assessor's Field Asst.	1	1.00	1	1.00	43,680	42,029
5530	Audit Appraiser Spec.	2	2.00	2	2.00	78,838	87,992
5502	Appraiser IV	10	10.00	10	10.00	451,267	478,984
5526	Audit Appraiser III	9	9.00	9	9.00	368,144	390,799
5503	Appraiser III	26	26.00	26	26.00	1,072,254	1,133,643
3602	Asst. Div. Chief, Assessor	1	1.00	1	1.00	34,797	42,211
5527	Audit Appraiser II	4	4.00	4	4.00	144,304	157,465
5504	Appraiser II	56	56.00	56	54.00	1,974,330	2,020,254
5518	Property Assessment Spec. III	0	0.00	5	5.00	0	158,700
5517	Property Assessment Spec. II	0	0.00	12	12.00	0	332,014
2426	Asst. Systems Analyst	2	1.50	1	0.50	64,157	20,847
2432	Systems Support Analyst II	0	0.00	1	1.00	0	40,873
3820	Cadastral Supervisor	4	4.00	4	4.00	151,263	160,568
3823	Sr. Cadastral Technician	9	9.00	9	9.00	290,295	302,111
3822	Cadastral Technician	15	15.00	15	14.00	406,751	409,139
2725	Principal Clerk I	0	0.00	1	1.00	0	29,294
2514	Supervising Assm't. Clerk	7	7.00	6	6.00	188,128	177,425
3020	Computer Operator	1	1.00	1	1.00	26,515	25,530
2508	Sr. Assessment Clerk	25	24.25	27	24.75	573,484	601,846
3035	Data Entry Supv.	1	1.00	1	1.00	23,584	24,958
3069	Sr. Data Entry Operator	2	2.00	2	2.00	42,934	44,666
3030	Data Entry Operator	6	6.00	6	6.00	114,972	122,226
2730	Senior Clerk	2	1.25	0	0.00	29,827	0
5511	Appraiser Technician	17	17.00	0	0.00	367,318	0
2509	Assessment Clerk	65	64.00	69	67.75	1,298,122	1,422,590
2700	Intermediate Clerk	4	3.00	0	0.00	62,026	0
9999	Seasonal - Extra Help	76	14.25	76	14.25	155,670	155,670
Total		376	310.25	376	307.25	\$9,530,737	\$10,053,616
Salary Adjustments:						\$7,523	\$8,963
Premium/Overtime Pay:						45,100	45,100
Employee Benefits:						2,882,898	3,255,750
Salary Savings:						(388,428)	(422,651)
Total Adjustments						\$2,547,093	\$2,887,162
Program Totals		376	310.25	376	307.25	\$12,077,830	\$12,940,778

PROGRAM: Department Administration

DEPARTMENT: ASSESSOR

PROGRAM #: 92101
MANAGER: Robert W. Frazier

ORGANIZATION #: 1150
REFERENCE: 1991-92 Proposed Budget - Pg. 3¹-6

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code, Section 601 and California Constitution Article XIIIa. Mandate: The Assessor shall prepare an Assessment Roll illustrating name, address, legal description, revenue district and assessed value for land, improvements and personal property at base year value for each property in the County.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$428,846	\$444,531	\$503,952	\$494,604	\$574,773	16.2
Services & Supplies	26,834	26,123	21,034	9,015	9,015	0.0
Fixed Assets	0	1,345	0	0	0	0.0
TOTAL DIRECT COST	\$455,680	\$471,999	\$524,986	\$503,619	\$583,788	15.9
PROGRAM REVENUE	(22,508)	(23,956)	(417,176)	(457,118)	(457,118)	0.0
NET GENERAL FUND CONTRIBUTION	\$433,172	\$448,043	\$107,810	\$46,501	\$126,670	172.4
STAFF YEARS	8.52	9.12	8.66	9.00	9.00	0.0

PROGRAM DESCRIPTION

The Department Administration Program provides overall management, administrative services, and planning for the Assessor. Included in this program are the Office of the Assessor and the Administrative Services Sections.

The major functions and responsibility of the program are:

- Ensure that the constitutional and legislated responsibilities for preparing and submitting the annual and supplemental assessment rolls are carried out in compliance with the State Constitution, California Administrative Code and property tax laws as prescribed in the State Revenue and Taxation Code.
- Plan and manage all departmental programs and services.
- Develop, prepare and administer the department's two programs and seven line item budgets.
- Provide financial management and maintain expenditure and inventory controls.
- Manage and provide departmental support services associated with personnel, systems, payroll (including LAFCO's 9 employees and 9 commissioners) and procurement.
- Analyze and evaluate program performance including monthly production goals and the quality of work output.
- Coordinate legislative analysis.
- Maintain training records associated with the State Board of Equalization's required certification of appraisal staff.
- Prepare Board letters and liaison with the Board of Supervisors, CAO, and other County Departments.
- Respond to constituent complaints and inquiries.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals are slightly higher than 1990-91 budget due to the costs associated with retirement contributions and essential department-wide consumable supplies.

1991-92 OBJECTIVES

1. Conduct additional operational surveys to identify areas of cost savings and/or cost avoidance.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Department Administration: (9.00 SY; E = \$583,788; R = \$457,118) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for ensuring that the constitutional and legislated responsibilities for preparing and submitting the annual and supplemental assessment rolls are carried out in compliance with the State Constitution, California Administrative Code and property tax laws as prescribed in the State Revenue and Taxation Code.
 - o Responsible for providing administrative management and support to the Property Valuation/ Identification Program.
 - o Responsible for staff training and maintaining training records associated with the Stated Board of Equalization's required certification of appraisal staff.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Supplemental Property Tax (AB 2890)	\$23,031	\$23,991	\$23,991	\$0
Property Tax System Administration	394,145	433,127	433,127	0
Sub-Total	\$417,176	\$457,118	\$457,118	\$0
Total	\$417,176	\$457,118	\$457,118	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$107,810	\$46,501	\$126,670	\$80,169
Sub-Total	\$107,810	\$46,501	\$126,670	\$80,169
Total	\$107,810	\$46,501	\$126,670	80,169

EXPLANATION/COMMENT ON PROGRAM REVENUES

There are no significant FY 91-92 revenue changes for this program. FY 90-91 actuals are less than budget due to under realized revenue from school districts, cities and special districts for property tax administration (SB 2557).

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0110	Assessor	1	1.00	1	1.00	\$98,706	\$97,977
0210	Chief Deputy Assessor	1	1.00	1	1.00	79,868	89,015
2369	Admin. Services Mgr. II	1	1.00	0	0.00	51,937	0
2759	Admin. Secretary IV	1	1.00	1	1.00	31,429	32,715
2758	Admin. Secretary III	1	1.00	1	1.00	28,210	28,676
2320	Personnel Aid	1	1.00	0	0.00	26,208	0
3009	Word Processor Operator	1	1.00	1	1.00	22,873	21,195
2494	Payroll Clerk	1	1.00	1	1.00	22,672	21,829
2304	Admin. Asst. I	0	0.00	1	1.00	0	33,759
5514	Assessor Div. Chief II	0	0.00	1	1.00	0	62,591
2510	Sr. Account Clerk	1	1.00	1	1.00	22,732	24,032
Total		9	9.00	9	9.00	\$384,635	\$411,789
Salary Adjustments:						\$766	\$21,139
Premium/Overtime Pay:						0	0
Employee Benefits:						109,203	141,845
Salary Savings:						\$0	(\$0)
Total Adjustments						\$109,969	\$162,984
Program Totals		9	9.00	9	9.00	\$494,604	\$574,773

AUDITOR AND CONTROLLER

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Auditing	\$1,264,097	\$1,362,782	\$1,524,276	\$1,654,413	\$1,665,770	\$11,357	0.7
Fiscal Control	4,441,481	4,763,011	5,592,173	5,242,742	5,617,134	374,392	7.1
Department Overhead	1,292,477	1,322,688	1,317,836	1,421,577	1,484,025	62,448	4.4
TOTAL DIRECT COST	\$6,998,055	\$7,448,481	\$8,434,285	\$8,318,732	\$8,766,929	\$448,197	5.4
PROGRAM REVENUE	(1,721,047)	(1,868,281)	(2,615,266)	(2,425,431)	(1,998,422)	427,009	(17.6)
NET GENERAL FUND COST	\$5,277,008	\$5,580,200	\$5,819,019	\$5,893,301	\$6,768,507	\$875,206	14.9
STAFF YEARS	194.50	195.25	196.50	203.00	198.00	(5.00)	(2.5)

AUDITOR AND CONTROLLER

AUDITOR AND CONTROLLER
3 Positions 3.00 Staff Years

ADMINISTRATIVE MANAGEMENT
50 Positions 31.50 Staff Years

AUDITS
E.D.P. Audits
Efficiency and Effectiveness Audits
Fiscal and Compliance Audits
Special Request Audits
30 Positions 30.00 Staff Years

**ACCOUNTS PAYABLE/
PAYROLL & TRAVEL ACCOUNTING**
Contract Review & Fiscal
Certification
County Payroll Processing
Emergency Warrant Issuance
Employee Information System
Management
Payment of County Claims
Travel/Mileage Reimbursement
30 Positions 30.00 Staff Years

CONTROLLER BRANCH OFFICE
Accounting Services to
Public Works, General
Services and Other COC
Departments
Capital Project Control
Enterprise & Special
District Accounting
Fixed Asset Procurement
Control
Grant Accounting/Assistance
Single Audit Coordination
31 Positions 30.00 Staff Years

GENERAL ACCOUNTING
Accounts Receivable
Appropriation Accounting Control
ARMS Reports Issuance
Cash Management
Control Ledger Accuracy
Cost Accounting Control
Cost Plan Preparation
Debt Financing Accounting Control
Deposit Permits/Journal Review
External Auditor Liaison
Financial Reporting
Fixed Asset Inventory Control
Interest Apportionment
Transportation Development Fund Control
Warrant Issuance Reconciliation
25 Positions 25.00 Staff Years

PROBATION ACCOUNTING
Adult Institutional Services
Cash Collections/Disbursements
Juvenile Care/Maintenance
Probation Department Accounting
Services
17 Positions 17.00 Staff Years

PROPERTY TAX SERVICES
Community Redevelopment
Fiscal Control of Real and
Unsecured Property Tax System
Tax Apportionment
Tax Rate Compilation
Tax Rate/Valuation
Information Booklet
Tax Roll Preparation and
Maintenance
22 Positions 21.50 Staff Years

REVENUE & BUDGET MANAGEMENT
Board Letter Review
Fund Balance Projection
Line Item Budget Preparation
Proposition 4 Compliance
Revenue Analysis/Forecasting
Special Financial Projects
State Mandated Cost Reimburse-
ment
10 Positions 10.00 Staff Years

PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802
MANAGER: Rod Calvao

ORGANIZATION #: 1050
REFERENCE: 1991-92 Proposed Budget - Pg. 37-5

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,241,501	\$1,321,145	\$1,498,789	\$1,631,272	\$1,642,629	0.7
Services & Supplies	17,062	29,192	25,487	23,141	23,141	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	5,534	12,445	0	0	0	0.0
TOTAL DIRECT COST	\$1,264,097	\$1,362,782	\$1,524,276	\$1,654,413	\$1,665,770	0.7
PROGRAM REVENUE	(103,601)	(127,252)	(179,122)	(129,376)	(130,492)	0.9
NET GENERAL FUND CONTRIBUTION	\$1,160,496	\$1,235,530	\$1,345,154	\$1,525,037	\$1,535,278	0.7
STAFF YEARS	30.00	29.50	30.50	32.00	30.00	(6.3)

PROGRAM DESCRIPTION

The Auditor and Controller develops and applies professional audit standards and techniques in the independent review of County records and operations. Special emphasis is given to the review of all major computerized financial and accounting systems. The records and operations of outside districts and agencies are also audited in accordance with statute, policy and direction of the Board of Supervisors. These audits are performed in compliance with statutory requirements and for the purposes of assuring public confidence in the proper conduct of County government and providing assistance to County management.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 Auditing Program was within budget. One Audit Manager position was unfilled for an extended period during the fiscal year and several program positions were underfilled. Revenues exceeded budget due to mid-year audit requests by other governmental agencies.

1991-92 OBJECTIVES

1. Provide County management and the Board of Supervisors with an objective appraisal of County departments and special districts operations in the areas of auditing and internal systems control.
2. Assist County departments in assuring that State and Federal money is expended appropriately so as to avoid costly audit disallowances.
3. Utilize computer technology as an audit tool to increase testing sample sizes.
4. Insure the system integrity of newly developed fiscal systems.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Audits (30.00 SY; E = \$1,665,770; R = \$130,492) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for EDP Audits, Efficiency and Effectiveness Audits, Fiscal and Compliance Audits and Special Request Audits for the County's \$1.5 billion budget and operations as well as public and private entities at the request of the Grand Jury and/or the Board of Supervisors or in conformance with contractual agreements.
 - o Increased for 1991-92 approved changes in negotiated labor contract agreements.
 - o Decreased 2.00 staff years in EDP Auditing due to County-wide budget reductions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Fees for Auditing Services	\$97,556	\$59,476	\$66,152	\$6,676
Interfund Charges	81,566	69,900	64,340	(5,560)
Sub-Total	\$179,122	\$129,376	\$130,492	\$1,116
Total	\$179,122	\$129,376	\$130,492	\$1,116

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,345,154	\$1,525,037	\$1,535,278	\$10,241
Sub-Total	\$1,345,154	\$1,525,037	\$1,535,278	\$10,241
Total	\$1,345,154	\$1,525,037	\$1,535,278	\$10,241

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues will increase in 1991-92 due to the labor cost related to approved labor contract agreements.

PROGRAM: Auditing

DEPARTMENT: AUDITOR & CONTROLLER

PERFORMANCE INDICATORS

1988-89
Actual

1989-90
Actual

1990-91
Actual

1990-91
Budget

1991-92
Budget

ACTIVITY A: Auditing

% OF RESOURCES: 100%

WORKLOAD

Number of Audits Schedule

115

127

129

125

125

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0310	Senior Auditor/Controller Mgr	1	1.00	1	1.00	\$70,264	\$66,751
0311	Auditor/Controller Mgr	2	2.00	2	2.00	133,826	104,712
2507	EDP Audit Specialist II	2	2.00	2	2.00	108,111	117,095
2506	EDP Audit Specialist I	3	3.00	3	3.00	137,870	144,930
2501	Senior Auditor/Accountant	6	6.00	6	6.00	255,862	262,096
2425	Associate Accountant	17	17.00	15	15.00	574,336	534,720
2700	Intermediate Clerk Typist	1	1.00	1	1.00	17,441	20,754
Total		32	32.00	30	30.00	\$1,297,710	\$1,251,058
Salary Adjustments:						3,220	0
Premium/Overtime Pay:						45,100	45,100
Employee Benefits:						331,630	394,975
Salary Savings:						(46,388)	(48,504)
Total Adjustments						\$333,562	\$391,571
Program Totals		32	32.00	30	30.00	\$1,631,272	\$1,642,629

PROGRAM: Fiscal Control

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81801

ORGANIZATION #: 1050

MANAGER: Rod Calvao

REFERENCE: 1991-92 Proposed Budget - Pg. 32-6

AUTHORITY: This program carries out Auditor and Controller budgetary, financial and accounting responsibilities that are mandated in Government Code Sections 26882 and 29704, Revenue and Taxation Code Sections 2152 and 4701, and County Charter Sections 800 and 801.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,135,614	\$4,518,313	\$5,040,677	\$5,078,107	\$5,415,626	6.6
Services & Supplies	93,384	137,399	264,199	159,385	159,385	0.0
Other Charges	11,159	1,835	1,688	5,250	5,250	0.0
Fixed Assets	208,064	105,464	285,609	0	36,873	100.0
TOTAL DIRECT COST	\$4,448,221	\$4,763,011	\$5,592,173	\$5,242,742	\$5,617,134	7.1
PROGRAM REVENUE	(1,617,446)	(1,741,029)	(2,436,143)	(2,296,055)	(1,867,930)	(18.6)
NET GENERAL FUND CONTRIBUTION	\$2,830,775	\$3,021,982	\$3,156,030	\$2,946,687	\$3,749,204	27.2
STAFF YEARS	131.25	132.75	134.50	135.50	133.50	(1.5)

PROGRAM DESCRIPTION

The Auditor and Controller is responsible for maintaining public confidence in the fiscal integrity of the County government and of the other public agencies served. This is accomplished through accounting systems and control procedures that accurately record the financial transactions and overall fiscal status of the County and other agencies.

In order for the Auditor and Controller to fulfill mandated statutory responsibilities it is essential that these systems and procedures be reviewed and upgraded on a regular basis to reflect technological and managerial advancements in the accounting and data processing professions. The following key systems are reaching a point in age and capability which endanger responsible performance:

1. The Accounting and Resources Management System (ARMS) provides reporting and controls for all County departments, school and special districts, including revenues and expenditures totaling more than \$18.4 billion annually. This system, implemented in 1974, is 17 years old.
2. The Accounts Payable System provides controls and payment generation for vendor payments of over \$900 million annually. This system, implemented in 1977, is 14 years old.

In addition to their primary accounting role, these and other Auditor and Controller systems are relied upon to produce timely financial reports critical to management control and policy decision making, and to provide public information on the fiscal condition of the County and other agencies served. Specific operations performing these accounting and control functions include General Accounting, ARMS Control, Revenue and Budget Management, Accounts Payable, Payroll and Travel Accounting, Grants Fiscal Management, Property Tax Services, Probation Accounting, and the Controller Branch Office.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 Fiscal Control Program was within budget. 1989-90 Board of Supervisor approved mid-year appropriation transfers and appropriation of over-realized revenues permitted completion of the program automation plan and replacement of an obsolete cashing system. Because this approval and procurement was accomplished at fiscal year end, Services and Supplies and Fixed Assets were carried forward into 1990-91 fiscal year and are reflected in the 1990-91 Actual column.

1991-92 OBJECTIVES

1. Monitor expenditures and revenues to assure that the County closes its fiscal year in a non-deficit condition.
2. Continue to provide assistance to County departments regarding their fiscal and analytical needs.
3. Maintain the highest credit ratings possible, given by the Investor Rating Services of Moody's and Standard and Poor's for the County of San Diego.
4. Pursue outstanding County claims against the State of California for reimbursement of expenditures made in support of State Mandated Program services.
5. Maintain assurance of conformity to appropriation limitations as specified in Proposition 4.
6. Maintain assurance of conformity to fiscal and reporting requirements as specified in the Trial Court Funding agreement.
7. Maintain assurance of conformity to fiscal and reporting requirements for State Realignment of Programs.
8. Provide monthly property tax revenue allocations to all taxing agencies for them to use in their own cash management processes.
9. Utilize computer technology where possible to improve fiscal information for decision makers.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Revenue and Budget Management (10.00 SY; E = \$577,861; R = \$44,101) is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of the County's statutorily mandated line-item budget, administration of Board of Supervisors' Policy B-29 and revenue management.
 - o Increased for 1990-91 mid-year approved position reclassifications.
 - o Increased for 1991-92 approved changes in negotiated labor contract agreements.
 - o Unchanged for fixed assets - no fixed assets approved in 1991-92.
 - o 8% offset by program revenues.
2. Property Tax Services (21.50 SY; E = \$978,759; R = \$667,889) is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for preparation of property tax bills and apportionment of tax revenues.
 - o Increased for 1991-92 approved changes in negotiated labor contract agreements.
 - o Increased \$36,873 for fixed asset requirements which have been 100% offset by program revenues.
 - o 68% offset by program revenues.

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3. Controller Branch Office (30.00 SY; E = \$1,109,347; R = \$682,590) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for accounting services to several County departments, special districts and enterprise funds.
 - o Decreased 1.00 staff year in financial reporting due to County-wide budget reductions.
 - o Increased for 1991-92 approved changes in negotiated labor contract agreements.
 - o Unchanged for fixed assets - no fixed assets were approved for 1991-92.
 - o 62% offset by program revenues.
4. Probation Accounting (17.00 SY; E = \$566,685; R = \$0) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for accounting services for adult institutional services, juvenile care maintenance, cash collections and disbursements and Probation Department accounting.
 - o Decreased 1.00 staff year due to County-wide budget reductions.
 - o Increased for 1991-92 approved changes in negotiated labor contract agreements.
 - o Unchanged for fixed assets - no fixed assets were approved for 1991-92.
5. Other Fiscal Control Subactivities (55.00 SY; E = \$2,384,483; R = \$473,350) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
 - o Increased for 1991-92 approved changes in negotiated labor contract agreements.
 - o Unchanged for fixed assets - no fixed assets were approved for 1991-92.
 - o 20% offset by program revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change from 1990-91 Budget
CHARGES AND FEES:				
Fees for Various Accounting Services	\$1,586,077	\$1,470,722	\$1,035,023	\$(435,699)
Interfund Charges	850,066	825,333	832,907	7,574
Sub-Total	\$2,436,143	\$2,296,055	\$1,867,930	\$(428,125)
Total	\$2,436,143	\$2,296,055	\$1,867,930	\$(428,125)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND CONTRIBUTION:	\$3,156,030	\$2,946,687	\$3,749,204	\$802,517
Sub-Total	\$3,156,030	\$2,946,687	\$3,749,204	\$802,517
Total	\$3,156,030	\$2,946,687	\$3,749,204	\$802,517

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues will increase in 1991-92 due to negotiated salary increases and normal variations in A-87 cost recovery, however, these will be offset by a \$519,385 decrease in Property Tax Administration Fees. Also included in the 1991-92 Budget is a one-time revenue offset for fixed assets.

FIXED ASSETS

Item	Quantity	Unit	Cost
Computer Equipment Replacement	3500	4	\$13,998
Computer Equipment Replacement	n/a	lot	8,450
Office Equipment (New and Replacement)	1,602	9	14,425
Total			\$36,873

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	91-92 Budget
ACTIVITY A: Fiscal Control					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Deposit Permit	20,465	22,669	23,555	25,000	24,000
Fixed Asset Property Numbers Processed	38,809	24,667	40,653	35,000	37,000
General Claims	170,989	170,171	183,097	170,000	175,000
Probation Account Transaction	287,792	347,414	446,769	327,100	455,000
Property Tax Services Transactions	1,859,702	3,136,318	3,582,129	3,260,800	3,767,600
Redevelopment Project Reports	36	38	41	41	42
Trial Court Funding Dollars Reviewed/Reported	N/A	\$130,184,527	\$188,721,740	174,804,734	\$180,000,000
Warrants Issued (County and School Districts)	3,211,168	3,121,331	3,110,018	3,400,000	3,200,000
Work Authorization Transactions	35,890	33,300	31,118	30,000	30,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0310	Senior Auditor/Controller Mgr	3	3.00	3	3.00	\$210,792	\$199,104
0311	Auditor/Controller Mgr	2	2.00	2	2.00	133,826	115,410
2496	Auditor/Controller Mgr. II	1	1.00	1	1.00	54,536	60,594
2415	Auditor/Controller Comp Spec	0	0.00	1	1.00	0	49,864
2429	Revenue & Budget Accountant	0	0.00	2	2.00	0	88,408
2412	Analyst III	4	4.00	3	3.00	171,854	138,307
2525	Senior Systems Analyst	1	1.00	1	1.00	51,937	54,957
2335	Compensation/Systems Coord.	2	2.00	2	2.00	94,268	99,728
2501	Senior Auditor/Accountant	15	15.00	15	15.00	634,962	677,313
2425	Associate Accountant	23	23.00	21	21.00	762,076	749,584
2480	A/C Payroll Technician	0	0.00	9	9.00	0	242,314
2403	Accounting Technician	20	20.00	17	17.00	480,437	443,895
2511	Senior Payroll Clerk	6	6.00	0	0.00	144,816	0
2510	Senior Account Clerk	23	23.00	24	24.00	504,781	551,706
2730	Senior Clerk	2	2.00	2	2.00	43,221	47,722
2494	Payroll Clerk	1	1.00	0	0.00	20,990	0
2760	Stenographer	1	1.00	0	0.00	19,252	0
2493	Intermediate Account Clerk	22	22.00	21	21.00	425,914	419,014
2700	Intermediate Clerk Typist	9	9.00	9	9.00	168,830	155,634
9999	Extra Help	5	.50	13	.50	12,600	11,688
Total		140	135.50	146	133.50	\$3,935,092	\$4,105,242
Salary Adjustments:						58,441	0
Premium/Overtime Pay:						3,150	3,150
Employee Benefits:						1,215,490	1,449,291
Salary Savings:						(134,066)	(142,057)
Total Adjustments						\$1,143,015	\$1,310,384
Program Totals		140	135.50	146	133.50	\$5,078,107	\$5,415,626

PROGRAM: Department Overhead

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101
MANAGER: Rod Calvao

ORGANIZATION #: 1050
REFERENCE: 1991-92 Proposed Budget - Pg. 32-7

AUTHORITY: County Charter Section 801 designates the Auditor and Controller as the Chief Accounting Officer of the County. This program is required to fulfill that responsibility through the management of departmental programs and operations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,079,454	\$1,146,216	\$1,141,264	\$1,245,790	\$1,308,238	5.0
Services & Supplies	206,283	176,472	176,572	175,787	175,787	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,285,737	\$1,322,688	\$1,317,836	\$1,421,577	\$1,484,025	4.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,285,737	\$1,322,688	\$1,317,836	\$1,421,577	\$1,484,025	4.4
STAFF YEARS	33.25	33.00	31.50	35.50	34.50	(2.8)

PROGRAM DESCRIPTION

This program provides for departmental management and the administrative services necessary to direct and support operations. These responsibilities include program management, department-wide personnel management and payroll services, budget preparation and administration, staff development, legislative analysis, warrant and Auditor and Controller official financial forms control and distribution, storeroom operations, and general administrative and clerical support.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 Department Overhead Program was within budget and was expended as planned. Staffing costs were lower than anticipated due to underfilling positions and delayed hiring for vacant positions.

1991-92 OBJECTIVES

1. Continue to provide fiscal and analytical expertise in significant County-wide projects.
2. Continue an active legislative program so as to assure that state legislation has a positive effect on local government finance.
3. Maintain or exceed current efforts in all Auditor and Controller programs.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration (34.50 SY; E = \$1,484,025; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for department management, budgeting, personnel, payroll, clerical, and warrant control services.
 - o Increased for approved 1991-92 changes in negotiated labor contract agreements.
 - o Unchanged for fixed assets - no fixed assets were approved for 1991-92.
 - o Decreased 1.00 staff year for clerical support due to County-wide budget reductions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES: Not Applicable	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND CONTRIBUTION:	\$1,317,836	\$1,421,577	\$1,484,025	\$62,448
Sub-Total	\$1,317,836	\$1,421,577	\$1,484,025	\$62,448
Total	\$1,317,836	\$1,421,577	\$1,484,025	\$62,448

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% offset by net County cost.

PROGRAM: Overhead

DEPARTMENT: AUDITOR & CONTROLLER

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 budget
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ACTIVITY A: Department Overhead

% OF RESOURCES: 100%

WORKLOAD

Total Pieces Processed for Controlled Mailing	4,971,859	4,836,368	5,158,799	5,083,000	5,388,484
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STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2106	Auditor and Controller	1	1.00	1	1.00	\$95,305	\$105,876
2203	Ass't Auditor/Controller	1	1.00	1	1.00	79,185	88,802
2204	Deputy Auditor/Controller	1	1.00	1	1.00	74,401	75,762
2369	Admin. Services Mgr. II	1	1.00	1	1.00	51,937	54,957
2302	Administrative Assistant III	1	1.00	1	1.00	42,120	44,264
2304	Administrative Assistant I	1	1.00	1	1.00	33,468	35,414
2725	Principal Clerk	1	1.00	1	1.00	29,848	31,583
2745	Supervising Clerk	1	1.00	1	1.00	22,994	25,222
2759	Administrative Secretary IV	1	1.00	1	1.00	27,671	30,752
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	24,633	25,705
3009	Word Processing Operator	3	3.00	3	3.00	63,943	68,054
3069	Senior Data Entry Operator	1	1.00	1	1.00	21,467	22,333
3076	Mail Processing Technician	0	0.00	3	3.00	0	62,497
3030	Data Entry Operator	4	4.00	4	4.00	79,848	80,978
2658	Storekeeper II	1	1.00	1	1.00	21,226	22,698
2730	Senior Clerk	3	3.00	3	3.00	67,119	71,069
2650	Stock Clerk	3	3.00	0	0.00	54,700	0
2430	Cashier	1	1.00	1	1.00	21,489	22,354
2761	Group Secretary	1	1.00	1	1.00	22,181	22,925
2700	Intermediate Clerk Typist	8	8.00	7	7.00	154,617	135,368
9999	Extra Help	7	.50	7	.50	3,150	4,062
Total		42	35.50	41	34.50	\$991,302	\$1,030,675
Salary Adjustments:						14,385	0
Premium/Overtime Pay:						7,875	7,875
Employee Benefits:						271,453	310,785
Salary Savings:						(39,225)	(41,097)
Total Adjustments						\$254,488	\$277,563
Program Totals		42	35.50	41	34.50	\$1,245,790	\$1,308,238

BOARD OF SUPERVISORS, DISTRICT 1

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
District #1	\$365,238	\$404,932	\$457,636	\$479,979	\$500,633	\$20,654	4.3
TOTAL DIRECT COST	\$365,238	\$404,932	\$457,636	\$479,979	\$500,633	\$20,654	4.3
PROGRAM REVENUE	(0)	(0)	(92)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$365,238	\$404,932	\$457,544	\$479,979	\$500,633	\$20,654	4.3
STAFF YEARS	6.35	7.70	6.79	8.75	8.75	0.00	0.0

PROGRAM: Legislative, District 1

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101
MANAGER: Supervisor Brian Bilbray

ORGANIZATION #: 0010
REFERENCE: 1991-92 Proposed Budget - Pg. 33-1

AUTHORITY: California Constitution Article II, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$341,330	\$391,519	\$437,445	\$464,979	\$485,633	4.4
Services & Supplies	18,064	9,785	11,519	15,000	15,000	0.0
Fixed Assets ¹	5,844	3,628	8,672	0	0	0.0
TOTAL DIRECT COST	\$365,238	\$404,932	\$457,636	\$479,979	\$500,633	4.3
PROGRAM REVENUE	(0)	(0)	(92)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$365,238	\$404,932	\$457,544	\$479,979	\$500,633	4.3
STAFF YEARS	6.35	7.70	6.79	8.75	8.75	0.0

¹ 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget.

PROGRAM DESCRIPTION

Brian P. Bilbray serves on the San Diego County Board of Supervisors as the elected representative for the First District. Since taking office on January 7, 1985, Supervisor Bilbray has persistently worked with other members of the Board and County staff to correct past deficiencies in County operations and restore dignity and respect to County government.

During his term, Supervisor Bilbray has established the priority of making County government an active leader in such regional issues as growth management, transportation planning, waste management, bay pollution, and literacy. Supervisor Bilbray has assumed a leading role in the County's effort to respond to Mexican border issues and he has been instrumental in the formation of two new regional parks; Otay Valley and Tijuana River Valley. To address these and other issues, he has established an office policy that encourages active participation by members of the public.

Supervisor Bilbray directs a highly professional personal staff whose chief mission is to ensure access to County government for the residents of District One. They also assist him in policy development, research, analysis and in review of County operations and procedures. In addition to his downtown County Administration Center office, Supervisor Bilbray maintains a district office in Chula Vista.

Supervisor Bilbray serves as the County representative on the San Diego Association of Governments Board of Directors; San Diego Trolley Board; Local Agency Formation Commission; California State Association of Counties; and, is a member of the State Air Resources Board and is president of the San Diego Council on Literacy.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$68,688	\$72,813
0372	Confidential Investigator I	6	1.75	6	1.75	23,216	46,174
0373	Confidential Investigator II	6	6.00	6	6.00	261,536	282,587
9999	Temporary Extra Help	2	0.00	2	0.00	0	0
Total		15	8.75	15	8.75	\$353,440	\$401,574
Salary Adjustments:						\$22,987	\$(27,157)
Premium/Overtime Pay:						0	0
Employee Benefits:						88,552	111,216
Salary Savings:						(0)	(0)
Total Adjustments						\$111,539	\$84,059
Program Totals		15	8.75	15	8.75	\$464,979	\$485,633

BOARD OF SUPERVISORS, DISTRICT 2

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Chang. From 1990-91 Budget	% Change
District #2	\$494,271	\$494,416	\$535,068	\$557,730	\$538,947	\$(18,783)	(3.4)
TOTAL DIRECT COST	\$494,271	\$494,416	\$535,068	\$557,730	\$538,947	\$(18,783)	(3.4)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$494,271	\$494,416	\$535,068	\$557,730	\$538,947	\$(18,783)	(3.4)
STAFF YEARS	9.47	9.92	9.94	10.00	10.00	0.00	0.0

PROGRAM: Legislative, District 2

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0020

MANAGER: Supervisor George F. Bailey

REFERENCE: 1991-92 Proposed Budget - Pg. 34-1

AUTHORITY: California Constitution Article II, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$466,175	\$480,212	\$516,368	\$545,730	\$526,947	(3.4)
Services & Supplies	15,843	9,307	11,223	12,000	12,000	0.0
Fixed Assets ¹	12,253	4,897	7,477	0	0	0.0
TOTAL DIRECT COST	\$494,271	\$494,416	\$535,068	\$557,730	\$538,947	(3.4)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$494,271	\$494,416	\$535,068	\$557,730	\$538,947	(3.4)
STAFF YEARS	9.47	9.92	9.94	10.00	10.00	0.0

¹ 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget.

PROGRAM DESCRIPTION

Supervisor George Bailey represents the Second Supervisorial District, the largest of the five districts in San Diego County, covering over 2,000 square miles. The District includes the cities of El Cajon, La Mesa, Lemon Grove, Santee and Poway and covers the vast majority of the County's unincorporated territory. Following redistricting in the fall of 1991, the Second District also includes the Del Cerro and Allied Gardens communities within the city of San Diego.

The Second District population totals 502,965. Over 200,000 live in the unincorporated area in communities with widely varying characteristics and interests. Alpine, Spring Valley, Lakeside, Ramona, Pine Valley, Campo, Tecate, Jamul, Julian, Mt. Helix, Boulevard and Jacumba are just a few of the District's more than 30 communities in the unincorporated area.

Supervisor Bailey has worked tirelessly on criminal justice issues, equity funding from the State, planning and land use issues, code enforcement, economic development, health and social problems, including drug and alcohol abuse, park development, community clean-ups and both local and statewide issues ranging from abandoned vehicles and graffiti removal to legislative advocacy in obtaining this region's fair share of tax revenues from the State.

The Second District Supervisor is assisted by an experienced, professional staff bringing a high level of service to people throughout the district. A branch office in the El Cajon Regional Center is maintained to provide easier access to the public.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$68,688	\$72,813
0372	Confidential Investigator I	0	0.00	0	0.00	0	0
0373	Confidential Investigator II	12	9.00	12	9.00	334,365	362,091
9999	Temporary Extra Help	4	0.00	4	0.00	0	0
Total		17	10.00	17	10.00	\$403,053	\$434,904
Salary Adjustments:						\$32,196	\$(28,316)
Premium/Overtime Pay:						0	0
Employee Benefits:						110,481	120,359
Salary Savings:						(0)	(0)
Total Adjustments						\$142,677	\$92,043
Program Totals		17	10.00	17	10.00	\$ 545,730	\$526,947

BOARD OF SUPERVISORS, DISTRICT 3

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Chan. From 1990-91 Budget	% Change
District #3	\$416,647	\$415,122	\$484,662	\$525,238	\$534,929	\$9,691	1.9
TOTAL DIRECT COST	\$416,647	\$415,122	\$484,662	\$525,238	\$534,929	\$9,691	1.9
PROGRAM REVENUE	(0)	(0)	(31)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$416,647	\$415,122	\$484,631	\$525,238	\$534,929	\$9,691	1.9
STAFF YEARS	8.91	8.10	8.18	10.50	10.50	0.00	0.0

PROGRAM: Legislative, District 3

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0030

MANAGER: Supervisor Susan Golding

REFERENCE: 1991-92 Proposed Budget - Pg. 35-1

AUTHORITY: California Constitution Article II, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$376,845	\$362,027	\$440,294	\$509,363	\$519,054	1.9
Services & Supplies ¹	24,717	35,251	26,374	15,875	15,875	0.0
Other Charges	640	1,600	0	0	0	0.0
Fixed Assets ²	14,445	16,244	17,994	0	0	0.0
TOTAL DIRECT COST	\$416,647	\$415,122	\$484,662	\$525,238	\$534,929	1.8
PROGRAM REVENUE	(0)	(0)	(31)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$416,647	\$415,122	\$484,631	\$525,238	\$534,929	1.8
STAFF YEARS	8.91	8.10	8.18	10.50	10.50	0.0

¹ 1990-91 services/supplies expenditures were greater than budgeted due to carry over of expenditures budgeted for the preceding year.

² 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget.

PROGRAM DESCRIPTION

San Diego County Supervisor Golding represents more than 500,000 residents in the Third District, which includes most of the City of San Diego north of Highway 8, up to the southern portion of Carlsbad and inland to Lake Hodges.

Elected to office in 1985, Supervisor Golding has worked to improve and expand the criminal justice system; to ensure funding for the protection and treatment of San Diego's most vulnerable population including the mentally ill, abused children, and senior citizens; and preserve environmentally sensitive lands and coast line.

Supervisor Golding's goals for fiscal year 91-92 are:

- 1) To restructure County government so that it operates more cost-effectively to meet current budget constraints and growing service demands.
- 2) To protect County residents by reducing crime and supporting the criminal justice system:
 - a) further increase the number of jails beds by opening the East Mesa jail;
 - b) construct new courtroom space countywide;
 - c) build upon the nationally recognized "drug court"; and,
 - d) identify a funding source for the innovative "drug boot camp."
- 3) To improve the system of protecting children from abuse and neglect.
- 4) To preserve environmentally sensitive lands and coast line, including the major open space corridor of the upper San Dieguito River Valley.
- 5) To insure a consistent, high quality supply of water for the region's needs and to increase the public commitment to water conservation measures.
- 6) To manage the regional impacts of growth, traffic, air pollution, and solid waste.
- 7) To expand San Diego County's economy, actively participating in international trade with the Pacific Rim countries.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$68,688	\$72,813
0372	Confidential Investigator I	0	0.00	0	0.00	0	0
0373	Confidential Investigator II	12	9.00	12	9.00	283,362	325,563
9999	Temporary Extra Help	1	0.50	1	0.50	0	0
Total		14	10.50	14	10.50	\$352,050	\$398,376
Salary Adjustments:						\$76,239	\$10,813
Premium/Overtime Pay:						0	0
Employee Benefits:						81,074	109,865
Salary Savings:						(0)	(0)
Total Adjustments						\$157,313	\$120,678
Program Totals		14	10.50	14	10.50	\$509,363	\$519,054

BOARD OF SUPERVISORS, DISTRICT 4

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
District #4	\$413,969	\$403,873	\$462,536	\$496,059	\$527,734	\$31,675	6.4
TOTAL DIRECT COST	\$413,969	\$403,873	\$462,536	\$496,059	\$527,734	\$31,675	6.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$413,969	\$403,873	\$462,536	\$496,059	\$527,734	\$31,675	6.4
STAFF YEARS	7.80	7.16	7.97	10.00	10.00	0.00	0.0

PROGRAM: Legislative, District 4

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0040

MANAGER: Supervisor Leon L. Williams

REFERENCE: 1991-92 Proposed Budget - Pg. 30 1

AUTHORITY: California Constitution Article ii, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$394,602	\$387,422	\$442,286	\$481,059	\$512,734	6.6
Services & Supplies	13,252	12,177	7,955	15,000	15,000	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets ¹	6,115	4,274	12,295	0	0	0.0
TOTAL DIRECT COST	\$413,969	\$403,873	\$462,536	\$496,059	\$527,734	6.4
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$413,969	\$403,873	\$462,536	\$496,059	\$527,734	6.4
STAFF YEARS	7.80	7.16	7.97	10.00	10.00	0.0

¹ 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget.

PROGRAM DESCRIPTION

Supervisor Williams was elected to represent the Fourth Supervisorial District for a third four-year term in 1990.

Included among the many significant accomplishments and efforts Supervisor Williams has lead while representing the Fourth Supervisorial District and the citizens of San Diego County are:

- o The 1988 voter approved Regional Planning and Growth Control Measure, which established a framework for regional cooperation in managing growth.
- o Establishment of the Regional Growth and Planning Review Task Force.
- o Establishment of the Regional Urban Information System, a computerized data base developed cooperatively by the City of San Diego and the County for easy retrieval of building and land-related information.
- o Establishment of the County's Human Relations Commission.
- o Formation of the County Commission on Children and Youth.
- o Successful State legislation to install a Freeway Call Box System on San Diego County's highways.
- o Fighting for increased funding and resources to address various health related issues, including pre-natal and perinatal care, AIDS, and indigent health care.

Supervisor Williams represents the County on regional, state and national organizations, including the Metropolitan Transit Development Board--Regional Task Force on the Homeless--City/County Reinvestment Task Force--Service Authority for Freeway Emergencies--PIC/RETC Policy Board--National Association of Counties--California State Association of Counties--and the Southern California Hazardous Waste Management Authority.

The Fourth Supervisorial District encompasses a major portion of the city of San Diego and many of its communities, including Clairemont--Kearny Mesa--Linda Vista--Serra Mesa--Mid-City--Hillcrest--Southeast--North Park--Golden Hill--Old Town--and other unincorporated areas. Supervisor Williams has assisted numerous community efforts directed towards improving the quality of life of the communities' residents, including multi-cultural and street fairs, graffiti removal, infrastructure improvements, parades, job fairs, fund raisers, and other community grass roots efforts.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$68,688	\$72,813
0372	Confidential Investigator I	0	0.00	0	0.00	0	0
0373	Confidential Investigator II	12	8.00	12	8.00	287,554	284,272
9999	Temporary Extra Help	4	1.00	4	1.00	0	20,000
Total		17	10.00	17	10.00	\$356,242	\$377,085
Salary Adjustments:						\$44,384	\$48,318
Premium/Overtime Pay:						0	0
Employee Benefits:						80,433	87,331
Salary Savings:						(0)	(0)
Total Adjustments						\$124,817	\$135,649
Program Totals		17	10.00	17	10.00	\$481,059	\$512,734

BOARD OF SUPERVISORS, DISTRICT 5

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Chan. From 1990-91 Budget	% Change
District #5	\$406,470	\$439,240	\$522,963	\$526,138	\$536,222	\$10,084	1.9
TOTAL DIRECT COST	\$406,470	\$439,240	\$522,963	\$526,138	\$536,222	\$10,084	1.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$406,470	\$439,240	\$522,963	\$526,138	\$536,222	\$10,084	1.9
STAFF YEARS	9.10	9.86	8.98	10.00	10.00	0.00	0.0

PROGRAM: Legislative, District 5

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0050

MANAGER: Supervisor John MacDonald

REFERENCE: 1991-92 Proposed Budget - Pg. 37-1

AUTHORITY: California Constitution Article II, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$400,580	\$431,273	\$498,313	\$514,533	\$524,617	2.0
Services & Supplies	5,890	6,050	9,208	11,605	11,605	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets ¹	0	1,917	15,442	0	0	0.0
TOTAL DIRECT COST	\$406,470	\$439,240	\$522,963	\$526,138	\$536,222	1.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$406,470	\$439,240	\$522,963	\$526,138	\$536,222	1.9
STAFF YEARS	9.10	9.86	8.98	10.00	10.00	0.0

¹ 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget.

PROGRAM DESCRIPTION

The Fifth Supervisorial District includes six cities and most unincorporated territory generally referred to as North San Diego County. The Fifth District Supervisor is an elected member of the Board of Supervisors, which is the chief legislative and executive body to the County of San Diego, responsible for administration of State Laws, adoption and enforcement of local laws as deemed necessary, and provision of various public services. In addition, the Fifth District Supervisor currently serves as the Vice Chairman of the Board of Supervisors.

The Fifth District Supervisor represents the Board of Supervisors on boards with far-reaching legislative and financial impacts. These organizations include North County Transit District Board, Regional Employment and Training Consortium, and Local Agency Formation Commission (LAFCO).

The Fifth District Supervisor keeps lines of communications open with the public through a branch office in Vista and regularly scheduled field visitations in Fallbrook, Valley Center and Borrego Springs. He meets with city officials of the North County on a monthly basis and serves as intermediary in matters of concern to private citizens and other local jurisdictions (cities, special districts, and state agencies).

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$68,688	\$72,813
0372	Confidential Investigator I	6	4.00	6	4.00	84,315	109,198
0373	Confidential Investigator II	6	5.00	6	5.00	208,130	224,503
9999	Extra Help	3	0.00	3	0.00	0	0
Total		16	10.00	16	10.00	\$361,133	\$406,514
Salary Adjustments:						\$69,444	\$(636)
Premium/Overtime Pay:						0	0
Employee Benefits:						83,956	118,739
Salary Savings:						(0)	(0)
Total Adjustments						\$153,400	\$118,103
Program Totals		16	10.00	16	10.00	\$514,533	\$524,617

BOARD OF SUPERVISORS, GENERAL OFFICE

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
General Office	\$108,762	\$130,272	\$111,400	\$155,860	\$118,250	\$(37,610)	(24.1)
TOTAL DIRECT COST	\$108,762	\$130,272	\$111,400	\$155,860	\$118,250	\$(37,610)	(24.1)
PROGRAM REVENUE	(0)	(8)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$108,762	\$130,264	\$111,400	\$155,860	\$118,250	\$(37,610)	(24.1)
STAFF YEARS	3.07	3.04	3.04	3.00	4.00	1.00	33.3

PROGRAM: Legislative, General Office

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0060

MANAGER: Vice Chair/Clerk of the Board

REFERENCE: 1991-92 Proposed Budget - Pg. 32

AUTHORITY: California Constitution Article II, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$87,370	\$89,828	\$94,952	\$131,730	\$94,120	(28.6)
Services & Supplies	22,489	23,850	16,448	24,130	24,130	0.0
Fixed Assets	770	16,594	0	0	0	0.0
TOTAL DIRECT COST	\$110,629	\$130,272	\$111,400	\$155,860	\$118,250	(24.1)
PROGRAM REVENUE	(0)	(8)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$110,629	\$130,264	\$111,400	\$155,860	\$118,250	(24.1)
STAFF YEARS	3.07	3.04	3.04	3.00	4.00	33.3

PROGRAM DESCRIPTION

The General Office provides administrative/office support to the Board of Supervisors under the direction of the Clerk of the Board of Supervisors.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs ¹	1990-91 Budget Cost	1991-92 Budget Cost
0372	Confidential Investigator I	2	1.00	2	2.00	\$25,375	\$53,272
0373	Confidential Investigator II	1	1.00	1	1.00	26,255	21,114
2730	Senior Clerk	1	1.00	1	1.00	20,156	20,805
9999	Extra Help	2	0.00	0	0.00	0	0
Total		6	3.00	4	4.00	\$71,786	\$95,191
Salary Adjustments:						37,004	(33,376)
Premium/Overtime Pay:						0	0
Employee Benefits:						22,940	32,305
Salary Savings:						(0)	(0)
Total Adjustments						\$59,944	\$(1,071)
Program Totals		6	3.00	4	4.00	\$131,730	\$94,120

¹ In accordance with the Compensation Ordinance exception note, one of the four positions is unfunded, accomplished here through salary adjustment.

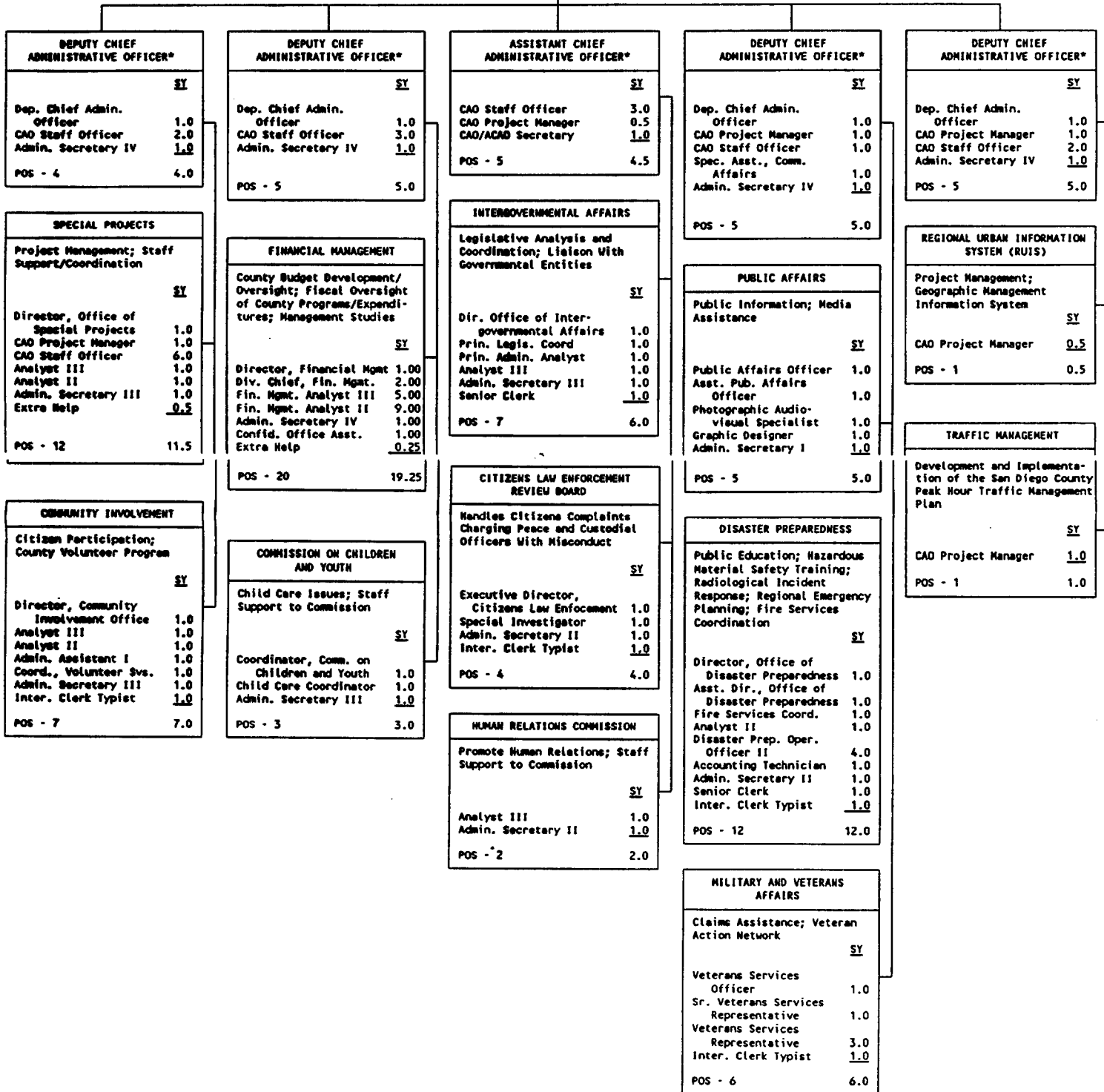
CHIEF ADMINISTRATIVE OFFICE

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Chan. From 1990-91 Budget	% Change
Central County Administration	\$5,424,754	\$6,003,222	\$6,794,108	\$6,833,374	\$6,805,112	\$(28,262)	(0.4)
CAO Special Projects	1,189,868	1,166,962	1,135,306	1,146,046	1,023,108	(122,938)	(10.7)
Disaster Preparedness	571,277	520,230	586,202	673,757	655,322	(18,435)	(2.7)
Memberships, Audits & Other Charges	269,343	371,702	633,405	621,368	676,654	55,286	8.9
Regional Urban Information System (RUIS)	317,763	365,495	750,865	513,005	504,018	(8,987)	(1.8)
Citizens Law Enforcement Review Board	0	0	0	0	335,771	335,771	100.0
TOTAL DIRECT COST	\$7,773,005	\$8,427,611	\$9,899,886	\$9,787,550	\$9,999,985	\$212,435	2.2
PROGRAM REVENUE	(1,288,340)	(1,070,774)	(1,235,486)	(1,353,915)	(1,332,536)	21,379	(1.6)
NET GENERAL FUND COST	\$6,484,665	\$7,356,837	\$8,664,400	\$8,433,635	\$8,667,449	\$233,814	2.8
STAFF YEARS	111.76	112.84	115.44	123.00	117.50	(5.50)	(4.5)

CHIEF ADMINISTRATIVE OFFICER

CHIEF ADMINISTRATIVE OFFICER	
Countywide Leadership; CAO Department Management	<u>SY</u>
Chief Administrative Officer	1.0
Asst. Chief Administrative Officer	1.0
CAO Staff Officer	1.0
CAO/ACAD Secretary	1.0
Extra Help	<u>1.0</u>
POS - 5	5.0

ADMINISTRATIVE SERVICES STAFF & SECRETARIAL SUPPORT	
Administrative Services; Budget/Fiscal; Payroll/Personnel; Purchasing; Data Processing; Facilities/Equipment	~v
Administrative Asst. III	1.00
Administrative Asst. II	1.00
Supervising Clerk	1.00
Senior Payroll Clerk	1.00
Senior Clerk	1.00
Senior Word Processor Oper.	2.00
Word Processor Oper.	3.00
Accounting Technician	1.00
Intermediate Clerk Typist	<u>0.75</u>
POS - 12	11.75



PROGRAM: Central County Administration

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 80103
MANAGER: Norman W. Hickey

ORGANIZATION #: 0200
REFERENCE: 1991-92 Proposed Budget - Pg. 39-7

AUTHORITY: County Charter Section 703 mandates the Chief Administrative Officer under the direction of the Board of Supervisors, to exercise administrative supervision over all the affairs of the County except those of the Civil Service Commission, and the offices of the Assessor, Superintendent of Schools, District Attorney, and Sheriff. County Administrative Code Sections 125, 125.1 and 125.2 establish and specify the functions of the Office of Intergovernmental Affairs and the Office of Public Affairs. The Veteran's Service Office was authorized by the Board of Supervisors on December 16, 1986 (59). Board action on February 13, 1990 (21) approved an agreement between the State of California and San Diego County for continued development and implementation of the County's Peak Hour Traffic Management Plan. On July 24, 1990 (62), the Board approved an amendment to the San Dieguito River Valley Regional Open Space Park Joint Powers Agreement to authorize the County to provide professional staff services of Executive Director to the Authority.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,613,969	\$5,004,586	\$5,680,402	\$5,779,636	\$5,718,644	(1.1)
Services & Supplies	789,402	886,223	1,082,450	1,053,738	1,058,273	0.4
Other Charges	0	0	713	0	3,000	100.0
Fixed Assets	21,383	112,413	30,543	0	25,195	100.0
TOTAL DIRECT COST	\$5,424,754	\$6,003,222	\$6,794,108	\$6,833,374	\$6,805,112	(0.4)
PROGRAM REVENUE	(290,543)	(315,504)	(526,970)	(494,310)	(533,626)	8.0
NET GENERAL FUND CONTRIBUTION	\$5,134,211	\$5,687,718	\$6,267,138	\$6,339,064	\$6,271,486	(1.1)
STAFF YEARS	86.48	89.31	91.98	94.00	89.50	(4.8)

PROGRAM DESCRIPTION

The Chief Administrative Officer is the administrative head of the County, responsible for Countywide administrative leadership, supervision and control, as well as, the allocation of resources within established Board of Supervisor's policy, and State of California and Federal mandates. Policy options must be presented to the Board of Supervisors in order to establish priorities and commit resources toward the advancement of the social, economic, legal, and environmental well being of its citizens. This requires the Chief Administrative Officer to have the capability to analyze budgets, legislation, economic trends, plans and the structure of the County government in order to deliver services in the most responsive and cost effective manner. The Chief Administrative Officer provides immediate supervision for special projects, that do not fall within existing County departments.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY 1990-91 Actual costs vary from budget as follows:

- o Salaries and Benefits were under-expended by 2% (\$99,234) due to unfilled positions and hiring delays.
- o Services and Supplies were under-expended by 3% in the Peak Hour Traffic Management activities (\$25,111) and various support activities (\$3,601).
- o Fixed Assets over-expenditure reflects prior year costs (\$30,543).

1991-92 OBJECTIVES

1. Continue to work with the Board of Supervisors to establish quality of life goals for the County.
2. Attain equitable funding for regional public services.
3. Continue efforts to improve the County's external relationships.
4. Implement systems to maximize program revenue offsets for salary and benefit increases during development of the 1991-92 budget.
5. Conduct a management review to determine how best to budget Federal and State (A-87 Plan) reimbursement for services provided by support departments such as Employee Services, General Services, and Information Services.
6. Secure enactment of the 1991 Board of Supervisors' Legislative Program.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Executive Office (37.25 SY; E = \$3,120,167; R = \$245,499) including directing the CAO's overall operation, evaluating the performance of County departments, coordinating the flow of information, advice and direction between the Board of Supervisors and County departments and overseeing special projects. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Decreasing a net 0.25 SY in clerical support.
 - o Offset 8% by revenue.
 - o Providing staff support to the Human Relations Commission, Commission on Children and Youth, San Diego Capital Asset Leasing Corporation (SANCAL), Peak Hour Traffic Management and San Dieguito River Valley Regional Open Space Park Joint Powers Authority.
 - o Changing due to increased cost of salaries and benefits.
2. Office of Financial Management (19.25 SY; E = \$1,337,344; R = \$85,927) including the development and administration of the County's annual program budget and exercising economic oversight of County revenues and expenditures. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Decreasing by 3.25 SY Financial Management Analyst II (3 positions and 1/4 SY analytical extra-help) and related salaries and benefits.
 - o Offset 6% by revenue.
 - o Responsible for economic analysis and development of the County's \$1.9 billion program budget.
 - o Conducting management reviews of major financial problems and economic issues in County government and the development and administration of the Capital Improvement Program budget.

3. Office of Intergovernmental Affairs (6.00 SY; E = \$998,154; R = \$0) including providing bill regulation and guideline analysis, providing coordination of responses to bills, regulations and guidelines; and conducting liaison activities on behalf of the County with other governmental entities. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Administering contracts for legislative representation in Washington, DC and Sacramento.
 - o Decreasing 2.00 SY (an Analyst III for legislative analysis was deleted and a Word Processor Operator reassigned to central word processing).
 - o Able to prepare the County legislative program and positions on legislation.
 - o Changing in salary and benefits due to loss of staff in accordance with mandated budget reductions.

4. Office of Public Affairs (5.00 SY; E = \$336,856; R = \$102,200) including assisting citizens in dealing with County government and providing media assistance to the Board of Supervisors and County departments. This activity is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Offset 30% by revenue.
 - o Remaining at FY 1990-91 staffing level.
 - o Responsible for all County publications, the employee newspaper, and operation of the Speaker's Bureau.
 - o Producing films and videos and coordinating all photographic, audiovisual and graphic art activities.
 - o Changing due to increased cost of salaries and benefits

5. Community Involvement Office (7.00 SY; E = \$341,210; R = \$0) including managing the Countywide system for citizen committee participation in County policies and programs, administering the County Volunteer Program and coordinating the Children's Waiting Room Program, is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Realizing 2.07 million volunteer hours at an estimated cost avoidance of \$26,538,000 which enhances the County system.
 - o Providing safe environment for 5,000 children whose parents have business before the Court.
 - o Remaining at FY 1990-91 staffing level.
 - o Able to provide staff to 6 County committees and the Council of Committee Chairpersons.
 - o Changing in salaries and benefits due to increased cost.

6. Military and Veterans Affairs (6.00 SY; E = \$275,326; R = \$100,000) including providing direct services to the veteran population in San Diego County, is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Increasing 1.00 SY (Veterans Service Representative).
 - o Serving a veteran population of approximately 270,000 persons.
 - o Offset 36% by revenue.
 - o Able to earn revenue by staffing level and work units based on performance as ascertained in an annual audit by the State of California Department of Veterans Affairs.
 - o Changing due to increased cost of salaries and benefits and addition of a Veterans Service Representative mid-year FY 1990-91.

7. Administrative Services (9.00 SY; E = \$396,055; R = \$0) including support personnel is:

- o Discretionary Activity/Discretionary Service Level.
- o Remaining at FY 1990-91 staffing level. Deleted a Departmental Clerk position and gained a Word Processor Operator from Intergovernmental Affairs.
- o Providing payroll, personnel, fiscal and purchasing support for 279 employees of the Equal Management Opportunity Office, Department of Human Resources, San Dieguito JPA and the Chief Administrative Officer.
- o Responsible for coordination and development of the Chief Administrative Officer's budget.
- o Providing centralized word processing to all CAO activities.
- o Changing due to increased cost of salaries and benefits.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$66,776	\$66,776	\$72,965	\$6,189
Air Pollution Control District	10,711	10,711	12,852	2,141
Airport Enterprise Fund	2,134	2,134	2,613	479
Liquid Waste	8,901	8,901	9,243	342
Solid Waste	8,609	8,609	11,251	2,642
Library Fund	21,579	21,579	23,109	1,530
Sub-Total	\$118,710	\$118,710	\$132,033	\$13,323
OTHER REVENUE:				
Recovery Cost - SB813	\$3,000	\$3,000	\$3,000	\$0
Recovered Expenditures	851	0	0	0
Prior Year Revenue	0	0	0	0
Other Miscellaneous	1,038	0	0	0
Sub-Total	\$4,889	\$3,000	\$3,000	\$0
OTHER FINANCING SOURCES:				
Operating Transfer from CATV	\$102,200	\$102,200	\$102,200	\$0
Operating Transfer from Asset Forfeiture	50,000	0	0	0
Sub-Total	\$152,200	\$102,200	\$102,200	\$0
AID FROM OTHER GOV'T. AGENCIES:				
State Aid for Veterans Affairs	\$119,881	\$100,000	\$100,000	\$0
State Grants - Other	75,462	108,000	115,152	7,152
Aid from Joint Powers Authority	55,828	0	81,241	81,241
Sub-Total	\$251,171	\$208,000	\$296,393	\$88,393
USE OF MONEY AND PROPERTY:				
Rents and Concessions	\$0	\$62,400	\$0	\$(62,400)
Sub-Total	\$0	\$62,400	\$0	\$(62,400)
Total	\$526,970	\$494,310	\$533,626	\$39,316

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,267,138	\$6,339,064	\$6,271,486	\$(67,578)
Total	\$6,267,138	\$6,339,064	\$6,271,486	\$(67,578)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in Program Revenues in 1991-92 are due to :

- o Recovery of salary costs for the Executive Director, San Dieguito River Valley Open Space Park by Joint Powers Authority Agreement (\$81,241).
- o Increase in Interfund charges for professional and financial management services as determined by Auditor's annual Cost Allocation Plan (\$13,323).
- o Recovery of additional salary and operational costs associated with the Peak Hour Traffic Management grant (\$7,152).
- o Deletion of a staff year for Vending Machine Coordinator which was intended to generate revenue (\$62,400).

FIXED ASSETS

Item	Quantity	Unit	Cost
Copier	1	each	\$25,195
Total			\$25,195

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
<u>Executive and Administrative Services</u>							
0341	Special Asst. Comm. Affairs	1	1.00	1	1.00	\$65,439	\$73,376
0347	CAO Project Manager	2	1.50	3	2.50	108,183	215,543
0348	CAO Staff Officer	12	12.00	12	12.00	666,100	684,567
2104	Deputy Chief Admin. Officer	4	4.00	4	4.00	379,433	440,079
2109	Chief Admin. Officer	1	1.00	1	1.00	127,297	135,966
2206	Assist. Chief Admin. Officer	1	1.00	1	1.00	105,603	117,876
2302	Admin. Assistant III	1	1.00	1	1.00	43,807	46,351
2303	Admin. Assistant II	1	1.00	1	1.00	31,698	35,226
2403	Accounting Technician	0	0.00	1	1.00	0	18,907
2494	Payroll Clerk	1	1.00	0	0.00	18,915	0
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,136	25,157
2700	Intermediate Clerk Typist	1	1.00	1	0.75	19,857	13,449
2709	Departmental Clerk	1	1.00	0	0.00	14,531	0
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2745	Supervising Clerk	1	1.00	1	1.00	26,353	27,887
2755	CAO/CAAO Secretary	2	2.00	2	2.00	66,696	70,828
2759	Admin. Secretary IV	4	4.00	4	4.00	124,798	128,545
3008	Sr. Word Processor Operator	2	2.00	2	2.00	42,569	48,890
3009	Word Processor Operator	2	2.00	3	3.00	41,189	60,066
8800	Vending Machine Coordinator	1	1.00	0	0.00	52,000	0
9999	Extra Help	1	1.00	1	1.00	60,000	60,000
Sub-Total		41	40.50	41	40.25	\$2,041,669	\$2,226,745
<u>Office of Intergovernmental Affairs</u>							
2276	Dir, Intergovt'l/Pub Affairs	1	1.00	1	1.00	68,616	81,323
2309	Principal Legislative Coord.	1	1.00	1	1.00	51,937	54,957
2367	Principal Admin. Analyst	1	1.00	1	1.00	49,484	47,613
2413	Analyst III	2	2.00	1	1.00	86,533	46,351
2730	Senior Clerk	1	1.00	1	1.00	19,962	18,935
2758	Admin. Secretary III	1	1.00	1	1.00	24,117	28,838
3009	Word Processor Operator	1	1.00	0	0.00	19,980	0
Sub-Total		8	8.00	6	6.00	\$320,629	\$278,017
<u>Commission on Children and Youth</u>							
0350	Coord, Com. on Children & Youth	1	1.00	1	1.00	43,680	48,419
2300	Child Care Coordinator	1	1.00	1	1.00	38,585	43,792
2758	Admin. Secretary III	1	1.00	1	1.00	24,180	25,572
Sub-Total		3	3.00	3	3.00	\$106,445	\$117,783
<u>Human Relations Commission</u>							
2413	Analyst III	1	1.00	1	1.00	43,807	46,351
2757	Admin. Secretary II	1	1.00	1	1.00	21,436	25,572
Sub-Total		2	2.00	2	2.00	\$65,243	\$71,923
<u>Office of Public Affairs</u>							
0349	Public Affairs Officer	1	1.00	1	1.00	60,797	68,179
2350	Asst. Public Affairs Officer	1	1.00	1	1.00	36,013	42,015
2357	Photographic Audio Visual Spec.	1	1.00	1	1.00	32,942	37,437
2756	Admin. Secretary I	1	1.00	1	1.00	18,008	22,148
3816	Graphic Designer	1	1.00	1	1.00	37,748	39,943
Sub-Total		5	5.00	5	5.00	\$185,508	\$209,722

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
Office of Financial Management							
0359	Div. Chief, Financial Mgmt.	2	2.00	2	2.00	117,630	130,484
2161	Dir., Financial Management	1	1.00	1	1.00	76,896	86,907
2392	Financial Mgmt. Analyst II	12	12.00	9	9.00	563,604	444,472
2393	Financial Mgmt. Analyst III	5	5.00	5	5.00	235,766	285,806
2700	Intermediate Clerk Typist	1	1.00	0	0.00	17,701	0
2746	Confidential Office Assistant	0	0.00	1	1.00	0	17,963
2759	Administrative Secretary IV	1	1.00	1	1.00	31,429	33,251
9999	Extra Help	1	0.50	1	0.25	11,000	5,500
Sub-Total		23	22.50	20	19.25	\$1,054,026	\$1,004,383
Military and Veterans Affairs							
0351	Veteran Service Officer	1	1.00	1	1.00	49,233	55,207
2342	Senior Veteran Services Rep.	1	1.00	1	1.00	33,540	35,419
2353	Veterans Services Rep.	2	2.00	3	3.00	58,995	92,974
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,962	20,754
Sub-Total		5	5.00	6	6.00	\$161,730	\$204,354
Community Involvement Office							
0358	Dir., Community Involvement	1	1.00	1	1.00	51,937	58,241
2304	Admin. Assistant I	1	1.00	1	1.00	31,009	34,450
2412	Analyst II	1	1.00	1	1.00	33,222	35,414
2413	Analyst III	1	1.00	1	1.00	39,752	43,156
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,962	18,271
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
6344	Coord., Volunteer Services	1	1.00	1	1.00	27,464	30,429
Sub-Total		7	7.00	7	7.00	\$232,547	\$250,861
Traffic Management							
0347	CAO Project Manager	1	1.00	1	1.00	53,624	57,284
Sub-Total		1	1.00	1	1.00	\$53,624	\$57,284
Total		95	94.00	91	89.50	\$4,221,421	\$4,421,072
Salary Adjustments:						\$419,540	\$34,065
Premium/Overtime Pay:						0	0
Employee Benefits:						1,238,382	1,373,028
Salary Savings:						(99,707)	(109,521)
Total Adjustments						\$1,558,215	\$1,297,572
Program Totals		95	94.00	91	89.50	\$5,779,636	\$5,718,644

PROGRAM: Office of Special Projects

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 87131

ORGANIZATION #: 0200

MANAGER: Rich Robinson

REFERENCE: 1991-92 Proposed Budget - Pg. 39-8

AUTHORITY: The Jail Emergency Building Project was established by Board action on February 11, 1986 (36). Board action on January 27, 1981 (51) established the Sale and Lease Project which includes Edgemoor Development, Centre City Planning and Kettner/Cedar Parcel Development. The Unincorporated Area Revitalization Program was established by Board action December 17, 1985 (67) for Spring Valley, and expanded June 2, 1987 (98) to include Lakeside, Ramona and Fallbrook. Board action on October 11, 1988 (38) incorporated the study of County office space expansion at the CAC/Kettner sites with a larger study of all County owned sites in downtown and Kearny Mesa. County Redevelopment Projects approved by the Board include Gillespie Field, authorized February 11, 1986 (13), and Upper San Diego River, July 16, 1986 (12-14). The Lease Consolidation Study was assigned by the Chief Administrative Officer in July, 1986. Board actions on October 17, 1989 (55) and June 12, 1990 (120) approved an overall County water management plan and program and an action plan to conserve water at County facilities. The Criminal Justice Unit was established by Board action on June 25, 1984 (7), and continued with the Office of Special Projects by the Chief Administrative Officer in mid-1986. Board action on January 30, 1990 (43) approved a new County Facility Space Management Policy and Work Program. On June 12, 1984 (55 & 56), the Board approved the Articles of Incorporation and Bylaws of the San Diego County Capital Asset Leasing Corporation (SANCAL), a non-profit corporation.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$655,948	\$693,321	\$778,169	\$857,509	\$744,111	(13.2)
Services & Supplies	533,920	473,641	357,137	288,537	278,997	(3.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,189,868	\$1,166,962	\$1,135,306	\$1,146,046	\$1,023,108	(10.7)
PROGRAM REVENUE	(634,557)	(260,877)	(160,508)	(213,768)	(180,848)	(15.4)
NET GENERAL FUND CONTRIBUTION	\$555,311	\$906,085	\$974,798	\$932,278	\$842,260	(9.7)
STAFF YEARS	12.55	11.53	12.01	15.00	11.50	(23.3)

PROGRAM DESCRIPTION

The CAO Special Projects Program manages and supports a variety of County projects and activities which the Board of Supervisors and the Chief Administrative Officer have determined warrant particular attention and emphasis due to their regional significance or potential fiscal impact.

The Office of Special Projects provides timely support to County management in its efforts to assist the Board of Supervisors in establishing applicable policies, implementing projects and programs which are highly visible, and undertaking studies/analyses of complex and sensitive issues. A major objective is to manage efforts to expand the County's detention facilities in order to address immediate and future needs. Court space planning and the overall administration and coordination of detention projects is representative of the Office's focus on major County program needs. Another function is to develop solutions to significant water supply and conservation management issues facing the County. In addition, this Office carries out various economic development activities including management and support of Sale and Lease (SAL) projects, provides staff support to related committees, and performs redevelopment and economic revitalization analyses. The Office is also coordinating implementation of the Space Management Work Program, which was developed to facilitate the acquisition and improvement of County space, and to establish appropriate controls over the planning and management of County property. Management of the San Diego County Capital Asset Leasing Corporation (SANCAL) was transferred to the Office of Special Projects in November, 1991.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals exceed the 1990-91 budget by \$42,520. The Salaries & Benefits actuals are lower than budgeted due to unfilled positions, a leave of absence, and work furloughs by staff. The 1990-91 Services & Supplies actuals are higher than budgeted due to appropriation of unanticipated revenues from the El Cajon-San Diego Civic Center Authority to fund the El Cajon Regional Center Master Plan update. Actual reimbursable revenues are lower than budgeted due to modifications involving the Edgemoor Development Project.

1991-92 OBJECTIVES

1. Provide continued staff support to solve the jail overcrowding problem by planning for major capital facilities and their operations.
2. Provide continued staff support to solve the County space shortage by planning for new County facilities.
3. Provide staff support to the San Diego County Regional Justice Facility Financing Agency and Criminal Justice Council.
4. Complete the Space Planning and Management Work Program.
5. Conduct analyses related to the lease or purchase of County property and/or facilities.
6. In cooperation with the Department of General Services, complete the selection of a proposal to provide a new facility for the Departments of Planning and Land Use and Public Works in the Kearny Mesa area.
7. Develop plans to maximize use/revenue potential of County properties. Provide liaison with City, Port District and other downtown agencies to ensure County's involvement in the Centre City planning process.
8. Implement revitalization action plans and coordinate public services and improvements in order to promote economic growth and enhance the quality of life in specified unincorporated communities.
9. Prepare for Board approval and initiate action on an acceptable land development and revenue generation plan for the Edgemoor property.
10. In cooperation with Airports Division, Department of Public Works, use redevelopment financing for major infrastructure improvements necessary to implement the Gillespie Field Master Plan.
11. Provide staff support to the County Redevelopment Agency as needed to meet administrative requirements of State Redevelopment Law.
12. Conduct special analyses related to cities' redevelopment projects.
13. Develop a parking management program for employees and the public on County owned and leased facilities.
14. Provide staff support to the Chief Administrative Officer regarding selected criminal justice issues.
15. Provide central CAO coordinating role for water policy matters, including staff support to Board representatives on County Water Authority and Southern California Water Committee.
16. Manage the County's debt financing function.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of Special Projects (11.50 SY; E = \$1,023,108; R = \$180,848) including support personnel is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Responsible for managing acquisition and development of detention facilities, County facility space planning, revitalization, redevelopment, economic development, and water activities. These include jail and court space planning, Sale and Lease, Cedar Street/CAC Expansion, the Space Management Work Program, Unincorporated Area Development/Revitalization, the Gillespie Field Redevelopment Project, as well as administration of various criminal justice issues. The Office of Special Projects also provides staff support for County involvement in the County Water Authority and Southern California Water Committee.
 - o Changes to the 1991-92 Special Projects Program, as a result of budget constraints, include a reduction in total expenditures, elimination of 3.5 staff years, and the addition of a new activity involving management of the County's debt financing function (SANCAL).

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Fines, Forfeitures & Penalties	\$12,227	\$0	\$0	\$0
Sub-Total	\$12,227	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
Redevelopment Agency	\$13,487	\$30,000	\$20,000	\$(10,000)
State Grants - Other	18,175	20,000	0	(20,000)
Aid from Joint Power Authority	49,100	0	0	0
Sub-Total	\$80,762	\$50,000	\$20,000	\$(30,000)
CHARGES FOR CURRENT SERVICES:				
Prior Year - Other Recovered Expenditures	\$152	\$0	\$0	\$0
Other - Jury or Witness Fee	45	0	0	0
Other Miscellaneous	1,791	0	0	0
Sub-Total	\$1,988	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Operating Transfers from the Edgemoor Fund	\$13,103	\$163,768	\$160,848	\$(2,920)
Operating Transfers from COF	52,428	0	0	0
Sub-Total	\$65,531	\$163,768	\$160,848	\$(2,920)
Total	\$160,508	\$213,768	\$180,848	\$(32,920)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$974,798	\$932,278	\$842,260	\$(90,018)
Total	\$974,798	\$932,278	\$ 842,260	\$(90,018)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in revenue by source between the 1990-91 Budget and 1991-92 Budget include reduced revenues due to termination of the Petroleum Violations Escrow Account (PVEA) Grant in FY 1991-92 (\$20,000), and a decrease in reimbursable revenue from the Redevelopment Agency for Gillespie Field Redevelopment (\$10,000).

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$45,327	\$58,352
0348	CAO Staff Officer	7	7.00	6	6.00	306,325	308,436
2136	Dir., Office of Special Proj.	1	1.00	1	1.00	79,185	88,803
2412	Analyst II	1	1.00	1	1.00	39,707	30,694
2413	Analyst III	1	1.00	1	1.00	43,807	46,351
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
2760	Stenographer	1	1.00	0	0.00	15,479	0
3008	Sr. Word Processor Operator	1	1.00	0	0.00	24,633	0
9999	Temporary Extra Help	2	1.00	1	0.50	10,568	5,284
Total		16	15.00	12	11.50	\$594,232	\$568,820
Salary Adjustments:						121,863	(900)
Premium/Overtime Pay:						0	0
Employee Benefits:						158,428	194,045
Salary Savings:						(17,014)	(17,854)
Total Adjustments						\$263,277	\$175,291
Program Totals		16	15.00	12	11.50	\$857,509	\$744,111

PROGRAM: Office of Disaster Preparedness

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 31519

ORGANIZATION #: 0200

MANAGER: Daniel J. Eberle

REFERENCE: 1991-92 Proposed Budget - Pg. 39-9

AUTHORITY: Division 1, Title 2, Chapter 7, California Government Code: Title 3, Division 1, Chapter 1, San Diego Code, "To provide for the preparation and carrying out of plans for the protection of persons and property in the event of an emergency." Fire services coordination was authorized by the Board of Supervisors on September 18, 1990 (46).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$467,202	\$467,113	\$503,785	\$611,402	\$592,967	(3.0)
Services & Supplies	66,588	50,645	57,872	62,355	62,355	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	37,487	2,472	24,545	0	0	0.0
TOTAL DIRECT COST	\$571,277	\$520,230	\$586,202	\$673,757	\$655,322	(2.7)
PROGRAM REVENUE	(363,240)	(444,393)	(348,008)	(445,837)	(418,062)	(6.2)
NET GENERAL FUND CONTRIBUTION	\$208,037	\$75,837	\$238,194	\$227,920	\$237,260	4.1
STAFF YEARS	12.73	12.00	11.53	13.50	12.00	(11.1)

PROGRAM DESCRIPTION

The Office of Disaster Preparedness (ODP) provides natural and human caused disaster related technical services and education which will assist citizens, government agencies and other public organizations prior, during, and after local emergencies proclaimed by the Board of Supervisors, States of Emergency proclaimed by the Governor and major disasters or States-of-War proclaimed by the President. To meet these needs, the Unified San Diego County Emergency Services Organization, consisting of the County and eighteen (18) cities, functions under a joint powers agreement and is regional in scope. Under the provisions of this Unified Emergency Agreement, ODP employees provide such technical services as the development of regional disaster recovery programs, public education, surplus property and inventories, hazardous material safety training and radiological incident response and fire services coordination.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals are lower than budgeted by \$87,555 due to salary savings. Because of the City of San Diego's announced intent to withdraw from the Unified Emergency Services Organization, two Disaster Preparedness Officer positions were not filled. Additionally, the Fire Services Coordinator position was not filled until July, 1991.

1991-92 OBJECTIVES

1. Obtain approval of Fourth Amended Emergency Services Agreement by Board of Supervisors and eighteen (18) incorporated cities.
2. Obtain agreement with City of San Diego to rejoin Unified San Diego County Emergency Services Organization.
3. Develop a Countywide Operational Area Work Plan with cities.
4. Conduct full-scale countywide earthquake exercise in April, 1992.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Actual net costs to the County are expected to decrease by approximately .5% from the 1990-91 budget due to increased revenue from SONGS (San Onofre Nuclear Generating Station), an anticipated increase in revenue from the incorporated cities because of increased population and assessed valuation of property, but more importantly because of the return of the City of San Diego to the Emergency Services Organization.

1. SONGS (1.00 SY; E = \$50,000; R = \$50,000) including planning for the San Onofre Nuclear Generating Station. This activity is:
 - o Mandated Activity/Mandated Service Level
 - o Offset 100% by revenue
2. HIRT (Hazardous Materials Incident Response Team) (1.00 SY; E = \$70,995; R = \$70,995) including planning, development and maintenance of the HIRT Program, and management of the HIRT Trust Fund and Cost Recovery Program. This activity is:
 - o Mandated Activity/Mandated Service Level
 - o Offset 100% by revenue
 - o Remaining at FY 1990-91 staffing level.
3. PLANNING (4.5 SY; E = \$234,162; R = \$148,533) including development and revision of the County's Emergency Plan and annexes, and such other emergency plans as the Flood, Earthquake, and Hazardous Materials Plans, and assistance to cities in developing compatible plans. Includes 0.5 staff year to achieve goals of the Earthquake Preparedness Committee. This activity is:
 - o Mandated Activity/Discretionary Service Level
 - o Offset 63% by revenue
 - o Decreasing 1.00 SY (Disaster Preparedness Officer II)
 - o Reducing expenditures due to budget constraints.
4. OPERATIONS (4.5 SY; E = \$234,162; R = \$148,534) including coordinating response to emergencies and disasters, conducting exercises to prepare for emergency response, providing training and public education in emergency and earthquake preparedness, maintaining overall emergency communications, and operating Federal Surplus Property Program. This activity is:
 - o Mandated Activity/Discretionary Service Level
 - o Offset 63% by revenue
 - o Decreasing 1.00 SY (Disaster Preparedness Officer II)
 - o Reducing expenditures due to budget constraints.

5. FIRE SERVICES (1.00 SY; E = \$66,003; R = \$0) including coordinating fire services in the County and resolving fire protection issues. This activity is:
- o Discretionary Activity/Discretionary Service Level
 - o New service implemented in FY 1991-92.
 - o Increasing 0.50 SY (Fire Services Coordinator)
 - o Serving as a centralized source of information and assistance on legislation and grant opportunities to local fire protection agencies.
 - o Representing County at fire agency/protection meetings and liaison between County departments and fire agencies.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Civil Defense Cities (44% match required)	\$85,397	\$190,225	\$144,679	\$(45,546)
Sub-Total	\$85,397	\$190,225	\$144,679	\$(45,546)
AID FROM OTHER GOV'T. AGENCIES:				
Civil Defense Administration (44% match required)	\$197,873	\$185,612	\$192,388	\$6,776
Joint Powers Authority	61,118	60,000	70,995	10,995
Sub-Total	\$258,991	\$245,612	\$263,383	\$17,771
OTHER REVENUE:				
Recovered Expenditures	\$2,815	\$10,000	\$10,000	\$0
Other - Miscellaneous	805	0	0	0
Sub-Total	\$3,620	\$10,000	\$10,000	\$0
Total	\$348,008	\$445,837	\$418,062	\$(27,775)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$238,194	\$227,920	\$237,260	\$9,340
Total	\$238,194	\$227,920	\$ 237,260	\$9,340

EXPLANATION/COMMENT ON PROGRAM REVENUES

The gross reduction of \$45,546 in City shares is due to the City of San Diego leaving the Unified Emergency Services Organization. An increase of \$6,776 in Civil Defense Administration funds is due to a small increase in Federal funds and an increase in funds from the San Onofre Nuclear Generating Station. A Joint Powers Authority increase is due to additional funds from the cities for Hazardous Materials Incident Response costs.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Operations					
% OF RESOURCES: 36.0%					
WORKLOAD					
Countywide Disaster Exercises	2	2	2	2	2
City Exercises	4	5	6	6	18
Emergency Training Sessions	75	65	100	100	85
Emergency/Incidents Response	72	68	75	75	75
Public Contact					
Videos Loaned	N/A	N/A	200	200	215
Phone Contacts	N/A	N/A	3,400	3,400	3,500
Brochures Mailed	N/A	N/A	500	500	1,500
Media Calls Received	N/A	N/A	45	0	65
Emergency Plans - new and revised*	N/A	N/A	100%	100%	100%

ACTIVITY B:

Planning

% OF RESOURCES: 36.0%**ACTIVITY C:**

SONGS (San Onofre Generating Station)

% OF RESOURCES: 8.0%**ACTIVITY D:**

HIRT (Hazardous Materials Response Team)

% OF RESOURCES: 11.0%**ACTIVITY E:**

Fire Services

% OF RESOURCES: 9.0%

* Workload and plan contents are determined by State Guidelines. The Office of Disaster Preparedness is in conformance and on schedule with the Guidelines.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0380	Asst. Dir., Ofc/Disaster Prep.	1	1.00	1	1.00	\$45,905	\$49,117
2284	Dir, Ofc/Disaster Preparedness	1	1.00	1	1.00	56,744	70,852
2403	Accounting Technician	1	1.00	1	1.00	22,715	26,760
2412	Analyst II	1	1.00	1	1.00	33,475	40,263
2700	Inter. Clerk Typist	1	1.00	1	1.00	19,962	20,754
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2757	Admin. Secretary II	1	1.00	1	1.00	24,527	25,572
5865	Disaster Prep. Officer II	6	6.00	4	4.00	205,754	145,398
8801	Fire Services Coordinator	1	0.50	1	1.00	38,000	56,143
Total		14	13.50	12	12.00	\$470,147	\$458,891
Salary Adjustments:						28,297	13,539
Premium/Overtime Pay:						0	0
Employee Benefits:						123,165	134,361
Salary Savings:						(10,207)	(13,824)
Total Adjustments						\$141,255	\$134,076
Program Totals		14	13.50	12	12.00	\$611,402	\$592,967

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001

ORGANIZATION #: 0200

MANAGER: Norman W. Hickey

REFERENCE: 1991-92 Proposed Budget - Pg. 39-10

AUTHORITY: Administrative Code Section 504 Board of Supervisors - Duties, County Charter Section 703 Chief Administrative Officer; Government Code Section 25250 Examination and audit of Officers' accounts; Penal Code Section 925 Examination of County operations, accounts and records; County Charter Section 802 External Audit; and Federal OMB Circular 102A; Board of Supervisors Policy A-84.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	267,614	369,431	625,295	611,368	666,654	9.0
Other Charges	1,729	2,271	8,110	10,000	10,000	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$269,343	\$371,702	\$633,405	\$621,368	\$676,654	8.9
PROGRAM REVENUE	(0)	(50,000)	(200,000)	(200,000)	(200,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$269,343	\$321,702	\$433,405	\$421,368	\$476,654	13.1
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program has County-wide impacts and annually provides for (1) employing the services of an independent certified public accountant to conduct mandated and other audits of County operations, accounts, and records; (2) contracting for ongoing financial consultant services; (3) funding memberships in various organizations which will benefit the County and the citizens of San Diego County. This program requires no staff.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals exceeded budget due to the following unanticipated expenditures:

- o Litigation Coordination Dues - County Supervisor's Association of California.
- o Special assessment to fund the Regional Planning and Growth Management Review Board (Prop "C") - San Diego Association of Governments.
- o Membership in the Urban Counties Caucus was approved by the Board of Supervisors mid-year.

1991-92 OBJECTIVES

N/A

1991-92 SUB PROGRAM ACTIVITIES

This program exists solely to isolate certain Countywide expenses which are in the Chief Administrative Officer's budget and do not pertain directly to other program activities.

The Independent Audit is Mandated Activity/Discretionary Service Level and except for assessments, the remainder of the program is Discretionary Activity/Discretionary Service Level.

Changes to the FY 1991-92 budget are due to the Board's mandate to reduce expenditures, increases in membership dues for CSAC, SCRACS and SANDAG, and the midyear approval of a new membership to the California Urban Counties Caucus.

Costs for this program are summarized as follows:

	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Services and Supplies				
Independent Audit	\$ 15,000	\$ 95,000	\$ 95,000	\$ 0
Bond Consultant/Financial Services	0	20,000	11,000	(9,000)
California Urban Counties Caucus	40,000	0	40,000	40,000
County Supervisors Association of California (CSAC)	106,091	106,091	122,022	15,931
National Association of Counties (NACo)	25,662	28,118	25,662	(2,456)
San Diego Association of Governments (SANDAG)	102,782	77,789	88,500	10,711
Southern California Water Committee	10,000	10,000	10,000	0
Southern California Regional Association of Counties (SCRACS)	1,100	1,000	1,100	100
California, Arizona, Nevada Innovation Group (CCAN)	5,000	5,000	5,000	0
Watershed Fire Council of Southern California	600	650	650	0
CSAC Litigation Coordination Dues	9,000	0	0	0
Automated Regional Justice Info System	200,000	200,000	200,000	0
San Dieguito Joint Powers Authority	67,720	67,720	67,720	0
Prior Year Expenses	42,340	0	0	0
Sub-Total	\$625,295	\$611,368	\$666,654	\$ 55,286
Other Charges				
Search and Rescue	\$ 8,110	\$ 10,000	\$ 10,000	\$ 0
Sub-Total	\$ 8,110	\$ 10,000	\$ 10,000	\$ 0
Total	\$633,405	\$621,368	\$676,654	\$ 55,286

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FINES, FORFEITURES & PENALTIES:				
AB189 Criminal Justice Facilities	\$200,000	\$200,000	\$200,000	\$0
Sub-Total	\$200,000	\$200,000	\$200,000	\$0
Total	\$200,000	\$200,000	\$200,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$433,405	\$421,368	\$476,654	\$55,286
Total	\$433,405	\$421,368	\$476,654	\$55,286

EXPLANATION/COMMENT ON PROGRAM REVENUES

Automated Regional Justice Information System (ARJIS) service enhancements qualify for AB189 funds. The annual appropriation is reviewed and approved by the AB 189 Advisory Committee and the Board of Supervisors.

PROGRAM: Regional Urban Information System (RUIS)

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00002

ORGANIZATION #: 0200

MANAGER: Norman W. Hickey

REFERENCE: 1991-92 Proposed Budget - Pg. 39-11

AUTHORITY: On April 3, 1984 (41) the Board of Supervisors authorized the Director of Purchasing and Contracting to enter into an agreement for a term of 10 years with the City of San Diego and San Diego Data Processing Corporation for purposes of developing and operating an automated system to provide production and management information to County Permit Processing (PAPP) and related departments.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$143	\$49,405	50,418	2.1
Services & Supplies	317,763	365,495	750,722	463,600	453,600	(2.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$317,763	\$365,495	\$750,865	\$513,005	\$504,018	(1.8)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$317,763	\$365,495	\$750,865	\$513,005	\$504,018	(1.8)
STAFF YEARS	0.00	0.00	0.00	0.50	0.50	0.0

PROGRAM DESCRIPTION

The Regional Urban Information System (RUIS) is an automated system being developed jointly under a contractual arrangement by the County and the City of San Diego to provide information about land, development, growth, public facilities and the environment. RUIS is being developed in phases with much of the core system scheduled for completion during 1989-91. Other modules will require 10-12 years for completion of design, development and implementation in the participating 28 departments in the County and the City of San Diego. It is a "geographic information management system" which will link all of the information together in a common data base. The goal of RUIS is to provide users with information and analytical tools they need to make sound decisions, while also achieving cost savings through automation and the elimination of redundant activities. In addition, RUIS will be made available to other cities and special districts in the County, as well as providing a variety of information to the public.

1990-91 BUDGET TO ACTUAL COMPARISON

The actual expenditure in FY 1990-91 reflects prior year expense for the services of San Diego Data Processing Corporation (SDDPC). Funding for Salaries and Benefits offsets actual expense reflected in Central County Administration.

1991-92 OBJECTIVES

1. Implementation of automated mapping in the Department of Public works and Assessor's Office (Land Development Phase I Module).
2. Implementation of centralized road inventory and electronic road map of entire County (Road Information Module Phase II).
3. Begin development of the automation of the Assessor's Parcel Mapping System (Cadastral Mapping Module).
4. Initiate development of an automated process for creating and maintaining information about jurisdictional, planning, statistical and other boundaries. These mapping functions will be provided to several departments (Area Mapping Module).
5. Begin data conversion process by first merging files containing geography relating to streets, street names, addresses, lot numbers, etc. This file will be merged with the San Diego Gas and Electric Data Base for the entire County.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows: The thrust of the current RUIS Project effort is toward automated mapping and mapping functions. Mapping functions and processes are a multi-million dollar activity in the County of San Diego. A study by a consultant, Plangraphics Inc., identified \$6.1 million in current annual costs associated with mapping and processing of geographic information in the County.

1. Regional Urban Information Systems (0.50 SY; E = \$504,018; R = \$0) including support personnel is:
 - o Discretionary Activity/Discretionary Service Level.
 - o Required to fulfill the County's commitment per a contractual relationship with the City of San Diego.
 - o Includes the County's share of system development costs.
 - o In addition to the amount budgeted in departments for support of development and operation/maintenance of portions of system already developed. Expenditures are reduced due to budget constraints.

Impact on Other Direct Service County Departments:

The impact on direct service departments is in terms of both cost and benefits. The departments' costs are in three categories:

1. Internal costs for staff support of system design/development and management of the department's participation in RUIS. Includes costs related to data conversion.
2. Payments to SDDPC for labor and computer costs associated with system maintenance.
3. Payments to SDDPC for hardware costs (leases) and computer costs associated with system operations.

Costs and funding sources are summarized below. These costs are budgeted within the respective department budgets.

<u>Department</u>	<u>Activity (1)</u>	<u>SY</u>	<u>Cost</u>	<u>Funding</u>
Planning and Land Use (DPLU)	1. Staff Support	7.0	\$ 318,715	Fees
	2. Maint, DMS, RIM, BPIS, AREA MAP-All		191,730	Fees
	3. OPS:DMS,RIM, BPIS AREA MAP-All		402,491	Fees
	4. DPLU Dev: Area Map Sensitive Lands		9,000	Fees
	Subtotal	7.0	\$ 921,936	Fees

Public Works	1. Staff Support	4.0	\$ 229,920	(2)
	2. Maint:BASIS, RIM, LAND		205,688	(2)
	3. Ops:BASIS, RIM, LAND		140,312	(2)
	Subtotal	<u>4.0</u>	<u>\$ 575,920</u>	(2)
Assessor	1. Staff Support	3.0	\$ 123,000	(3)
	2. Maint:BPIS, RIM, LAND		26,500	(3)
	3. Ops:BPIS, RIM, LAND		42,300	(3)
	Subtotal	<u>3.0</u>	<u>\$ 191,800</u>	(3)
Sheriff	1. Staff Support	.5	\$ 35,000	(3)
	2. Maint		57,480	
	3. Ops:CRIME, Rim		35,293	(3)
	Subtotal	<u>.5</u>	<u>\$ 127,773</u>	(3)
Registrar	1. Staff Support	<u>1.5</u>	<u>\$ 38,004</u>	(3)
	Subtotal	1.5	\$ 38,004	(3)
Marshal	1. Staff Support	<u>.25</u>	<u>\$ 10,000</u>	(3)
	Subtotal	.25	\$ 10,000	(3)
Information Services	1. Staff Support	<u>.4</u>	<u>\$ 30,633</u>	(3)
	Subtotal	.4	\$ 30,633	(3)
	TOTAL DEPARTMENTAL COSTS	16.65 SY	\$1,896,066	
	DEVELOPMENT COST (CAO BUDGET)	<u>.5 SY</u>	<u>\$ 504,018</u>	
	TOTAL RUIS BUDGET	17.15 (4)	\$2,400,084	

(1) LEGEND FOR ACTIVITIES

- a) DMS - Development Monitoring System
- b) RIM - Road Information Module
- c) BPIS - Building Permit Inspection System
- d) LAND - Land Development Module
- e) AREA MAP - Area Mapping Module
- f) CADASTRAL - Assessor Automated Mapping System
- g) CRIME - Crime Analysis and Reporting System

- (2) Funding for the Department of Public Works effort will be from internal overhead in the Land Development Division.
- (3) Activities funded with the general fund.
- (4) Any additional positions approved for RUIS support are authorized with the provision for sunseting 3½ years after establishment.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
None				
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$750,865	\$513,005	\$504,018	\$(8,987)
Sub-Total	\$750,865	\$513,005	\$504,018	\$(8,987)
Total	\$750,865	\$513,005	\$504,018	\$(8,987)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0347	CAO Project Manager	1	0.50	1	0.50	\$33,578	\$34,372
Total		1	0.50	1	0.50	\$33,578	\$34,372
Salary Adjustments:						8,216	0
Premium/Overtime Pay:						0	0
Employee Benefits:						7,611	16,046
Salary Savings:						(0)	(0)
Total Adjustments						\$15,827	\$16,046
Program Totals		1	0.50	1	0.50	\$49,405	\$50,418

PROGRAM: Citizens Law Enforcement Review Board

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 13004

ORGANIZATION #: 0200

MANAGER: Robert Griego

REFERENCE: 1991-92 Proposed Budget - Pg. 39-12

AUTHORITY: San Diego County Charter Section 606, effective December 26, 1990, requires the establishment of a Citizens Law Enforcement Review Board. San Diego County Administrative Code, Article XVIII adopted April 2, 1991, established the Citizens Law Enforcement Review Board.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$174,440	100.0
Services & Supplies	0	0	0	0	107,497	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	53,834	100.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$335,771	100.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$335,771	100.0
STAFF YEARS	0.00	0.00	0.00	0.00	4.00	100.0

PROGRAM DESCRIPTION

On November 6, 1990, the voters approved an amendment to the Charter of the County of San Diego which requires the establishment of a Citizens Law Enforcement Review Board. The purpose of the Review Board is to investigate citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff's Department or the Probation Department which allege improper conduct on the part of the officers. An eleven (11) member Review Board was proposed by the Chief Administrative Officer and appointed the Board of Supervisors on May 21, 1991.

1990-91 BUDGET TO ACTUAL COMPARISON

None - New Program

1991-92 OBJECTIVES

1. Conduct orientation and training of Review Board per the requirements of the implementing ordinance.
2. Recruit and appoint the staff (Executive Officer, Special Investigator, Administrative Secretary, Intermediate Clerk) in support of the Review Board.
3. Develop and receive Board of Supervisors approval of Rules and Regulations governing the conduct of business of the Review Board.

1991-92 SUB PROGRAM ACTIVITIES

1. Citizens Law Enforcement Review Board (4.00 SY; E = \$335,771; R = \$0) including support personnel is:
 - o Mandated Activity/Discretionary Service Level
 - o Increase of 4.00 SY to support the Review Board.
 - o Receive, review and investigate citizen complaints alleging misconduct on the part of peace officers or custodial officers in the Sheriff's Department or Probation Department.
 - o Inspect County adult detention facilities to determine conditions of inmate employment, detention, care, custody, training and treatment on the basis of the minimum standards established by the Board of Corrections.
 - o Prepare an annual report to the Board of Supervisors, the Chief Administrative Officer, the Sheriff and the Probation Officer summarizing the activities and recommendations of the Review Board, the report to address trends in respect to complaints received and investigated.
 - o File an annual report of the detention inspections together with pertinent recommendations with the Board of Supervisors, the Presiding Judge of the Superior Court, the Sheriff, the Board of Corrections and the Attorney General.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
None				
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$335,771	\$335,771
Sub-Total	\$0	\$0	\$335,771	\$335,771
Total	\$0	\$0	\$335,771	\$335,771

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

FIXED ASSETS

Item	Quantity	Unit	Cost
Office Equipment	1	lot	\$10,893
Computer Equipment	1	lot	6,971
Paging System	1	lot	34,365
Camera Equipment	1	lot	1,605
Total			\$53,834

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0375	Special Investigator	0	0.00	1	1.00	0	36,576
0447	Executive Officer	0	0.00	1	1.00	0	46,680
2700	Inter. Clerk Typist	0	0.00	1	1.00	0	17,490
2557	Administrative Secretary II	0	0.00	1	1.00	0	21,570
Total		0	0.00	4	4.00	\$0	\$122,316
Salary Adjustments:						\$0	\$20,025
Premium/Overtime Pay:						0	0
Employee Benefits:						0	35,659
Salary Savings:						(0)	(3,560)
Total Adjustments						\$0	\$52,124
Program Totals		0	0.00	4	4.00	\$0	\$174,440

CLERK OF THE BOARD OF SUPERVISORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
CLERK OF THE BOARD	\$1,392,075	\$1,467,504	\$1,462,904	\$1,681,425	\$1,626,397	\$(55,028)	(3.3)
TOTAL DIRECT COST	\$1,392,075	\$1,467,504	\$1,462,904	\$1,681,425	\$1,626,397	\$(55,028)	(3.3)
PROGRAM REVENUE	(102,113)	(106,831)	(165,925)	(161,237)	(125,071)	36,166	(22.4)
NET GENERAL FUND COST	\$1,289,962	\$1,360,673	\$1,296,979	\$1,520,188	\$1,501,326	\$(18,862)	(1.2)
STAFF YEARS	40.49	37.28	36.98	42.39	39.42	(2.97)	(7.0)

CLERK OF THE BOARD OF SUPERVISORS 0130

ADMINISTRATION	
	Positions
Clerk of the Board Supervisors	1.0
Assistant Clerk of the Board of Supervisors	1.0
Administrative Secretary IV	1.0
Intermediate Clerk Typist	1.0

LEGISLATIVE SERVICES DIVISION	
	Positions
Chief Deputy	1.0
Agenda Section	
Senior Board Reporter	1.0
Sr. Word Processing Operator	1.0
Word Processing Operator	3.0
Intermediate Clerk Typist	1.0
Reporting Section	
Senior Board Reporter	1.0
Board Reporter	6.0
Intermediate Clerk Typist	2.0
Communications Section	
Senior Board Reporter	1.0
Administrative Secretary II	1.0
Senior Clerk	1.0
Intermediate Clerk Typist	1.0
Assessment Appeals Section	
Senior Board Reporter	1.0
Board Reporter	1.0
Senior Clerk	1.0
Intermediate Clerk Typist	1.0

FISCAL AND PUBLIC SERVICES DIVISION	
	Positions
Administrative Asst III	1.0
Accounting Technician	1.0
Payroll Clerk	1.0
General Information/Reception Section	
Senior Clerk	1.0
Intermediate Clerk Typist	1.0
Records Management Section	
Board Records Supervisor	1.0
Senior Clerk	1.0
Intermediate Clerk Typist	2.0
Junior Clerk Typist	.3
Publications Section	
Publications Supervisor	1.0
Publications Technician	1.0

PROGRAM: Reporting/Staff Services

DEPARTMENT: CLERK OF THE BOARD OF SUPERVISORS

PROGRAM #: 80102
MANAGER: Thomas J. Pastuszka

ORGANIZATION #: 0130
REFERENCE: 1991-92 Proposed Budget - Pg. 40-1

AUTHORITY: Government Code Sections 25100 et seq, Charter Section 700, Administrative Code Sections 500, 503 and formal orders of the Board of Supervisors establish the office and describe the duties of the Clerk of the Board of Supervisors relative to production and maintenance of the official records of the Board of Supervisors actions and those certain other Boards and Commissions enumerated in Program statement and to provide access to those records.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,267,712	\$1,281,578	\$1,309,256	\$1,561,497	\$1,502,419	(3.8)
Services & Supplies	115,073	146,051	145,666	119,928	123,978	3.4
Fixed Assets	9,290	39,876	7,982	0	0	0.0
TOTAL DIRECT COST	\$1,392,075	\$1,467,505	\$1,462,904	\$1,681,425	\$1,626,397	(3.3)
PROGRAM REVENUE	(102,113)	(106,831)	(165,925)	(161,237)	(125,071)	(22.4)
NET GENERAL FUND CONTRIBUTION	\$1,289,962	\$1,360,674	\$1,296,979	\$1,520,188	\$1,501,326	(1.2)
STAFF YEARS	40.49	37.28	36.98	42.39	39.42	(7.0)

PROGRAM DESCRIPTION

Reporting/Staff Services main activities are: Processing incoming documents; preparing agendas and statements of proceedings; distributing printed materials and actions; publishing legal notices, ordinances and statements of proceedings; preparing finished minutes; maintaining official records; and supplying information to the public and news media. Services are provided for: Board of Supervisors, 8 Sanitation Districts, Assessment Appeals Boards and Hearing Officers, Air Pollution Control Board, Air Pollution Control District Hearing Board, Flood Control District, Noise Control Hearing Board, San Diego County Housing Authority, Redevelopment Authority, Industrial Development Authority, City Selection Committee, and includes maintaining filings under the Conflict of Interest Codes, Labor Relations Ordinance and Lobbyist Registrations. In addition to these specific groups, services are provided to the public, other County departments and other government entities. This office also schedules meetings in the two Board Chambers and conference rooms, maintains the hall directory and provides printing services; publishes additions and amendments to the Charter, San Diego County Code, Board of Supervisors Policy Manual and the Administrative Code.

1990-91 BUDGET TO ACTUAL COMPARISON

Streamlining of procedures and efficiencies resulting from automation allowed the department to leave one word processor position and one intermediate clerk typist position vacant for most of the year, resulting in \$67,964 in salary savings. Difficulty in recruiting qualified candidates in the Board Reporter Series accounted for salary savings totaling \$133,942. An employee on Persian Gulf Leave and a series of retirements resulted in the remaining salary savings of \$21,303, for a total overall budget savings of \$223,209 for the department.

1991-92 OBJECTIVES

To consistently provide excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

Continue to increase application and utilization of the department's automation equipment to realize future efficiencies and increased service.

Specific ongoing objectives are:

1. Respond to information and records requests within 24 hours.
2. Prepare, print and distribute Board of Supervisors agenda by 5:00 p.m. Wednesday, 3 working days prior to following week's meeting.
3. Record Board of Supervisors meeting and prepare statement of proceedings by 5:00 p.m. Thursday, 2 working days following the meeting.
4. Disseminate Board actions, send notices of hearing, order legal publications within 7 days after meeting.
5. Index, prepare, microfilm and file documents as permanent records within 10 weeks after the meeting.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Agenda, minutes, statement of proceedings preparation (27.5 SY; E = \$1,182,163; R = \$93,771) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Preparing agenda, minutes, Statement of Proceedings for Board of Supervisors, Air Pollution Control District Board, 8 Sanitation Districts, Assessment Appeals Boards, Air Pollution Control District Hearing Board, Flood Control District and numerous other boards.
 - o Transmitting Statement of Proceedings directly to newspaper for publication.
 - o Preparing and framing more than 350 Board of Supervisors proclamations annually.
 - o Handling correspondence, Special Districts and word processing activities.
 - o Receiving applications, setting hearings and recording changes to the assessment roll.
 - o Preparing monthly statistical reports of Assessment Appeals Boards and resultant assessment roll changes for the Auditor.
 - o Receiving applications, setting hearings, and recording minutes for Air Pollution Variance Requests.
2. Preparation and maintenance of official County records (10.2 SY; E = \$379,311; R = \$31,300) including support personnel is:
 - o Mandatory/Discretionary Level
 - o Responsible for indexing, preparing, filming and filing official County records and providing accessibility to the public.
 - o Maintaining and updating County Codes, Administrative Code, County Charter and Board of Supervisors Policy Manual.
 - o Serving as filing officer for more than 1,600 Statements of Economic Interests.
 - o Responsible for maintaining Lobbyist Registration and Incompatible Activities Statements.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Return Check Fee	10	0	0	0
Property Tax System Administration	37,181	53,166	17,000	(36,166)
Legal Serv-Other Govmt Agencies	8,684	1,800	1,800	0
Service to Property Owners	8,500	10,000	10,000	0
Charge in Air Pollution Control District	45,542	37,000	37,000	0
Other Services to Government	21,257	15,000	15,000	0
Other-Jury or Witness Fee				
Sub-Total	\$121,174	\$116,966	\$80,800	\$(36,166)
RECOVERED EXPENDITURES				
Recovered Expenditures AB 2890	29,771	29,771	29,771	0
Sub-Total	\$29,771	\$29,771	\$29,771	\$0
OTHER REVENUE:				
Rev App Pr Yr-Other Revenue	45			
Other Miscellaneous Revenue	6,342	7,000	7,000	0
Other Sales Taxable	8,593	7,500	7,500	0
Sub-Total	\$14,980	\$14,500	\$14,500	\$0
Total	\$165,925	\$161,237	\$125,071	\$(36,166)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$1,296,979	\$1,520,188	\$1,501,326	\$(18,862)
Total	\$1,296,979	\$1,520,188	\$1,501,326	\$(18,862)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Amount of Property Tax System Administration revenue decreased as a result of school districts no longer being assessed this tax.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Reporting/Staff Services					
% OF RESOURCES: 100%					
WORKLOAD					
Number of Agenda Items Prepared					
- Board of Supervisors	2,626	2,611	2,555	2,650	2,600
- Special Districts	344	219	322	300	350
- Assessment Appeals	1,674	1,985	1,174	2,000	2,650
- APCD Hearing Board	105	187	361	200	410
- Total Agenda Items	4,749	5,002	4,412	5,150	6,010
Number of AAB Applications Filed	1,674	1,985	1,974	2,000	3,450
Number of Proclamations Prepared	356	360	464	350	450
Number of Copies produced by Publications Section	7.2Mil	7.4Mil	8.8Mil	7.5Mil	7.5Mil
EFFICIENCY					
Number of Total Agenda Items Prepared per Total Department Staff Year	117	134	119	121	152
Number of AAB Applications Filed per Number of AAB Staff Years	335	397	394	400	766
Number of Agenda Items Indexed Filmed and Filed per Records Section Staff Year	768	754	1,026	788	1,397
EFFECTIVENESS					
Percent of Agendas Prepared and distributed by 5 PM Wednesday	100%	100%	100%	100%	100%
Percent of Documents Indexed Filmed, and Filed Within 25 Working Days	98%	96%	100%	100%	100%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2110	Clerk of the B/S	1	1.00	1	1.00	\$65,439	\$70,804
2208	Asst. Clerk of the B/S	1	1.00	1	1.00	56,744	57,429
2927	Chief Dep. Clerk of B/S	1	1.00	1	1.00	48,294	51,102
2302	Administrative Assist. III	1	1.00	1	1.00	43,807	42,869
2913	Sr. Board Reporter	4	4.00	4	4.00	157,413	156,603
2902	Board Reporter	7	7.00	7	7.00	225,248	229,800
2759	Administrative Secretary IV	1	1.00	1	1.00	29,199	33,251
3066	Publications Coordinator	1	1.00	0	0.00	30,326	0
2716	Board Records Supervisor	1	1.00	1	1.00	28,061	27,242
2403	Accounting Technician	1	1.00	1	1.00	23,741	24,614
3008	Sr. Word Processor Operator	1	1.00	1	1.00	24,633	25,705
2730	Senior Clerk	4	4.00	4	4.00	89,038	90,189
2757	Administrative Secretary II	1	1.00	1	1.00	24,174	25,572
3009	Word Processor Operator	3	3.00	3	3.00	65,315	65,659
2494	Payroll Clerk	1	1.00	1	1.00	20,990	20,849
2700	Intermediate Clerk Typist	12	12.00	9	9.00	221,723	174,402
3067	Publications Supervisor	0	0.00	1	1.00	0	27,431
3048	Publications Technician	0	0.00	1	1.00	0	21,133
2710	Jr. Clerk Typist	2	1.34	1	.42	22,165	6,143
9999	Extra Help	1	.05	1	.00	2,200	2,200
0470	AAB Alternates	0	0.00	0	0.00	0	0
0470	AAB Members	0	0.00	0	0.00	0	0
0482	AAB Hearing Officers	0	0.00	0	0.00	0	0
0483	AAB Alt. Hrg. Officers	0	0.00	0	0.00	18,200	18,200
Total		44	42.39	41	39.42	\$1,196,710	\$1,171,197
Salary Adjustments:						9,457	(10,807)
Premium/Overtime Pay:						3,000	3,000
Employee Benefits:						384,332	371,631
Salary Savings:						(32,002)	(32,602)
Total Adjustments						\$364,787	\$331,222
Program Totals		44	42.39	41	39.42	\$1,561,497	\$1,502,419

COMMUNITY ENHANCEMENT PROGRAM

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget ¹	1991-92 Budget	Change From 1990-91 Budget	% Change
Community Enhancement	\$1,274,824	\$1,425,933	\$1,837,142	\$1,721,740	\$1,721,740	\$0	0.0
TOTAL DIRECT COST	\$1,274,824	\$1,425,933	\$1,837,142	\$1,721,740	\$1,721,740	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,274,824	\$1,425,933	\$1,837,142	\$1,721,740	\$1,721,740	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

¹ Not included in this total was the later addition of \$5,000 from the Contingency Reserve to fund Accolades, making a final allocation of \$1,726,740 for the Community Enhancement Program for Fiscal Year 1990-91.

PROGRAM: Community Enhancement Program

DEPARTMENT: COMMUNITY ENHANCEMENT PROGRAM

PROGRAM #: 80203

ORGANIZATION #: 0250

MANAGER: Manuel Lopez

REFERENCE: 1991-92 Proposed Budget - Pg. 41-4

AUTHORITY: Section 26100 of the Government code allows the County to contract for services and advise in connection with the promotion and advertising of County resources and to increase tourism, trade, and commerce in the County and other services in relation thereto.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget ¹	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	1,101,255	1,418,611	1,826,632	1,721,740	1,721,740	0.0
Operating Transfers	173,569	7,322	10,510	0	0	0.0
TOTAL DIRECT COST	\$1,274,824	\$1,425,933	\$1,837,142	\$1,721,740	\$1,721,740	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,274,824	\$1,425,933	\$1,837,142	\$1,721,740	\$1,721,740	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

Various cultural activities, museums, visitors/convention bureaus, economic development councils, other similar institutions/organizations, including County programs and projects, which promote and generate tourism and/or economic development within San Diego County are funded in this program through the allocation of general fund revenues under Board Policy B-58.

¹ Not included in this total was the later addition of \$5,000 from Contingency Reserve to fund Accolades, making a final allocation of \$1,726,740 for the Community Enhancement Program for Fiscal Year 1990-91.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual expenditures of \$1,837,142 for 1990-91 were more than budgeted (\$1,726,740), due to expenditures and operating transfers applicable to prior years.

1991-92 OBJECTIVES

To continue the support to various organizations for cultural and economic activities which contribute to tourism and economic development within San Diego County.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Community Enhancement (0.00 SY; E = \$1,721,740; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o No increase in funding over the 1990-91 budgeted amount.
 - o Grants to 108 organizations.

<u>Organization, Projects or Events</u>	<u>1990-91 Adopted</u>	<u>1991-92 Adopted</u>
Accolades ¹	\$ 0	\$ 5,000
African American Museum of Fine Arts	45,000	45,540
Alpine Chamber of Commerce	10,000	10,000
America's Cup Organizing Committee	20,000	45,000
Antique Gas & Steam	21,000	21,000
Bonita Historical Museum	2,500	2,500
Borrego Springs Chamber of Commerce	24,000	25,000
Borrego Springs Community Association	16,000	17,000
Blackfriars (Bowery) Theater	3,000	3,000
Buena Vista Audubon	4,000	4,000
Cabrillo Festival, Inc.	4,000	4,000
California Ballet Company	5,000	5,000
California Planning Commissioners	5,000	0
CALPIRG San Diego Consumer Program	3,000	0
Carlsbad Convention and Visitors' Bureau	7,000	7,000
Centro Cultural de la Raza - 20th Anniversary	2,500	3,500
Children's Museum	23,000	23,000
Chinese Historical Society - Photographic Exhibit	2,000	2,000
Christopher Columbus Quincentenary	0	2,000
City of Chula Vista - Tall Ship California	7,000	7,000
COMBO	0	2,000
Community Arts Advisory Council	5,000	5,000
Council of Philippine American Organizations	0	1,500
East County Economic Development Council	15,000	15,000
East County Performing Arts Center	23,000	23,000
Encinitas Chamber of Commerce	7,000	7,000
Ensemble Arts Theatre	5,000	5,000
Escondido Convention and Visitors' Bureau	100,000	100,000
Escondido Historical Society	0	1,000
Fallbrook Art Association	5,000	5,000
Fallbrook Chamber of Commerce	28,000	30,000
Fallbrook Chamber of Commerce - Grafitti Eradication	470	0
Fallbrook Historical Society	16,000	0
Fallbrook Land Conservancy	0	2,000
Fallbrook Music Society	5,000	5,000
Fallbrook Players	1,000	1,000
Felicita Foundation for the Arts	7,000	7,500
Festijos de San Ysidro	4,000	0
Fort Guijarros	2,000	2,000
Friends of Los Penasquitos Canyon Preserve	2,100	0
Gaslamp Quarter Theater	2,500	2,500
Greater Del Mar Chamber Of Commerce	7,000	0
Greater San Diego Chamber of Commerce - Economic Research Bureau	30,000	30,000
Greater Solana Beach Chamber of Commerce	7,000	7,000
Heritage of the America's Museum	20,000	20,000
Historical Shrine Foundation - Whaley House	4,000	4,000
I Love a Clean San Diego Inc.	6,000	6,000
Ilan-Lael Foundation - Kidzartz Festival	2,000	2,000
Imperial Beach Chamber, of Commerce	7,000	7,000
International Aerospace Hall of Fame	5,000	5,000
Julian Chamber of Commerce	0	6,000
Julian Pioneer Museum	4,000	4,000
La Jolla Chamber Music Society	5,000	5,000
La Jolla Playhouse	57,500	57,500
Lakeside Chamber of Commerce	22,000	22,000
Lakeside Chamber of Commerce - Graffiti	470	0
Linda Vista Multicultural Fair & Parade	3,000	3,000
Malashock Dance and Company	0	1,000
Maritime Museum of San Diego	7,000	0
Martin Luther King, Jr. Parade (Alpha Phi Alpha)	5,000	5,000
Maytime Band Review	2,500	2,500
Mingei International	12,000	13,000
Mother Goose Parade	12,000	12,000
Mountain Empire Historical Society	3,000	3,500
Museum of Photographic Arts	25,000	25,000

¹Added later was \$5,000 from Contingency Reserve resulting in a new total of \$1,726,740 for the Community Enhancement Program for Fiscal Year 1990-91.

<u>Organization, Projects or Events</u>	<u>1990-91 Adopted</u>	<u>1991-92 Adopted</u>
Non-Profit Resource & Support Center	5,000	6,000
North County Tourism Marketing	0	42,000
North San Diego County Trade & Culinary	1,000	0
Ocean Beach Merchant's Association/Street Fair	5,000	5,000
Oceanside COC	0	0
Oceanside Cultural Arts Foundation	4,000	0
Oceanside Economic Development Council	0	1,000
Oceanside Visitor Information Center	52,200	12,200
Old Globe Theater	17,000	18,000
Old Town Ramona Revitalization	5,000	5,000
Pacific Beach Town Council	1,500	1,500
Pacific Wars Memorial Foundation	6,000	0
Poway Historical Society	0	1,000
Poway Midland Railroad Volunteers	0	1,000
Public Arts Advisory Council	47,500	47,500
Quail Botanical Gardens Foundation	20,000	20,000
Ramona Chamber of Commerce	20,000	20,000
Ramona Pioneer Historical Society	15,000	15,000
Ramona Town Hall - Historic	4,000	0
Rancho Santa Fe Historical Society	3,000	3,000
Sail San Diego	45,000	0
San Diego Aerospace Museum	7,000	7,000
San Diego Bowl Game Association	45,000	45,000
San Diego Chinese Center	3,000	3,000
San Diego Civic Light Opera (Starlight)	5,000	5,000
San Diego Convention & Visitors' Bureau	280,000	305,000
San Diego County Archeological Society	4,000	4,000
San Diego Economic Development Corporation	30,000	30,000
San Diego Hall of Champions Sports Museum	10,000	10,000
San Diego Historical Society	13,500	13,500
San Diego Junior Chamber of Commerce	1,000	0
San Diego Museum of Art	100,000	100,000
San Diego Museum of Contemporary Art	15,000	15,000
San Diego Museum of Man	56,000	56,000
San Diego Opera Association	12,500	12,500
San Diego Railroad Museum	25,000	30,000
San Diego Repertory Theater - 15th Anniversary	5,000	5,000
San Diego Scottish Highland Games	4,000	4,500
San Diego Society of Natural History (Natural History Museum)	62,000	62,000
San Diego Sportsfishing Council	5,000	5,000
San Diego Symphony Orchestra Association	30,000	30,000
San Diego Theatre Foundation	5,000	5,000
San Diego Youth Symphony	5,000	5,000
San Marcos Visitor Center/Renaissance Faire	7,000	7,000
Sledgehammer Theatre	0	2,000
South County Economic Development Council	0	5,000
Southeast Community Theater	5,000	5,000
Spring Valley Chamber of Commerce	11,000	16,500
Spring Valley Chamber of Commerce - Graffiti	1,500	0
Spring Valley Historical Society	5,000	5,000
Sushi, Inc.	3,000	5,000
Three's Company and Dancers	0	1,500
Trauma Research and Education	0	0
Travelers' Aid Society of San Diego, Inc.	2,000	2,000
UCSD Crafts Center/UCSD Grove Gallery	3,000	0
U.S. Open Sandcastle Committee	12,000	12,000
Valley Center Chamber of Commerce	3,500	5,500
Vista Chamber of Commerce Visitors' Information	7,000	7,000
Vista Chamber of Commerce - Rancho Guajome	1,000	1,000
Vista Economic Development Association	0	1,000
Vista Town Center Association	6,000	6,000
Young Audiences of San Diego	2,000	3,000
Total	\$1,721,740	\$1,721,740

COUNTY CLERK

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
County Clerk Services	\$7,905,701	\$766,947	\$718,667	\$768,484	\$786,419	\$17,935	2.3
TOTAL DIRECT COST	\$7,905,701	\$766,947	\$718,667	\$768,484	\$786,419	\$17,935	2.3
PROGRAM REVENUE	\$(6,105,879)	\$(694,740)	\$(672,444)	\$(664,927)	\$(921,582)	\$(256,655)	38.6
NET GENERAL FUND COST	\$1,799,822	\$72,207	\$46,223	\$103,557	\$(135,163)	\$(238,720)	(230.5)
STAFF YEARS	251.80	20.00	20.00	20.00	19.00	(1.00)	(5.0)

* 1989-90 Budget figures reflect the transfer of all Clerk of the Superior Court functions from the County Clerk to the Superior Court Executive Officer. 1991-92 Budget reflects a reduction of 1.00 SY (not reflected in line item budget) resulting from the retirement of the former County Clerk and the transfer of the County Clerk functions to the County Recorder on August 23, 1991.

COUNTY CLERK

County Clerk's Office	
Staff Years	
County Clerk	0.00
Chief Deputy	<u>1.00</u>
Total	1.00

Administration Support	
Staff Years	
Admin. Secretary III	1.00
Admin. Secretary II	1.00
Account. Technician	1.00
Cashier	<u>1.00</u>
Total	4.00

San Diego Office Marriage Licenses/Fictitious Names	
Staff Years	
Legal Procedures Clerk III	1.00
Legal Procedures Clerk II	1.00
Legal Procedures Clerk I	6.00
Intermediate Clerk Typist	<u>2.00</u>
Total	10.00

North County Office Marriage Licenses/Fictitious Names	
Staff Years	
Legal Procedures Clerk III	1.00
Legal Procedures Clerk I	2.00
Intermediate Clerk Typist	<u>1.00</u>
Total	4.00

NOTE: Effective 8/23/91, the County Recorder consolidated with the County Clerk to become the Office of the Recorder/County Clerk.

PROGRAM: County Clerk Services

DEPARTMENT: COUNTY CLERK

PROGRAM #: 13038

ORGANIZATION #: 2800

MANAGER: Annette J. Evans

REFERENCE: 1991-92 Proposed Budget - Pg. 42-1

AUTHORITY: Government Code Section 28600 ET SEQ. Mandates all activities of the County Clerk.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$7,503,317	\$611,425	\$699,490	\$739,736	\$739,307	(0.1)
Services & Supplies	361,477	99,592	19,954	28,748	35,612	23.9
Other Charges	21,103	53,113	1,341	0	0	0.0
Fixed Assets	19,804	2,817	0	0	11,500	100.0
TOTAL DIRECT COST	\$7,905,701	\$766,947	\$720,785	\$768,484	\$786,419	2.3
PROGRAM REVENUE	\$(6,105,879)	\$(694,740)	\$(672,444)	\$(664,927)	\$(921,582)	38.6
NET GENERAL FUND CONTRIBUTION	\$1,799,822	\$72,207	\$48,341	\$103,557	\$(135,163)	(230.5)
STAFF YEARS	251.80	20.00	20.00	20.00	19.00	(5.0)

PROGRAM DESCRIPTION

The County Clerk is an elected official who is responsible for the issuance of marriage licenses, performing weddings, filing of fictitious name statements and registration of notaries public.

1990-91 BUDGET TO ACTUAL COMPARISON

Actual expenditures in salary and benefits were less than budgeted by \$40,246 due to delays in hiring of new personnel and to underfilling of positions. A reduction of 1.00 SY (not reflected in the line item budget) and a salary adjustment of \$50,350 resulted from the retirement of the former County Clerk and the transfer of the County Clerk functions to the County Recorder on August 23, 1991.

1991-92 OBJECTIVES

Provide for the issuance of marriage licenses and file fictitious business name statements in the most cost-effective manner.

1991-92 SUB PROGRAM ACTIVITIES

1. Marriage Licenses/Fictitious Names (14.00 SY; E = \$434,372; R = \$921,582) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Issuing marriage licenses to the public and files fictitious name statements.

2. Administrative Support (5.00 SY; E = \$352,047; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing administrative support for County Clerk Services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Filing fees	\$452,461	\$426,966	\$584,387	\$157,421
Sub-Total	\$452,461	\$426,966	\$584,387	\$157,421
LICENSES:				
Marriage Licenses	\$219,983	\$237,961	\$325,695	\$87,734
Sub-Total	\$219,983	\$237,961	\$325,695	\$87,734
OTHER REVENUE:				
Micrographics Fee	0	0	11,500	11,500
Sub-Total	\$0	\$0	\$11,500	\$11,500
Total	\$672,444	\$664,927	\$921,582	\$256,655

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
NET GENERAL FUND COST:				
General Fund	\$48,341	\$103,557	\$(135,163)	\$(238,720)
Sub-Total	\$48,341	\$103,557	\$(135,163)	\$(238,720)
Total	\$48,341	\$103,557	\$(135,163)	(238,720)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 91-92 revenue figures reflect fee increases approved by the Board of Supervisors on 6-24-91.

FIXED ASSETS

Item	Quantity	Unit	Cost
Microfilm Reader/Printer	1	unit	\$10,500
Call Sequencer	1	lot	1,000
Total			\$11,500

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
General Support****% OF RESOURCES:** 100%**WORKLOAD**

Marriage Licenses	23,879	23,929	24,204	24,500	24,200
Fictitious Business Names	38,210	36,431	33,992	35,500	35,500

EFFICIENCY

Licenses/Staff Year	2,985	3,028	2,952	2,991	2,752
Fictitious Business Names/ Staff Years	4,776	4,554	4,249	4,438	4,300

EFFECTIVENESS

Not applicable

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0130	County Clerk	1	1.00	0	0.00	\$75,460	\$76,117
0230	Chief Deputy County Clerk	1	1.00	1	1.00	67,137	69,687
2906	Legal Procedures Clerk III	1	1.00	2	2.00	23,090	54,074
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2757	Administrative Secretary II	1	1.00	1	1.00	21,957	25,572
2907	Legal Procedures Clerk II	1	1.00	1	1.00	23,397	18,589
2430	Cashier	1	1.00	1	1.00	19,318	19,556
2903	Legal Procedures Clerk I	9	9.00	8	8.00	174,708	164,988
2700	Intermediate Clerk Typist	3	3.00	3	3.00	53,883	57,940
Total		20	20.00	19	19.00	\$513,445	\$544,183
Salary Adjustments:						4,471	(50,350)
Premium/Overtime Pay:						8,200	17,500
Employee Benefits:						227,288	242,143
Salary Savings:						(13,668)	(14,169)
Total Adjustments						\$226,291	\$195,124
Program Totals		20	20.00	19	19.00	\$739,736	\$739,307

COUNTY COUNSEL

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
County Counsel	\$9,380,400	\$11,635,475	\$16,476,862	\$13,013,101	\$13,809,554	\$796,453	6.1
TOTAL DIRECT COST	\$9,380,400	\$11,635,475	\$16,476,862	\$13,013,101	\$13,809,554	\$796,453	6.1
PROGRAM REVENUE	(1,768,817)	(2,262,856)	(5,437,910)	(2,604,514)*	(3,450,761)	(846,247)	32.5
NET GENERAL FUND COST	\$7,611,583	\$9,372,619	\$11,038,952	\$10,408,587	\$10,358,793	\$(49,794)	(0.5)
STAFF YEARS	96.00	142.00	142.00	142.00	144.00	2.00	1.4

* This figure does not include \$595,000 in revenue for the administration of estates which appears in the Public Administrators Program budget.

OFFICE OF COUNTY COUNSEL

COUNTY COUNSEL'S OFFICE	
<u>Staff Years</u>	
County Counsel	1.00
Assistant County Counsel	<u>1.00</u>
	2.00
2 Positions - 2 Staff Years	

CLAIMS DIVISION	
<u>Staff Years</u>	
Public Liability Claims Supervisor	1.00
Claims Representative	2.00
Intermediate Clerk Typist	<u>1.00</u>
	4.00
4 Positions - 4 Staff Years	

ADMINISTRATIVE SERVICES	
<u>Staff Years</u>	
Administrative Services Manager	1.00
Legal Support Services Manager	1.00
Confidential Legal Secretary III	4.00
Confidential Legal Secretary II	23.00
Confidential Legal Secretary I	4.00
Senior Clerk	2.00
Accounting Technician	1.00
Intermediate Clerk Typist	<u>5.00</u>
	41.00
41 Positions - 41 Staff Years	

LITIGATION DIVISION	
<u>Staff Years</u>	
Chief Deputy County Counsel	1.00
Deputy County Counsel V	2.00
Deputy County Counsel IV	8.00
Deputy County Counsel III	21.00
Deputy County Counsel II	2.00
Senior Litigation Investigator	1.00
Litigation Investigator	1.00
Legal Assistant II	<u>12.00</u>
	48.00
48 Positions - 48 Staff Years	

ADVISORY DIVISION	
<u>Staff Years</u>	
Chief Deputy County Counsel	1.00
Deputy County Counsel V	3.00
Deputy County Counsel IV	3.00
Deputy County Counsel III	6.00
Deputy County Counsel II	<u>3.00</u>
	16.00
16 Positions - 16 Staff Years	

JUVENILE DEPENDENCY DIVISION	
<u>Staff Years</u>	
Chief Deputy County Counsel	1.00
Deputy County Counsel V	1.00
Deputy County Counsel IV	4.00
Deputy County Counsel III	14.00
Administrative Assistant III	1.00
Confidential Legal Secretary III	1.00
Confidential Legal Secretary II	2.00
Legal Procedures Clerk III	1.00
Legal Procedures Clerk II	4.00
Legal Assistant II	2.00
Juvenile Dependency Investigator	<u>2.00</u>
	33.00
33 Positions - 33 Staff Years	

PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

PROGRAM #: 81101
MANAGER: Lloyd M. Harmon, Jr.

ORGANIZATION #: 0300
REFERENCE: 1991-92 Proposed Budget - Pg. 43-7

AUTHORITY: This program carries out the provisions of the Government Code, the Education Code and the County Charter which require that County Counsel defend and prosecute all civil actions and proceedings in which the County or any of its officers is concerned or is a party in his/her official capacity, including defense of any action against any County officer, employee or servant for acts in the course and scope of employment; to represent the County, its officers and judicial officers in other civil actions; and to render legal services to the County, its officers, boards and commissions, school districts and special districts.

Mandate: This program is mandated, but service levels are discretionary.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,401,447	\$6,747,772	\$8,205,446	\$8,762,539	\$9,558,992	9.1
Services & Supplies	4,887,657	4,707,642	8,244,959	4,250,562	850,562	(80.0)
Other Charges	0	0	0	0	3,400,000	100.0
Fixed Assets	91,296	180,061	26,457	0	0	0.0
TOTAL DIRECT COST	\$9,380,400	\$11,635,475	\$16,476,862	\$13,013,101	\$13,809,554	6.1
PROGRAM REVENUE	(1,768,817)	(2,262,856)	(5,437,910)	(2,604,514)*	(3,450,761)	32.5
NET GENERAL FUND CONTRIBUTION	\$7,611,583	\$9,372,619	\$11,038,952	\$10,408,587	\$10,358,793	(0.5)
STAFF YEARS	96.00	142.00	142.00	142.00	144.00	1.4

PROGRAM DESCRIPTION

County Counsel is mandated to defend all civil actions against the County, its officers, boards, commissions and employees, and to provide other civil legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, school districts and special districts. Services to school and special districts, including litigation services, are provided on a fee basis. The Office, through its Claims Division, also administers public liability claims, County claims against third parties, and employees' lost property claims.

County Counsel assumed the representation of the Department of Social Services in Juvenile Dependency matters. This function was previously handled by the District Attorney.

* This figure does not include \$595,000 in program revenue for the administration of estates which appears in the Public Administrator's budget.

1990-91 BUDGET TO ACTUAL COMPARISON

The only significant difference between 1990-91 budget to actual figures is in the services and supply area. The actual expenditure of \$2.4 million in excess of budgeted amount was due to the payment of public liability claims.

1991-92 OBJECTIVES

Automation efforts will improve clerical efficiency and case and assignment tracking.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Litigation (48.00 SY; E = \$4,598,581; R = \$1,639,112) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o No staff increase.
2. Advisory (16.00 SY; E = \$1,532,860; R = \$545,220) including support personnel is:
 - o Mandatory/Discretionary Service Level.
 - o No staff increase.
3. Claims (4.00 SY; E = \$386,668; R = \$138,030) including support personnel is:
 - o Discretionary/Discretionary Service Level
 - o No staff increase.
4. Juvenile Dependency Division (33.00 SY; E = \$3,162,388; R = \$1,128,399) including support personnel is:
 - o Is a Mandated/Discretionary Service Level
 - o Was implemented for the 1989-90 budget year.
 - o No staff increase.
 - o Is to represent the Department of Social Services in their dependency program.
5. Administrative Services (43.00 SY; E = \$4,129,057; R = \$0)
 - o Is a Mandated/Discretionary Service Level

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
License Fee - Freeway Call Box	\$11,060	\$0	\$0	\$0
Legal Services - Other Government Agencies	422,440	360,000	360,000	0
Legal Services - Administering Estates	396,684	513,000	595,130	82,130
Interfund Charges - Charges in Road Fund	1,483,369	1,818,365	1,818,365	0
Interfund Charges - Charge in APCD	106,526	286,692	286,692	0
Interfund Charges - Capital Outlay Fund	13,967	0	0	0
Charge in Airport Enterprise Fund	8,910	7,500	7,500	0
Charge in Liquid Waste Enterprise Fund	63,550	51,320	56,074	4,754
Charge in Transit Enterprise Fund	910	7,000	7,000	0
Charge in Solid Waste Enterprise Fund	129,632	20,685	190,000	169,315
Charge in Library Fund	4,554	7,952	5,000	(2,952)
Sub-Total	\$2,641,602	\$3,072,514	\$3,325,761	\$253,247
OTHER REVENUE:				
Third Party Recoveries	\$52,109	\$0	\$0	\$0
AB 2890	40,000	0	80,000	80,000
Revenue App. Prior Year - Charges Current Service	154,673	0	0	0
Revenue App. Prior Year - Other Revenue	40,000	40,000	40,000	0
Recovered Expenditures	569,548	5,000	5,000	0
Other - Miscellaneous	0	0	0	0
Sub-Total	\$856,330	\$45,000	\$125,000	\$80,000
Total Revenue	\$3,497,932	\$3,117,514	\$3,450,761	\$333,247
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(396,684)	\$(513,000)	\$(595,130)	\$(82,130)
Total	\$3,101,248	\$2,604,514	\$2,855,631	\$251,117

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
General Fund Support Costs:	\$10,408,587	\$9,895,587	\$10,358,793	\$463,206
Sub-Total	\$10,408,587	\$9,895,587	\$10,358,793	\$463,206
Total	\$10,408,587	\$9,895,587	\$10,358,793	463,206

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
Juvenile Dependency

% OF RESOURCES: 23.2%WORKLOAD

Juvenile Dependency petitions filed	3,943	3,885	3,900	3,900	3,900
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EFFICIENCYEFFECTIVENESS

ACTIVITY B:
Litigation Division

% OF RESOURCES: 32.3%WORKLOAD

Open litigation case	3,515	4,000	4,000	4,000	4,000
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EFFICIENCYEFFECTIVENESS

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2302	Admin. Assistant III	1	1.00	1	1.00	\$42,120	\$42,140
2327	Claims Representative II	2	2.00	2	2.00	79,414	84,030
2369	Admin. Services Manager III	1	1.00	1	1.00	51,937	54,957
2403	Accounting Technician	1	1.00	1	1.00	23,608	26,231
2700	Intermediate Clerk Typist	6	6.00	7	7.00	114,117	132,627
2730	Senior Clerk	2	2.00	2	2.00	43,217	43,082
2771	Confidential Legal Sec. I	4	4.00	4	4.00	103,931	110,577
2772	Confidential Legal Sec. II	26	26.00	25	25.00	744,389	757,559
2773	Confidential Legal Sec. III	4	4.00	5	5.00	126,416	167,290
2774	Legal Support Svcs. Off. Mgr.	0	0.00	1	1.00	0	37,514
2906	Legal Procedures Clerk III	0	0.00	1	1.00	0	23,055
2907	Legal Procedures Clerk II	5	5.00	4	4.00	102,415	95,141
3900	Assistant County Counsel	1	1.00	1	1.00	74,048	78,853
3901	Chief Deputy County Counsel	3	3.00	3	3.00	272,881	290,250
3902	County Counsel	1	1.00	1	1.00	117,393	118,296
3905	Deputy County Counsel V	6	6.00	6	6.00	525,290	554,372
3906	Deputy County Counsel IV	14	14.00	16	16.00	1,080,597	1,317,421
3907	Deputy County Counsel III	40	40.00	39	39.00	2,782,044	2,832,035
3908	Deputy County Counsel II	5	5.00	5	5.00	278,405	292,193
3930	Litigation Investigator	1	1.00	1	1.00	44,410	46,987
3933	Sr. Litigation Investigator	1	1.00	1	1.00	45,990	50,446
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	47,675	48,658
3936	Legal Assistant II	14	14.00	14	14.00	382,381	414,479
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	66,550	83,500
Total		141	141.00	144	144.00	\$7,149,228	\$7,701,693
Salary Adjustments:						11,040	52,388
Premium/Overtime Pay:						0	0
Employee Benefits:						1,740,154	2,021,975
Salary Savings:						(176,883)	(217,064)
Total Adjustments						\$1,574,311	\$1,857,299
Program Totals		141	141.00	144	144.00	\$8,723,539	\$9,558,992

LAFCO

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
LAFCO	\$350,735	\$399,183	\$494,537	\$456,324	\$521,337	\$65,013	14.3
TOTAL DIRECT COST	\$350,735	\$399,183	\$494,537	\$456,324	\$521,337	\$65,013	14.3
PROGRAM REVENUE	(114,933)	(98,135)	(118,123)	(135,540)	(166,312)	(30,772)	22.7
NET GENERAL FUND COST	\$235,802	\$301,048	\$376,414	\$320,784	\$355,025	\$34,241	10.7
STAFF YEARS	7.95	8.07	8.07	8.07	8.43	0.36	4.5

PROGRAM: LAFCO

DEPARTMENT: LAFCO

PROGRAM #: 31007
MANAGER: Jane P. Merrill

ORGANIZATION #: 0220
REFERENCE: 1991-92 Proposed Budget - Pg. 44-3

AUTHORITY: The Local Agency Formation Commission is established by State law, the Cortese/Knox Local Government Reorganization Act of 1985 (Government Code Section 56325, et seq.) (formerly the Knox-Nisbet Act of 1963, Government Code Section 54773, et seq.).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$313,510	\$359,136	\$410,407	\$382,388	\$444,787	16.3
Services & Supplies	37,225	40,047	75,876	58,570	70,550	20.5
Fixed Assets	0	0	8,254	15,366	6,000	(61.0)
TOTAL DIRECT COST	\$350,735	\$399,183	\$494,537	\$456,324	\$521,337	14.2
PROGRAM REVENUE	(114,933)	(98,135)	(118,123)	(135,540)	(166,312)	22.7
NET GENERAL FUND CONTRIBUTION	\$235,802	\$301,048	\$376,414	\$320,784	\$355,025	10.7
STAFF YEARS	7.95	8.07	8.07	8.07	8.43	4.5

PROGRAM DESCRIPTION

The Local Agency Formation Commission (LAFCO) is an independent agency established by State law to serve San Diego County. LAFCO has responsibility in six areas affecting local government in the county:

1. to encourage the orderly formation and development of local government agencies;
2. to review and approve or disapprove changes in boundaries and organization of the county's 18 cities and approximately 200 special districts plus formations of new districts and incorporation of new cities;
3. to determine when special districts may provide new services;
4. to establish and update "spheres of influence" for the cities and special districts in the county;
5. to assist in studies of existing local agencies and citizens considering changes in local government organization and boundaries.

The Commission is composed of two members of the Board of Supervisors, two members of city councils of the cities in the county, two special district representatives, one member of the San Diego City Council, a public member chosen by the other seven commissioners, and five alternate representatives.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual total direct costs were 8% higher (\$38,213) than budgeted. There are three reasons for this increase. First, in August 1990, the Cities of Encinitas and Solana Beach filed a lawsuit against the County and LAFCO. County Counsel recommended that LAFCO obtain outside counsel because of a possible conflict of interest with County Counsel's representing both the County and LAFCO. The total cost in FY 1990-91 for outside legal counsel was \$20,228.

Second, the amount budgeted for salaries and benefits did not cover cost-of-living increases authorized in FY 1989-90 for FY 1990-91 (County budgeting procedures specify that these increases are not budgeted for). The actual cost for salaries and benefits is 7% higher (\$28,019) than budgeted for FY 1990-91.

Third, revenues from processing fees are 13% lower (\$17,417) than budgeted because fewer proposals were submitted to LAFCO than expected.

1991-92 OBJECTIVES

During 1991-92, the Commission will consider an estimated 100 proposals for jurisdictional changes and 20 requests for sphere amendments. LAFCO staff will continue evaluating city spheres in accordance with the Commission's city sphere update procedures and schedule. The Commission will update the San Marcos and Escondido spheres in FY 1991-92 and begin the evaluation of several other city spheres.

Other major proposals that will be considered by the Commission include: the Spring Valley incorporation proposal; Otay Ranch reorganization (Baldwin property), including resolution of the Chula Vista sphere study area; and formation of the Otay Mesa East Sanitation District.

A major administrative project involves completing the installation and implementation of LAFCO's Business Automation Plan. To achieve full implementation, 3 existing microcomputers will be replaced with LAN compatible computers. A student worker will assist in developing the computerized data base.

1991-92 SUB PROGRAM ACTIVITIES

N/A

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FEES:				
Processing Fees (1):				
Sub-Total	\$117,548	\$134,790	\$165,862	\$31,072
	\$117,548	\$134,790	\$165,862	\$31,072
OTHER:				
Reimbursement by City of San Diego (2):				
Sub-Total	\$575	\$750	\$450	\$(300)
	\$575	\$750	\$450	\$(300)
Total	\$118,123	\$135,540	\$166,312	\$30,772

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$376,414	\$320,784	\$355,025	\$34,241
	\$376,414	\$320,784	\$355,025	\$34,241
Total	\$376,414	\$320,784	\$355,025	\$34,241

EXPLANATION/COMMENT ON PROGRAM REVENUES

(1) Processing fees are charged for applications for jurisdictional changes according to a fee schedule adopted by the Commission. (2) The City of San Diego is required by State law to reimburse the County for expenditures directly related to its regular and alternate representatives on LAFCO.

Budgeted revenue for FY 1991-92 is 22.7% higher than that budgeted for FY 1990-91. This is based on a revised fee schedule. LAFCO adopted a revised fee schedule in May 1991 which increased most processing fees by at least 35%.

FIXED ASSETS

Item	Quantity	Unit	Cost
AST Model 386 SX With Color Monitor	1	Unit	\$2,300
AST Model Bravo 286 With Color Monitor	2	Unit	3,200
Fiber Transceiver	1	Unit	500
Total			\$6,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Proposals & Spheres of Influence****% OF RESOURCES:** 100%**WORKLOAD**

Proposals (annexations, etc)	100	128	86	130	100
Sphere of influence actions	17	25	13	25	20

STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0453	Executive Officer	1	1.00	1	1.00	\$70,753	\$80,621
0454	Asst. Exec. Officer	1	1.00	1	1.00	48,046	53,234
1010	Staff Analyst III	1	1.00	2	2.00	41,624	88,469
1000	Staff Analyst II	2	2.00	1	1.00	68,484	35,845
1016	Drafting Tech. I	1	0.45	1	0.50	10,966	12,544
1006	Admin. Secretary	1	1.00	1	1.00	28,766	31,586
1015	Admin. Aide	1	1.00	1	1.00	26,541	29,160
1003	Inter. Typist	1	0.62	1	0.62	11,494	13,185
1016	Student Worker III	0	0.00	1	0.31	0	5,236
0000	Commissioners	13	0.00	13	0.00	7,700	7,700
Total		22	8.07	23	8.43	\$314,374	\$357,580
Salary Adjustments:						0	0
Premium/Overtime Pay:						0	0
Employee Benefits:						68,014	87,207
Salary Savings:						(0)	(0)
Total Adjustments						\$68,014	\$87,207
Program Totals		22	8.07	23	8.43	\$382,388	\$444,787

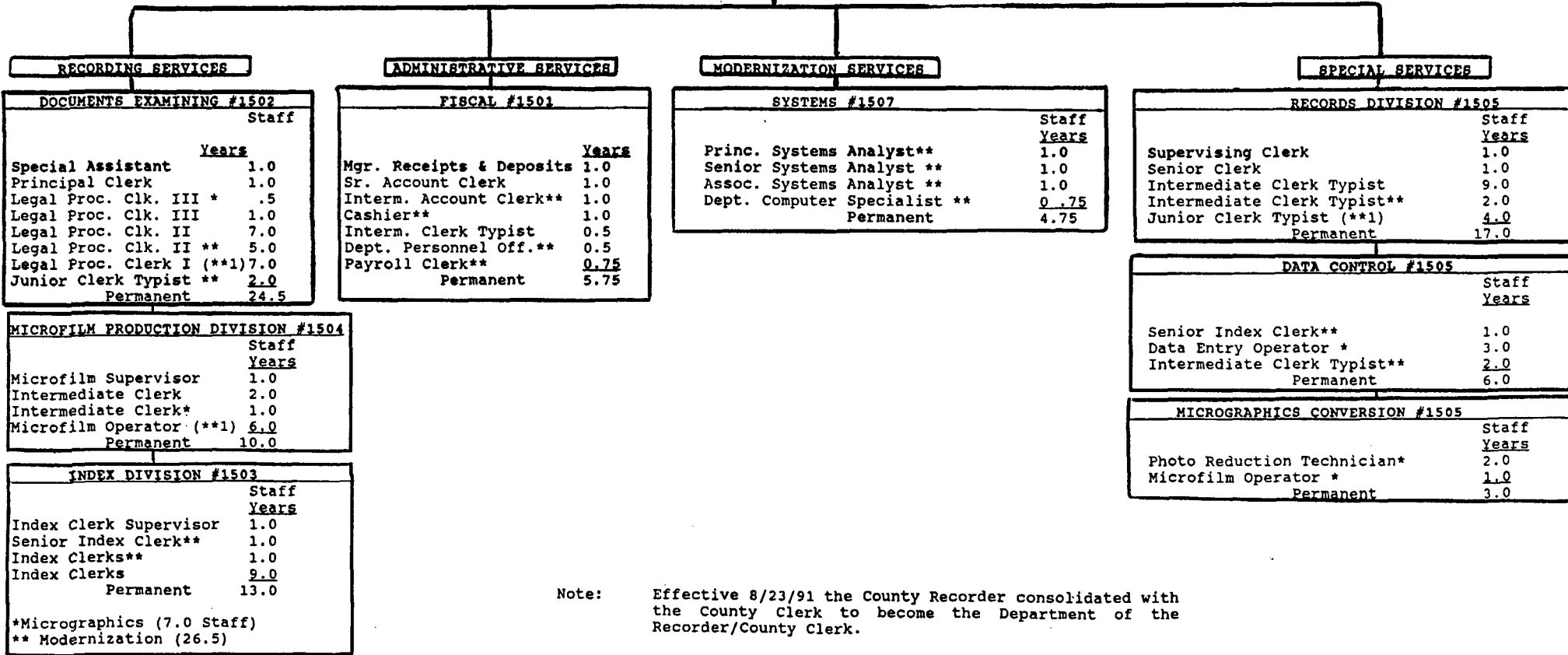
RECORDER

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
RECORDING SERVICES	\$1,214,667	\$1,339,014	\$1,492,332	\$1,475,283	\$1,548,199	\$72,916	4.9
MICROGRAPHICS	244,246	229,944	637,477	561,802	749,980	188,178	33.5
MODERNIZATION	1,457,227	1,255,055	2,830,289	885,193	1,307,235	422,042	47.7
DEPARTMENT OVERHEAD	360,184	304,458	351,809	397,779	439,971	42,192	10.6
TOTAL DIRECT COST	\$3,276,324	\$3,128,471	\$5,311,907	\$3,320,057	\$4,045,385	\$725,328	21.9
PROGRAM REVENUE	(5,730,715)	(6,447,976)	(7,093,418)	(5,039,626)	(5,764,954)	(725,328)	14.4
NET GENERAL FUND COST	\$(2,454,391)	\$(3,319,505)	\$(1,781,511)	\$(1,719,569)	\$(1,719,569)	\$0	0.0
STAFF YEARS	67.48	75.38	79.2	80.5	88.0	7.50	9.3

RECORDER

FY 1991-92

ADMINISTRATIVE DIVISION #1501	
Recorder	1.0
Chief Deputy Recorder	1.0
Asst. Chief Deputy Rec.	1.0
Administrative Secty. IV	<u>1.0</u>
Permanent	4.0



Note: Effective 8/23/91 the County Recorder consolidated with the County Clerk to become the Department of the Recorder/County Clerk.

PROGRAM: RECORDING SERVICES

DEPARTMENT: RECORDER

PROGRAM #: 31526

ORGANIZATION #: 1500

MANAGER: ANNETTE J. EVANS

REFERENCE: 1991-92 Proposed Budget - Pg. 45-7

AUTHORITY:

Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,111,792	\$1,261,816	\$1,396,693	\$1,368,916	\$1,441,832	5.3
Services & Supplies	77,167	76,199	95,639	106,367	106,367	0.0
Fixed Assets	25,708	999	0	0	0	0.0
TOTAL DIRECT COST	\$1,214,667	\$1,339,014	\$1,492,332	\$1,475,283	\$1,548,199	4.9
PROGRAM REVENUE	(3,682,970)	(3,766,129)	(3,478,246)	(3,399,068)	(3,497,421)	2.9
NET GENERAL FUND CONTRIBUTION	\$(2,468,303)	\$(2,427,115)	\$(1,985,914)	\$(1,923,785)	\$(1,949,222)	1.3
STAFF YEARS	47.35	50.87	48.70	48.5	47.50	(2.1)

PROGRAM DESCRIPTION

This program includes: a) the examination and recording upon request of documents entitled by law to be recorded; b) the notification of parties against whom a lien is recorded; c) the production of Grantor-Grantee Indexes; d) the creation of permanent records; e) providing access to and producing copies of the records upon request; f) the collection of fees for recording, copies, documentary transfer tax, County Battered Women and Childrens' Funds and Survey Monument Preservation Fund; g) collection of the Ownership Change Statement for the County Assessor; h) notification of contractors who file preliminary lien notices when Notices of Completion are recorded. This is a County-wide recording service rendered to the public by County employees.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and benefits costs exceeded budgeted amounts by \$27,777 due to greater than expected overtime costs. Overrealized revenue of approximately \$75,386 in recording fees and \$18,565 in copy fees were collected during the fiscal year. An increase in the recording revenue is believed to be the result of consistently lower interest rates and increased refinancing.

1991-92 OBJECTIVES

1. Prepare documents for return to originator within seven working days.
2. To provide a daily Index of recorded documents.
3. To give same-day copy service upon request.
4. To provide the Assessor with copies of recorded documents in seven working days.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Examining and Recording Documents (14.00 SY; E = \$411,566; R = \$2,360,088) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by revenue.
 - o Able to examine and record 667,000 paid documents and 62,500 free documents for governmental agencies during the fiscal year, and determine fees for collection of \$105,370 for the Public Works Monument Preservation Survey fund and \$11,296,668 in documentary transfer tax, a portion of which is retained by the County and the remainder is distributed to the cities, in addition to recording and copy fees.
2. Lien Notification (1.00 SY; E = \$58,000; R = \$58,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Copies of liens are provided to owners to notify them of complete information on recorded liens. This eliminates most subsequent contacts.
 - o Offset 100% by revenue.
 - o Able to process 21,000 lien notifications per year.
3. Preliminary Notice Procedure (1.00 SY; E = \$20,000; R = \$20,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue collected in the program to cover these costs.
 - o Able to process contractor preliminary notice filings and notifications within 5 days of Notice of Completion filings.
4. Grantor-Grantee Index Production (10.00 SY; E = \$300,400; R = \$300,400) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o The contents and type of Recorder's Indices are included in Government Codes 27232 through 27257, however, the time frame for production of the Index is not specified. Production of a daily index has proven the most advantageous to the public and most economical for the County by saving time that would consequently be lost in increased customer contact and complaints when timely information is not available.
 - o Offset 100% by revenue collected in the program to cover these costs.
 - o Able to keypunch, verify and produce an index of approximately 2,500 official index records received daily.

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5. Microfilm Production (9.00 SY; E = \$183,177; R = \$183,877) including support personnel is:
- o Mandated/Discretionary Service Level.
 - o Offset 100% by revenue from other activities in this program. Record storage is on microfilm rather than in books.
 - o Able to photographically produce permanent microfilm records of all recorded documents within seven days of recording.
6. Records Information (15.50 SY; E = \$575,056; R = \$575,056) including support personnel is:
- o Mandated/Mandated Service Level.
 - o Offset 100% by revenue generated by this and other activities in this program.
 - o Able to collect \$242,182 for the County Battered Women's and Battered Children's funds, and \$80,000 for the State Department of Health and \$81,964 in Vital Records Improvement Project Funds in addition to County revenue for copy fees.
 - o Able to process 230,500 copy requests annually and maintain same day copy service to customers.
 - o Includes a mid-year staff increase for an Assistant Chief Deputy Recorder position.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Recording Fees	\$2,808,512	\$2,733,126	\$2,831,479	\$98,353
Copy Fees	406,425	387,860	387,860	0
Admin. Fee Battered Child & Women's Funds	24,218	22,140	22,140	0
Ownership Change Fee	132,020	180,000	180,000	0
Preliminary Notice Fee	25,824	18,000	18,000	0
Vital Records Fund	81,247	57,942	57,942	0
Sub-Total	\$3,478,246	\$3,399,068	\$3,497,421	\$98,353
Total	\$3,478,246	\$3,399,068	\$3,497,421	\$98,353

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS	\$(1,985,914)	\$(1,923,785)	\$(1,949,222)	\$(25,437)
Sub-Total	\$(1,985,914)	\$(1,923,785)	\$(1,949,222)	\$(25,437)
Total	\$(1,985,914)	\$(1,923,785)	\$(1,949,222)	(25,437)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Recording fees increased in FY 90-91 over budgeted amounts by \$75,386 as a result of lower interest rates. Copy fees and a proportionate amount of administrative fees for trust funds was over budgeted amounts by \$20,643. This increase is a result of a greater number of parents than expected acquiring birth certificates in order to obtain social security numbers for their children for Federal income tax filings. This need is expected to continue to decline slightly during the next fiscal year.

Ownership Change Fees were less than budgeted amounts as a result of a legislative change and greater compliance by the public than anticipated with requirements which eliminate payment of fees.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Recording, indexing and microfilm production					
% OF RESOURCES: 66%					
WORKLOAD					
Documents Recorded	636,064	748,986	794,575	667,000	780,000
EFFICIENCY					
Recording productivity ratio	141,133/1	138,398/1	183,363/1	148,222/1	175,323/1
EFFECTIVENESS					
Documents recorded	100%	100%	119%	100%	100%
ACTIVITY B:					
Information retrieval					
% OF RESOURCES: 34%					
WORKLOAD					
Requests for information	343,824	401,369	400,500	400,000	400,000
EFFICIENCY					
Records retrieved ratio	28,652/1	28,669/1	28,600/1	28,571/1	28,600/1
EFFECTIVENESS					
Requests for information	100%	100%	100%	100%	100%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0251	Asst Chief Deputy Recorder	1	1.00	1	1.00	62,896	67,819
2725	Principal Clerk	1	1.00	1	1.00	\$29,848	\$31,583
3023	Index Clerk Supervisor	1	1.00	1	1.00	27,143	28,721
3045	Microfilm Supervisor	1	1.00	1	1.00	26,353	27,887
2745	Supervising Clerk	1	1.00	1	1.00	26,353	24,159
2906	Legal Procedures Clerk III	1	1.00	1	1.00	26,388	27,331
3024	Index Clerk	9	9.00	9	9.00	189,190	195,985
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2907	Legal Procedures Clerk II	7	7.00	7	7.00	163,779	165,077
2903	Legal Procedures Clerk I	6	6.00	6	6.00	117,759	121,730
3040	Microfilm Operator	5	5.00	4	4.00	102,749	85,597
2700	Intermediate Clerk Typist	12	11.50	12	11.50	213,657	224,743
2710	Junior Clerk Typist	3	3.00	3	3.00	44,198	45,978
Total		49	48.50	48	47.50	\$1,053,378	\$1,070,642
Salary Adjustments:						0	229
Premium/Overtime Pay:						10,000	25,000
Employee Benefits:						331,514	375,706
Salary Savings:						(25,976)	(29,745)
Total Adjustments						\$315,538	\$371,190
Program Totals		49	48.50	48	47.50	\$1,368,916	\$1,441,832

PROGRAM: MICROGRAPHICS

DEPARTMENT: RECORDER

PROGRAM #: 31501
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500
REFERENCE: 1991-92 Proposed Budget - Pg. 45-8

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$140,903	\$141,838	\$184,754	\$180,904	\$168,082	(7.1)
Services & Supplies	93,349	78,112	83,036	380,898	380,898	0.0
Fixed Assets	9,994	9,994	369,687	0	201,000	100.0
TOTAL DIRECT COST	\$244,246	\$229,944	\$637,477	\$561,802	\$749,980	33.5
PROGRAM REVENUE	(251,586)	(922,020)	(731,236)	(561,802)	(771,336)	37.3
NET GENERAL FUND CONTRIBUTION	\$(7,340)	\$(692,076)	\$(93,759)	\$0	\$(21,356)	100.0
STAFF YEARS	6.34	5.86	6.96	7.00	6.00	(14.3)

PROGRAM DESCRIPTION

This program includes activities surrounding a) the creation of Indexes from book records and older vital records; b) reduction of paper documentation of records to microfilm and the purchase of all necessary equipment to accomplish these activities. The entire cost of the program is borne by the Micrographics Fund and no General Fund money is required. One dollar per document recorded is charged to support this program. Surplus funds collected over expenditures are returned to the Micrographics Trust Fund. This is a County-wide rendered service for the public by County employees and contract personnel.

1990-91 BUDGET TO ACTUAL COMPARISON

Unexpended funds in services and supplies resulted from not completing a \$300,000 project to for the conversion of Official Records. This project has been carried over to FY 91-92. Expenditures in fixed assets resulted from mid-year budget adjustments approved by the Board to upgrade the Recorder's Micrographics Systems. Unexpended funds for this program revert to the Micrographics Trust Fund instead of the General in accordance with Government Code Section 27361.4.

1991-92 OBJECTIVES

1. Duplicate 5,500 microfilm reels and encase in new cartridges.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Processing older records] (4.00 SY; E = \$109,459; R = \$109,459) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by the Micrographics Fund.
 - o Able to edit 180 microfilm reels.
 - o Able to duplicate on site 180 reels of Recorder's documentation files this fiscal year.
 - o Able to retrieve and recartridge 2,600 reels of microfilm.
2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE] (2.00 SY; E = \$640,521; R = \$661,877) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by the Micrographics Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Micrographic Fees	\$731,236	\$561,802	\$771,336	\$209,534
Sub-Total	\$731,236	\$561,802	\$771,336	\$209,534
Total	\$731,236	\$561,802	\$771,336	\$209,534

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$(93,759)	\$(0)	\$(21,356)	\$(21,356)
Sub-Total	\$(93,759)	\$0	\$(21,356)	\$(21,356)
Total	\$(93,759)	\$0	\$(21,356)	(21,356)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues increased over budgeted amounts due to the approval mid-year by the Board of Supervisors of projects and acquisitions to be funded by revenues from the Micrographic Trust Fund. This included costs for the acquisition of a Microfiche Production System, Public Access Information System, and various micrographic equipment such as viewers and printers.

FIXED ASSETS

Item	Quantity	Unit	Cost
Various Office Equipment	Lot	Lot	\$201,000
Total			\$201,000

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

Microfilming older records and record documentation, editing, cleaning and duplicating produced microfilm reels

% OF RESOURCES: 33%WORKLOAD

Number of reels edited	178	182	172	180	180
Number of duplicated reels	2,625	2,708	2,548	2,600	2,600
Number of reels recartridged	n/a	2,612	2,548	2,600	2,600
Number of reels microfilmed	178	182	172	180	180

EFFICIENCY

Reel editing cost	\$90.25	\$97.80	\$101.71	\$100.80	\$100.8
Film duplication cost	\$6.49	\$7.22	\$7.74	\$7.44	\$7.44
Reel recartridging cost	n/a	\$7.22	\$101.71	\$7.44	\$100.8
Reel filming cost	\$90.25	\$97.80	\$101.71	\$100.80	\$100.80

EFFECTIVENESS

Reels edited	99%	100%	96%	100%	100%
Reels duplicated	100%	100%	98%	100%	100%
Reels recartridge	n/a	100%	98%	100%	100%
Reels microfilmed	99%	100%	96%	100%	100%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3053	Photo Reduction Technician	2	2.00	2	2.00	\$47,310	\$50,548
3030	Data Entry Operator	3	3.00	2	2.00	57,365	39,094
3040	Microfilm Operator	1	1.00	1	1.00	21,489	22,354
2700	Intermediate Clerk Typist	1	1.00	1	1.00	17,441	18,442
Total		7	7.00	6	6.00	\$143,605	\$130,438
Salary Adjustments:						0	216
Premium/Overtime Pay:						0	0
Employee Benefits:						40,908	41,284
Salary Savings:						(3,609)	(3,856)
Total Adjustments						\$37,299	\$37,644
Program Totals		7	7.00	6	6.00	\$180,904	\$168,082

PROGRAM: MODERNIZATION

DEPARTMENT: RECORDER

PROGRAM #: 31503
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500
REFERENCE: 1991-92 Proposed Budget - Pg. 45-9

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$327,907	\$384,740	\$574,649	\$613,161	\$914,203	49.1
Services & Supplies	483,560	300,163	404,960	262,032	265,032	1.1
Other Charges	0	0	0	0	20,000	100.0
Fixed Assets	720,017	570,152	1,850,680	10,000	108,000	980.0
TOTAL DIRECT COST	\$1,531,484	\$1,255,055	\$2,830,289	\$885,193	\$1,307,235	47.7
PROGRAM REVENUE	(1,654,085)	(1,581,434)	(2,693,982)	(885,193)	(1,260,442)	42.4
NET GENERAL FUND CONTRIBUTION	\$(122,601)	\$(326,379)	\$136,307	\$0	\$46,793	100.0
STAFF YEARS	8.58	12.65	18.89	19.00	28.50	50.0

PROGRAM DESCRIPTION

This program includes: a) the development of programs and procedures to improve the retention and retrieval of the County's system of recorded documents, b) maintenance of service level extended to the public when recording documents, c) centralized collection and distribution of various fees and taxes collected to expedite balancing process and deposit of funds.

This program is a County-wide service for the general public rendered by County employees.

1990-91 BUDGET TO ACTUAL COMPARISON

This program is entirely funded by the Recorder's Modernization Trust Fund. Salary and benefits expenditures were less than budgeted due to the filling of some positions at lower levels and due to the extended disability leave of a staff member charged to this program. Increased costs for services and supplies and fixed assets are the result of the mid-year changes approved by the Board of Supervisors for the upgrade of software and hardware associated with the County's automated system for recording documents.

1991-92 OBJECTIVES

1. Develop additional computer programs to expedite fee determination, collection and reconciliation.
2. Process all corrections submitted to update current and older vital records.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Systems Analysis (4.00 SY; E = \$254,334; R = \$254,334) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 100% by revenue collected for the Recorder's Modernization Trust Fund.
 - o Able to prepare computer programs to modernize the department's fee collection, fee audit procedure and correspondence procedures.
2. Data Control (3.00 SY; E = \$85,231; R = \$85,231) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 100% by revenue collected for the Modernization Trust Fund.
 - o Able to process 95,000 corrections to vital records files annually.
 - o Able to prepare 48,898 birth; 15,600 death; and 11,100 marriage records annually for indexing and microfilming.
 - o Providing personal computer training and assistance to department personnel.
3. Fee Collection (1.00 SY; E = \$29,014; R = \$29,014) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Able to collect fees for all department programs as well as \$105,370 for the Public Works Monument Preservation Survey fund and \$11,296,628 in documentary transfer tax for the County and Cities.
4. Examining and Recording Documents (3.00 SY; E = \$90,276; R = \$90,276) including support personnel is:
 - o Mandated/Mandated Service Level.
 - o Offset 100% by Modernization Trust Fund.
 - o Includes two Legal Procedures Clerk II's and one Legal Procedures Clerk I to assist in promptly examining and recording documents presented for recording.
 - o Able to examine, determine fees and record documents presented for recording.
 - o Able to provide training for the automated recording system.
5. Return Recorded documents (3.00 SY; E = \$62,521; R = \$62,521) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o 100% offset by revenue.
 - o Includes Junior Clerk position for returning mail documents to addressee.
 - o Able to prepare 660,370 documents for return to addressees.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Modernization	\$2,693,982	\$885,193	\$1,260,442	\$375,249
Sub-Total	\$2,693,982	\$885,193	\$1,260,442	\$375,249
Total	\$2,693,982	\$885,193	\$1,260,442	\$375,249

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS	\$136,307	\$0	\$46,793	\$46,793
Sub-Total	\$136,307	\$0	\$46,793	\$46,793
Total	\$136,307	\$0	\$46,793	46,793

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues in this program increased over budgeted amounts due to the approval mid-year by the Board of Supervisors of projects and acquisitions to be funded by revenues from the Recorder's Modernization Trust Fund. This included costs for software and hardware associated with the upgrade of the County's Automated Recording System and the remodel of the Department of Information Services computer room in order to house Recorder computer equipment.

FIXED ASSETS

Item	Quantity	Unit	Cost
TYPEWRITER, ELECTRIC	2	UNIT	\$1,000
COMPUTERIZED CASH REGISTER	2	UNIT	5,000
DESK, WOOD	3	UNIT	1,800
TYPEWRITER, ELECTRIC	1	UNIT	500
TYPEWRITER, ELECTRIC	1	UNIT	500
DESK, WOOD	2	UNIT	1,200
MODULAR WORKSTATION	1	UNIT	7,500
MODULAR WORKSTATION	1	UNIT	2,500
MODULAR FURNITURE	1	LOT	30,000
MODULAR WORKSTATION	1	UNIT	2,500
CELLULAR TELEPHONE	1	LOT	1,200
PERSONAL COMPUTER	1	UNIT	2,500
PERSONAL COMPUTER	2	UNIT	5,000
COMPUTER EQUIPMENT	1	UNIT	1,000
PRINTER	3	UNIT	15,000
TERMINAL, COMPUTER	3	UNIT	3,000
PERSONAL COMPUTER	3	UNIT	9,000
Total			\$89,200

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
VARIOUS COMMUNICATION EQUIPMENT	1	LOT	18,800
Total			\$18,800

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2499	Principal System Analyst	1	1.00	1	1.00	\$53,792	\$59,184
2328	Dept. Personnel Officer I	0	0.00	1	0.50	0	19,878
2525	Senior System Analyst	1	1.00	1	1.00	51,937	48,765
2427	Associate System Analyst	1	1.00	1	1.00	47,134	49,864
3071	Senior Index Clerk	2	2.00	2	2.00	48,010	50,048
3118	Dept. Computer Specialist I	1	1.00	2	1.75	23,772	45,656
3119	Dept. Computer Specialist II	0	0.00	1	1.00	0	29,867
2907	Legal Procedures Clerk II	3	3.00	6	6.00	63,041	130,446
2906	Legal Procedures Clerk III	0	0.00	1	0.50	0	11,715
2903	Legal Procedures Clerk I	1	1.00	1	1.00	17,631	19,665
3040	Microfilm Operator	1	1.00	1	1.00	18,173	20,688
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	17,622
2494	Payroll Clerk	0	0.00	1	0.75	0	13,888
3024	Index Clerk	0	0.00	2	2.00	0	37,814
2430	Cashier	1	1.00	1	1.00	21,489	22,354
2700	Intermediate Clerk Typist	4	4.00	4	4.00	73,213	77,669
2710	Junior Clerk Typist	3	3.00	3	3.00	43,504	46,401
Total		19	19.00	30	28.50	\$461,696	\$701,524
Salary Adjustments:						12,170	772
Premium/Overtime Pay:						20,000	0
Employee Benefits:						131,746	224,891
Salary Savings:						(12,451)	(12,984)
Total Adjustments						\$151,465	\$212,679
Program Totals		19	19.00	30	28.50	\$613,161	\$914,203

PROGRAM: DEPARTMENT OVERHEAD

DEPARTMENT: RECORDER

PROGRAM #: 31502
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500
REFERENCE: 1991-92 Proposed Budget - Pg. 45-11

AUTHORITY:

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$265,923	\$283,067	\$324,567	\$383,399	\$425,591	11.0
Services & Supplies	13,306	21,391	27,242	14,380	14,380	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$279,229	\$304,458	\$351,809	\$397,779	\$439,971	10.6
PROGRAM REVENUE	(142,073)	(178,393)	(189,954)	(193,563)	(235,755)	21.8
NET GENERAL FUND CONTRIBUTION	\$137,156	\$126,065	\$161,855	\$204,216	\$204,216	0.0
STAFF YEARS	5.20	6.00	4.26	6.00	6.00	0.0

PROGRAM DESCRIPTION

This program provides administrative services to the entire the department. These services include office management, personnel and payroll, budgeting, purchasing and warehousing, fiscal control, statistics, staff development and training, special projects, community relations and inter-departmental communications.

1990-91 BUDGET TO ACTUAL COMPARISON

The vacancy of the position of manager of receipts and deposits, delayed classification studies and underfilling of budgeted positions account for lower salary and benefits expenditures in this program. Staff assistance was provided by Auditor and Controller staff during some of this time period to manage workload. Supplies were more conveniently acquired from Purchasing & Contracting's PONY EXPRESS store versus the more costly requisition or petty cash processes which resulted in increased expenditures credited to this program.

1991-92 OBJECTIVES

N/A

1991-92 SUB PROGRAM ACTIVITIES

N/A

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FEES:				
Micrographics fee	\$102,960	\$102,960	\$102,960	\$0
Modernization fee	86,994	86,994	132,795	45,801
Sub-Total	\$189,954	\$189,954	\$235,755	\$45,801
Total	\$189,954	\$189,954	\$235,755	\$45,801

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$161,855	\$204,216	\$204,216	\$0
Sub-Total	\$161,855	\$204,216	\$204,216	\$0
Total	\$161,855	\$204,216	\$204,216	0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue to this program comes from the overhead and travel costs incurred by the Micrographics and Modernization programs. A proportionate share of these costs are allocated from each program trust fund rather than the County General Fund.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0150	Recorder	1	1.00	1	1.00	\$77,803	\$78,067
0250	Chief Deputy Recorder	1	1.00	1	1.00	66,395	71,585
0249	Special Assistant, Recorder	0	0.00	1	1.00	0	60,522
2491	Manager, Receipts & Deposits	1	1.00	1	1.00	47,653	46,982
3015	Chief, Recording Services	1	1.00	1	0.00	39,707	0
2759	Admin. Secretary IV	1	1.00	1	1.00	31,429	33,251
2510	Senior Account Clerk	1	1.00	1	1.00	23,065	24,032
9999	Temporary Extra Help	21	0.00	21	0.00	0	5,000
Total		27	6.00	28	6.00	\$286,052	\$319,439
Salary Adjustments:						9,808	7,873
Premium/Overtime Pay:						0	0
Employee Benefits:						94,949	107,718
Salary Savings:						(7,410)	(9,439)
Total Adjustments						\$97,347	\$106,152
Program Totals		27	6.00	28	6.00	\$383,399	\$425,591

RETIREMENT ASSOCIATION

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
RETIREMENT ADMINISTRATION	428,520	459,629	550,917	787,665	0	(787,665)	(100.0)
TOTAL DIRECT COST	\$428,520	\$459,629	\$550,917	\$787,665	\$0	\$(787,665)	(100.0)
PROGRAM REVENUE	(1,001)	(615,698)	(755,794)	(977,631)	(0)	977,631	(100.0)
NET GENERAL FUND COST	\$427,519	\$(156,069)	\$(204,877)	\$(189,966)	\$0	\$189,966	(100.0)
STAFF YEARS	8.63	9.33	11.35	13.42	0.00	(13.42)	(100.0)

RETIREMENT ASSOCIATION
(Headquarters Location: County Administration Center)

RETIREMENT BOARD

TREASURER-TAX COLLECTOR

RETIREMENT ASSOCIATION

Retirement Payroll
Retired Health Insurance
Active Member Accounts
Death Benefits
Disability Retirements

0 Positions 0 Staff Years

NOTE: Number of positions relative to staff years depict authorized level for permanent and part-time employees, Retirement Board Members, plus temporaries and seasonals.

PROGRAM: Retirement Administration

DEPARTMENT: RETIREMENT ASSOCIATION

PROGRAM #: 81203
MANAGER: Paul Boland

ORGANIZATION #: 1290
REFERENCE: 1991-92 Proposed Budget - Pg. 46-1

AUTHORITY: This program was developed to carry out California Government Code Section 31451 et seq.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$261,534	\$288,893	\$426,522	\$486,462	\$0	(100.0)
Services & Supplies	158,059	145,576	113,767	298,053	0	(100.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	8,927	25,160	29,395	3,150	0	(100.0)
TOTAL DIRECT COST	\$428,520	\$459,629	\$569,684	\$787,665	\$0	(100.0)
PROGRAM REVENUE	(1,001)	(615,698)	(755,794)	(977,631)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$427,519	\$(156,069)	\$(186,110)	\$(189,966)	\$0	(100.0)
STAFF YEARS	8.63	9.33	11.35	13.42	0.00	(100.0)

PROGRAM DESCRIPTION

To provide management and accountability of funds for employees' retirement system. All active and retired members of the County Retirement System are served by this program. Program activities include: maintaining records and accounts for all members; 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 17,300 active employees, and a payroll for 6,600 retirees, including a paid health insurance plan; and, preparing disability cases which involve medical and legal investigation for formal hearing by the Retirement Board or a Hearing Officer. The Retirement Board, composed of four elected members of the system, four members appointed by the Board of Supervisors, and the Treasurer, manages the County Retirement System.

On April 20, 1989, the Retirement Board resolved and directed that Government Code Sections 31522.1 (provides that Retirement Board can appoint personnel to do the work of the Board) and Section 31580.2 (mandates that Retirement Board shall annually adopt a budget covering the entire expense of administration of the retirement system) be made applicable to the County of San Diego effective July 1, 1989. On June 20, 1989 (No. 50), the County Board of Supervisors established the San Diego County Retirement Association. These actions removed the Retirement Association from the General Fund and are reflected in the 1991-92 Adopted Budget.

1990-91 BUDGET TO ACTUAL COMPARISON

Direct costs were \$217,981 under budget. This was due to delays in filling vacant positions within the Department and judicious expenditure of service and supply appropriations. Fixed Assets were \$26,245 over budgeted amounts due to Board of Supervisors approved mid-year additions.

1991-92 OBJECTIVES

1. Complete software development and installation for automated retirement benefit calculation program.
2. Improve timely performance of the organization's basic functions.
3. Meet the demands of the active and retired employee population.
4. Oversee the portfolio transactions of all portfolio managers and participate with the Retirement Board Committees on investment planning matters.

1991-92 SUB PROGRAM ACTIVITIES**1991-92 BUDGET**

On June 20, 1989 (#50) the Board of Supervisors authorized the establishment of the San Diego County Retirement Association as an organization unit of the General Fund empowered to receive and appropriate revenues as disbursed by the Board of Retirement. With this action, there will no longer be an appropriation for the Retirement Association in the County budget. The budget request approved by the Board of Retirement is summarized for reference purposes.

	1991-92 BUDGET
SALARIES & BENEFITS	531,011
SERVICES & SUPPLIES	407,853
FIXED ASSETS	91,716
OVERHEAD	250,000
STAFF YEARS	13.75

All Retirement Association expenditures are offset 100% by the Retirement Fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Aid From Other Agencies	\$753,704	\$977,631	\$0	\$(977,631)
Miscellaneous	1,349	0	0	0
Duplicating & Filing Fee	0	0	0	0
Sub-Total	\$755,053	\$977,631	\$0	\$(977,631)
Total	\$755,053	\$977,631	\$0	\$(977,631)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$(204,877)	\$(189,966)	\$(0)	\$189,966
Sub-Total	\$(204,877)	\$(189,966)	\$0	\$189,966
Total	\$(204,877)	\$(189,966)	\$0	\$189,966

EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual Revenue reflects actual expenditures plus actual overheads.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Retirement Administration					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Active Members	13,963	15,623	15,986	17,300	16,500
Retired Members	6,163	6,417	6,574	6,600	6,650
New Enrollments	2,299	2,988	2,039	3,680	1,800
Retirements	254	352	358	320	360
Terminations	1,258	1,218	827	1,700	1,400
Disability Retirement Applications	82	80	97	100	100
Deaths	—	194	193	190	210
Deferred Retirements	0	224	206	350	350
<u>EFFICIENCY</u>					
Average Cost/Member	28.15	29.42	37.20	32.96	37.50
<u>EFFECTIVENESS</u>					
Average Rate of Return to Investment	9.51	8.06	9.21	7.55	7.55

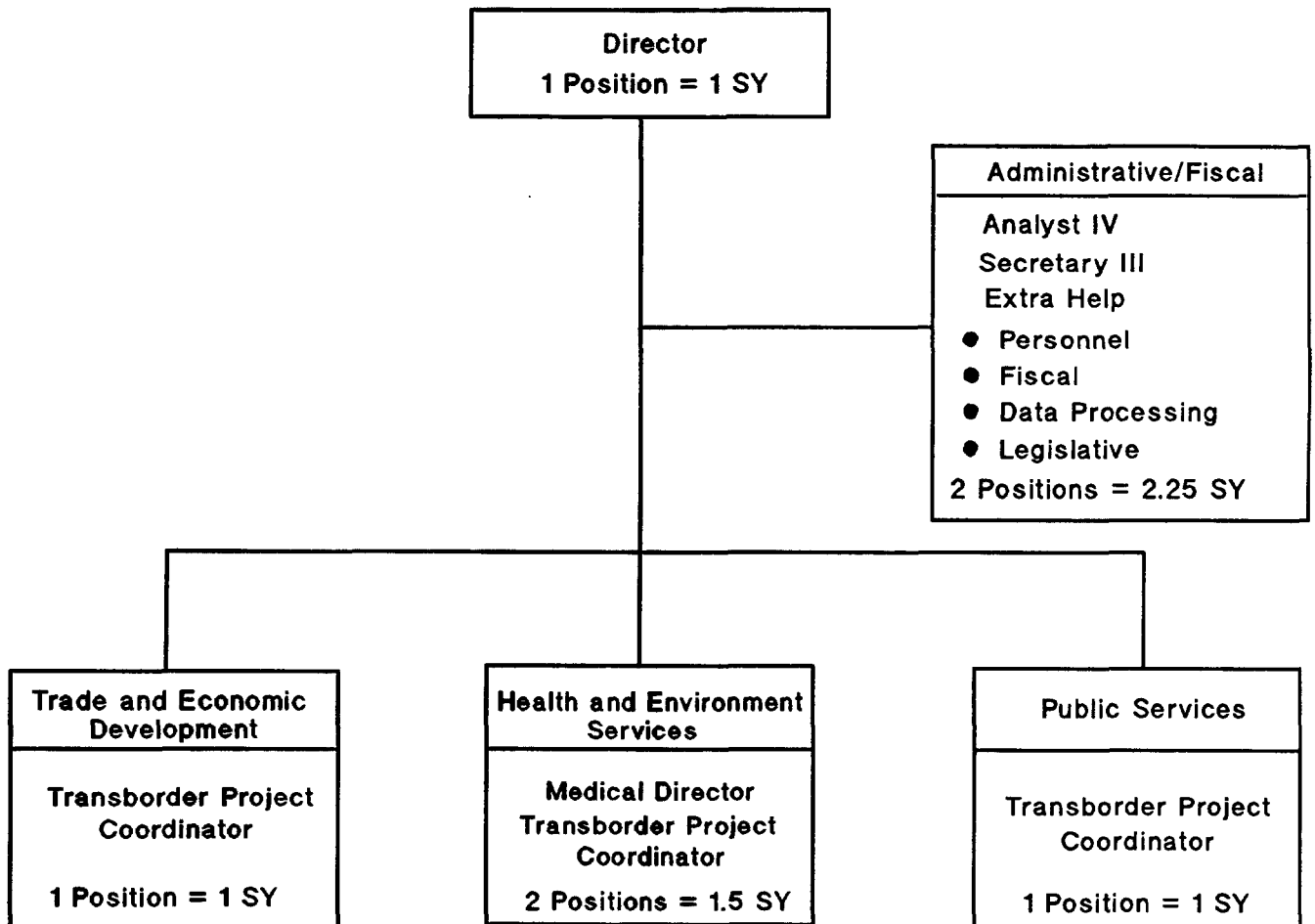
STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2295	Retirement System Manager	1	1.00	0	0.00	\$77,024	\$0
2315	Retirement Benefits Officer I	1	1.00	0	0.00	36,001	0
2340	Retirement Benefits Officer II	1	1.00	0	0.00	45,990	0
2403	Accounting Technician	1	1.00	0	0.00	0	0
2493	Intermediate Account Clerk	3	3.00	0	0.00	74,773	0
2510	Senior Account Clerk	2	2.00	0	0.00	46,130	0
2700	Intermediate Clerk Typist	1	1.00	0	0.00	19,962	0
2730	Senior Clerk	1	1.00	0	0.00	20,156	0
2756	Administrative Secretary I	1	1.00	0	0.00	21,272	0
2758	Administrative Secretary III	1	1.00	0	0.00	24,602	0
9999	Extra Help	1	.42	0	0.00	4,700	0
Total		14	13.42	0	0.00	\$370,610	\$0
Salary Adjustments:						16,152	0
Premium/Overtime Pay:						0	0
Employee Benefits:						100,494	0
Salary Savings:						(794)	(0)
Total Adjustments						\$115,852	\$0
Program Totals		14	13.42	0	0.00	\$486,462	\$0

TRANSBORDER AFFAIRS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Transborder Affairs	\$367,024	\$463,793	\$481,877	\$493,204	\$481,414	\$(11,790)	(2.4)
TOTAL DIRECT COST	\$367,024	\$463,793	\$481,877	\$493,204	\$481,414	\$(11,790)	(2.4)
PROGRAM REVENUE	(0)	(3,333)	(1,668)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$367,024	\$460,460	\$480,209	\$493,204	\$481,414	\$(11,790)	(2.4)
STAFF YEARS	7.0	7.00	7.00	7.00	6.25	(0.75)	(10.7)

DEPARTMENT OF TRANSBORDER AFFAIRS



PROGRAM: Transborder Affairs

DEPARTMENT: TRANSBORDER AFFAIRS

PROGRAM #: 75101
MANAGER: Augie Bareno

ORGANIZATION #: 0601
REFERENCE: 1991-92 Proposed Budget - Pg. 41-1

AUTHORITY: Established by the Board of Supervisors, Ordinance No. 7358 adding Article XXX to the San Diego County Administrative Code relating to the establishment of a Department of Transborder Affairs, 8-18-87.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$349,526	\$431,638	\$462,332	\$465,204	\$453,414	(2.5)
Services & Supplies	16,825	25,722	18,988	28,000	28,000	0.0
Other Charges	0	381	557	0	0	0.0
Fixed Assets	673	6,052	0	0	0	0.0
TOTAL DIRECT COST	\$367,024	\$463,793	\$481,877	\$493,204	\$481,414	(2.4)
PROGRAM REVENUE	(0)	(3,333)	(1,668)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$367,024	\$460,460	\$480,209	\$493,204	\$481,414	(2.4)
STAFF YEARS	7.0	7.00	7.00	7.00	6.75	(3.6)

PROGRAM DESCRIPTION

The Department of Transborder Affairs coordinates all County policies and programs focusing on the U.S./Mexico border and the Pacific Rim. With direction from the Board of Supervisors and the Chief Administrative Officer, the Department initiates appropriate public policy on transborder and international issues as part of the county's regional leadership.

1990-91 BUDGET TO ACTUAL COMPARISON

FY 1991-91 actual expenditures were less than FY 1990-91 budgeted amounts by approximately \$11,327. This was due to lower than anticipated expenditures for salaries & benefits and services and supplies. In addition, \$1,668 of unanticipated revenue which was used to further General Fund costs.

1991-92 OBJECTIVES

1. To provide staff support in the continued development of a South County Economic Development Council and prepare a transition plan for its development into a private non-profit corporation.
2. To provide staff support for the Transborder Affairs Advisory Committee and the International Trade Commission and its subcommittees.
3. To establish policies and programs for the County on trade and economic matters relating to the U.S./Mexico border region and the Pacific Rim.
4. To coordinate and assist various County departments in carrying out their responsibilities when they are impacted by the U.S./Mexico border.
5. To develop policies and programs for the County on binational health and environmental matters relating to the U.S./Mexico border region.
6. To coordinate with the Office of Disaster Preparedness to establish emergency/disaster plans for the binational region.
7. To continue monitoring policy implication of the Immigration Reform and Control Act (IRCA) on County operations.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative Services (SY 3.25; E = \$204,936; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing staff support to the Transborder Affairs Advisory Committee.
 - o Providing centralized administrative support including budget, purchasing, payroll and personnel services.
2. Health & Environmental Services (SY 1.5; E = \$92,163; R = \$0) including support personnel:
 - o Discretionary/Discretionary Service Level.
 - o Participate in U.S./Mexico health associations and international public health committees.
 - o Participate in efforts responding to the border sewage issue and its effect on San Diego County.
 - o Coordinate and assist with efforts to develop a binational trauma program.
 - o Assist in the development of public policy relating to border environmental and public health issues.
 - o Provide staff support and translation services for public agencies working on binational environmental and public safety issues effecting San Diego County.
3. Trade and Economic Development (SY 1.0; E = \$92,163; R = \$0) including support personnel:
 - o Discretionary/Discretionary Service Level.
 - o Providing staff support to the International Trade Commission and the South County Economic Development Corporation.
 - o Promoting long-term border economic development strategies, using the Maquiladoras as a catalyst.
 - o Promoting activities that will maintain and contribute to a healthy trade environment.

4. Public Services (SY 1.0; E = \$92,163; R = \$0) including support personnel is:

- o Discretionary/Discretionary Service Level.
- o Coordinating various public service projects aimed at relieving impacted County services such as the Child Protective Services Project and Border Justice Program.
- o Participating in various border-related public service activities in such areas as disaster preparedness and technology transfer.
- o Assist the San Diego Unified School District and various public agencies in the transfer of surplus goods and equipment.
- o Assist various public agencies with information and consultation on the efforts of increased migration.
- o Provide interpreter services for various departments in binational efforts necessary to discharge their responsibilities.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Transfer from Cable TV	\$1,668	\$0	\$0	\$0
Sub-Total	\$1,668	\$0	\$0	\$0
Total	\$1,668	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$480,209	\$493,204	\$481,414	\$(11,790)
Sub-Total	\$480,209	\$493,204	\$481,414	\$(11,790)
Total	\$480,209	\$493,204	\$481,414	(11,790)

EXPLANATION/COMMENT ON PROGRAM REVENUES

\$1668 of unanticipated revenue was earned in FY 1990-91. This revenue was used to offset General Fund costs.

PERFORMANCE INDICATORS

1988-89 1989-90 1990-91 1990-91 1991-92
Actual Actual Actual Budget Budget

ACTIVITY A:
Transborder Activities

% OF RESOURCES: 100%

WORKLOAD

Dept. Assistance & Intervention	143	150	200	200	200
Policy Impact & Development	27	35	50	50	50
Advisory Committee Meetings	35	35	50	50	50

STAFFING SCHEDULE

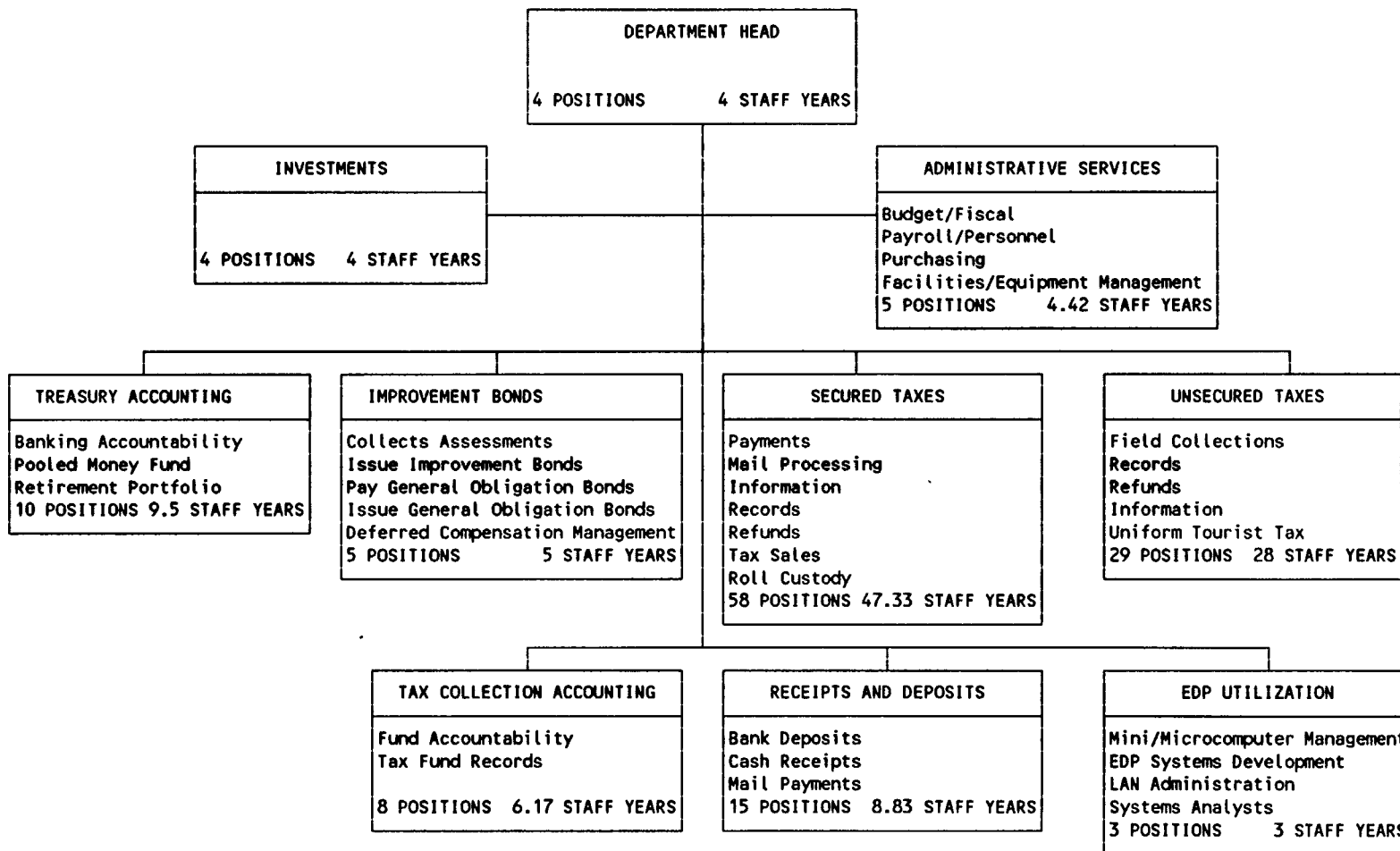
Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2277	Director	1	1.00	1	1.00	\$69,847	\$78,350
2130	Medical Director	1	0.50	1	0.50	42,356	0
0950	Project Coordinator	3	3.00	3	3.00	158,815	175,010
2414	Analyst IV	1	1.00	1	0.75	47,587	35,712
2413	Analyst III	0	0.00	0	0.00	0	0
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
9999	Extra Help	6	0.50	6	0.50	10,000	23,015
Total		13	7.00	13	6.75	\$357,806	\$342,987
Salary Adjustments:						11,903	2,866
Premium/Overtime Pay:						0	0
Employee Benefits:						95,943	107,561
Salary Savings:						(448)	(0)
Total Adjustments						\$107,398	\$110,427
Program Totals		13	7.00	13	6.75	\$465,204	\$453,414

TREASURER-TAX COLLECTOR

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
TAX COLLECTION	\$2,234,645	\$2,556,871	\$2,859,631	\$2,777,145	\$3,185,001	\$407,856	14.7
TREASURY	1,398,159	1,656,032	1,888,799	1,629,060	1,813,657	184,597	11.3
DEPARTMENT OVERHEAD	483,115	543,865	575,197	573,538	619,095	45,557	7.9
TOTAL DIRECT COST	\$4,115,919	\$4,756,768	\$5,323,627	\$4,979,743	\$5,617,753	\$638,010	12.8
PROGRAM REVENUE	(2,810,280)	(2,914,390)	(5,417,817)	(5,050,590)	(3,852,975)	1,197,615	(23.7)
NET GENERAL FUND COST	\$1,305,639	\$1,842,378	\$(94,190)	\$(70,847)	\$1,764,778	\$1,835,625	(2,591.0)
STAFF YEARS	114.68	99.87	111.28	115.25	120.25	5.00	4.3

TREASURER-TAX COLLECTOR

(HEADQUARTERS LOCATION: COUNTY ADMINISTRATION CENTER)



NOTE: Number of positions relative to staff years depict authorized level for permanent and part-time employees.

PROGRAM: Tax Collection

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07401
MANAGER: Philip H. Jacobsen

ORGANIZATION #: 1200
REFERENCE: 1991-92 Proposed Budget - Pg. 48-5

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,966,434	\$2,069,362	\$2,333,186	\$2,511,573	\$2,826,433	12.5
Services & Supplies	251,784	332,923	396,314	265,572	267,072	0.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	16,427	154,586	130,131	0	91,496	100.0
TOTAL DIRECT COST	\$2,234,645	\$2,556,871	\$2,859,631	\$2,777,145	\$3,185,001	14.7
PROGRAM REVENUE	(1,416,642)	(1,359,339)	(3,730,180)	(3,490,413)	(2,094,916)	(40.0)
NET GENERAL FUND CONTRIBUTION	\$818,003	\$1,197,532	\$(870,549)	\$(713,268)	\$1,090,085	(252.8)
STAFF YEARS	83.31	74.92	86.30	88.33	93.33	5.7

PROGRAM DESCRIPTION

Provide centralized collection of secured and unsecured property taxes for the County, school districts, most special districts and all cities within the County. Distribute 1,450,000 tax bills or statements to property owners or their agents and collect \$1,500,000,000 in property taxes. Issue redemption certificates when prior year secured property taxes are completely paid; sell at auction all property on which taxes are unpaid. Collect uniform tourist taxes in unincorporated areas of the County, and racehorse taxes. State law requires that the Tax Collector shall collect all property taxes and sets forth specific duties, procedures to be followed, and legal requirements to be met.

1990-91 BUDGET TO ACTUAL COMPARISON

Direct costs were \$82,486 over budget. A savings of \$178,387 was realized in Salaries and Benefits. This significant savings in Salaries and Benefits was accomplished by one-time measures in managing staffing turnover and the effective scheduling of temporary personnel and overtime. Service and Supplies expenditures were \$130,742 over the budgeted amount due to \$112,945 in payments for annual seasonal agency personnel that is a standard transfer expense from the salaries account and the requirement to include prior year expenditures of \$30,022. Fixed Asset expenditures were over budget due to mid-year appropriation of over realized revenues to purchase equipment. Revenue exceeded budgeted level by 64%. The increase in revenue and decreased expenditures resulted in a Net General Fund Contribution reduction in this program of \$157,281.

1991-92 OBJECTIVES

1. Maintain taxpayer service levels in telephone call handling, turnaround time on information, inquiries, taxpayer requests and research assignments, without staff augmentation to meet workload increases.
2. Maintain leadership position in California in the collection effectiveness of unsecured property taxes.
3. Complete the on-line reporting portion of redemption process automation for prior year secured taxes.
4. Complete design characteristics for the Tax Collector's module for the Shared Property Tax System.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Current Secured Tax Collection (46.11 SY; E = \$1,484,479; R = \$953,336) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 64% by program revenue and collects \$1,277,000,000 in taxes.
 - o Expediting deposits of collected taxes for increased investment earnings.
2. Unsecured Tax Collection (29.21 SY; E = \$1,076,103; R = \$513,466) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 48% by revenue and collects \$69,000,000 in taxes.
 - o Incorporating on-line computer systems for improved taxpayer service and collection procedures.
3. Prior Year Tax Collection (18.01 SY; E = \$624,419; R = \$628,114) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset entirely by program revenue and collects \$62,000,000 in taxes.
 - o Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$758,827	\$585,981	\$675,958	\$89,977
Redemption Fees/Cost Recovery of Public Auctions	192,323	119,000	164,979	45,979
Returned Check Fees	23,477	20,000	22,000	2,000
Escheatment of Unclaimed Money	36,435	7,000	16,000	9,000
Other Miscellaneous Fees	0	1,000	10,000	9,000
SB813 Recovery	447,380	447,380	447,280	(100)
Property Tax System Administration	2,271,738	2,310,052	658,429	(1,651,623)
Business Licenses	0	0	83,772	83,772
Aid From Other Gov't Agency	0	0	16,498	16,498
Sub-Total	3,730,180	3,490,413	2,094,916	(1,395,497)
Total	\$3,730,180	\$3,490,413	\$2,094,916	\$(1,395,497)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Program Cost	\$(1,870,549)	\$(713,268)	\$(1,090,085)	\$(376,817)
Sub-Total	\$(1,870,549)	\$(713,268)	\$(1,090,085)	\$(376,817)
Total	\$(1,870,549)	\$(713,268)	\$(1,090,085)	\$(376,817)

EXPLANATION/COMMENT ON PROGRAM REVENUES

All Revenues are based on charges and fees in the California Revenue and Taxation Code, except returned check fees which are County imposed. Revenue is generated primarily by collection of penalties on delinquent payments, and fees and cost recovery from the sale of defaulted properties.

The 1991-92 reduction in the property tax system administration revenues is due to changes in state legislation.

FIXED ASSETS

Item	Quantity	Unit	Cost
Desk	1	lot	\$600
Cellular Phone	3	lot	4,500
Micro-computer	6	lot	40,800
CRT	12	lot	12,696
Fax Machine	1	lot	4,000
Microfilm R/P	2	lot	4,600
Typewriter	3	lot	1,700
Page Printer	1	lot	600
Bill Printer	1	lot	20,000
Laser Printer	1	lot	2,000
Total			\$91,496

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Current Secured Taxes					
% OF RESOURCES: 47%					
WORKLOAD					
Tax Bills and Statements	1,410,095	1,438,634	1,424,428	1,465,000	1,450,000
Tax Payments	1,645,860	1,724,422	1,689,666	1,737,000	1,715,000
Refunds	21,293	19,503	18,637	25,000	20,000
Service Requests	117,862	108,744	160,153	155,000	150,000
EFFICIENCY					
Payments/Staff Hour	19.47	22.15	18.44	17.09	18.18
Cost/Current Tax Bill Issued	2.42	1.66	2.48	2.65	2.74
EFFECTIVENESS					
Tax Charge Collected	97.13%	96.91%	95.75%	96.00%	95.00%
ACTIVITY B:					
Prior Year Secured Taxes					
% OF RESOURCES: 20%					
WORKLOAD					
Prior Year Parcels	31,346	28,531	29,947	29,000	38,000
Prior Year Tax Payments	20,103	20,006	18,963	19,000	22,000
EFFICIENCY					
Prior Year Payments/Staff Hour	0.51	0.55	0.53	0.66	0.59
EFFECTIVENESS					
Prior Year Tax Charge Collected	57.40%	59.39%	54.8%	55.00%	55.00%
ACTIVITY C:					
Unsecured Taxes					
% OF RESOURCES: 34%					
WORKLOAD					
Tax Bills Issued	128,683	120,493	121,493	134,700	124,339
Tax Bills Collected	126,059	115,857	117,538	125,963	119,080
EFFICIENCY					
Tax Payment/Staff Hour	2.59	2.59	2.26	2.15	2.05
Cost/Tax Bill Issued	\$9.50	\$11.03	\$7.23	\$10.54	\$8.65
EFFECTIVENESS					
Tax Charge Collected	99.10%	98.71%	98.97%	98.00%	97.00%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$22,055	\$24,032
2430	Cashier	2	1.50	2	1.50	32,001	30,924
2449	Manager Field Collections	1	1.00	1	1.00	54,536	57,705
2450	Asst. Mgr. Field Collections	0	0.00	1	1.00	0	42,627
2454	Tax Services Division Chief	2	2.00	2	2.00	78,576	79,374
2455	Manager Secured Taxes	1	1.00	1	1.00	54,536	57,705
2456	Assistant Division Chief	2	2.00	2	2.00	62,734	67,744
2457	Tax Payment Processor	4	4.00	4	4.00	88,751	94,624
2458	Senior Tax Payment Processor	1	1.00	1	1.00	25,573	26,700
2469	Departmental EDP Coordinator	1	1.00	1	1.00	37,491	31,768
2493	Intermediate Account Clerk	21	20.00	20	19.00	397,098	391,161
2505	Senior Accountant	1	1.00	1	1.00	42,764	45,252
2510	Senior Account Clerk	8	8.00	11	11.00	180,944	249,144
2525	Senior Systems Analyst	1	1.00	1	1.00	51,937	54,957
2700	Intermediate Clerk Typist	15	14.00	16	15.00	252,607	275,604
2730	Senior Clerk	6	6.00	7	7.00	134,644	161,227
2745	Supervising Clerk	1	1.00	1	1.00	26,353	24,159
2756	Administrative Secretary I	2	2.00	0	0.00	38,809	0
2757	Administrative Secretary II	1	1.00	3	3.00	23,162	69,167
3053	Photo Reduction Technician	1	1.00	1	1.00	23,655	25,274
3118	Dept. Computer Specialist I	0	0.00	1	1.00	0	25,162
5717	Senior Field Investigator	1	1.00	0	0.00	35,230	0
5719	Field Investigator	6	6.00	7	7.00	200,815	242,795
9999	Extra Help	29	11.83	28	10.83	140,395	118,872
Total		108	88.33	113	93.33	\$2,004,666	\$2,195,977
Salary Adjustments:						(3,306)	(331)
Premium/Overtime Pay:						30,600	30,600
Employee Benefits:						564,423	693,290
Salary Savings:						(84,810)	(93,103)
Total Adjustments						\$506,907	\$630,456
Program Totals		108	88.33	113	93.33	\$2,511,573	\$2,826,433

PROGRAM: Treasury

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07701

ORGANIZATION #: 1200

MANAGER: Norman H. Ernst

REFERENCE: 1991-92 Proposed Budget - Pg. 48-6

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$422,809	\$557,848	\$635,709	\$671,791	\$743,988	10.7
Services & Supplies	831,192	1,012,282	1,147,328	954,869	965,869	1.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	144,158	85,902	105,762	2,400	103,800	4,225.0
TOTAL DIRECT COST	\$1,398,159	\$1,656,032	\$1,888,799	\$1,629,060	\$1,813,657	11.3
PROGRAM REVENUE	(1,393,638)	(1,555,051)	(1,687,637)	(1,560,177)	(1,758,059)	12.7
NET GENERAL FUND CONTRIBUTION	\$4,521	\$100,981	\$201,162	\$68,883	\$55,598	(19.3)
STAFF YEARS	14.00	15.98	16.32	18.50	18.50	0.0

PROGRAM DESCRIPTION

To protect and conserve public funds by means of centralized management of banking, investment, disbursement and accountability of all funds, the Treasurer provides custody and payment of all County, school, and special district monies in the County Treasury. He manages the investment of the Pooled Money Fund. Temporarily unneeded County funds and monies from participating school and special districts are invested in interest-bearing bank accounts, government securities, treasury obligations, and money market instruments. These funds exceed 2.3 billion dollars. The use of a sophisticated cash flow projecting system, daily contact with brokers and banks nationwide, and a computerized telephonic network to keep informed of changing short term rates ensures a maximum rate of return.

The Treasurer is a member of the CAO's Financial Expertise Panel for review of the County's debt structure and administration. The Treasurer administers the Improvement Bond Act of 1911, 1913 and 1915, which includes the issuing of bonds, billing and collection of payments, and payment of coupons. He is the paying agent for the payment and redemption of general obligation school and special district bonds.

1990-91 BUDGET TO ACTUAL COMPARISON

Salary and Benefit Costs were \$36,082 under budgeted amounts. Service and Supplies Expenditures were \$192,459 over budget due to higher than anticipated banking costs, and the requirement to include prior year expenditures of \$128,044. Fixed Assets expenditures were \$103,362 over budget due to mid-year additions. Revenues exceeded budgeted amounts by \$127,460.

1991-92 OBJECTIVES

1. Earn 8.50% interest on monies in the Treasurer's custody.
2. Maximize investment returns in a volatile market through state-of-the-art financial services, sophisticated investment techniques, and department generated computerized analyses, applications and executions.
3. Maintain minimum level of services provided on general obligation bonds and coupon payments and collections.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Treasury (13.5 SY; E = \$1,663,048; R = \$1,720,407) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset entirely by program revenue.
 - o Incurring additional costs only for authorized levels of staffing, services and equipment replacement.
 - o Maximizing interest earnings of the Pooled Money Fund.
2. General Obligation and Improvement Bonds (5.00 SY; E = \$150,609; R = \$37,652) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Offset 25% by program revenue.
 - o Maintaining bond and coupon payment activity service levels.
 - o Managing the County Deferred Compensation Program and providing information and assistance on the Hartford Program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
Pooled Money Fund Service	\$1,684,083	\$1,514,480	\$1,747,159	\$232,679
Audit Fees Deferred Compensation	2,468	10,000	10,000	0
Audit Fees, Improvement Bonds	0	100	100	0
Miscellaneous	1,086	800	800	0
Aid From Other Governmental Agency	0	34,797	0	(34,797)
Sub-Total	\$1,687,637	\$1,560,177	\$1,758,059	\$197,882
Total	\$1,687,637	\$1,560,177	\$1,758,059	\$197,882

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
	\$0	\$68,883	\$0	\$(68,883)
Sub-Total	\$0	\$68,883	\$0	\$(68,883)
Total	\$0	\$68,883	\$0	\$(68,883)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The major sources of revenue charges and fees for the administration of the Pooled Money Fund. A full cost recovery system is used that is based on actual expenses incurred for personnel, services and supplies, and fixed assets. Other revenues are charges and fees for management of the County Deferred Compensation Program and the Improvement Bond Acts of 1911, 1913 and 1915.

The increase in 1991-92 revenues reflects the relative increase in program operating expenditures.

FIXED ASSETS

Item	Quantity	Unit	Cost
Tax Payment Processor	1	lot	\$82,000
Micro-computer	5	lot	15,000
Main Frame Controller	1	lot	6,800
Total			\$103,800

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: Treasury					
<u>% OF RESOURCES:</u>	92%				
<u>WORKLOAD</u>					
Investment Transactions	4,695	4,846	5,809	5,300	5,430
Items Deposited	1,394,825	1,389,569	1,459,666	1,300,000	1,400,500
Deposit Permits Proofed	20,518	22,669	23,537	20,100	22,650
<u>EFFICIENCY</u>					
Unit Cost Per Item Deposited	\$0.14	\$0.14	\$0.16	\$0.17	\$0.18
<u>EFFECTIVENESS</u>					
Average Rate of Return to Investment Fund	9.74	9.54	9.37	8.50	8.50
ACTIVITY B: Improvement and General Obligation Bonds					
<u>% OF RESOURCES:</u>	8%				
<u>WORKLOAD</u>					
Bonds and Coupons Paid	18,290	15,455	10,579	12,453	12,000
Deferred Compensation Accounts					
County Plan	303	273	251	260	250
Hartford Plan	3,858	3,570	3,961	4,400	4,250

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$22,055	\$26,760
2425	Associate Accountant	1	1.00	1	1.00	35,215	37,260
2430	Cashier	2	1.50	2	1.50	30,218	31,916
2457	Tax Payment Processor	1	1.00	1	1.00	21,891	23,930
2490	Assistant Investment Manager	2	2.00	2	2.00	96,321	102,964
2491	Manager Receipts & Deposits	1	1.00	1	1.00	45,513	50,420
2492	Investment Manager	1	1.00	1	1.00	63,729	68,426
2493	Intermediate Account Clerk	3	3.00	3	3.00	57,758	59,963
2505	Senior Accountant	1	1.00	1	1.00	42,764	45,252
2510	Sr. Account Clerk	2	2.00	2	2.00	38,986	41,767
2513	Senior Cashier	1	1.00	1	1.00	20,706	24,673
2700	Intermediate Clerk Typist	2	2.00	1	1.00	39,924	20,754
2745	Supervising Clerk	1	1.00	1	1.00	23,606	26,231
2757	Administrative Secretary II	0	0.00	1	1.00	0	18,237
Total		19	18.50	19	18.50	\$538,686	\$578,553
Salary Adjustments:						182	76
Premium/Overtime Pay:						0	0
Employee Benefits:						146,759	180,483
Salary Savings:						(13,836)	(15,124)
Total Adjustments						\$133,105	\$165,435
Program Totals		19	18.50	19	18.50	\$671,791	\$743,988

PROGRAM: Department Overhead

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 92101
MANAGER: Ray N. Rainer

ORGANIZATION #: 1200
REFERENCE: 1991-92 Proposed Budget - Pg. 48-7

AUTHORITY: This program was developed for the purpose of carrying out County Charter Section 602 which states that the Treasurer-Tax Collector duties shall be performed by one person elected by general law.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$452,599	\$512,127	\$548,393	\$533,988	\$579,545	8.5
Services & Supplies	30,516	31,738	26,804	39,550	39,550	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$483,115	\$543,865	\$575,197	\$573,538	\$619,095	7.9
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$483,115	\$543,865	\$575,197	\$573,538	\$619,095	7.9
STAFF YEARS	8.10	8.97	8.66	8.42	8.42	0.0

PROGRAM DESCRIPTION

To provide management and administrative direction for Tax Collection, Treasury, and Retirement Administration programs.

1990-91 BUDGET TO ACTUAL COMPARISON

Salary and Benefit costs were \$14,405 over budget. This is due to mid-year salary increases. Limiting Services and Supplies expenditures lessened the overall expenditure difference.

1991-92 SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

1. Department Overhead (8.42 SY; E = \$619,095; R = \$0) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Providing management and control support for the department.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
PROGRAM COSTS:	\$575,197	\$573,538	\$619,095	\$45,557
Sub-Total	\$575,197	\$573,538	\$619,095	\$45,557
Total	\$575,197	\$573,538	\$619,095	\$45,557

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% offset by net County cost.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$93,989	\$92,317
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	75,813	80,143
0280	Chief Deputy Treasurer	1	1.00	1	1.00	75,813	80,143
2304	Admin Asst I	0	0.00	1	1.00	0	31,245
2369	Admin Services Manager II	1	1.00	1	1.00	51,937	54,957
2511	Senior Payroll Clerk	1	1.00	1	1.00	21,103	25,157
2730	Senior Clerk	1	1.00	0	0.00	22,437	0
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
2759	Administrative Secretary IV	1	1.00	1	1.00	31,429	33,251
9999	Extra Help	1	.42	1	.42	4,800	4,800
Total		9	8.42	9	8.42	\$406,522	\$432,913
Salary Adjustments:						186	(398)
Premium/Overtime Pay:						0	0
Employee Benefits:						127,280	147,030
Salary Savings:						(0)	0
Total Adjustments						\$127,466	\$146,632
Program Totals		9	8.42	9	8.42	\$533,988	\$579,545

SUPPORT SERVICES



CAPITAL ASSET LEASING (SANCAL)

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Capital Asset Leasing	\$1,870,558	\$1,789,274	\$6,107,791	\$5,838,292	\$6,410,864	\$572,572	9.8
TOTAL DIRECT COST	\$1,870,558	\$1,789,274	\$6,107,791	\$5,838,292	\$6,410,864	\$572,572	9.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0
NET GENERAL FUND COST	\$1,870,558	\$1,789,274	\$6,107,791	\$5,838,292	\$6,410,864	\$572,572	9.8
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0

PROGRAM: Capital Asset Leasing (SANCAL)

DEPARTMENT: CAPITAL ASSET LEASING (SANCAL)

PROGRAM #: 00001

ORGANIZATION #: 5200

MANAGER: Peggy Goldstein, Debt Finance Manager

REFERENCE: 1991-92 Proposed Budget - Pg. 48

AUTHORITY: On June 12, 1984 (55 & 56) the Board approved the Articles of incorporation and Bylaws of the San Diego County Capital Asset Leasing Corporation (SANCAL), a non-profit corporation.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	2,183,556	2,166,257	6,107,791	6,215,275	6,410,864	3.1
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(312,998)	(376,983)	(0)	(376,983)	(0)	(100.0)
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,870,558	\$1,789,274	\$6,107,791	\$5,838,292	\$6,410,864	9.8
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,870,558	\$1,789,274	\$6,107,791	\$5,838,292	\$6,410,864	9.8
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The purpose of the non-profit corporation is to provide a financial vehicle to finance the acquisition of real and personal property for subsequent leasing to County departments. The Corporation is organized under the States's Non-Profit Public Benefit Corporation Law. The Corporation may acquire, purchase, construct or provide for the construction of facilities, renovate existing facilities and other improvements such as shops, warehouses, garages and other buildings and facilities of any type. All such equipment and facilities is subsequently leased to the County. To carry out these activities, the Corporation has the power to incur indebtedness through the Issuance of bonds, debentures, notes or other instruments of indebtedness. The Corporation is organized solely for the purposes noted above as a civic venture for, and on behalf of, the County.

1990-91 BUDGET TO ACTUAL COMPARISON

On August 21, 1984 San Diego County Capital Leasing Corporation (SANCAL) sold \$11,825,000 of Leasehold Revenue Bonds for the acquisition of equipment, machinery, vehicles, and other tangible personal property. After allowing for the cost of issuance, discount, debt service reserve, etc., the sale of these Series A Bonds provided \$8,634,000 for the purchase of equipment in FY 1984-85.

1991-92 OBJECTIVES

The following lease payments will be made from this budget unit in 1991-92.

<u>FINANCING</u>	<u>LEASE PAYMENT</u>	<u>PAYMENT DATES</u>
1984 Equipment Issue	\$1,677,975	July '91/Jan.'92
1987 Equipment Issue	2,162,380	July '91/Jan.'92
1987 Capital Issue (Equip.)	<u>2,570,509</u>	July '91/Jan.'92
	\$6,410,864	

SUMMARY OF SANCAL ACTIVITY

This budget unit provides the lease payments for the 1984 and 1987 SANCAL equipment issues and for the equipment (computers & telephones) purchased with the proceeds of the of 1989 A SANCAL Lease Revenue Bonds. Lease payments for all other SANCAL financings are included in the budgets of the benefitting departments. A summary of SANCAL financing activity is provided in the following table:

SANCAL DEBT ISSUES

<u>Issue</u>	<u>Amount</u>	<u>Maturity Date</u>
1984 Equipment Issue	\$11,825,000	Aug. 1993
1986 Health Services Complex	29,170,000	Dec. 2010
1987 Equipment Issue	10,300,000	Aug. 1995
1989 Capital Improvements	20,790,000	Aug. 2008
1989 E. Mesa Deten. Fac.	24,432,600	Oct. 2009
1989 Clairemont Health Complex	19,605,000	Dec. 2010
1991 COP Series A	40,745,000	Aug. 2012
1991 Justice Refunding	38,045,000	Aug. 2007

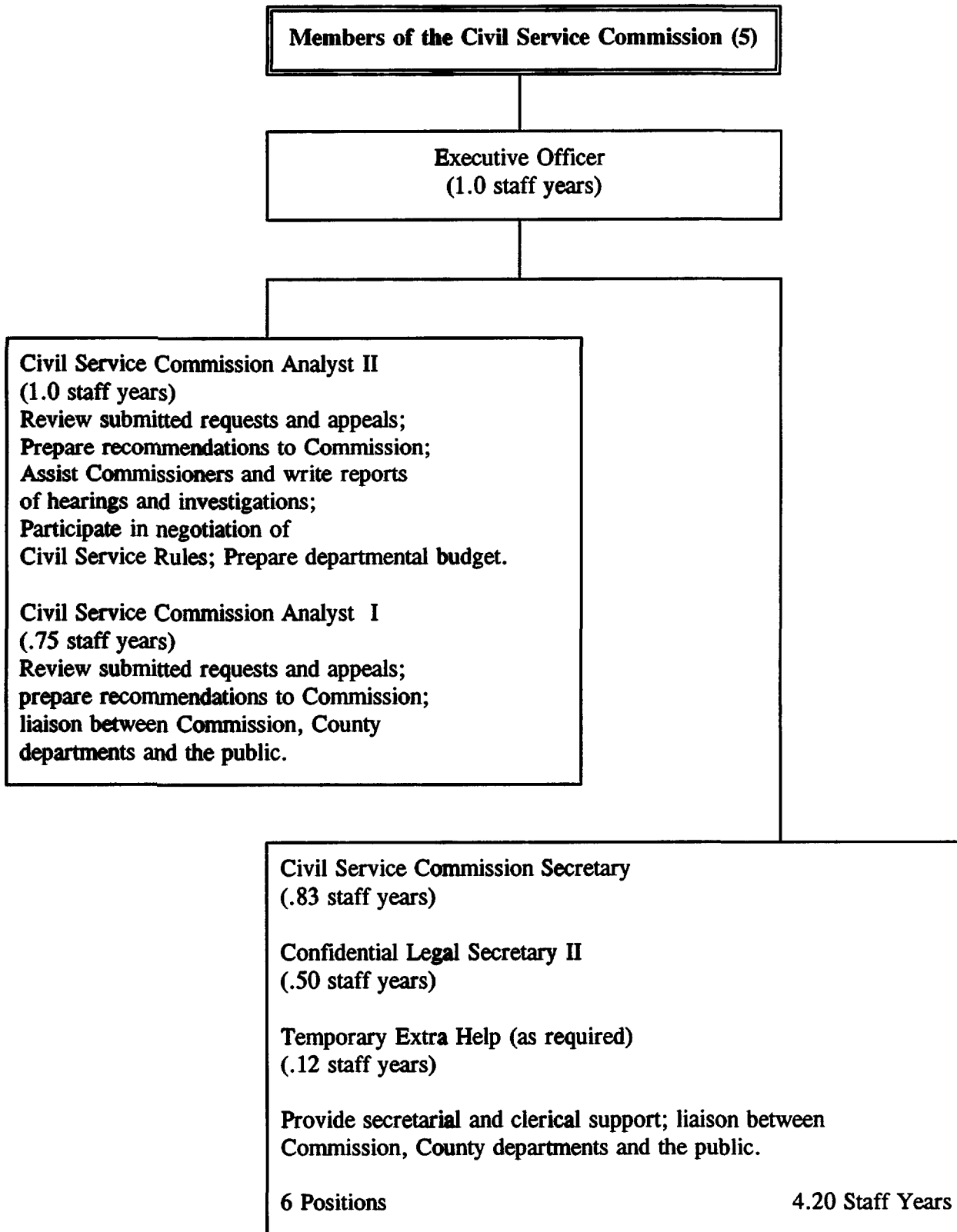
**ANNUAL DEBT SERVICE COMMITMENT (COUNTY LEASE PAYMENTS)
(1,000)**

<u>Issue</u>	<u>1989-90</u>	<u>1990-91</u>	<u>1991-92</u>	<u>1992-93</u>	<u>1993-94</u>
'84 Equipment Issue	\$2,166	\$1,890	\$1,821	\$1,162	\$1,420
'86 Health Svcs. Complex	2,435	2,428	2,444	2,431	2,450
'87 Equipment Issue	2,165	2,141	2,142	2,110	1,115
'87 Justice Facilities	3,814	3,812	3,809	-	-
'89 Capital Improvements	3,371	3,378	3,370	3,360	3,361
'89 E. Mesa Det. Facilities	-	-	2,251	2,512	2,510
'89 Clairemont Health Complex	-	-	1,707	1,709	1,710
'91 COP Series A	-	-	-	1,060	1,060
'91 Interim Justice Refunding	-	-	-	1,525	1,600
Trustee Fees	<u>55</u>	<u>85</u>	<u>95</u>	<u>100</u>	<u>100</u>
TOTAL	\$14,006	\$13,734	\$17,639	\$15,969	\$15,326

CIVIL SERVICE COMMISSION

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
PERSONNEL SERVICES	\$246,164	\$259,274	\$253,227	\$282,936	\$296,950	\$14,014	5.0
TOTAL DIRECT COST	\$246,164	\$259,274	\$253,227	\$282,936	\$296,950	\$14,014	5.0
PROGRAM REVENUE	(23,232)	(25,491)	(19,145)	(20,968)	(20,968)	0	0.0
NET GENERAL FUND COST	\$222,932	\$233,783	\$234,082	\$261,968	\$275,982	\$14,014	5.4
STAFF YEARS	4.50	4.50	4.50	4.50	4.20	(0.30)	(6.7)

ORGANIZATION CHART OF THE CIVIL SERVICE COMMISSION



PROGRAM: PERSONNEL SERVICES

DEPARTMENT: CIVIL SERVICE COMMISSION

PROGRAM #: 81201
MANAGER: LARRY COOK

ORGANIZATION #: 0450
REFERENCE: 1991-92 Proposed Budget - Pg. 50.5

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$234,920	\$248,041	\$240,268	\$274,492	\$287,306	4.7
Services & Supplies	8,444	11,233	12,959	8,444	8,444	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	2,800	0	0	0	1,200	100.0
TOTAL DIRECT COST	\$246,164	\$259,274	\$253,227	\$282,936	\$296,950	5.0
PROGRAM REVENUE	(23,232)	(25,491)	(19,145)	(20,968)	(20,968)	0.0
NET GENERAL FUND CONTRIBUTION	\$222,932	\$233,783	\$234,082	\$261,968	\$275,982	5.3
STAFF YEARS	4.50	4.50	4.50	4.50	4.20	(6.7)

PROGRAM DESCRIPTION: The Civil Service Commission carries out its Charter responsibilities for protection of the merit basis of the personnel system through the exercise of the Commission's appellate authority, investigative powers, and review of Civil Service Rules. Commission decisions impact and benefit the County as a whole, and specifically impact County employees, job applicants, and County departments.

1990-91 BUDGET TO ACTUAL COMPARISON

One of the two Commission Analyst positions was vacated in September of 1990. This has been left vacant in response to the County's current fiscal crisis. The vacancy has resulted in some salary savings, although it has also meant a delay in the completion of low priority projects. A small proportion of that saving was transferred to this department's Services and Supplies account to cover 90-91 operating costs and to upgrade salvaged computer equipment.

1991-92 OBJECTIVES

All mandated requirements for hearings and investigations will be met.

1991-92 SUB PROGRAM ACTIVITIES

Mandated Activity/Discretionary Service Level.

The Civil Service Commission is mandated by the Charter to protect the merit basis of the personnel system through the Commission's appellate authority and investigative powers. This is a one program department focused entirely on activities related to that role.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
OTHER:				
ROAD FUND	\$11,393	\$11,393	\$11,393	\$0
APCD	0	1,823	1,823	0
LIBRARY	4,293	4,293	4,293	0
AIRPORT/LIQUID/SOLID	3,459	3,459	3,459	0
OTHER MISCELLANEOUS	0	0	0	0
Sub-Total	\$19,145	\$20,968	\$20,968	\$0
Total	\$19,145	\$20,968	\$20,968	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$234,082	\$261,938	\$275,982	\$14,044
Sub-Total	\$234,082	\$261,938	\$275,982	\$14,044
Total	\$234,082	\$261,938	\$275,982	14,044

EXPLANATION/COMMENT ON PROGRAM REVENUES \$1,823 was expected from APCD as an interfund transfer. This was not realized in FY 90-91. APCD has agreed that sum will be added to the \$1,823 for which they expect to be billed in FY 91-92.

FIXED ASSETS

Item	Quantity	Unit	Cost
conference table	1	unit	\$800
tape recorder	1	unit	400
Total			\$1,200

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
KEY WORKLOAD INDICATORS% OF RESOURCES: 100%WORKLOAD

COMMISSION HEARINGS	52	48	44	48	50
COMMISSION INVESTIGATIONS	12	12	9	10	12
STAFF REVIEW	300	300	306	300	310

The staff review category is comprised of all items submitted for Commission consideration. This category includes those submittals requiring preliminary investigation by staff, with recommendation to the full Commission.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0445	CSC MEMBERS	5	0.00	5	0.00	\$12,150	\$12,150
0450	CSC HEARING OFFICER	5	0.00	5	0.00	13,500	13,500
0446	EXECUTIVE OFFICER	1	1.00	1	1.00	64,602	71,618
2406	COMMISSION ANALYST II	0	0.00	0	0.00	0	0
2407	COMMISSION ANALYST I	0	0.00	0	0.00	0	0
2412	ANALYST II	2	2.00	2	1.75	75,726	74,156
2753	CSC SECRETARY	1	0.80	1	.83	28,619	30,333
2772	CONFIDENTIAL LEGAL SECRETARY	1	0.50	1	.50	14,640	15,866
9999	EXTRA HELP	1	0.20	1	.12	3,500	3,500
Total		16	4.50	16	4.20	\$212,737	\$221,123
Salary Adjustments:						2,231	(2,617)
Premium/Overtime Pay:						0	0
Employee Benefits:						59,704	68,800
Salary Savings:						(180)	(0)
Total Adjustments						\$61,755	\$66,183
Program Totals		16	4.50	16	4.20	\$274,492	\$287,306

ELECTRONIC SYSTEMS AND EQUIPMENT

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Communications Equipment	\$3,497,366	\$3,476,104	\$3,193,668	\$2,997,766	\$2,342,911	\$(654,855)	(21.8)
Telephone Utilities	\$6,324,714	7,201,577	9,316,414	5,980,904	6,536,478	555,574	9.3
TOTAL DIRECT COST	\$9,822,080	\$10,677,681	\$12,510,082	\$8,978,670	\$8,879,389	\$(99,281)	(1.1)
PROGRAM REVENUE	(144,861)	(213,863)	(684,099)	(36,482)	(41,832)	(5,350)	14.7
NET GENERAL FUND COST	\$9,677,219	\$10,463,818	\$11,825,983	\$8,942,188	\$8,837,557	\$(20,967)	(1.17)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

PROGRAM: Telephone Utilities

DEPARTMENT: Electronic Systems & Equipment

PROGRAM #: 82305

ORGANIZATION #: 0800

MANAGER: Everett W. Knox, Deputy Director

REFERENCE: 1991-92 Proposed Budget - Pg.

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	6,256,009	6,548,310	7,097,247	6,262,032	6,833,798	9.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	346,594	936,669	2,556,451	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(277,889)	(286,402)	(337,284)	(281,128)	(297,320)	5.8
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,324,714	\$7,198,577	\$9,316,414	\$5,980,904	\$6,536,478	9.3
PROGRAM REVENUE	(48,720)	(213,863)	(674,504)	(36,482)	(41,832)	14.7
NET GENERAL FUND CONTRIBUTION	\$6,275,994	\$6,984,714	\$8,641,910	\$5,944,422	\$6,494,646	9.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The County telephone utilities costs are budgeted and paid by the Department of Information Services. Conservation efforts have achieved significant results. However, the telephone costs have continued to increase, primarily due to the relocation of County programs; acquisition of new facilities; and yearly increase in County staff by 5% (based on historical growth). In addition to further conservation efforts, the department will continue to develop the most cost effective means of implementing the County-owned telephone system.

1990-91 BUDGET TO ACTUAL COMPARISON

Services and Supplies were \$835,215 over budget due to mid-year transfer from other departments for Communications projects.

Fixed Assets were \$2,556,451 over budget. These were projects that were part of mid-year transfers.

1991-92 OBJECTIVES

To manage the County telephone system.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Telephone Utilities (0.00 SY; E = \$6,536,478; R = \$41,832) is:
 - o Discretionary/Discretionary Service Level
 - o Responsible to fund the Countywide telephone system.
 - o Provides system expansion and upgrade.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Other Government Agencies (9746)	2,299	1,060	2,100	1,040
License Fee (9694)	6,266	10,500	7,000	(3,500)
Other Revenue	63,910	24,922	32,732	7,810
SanCal Proceeds	602,029	0	0	
Sub-Total	\$674,504	\$36,482	\$41,832	\$5,350
Total	\$674,504	\$36,482	\$41,832	\$5,350

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$9,316,414	\$5,980,904	\$6,536,478	\$555,574
Sub-Total	\$9,316,414	\$5,980,904	\$6,536,478	\$555,574
Total	\$9,316,414	\$5,980,904	\$6,536,478	\$555,574

EXPLANATION/COMMENT ON PROGRAM REVENUES

SanCal proceeds of \$602,029 were the result of mid-year transfers for telephone projects funded by SanCal.

PROGRAM: Communications Equipment

DEPARTMENT: Electronic Systems & Equipment

PROGRAM #: 86403

ORGANIZATION #: 0800

MANAGER: Everett W. Knox, Deputy Director

REFERENCE: 1991-92 Proposed Budget - Pg.

AUTHORITY: Administrative Code 398.5(g) states that the Department of Information Services shall be responsible for the development, acquisition, installation, operation and maintenance of radio, electronic and intercommunications systems Countywide.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	19	16,884	14,329	0	0	0.0
Other Charges	3,134,671	3,038,531	2,821,472	2,997,766	2,342,911	(21.8)
Fixed Assets	362,676	420,689	357,867	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$3,497,366	\$3,476,104	\$3,193,668	\$2,997,766	\$2,342,911	(21.8)
PROGRAM REVENUE	(96,141)	(0)	(9,595)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$3,497,366	\$3,476,104	\$3,184,073	\$2,997,766	\$2,342,911	(21.8)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program consolidates the requests of all Countywide replacement communications equipment to be purchased from the General Fund, including acquisitions on a lease-purchase basis. Also managed in this program budget is the acquisition of additional new communications equipment for which appropriation transfers are made from the individual requesting department budgets. Equipment requests are made by the Telecommunications Services Division of Information Services based upon Countywide operational requirements and also by the individual departments based on operational requirements of their own programs. The Telecommunications Services Division provides maintenance support, technical assistance and review of purchase orders.

1990-91 BUDGET TO ACTUAL COMPARISON

Fixed Assets were \$357,867 over Budget due to the acquisition of communications equipment for client departments which made appropriation transfers to offset these costs.

The only lease payment left in the Communications Equipment Budget is for the SanConTel Telephone System in the amount of \$2,342,911.

1991-92 OBJECTIVES

1. Pay lease purchase obligations as they become due.
2. Acquire approved communications fixed assets equipment.

1991-92 SUB PROGRAM ACTIVITIES

1. Communications Equipment (0.00 SY; E = \$2,342,911; R = \$0) provides support for County departments whose activities are both mandated and discretionary in nature.

Lease-Purchase Obligations:

<u>Equipment</u>	<u>1990-91 Costs</u>	<u>Final Payment</u>
SanConTel Telephone System	2,342,911	FY 1995 - 96

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Other Government Agencies (9746)	0	1,060	0	(1,060)
License Fee (9694)	0	10,500	0	(10,500)
Other Revenue	0	24,922	0	(24,922)
Court Fees and Cost (9824)	9,595	0	0	0
Sub-Total	\$9,595	\$36,482	\$0	\$ (36,482)
Total	\$9,595	\$36,482	\$0	\$ (36,482)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$3,193,668	\$2,997,766	\$2,342,911	\$(654,855)
Sub-Total	\$3,193,668	\$2,997,766	\$2,342,911	\$(654,855)
Total	\$3,193,668	\$2,997,766	\$2,342,911	\$(654,855)

EXPLANATION/COMMENT ON PROGRAM REVENUES

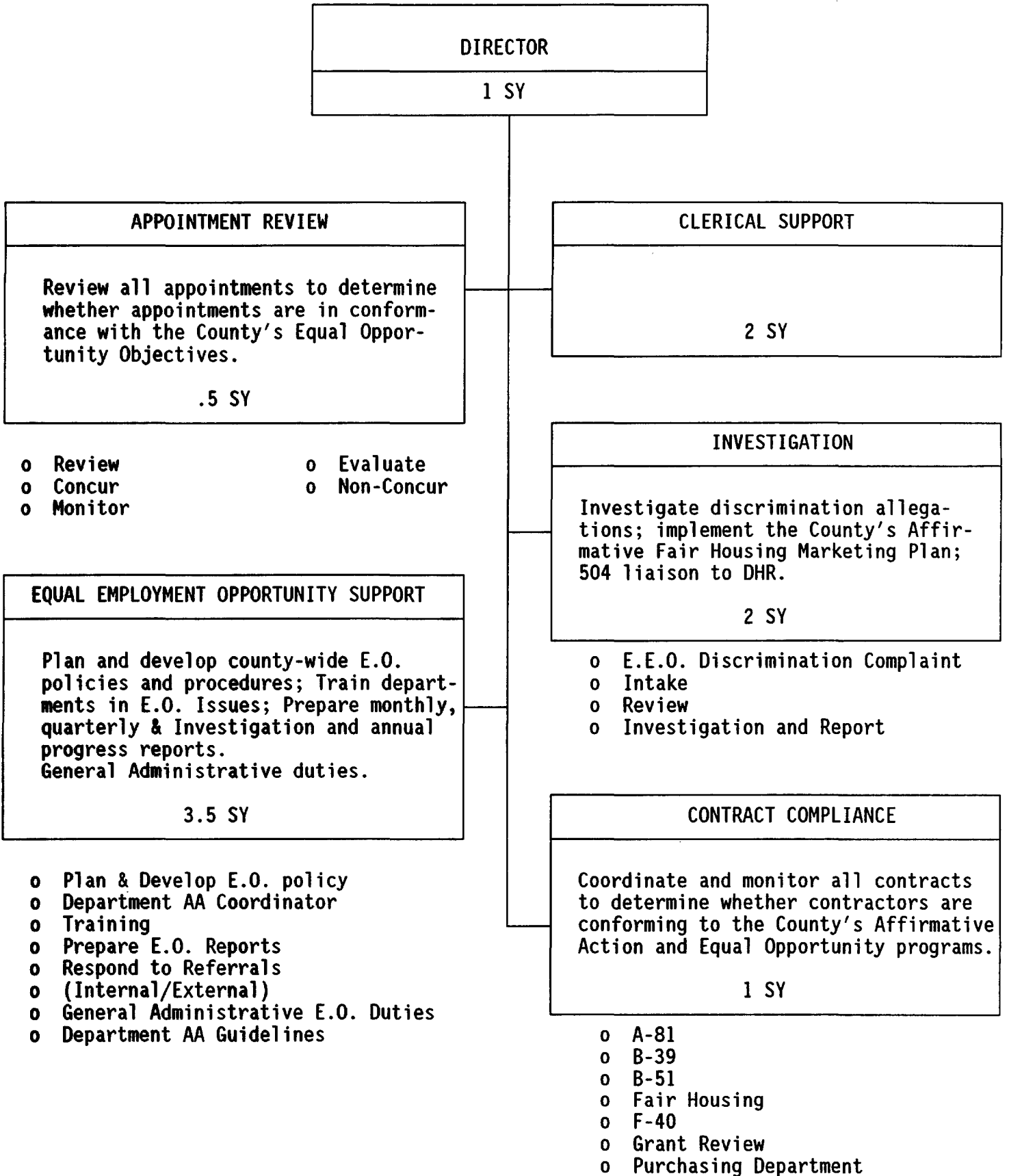
Due to a printing error, the \$36,482 in revenue from Telephone Utilities was duplicated in Communications Equipment.

The \$9,595 received was the result of mid-year transfers for Communications Equipment.

EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Management Office	\$440,628	\$457,002	\$511,972	\$521,093	\$568,642	\$47,549	9.1
TOTAL DIRECT COST	\$440,628	\$457,002	\$511,972	\$521,093	\$568,642	\$47,549	9.1
PROGRAM REVENUE	(77,570)	(45,410)	(60,872)	(57,487)	(57,735)	(248)	0.4
NET GENERAL FUND COST	\$363,058	\$411,592	\$451,100	\$463,606	\$510,907	\$47,301	10.2
STAFF YEARS	11.00	11.00	11.00	11.00	10.00	(1.00)	(9.1)

EQUAL OPPORTUNITY MANAGEMENT OFFICE



PROGRAM: Equal Opportunity Management Office

DEPARTMENT: EQUAL OPPORTUNITY MANAGEMENT OFFICE

PROGRAM #: 81206
MANAGER: Victor A. Nieto

ORGANIZATION #: 0210
REFERENCE: 1991-92 Proposed Budget - Pg. 52-5

AUTHORITY: Board Policy C-17 and Administrative Code, Article XVII-C, Section 305 et. seq., and Ordinance 4929, as amended by Ordinance 6050 (NS) Effective 6-1-81, authorize EOMO to coordinate and direct all County Affirmative Action/Equal Opportunity Programs and Activities.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$419,341	\$430,080	\$492,295	\$504,929	\$547,848	8.5
Services & Supplies	21,287	21,152	19,677	16,164	15,573	(3.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	5,770	0	0	5,221	100.0
TOTAL DIRECT COST	\$440,628	\$457,002	\$511,972	\$521,093	\$568,642	9.1
PROGRAM REVENUE	(77,570)	(45,410)	(60,872)	(57,487)	(57,735)	0.4
NET GENERAL FUND CONTRIBUTION	\$363,058	\$411,592	\$451,100	\$463,606	\$510,907	10.2
STAFF YEARS	11.00	11.00	11.00	11.00	10.00	(9.1)

PROGRAM DESCRIPTION

Consent Decree order and Federal law require that affirmative action be taken to assure that minorities, handicapped persons and women receive equal opportunity in employment. HUD regulations require that minorities be given an equal opportunity to rent or lease housing. Additionally, the Federal and State Government requires that construction projects financed by their Public Works Program provide for the utilization of Minority and Women Business Enterprises (MWBE) contractors. The County's MWBE and Affirmative Fair Housing Marketing programs address the needs of protected groups, and are monitored to assure compliance by construction contractors, vendors, and housing sponsors/developers.

1990-91 BUDGET TO ACTUAL COMPARISON

As a result of vacancies within the department, a savings of salaries and employee benefits in the amount of \$12,634 resulted.

1991-92 Objectives**1. Appointment Review**

EOMO will process approximately 5,551 appointments 1,638 dispositions of examinations, 113 reclassifications and 310 reasons for non-select.

Monitor departments yearly Affirmative Action hiring goals and develop an informational packet to inform departments regarding the use of training action plans.

2. Investigation and Training

By increasing training and informal intervention in possible discrimination matters, EOMO expects to decrease the number of discrimination cases filed both internally and externally and decrease the number of cases requiring formal investigation.

Resolve all internal complaints within a 4 month time period.

Improve employees knowledge of EOMO's functions alerting them of adverse actions which can constitute discrimination.

3. Affirmative Fair Housing Marketing Program

Revise and streamline the developers application process and develop a certificate to award to those who have successfully complied with the program.

Monitor 60+ housing projects which are being marketed and review 50+ developers applications.

4. Contract Compliance

Increase MWBE participation for all contracts, monitor B-39 lease agreements as well as vendor and construction contracts.

Verify MWBE ownership and control and target 24 vendors and MWBEs for on-site audits per year.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Equal Opportunity Management (10.00 SY; E = \$568,642; R = \$57,735) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o To assure meeting the County's hiring goals for minorities and women and to encourage vigorous support of goals by all County employees.
 - o To ensure that personnel procedures and policies conform to applicable equal opportunities/affirmative action requirements for all County activities.
 - o To investigate discrimination complaints and retrain supervisory personnel to assure uniform and consistent County-wide application. Provides technical assistance to Department Heads, Affirmative Action and Training Coordinators in establishing EEO/AA procedures minimize and prevent discriminatory activities.
 - o To assure that MWBEs are extended the maximum opportunity to secure economic participation in agreements, contracts and purchase orders for materials, services, professional services, public works contracts, professional consultants or trainers for "for profit" business activities paid for in whole or in part out of County funds administered by the County.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Federal Aid - Community Development Block Grant	\$28,130	\$20,000	\$20,000 ¹	\$0
Aid from other Government Agencies	0	1,601	1,601	0
Sub-Total	\$28,130	\$21,601	\$21,601	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$17,791	\$19,684	\$19,449	\$(235)
Air Pollution Control District	2,845	3,139	3,435	296
Airport Enterprise Fund	568	652	698	46
Liquid Waste Enterprise Fund	2,377	2,858	2,468	(390)
Solid Waste Enterprise Fund	2,457	2,027	3,187	1,160
Library Fund	6,704	7,526	6,897	(629)
Sub-Total	\$32,742	\$35,886	\$36,134	\$248
OTHER REVENUE:				
Revenue Appropriations Prior Year - Charges Current Services	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$60,872	\$57,487	\$57,735	\$248

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$451,100	\$463,606	\$510,907	\$47,301
Sub-Total	\$451,100	\$463,606	\$510,907	\$47,301
Total	\$451,100	\$463,606	\$510,907	\$47,301

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted program revenue from charges for current services will increase only slightly from the previous year. However, Aid from Other Governmental Agencies is expected to increase as a result of increased Community Development Block Grant (CDBG) funds which will be received as a result of an agreement between EOMO and the Department of Housing and Community Development (HCD) (please see footer below). These revenues will be used to offset net county costs.

¹ On June 6, 1991, EOMO and Housing and Community Development (HCD) entered into a Joint MOU that transferred certain Fair Housing duties to EOMO from HCD. On June 18, 1991, the Board approved re-allocation of \$77,000 from the CDBG funds to the Fair Housing Programs. \$52,000 of those monies was allocated to EOMO for FY 1991-92. This would increase EOMO's program revenue to \$89,735.

FIXED ASSETS

Item	Quantity	Unit	Cost
System AST Model 386SX/16	1	unit	\$2,199
Laser Jet Series III D	1	unit	2,139
Spooler Internal Laser Shar.	1	unit	438
Color Monitor Upgrade	1	unit	445
Total			\$5,221

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A: Equal Opportunity/Affirmative Action

% OF RESOURCES: 100%WORKLOAD

Appointment Review	5,500	6,032	5,304	6,100	5,551
Investigation	360	422	509	500	464

EFFECTIVENESSAppointment Review

In FY 1990-91, EOMO processed 5,304 appointments, and 240 reasons for non-selection.

In FY 1991-92, EOMO anticipates 5,551 appointments and 310 reasons for non-selection.

Investigations

In FY 1990-91, EOMO handled 75 formal complaints, 34 short complaints, and 400 requests for information.

In FY 1991-92, EOMO anticipates handling 69 formal complaints, 31 short complaints, and 364 requests for information.

Contract Compliance

Contract awards for FY 90-91 totaled \$129,382,928, with MWBE's awarded \$23,679,229 (18.3%).

In FY 91-92, EOMO will work to increase MWBE contract participation to 30% and performed on-site audits of MWBE firms, vendors and work-sites to confirm MWBE status.

EOMO will also be responsible for monitoring all County contracts including construction, leasing acquisition under B-39, vendor contracts and capital improvements.

Fair Housing

In FY 90-91, EOMO monitored 60 housing projects for compliance with the Affirmative Fair Housing Marketing Program and processed 47 applications from developers for approval of their marketing plans. EOMO also reviewed and exempted 34 projects in FY 90-91.

In FY 91-92, it is anticipated that these numbers will remain approximately the same.

Employment

In FY 1990-91, the County of San Diego reached a diverse ethnic workforce representation of 9.6% Blacks, 15.5% Mexican-Americans, 10.1% Asians, 0.9% American Indians, 64.0% Caucasians, and 59.1% females.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2283	Director	1	1.00	1	1.00	\$65,699	\$66,819
2401	Equal Opportunity Officer II	5	5.00	5	5.00	184,932	209,393
2402	Equal Opportunity Officer I	1	1.00	1	1.00	29,285	35,414
2419	Principal Equal Opportunity	1	1.00	1	1.00	45,990	48,658
2700	Intermediate Clerk Typist	1	1.00	1	0.00	19,962	0
2757	Administrative Secretary II	1	1.00	1	1.00	21,436	24,421
2758	Administrative Secretary III	1	1.00	1	1.00	25,648	28,515
9999	Temporary Extra Help	5	0.00	5	0.00	1,500	1,500
Total		16	11.00	16	10.00	\$394,452	\$414,720
Salary Adjustments:						3,510	6,726
Premium/Overtime Pay:						0	0
Employee Benefits:						107,748	126,402
Salary Savings:						(781)	0
Total Adjustments						\$110,477	\$133,128
Program Totals		16	11.00	16	10.00	\$504,929	\$547,848

EQUIPMENT ACQUISITION

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Vehicular Equipment	\$4,279,434	\$3,546,424	\$3,771,572	\$3,244,108	\$3,934,931	\$690,823	21.3
TOTAL DIRECT COST	\$4,279,434	\$3,546,424	\$3,771,572	\$3,244,108	\$3,934,931	\$690,823	21.3
PROGRAM REVENUE	(225,000)	(225,000)	(150,000)	(150,000)	(150,000)	0	0.0
NET GENERAL FUND COST	\$4,054,434	\$3,321,424	\$3,621,572	\$3,094,108	\$3,784,931	\$690,823	22.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
OTHER REVENUE:				
Sale of Fixed Assets (9993)	\$150,000	\$150,000	\$150,000	\$0
Sub-Total	\$150,000	\$150,000	\$150,000	\$0
Total	\$150,000	\$150,000	\$150,000	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$3,621,572	\$3,094,108	\$3,784,931	\$690,823
Sub-Total	\$3,621,572	\$3,094,108	\$3,784,931	\$690,823
Total	\$3,621,572	\$3,094,108	\$3,784,931	690,823

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue is received from the sale of older, worn vehicles as they are replaced by new vehicles.

FIXED ASSETS

Item	Quantity	Unit	Cost
Total			\$0

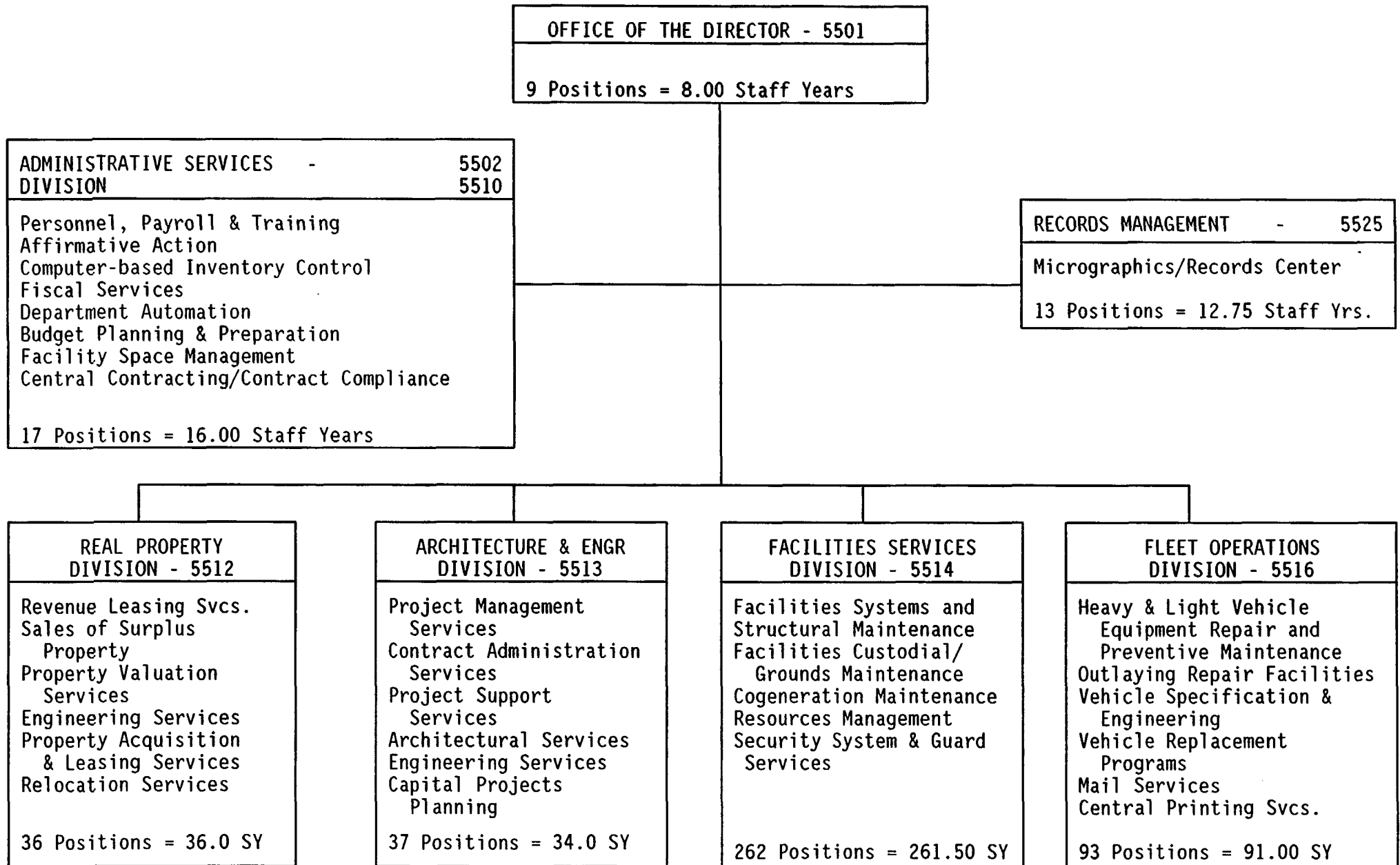
Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Vehicles	1	Lot	\$2,847,400
Total			\$2,847,400

DEPARTMENT OF GENERAL SERVICES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Architecture	\$1,283,744	\$1,688,894	\$1,900,624	\$1,790,129	\$1,994,475	\$204,346	11.4
Facilities Services	12,020,201	13,856,311	14,818,410	14,600,450	16,356,584	1,756,134	12.0
Fleet Equipment & Operations	5,069,159	5,293,570	6,033,935	5,333,584	5,820,200	486,616	9.1
Printing Services	(80,144)	(136,217)	(191,603)	(187,351)	(229,696)	(42,345)	22.6
Mail Services	507,049	499,278	563,452	835,036	568,266	(266,770)	(32.0)
Real Property Mgmt.	1,198,401	1,386,469	1,572,227	1,672,160	1,965,774	293,614	17.6
Records Management	349,045	347,692	419,432	391,586	437,864	46,278	11.8
Administration	1,131,587	1,274,832	1,491,989	1,245,337	1,398,478	153,141	12.3
TOTAL DIRECT COST	\$21,479,042	\$24,210,829	\$26,608,466	\$25,680,931	\$28,311,945	\$2,631,014	10.3
PROGRAM REVENUE	(3,257,099)	(3,832,813)	(4,033,902)	(3,539,898)	(3,542,783)	(2,885)	0.1
NET GENERAL FUND COST	\$18,221,943	\$20,378,016	\$22,574,564	\$22,141,033	\$24,769,162	\$2,628,129	11.9
STAFF YEARS	442.64	465.03	484.47	492.00	459.25	(32.75)	(6.7)

**DEPARTMENT OF GENERAL SERVICES
(HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER)
1991-92 ADOPTED BUDGET**



PROGRAM: Architecture and Engineering

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 85201

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-7

AUTHORITY: The Architecture and Engineering Program of the Department of General Services provides services as outlined in Administrative Code, Section 398.5 (b). The Program provides specified services including project management, preparation of plans and specifications, inspection and supervision, and maintenance of drawings for the construction and alteration of County buildings.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,392,933	\$1,772,963	\$1,885,083	\$1,856,629	\$2,003,889	7.9
Services & Supplies	73,761	84,006	160,561	83,500	147,561	76.7
Fixed Assets	0	19,785	0	0	0	0.0
Less Reimbursements	(182,950)	(187,860)	(145,020)	(150,000)	(156,975)	4.7
TOTAL DIRECT COST	\$1,283,744	\$1,688,894	\$1,900,624	\$1,790,129	\$1,994,475	11.4
PROGRAM REVENUE	(1,208,509)	(1,441,879)	(1,465,223)	(1,050,213)	(1,114,523)	6.1
NET GENERAL FUND CONTRIBUTION	\$75,235	\$247,015	\$435,401	\$739,916	\$879,952	18.9
STAFF YEARS	27.71	34.00	34.00	34.00	34.00	0.0

PROGRAM DESCRIPTION

The Architecture and Engineering Program of the Department of General Services provides and obtains building construction and alteration project services required by the County to meet its facilities and space needs. This program's general function is to provide professional County project management. Project management includes: feasibility studies, definition of requirements, planning, cost estimation, selection and management of design services, selection and management of construction and alteration services, ensuring compliance with building code and design requirements, monitoring and maintaining quality control and contract compliance, monitoring warranty periods, and maintaining facility drawings.

Program staff also assist in the review of requests for and development of the Capital Improvements Program and Budget.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual Net General Fund Contribution is \$304,515 less than the 1990-91 budget due to overrealized revenues. Revenues were overrealized because of Program emphasis on revenue offset projects, activities and expenditures: Reimbursements were underrealized by \$4,980 and Revenues were overrealized by \$415,010. Actual Salaries and Benefits exceeded the budgeted amount by \$28,454 because the Program maintained full staffing to meet workload requirements. Actual Services and Supplies exceed the budgeted amount by \$77,061 because project contract funds were added as appropriations mid-year. Project funds not expended have been rebudgeted to the 1991-92 budget.

1991-92 OBJECTIVES

1. Maintain project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
2. Maintain communication and coordination with client and service departments by continuation of regular (no less frequent than quarterly) meetings with and distribution of Monthly Project Status Reports to client and service department representatives.
3. Meet or exceed the Department goal of 15% Minority/Women Business Enterprise (M/WBE) participation in awarded contracts.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Architecture and Engineering (34.00 SY; E = \$1,994,475; R = \$1,114,523) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for providing and obtaining construction and alteration project services.
 - o Responsible for assisting in the review of requests for and development of the Capital Improvements Program and Budget.
 - o Maintaining the same total staff years after the addition of 1.0 SY Architectural Project Manager from the Administrative Services Division and the deletion of 1.0 SY Construction Inspector.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Regional Center Bond Fund (9776)	\$56,183	\$0	\$0	\$0
Capital Outlay Fund (9785)	1,380,260	1,050,213	1,114,523	64,310
Service to Other Gov't. Agencies (9971)	31,151	0	0	0
Sub-Total	\$1,467,594	\$1,050,213	\$1,114,523	\$64,310
OTHER REVENUE:				
Recovered Expenditures (9989)	\$629	\$0	\$0	\$0
Work Authorization (9999)	(3,000)	0	0	0
Sub-Total	\$(2,371)	\$0	\$0	\$0
Total	\$1,465,223	\$1,050,213	\$1,114,523	\$64,310

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$435,401	\$739,916	\$879,952	\$140,036
Sub-Total	\$435,401	\$739,916	\$879,952	\$140,036
Total	\$435,401	\$739,916	\$879,952	\$140,036

EXPLANATION/COMMENT ON PROGRAM REVENUES

Capital Outlay Fund Revenues (Account 9785) were overrealized because of program emphasis on revenue offset projects, a greater than expected number of projects, and earlier than anticipated receipt of revenues.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
PROJECT MANAGEMENT					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Contract Expenditures	\$42.0M	\$46.0M	\$61.0M	\$50.0M	N/A*
Number of Projects	79	96	124	110	110
Total Project Value	**	**	\$358M	**	\$310M
Number of Contracts	90	120	155	115	N/A*
<u>EFFECTIVENESS</u>					
% of projects completed on schedule and within budget	95%	100%	98%	95%	95%
% of MWBE participation	**	**	17%	**	15%

* Deleting Indicator after FY90/91.

** New Indicator for FY91-92.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3678	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$65,439	\$76,512
2348	Chief, Capital Fac. Plan	1	1.00	1	1.00	60,136	63,622
3571	Chief, Arch. Plan. & Design	1	1.00	1	1.00	60,136	63,622
3593	Arch. Project Mgr. III	8	8.00	8	8.00	434,261	464,886
3592	Arch. Project Mgr. II	5	5.00	6	6.00	237,380	293,058
2302	Admin. Assistant III	1	1.00	1	1.00	43,807	46,351
3511	Senior Constr. Inspector	1	1.00	1	1.00	42,183	44,630
2303	Admin. Assistant II	1	1.00	1	1.00	39,707	42,015
3510	Construction Inspector	4	4.00	3	3.00	151,324	122,493
3591	Architecture Project Mgr. I	4	4.00	4	4.00	164,100	177,808
2757	Admin. Secretary II	1	1.00	1	1.00	23,997	25,572
2730	Senior Clerk	2	2.00	2	2.00	44,763	47,721
2403	Accounting Technician	2	2.00	2	2.00	50,576	50,792
3009	Word Processor Operator	1	1.00	1	1.00	22,873	23,834
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,962	20,754
9999	Extra Help	3	0.00	3	0.00	0	0
Total		37	34.00	37	34.00	\$1,460,644	\$1,563,670
Salary Adjustments:						0	15,536
Premium/Overtime Pay:						0	0
Employee Benefits:						426,941	492,023
Salary Savings:						(30,956)	(67,340)
Total Adjustments						\$395,985	\$440,219
Program Totals		37	34.00	37	34.00	\$1,856,629	\$2,003,889

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-8

AUTHORITY: Administrative Code 398.5(b), (c), (d) and (e) requires the Department of General Services to operate and maintain County facilities. This includes structural and mechanical systems, adjoining grounds and parking lots, and custodial and trash removal services.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$8,209,835	\$9,090,981	\$10,052,569	\$10,006,212	\$10,096,260	0.9
Services & Supplies	1,853,536	2,181,586	2,160,929	1,547,822	1,702,471	10.0
Contracts	2,619,043	3,231,469	3,370,773	4,020,908	5,290,403	31.6
Other Charges	579	0	0	0	0	0.0
Fixed Assets	78,535	88,430	109,247	15,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(741,327)	(736,155)	(875,108)	(989,492)	(732,550)	(26.0)
TOTAL DIRECT COST	\$12,020,201	\$13,856,311	\$14,818,410	\$14,600,450	\$16,356,584	12.0
PROGRAM REVENUE	(810,707)	(1,142,471)	(1,106,531)	(862,581)	(921,212)	6.8
NET GENERAL FUND CONTRIBUTION	\$11,209,494	\$12,713,840	\$13,711,879	\$13,737,869	\$15,435,372	12.4
STAFF YEARS	270.30	282.88	296.7	296.00	261.50	(11.7)

PROGRAM DESCRIPTION

Facilities Services provides building management services utilizing County employees, outside contracts and volunteers. These services are required to provide a clean, healthful and safe working environment for County employees and the public. Building management services include both structural and mechanical maintenance and repair, landscaping, security, and custodial services. The program also manages energy cogeneration activities, monitors energy and utility consumption rates, tests and implements conservation measures, and processes the payment of the County's gas, electric and water service charges. Cogeneration plants are located at the North, South and East County Regional Centers, Las Colinas Detention Center and the downtown Courthouse.

The scope of this program includes 703 County-owned and operated facilities representing general office space, courts, law enforcement stations and 24-hour institutions such as jails, honor camps, a children's home, and mental health facilities. Total square footage maintained through this program includes 6,413,859 square feet of building space and 4,644,811 square feet of grounds space. New facilities under division management in FY91-92 include East Mesa Detention Facility, the Topaz Buildings and the Ridgehaven Building.

1990-91 BUDGET TO ACTUAL COMPARISON

Total direct costs overspent appropriations by \$217,960 (1.5%) due to underrealized Costs Applied of \$114,384 and the mid-year addition of fixed assets. Revenues overrealized budgeted amounts by \$243,950. This overrealization is a result of increased revenues from various funds such as the Road Fund, Capital Outlay Fund, and the County Offices Recycle Program.

Salaries and benefits were overspent by \$46,357 (.5%). Services and supplies, including contracts, underspent budgeted appropriations by \$37,028 (.7%).

Fixed Assets expenditures reflect the purchase of all approved items, plus additional purchases that were approved mid-year for East Mesa Detention Facility.

1991-92 OBJECTIVES

1. To plan, schedule and estimate costs associated with 3,668 projected Work Order Requests anticipated during FY91-92.
2. To complete services on 70% of all Work Order Requests received during FY91-92.
3. To complete 100 projected Major Maintenance Projects (Force Account Only).

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Facilities Operations (221.50 SY; E = \$10,965,703; R = \$832,259) includes facilities managers and their consolidated Maintenance and Construction staff who provide services at geographically dispersed facilities in the County. Major facilities are staffed with a variety of skilled maintenance personnel. Crafts and Service Crews provide specialized services to support construction, alterations or repairs requested by County departments. Grounds Maintenance provides specialized services in landscape maintenance and construction. Security Services designs, installs and maintains electronic alarm and locking systems. Energy Management operates a computerized building automation and energy management system. The Central Automated Building Control System provides heating, ventilation, and air conditioning in several major county facilities. In addition, it manages the cogeneration activity that is designed to decrease the need to purchase electricity, gas, and steam. The Water Conservation Program consists of monitoring costs and consumption by sites, testing automatic irrigation control devices, and installing low water flow restrictors in plumbing fixtures. This activity is:
 - o Discretionary/Discretionary Service Level
 - o Increasing due to requirements associated with East Mesa Detention Facility, Topaz Buildings and contract negotiations:

Adding 16.50 SY - 1.00 SY Facilities Manager, 9.00 SY Building Maintenance Engineer, .50 SY Building Maintenance Engineer Assistant, 1.00 SY Electrician, 1.00 SY Air Conditioning and Refrigeration Mechanic, 1.00 SY Security Alarm Specialist, 1.00 SY Plumber, 1.00 SY Welder, 1.00 SY Gardener.

Adding \$1,432,955 in security, custodial, trash and elevator contracts combined.
 - o Decreasing staffing associated with the shifting of custodian services from force account to contract:

Deleting 52.00 SY - 3.00 SY Supervising Custodian, 3.00 SY Senior Custodian, 46.00 SY Custodian.
2. Facilities Planning & Procurement (40.00 SY; E = \$5,390,881; R = \$88,953) includes Work Control which processes departmental work requests. This unit evaluates, estimates and schedules approximately 3,500 requests annually to remodel, repair, and perform emergency repairs. Material Control operates a warehouse whose inventory supports maintenance and construction crews. Contract Services administers and manages elevator maintenance, custodial, trash, and dead animal pick-up contracts. Contract security guard services provide physical security of buildings and parking lots. Major Maintenance activities include estimating, scheduling and managing non-capital projects to completion. This activity is:
 - o Discretionary/Discretionary Service Level.
 - o Adding 2.00 SY associated with increased contract compliance requirements for contract custodial services - 1.00 SY Facilities Services Contract Specialist I, 1.00 SY Senior Clerk.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOVERNMENT AGENCIES:				
Federal Aid - Rain Damage (9624)	\$77	\$0	\$0	\$0
Parks Special District (9746)	417	1,000	24,200	23,200
Sub-Total	\$494	\$1,000	\$24,200	\$23,200
CHARGES FOR CURRENT SERVICES:				
Regional Center Bond Funds (9776)	\$10,940	\$0	\$0	\$0
Road Fund (9782)	153,152	118,000	107,790	(10,210)
Air Poll. Contr. Dist. (9783)	42,246	15,000	15,698	698
Capital Outlay Fund (9785)	230,295	107,515	0	(107,515)
Airport Enterprise Fund (9787)	16,666	20,000	16,744	(3,256)
Liquid Waste Enterprise Fund (9788)	1,919	7,323	5,233	(2,090)
Transit Enterprise Fund (9789)	0	0	3,709	3,709
Solid Waste Enterprise Fund (9790)	23,841	27,000	170,693	143,693
DWP-Sanitation Districts (9792)	6,348	8,000	11,512	3,512
Library Fund (9793)	218,771	214,000	239,125	25,125
State of CA - Deer Park (9971)	66,749	50,000	52,325	2,325
Employee Hsng. Rent Fees (9974)	252	2,000	2,093	93
Sub-Total	\$771,179	\$568,838	\$624,922	\$56,084
OTHER REVENUES:				
Recovered Expenditures (9989)	\$1,309	\$0	\$0	\$0
Other Revenue - Other (9990)	37	0	0	0
Other Sales - White Paper (9994)	326,618	279,743	261,625	(18,118)
Misc. Recovery Fees (9995)	11,942	13,000	10,465	(2,535)
Work Auth. Excess Cost (9998)	(5,048)	0	0	0
Sub-Total	\$334,858	\$292,743	\$272,090	\$(20,653)
Total	\$1,106,531	\$862,581	\$921,212	\$58,631

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$13,711,879	\$13,737,869	\$15,435,372	\$1,697,503
Total	\$13,711,879	\$13,737,869	\$15,435,372	\$1,697,503

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY90-91 revenues overrealized FY90-91 Budgeted by \$243,950. This was a result of increased revenues from various funds such as the Road Fund, Capital Outlay Fund and the County Offices Recycle Program.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
FACILITIES OPERATIONS% OF RESOURCES: 67.0%WORKLOAD

Total Sq.Ft. Bldg. Space Maintained	5,236,174	5,345,174	6,341,859	5,924,994	6,413,859
Total Sq.Ft. Grounds Maintained	4,644,811	4,644,811	4,644,811	4,644,811	4,644,811
Total Custodial Space Maintained (County Staff)	1,533,178	1,535,776	1,070,000	1,535,776	N/A ⁽²⁾
Total Sq.Ft. Custodial Space Maintained (contract)	1,466,101	1,498,965	1,600,661	1,486,765	2,670,661
Security Services - # Requests Received	15,024	16,010	N/A ⁽¹⁾	N/A ⁽¹⁾	N/A ⁽¹⁾
No. of Site Service Requests Received	N/A	N/A	45,000	50,000 ⁽²⁾	50,000

EFFICIENCY

Bldg. Maintenance Sq.Ft./SY	40,748	35,898	38,230	38,725	37,331
Gardening Sq.Ft./SY	434,095	419,965	464,481	464,481	464,481
Custodial Sq.Ft./SY (Co. Staff)	34,223	35,063	23,568	30,716	N/A ⁽³⁾
Custodial Cost/Sq.Ft./Year (County Staff)	\$2.16	\$2.35	\$2.42	\$2.50	N/A ⁽³⁾
Custodial Cost/Sq.Ft./Year (Contract)	\$.83	\$.92	\$.92	\$.97	\$1.04
Security Services - % Requests Responded	90%	90%	N/A ⁽¹⁾	N/A ⁽¹⁾	N/A ⁽¹⁾
Site Service Requests/BME	N/A	N/A	509	943 ⁽²⁾	529

EFFECTIVENESS

Custodial Cost differential (in-house vs. contract cost/Sq.Ft./Year)	\$1.84/.77	\$2.35/.92	\$2.42/.92	\$2.50/.97	N/A ⁽³⁾
% of Security Requests Completed	85%	75%	N/A ⁽¹⁾	N/A ⁽¹⁾	N/A ⁽¹⁾
% of Site Service Requests Completed	N/A	N/A	100%	100% ⁽²⁾	100%

⁽¹⁾ Deleted beginning FY90-91. Workload reflected under Facilities Planning & Procurement Activity, No. of Work Order Requests Received.

⁽²⁾ New Workload indicator beginning FY90-91.

⁽³⁾ All custodial services are contracted effective FY91-92.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY B:
FACILITIES PLANNING & PROCUREMENT

% OF RESOURCES: 33.0%

WORKLOAD

No. of Work Order Requests Received	4,497	3,338	3,333	3,500	3,668
No. of Major Maintenance Projects Implemented by Force Account (FA)	125	103	90	95	100
No. of Maj. Maint. Requests Received (New)	N/A	N/A	517	517 ⁽⁴⁾	156
No. of Maj. Maint. Req. Funded (New)	N/A	N/A	33	53 ⁽⁴⁾	36
No. of Maj. Maint. Requests (Carryover/Rebudget)	N/A	N/A	127	171 ⁽⁴⁾	112
No. of Maj. Maint. Requests (Mid-Year)	N/A	N/A	67	70 ⁽⁴⁾	60

EFFICIENCY

No. of Work Order Requests Processed/PE	536	267	227	269	282
Average Cost/Major Maintenance Project (FA)	\$6,328	\$6,748	\$9,511	\$7,000	\$5,630
No. of Maj. Maint. Req. Managed/PE	N/A	N/A	15	23 ⁽⁴⁾	16

EFFECTIVENESS

% of Work Order Requests Completed	48%	58%	56%	70%	70%
% of Major Maintenance Projects Completed (FA)	114%	94%	67%	100%	100%
% of Maj. Maint. Req. Completed (New)	N/A	N/A	24%	60% ⁽⁴⁾	50%
% of Maj. Maint. Req. Completed (Carryover/Rebudget)	N/A	N/A	80%	75% ⁽⁴⁾	75%
% of Maj. Maint. Req. Completed (Mid-Year)	N/A	N/A	55%	80% ⁽⁴⁾	60%

Note: Generally, Work Order requests are less than \$2,000. Project requests are greater than \$2,000.

⁽⁴⁾ New Workload indicator beginning FY90-91.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY C:
ENERGY MANAGEMENT

% OF RESOURCES: 0%

WORKLOAD

Cogeneration MWH Produced/Year	17,805	N/A	N/A	N/A ⁽⁶⁾	N/A ⁽⁶⁾
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EFFICIENCY

% MWH produced	70%	N/A	N/A	N/A ⁽⁶⁾	N/A ⁽⁶⁾
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EFFECTIVENESS

Cost Avoidance in SDG&E billings	\$940,140	N/A	N/A	N/A ⁽⁶⁾	N/A ⁽⁶⁾
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⁽⁶⁾ As a result of the Facilities Services Division Reorganization in FY89-90, this Workload Indicator is deleted. Energy consumption and conservation measures are reflected in the Public Services Utilities Program.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$63,128	\$76,512
0953	Asst. Dep. Dir., Fac. Operation	1	1.00	1	1.00	63,712	60,641
0954	Asst. Dep. Dir., Fac. Plan & Pr	1	1.00	1	1.00	60,673	57,739
2369	Administrative Services Mgr. II	1	1.00	1	1.00	54,493	54,957
2302	Administrative Assistant III	1	1.00	1	1.00	43,807	46,351
2413	Analyst III	1	1.00	1	1.00	43,807	46,351
2331	Loss Prevention Analyst	1	1.00	1	1.00	36,881	38,463
2757	Administrative Secretary II	1	1.00	1	1.00	24,527	25,572
2756	Administrative Secretary I	1	1.00	1	1.00	18,780	19,169
2730	Senior Clerk	4	4.00	5	5.00	90,415	113,110
2403	Accounting Technician	2	2.00	2	2.00	46,612	50,565
2700	Intermediate Clerk Typist	11	11.00	11	11.00	197,737	207,518
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	55,428	47,434
3617	Assistant Electrical Engineer	1	1.00	1	1.00	41,664	44,079
3120	Dept. Computer Specialist III	1	1.00	1	1.00	51,937	40,110
5919	Bldg. Automation Technician	1	1.00	1	1.00	27,790	31,070
6013	Supv. Planner/Estimator	1	1.00	1	1.00	38,876	35,615
6010	Planner/Estimator III	5	5.00	5	5.00	167,446	181,259
6011	Planner/Estimator II	8	8.00	8	8.00	233,000	256,051
7532	Tool & Equipment Repairer	1	1.00	1	1.00	23,545	21,577
2655	Storekeeper III	1	1.00	1	1.00	27,207	28,785
2660	Storekeeper I	1	1.00	1	1.00	21,339	22,580
6015	Facilities Support Manager	1	1.00	1	1.00	44,248	46,814
7017	Facilities Manager	11	11.00	12	12.00	403,205	461,567
5884	Bldg. Maintenance Engineer	48	48.00	57	57.00	1,383,863	1,720,672
6200	Bldg. Maint. Eng. Asst. II	25	25.00	26	25.50	646,979	702,619
5906	Carpenter & Painter Supv.	1	1.00	1	1.00	33,392	35,572
5963	Senior Carpenter	1	1.00	1	1.00	30,444	32,475
5905	Carpenter	6	6.00	6	6.00	170,072	184,636
5970	Sign Painter	1	1.00	1	1.00	30,206	32,210
5967	Senior Painter	1	1.00	1	1.00	30,206	32,210
5940	Painter	11	11.00	11	11.00	312,055	331,416
7539	Construction & Svcs. Worker III	3	3.00	3	3.00	68,877	73,641
7540	Construction & Svcs. Worker II	8	8.00	8	8.00	163,366	173,705
7541	Construction & Svcs. Worker I	10	10.00	10	10.00	193,279	197,321
7533	Fire Extinguisher Svcs. Worker	1	1.00	1	1.00	23,999	25,648
5925	Electrician Supervisor	1	1.00	1	1.00	37,175	39,574
5923	Senior Electrician	1	1.00	1	1.00	33,784	35,986
5920	Electrician	10	10.00	11	11.00	307,186	363,144
6210	Electrician Assistant	1	1.00	1	1.00	24,542	26,132
3510	Construction Inspector	1	1.00	1	1.00	35,983	37,810
3801	Drafting Technician II	1	1.00	1	1.00	25,246	26,522
7536	Mason & Const.Svcs.Supv.	1	1.00	1	1.00	38,661	41,166
5933	Senior Mason	1	1.00	1	1.00	35,143	37,426
5930	Mason	2	2.00	2	2.00	62,674	68,395
5955	Plumber & Welder Supv.	1	1.00	1	1.00	37,175	39,574
5953	Senior Plumber	1	1.00	1	1.00	33,784	35,986
5950	Plumber	6	6.00	7	7.00	191,217	234,371
6230	Plumber Assist.	2	2.00	2	2.00	52,856	56,450
6180	Welder	2	2.00	3	3.00	63,506	96,756
5959	Senior A/C Refrig. Mechanic	1	1.00	1	1.00	30,438	35,986
5960	Air Cond.& Refrig.Mechanic	5	5.00	6	6.00	162,180	200,417
6315	Gardener Supervisor II	1	1.00	1	1.00	27,877	29,490
6310	Gardener Supervisor I	2	2.00	2	2.00	49,492	52,882
6305	Gardener II	10	10.00	11	11.00	203,803	235,729
7085	Supervising Custodian	3	3.00	0	0.00	62,253	0
7030	Senior Custodian	3	3.00	0	0.00	58,971	0
7031	Custodian	47	47.00	0	0.00	812,698	0
6162	Security Coordinator	1	1.00	1	1.00	35,798	37,875
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	28,318	37,005
6161	Security Alarm Specialist	6	6.00	7	7.00	190,241	231,376
7098	Security Guard	2	2.00	2	2.00	40,008	42,848
5195	F/S Contract Specialist II	1	1.00	1	1.00	32,173	34,045
5194	F/S Contract Specialist I	3	3.00	4	4.00	77,196	104,638
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	20,004	21,424

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
9999	Extra Help	3	3.00	3	3.00	47,886	60,676
	Total	296	296.00	262	261.50	\$7,825,263	\$7,819,697
	Salary Adjustments:					(0)	(8,449)
	Premium/Overtime Pay:					180,000	180,000
	Employee Benefits:					2,407,243	2,487,099
	Salary Savings:					(406,294)	(382,087)
	Total Adjustments					\$2,180,949	\$2,276,563
	Program Totals	296	296.00	262	261.50	\$10,006,212	\$10,096,260

PROGRAM: Fleet Equipment, Maintenance & Operations

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-9

AUTHORITY: This program was developed to carry out Administrative Code Section 398.5 (f) which states that the Department of General Services shall acquire, maintain and operate the County's automotive and construction equipment and machinery except such equipment purchased out of special district or other limited purposes funds.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,938,264	\$2,060,588	\$2,168,659	\$2,234,579	\$2,377,320	6.4
Services & Supplies	1,341,012	1,560,768	1,611,445	1,256,914	1,255,789	(0.1)
Vehicle/Fuel	1,746,405	1,663,325	2,191,667	1,842,091	2,187,091	18.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	44,520	10,060	63,095	0	0	0.0
Less Reimbursements	(1,042)	(1,171)	(931)	(0)	(0)	0.0
TOTAL DIRECT COST	\$5,069,159	\$5,293,570	\$6,033,935	\$5,333,584	\$5,820,200	9.1
PROGRAM REVENUE	(537,452)	(486,890)	(527,237)	(530,374)	(497,089)	(6.3)
NET GENERAL FUND CONTRIBUTION	\$4,531,707	\$4,806,680	\$5,506,698	\$4,803,210	\$5,323,111	10.8
STAFF YEARS	54.62	54.83	56.65	59.00	59.00	0.0

PROGRAM DESCRIPTION

The Fleet Services program consists of vehicle maintenance/repair and fleet management. All General Fund vehicles and 237 Public Works/Special District vehicles are serviced and repaired at the County Operations Center garage and six satellite garages strategically located throughout the County. Priority maintenance services are provided to law enforcement, and health and safety vehicles supporting special funds (Road Fund, Sanitation, Flood Control, Airports, Library, Air Pollution Control District). Approximately 70% of fleet costs are incurred by law enforcement operations.

In addition to vehicle maintenance/repair, fleet management responsibilities include preparation of all vehicle purchasing specifications, vehicle acquisition; development of vehicle financing plans and subsequent contract negotiations; vehicle licensing, management and control of vehicle assignments, monitoring vehicle usage; preventive maintenance scheduling; and control of General Fund fuel distribution.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual expenditures exceeded the 1990-91 budget by \$700,351. Gasoline was \$349,576 over budget primarily due to higher gasoline prices which followed Iraq's August 1990 invasion of Kuwait. Automotive parts were \$253,264 over budget due to growing fleet size, inflationary cost increases and more costly repairs on older vehicles. Other services and supplies were \$35,971 over budget.

Fixed assets costs totaling \$65,296 for a new automated fueling system, approved in FY89-90, were also charged to the 1990-91 budget.

Salaries and benefits were \$65,920 under budget due to delays in filling vacant positions. Revenue was realized almost as budgeted, being underrealized by \$3,137. Overall, the Net General Fund Contribution was \$703,488 more than budgeted.

1991-92 OBJECTIVES

1. Within approved Vehicle Equipment Budget appropriations, purchase nine compressed natural gas (CNG) alternate fuel vehicles for fleet assignment and evaluation.
2. Determine feasibility and cost-effectiveness of converting existing fleet vehicles to alternate fuel use.
3. Implement state-mandated BAR-90 smog inspection program for fleet vehicles.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fleet Operations Administration (6.0 SY; E = \$267,112; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for overall fleet operations administration, including personnel administration, accounting and payroll, materials and supplies, budget preparation, fiscal analysis, and fuel monitoring and projection.
 - o Provides vehicle finance plan development and contract negotiation, equipment specifications, bid preparation and review, and administration of vehicle lease purchase programs.
 - o Decreasing \$772 in net County costs due to adjustments in services and supplies.
2. Automotive Parts (5.0 SY; E = \$1,248,493; R = \$110,000) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for parts ordering and issue, parts stocking, inventory control, special parts purchase, and parts delivery to six satellite garages.
 - o Decreasing \$33,751 in net County costs due to an increase in budgeted revenue to reflect revenue being realized from the sale of automotive parts and solvents to the Department of Public Works.
3. Work Control (3.0 SY; E = \$210,557; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for records maintenance, bulk fuel and lubricant ordering, Datafleet Fuel Control System monitoring, vehicle dispatching, fleet preventive maintenance scheduling, Fleet Management Information System input and reimbursement of elected officials' vehicle mileage.
 - o Increasing \$9,994 in net County costs due to salary settlement costs.
4. Heavy Equipment (10.0 SY; E = \$484,204; R = \$50,000) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for performing major repairs, maintenance, and overhauls of light, medium, and heavy trucks, buses, and industrial equipment.
 - o Increasing \$24,733 in net County costs due to salary settlement costs partially offset by a \$4,626 increase in budgeted revenue.

5. Light Equipment (16.0 SY; E = \$626,675; R = \$50,000) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for performing major maintenance, repairs, and overhauls of passenger cars and patrol units.
 - o Increasing \$73,499 in /net County costs due to salary settlement costs and a \$35,000 decrease in budgeted revenue to reflect actual revenue.

6. Satellite Garages (19.0 SY; E = \$796,068; R = \$197,089) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for performing light maintenance, repair, servicing, and preventive maintenance inspections of over 900 vehicles including patrol units assigned by district to six satellite garages. Also performs on-site lubrication and maintenance of sedans, trucks and buses assigned to outlying Probation camps.
 - o Decreasing \$13,802 in net County Costs due to increased budgeted revenue for maintenance and repair work on enterprise fund vehicles.

7. Fuel (0.00 SY; E = \$2,187,091; R = \$(90,000) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Increasing \$460,000 in net County costs due to a downward adjustment to reflect actual revenue, and an increase in gasoline appropriations reflecting higher fuel consumption in County fleet and increased state gasoline taxes.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
USE OF MONEY AND PROPERTY:				
Equipment Rental Operation (9211)	\$623	\$0	\$0	\$0
Sub-Total	\$623	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Interfund Charges in General Fund (9781)	\$5,705	\$0	\$0	\$0
Air Pollution Control District (9783)	\$45,773	\$35,000	\$43,953	\$8,953
County Library Fund (9793)	28,596	35,000	28,256	(6,744)
Serra Library (9971)	5,603	0	0	0
Pub. Wks. Equipment Internal Service Fund (9786)	437,226	460,000	423,833	(36,167)
Airport Enterprise Fund (9787)	190	0	0	0
Civil Defense Cities (9975)	267	0	0	0
Liquid Waste (9788)	0	374	1,047	673
Sub-Total	\$523,360	\$530,374	\$497,089	\$(33,285)
OTHER REVENUE:				
Other Miscellaneous (9995)	\$3,254	\$0	\$0	\$0
Sub-Total	\$3,254	\$0	\$0	\$0
Total	\$527,237	\$530,374	\$497,089	\$(33,285)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$5,506,698	\$4,803,210	\$5,323,111	\$519,901
Sub-Total	\$5,506,698	\$4,803,210	\$5,323,111	\$519,901
Total	\$5,506,698	\$4,803,210	\$5,323,111	\$519,901

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue is received in this program for (1) fuel, (2) vehicles maintained and repaired, and (3) auto parts procurement and inventory for the Department of Public Works vehicles. Revenue realized in FY90-91 was \$3,137 less than budgeted. Budgeted FY91-92 revenue is \$33,285 less than FY90-91 in order to reflect decreasing revenue from the Road Fund.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
FLEET OPERATIONS****% OF RESOURCES:** 100%**WORKLOAD**

General Fund Vehicles Maintained	1,782	1,934	2,030	1,995	2,043
Miles Driven	22,631,000	25,354,502	26,491,362	26,800,000	27,500,000
Gallons of Fuel Used	2,014,176	2,017,428	2,119,309	2,200,000	2,200,000
Public Works and Other Non-General Fund Vehicles Maintained	209	201	237	201	237

EFFICIENCY

No. of Gen. Fund Vehicles per Equip. Mechanic (Repairs)	104.45	96.12	89.51	86.74	88.82
No. of Gen. Fund Vehicles Per Equip. Svc. Technician (Preventive Maint. Inspections)	116.16	125.58	139.71	133.00	136.20

EFFECTIVENESS

No. of Repair Orders per Vehicle	8.55	8.32	8.45	8.50	8.75
No. of Preventive Maintenance Orders per Vehicle	5.25	5.25	5.25	5.25	5.25

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$65,439	\$74,453
6102	Chief, Fleet Operations	0	0.00	1	1.00	0	51,161
6155	Road Equipment Specialist	1	1.00	0	0.00	41,141	0
2302	Administrative Assistant III	1	1.00	1	1.00	43,807	46,351
6180	Welder	1	1.00	1	1.00	31,753	33,857
6130	Equipment Shop Supervisor	4	4.00	4	4.00	149,468	159,188
2607	Automotive Parts Manager	1	1.00	1	1.00	37,371	39,662
6108	Senior Equipment Mechanic	6	6.00	6	6.00	203,922	217,272
6110	Equipment Mechanic	20	20.00	20	20.00	630,191	671,285
6009	Equipment Maintenance Planner	2	2.00	2	2.00	46,164	50,572
6119	Equipment Service Tech. III	1	1.00	1	1.00	26,033	27,804
2655	Storekeeper III	1	1.00	1	1.00	20,503	27,754
2660	Storekeeper I	2	2.00	2	2.00	42,678	45,160
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2757	Administrative Secretary II	1	1.00	1	1.00	24,527	22,146
2510	Senior Account Clerk	1	1.00	1	1.00	23,065	24,032
2730	Senior Clerk	1	1.00	1	1.00	21,856	23,907
6120	Equipment Service Tech. II	14	14.00	14	14.00	314,795	332,860
Total		59	59.00	59	59.00	\$1,748,007	\$1,874,224
Salary Adjustments:						\$6,078	\$248
Premium/Overtime Pay:						0	0
Employee Benefits:						529,360	583,468
Salary Savings:						(48,866)	(80,620)
Total Adjustments						\$486,572	\$503,096
Program Totals		59	59.00	59	59.00	\$2,234,579	\$2,377,320

PROGRAM: Printing Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81501

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-10

AUTHORITY: Administrative Code, Article XX11b, Section 398.5 (p), Manage the County's copy center, convenience copiers, central duplicating services and provide printing/reproduction services to County departments and to other public agencies as may be directed by the Board.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$290,828	\$341,062	\$350,659	\$398,549	\$438,353	10.0
Services & Supplies	477,813	448,648	454,707	442,000	442,000	0.0
Other Charges	34,426	0	0	0	0	0.0
Fixed Assets	10,672	17,460	138,876	0	0	0.0
Less Reimbursements	(893,883)	(943,387)	(1,135,845)	(1,027,900)	(1,110,049)	8.0
TOTAL DIRECT COST	\$(80,144)	\$(136,217)	\$(191,603)	\$(187,351)	\$(229,696)	22.6
PROGRAM REVENUE	(61,339)	(56,435)	(67,068)	(44,000)	(57,035)	29.6
NET GENERAL FUND CONTRIBUTION	\$(141,483)	\$(192,652)	\$(258,671)	\$(231,351)	\$(286,731)	23.9
STAFF YEARS	11.41	11.41	12.01	14.00	14.00	0.0

PROGRAM DESCRIPTION

The Printing Services section provides Countywide centralized printing and high-volume copying services to County departments, elected officials, offices and courts. It also screens and approves all County department requests for printing and layout composing services.

1990-91 BUDGET TO ACTUAL COMPARISON

Overall, Printing Services was \$27,320 under budget. Actual reimbursement for printing and copying job orders exceeded budgeted reimbursements by \$107,945 and actual revenue exceeded budgeted revenue by \$23,068. Services and supplies actual expenditures, primarily for paper stock, were over budget by \$12,707 due to an increase in job orders. Salaries and benefits were under budget by \$47,890. An offset press and a high-volume copier approved mid-year as fixed assets cost \$138,876.

1991-92 OBJECTIVES

1. Purchase and install two high-speed offset presses to improve production efficiency.
2. Meet quarterly with Printing Services user group to improve customer service to client departments.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Printing Services (14.0 SY; E = \$(229,696); R = \$(57,035)) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for providing printing and copying services at a lower cost than can be provided by contracting. This section operates on a cost recovery basis, charging County departments and other agencies for the services it provides.
 - o Offset 100% by revenues and reimbursements from client departments and enterprise funds.
 - o Decreasing \$55,380 in net County cost primarily due to additional budgeted reimbursements and revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
AID FROM OTHER GOV'T. AGENCIES:				
Aid From Other Gov't. Agencies (9746)	\$79	\$0	\$0	\$0
Sub-Total	\$79	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$9,971	\$0	\$0	\$0
Library Fund (9793)	14,746	10,000	15,698	5,698
APCD (9783)	16,358	6,500	9,419	2,919
Purchasing/Revolving Fund (9786)	20,626	22,000	31,395	9,395
CATV (9784)	524	500	523	23
DPW-Transit Enterprise Fund (9789)	0	5,000	0	(5,000)
Capital Outlay Fund (9785)	2,431	0	0	0
Solid Waste Enterprise Fund (9790)	2,333	0	0	0
Sub-Total	\$66,989	\$44,000	\$57,035	\$13,035
Total	\$67,068	\$44,000	\$57,035	\$13,035

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(258,671)	\$(231,351)	\$(286,731)	\$(55,380)
Total	\$(258,671)	\$(231,351)	\$(286,731)	\$(55,380)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue was overrealized by \$23,068 in FY90-91 due to more printing and copying job orders from enterprise funds than was anticipated. Budgeted revenue for FY91-92 is being increased by \$13,035 over budgeted revenue for FY90-91.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
PRINTING SERVICES% OF RESOURCES: 100%WORKLOAD

Number of Forms Printed	56,229,295	53,837,770	51,550,295	55,000,000	55,000,000
Number of Copies Made	4,515,516	4,660,494	5,232,541	4,650,000	6,000,000

EFFICIENCY

Unit Program Cost:

Per Form Printed	\$0.0132	\$0.0136	\$0.0141	\$0.0137	\$0.0141
Per Copy Made	\$0.0132	\$0.0212	\$0.0150	\$0.0217	\$0.0138

EFFECTIVENESS1. Cost effectiveness of providing
in-house printing:

a. Commercial rate per form	0.0205	0.0207	.0300	0.0230	.0300
b. County rate per form	0.0132	0.0134	.0194	0.0150	.0194
c. Approx. savings per form	0.0073	0.0073	.0106	0.0080	.0106
d. Total approx. savings	\$410,474	\$393,016	\$546,433	\$440,000	\$546,433

2. Cost effectiveness of providing
in-house copier:

a. Commercial rate per copy	0.0350	0.0400	.0400	0.0400	.0400
b. County rate per copy	0.0146	0.0250	.0300	0.0250	.0300
c. Approx. savings per copy	0.0204	0.0150	.0100	0.0150	.0100
d. Total approx. savings	\$92,116	\$69,907	\$52,325	\$69,750	\$60,000

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$34,507	\$41,793
3068	Manager, Printing Services	1	1.00	1	1.00	29,102	31,615
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	96,972	97,348
3050	Offset Equipment Operator	3	3.00	3	3.00	59,516	68,654
3054	Print Shop Helper	3	3.00	3	3.00	45,701	50,099
2510	Sr. Account Clerk	0	0.00	1	1.00	0	23,078
2493	Intermediate Account Clerk	1	1.00	0	0.00	17,579	0
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,424	20,754
Total		14	14.00	14	14.00	\$302,801	\$333,341
Salary Adjustments:						3,730	201
Premium/Overtime Pay:						0	0
Employee Benefits:						103,921	119,677
Salary Savings:						(11,903)	(14,866)
Total Adjustments						\$95,748	\$105,012
Program Totals		14	14.00	14	14.00	\$398,549	\$438,353

PROGRAM: Mail Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81502
MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500
REFERENCE: 1991-92 Proposed Budget - Pg. 59-11

AUTHORITY: Administrative Code, Article XX11b, Section 398.5 (j), Control and manage the inter-office and related mail services for County departments.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$425,782	\$433,041	\$472,910	\$486,000	\$529,230	8.9
Services & Supplies	50,255	66,237	90,542	39,036	39,036	0.0
Fixed Assets	31,012	0	0	310,000	0	(100.0)
TOTAL DIRECT COST	\$507,049	\$499,278	\$563,452	\$835,036	\$568,266	(31.9)
PROGRAM REVENUE	(23,754)	(23,754)	(23,659)	(26,418)	(25,640)	(2.9)
NET GENERAL FUND CONTRIBUTION	\$483,295	\$475,524	\$539,793	\$808,618	\$542,626	(32.9)
STAFF YEARS	17.31	17.42	17.16	18.00	18.00	0.0

PROGRAM DESCRIPTION

The Mail Services program provides Countywide processing and delivery of both interoffice mail and U.S. Postal System mail for all elected officials and County departments.

1990-91 BUDGET TO ACTUAL COMPARISON

Overall, Mail Services was \$268,825 under budget due to anticipated delivery and payment of a high-volume letter sorter subsequent to the end of FY90-91. This cost will be reflected in FY91-92 Actuals as a prior year cost. 1990-91 Mail Services salaries and benefits were under budget by \$13,090. Salaries and benefits costs, however, do not reflect \$39,147 for temporary contract help personnel who were needed to operate mailroom equipment and assist in sorting mail. This cost is reflected in services and supplies costs.

Services and supplies were over budget by \$51,506 due to (1) use of temporary contract help, (2) unbudgeted costs for personnel uniforms and interoffice envelopes, and (3) \$9,248 charged to prior year expenses. Revenue was underrealized by \$2,759.

1991-92 OBJECTIVES

1. Install a new high-speed letter sorter capable of barcoding U.S. mail; train Mail Services personnel to operate the sorter.
2. Continue to proceed with Zip+4 computerization of department mailing lists on the County's main frame computer.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Mail Services (18.0 SY; E = \$568,266; R = \$(25,640)) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for processing and delivering mail routed through the U.S. Postal System and inter-office mail; and providing Zip+4 mail systems for client departments.
 - o Decreasing \$265,992 in net County cost primarily due to deletion of fixed assets.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$3,096	\$7,000	\$6,907	\$(93)
APCD (9783)	3,187	3,000	3,244	244
Airport Enterprise Fund (9787)	1,988	3,500	3,663	163
Liquid Waste Enterprise Fund (9788)	1,468	800	837	37
Solid Waste Enterprise Fund (9790)	1,571	1,618	733	(885)
Library Fund (9793)	12,349	10,500	10,256	(244)
Sub-Total	\$23,659	\$26,418	\$25,640	\$(778)
Total	\$23,659	\$26,418	\$25,640	\$(778)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$539,793	\$808,618	\$542,626	\$(265,992)
Total	\$539,793	\$808,618	\$542,626	\$(265,992)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue realized in FY90-91 from mail personnel labor services for pickup, delivery and processing of mail to and from enterprise fund locations was \$2,759 less than budgeted. FY91-92 Revenue is budgeted \$778 less than FY90-91 in order to reflect revised estimates of labor time required for pickup, delivery and processing of mail.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: MAIL SERVICES					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Pieces of Interdepartmental Mail	6,000,000	6,500,000	7,000,000	6,500,000	7,000,000
Pieces of U.S. Mail	6,085,280	6,604,881	6,784,566	6,500,000	7,000,000
County Offices with Mail Services	396	396	406	396	420
Mail Stops per Day	275	275	320	275	350
<u>EFFICIENCY</u>					
Mail Pieces Processed per Direct Staff Year	789,869	979,438	968,698	928,571	1,000,000
<u>EFFECTIVENESS</u>					
Cost of sending County inter-departmental mail through U.S. Postal Service (using standard rate per one ounce mail)	\$1,500,000	\$1,625,000	\$2,030,000	\$1,625,000	\$2,030,000
Cost of providing County Mail Services (including overhead)	\$595,611	\$627,986	\$655,254	\$666,500	\$637,527
Approximate Savings	\$904,389	\$997,014	\$1,374,746	\$958,500	\$1,392,473

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	28,889	30,573
3074	Senior Mail Clerk Driver	2	2.00	2	2.00	43,393	47,458
3039	Mail Clerk Driver	14	12.00	14	12.00	233,340	246,663
7514	Shuttle Bus Driver	3	3.00	3	3.00	64,976	70,006
Total		20	18.00	20	18.00	\$370,598	\$394,700
Salary Adjustments:						0	245
Premium/Overtime Pay:						0	0
Employee Benefits:						129,917	152,232
Salary Savings:						(14,515)	(17,947)
Total Adjustments						\$115,402	\$134,530
Program Totals		20	18.00	20	18.00	\$486,000	\$529,230

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82151

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-12

AUTHORITY: Federal Public Law 91-646; California Code of Civil Procedures, State Government Code, State Administrative Code; County Administrative Code Article XXII(b) Section 398.5 (b), (k), (l), (m), (n), (p).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,127,064	\$1,247,229	\$1,479,532	\$1,600,054	\$1,873,843	17.1
Services & Supplies	71,337	105,846	88,522	72,106	91,931	27.5
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	33,394	4,173	0	0	0.0
TOTAL DIRECT COST	\$1,198,401	\$1,386,469	\$1,572,227	\$1,672,160	\$1,965,774	17.6
PROGRAM REVENUE	(573,331)	(622,551)	(787,414)	(980,483)	(860,008)	(12.3)
NET GENERAL FUND CONTRIBUTION	\$625,070	\$763,918	\$784,813	\$691,677	\$1,105,766	59.9
STAFF YEARS	25.67	28.93	31.55	35.00	36.0	2.9

PROGRAM DESCRIPTION

The Real Property Division, on behalf of the County of San Diego, acquires, sells and manages County real estate resources (i.e., roads, parks, landfills and general office facilities) and ensures that County real property transactions are accomplished in a legal, timely and cost-effective manner.

This program provides the following ongoing services to County departments at their request: property appraisals, acquisition, including relocation assistance, surplus sales, revenue and acquisition leasing, and property descriptions and mapping. This program is primarily administered by County employees. However, contract services are employed in the area of appraisal/valuation services as required.

1990-91 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits expenditures were under budget by \$120,522 due to lengthy vacancies in two positions, and underfilling in four positions.

Savings were partially offset by services and supplies overexpenditures of \$16,416. The overexpenditures were incurred in acquiring professional specialized services from other County departments, real property management training, publication and legal notices required for effective management of acquisition and revenue leasing projects and special departmental expense.

1991-92 OBJECTIVES

1. To improve the efficiency and effectiveness of the Division's internal operations by developing better intra- and inter-department coordination.
2. To enhance revenues through the development of vending machine service-contracts and automated teller machine leases on County-owned properties.
3. To develop a comprehensive approach for disposition of surplus property (primarily Road Fund).
4. To work with the Department of Information Services and the Office of Special Projects to develop, operate and maintain a new computerized data base inventory for all County-owned and leased property.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. **Real Property** (7.00 SY; E = \$417,282; R = \$14,254) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for the County-wide Rents and Leases Budget and Real Property Budget development, management and administration.
 - o Responsible for the management and administration of over 600 Acquisition, Acquisition Lease, Revenue Lease, Property Management, and Surplus Property projects and leases County-wide.
2. **Property Management** (11.00 SY; E = \$552,155; R = \$352,501) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for the centralized management and administration of 215 revenue leases for over 17 County departments.
 - o Providing appraisal services for county land and facilities acquisition projects.
 - o Responsible for surplus property management and disposal for the County of San Diego.
 - o Responsible for the development of revenues from leasing County-owned properties.
3. **Property Services** (13.00 SY; E = \$715,398; R = \$277,673) including support personnel is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for the County-wide acquisition leasing activity for 28 County departments and over 185 leases.
 - o Responsible for providing relocation assistance when County real estate acquisitions displace business and residential occupants.
 - o Conducting acquisition services for the Parks and Recreation Proposition 70 5-year acquisition project, with projected revenue of over \$175,000.
 - o Acquiring over 230 acres of property for expansion of the San Marcos Landfill.
4. **Engineering** (5.00 SY; E = \$280,939; R = \$215,580) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for providing technical engineering services to County departments and the public.
 - o Responsible for describing parcels acquired for County departments; preparing new and/or revised plot plans; and maintaining the County-wide land and structure inventory.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Sales and Use Tax (T.D.A.)(9061)	\$7,073	\$0	\$0	\$0
Sub-Total	\$7,073	\$0	\$0	\$0
Rents and Concessions (9210)	0	0	\$82,954	82,954
Sub-Total	0	0	\$82,954	82,954
AID FROM OTHER GOVERNMENT AGENCIES:				
Federal Aid-Commun. Development Block Grant (9683)	\$1,000	\$3,000	\$12,558	\$9,558
State Aid Proposition 70 (9444)	462	214,683	177,905	(36,778)
Aid from Housing Authority (9745)	1,628	0	0	0
Aid From Other Gov't. Agencies (9746)	6,971	0	0	0
Sub-Total	\$10,061	\$217,683	\$190,463	(\$27,220)
CHARGES FOR CURRENT SERVICES:				
Public & Government Plan & Eng-Plan Check & Field Inspection (9773)	117,647	222,300	83,324	(138,976)
Plan & Engineering Service-Other Government (9775)	0	1,500	2,093	593
Road Fund (9782)	221,292	220,000	183,151	(36,849)
Air Pollution Control District (9783)	6,560	10,000	10,465	465
Capital Projects (9785)	197,920	8,000	41,860	33,860
Airports Enterprise Fund (9787)	45,514	50,000	68,023	18,023
Liquid Waste Enterprise Fund (9788)	0	20,000	0	(20,000)
DPW Solid Waste Enterprise Fund (9790)	117,669	180,000	125,581	(54,419)
DPW Special Districts (9792)	54,379	6,000	15,699	9,699
Library Fund (9793)	9,166	25,000	31,395	6,395
Sub-Total	\$770,147	\$742,800	\$561,591	\$(181,209)
OTHER FINANCING SOURCES:				
DPW Operating Transfer Other Special District (9812)	133	20,000	25,000	5,000
Sub-Total	\$133	\$20,000	\$25,000	\$5,000
Total	\$787,414	\$980,483	\$860,008	\$(120,475)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$784,813	\$691,677	\$1,105,766	\$414,089
Sub-Total	\$784,813	\$691,677	\$1,105,766	\$414,089
Total	\$784,813	\$691,677	\$1,105,766	\$414,089

EXPLANATION/COMMENT ON PROGRAM REVENUES

For FY 1990-91, program revenues were underrealized by \$193,069. Shortfalls occurred primarily in accounts: 9773 (\$104,653) due in large part to the downturn in private construction and land development; 9790 (\$62,331) due to delays in acquiring a new North County landfill and expansion of the San Marcos landfill. Significant revenues (\$214,683) budgeted in account 9444 were realized primarily in account 9785.

For 1991-92, overall program revenues are budgeted at \$120,475 less than FY 1990-91 to reflect slowing of private construction and development, continued delays in landfill acquisitions and a slight reduction of road right-of-way acquisitions.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
PROPERTY MANAGEMENT% OF RESOURCES: 36%WORKLOAD

1. a) Revenue Leases Negotiated and/or Managed	190	215	213	218	215
b) Revenue Earned	\$802,520	\$922,806	\$1,080,876	\$873,804	\$930,607
2. a) Parcels Appraised	89	61	104	90	125
b) Value of Parcels Appraised	\$12,000,000	\$28,717,828	\$34,000,000	\$12,000,000	\$36,000,000

EFFICIENCY

1. Units Program Cost/\$1,000 Revenue Lease Negotiated and Managed	\$31.66	\$33.53	\$35.10	\$49.64	\$44.98
2. Units Program Cost/\$1,000 Value of Parcel Appraised	\$16.34	\$4.33	\$6.56	\$12.89	\$7.80

EFFECTIVENESS

1. Cost Effectiveness of Providing In-House Revenue Lease Negotiation and Management: Cost of contracting out negotiation & management of the above revenue leases*	\$151,136	\$203,017	\$237,793	\$192,237	\$204,734
County cost of providing the same service	<u>\$132,136</u>	<u>\$124,268</u>	<u>\$139,429</u>	<u>\$154,675</u>	<u>\$175,594</u>
Approximate Savings	\$19,000	\$78,749	\$98,364	\$37,562	\$29,140
2. Cost Effectiveness of Providing In-House property Appraisals: Cost of contracting out appraisals of aabove parcels**	\$229,687	\$201,300	\$858,000	\$297,000	\$1,031,250
County cost of providing the same services	<u>137,882</u>	<u>124,268</u>	<u>223,086</u>	<u>154,675</u>	<u>280,950</u>
Approximate Savings	\$91,805	\$ 77,032	\$634,914	\$142,325	\$750,300

* Based upon the commission schedule of commercial brokers.

** Based upon the fee schedule (5.5 day/parcel at \$1,500/day) of nine independent appraisers contacted to provide service to the County.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY B:
PROPERTY SERVICES% OF RESOURCES: 46%WORKLOAD

1.a) Acquisition Leases Negotiated and Managed	180	175	190	190	188
b) Cost/Value of Acquisition Leases	\$6,775,546	\$8,534,179	\$10,563,412	\$13,263,558	\$13,419,765
2.a) Parcels Purchased ***	65	65	43	105	65
b) Value of Parcels Purchased	\$8,000,000	\$17,676,662	\$3,693,585	\$10,000,000	\$15,000,000

EFFICIENCY

1. Unit Program Cost/\$1,000 Acquisition Lease Negotiated and Managed	\$37.78	\$31.21	\$28.70	\$24.94	\$29.07
2. Units Program Cost/\$1,000 Value of Parcel Acquired	\$12.11	\$17.69	\$108.77	\$38.83	\$34.48

EFFECTIVENESS

1. Cost Effectiveness of Providing In-house Acquisition Lease					
Negotiation & Management: Cost of contracting out negotiation & management of above acquisition leases*	\$501,265	\$426,709	\$528,171	\$663,178	\$670,988
County cost of providing the same services	<u>\$150,379</u>	<u>\$266,318</u>	<u>\$303,106</u>	<u>\$330,753</u>	<u>\$384,501</u>
Approximate Savings	\$350,886	\$160,391	\$225,065	\$332,425	\$286,487
2. Cost Effectiveness of Providing In-house Services to Purchase Parcels:					
Cost of contracting out purchases of the above parcels**	\$316,875	\$2,297,966	\$480,166	\$1,300,000	\$1,950,000
County cost of providing the same services	<u>168,054</u>	<u>312,635</u>	<u>401,792</u>	<u>388,276</u>	<u>517,188</u>
Approximate Savings	\$148,821	\$1,985,331	\$78,374	\$911,724	\$1,432,812

* Based upon the commission rates of 3% to manage and 2% to negotiate (applied against the gross rent) as determined by a survey of seven commercial brokers.

** Based upon commission rate of 10% charged by brokers, and 3% for escrow services, recording, etc.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY C:
ENGINEERING****% OF RESOURCES:** 18%**WORKLOAD**

1. Parcels Described	985	800	684	1,085	700
2. Plans Prepared	250	219	120	385	200
3. Inquiries Received	2,500	2,750	2,600	3,000	2,600

EFFICIENCY

Units Program Cost/ Parcel Described	126.83	138.53	181.06	123.29	203.46
Units Program Cost/ Plan Prepared	437.23	442.78	903.04	304.03	623.09
Units Program Cost/ Inquiry	24.98	25.19	29.77	27.87	34.24

EFFECTIVENESS

% of Accuracy of Parcels Described	95%	95%	95%	95%	95%
% of Accuracy on Plans Prepared	98%	98%	98%	98%	98%
% of Inquiry Responded to	100%	100%	100%	100%	100%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0956	Asst Dep Dir, Real Property	0	0.00	1	1.00	\$ 0	\$79,859
3680	Deputy Director, Real Property	1	1.00	1	1.00	55,072	79,105
3728	Senior Land Surveyor	1	1.00	1	1.00	56,807	60,103
5585	Supervising Real Property Agent	2	2.00	3	3.00	97,466	164,811
3785	Associate Land Surveyor	1	1.00	1	1.00	41,968	44,082
5570	Senior Real Property Agent	6	6.00	6	6.00	262,589	284,361
2302	Administrative Assistant III	1	1.00	1	1.00	43,807	46,351
5525	Associate Real Property Agent	11	11.00	9	9.00	395,528	350,983
3780	Assistant Land Surveyor	1	1.00	0	0.00	41,664	0
3813	Engineering Technician II	2	2.00	2	2.00	57,752	65,324
2730	Senior Clerk	1	1.00	1	1.00	22,311	46,180
2745	Supervising Clerk	1	1.00	1	1.00	22,994	37,371
2757	Administrative Secretary II	1	1.00	1	1.00	23,120	25,300
2756	Administrative Secretary I	2	2.00	2	2.00	39,882	22,148
2700	Intermediate Clerk Typist	2	2.00	2	2.00	35,628	38,717
3120	Dept Computer Specialist III	0	0.00	1	1.00	0	35,428
8800	Vending Machine Coordinator	0	0.00	1	1.00	0	65,500
9999	Extra Help	2	2.00	2	2.00	52,750	52,750
Total		35	35.00	36	36.00	\$1,249,338	\$1,498,373
Salary Adjustments:						21,334	(35,909)
Premium/Overtime Pay:						0	0
Employee Benefits:						370,241	474,119
Salary Savings:						(40,859)	(62,740)
Total Adjustments						\$350,716	\$375,470
Program Totals		35	35.00	36	36.00	\$1,600,054	\$1,873,843

PROGRAM: Records Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-13

AUTHORITY: Administrative Code Section 398.5 (g & h) states that the Department of General Services shall: manage the County's central records storage and provide microfilming, and reference services to County; administer a uniform Records Management Program, encompassing all County departments and offices.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$260,934	\$301,623	\$352,626	\$339,909	\$386,637	13.7
Services & Supplies	40,429	26,998	26,676	35,513	35,063	(1.3)
Contracts	15,445	16,334	16,603	16,164	16,164	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	32,237	2,737	23,527	0	0	0.0
TOTAL DIRECT COST	\$349,045	\$347,692	\$419,432	\$391,586	\$437,864	11.8
PROGRAM REVENUE	(41,543)	(52,084)	(56,726)	(45,829)	(67,276)	46.8
NET GENERAL FUND CONTRIBUTION	\$307,502	\$295,608	\$362,706	\$345,757	\$370,588	7.2
STAFF YEARS	12.00	12.00	12.00	12.00	12.75	6.3

PROGRAM DESCRIPTION

Records Management provides efficient, economical records management services for County departments and offices. These services cover three areas: records storage and retrieval, microfilming, and consultations. This program provides facilities and staff for storing active, semi-active and inactive records and a records destruction program. Records Management staff advises, coordinates and consults with County offices and departments on equipment and systems available for their records storage needs. This program microfilms engineering drawings, permits, case files, accounting, purchasing, Court and historical records. It also provides micrographics lab services, and microfilm storage for County departments and offices.

1990-91 BUDGET TO ACTUAL COMPARISON

FY90-91 actual expenditures are \$27,846 more than the 1990-91 Budget. This was primarily due to payment of a \$23,527 prior year fixed asset encumbrance. FY90-91 actuals, minus prior year expenditures, were \$4,319 more than the budget due to full staffing of all budgeted positions.

1991-92 OBJECTIVES

1. To microfilm 2,000,000 documents.
2. To produce 75,000 microforms (aperture cards & microfiche).
3. To process and duplicate 300,000 feet of film (6 million documents).
4. To service 40,000 cubic feet of records.
5. To process 35,000 items.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Micrographics (7.0 SY; E = \$247,639; R = \$51,253) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 21% by revenue.
 - o Servicing 25% of the County's requested microfilming needs.
2. Records Center (3.0 SY; E = \$91,899; R = \$5,223) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Offset 6% by revenue.
 - o Able to service 81% of the County's requested offsite storage needs.
3. Administration (2.75 SY; E = \$98,326; R = \$10,800) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Providing administration and clerical support to the Records program.
 - o Providing consulting services to County departments.
 - o Offset 8% by revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Other Governmental Agencies (9971)	\$2,029	\$4,600	\$1,336	\$(3,264)
Road Fund (9782)	44,272	34,929	49,752	14,823
Solid Waste Enterprise Fund (9790)	7,511	300	0	(300)
APCD (9783)	1,300	1,200	1,560	360
Liquid Waste (9788)	1,265	3,500	2,343	(1,157)
Solid Waste (9911)	4	0	1,047	1,047
Aid From Other Gov't. Agency (9746)	0	0	10,000	10,000
Sub-Total	\$56,381	\$44,529	\$66,038	\$21,509
OTHER REVENUE:				
Sale of Silver (9994)	\$0	\$500	\$523	\$23
Other Miscellaneous (9995)	345	800	715	(85)
Sub-Total	\$345	\$1,300	\$1,238	\$(62)
Total	\$56,726	\$45,829	\$67,276	\$21,447

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$362,706	\$345,757	\$370,588	\$24,831
Sub-Total	\$362,706	\$345,757	\$370,588	\$24,831
Total	\$362,706	\$345,757	\$370,588	\$24,831

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue is based on department's requests for micrographic and storage services. The overachievement of revenues in 1990-91 was due to unanticipated Road Fund work.

There is a \$14,823 (42%) net increase in 1991-92 revenue, reflecting an increase in charges to the Road Fund. Revenues in other areas are decreased or increased based upon the 1990-91 actual budget and known changes in customer requirements.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A: MICROGRAPHICS					
% OF RESOURCES:	75%				
WORKLOAD					
DOCUMENTS FILMED:					
Rotary	1,544,902	1,498,340	1,041,262	1,250,000	1,000,000
Planetary	375,298	482,039	944,657	720,000	970,000
Engineer Drawing	19,437	19,096	55,486	30,000	30,000
TOTAL	1,939,637	1,999,475	2,041,405	2,000,000	2,000,000
MICROFORMS:					
Aperture Cards	100,917	54,508	49,823	75,000	55,000
Microfiche	10,291	8,293	21,550	20,000	20,000
TOTAL	111,208	62,801	71,373	95,000	75,000
Reels (100 ft.) Processed	1,287	1,118	1,267	1,500	1,500
Reels (100 ft.) Duplicated	1,178	1,117	1,252	1,500	1,500
EFFICIENCY					
Number of Documents Requested for Filming	2,000,000	2,100,000	1,800,000	1,800,000	3,145,407
Number of Documents in Backlog	5,200,000	4,800,000	4,900,000	4,900,000	4,700,000
Total Number of Documents to be Filmed	7,200,000	6,900,000	6,700,000	6,700,000	7,845,407
EFFECTIVENESS					
% of Documents filmed	27%	29%	30%	30%	25%
ACTIVITY B: RECORDS CENTER					
% OF RESOURCES:	25%				
WORKLOAD					
Cubic Feet Stored	37,758	38,851	38,641	40,000	40,000
Items Serviced	29,104	35,167	43,757	35,000	44,000
EFFICIENCY					
Number of Cubic Feet Requested for Storage	16,857	22,686	11,000	11,000*	9,384
Number of Cubic Feet Currently Stored	37,758	38,851	38,641	40,000	40,000
Total Cubic Feet to be stored	54,615	61,537	49,641	51,000	49,384
EFFECTIVENESS					
% of Cubic Feet Stored	69%	63%	78%	78%	81%

* The Department of Social Services is utilizing storage containers to store 15,000 cubic feet of records normally requested to be stored with Records Management Services.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
3052	Chief, Records Mgt. Svcs.	0	0.00	1	1.00	\$ 0	\$42,015
2304	Admin. Assistant I	0	0.00	1	0.75	0	22,527
3043	Manager, Central Records Serv.	1	1.00	0	0.00	36,652	0
3045	Microfilm Supervisor	1	1.00	1	1.00	26,353	27,887
3053	Photo Reduction Technician	1	1.00	1	1.00	23,655	25,274
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
3040	Microfilm Operator	5	5.00	5	5.00	99,874	106,314
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,091	19,534
2710	Junior Clerk/Typist	1	1.00	1	1.00	14,485	14,645
2715	Records Clerk	1	1.00	1	1.00	18,237	21,436
Total		12	12.00	13	12.75	\$262,412	\$303,664
Salary Adjustments:						0	(18,124)
Premium/Overtime Pay:						0	0
Employee Benefits:						87,901	113,842
Salary Savings:						(10,404)	(12,745)
Total Adjustments						\$77,497	\$82,973
Program Totals		12	12.00	13	12.75	\$339,909	\$386,637

PROGRAM: Administration

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 54-14

AUTHORITY: Administrative Code Section 398 states the Department of General Services shall design, manage, inspect maintain and protect County facilities; supervise construction, alteration/repair of County facilities, manage the County's Automotive Fleet, Records Management and Utilities.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,099,978	\$1,167,489	\$1,309,254	\$1,201,420	\$1,337,236	11.3
Services & Supplies	31,599	46,261	109,848	43,917	61,242	39.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	61,082	72,887	0	0	0.0
TOTAL DIRECT COST	\$1,131,577	\$1,274,832	\$1,491,989	\$1,245,337	\$1,398,478	12.3
PROGRAM REVENUE	(464)	(6,749)	(44)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,131,113	\$1,268,083	\$1,491,945	\$1,245,337	\$1,398,478	12.3
STAFF YEARS	23.62	23.56	24.40	24.00	24.00	0.0

PROGRAM DESCRIPTION

The Administration Program provides overall management, direction and planning for the Department of General Services. This Program includes: the Office of the Director; Personnel and Training; Budget Coordination; Fiscal Management and Space Management.

The major functions of this program include:

- Plan and manage all departmental programs and services.
- Organize and coordinate department budget development and preparation functions.
- Provide fiscal management and expenditure control and inventory functions.
- Manage the department's personnel, payroll and training functions.
- Provide for County-wide management of space utilization.
- Provide liaison with the Chief Administrative Office and other County departments.
- Coordinate the preparation of Board letters and responses to the Board of Supervisors and the CAO.
- Coordinate office automation and information systems for the department.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1989-90 actuals expenditures exceeded budget by \$246,608. Salaries/Benefits were overexpended by \$107,8334 due to (1) non-achievement of budgeted salary savings and, (2) higher than budgeted benefit costs. All positions budgeted in 1990-91 were filled for the entire fiscal year, resulting in higher costs in salaries and in corresponding retirement benefit costs.

Services and Supplies were overspent by \$65,931, including prior year expenditures of \$35,274. The remaining overexpenditure was for installation of department-wide Voice Mail on the existing telephone system, for upgradess to the Local Area Network, and for computer software purchases.

All overexpenditures were offset by savings in other department programs.

1991-92 OBJECTIVES

1. Implement the FY90-91 segment of the three year Business Automation Plan. Activities will include:
 - o Installation of LAN gateway sever to mainframe and upgraded file serve,
 - o Expended use of FOCUS for ad hoc reporting and improved decision making, and
 - o Implementation of a pilot project to test document scanning to improved operational efficiency.
2. Continue to support and provide assistance to the CAO's Office of Special Projects in developing the Comprehensive Space Inventory.
3. Establish and implement an Interdepartmental Capital & Space Program Committee and to support the space request process.
4. Finalize, print, and distribute the "Department of General Services Guide".
5. Begin development of a department wide training plan and program to encompass
 - o orientation
 - o safety
 - o automation
 - o supervision
 - o management.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Director's Office (10.00 SY; E = \$671,269; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Provides overall department management and direction to four operating divisions and five budget units totaling over \$63 million/year.
 - o Coordinates the delivery of support services to all County departments, courts and offices.
 - o Increasing by 2.0 SY (1.0 Administrative Services Manager III position and 1.0 Administrative Secretary II position, and decreasing 1.0 SY Intermediate Clerk position.
2. Fiscal and Budget (7.00 SY; E = \$377,589; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for the development, preparation and implementation of the department-wide budget and additional budget units, including twelve program budgets.
 - o Provides fiscal monitoring of budget units and auditing functions.
 - o Conducts department inventory.
 - o Increasing by \$17,325 for centrally budgeted LAN software and supplies; transferred from department programs.

3. Personnel and Payroll (5.00 SY; E = \$237,741; R = \$0) including support personnel is:

- o Discretionary/Discretionary Service Level.
- o Performs general payroll and personnel functions.
- o Coordinates department wide training.
- o Administers Affirmative Action Plan.

4. Space Management (2.00 SY; E = \$111,879; R = \$0) including support personnel is:

- o Discretionary/Discretionary Service Level.
- o Coordinates space requests from County departments and Courts.
- o Enforces County space standards.
- o Decreasing \$62,468 and 1.0 SY Architectural Project Manager II position transferred to the Architecture and Engineering program.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Interfund Charges-Road Fund (9782)	\$22	\$0	\$0	\$0
Interfund Charges-COF (9785)	22	0	0	0
Recovered Expenditures (9989)	0	0	0	0
Sub-Total	\$44	\$0	\$0	\$0
Total	\$44	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,491,989	\$1,245,337	\$1,398,478	\$153,141
Sub-Total	\$1,491,989	\$1,245,337	\$1,398,478	\$153,141
Total	\$1,491,989	\$1,245,337	\$1,398,478	153,141

EXPLANATION/COMMENT ON PROGRAM REVENUES

The Administration Program does not budget revenue. Minor amounts of unanticipated revenue were credited to the program in FY90-91.

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
DIRECTOR'S OFFICE							
2125	Director, General Services	1	1.00	1	1.00	\$87,152	\$99,603
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	79,178	88,509
2280	Deputy Dir., Admin. Svcs	0	0.00	1	1.00	54,557	80,552
2370	Administrative Svcs. Mgr. III	1	1.00	1	1.00	0	60,605
2413	Analyst III	1	1.00	1	1.00	42,964	46,351
2764	Office Manager	1	1.00	1	1.00	28,061	29,686
2758	Admin. Secretary III	0	0.00	1	0.00	0	0
2757	Admin. Secretary II	0	0.00	1	1.00	0	23,833
2730	Senior Clerk	1	1.00	1	1.00	22,667	24,032
3009	Word Processing Operator	1	1.00	1	1.00	22,873	23,834
2700	Intermediate Clerk Typist	1	1.00	0	0.00	19,962	0
3007	Jr. Word Processing Operator	1	1.00	1	1.00	18,783	20,499
	Subtotal	9	9.00	11	10.00	\$376,197	\$497,504
FISCAL/BUDGET SECTION							
2367	Principal Admin. Analyst	2	2.00	2	2.00	98,968	104,710
3120	Dept. Computer Specialist III	1	1.00	0	0.00	39,707	0
2302	Administrative Assistant III	0	0.00	1	1.00	0	46,351
2303	Administrative Assistant II	1	1.00	1	1.00	39,707	42,015
2405	Assistant Accountant	1	1.00	1	1.00	30,958	33,872
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2510	Senior Account Clerk	1	1.00	1	1.00	21,658	23,863
	Subtotal	7	7.00	7	7.00	\$256,292	\$277,571
PERSONNEL SECTION							
2307	Dept. Personnel Officer	1	1.00	1	1.00	49,484	52,355
2413	Analyst III	1	1.00	1	1.00	42,963	46,351
2511	Senior Payroll Clerk	2	2.00	2	2.00	48,272	50,314
2730	Senior Clerk	1	1.00	1	1.00	22,667	24,032
	Subtotal	5	5.00	5	5.00	\$163,386	\$173,052
SPACE MANAGEMENT SECTION							
2302	Administrative Assistant III	1	1.00	1	1.00	43,807	46,351
2303	Administrative Assistant II	1	1.00	1	1.00	39,707	42,015
3592	Arch. Project Manager II	1	1.00	0	0.00	48,112	0
3802	Drafting Technician I	1	0.00	1	0.00	0	0
	Subtotal	4	3.00	3	2.00	\$131,626	\$88,366
	Total	25	24.00	26	24.00	\$927,501	\$1,036,493
Salary Adjustments:						15,525	(12,026)
Premium/Overtime Pay:						(0)	(0)
Employee Benefits:						310,120	360,925
Salary Savings:						(51,726)	(48,156)
Total Adjustments						\$273,919	\$300,743
Program Totals		25	24.00	26	24.00	\$1,201,420	\$1,337,236

DEPARTMENT OF HUMAN RESOURCES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Human Resources	\$5,835,913	\$7,118,853	\$8,622,873	\$8,214,001	\$9,267,887	\$1,053,886	12.8
TOTAL DIRECT COST	\$5,835,913	\$7,118,853	\$8,622,873	\$8,214,001	\$9,267,887	\$1,053,886	12.8
PROGRAM REVENUE	(1,980,869)	(2,620,011)	(3,039,316)	(2,956,527)	(3,802,290)	(845,763)	28.6
NET GENERAL FUND COST	\$3,855,044	\$4,498,842	\$5,583,557	\$5,257,474	\$5,465,597	\$208,123	4.0
STAFF YEARS	101.34	109.86	122.66	126.00	135.00	9.00	7.1

DEPARTMENT OF HUMAN RESOURCES
 Headquarters Location: County Administration Center (CAC)

DIRECTOR
(ETHEL M. CHASTAIN)

CAC - ADMINISTRATION		
Class	Title	SY
2132	Director, DHR	1.0
2212	Deputy Director, DHR	2.0
2758	Admn. Sec. III	1.0
2759	Admn. Sec. IV	1.0
TOTAL		5.0

RESOURCE MANAGEMENT		
Class	Title	SY
2303	Administrative Assistant II	1.0
2369	Administrative Services Mgr. II	1.0
2493	Intermediate Account Clerk	1.0
3118	Dept. Computer Specialist I	1.0
TOTAL		4.0

CAO ADMINISTRATIVE SVCS.	
Personnel	
Payroll	
Purchasing	
Word Processing	

LABOR RELATIONS OFFICE

LABOR RELATIONS		
Class	Title	SY
0355	Labor Relations Mgr.	1.00
0356	Labor Relations Spec.	1.00
2389	Sr. Labor Relations Spec.	1.00
2747	Human Resource Asst. I	1.00
2758	Administrative Sec. III	1.00
TOTAL		5.00

PERSONNEL MANAGEMENT OFFICE

CLASSIFICATIONS		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
0942	Student Worker II	0.25
2364	Sr. Personnel Analyst	1.00
2373	Assoc. Pers. Analyst	5.00
2374	Sup. Pers. Analyst	2.00
2730	Senior Clerk	1.00
TOTAL		10.25

PERSONNEL STANDARDS & POLICY REVIEW		
Class	Title	SY
0352	Chief, Personnel Standards and Policy Review	1.00
2374	Sup. Pers. Analyst	1.00
TOTAL		2.00

WAGE AND SALARY		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
0942	Student Worker II	.42
2364	Sr. Personnel Analyst	1.00
2373	Assoc. Pers. Analyst	1.00
2700	Int. Clerk Typist	.25
TOTAL		3.67

RECRUITMENT & ASSESSMENT		
Class	Title	SY
0354	Personnel Services Mgr.	1.00
0796	Head Proctor	.33
0797	Assistant Proctor	.67
0942	Student Worker II	.33
2320	Personnel Aide	3.00
2364	Sr. Pers. Analyst	2.00
2373	Assoc. Pers. Analyst	8.00
2374	Sup. Pers. Analyst	2.00
2700	Int. Clerk Typist	10.00
2725	Principal Clerk	1.00
2730	Senior Clerk	2.00
2745	Supervising Clerk	1.00
3009	Word Processor Operator	1.00
3048	Publications Technician	1.00
TOTAL		33.33

RECOGNITION & DEVELOPMENT		
Class	Title	SY
0354	Pers. Services Mgr.	1.00
0361	Affirmative Action Mgr.	1.00
2361	Career Counselor	1.50
2394	Mgmt. Academy Coord.	1.00
2700	Int. Clerk Typist	2.00
TOTAL		6.50

SUGGESTION AWARDS		
Class	Title	SY
2320	Personnel Aide	1.00
2365	Staff Development Spec.	.50
TOTAL		1.50

TRAINING AND DEVELOPMENT		
Class	Title	SY
0948	Student Worker V	.58
2365	Staff Dev. Spec.	.50
2380	Staff Dev. Manager	1.00
2756	Admn. Secretary I	1.00
TOTAL		3.08

SERVICE AWARDS		
Class	Title	SY
2700	Int. Clerk Typist	1.00
TOTAL		1.00

RISK AND BENEFITS OFFICE

EMPLOYEE BENEFITS		
Class	Title	SY
0357	Employee Benefits Mgr.	1.00
2320	Personnel Aide	4.00
2398	Emp. Benefits Coord.	1.00
2403	Accounting Technician	1.00
2411	Analyst II	1.00
2493	Int. Account Clerk	1.00
2730	Senior Clerk	1.00
3029	Employee Benefits Spec.	1.00
TOTAL		11.00

RISK MANAGEMENT		
Class	Title	SY
0353	Risk Manager	1.00
2344	Insurance Coordinator	1.00
TOTAL		2.00

EMPLOYEE ASSISTANCE & WELLNESS		
Class	Title	SY
0367	Emp. Assist. Prog. Mgr.	1.00
0797	Assistant Proctor	.17
2332	Medical Standards Coord.	1.00
2700	Intermediate Clerk	1.00
2730	Senior Clerk	3.00
5211	Employee Assist. Spec. I	1.00
5214	Employee Assist. Spec. II	2.00
TOTAL		9.17

INSURANCES
Staff in Risk Management

LOSS PREVENTION		
Class	Title	SY
2331	Loss Prev. Analyst	2.00
2345	Loss Prev. Manager	1.00
2700	Int. Clerk Typist	1.00
TOTAL		4.00

WORKERS' COMPENSATION		
Class	Title	SY
2322	Claims Aide	12.00
2327	Claims Rep. II	8.00
2333	Sup. Claims Rep.	1.00
2343	WC Examiner III	2.00
2432	Systems Support Analyst	1.00
2700	Int. Clerk Typist	4.00
2710	Jr. Clerk Typist	1.00
2714	Int. Transcriber	1.00
2730	Sr. Clerk	1.00
2745	Supervising Clerk	1.00
2758	Admn. Sec. III	1.00
TOTAL		33.00

UNEMPLOYMENT INSURANCE		
Class	Title	SY
2327	Claims Rep. II	.50
TOTAL		.50

PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

PROGRAM #: 81201
MANAGER: Ethel M. Chastain

ORGANIZATION #: 0500
REFERENCE: 1991-92 Proposed Budget - Pg. 55-1

AUTHORITY: Charter Article IX and Civil Service Rules establish the County's personnel system; Board action 2/2/82 (36) establishes the office; Administrative Code Sections 126 - 126.6 define department's responsibilities; State laws cover workers' compensation and unemployment insurance responsibilities; State and Federal laws mandate various employee benefits.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,909,782	\$4,328,465	\$5,212,737	\$5,478,685	\$6,202,591	13.2
Services & Supplies	1,884,559	2,494,067	3,332,387	2,589,376	2,944,156	13.7
Other Charges	12,165	19,038	44,319	142,940	69,440	(51.4)
Fixed Assets	29,407	277,283	33,430	3,000	51,700	1,623.3
TOTAL DIRECT COST	\$5,835,913	\$7,118,853	\$8,622,873	\$8,214,001	\$9,267,887	12.8
PROGRAM REVENUE	(1,980,869)	(2,620,011)	(3,039,316)	(2,956,527)	(3,802,290)	28.6
NET GENERAL FUND CONTRIBUTION	\$3,855,044	\$4,498,842	\$5,583,557	\$5,257,474	\$5,465,597	4.0
STAFF YEARS	101.34	109.86	122.66	126.00	135.00	7.1

PROGRAM DESCRIPTION

The Department of Human Resources provides the following services to County departments and employees: administration of the Countywide temporary help contracts; recruitment; selection; classification; placement; career development and counseling; executive and managerial recruitment; Affirmative Action, salary administration; benefits management and administration; pre-employment health screening; medical standards; employee assistance and wellness; bond, property and casualty insurances; suggestions and service awards; training and development; labor relations; vocational rehabilitation; unemployment insurance; worker's compensation; loss prevention; and employee safety training.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actuals exceeded the 1990-91 budget by approximately \$300,000 due to prior year carry over of services and supplies. Revenues exceeded budgeted amounts by approximately \$80,000.

1991-92 OBJECTIVES

1. Complete evaluation and installation of a Countywide Risk Information System.
2. Establish affirmative action goals for all departments.
3. Implement collaborative system of County human resource policies and procedures.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration/Resource Management (9.00 SY; E = \$662,791; R = \$0) includes the director's office and is:
 - o Mandated/Discretionary Service Level.
 - o Responsible for development and administration of County-wide Temporary Help Contracts.
 - o Responsible for obtaining and managing department resources.
 - o Responsible for automation planning and coordination which includes the development and implementation of the Department Business Automation Plan.
 - o Responsible for the Early Warning System coordination, Executive presentations and administrative studies.
 - o Responsible for budget development and administration, personnel and payroll services, purchasing and receiving, facilities and equipment management.
 - o Sharing word processing, payroll and purchasing support staff with CAO Administrative Services.
2. Personnel Standards, Recruitment, Assessment and Classification (45.58 SY; E = \$2,247,472; R = \$255,665) is:
 - o Mandated/Discretionary Service Level.
 - o Offset approximately 11% by revenue from special districts/funds.
 - o Responsible for all County job examinations and classification studies, preparation of Compensation Ordinance changes and maintenance of classification plan, and all merit system processes.
 - o Increased approximately \$149,000 due primarily to salary increases.
3. Wage and Salary (3.67 SY; E = \$205,367; R = \$20,537) is:
 - o Mandated/Discretionary Service Level.
 - o Offset approximately 10% by revenue which includes reimbursement from survey sales.
 - o Responsible for the preparation of salary surveys, maintenance of compensation plan and, Compensation Ordinance Revisions.
 - o Increased approximately \$20,000 due to salary increases.
 - o Responsible for maintaining current labor market wage rates.
 - o Connected to CSAC via computer modem which enables salary and benefits information exchange with other CA counties to resolve salary issues.
 - o Responsible for providing staff and data for the Labor Relations process during negotiations.
 - o Responsible for tracking County wage rates, pay provisions and official policy enactments through updating of the Compensation Ordinance.
4. Labor Relations (5.00 SY; E = \$455,245; R = \$37,208) is:
 - o Mandated/Mandated Service Level.
 - o Offset approximately 8% by revenue from special funds/districts.
 - o Responsible for negotiating labor contracts; representing the County in grievance arbitrations, unfair labor charges and unit determinations; administering employee labor agreements and providing clarification to departments and employees regarding labor relations issues.
 - o Increased approximately \$48,000 due to salary increases.

5. Recognition & Development/Affirmative Action (7.5 SY; E = \$478,636; R = \$33,075) is:
- o Mandated/Discretionary Service Level.
 - o Offset approximately 7% by revenue from special funds/districts.
 - o Administers the County's Service Award program.
 - o Responsible for developing, implementing and coordinating procedures to implement the County Career Development Program, providing career counseling, administering Career Development Assessment Centers, overseeing the employee recognition program and coordinating departmental Affirmative Action policies/procedures.
 - o Increased \$12,000 due to salary increases.
6. Suggestion Awards (1.5 SY; E = \$74,916; R = \$8,268) is:
- o Discretionary/Discretionary Service Level.
 - o Projecting \$600,000 County savings from suggestion awards, an increase of more than 30% over the FY 90-91 budgeted level.
 - o Responsible for coordinating suggestions evaluations, award payments and ceremonies.
 - o Offset approximately 11% from special funds/districts.
7. Benefits Management (11.0 SY; E = \$1,253,469; R = \$278,837) is:
- o Mandated/Mandated Service Level.
 - o Offset approximately 22% by revenue from special funds/districts and employee contributions for bus passes.
 - o Responsible for administering employee health insurance and life insurance plans, the transit bus pass program and all related benefits programs.
 - o Increased approximately \$13,000.
8. Training and Development (3.08 SY; E = \$169,180; R = \$12,403) is:
- o Discretionary/Discretionary Service Level.
 - o Offset approximately 7% by revenue from special funds/districts.
 - o Responsible for all centralized training programs and employee orientation.
 - o Increased \$18,600 due to salary increases.
9. Employee Assistance (9.17 SY; E = \$1,272,691; R = \$1,285,177) is:
- o Discretionary/Discretionary Service Level.
 - o Responsible for counseling employees experiencing personal problems and for referring them to appropriate agencies.
 - o Responsible for supervising all vocational rehabilitation activities.
 - o Responsible for monitoring employment medical standards and pre-employment medical and psychological evaluations.
 - o Responsible for selecting community health and fitness programs for County employees.
 - o Increased \$300,000 largely due to increases in medical/psychological contract costs. .5 SY added for Hepatitis B 12/11/90 (47) mid-year. Deleted 1 SY Vocational Rehabilitation Counselor.
 - o Offset by revenue from the Workers' Compensation Trust Fund.
10. Loss Prevention (4.00 SY; E = \$172,077; R = \$172,077) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for County operations safety services, including coordination between departments of Cal-OSHA citation correction, inspections and training.
 - o Offset by revenue from the Workers' Compensation Trust Fund.
 - o Decreased \$20,000 due to retirement of a Tier I employee.
 - o Expected to respond to 1,600 department/employee inquiries and conduct 131 training sessions.
11. Risk Management (2.00 SY; E = \$776,218; R = \$211,704) is:
- o Mandated/Discretionary Service Level.
 - o Responsible for supervising all safety, property and casualty insurance as well as Unemployment and State Disability insurance and insurance claims activity.
 - o Partially offset by revenue from the Workers' Compensation Trust Fund.
 - o Increased \$41,000 due to increases in salaries.

12. Workers' Compensation (33.00 SY; E = \$1,474,640; R = \$1,474,640) is:

- o Mandated/Mandated Service Levels.
- o Responsible for claims evaluations and payments, processing all WC vocational rehabilitation referrals and representing the County before the WC's State Appeals Board.
- o Offset by revenue from the Workers' Compensation Trust Fund.
- o 9.0 SY added to handle increasing workload from the implementation of the Workers' Compensation Reform Act. 1.0 SY Workers' Compensation Manager deleted.
- o Increased \$440,000 due to the addition of nine staff years, as well as salary increases.

13. Unemployment Insurance (.5 SY; E = \$25,185; R = \$25,185) is:

- o Mandated/Discretionary Service Level.
- o Responsible for overseeing all Unemployment Insurance claims activity for the County.
- o Offset by revenue from the Unemployment Insurance Trust Fund.
- o Decreased \$20,000 due to transfer of an Intermediate Clerk to Workers' Compensation.

Mid year appropriation transfers included the following:

Board action on 12/11/90 (47) added \$198,600 for Hepatitis B screening; \$15,000 to Salaries and Benefits to fund .5 SY Medical Services Coordinator and \$183,600 to Services and Supplies for Medical Contract costs.

\$76,082 was transferred internally to Fixed Assets from Services and Supplies and Other Charges accounts to purchase needed computer equipment and equipment upgrades in the Workers' Compensation and Benefits.

Mid year staffing changes:

.5 SY Medical Services Coordinator in Employee Assistance was added to handle the workload increase associated with Hepatitis B screening.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$181,885	\$181,885	\$222,359	\$40,474
Air Pollution Control District	28,553	28,553	38,752	10,199
Airport Enterprise Fund	5,803	5,803	7,950	2,147
Liquid Waste Fund	23,884	23,884	27,857	3,973
Solid Waste Fund	24,684	24,684	35,966	11,282
Library Fund	69,204	69,204	80,549	11,345
Other Service to Government Agencies	6,177	4,000	4,000	0
Sub-Total	\$340,190	\$338,013	\$417,433	\$79,420
OTHER REVENUE:				
WC Admin. Cost	\$2,309,446	\$2,344,377	\$3,131,112	\$786,735
UI Admin. Cost	22,318	45,577	25,185	(20,392)
Rev. App. Pr. Yr.	3,150	0	0	0
Recovered Exp.	28,589	0	0	0
Other Miscellaneous	823	0	0	0
State Grants-Other	3,646	0	0	0
Bus Pass Sales	269,803	167,209	167,209	0
Cigarette Tax	61,351	61,351	61,351	0
Sub-Total	\$2,699,126	\$2,618,514	\$3,384,857	\$766,343
Total	3,039,316	2,956,527	3,802,290	845,763

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$5,583,557	\$5,257,474	\$5,465,597	\$208,123
Sub-Total	\$5,583,557	\$5,257,474	\$5,465,597	208,123
Total	5,583,557	5,257,474	5,465,597	208,123

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 91-92 budgeted revenue from special districts reflects changes in A-87 allowable amounts. Workers' Compensation/Unemployment Insurance administration cost revenue increased/decreased respectively to match FY 91-92 budgeted expenditures. Bus pass sales revenue increased as a result of Board emphasis on the use of public transportation.

Miscellaneous revenue is uncertain and, therefore, is not budgeted.

FIXED ASSETS

Item	Quantity	Unit	Cost
Modular Furniture	LOT	LOT	\$15,000
Computers	LOT	LOT	30,000
Printers	LOT	LOT	3,400
Concentrator/Panels	LOT	LOT	3,300
Total			\$51,700

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Classification Studies Completed	2,879	3,072	2,688	1,400	1,600
Applications received	36,679	39,622	43,626	35,000	35,000
Counter Inquiries	82,982	102,875	123,351	95,000	95,000
Eligibility Lists Established	503	530	604	450	450
Request to Fill Positions	4,970	5,784	4,964	5,000	5,000
Candidates Certified to Position	37,489	42,906	34,068	35,000	35,000
Employee Assistance Assessment	515	485	541	485	550
Employee Training Hours Provided	28,030	25,000	19,000	25,000	22,000
Suggestions Received	593	600	509	600	600
Incoming Salary Surveys completed	79	91	106	75	75
Military Leave Requests completed	346	260	421	60	60
Non-military Leave Requests completed	712	843	968	125	125
Workers' Compensation Indemnity Claims Received/Settled	1,977/1,578	2,016/2,132	2,303/1,859	2,000/2,000	2,800/2,500
Bi-Weekly Payroll Benefits Changes	15,037	20,510	37,793	18,000	20,000
<u>EFFICIENCY</u>					
Processing Days Per Exam	58	60	53	60	60
Eligible Lists/Analysts	42	40	40	35	35
WC Claims/Claims Rep.	355	423	230	250	210
<u>EFFECTIVENESS</u>					
Percentage Employees Trained	13%	16%	13%	10%	13%
Estimated First Year Savings/ Suggestion Awards	824,000	770,000	493,000	650,000	600,000
Unsettled Workers' Compensation Indemnity Claims	1,930	2,046	1,843	2,000	2,100

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	\$61,672	\$65,250
0353	Risk Manager	1	1.00	1	1.00	57,907	72,994
0354	Personnel Services Mgr.	4	1.00	4	4.00	51,624	248,826
0355	Labor Relations Manager	1	1.00	1	1.00	58,836	70,561
0356	Labor Relations Specialist	2	1.00	2	1.00	54,681	49,534
0357	Employee Benefits Manager	1	1.00	1	1.00	51,694	62,515
0361	Affirmative Action Manager	0	0.00	1	1.00	0	60,469
0366	Workers' Compensation Manager	1	1.00	0	0.00	60,799	0
0367	Employee Asst. Prog. Mgr.	1	1.00	1	1.00	48,639	63,487
2132	Director, Human Resources	1	1.00	1	1.00	87,672	100,188
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	137,735	149,932
2303	Administrative Assistant II	1	1.00	1	1.00	35,842	36,725
2320	Personnel Aide	8	8.00	8	8.00	202,499	212,595
2321	Claims Representative I	1	1.00	0	0.00	28,227	0
2322	Claims Aide	6	6.00	12	12.00	142,311	299,173
2327	Claims Representative II	8	7.50	9	8.50	276,452	347,747
2331	Loss Prevention Analyst	2	2.00	2	2.00	73,762	78,036
2332	Medical Serv. Coord.	1	1.00	1	1.00	21,061	41,355
2333	Supervising Claims Rep.	1	1.00	1	1.00	44,859	45,038
2343	Workers' Comp. Examiner III	0	0.00	2	2.00	0	76,248
2344	Insurance Coordinator	1	1.00	1	1.00	41,685	44,099
2345	Loss Prevention Manager	1	1.00	1	1.00	47,134	43,174
2361	Career Counselor	2	1.50	2	1.50	51,423	52,770
2364	Senior Personnel Analyst	0	0.00	4	4.00	0	155,504
2365	Staff Development Specialist	2	1.00	2	1.00	38,487	41,371
2369	Admin. Services Mgr. II	1	1.00	1	1.00	51,937	54,957
2373	Associate Personnel Analyst	17	17.00	14	14.00	648,363	586,451
2374	Supervising Personnel Analyst	6	6.00	5	5.00	300,218	267,085
2375	Manager, Personnel Services	3	3.00	0	0.00	167,856	0
2380	Staff Development Manager	1	1.00	1	1.00	50,479	53,417
2389	Senior Labor Relations Spec.	1	1.00	1	1.00	54,536	57,705
2394	Management Academy Coord.	1	1.00	1	1.00	43,825	46,369
2397	Affirmative Action Coord.	1	1.00	0	0.00	46,935	0
2398	Employee Benefits Coord.	1	1.00	1	1.00	38,873	37,964
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2412	Analyst II	1	1.00	1	1.00	35,489	46,351
2427	Associate Systems Analyst	1	1.00	0	0.00	39,738	0
2432	Systems Support Analyst	0	0.00	1	1.00	0	44,358
2493	Intermediate Account Clerk	2	2.00	2	2.00	36,882	37,191
2700	Intermediate Clerk Typist	19	18.25	20	19.25	353,801	384,461
2710	Junior Clerk	1	1.00	1	1.00	16,551	17,145
2714	Intermediate Transcriber	0	0.00	1	1.00	0	18,884
2724	Senior Transcriber	1	1.00	0	0.00	21,416	0
2725	Principal Clerk I	1	1.00	1	1.00	29,848	31,583
2730	Senior Clerk	8	8.00	8	8.00	173,030	182,680
2745	Supervising Clerk	1	1.00	2	2.00	24,743	48,278
2747	Human Resources Asst. I	0	0.00	1	1.00	0	22,148
2756	Administrative Secretary I	1	1.00	1	1.00	21,272	21,867
2758	Administrative Secretary III	3	3.00	3	3.00	84,537	86,696
2759	Administrative Secretary IV	1	1.00	1	1.00	31,429	33,251
3009	Word Processor Operator	1	1.00	1	1.00	19,328	22,081
3017	Remote Job Entry Optr.	1	1.00	0	0.00	20,688	0
3029	Employee Benefits Spec.	1	1.00	1	1.00	30,033	27,534
3048	Publications Technician	1	1.00	1	1.00	19,449	21,925
3118	Dept. Computer Spec. I	0	0.00	1	1.00	0	25,162
5210	Vocational Rehab. Counselor	1	1.00	0	0.00	34,630	0
5211	Employee Assist. Spec.	1	1.00	1	1.00	33,967	39,547
5214	Employee Asst. Specialist II	2	2.00	2	2.00	80,704	66,702
0796	Head Proctor	5	0.33	5	0.33	7,162	7,984
0797	Assistant Proctor	16	0.84	16	0.84	13,148	14,008
0942	Student Worker	4	1.58	3	1.00	20,442	14,121
0948	Student Worker V	0	0.00	1	.58	0	14,440
9999	Extra Help	90	0.00	97	0.00	39,997	53,697

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
	Total	245	126.00	258	135.00	\$4,291,601	\$4,830,393
	Salary Adjustments:					43,712	(28,255)
	Extraordinary Pay:					15,000	15,000
	Premium/Overtime Pay:					16,000	16,000
	Employee Benefits:					1,218,538	1,486,140
	Salary Savings:					(106,166)	(116,687)
	Total Adjustments					\$1,187,084	\$1,372,198
	Program Totals	245	126.00	258	135.00	\$5,478,685	\$6,202,591

INFORMATION SERVICES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Dept Administration	\$3,014,749	\$3,094,090	\$1,970,301	\$2,044,754	\$1,584,146	\$(460,608)	(22.5)
Customer Services	953,990	1,019,411	1,061,909	1,171,227	1,279,822	108,595	9.3
Application Systems	5,194,533	5,045,942	5,968,953	6,580,645	7,552,613	971,968	14.8
Operations	4,840,860	6,248,651	6,594,276	6,356,517	6,350,332	(6,185)	(0.1)
Telecommunications	3,240,247	3,750,631	3,919,330	4,190,598	4,627,461	436,863	10.4
TOTAL DIRECT COST	\$17,244,379	\$19,158,725	\$19,514,769	\$20,343,741	\$21,394,374	\$1,050,633	5.2
PROGRAM REVENUE	(1,796,075)	(2,225,168)	(2,380,174)	(1,638,576)	(1,731,967)	(93,391)	5.7
NET GENERAL FUND COST	\$15,448,304	\$16,933,557	\$17,134,595	\$18,705,165	\$19,662,407	\$957,242	5.1
STAFF YEARS	304.86	298.95	301.29	333.17	329.17	(4.00)	(1.2)

Actuals reflect mid-year organizational changes as indicated in 1991-92 proposed budget.

DEPARTMENT OF INFORMATION SERVICES

OFFICE OF THE DIRECTOR
47 Positions 12.17 SY

ADMINISTRATIVE SERVICES

- o Budget
 - o Fiscal Control
 - o Cost Allocation
 - o Purchasing/Contracting
 - o Facility Mgmt & Capital Planning
 - o Personnel
 - o Inventory Control
 - o Svcs Level Agreements
 - o End-User Support & Trng
- 18 Positions 18 SY

NOTE:

- o All extra help positions have been transferred to Office of the Director to provide central control.

CUSTOMER SERVICES

- ACCOUNT MANAGEMENT**
- o Strategic Directions Doc
 - o Customer Business Automation Plans
 - o Application & Hardware Customer Consulting
 - o Product Evaluation
- 20 Positions 20 SY

APPLICATIONS SYSTEMS

- APPLICATION PROGRAMS**
- o Application Design
 - o Application Dev.
 - o Application Maint.
 - o Product Evaluation
- INFORMATION RESOURCES**
- o Identify Data Base Appl. & Resources
 - o Standards & Procs for Optimum Display, Access, Response, Integrity, Security & Expansion of Data Resources
 - o Quality Control/Library Control
 - o Documentation
 - o Product Evaluation
- MAJOR PROJECTS**
- o Shared Property Appl Dsgn, Dvlpmt & Maint
 - o Contract Admin
- 100 Positions 99 SY

OPERATIONS

- COMPUTING OPERATIONS**
- o Svc Control Center
 - o Resource Management
 - o Configuration Mgmt
 - o Distributed Data Processing Support
 - o Data Entry
 - o Data Control
 - o Computer Scheduling
 - o Forms Mgmt
 - o Product Evaluation
 - o Problem/Change Mgmt
- OPERATING SYS SOFTWR**
- o Teleprocessing/Technical Support
 - o Software Research & Analysis
 - o Software Dev. Config. Mgmt
 - o Distributed Data Processing Support
 - o Capacity Planning
 - o Resource Mgmt
- 93 Positions 93 SY

TELECOMMUNICATIONS

- MICROWAVE/RADIO SVCS**
- o Design, Install & Maint. Microwave & Radio Sys.
 - o Install & Maint. Port/Mobile Radios & Audio Systems
- DATA NETWORK MGMT**
- o Data Network Operation & Control
 - o CAC LAN Administration
 - o Product Evaluation
 - o PC Hotline
 - o SMUG Support
- TELECOM ENGINEERING**
- o Planning, Designing & Engineering of Telecom
- TELEPHONE NETWORK MGMT**
- o Information Operators
 - o Telephone Billing
- TELECOM SERVICES**
- o Telephone Design & Inst.
- 87 Positions 87 SY

07500RGC.HB1

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

ORGANIZATION #: 0750

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 56-5

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c which states that the Department of Information Services will provide, through central management, integration of County information systems resources into a County information system which will effectively and efficiently serve all levels of County government.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$899,602	\$903,326	\$1,144,637	\$1,265,905	\$1,125,852	(11.1)
Services & Supplies	555,676	301,978	393,507	347,060	347,060	0.0
Other Charges	1,327,256	558,177	431,787	431,789	111,234	(74.2)
Fixed Assets	232,215	1,330,609	370	0	0	0.0
TOTAL DIRECT COST	\$3,014,749	\$3,094,090	\$1,970,301	\$2,044,754	\$1,584,146	(22.5)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$3,014,749	\$3,094,090	\$1,970,301	\$2,044,754	\$1,584,146	(22.5)
STAFF YEARS	31.74	30.45	30.82	32.17	30.17	(6.2)

PROGRAM DESCRIPTION

Department Administration manages the Department of Information Services and is responsible for overall planning, directing, coordinating, monitoring and controlling of the allocated assets and resources. Department Administration activities are provided through a combination of permanent and temporary County employees.

1990-91 BUDGET TO ACTUAL COMPARISON

Actuals for 1990-91 were within 3% of budget. Savings in salaries/benefits account reflects vacancies exceeding designated salary savings, including vacant Telecommunications Deputy Director position that was only recently filled.

1991-92 OBJECTIVES

1. Condition "B" Training: Implement a formal process whereby department management and key support staff are trained and familiarized with the concepts and actions associated with "Condition B".
2. Business Automation Planning: Continue to enhance and refine departmental Business Automation Planning activities.
3. DHR Automation Planning: Provide an outstationed analyst to assist in identifying automation requirements leading to improved DHR operational efficiency and service delivery.
4. Purchasing Automation Planning: Provide an outstationed analyst to assist in identifying automation requirements leading to improved departmental operation efficiency and service delivery.
5. PC/LAN Outsourcing: Outsource PC acquisition, setup, and support to include LAN planning and installation support.
6. Mainframe Security ACF/2: Develop plan and begin implementing/migrating to a secured mainframe access environment.
7. DSS New Beginnings: In concert with DSS, coordinate the technical interfacing of disparate agency/school district computer systems with the County's mainframe system running Social Services current and planned information systems in support of NEW BEGINNINGS.
8. Direct Management of Municipal Court/IS Activities: Implement the Court Administrators joint decision that DIS direct and manage the day-to-day activities associated with all their I/S activities.
9. Telecommuting: In support of the County's telecommuting goal, acquire PC workstations/Modems and implement telecommuting for a select group of DIS employee's; and implement expanded dial-up security for telecommuting using both the mainframe and LAN environments.
10. Reduce Paper Cost: In support of the County's goal to reduce paper cost and improve printed output distribution, reduce physical print volume with two-up and two-up full duplex laser printing. Implement and expand Computer Output Microfiche (COM) usage, and implement online report viewing and selected distributed print functionality.
11. Voice Processing: Expand voice processing capabilities within the County.
12. Video Production Services: Formalize and enhance Video Production Facility service offerings.
13. PacBell/AT&T Billing: Automate PacBell/AT&T monthly billing and reduce staffing requirements from 5 personnel to 2 personnel.
14. County-Wide EMAIL: Complete the Enterprise-Wide Electronic Mail Project.
15. CASE Strategy: Develop a cohesive CASE strategy and identify supporting products that will improve systems development timeliness and product quality.
16. PC Training: Continue to facilitate and manage the County-Wide PC training program to ensure its maximum effectiveness.
17. Reduce Departmental Staffing: Continue to consolidate departmental functions and reduce staff where opportunities avail themselves.
18. Departmental Service Objectives: Improve DIS Service Level Satisfaction in all categories as perceived by customer departments.
19. Data Communications Support: Improve the management and service delivery of Data Communications in meeting LAN and SNA communications planning and support issues/requirements.
20. EXpand DIS Computer Room: In concert with the Recorder's Office, DIS will relocate their microfiche and DEC computer systems to the DIS computer room to enhance the operational viability of their systems.

21. Shared Property System: Continue the development and implementation of the Shared Property System. Specifically, complete the integrated design and prototyping of the entire system; complete the design and operational development of the SPS apportionment subsystem for the Auditor & Controller; continue to ensure the operational viability of the existing Property System while SPS design and development continues.
22. Integrated Justice Information System: Continue the DIS role as facilitator/project leader for the successful implementation of the IJIS system and operational concepts. Specific efforts will be directed towards Municipal Courts automation and the implementation of the ISD Court System; acquisition and implementation of the Texas Logic Adult Probation system running on the DEC/VAX system; acquisition and implementation of the INSLAW system as a replacement for JURIS in support of the DA, Public Defender, City Attorney, and Alternate Public Defender; continued design, development, and implementation of the Juvenile Dependency processing capability within the REJIS system.
23. Additional efforts will be directed towards working with Superior Court and their new Information System Director in selecting and implementing the Superior Court modules of the ISD Court System, if it is found to be supportive of Superior Court automation plans and processing requirements.
24. DIS will work with the DA and JSAC in developing a formal policy and procedure supporting the sharing of electronically stored and presented justice information in a multi-agency integrated justice information system.
25. Space Management System: In concert with Special Projects and General Services, develop a comprehensive space management policy and supporting automated system enabling capability.
26. DIS Basement Office Redesign/Enhancement: Redesign and structurally modify the DIS basement offices to provide for additional workstations and improved working conditions for employees'. This effort would include modular furniture, lighting, air conditioning, and heating.
27. Relocate Account Management to CAC: In concert with the above, relocate DIS Account Management to the CAC in order to provide improved departmental communication, customer service, and employee working conditions.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Office of the Director (12.17 SY; E = \$357,308; R = \$0) The Office of the Director manages the Department of Information Services and is responsible for the overall planning, directing, coordinating, monitoring and controlling of allocated assets and resources. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
2. Administrative Services (18.00 SY; E = \$1,226,838; R = \$0) The Administrative Services Division provides centralized support services to departmental divisions including: budget/fiscal, purchasing and contracting, facility management and capital planning, inventory control, personnel, training, and special studies. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased \$320,555 in expiring debt service.
 - o Decreased 2.0 staff years; one through position elimination, and one transferred to Customer Services program to support implementation of the new access control system.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
MISCELLANEOUS:				
9176 Criminal Justice Facilities	\$0	\$0	\$0	\$0
9918 Recovered Cost	0	0	0	0
9745 Aid from Housing Authority	0	0	0	0
9995 Other Miscellaneous	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$1,970,301	\$2,044,754	\$1,584,146	\$(460,608)
Sub-Total	\$1,970,301	\$2,044,754	\$1,584,146	\$(460,608)
Total	\$1,970,301	\$2,044,754	\$1,584,146	\$(460,608)

EXPLANATION/COMMENT ON PROGRAM REVENUES

SB 2890 Revenues (9918 Recovered Cost) now budgeted in Application Systems Program due to organizational change.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Administrative Services					
<u>% OF RESOURCES:</u> 60%					
<u>WORKLOAD</u>					
Line staff years supported	304.9	299	301.28	333.17	329.17
<u>EFFICIENCY</u>					
Line staff/support staff	16.50	16.79	16.78	17.53	18.29
<u>EFFECTIVENESS</u>					
Requisitions processed	682	816	504	967	600
Work orders processed	78	87	93	97	100

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0896	Temp Exp Prof Employee	1	1.00	0	0.00	\$120,014	\$0
2123	Director, DIS	1	1.00	1	1.00	91,439	102,553
2302	Admin Assistant III	2	2.00	2	2.00	87,614	86,384
2303	Admin Assistant II	3	3.00	3	3.00	112,889	120,267
2304	Admin Assistant I	1	1.00	1	1.00	29,203	31,499
2307	Dept Personnel Ofc III	1	1.00	1	1.00	49,484	52,355
2365	Staff Development Spec	1	1.00	0	0.00	34,630	0
2369	Admin Services Mgr II	1	1.00	1	1.00	49,953	54,957
2383	Tech Training Coordinator	0	0.00	1	1.00	0	46,351
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2413	Analyst III	1	1.00	1	1.00	41,520	46,351
2414	Analyst IV	1	1.00	0	0.00	49,484	0
2425	Associate Accountant	1	1.00	1	1.00	35,215	37,260
2493	Intermed Account Clerk	2	2.00	2	2.00	39,394	41,770
2494	Payroll Clerk	1	1.00	1	1.00	20,990	19,440
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,136	25,157
2700	Intermed Clerk Typist	2	2.00	2	2.00	37,992	38,127
2758	Admin Secretary III	1	1.00	1	1.00	29,201	27,916
9999	Extra Help	45	10.17	45	10.17	183,241	183,241
Total		67	32.17	65	30.17	\$1,061,693	\$940,388
Salary Adjustments:						29,201	(6,800)
Premium/Overtime Pay:						0	0
Employee Benefits:						238,210	238,557
Salary Savings:						(63,199)	(46,293)
Total Adjustments						\$204,212	\$185,464
Program Totals		67	32.17	65	30.17	\$1,265,905	\$1,125,852

PROGRAM: Customer Services

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81401

ORGANIZATION #: 0750

MANAGER: Vicky Pion, Deputy Director

REFERENCE: 1991-92 Proposed Budget - Pg. 56-6

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6 Paragraph (d), which states that the Department of Information Services is responsible for provision of assistance to the Chief Administrative Officer in the development, implementation, monitoring, review and revision of the County's strategic plans for automation.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$926,334	\$973,386	\$1,021,375	\$1,129,412	\$1,238,007	9.6
Services & Supplies	27,656	46,025	39,526	41,815	41,815	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	1,008	0	0	0.0
TOTAL DIRECT COST	\$953,990	\$1,019,411	\$1,061,909	\$1,171,227	\$1,279,822	9.3
PROGRAM REVENUE	(0)	(0)	(111)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$953,990	\$1,019,411	\$1,061,798	\$1,171,227	\$1,279,822	9.3
STAFF YEARS	26.73	22.73	17.39	20.00	20.00	0.0

PROGRAM DESCRIPTION

This program works with all County departments, courts, and agencies, in a partnership role, to facilitate an orderly process for the appropriate definition, acquisition, placement, and disposition of information systems.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 budget substantially matches 1990-91 actuals. Savings in salaries and benefits reflects difficulties encountered in filling vacant account management positions with qualified candidates.

1991-92 OBJECTIVES

1. Complete Business Automation Plans: Assist all customer departments, courts and agencies in the development of annual Business Automation Plans. Business Automation Plans will contain specific plans for the next fiscal year and general plans for the two following fiscal years, and 95% will be completed by August 1991.
2. Review Automation Acquisitions: Review hardware and software acquisitions to insure compliance with customer Business Automation Plans, County strategic direction and DIS standards. Complete review of requisitions within 10 working days.
3. Award Microcomputer Bid: Award a bid to a vendor to supply, set up and support all microcomputer equipment and software County-wide prior to the start of fiscal year 1991/92.
4. Eliminate Microcomputer Staging Area: Eliminate the microcomputer staging area now located in the Account Management Division upon the completion of Objective 3 and the completion of staging all equipment ordered in fiscal year 1990/91.
5. Publish the County Information Technology Strategic Directions Document: Revise and publish the County Information Technology Strategic Directions Document in 1991.
6. Reduce or Eliminate Hard Copy Output: Work with customer departments to review all mainframe generated hard copy output. Determine which output documents are candidates for new print options provided by DIS (such as double-sided, and double-column printing), and which output documents may be eliminated.
7. Implement STARS (On-line Service Request and Tracking System): Introduce STARS, the DIS on-line service request and tracking system, to all County customers by June 1991.
8. Implement Enterprise Electronic Mail (E-mail): Introduce the County-wide enterprise e-mail network to all County customers in 1991.
9. Begin Implementation of ACF2 Access Control Software: Provide the customer interface for the implementation of ACF2, to begin in 1991.
10. Continue Implementation of Ad Hoc Reporting Software (FOCUS): Consult with customer departments to encourage the use of FOCUS to produce ad hoc reports as much as possible. Increase the number of customer departments actively using FOCUS for ad hoc reporting by 25% in 1991.
11. Relocate Account Management: Relocate the Account Management Division to the CAC to improve communication with other DIS divisions, to be closer to customer departments and to provide better physical working facilities (contingent upon the remodel of the DIS CAC-basement offices). In the event that relocation is not possible, improvements will be made to the Account Management Division location at the Grantville facility.
12. "Condition B" Training: Provide "Condition B" training for Account Management staff in 1991, to familiarize Account Managers with the concepts and actions associated with "Condition B".
13. Upgrade Account Management LAN: Upgrade Account Management Divisions's workstations and LAN servers to meet minimum DIS standards.
14. Maintain Technical Competence: Provide training for all account managers to maintain technical competence in order to assist customers in defining automation solutions.
15. Develop Personal Training Plans: Determine training requirements for each Account Management classification in 1991. Develop personal training plans for all Account Management staff. Work with the DIS Training Coordinator to schedule training for staff and to update the training plans annually.
16. Train Account Management Staff in Marketing: Provide training in marketing the information services organization and global Countywide information services products to all account managers. Focus the efforts of account managers on marketing DIS global products and services to County customers, as well as insuring that DIS continues to provide quality service.
17. Develop a Comprehensive Customer Database: Develop a comprehensive customer database to include information on customer hardware and software configurations providing mainframe access. Determine customer requirements for equipment and software to access the County mainframe if access is currently not available for the target customer groups. Provide this customer database to DIS direct service divisions as needed to support Countywide project implementations.

18. Market the Human Resources Management System: In conjunction with the Department of Human Resources, develop a plan to market the Human Resources Management System to all County departments. Identify customer departments currently not on the system. Determine requirements to implement the system and develop an implementation schedule.
19. Market the Use of the Inquire/Text Software: Educate all account managers about the Inquire/Text software product. Review, with customer departments, documents and other text-based materials to determine the feasibility and cost benefits of conversion to on-line documents using the Inquire/Text software product.
20. Market the On-Line Requisition System: In conjunction with the Department of Purchasing and Contracting, develop a plan to market the On-Line Requisition System to all County departments. Identify customer departments currently not on the system. Determine requirements to implement the system and develop an implementation schedule. Develop the process and assist individual departments, courts and agencies in the production of their Business Automation Plans. Develop and produce integrated, County-wide Business Automation plans.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management (3.00 SY; E = \$185,496; R = \$0) is responsible for planning, directing, coordinating and monitoring its divisions that provide computer related support to all levels of County government. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
2. Account Management (17.00 SY; E = \$1,094,326; R = \$0) works with customer departments, courts, and agencies, in partnership, to define and recommend the most appropriate computing platform for new automation projects and works with customers to assist them in producing their annual Business Automation Plans. Account Management Activities include information system planning, project management, support for end-user computing, and customer representation and advocacy in activities involving other divisions and programs of the Department of Information Services. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased 1.00 staff year transferred from the Department Administration Program to support implementation of the Access Control System.
 - o Decreased 1.00 staff year transferred to the Communications Program to place the position in the program that it currently supports.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

Account Management

% OF RESOURCES: 100%**WORKLOAD**

Customer Support Hours	3,600	11,372	10,588	15,000	11,000
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EFFICIENCY

Customer Agencies/Support Staff	n/a	n/a	4.5	3.9	5.2
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EFFECTIVENESS

Business Automation Plans Drafted	n/a	44	48	49	48
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Executive Conferences Coordinated	n/a	59	38	92	48
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STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0896	Temp Exp Prof	0	0.00	1	1.00	0	60,471
2231	Deputy Director, DIS	1	1.00	1	1.00	\$73,342	\$71,934
2426	Assist Systems Analyst	1	1.00	0	0.00	34,630	0
2427	Assoc Systems Analyst	7	7.00	0	0.00	323,916	0
2471	EDP Systems Manager	1	1.00	1	1.00	61,589	65,164
2499	Principal Syst Analyst	2	2.00	0	0.00	111,862	0
2525	Senior Systems Analyst	4	4.00	0	0.00	207,748	0
2539	DIS Account Spec II	0	0.00	12	12.00	0	603,492
2540	DIS Account Spec III	0	0.00	2	2.00	0	126,944
2700	Intermed Clerk Typist	1	1.00	2	2.00	19,962	37,787
2709	Departmental Clerk	1	1.00	0	0.00	14,217	0
2757	Admin Sec II	0	0.00	1	1.00	0	21,570
2819	Telecomm Ntwrk Mgr	1	1.00	0	0.00	41,644	0
3008	Sr Word Proc Op	1	1.00	0	0.00	20,836	0
Total		20	20.00	20	20.00	\$909,746	\$987,362
Salary Adjustments:						8,268	6,212
Premium/Overtime Pay:						0	0
Employee Benefits:						248,412	286,917
Salary Savings:						(37,014)	(42,484)
Total Adjustments						\$219,666	\$250,645
Program Totals		20	20.00	20	20.00	\$1,129,412	\$1,238,007

PROGRAM: Application Systems

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81402

ORGANIZATION #: 0750

MANAGER: Steve Reuel, Deputy Director

REFERENCE: 1991-92 Proposed Budget - Pg. 56-7

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6, Paragraph (c), which states that the Department of Information Services is responsible for planning, design, development, implementation, maintenance and enhancement of information systems applications.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$4,799,877	\$4,907,534	\$5,208,069	\$5,474,290	\$6,032,703	10.2
Services & Supplies	343,139	138,408	701,605	1,106,355	1,519,910	37.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	63,068	0	59,279	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(11,551)	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$5,194,533	\$5,045,942	\$5,968,953	\$6,580,645	\$7,552,613	14.8
PROGRAM REVENUE	(1,336,979)	(1,776,193)	(1,751,735)	(1,201,735)	(1,201,735)	0.0
NET GENERAL FUND CONTRIBUTION	\$3,857,554	\$3,269,749	\$4,217,218	\$5,378,910	\$6,350,878	18.1
STAFF YEARS	93.37	105.18	89.82	101.00	99.0	(2.0)

PROGRAM DESCRIPTION

Application Systems develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels.

1990-91 BUDGET TO ACTUAL COMPARISON

Variance between 1990-91 budget and 1990-91 actuals includes \$413,555 budgeted for consultant services to develop an integrated justice information system. These funds have been rolled into the 1991-92 budget to reflect the expenditure in the fiscal year that it is anticipated the contract will be executed. Fixed asset expenditure reflects mid-year internal transfer to procure microcomputer workstations in support of the Integrated Shared Property System project.

1991-92 OBJECTIVES

1. DHR Automation Planning: Assign a DHR outstation analyst; implement training tracking system; automate worker's compensation to accounts payable interface; conclude Human Resources study with recommendations; implement pilot automated distribution of performance reviews; implement an on-line real time examination and certification system.
2. Purchasing Automation Planning: Assign analyst to investigate purchasing system packages; implement the NIPG commodity identification system; implement minority and women's business enterprises and sole source reporting; complete systems design of on-line Bidder's System; expand on-line receiving of goods and services to selected County departments.
3. Mainframe Security/ACF2: Implement Securitre Adabas security software to provide a seamless interface between Adabas, Natural, and ACF2.
4. DSS New Beginnings: Provide application support as identified by DSS.
5. Direct Management of Municipal Court I/S Activities: Manage the "30 day EDP unit matrix plan" for the transition of court data center operations to DIS; ensure fidelity of Municipal Courts data center operations.
6. Telecommuting: Identify and provide PC access for telecommuting by selected application analysts; participate on the County's telecommunication task force; develop DIS telecommuting policies and procedures.
7. PacBell/AT&T Billing: Implement automated monthly telephone billing.
8. County-wide E-mail: Implement SoftSwitch mail monitor network management software.
9. Monitoring Application Software Activity: Implement the Endeavor software system to provide a comprehensive framework within which all application software activity is monitored and controlled throughout the entire development life cycle.
10. CASE Strategy: Publish Directions 90's, the Application Systems' three year technology plan; acquire case tools including Excelerator, 4Front, and PMW for a continued ISPS effort post Deloitte & Touche; product evaluation of Easel, or similar package, as potential front-end tool for on-line applications; complete detail strategy for microcomputer workstations; evaluate SAG Natural DOS for Adabas Natural development on the workstation; evaluate SAG Predict Case and Predict gateway software.
11. PC Training: Develop a training plan for each analyst; train analysts in the use of PC workstations..
12. Reduce Departmental Staffing: Reduce staff by two positions.
13. Departmental Service Objectives: Completion rate of "40 @ 30" service requests at 97%; completion rate of non "40 @ 30" service requests at 70%; minimum overall satisfaction rating of 4.2%; reduce Health Services backlog from 55 requests and 2480 hours.
14. Common Control Card System: Develop and implement an on-line, user controlled, control card system.
15. Shared Property System: Complete interim system for processing County business taxes; complete joint design effort with Deloitte & Touche; complete plan for next phase of ISPS; implement County business tax system.
16. Integrated Justice Information System: Implement baseline Inslaw system for replacement of Juris; implement Texas Logic Adult Probation case management system; implement trust accounting system for Superior Court; implement BasisPlus document management software for REJIS replacement of shared file cabinet; implement Legent's reverse gateway to provide access to REJIS from non DEC platforms; complete the juvenile court delinquency minute order and calendar rewrite; complete requirements for the juvenile dependency automated system; implement Civil, Minor Offense and Criminal Municipal Court modules of the ISD court system.
17. Space Management System: Implement revenue leasing system; implement acquisitions leasing and facilities system; implement on-line facilities requisition system.

18. Relocate Account Management to CAC: Outstation an analyst in the Auditor and Controller's branch office at the COC.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management (2.00 SY; E = \$129,495; R = \$0) including support personnel is responsible for planning, directing and coordinating its divisions that provide and maintains the availability of application systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
2. Application Programs (50.00 SY; E = \$4,012,312; R = \$0) develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Increased \$413,555 carry-over from FY 1990-91 Budget to fund consultant services to develop an Integrated Justice Information System.
3. Major Projects (36.00 SY; E = \$2,784,007; R = \$1,201,735) develops, enhances and supports the County's Shared Property application systems and maintains the availability of these systems at specified operating levels. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased 2.00 staff years transferred to the Communications Program to provide additional network support.
4. Information Resources (11.00 SY; E = \$626,799; R = \$0) develops and manages County data resources including systems design and planning, data and database administration and management of program libraries, documentation and automated quality assurance review tools. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
MISCELLANEOUS:				
9918 AB2890 - Recovered Costs	\$1,751,735	\$1,201,735	\$1,201,735	\$0
Sub-Total	\$1,751,735	\$1,201,735	\$1,201,735	\$0
Total	\$1,751,735	\$1,201,735	\$1,201,735	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$4,217,218	\$5,378,910	\$6,350,878	\$971,968
Sub-Total	\$4,217,218	\$5,378,910	\$6,350,878	\$971,968
Total	\$4,217,218	\$5,378,910	\$6,350,878	\$971,968

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 90-91 actual revenues exceed budget due to mid-year \$550,000 transfer to fund consultant services for the design of the County's Integrated Shared Property System.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Application Systems					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Service Requests Received	1,325	1,820	1,550	2,000	2,046
Development Activity	n/a	9,541	10,861	n/a	11,945
New Programs	n/a	907	618	n/a	651
Modified Programs	n/a	3,982	4,366	n/a	5,355
New Jobs	n/a	1,299	1,498	n/a	1,299
Modified Jobs	n/a	3,353	4,379	n/a	4,640
Shared Property System Development	n/a	2,155	2,590	n/a	2,816
New Programs	n/a	80	86	n/a	183
Modified Programs	n/a	876	749	n/a	1,504
New Jobs	n/a	319	448	n/a	255
Modified Jobs	n/a	880	1,307	n/a	874
Database System Development	n/a	1,129	1,350	n/a	3,250
New NATURAL Programs	n/a	186	250	n/a	750
Modified NATURAL Programs	n/a	943	1,100	n/a	2,500
New CSP Programs	n/a	n/a	72	n/a	90
Modified CSP Programs	n/a	n/a	145	n/a	330
<u>EFFICIENCY</u>					
40 Hr Requests Complete w/i 30 Days	n/a	97%	98%	97%	99%
Over 40 Hr Complete w/i Target	n/a	59%	77%	70%	87%
<u>EFFECTIVENESS</u>					
Total Service Requests Completed	1,256	1,406	1,899	1,550	2,151
Customer Satisfaction Rating (1-5)	n/a	4.0	4.0	4.2	4.3

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$58,656	\$57,955
0972	Data Base Administrator	1	1.00	1	1.00	58,656	58,517
2231	Deputy Director, DIS	1	1.00	1	1.00	78,683	84,114
2426	Assist Systems Analyst	8	8.00	7	7.00	278,076	271,711
2427	Assoc Systems Analyst	54	53.00	52	51.00	2,503,647	2,500,596
2493	Int Account Clerk	1	1.00	1	1.00	19,553	20,885
2499	Principal Syst Analyst	6	6.00	6	6.00	335,586	349,734
2525	Senior Systems Analyst	18	18.00	18	18.00	930,063	972,406
2527	Data Base Specialist III	3	3.00	3	3.00	155,811	161,783
2528	Data Base Specialist II	2	2.00	2	2.00	94,268	89,725
2529	Data Base Specialist I	1	1.00	1	1.00	36,770	39,239
2532	DIS QA Analyst II	0	0.00	2	2.00	0	87,445
2533	DIS QA Analyst III	0	0.00	1	1.00	0	51,672
2700	Intermed Clerk Typist	2	2.00	2	2.00	39,094	38,717
2730	Senior Clerk	1	1.00	1	1.00	23,065	20,805
2757	Admin Sec II	1	1.00	1	1.00	20,729	22,442
3026	Data Process Supvr II	1	1.00	0	0.00	38,773	0
3110	Mainframe Comp Oper Spec	1	1.00	0	0.00	31,145	0
Total		102	101.00	100	99.00	\$4,702,575	\$4,827,746
Salary Adjustments:						(314,018)	(6,062)
Premium/Overtime Pay:						0	0
Employee Benefits:						1,282,725	1,433,630
Salary Savings:						(196,992)	(222,611)
Total Adjustments						\$771,715	\$1,204,957
Program Totals		102	101.00	100	99.00	\$5,474,290	\$6,032,703

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

ORGANIZATION #: 0750

MANAGER: Graham Lynch, Deputy Director

REFERENCE: 1991-92 Proposed Budget - Pg. 56-8

AUTHORITY: This program was developed to carry out Administrative Code Article XXII c, Section 399.6, Paragraph (b), which states that the Department of Information Services is responsible for management of the Central Computer Facility and designated distributed sites.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,023,811	\$3,136,609	\$3,414,256	\$3,637,914	\$3,814,312	4.8
Services & Supplies	1,805,862	2,554,924	2,346,048	2,718,603	2,536,020	(6.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	11,187	557,118	833,972	0	0	0.0
TOTAL DIRECT COST	\$4,840,860	\$6,248,651	\$6,594,276	\$6,356,517	\$6,350,332	(0.1)
PROGRAM REVENUE	(347,903)	(303,332)	(429,054)	(310,129)	(394,129)	27.1
NET GENERAL FUND CONTRIBUTION	\$4,840,860	\$5,945,319	\$6,165,222	\$6,046,388	\$5,956,203	(1.5)
STAFF YEARS	82.93	73.21	87.63	98.00	93.00	(5.1)

PROGRAM DESCRIPTION

Operations is responsible for operating centrally-managed County data processing centers, including the central data processing facility, 24 hours a day, 7 days a week. It also supports the software environment maximizing the effectiveness and efficiency of the data processing center.

1990-91 BUDGET TO ACTUAL COMPARISON

The variance between 1990-91 budget and 1990-91 actuals reflects mid-year transfers to procure critically needed fixed assets.

1991-92 OBJECTIVES

1. Telecommuting: Implement Defender II upgrade and Vortex Dial-in Systems.
2. Reduce Paper Cost and Improve Printed Output Distribution: Complete XEROX 9790 pilot test with full cost justification for purchase, review and validate all mainframe printed output by department, select and install COM device after Computer Room remodel, and implement RMS (Mantissa) Report Management System.
3. Capacity Planning: Complete plan for converting mainframe to single image, and develop strategy and plan for enhancing and refining present system monitoring and reporting function into a forecasting model.
4. Automated Console Operations: Complete and publish a full inventory of automated ACO tasks and backlog of known tasks to be automated under ACO, complete plan for automating remaining known tasks under ACO, and set up mechanism for reviewing and reporting monthly progress of ACO automation efforts.
5. Automated Tape Library: Install automated tape library modules.
6. Automated Scheduling: Complete automation of production scheduling (CA7/11).
7. DASD Management: Implement DASD Management Policy and Procedures for DIS managed systems.
8. Standardize Application Backup/Recovery: Implement File Forward Recovery software and procedures.
9. Dynamic Maintenance: Implement SUN/CICS System dynamic maintenance.
10. Computer Room Remodel: Complete Computer Room remodel.
11. COM System: Install new COM device in Computer Room.
12. Operations Metrics: Establish Operations Metrics for SCC and PCC.
13. Remote Printing: Establish remote laser printing support for TSO, CICS and ADABAS applications including RJE connectivity for selected XEROX devices.
14. Alternative Job Scheduling: Mitigate the 5 card submit issues/problems.
15. Move Printers: Move mainframe printers to new output/control area.
16. County E-mail: Complete beta testing and evaluation of Mail Monitor product, and complete plan and implementation of Enterprise Mail County-wide.
17. Mainframe Security/ACF2: Complete Security Administrator job classification; establish project team, update plan per team input, and begin project implementation; complete Netview Access Services' implementation; determine County-wide Logon ID standard; review/update Information Security Policies in regard to ACF2; begin protection of production files by ACF2 rules; and complete SUN ACF2 Interface.
18. Municipal Court Operations Management: Develop performance measuring, monitoring and reporting procedures for BULL processor, complete training of BULL Systems Administrator and support group, and bring BULL software and hardware up to current levels and procured configurations.
19. SUN System: Eliminate backlog of SUN System maintenance and enhancement requests.
20. Recorder VAX System: Install Recorder's 6530 VAX system in DIS Computer Room, and upgrade VAX 6330 to 6530 for backup to Recorder's 6530.
21. REJIS DASD: Install 7.5 GB of additional DASD on REJIS DEC System.
22. REJIS Document Management: Implement Document Management software on REJIS 6430 processor.
23. Reverse Gateway: Install Reverse Gateway software on IBM and REJIS processors.
24. REJIS WordProcessing System Upgrade: Upgrade REJIS 6430 processor to 6530.
25. Periodic Staff Meetings: Hold monthly meeting with each Operations shift and Software for discussion and feedback on goals, projects, tasks and issues.

26. Operations Standards/Procedures: Review standards and procedures on all DIS managed computing systems for SCC/Operations staff.
27. Complete SCC Implementation: Complete documentation and cross training of Operations' floor staff on all SCC functions for DIS managed systems.
28. Computer Facilities Orientation: Review, update, and train Operations staff on Data Center environmental facilities procedures and issues in association with General Services.
29. VAX Operations Management: Develop cohesive plan for VAX operations management.
30. Operations Training Plan: Develop training plan for Operations' personnel that will posture staff for coming changes in the Operations' environment (SCC, PCC, ATL, Telecom, LANS, Problem Management, etc).
31. Control Area Office Space: Complete office area part of Control Section associated with Computer Room remodel project.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management (1.00 SY; E = \$92,402; R = \$0) is responsible for the planning, directing, coordinating and monitoring its divisions in support of the department's centrally-managed County data processing centers and to support the software environment. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.
2. Computing Operations (75.00 SY; E = \$3,587,556; R = \$310,129) is responsible for processing the data submitted by our customers via reports that are key entered or received from online terminals located throughout the County. Its mission is to provide timely and accurate data processing services. Staff in this division provide data entry, report production and distribution services and 7 day, 24 hour computer access service. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - o Decreased 3.00 staff years through elimination of three positions in the Data Entry unit.
 - o Decreased 2.00 staff years transferred to Communications Program to provide additional network support.
 - o Decreased \$266,583 in Services/Supplies appropriations in support of County goals to reduce operating expenditures.
3. Operating System Software (17.00 SY; E = \$2,670,374; R = \$84,000) facilitates the installation and management of operating systems software products within DIS for the County of San Diego. This is accomplished by acquiring, installing and managing the most effective operating system software and associated productivity software tools available. In addition, it is the division's job to maximize software resource availability and performance with the installed hardware base. The function is:
 - o Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.
 - o Increased \$84,000 appropriations and matching revenues from AB 189 to fund consulting and programming services for the County's SUN System.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES:				
9176 AB189 Criminal Justice	\$0	\$0	\$84,000	\$84,000
9782 Interfund Charges-Road Fund	5,325	105,000	105,000	0
9783 Interfund Charges-APCD	11,423	7,500	7,500	0
9786 Charges in Internal Service Fund	66,807	35,000	35,000	0
9790 Charge in Solid Waste Ent Fund	117	0	0	0
9792 Charges in Spec Dists	1,690	0	0	0
9793 Charges in Library Fund	11,618	1,575	1,575	0
9971 Other Svcs to Other Govmt Agencies	115,545	41,054	41,054	0
9988 Rev App Pr Yr-Other Revenue	(4,411)	0	0	0
9996 Other Sales-Taxable	220,940	120,000	120,000	0
Sub-Total	\$429,054	\$310,129	\$394,129	\$84,000
Total	\$429,054	\$310,129	\$394,129	\$84,000

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,165,222	\$6,046,388	\$5,956,203	\$(90,185)
Total	\$6,165,222	\$6,046,388	\$5,956,203	\$(90,185)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Change from FY 90-91 budget reflects \$84,000 increase from AB 189 revenues to fund consulting and programming services for the County's SUN system.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Operations					
% OF RESOURCES: 100%					
WORKLOAD					
Disk Storage (Billions)	121	161	190	190	190
CICS Transactions (Millions)	154.10	152.60	160.30	300	190.40
CPU Hours (Thousands)	8.1	10.8	14.0	13.9	18.3
Network Devices	3,029	4,854	8,606	5,300	10,325
EFFICIENCY					
Devices supported/network staff	208.9	334.8	593.5	365.5	712.1
EFFECTIVENESS					
% of Network Uptime	98.5%	99.2%	99.6	99.9%	99.6
% of Production Runs w/o ABEND	98.6%	99.2%	99.9	99.9%	99.9

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
0973	EDP Operations Manager	1	1.00	1	1.00	\$57,506	\$60,847
2231	Deputy Director, DIS	1	1.00	1	1.00	67,993	76,242
2427	Assoc Systems Analyst	1	1.00	1	1.00	47,134	49,864
2471	EDP Systems Manager	1	1.00	1	1.00	61,589	65,164
2487	EDP Distr Netwrk Coord	1	1.00	1	1.00	43,574	48,427
2518	DIS Systems Programmer IV	2	2.00	2	2.00	117,310	124,124
2520	DIS Systems Programmer III	7	7.00	7	7.00	384,370	408,963
2522	DIS Systems Programmer II	4	4.00	4	4.00	193,176	204,408
2524	DIS Systems Programmer I	1	1.00	1	1.00	37,298	45,252
2650	Stock Clerk	1	1.00	1	1.00	18,802	19,896
2700	Intermed Clerk Typist	2	2.00	2	2.00	38,423	38,717
2834	Datacomm Net Tech I	3	3.00	3	3.00	77,072	84,594
3026	Data Process Supvr II	5	5.00	5	5.00	186,449	200,042
3030	Data Entry Operator	20	20.00	17	17.00	373,881	331,637
3031	Data Control Tech IV	2	2.00	2	2.00	50,460	55,766
3032	Data Control Tech III	3	3.00	3	3.00	61,970	64,934
3033	Data Control Tech II	5	5.00	4	4.00	86,232	69,015
3035	Data Entry Supervisor	2	2.00	2	2.00	41,156	49,916
3036	EDP Operations Coord	1	1.00	1	1.00	41,685	44,099
3037	Tape Librarian	2	2.00	2	2.00	35,926	38,256
3038	Supervising Tape Librarian	1	1.00	1	1.00	20,256	21,999
3069	Senior Data Entry Oper	6	6.00	6	6.00	128,802	130,656
3110	Mainframe Comp Oper Spec	1	1.00	1	1.00	35,713	32,720
3111	Senior Mainframe Comp Oper	7	7.00	7	7.00	200,426	219,543
3112	Mainframe Computer Operator	18	18.00	17	17.00	457,563	464,253
Total		98	98.00	93	93.00	\$2,864,766	\$2,949,334
Salary Adjustments:						3,080	(9,224)
Premium/Overtime Pay:						90,700	90,700
Employee Benefits:						800,398	926,714
Salary Savings:						(121,030)	(143,212)
Total Adjustments						\$773,148	\$864,978
Program Totals		98	98.00	93	93.00	\$3,637,914	\$3,814,312

PROGRAM: Telecommunications

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 82303
MANAGER: Everett Knox, Deputy Director

ORGANIZATION #: 0750
REFERENCE: 1991-92 Proposed Budget - Pg. 56-9

AUTHORITY: This program was developed to carry out Article XXII c, Section 399.6, Paragraphs (f) through (j), which designate responsibility to the Department of Information Services for the development, acquisition, installation, operation and maintenance of radio, electronics, telephone, video and intercommunication systems Countywide.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,652,293	\$2,886,859	\$3,062,661	\$3,347,605	\$3,784,468	13.1
Services & Supplies	560,031	817,146	793,755	842,993	842,993	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	27,923	46,626	62,914	0	0	0.0
TOTAL DIRECT COST	\$3,240,247	\$3,750,631	\$3,919,330	\$4,190,598	\$4,627,461	10.4
PROGRAM REVENUE	(111,193)	(145,641)	(199,274)	(126,712)	(136,103)	7.4
NET GENERAL FUND CONTRIBUTION	\$3,129,054	\$3,604,990	\$3,720,056	\$4,063,886	\$4,491,358	10.5
STAFF YEARS	73.00	67.38	75.63	82.00	87.00	6.1

PROGRAM DESCRIPTION

This program provides communications services to County government and associated agencies. The program consists of four basic sections: 1) Microwave Transmissions systems, Mobile Radios and Electronics; 2) Telecommunications Services; 3) Telecommunications Network Control Center; and 4) Data Network Management. Major services provided by this program include: development and implementation of cost-effective means of providing telephone, data, radio and video communications services; installation and maintenance of office electronic audio systems including Board monitors; telephone services to all County offices including centralized monitoring of telephone usage, billings and service requests.

1990-91 BUDGET TO ACTUAL COMPARISON

Apparent overexpenditure in fixed asset funding reflects fixed asset purchases which were encumbered at close of FY 1989-90 but not paid until FY 1990-91.

1991-92 OBJECTIVES

1. Complete 98% of all software Telephone Service Requests within 3 days.
2. Complete 90% of all hardware Telephone Service Requests within 10 days.
3. Clear all telephone/microwave urgency 1 trouble within 2 hours.
4. Clear all telephone/microwave urgency 2 trouble within 4 hours.
5. Clear all telephone/microwave urgency 3 trouble within 8 hours.
6. Update, print, and distribute a revised County telephone directory by February 1, 1992.
7. Establish a mobile data pilot project by July 1, 1992.
8. Complete preventive maintenance on 90% of the mobile radios by June 30, 1992.
9. Complete 70% of all Data Service Requests within 30 days.
10. Reduce long distance costs by 15%.
11. Complete upgrade of the SanContel transmission system.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management (4.00 SY; E = \$196,777; R = \$0) including support personnel is responsible for the overall planning, coordinating, and controlling of allocated telecommunications assets and resources. The function is:
 - o Discretionary/Discretionary Service Level.
 - o Office of the Deputy Director, Telecommunications Program.
2. Telecommunications Engineering (4.00 SY; E = \$226,258; R = \$0) including support personnel is responsible for the design of the San Diego County Telephone Network (SanConTel). The function is:
 - o Discretionary/Discretionary Service Level.
3. Microwave/Radio Services (31.00 SY; E = \$1,697,057; R = \$20,600) including support personnel installs and maintains microwave and radio equipment for law enforcement, public health and safety, and local government; provides installation and maintenance for a fleet of over 2,200 mobile radios; provides digital and voice pager service Countywide; and is responsible for installing and maintaining audio Board monitors. The function is:
 - o Discretionary/Discretionary Service Level.
4. Telecommunications Services (9.00 SY; E = \$550,191; R = \$115,503) including support personnel provides service to over 14,000 telephones Countywide; coordinates add, moves, and changes of departmental telephones; provides periodic update of the County telephone directory; provides telephone information and referral services; and provides video production services for cablecasting Board of Supervisors meetings. The function is:
 - o Discretionary/Discretionary Service Level.
5. Telephone Network Management (21.00 SY; E = \$622,602; R = \$0) including support personnel provides operational control of the County's telephone system; updates MACS data base to reflect add, moves, and changes; monitors system failure alarms, and initiates remedial action, when required; handles customer service problems; and coordinates telephone repairs for all County offices. The function is:
 - o Discretionary/Discretionary Service Level.

6. Data Network Management (18.00 SY; E = \$1,334,576; R = \$0) including support personnel designs, installs and maintains the data communications network; repairs network failures, and coordinates hardware repairs with vendors; supports design and implementation of distributed network; and designs, implements, and maintains Local Area Networks. The function is:
 - o Discretionary/Discretionary Service Level.
 - o Increased 4.00 staff years transferred from Operations and Application Systems Programs to provide additional network support.
 - o Increased 1.00 staff year transferred from Customer Services Program to place the position in the program that it currently supports.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FEES:				
9210 Rents and Concessions	\$60,863	\$46,725	\$46,725	\$0
9694 License Fee	0	2,000	2,000	0
9720 Communications Svcs	341	0	0	0
9746 Other Governmental Agencies	372	0	0	0
9784 Interfund Chgs	0	0	0	0
9786 Chg in Internal Service Funds	61,240	15,000	15,000	0
9787 Chg in Airport Ent. Fund	38	200	200	0
9788 Chg in Liquid Waste Ent. Fund	270	200	200	0
9790 Chg in Solid Waste Ent. Fund	0	200	200	0
9792 Chg in Other/Special Dist.	11,535	3,000	3,000	0
9804 Transfer from CATV	56,764	56,764	66,155	9,391
9987 Rev App Prior Year	0	0	0	0
9989 Recovered Expenditures	7,608	0	0	0
9994 Other Sales Revenue	262	2,623	2,623	0
9998 Work Auth-Excess Cost	(19)	0	0	0
Sub-Total	\$199,274	\$126,712	\$136,103	\$9,391
Total	\$199,274	\$126,712	\$136,103	\$9,391

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$3,720,056	\$4,063,886	\$4,491,358	\$427,472
Sub-Total	\$3,720,056	\$4,063,886	\$4,491,358	\$427,472
Total	\$3,720,056	\$4,063,886	\$4,491,358	\$427,472

EXPLANATION/COMMENT ON PROGRAM REVENUES

Change from FY 90-91 budget reflects \$9,391 increase from CATV revenues to fund salaries/benefits increase for Video Operations Coordinator position.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:

Telecommunications Services

% OF RESOURCES: 40%WORKLOAD

Phone Service Requests & Orders	3,600	3,430	4,000	4,000	4,200
SanConTel Telephone System Numbers	12,500	14,000	15,100	14,700	17,000
Non-SanConTel Telephone Numbers	2,750	3,900	4,000	4,095	4,750

EFFICIENCY

Service Requests Per Direct Staff Year	720	686	960	800	*
Hardware Service Requests/Direct Staff Year			1,000	1,000	1,050
Software Service Requests/Direct Staff Year			500	500	525

EFFECTIVENESS

% Phone Equipment Serviced	100%	100%	100%	100%	100%
Customer Satisfaction Rating (1-5)	n/a	4.3	4.2	4.2	4.4

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY B:
Microwave Transmission Systems

% OF RESOURCES: 35%WORKLOAD

Equipment Installed/Maintained:

Radio Control Consoles	55	68	66	70	70
Base Stations	275	299	298	305	323
Voting Receivers	80	102	97	110	105
Microwave Radios	69	69	69	70	75
Microwave Multiplex Units	700	769	758	800	800
Receiver Voter Signal Modules	200	222	217	250	225

EFFICIENCY

Workload Units Per Direct Staff Year	137	153	188	160	200
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ACTIVITY C:
Mobile Radio Electronics

% OF RESOURCES: 35%WORKLOAD

Mobile Radi Units Installed	2,000	++	++	0	0
Audio/Office Electronics Maintained	1,000	831	750	750	800
Mobile Radio Maintained	2,600	2,278	2,000	2,300	1,850
Pager Receiver Maintained	1,375	1,663	1,700	1,700	1,750
Portable Receiver Maintained	1,100	1,350	1,420	1,400	1,620
Sirens/PA System Maintained	1,000	920	950	900	990

EFFICIENCY

Units Per Staff Year	589	586	487	588	501
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EFFECTIVENESS

% of Workload Units Installed	100%	100%	100%	100%	100%
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++ Indicator Deleted

* New Performance Indicator

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2231	Deputy Director, Info Svcs	0	0.00	1	1.00	\$0	\$73,908
2286	Deputy Director, Comm	1	1.00	0	0.00	73,342	0
2360	Video Op Coord	1	1.00	1	1.00	49,484	52,355
2376	Telephone Sys Spec	4	4.00	4	4.00	140,700	148,531
2386	Telecomm Manager	1	1.00	1	1.00	50,708	53,659
2403	Accounting Technician	1	1.00	1	1.00	25,294	26,760
2426	Asst Sys Analyst	1	1.00	0	0.00	34,630	0
2427	Assoc Sys Analyst	3	3.00	2	2.00	130,693	84,112
2466	DIS LAN Analyst II	0	0.00	5	5.00	0	202,865
2467	DIS LAN Analyst III	0	0.00	1	1.00	0	54,957
2468	DIS LAN Supervisor	0	0.00	1	1.00	0	47,975
2487	EDP Dist Netwk Coord	1	1.00	0	0.00	46,188	0
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	45,988	54,957
2493	Intermed Account Clerk	6	6.00	6	6.00	111,767	113,868
2510	Senior Account Clerk	1	1.00	1	1.00	23,065	21,749
2525	Senior Systems Analyst	1	1.00	0	0.00	51,937	0
2615	Electronics Pts Storekpr	1	1.00	1	1.00	20,240	22,052
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	22,968	24,168
2700	Intermed Clerk Typist	1	1.00	2	2.00	17,441	45,276
2730	Senior Clerk	1	1.00	1	1.00	23,065	24,032
2757	Admin Secretary II	1	1.00	1	1.00	24,527	25,572
2809	Freq Licensing Agent	1	1.00	1	1.00	24,434	25,659
2810	Telephone Switchbd Oper	8	8.00	8	8.00	153,864	159,899
2815	Telephone Supervisor	2	2.00	2	2.00	40,249	42,462
2816	Telecomm Customer Rep	2	2.00	2	2.00	48,241	51,228
2818	Telecomm Network Analyst	3	3.00	3	3.00	98,881	106,166
2819	Telecomm Network Mgr	0	0.00	1	1.00	0	44,073
2828	Data Comm Network Mgr	0	0.00	1	1.00	0	50,646
2830	Data Comm Netwk Supvr	1	1.00	0	0.00	47,860	0
2832	Data Comm Netwk Tech III	1	1.00	1	1.00	35,713	37,587
2833	Data Comm Netwk Tech II	4	4.00	5	5.00	114,079	152,212
3009	Word Proc Op	1	1.00	0	0.00	24,633	0
3119	Dept Comp Op Spec II	1	1.00	1	1.00	33,468	31,420
3620	Asst Electronics Engr	1	1.00	1	1.00	36,334	40,775
3670	Senior Electronics Engr	1	1.00	1	1.00	55,120	58,322
3672	Assoc Electronics Engr	0	0.00	1	1.00	0	47,434
6148	Telecomm Technician IV	2	2.00	2	2.00	88,448	92,563
6149	Telecomm Technician III	4	4.00	3	3.00	154,509	122,046
6150	Telecomm Technician II	20	20.00	20	20.00	716,022	753,890
6151	Telecomm Technician I	2	2.00	2	2.00	56,616	60,184
6153	Radio Comm Manager	1	1.00	1	1.00	50,708	52,693
Total		82	82.00	87	87.00	\$2,671,216	\$3,006,055
Salary Adjustments:						20,092	937
Premium/Overtime Pay:						37,315	37,315
Employee Benefits:						724,302	868,502
Salary Savings:						(105,320)	(128,341)
Total Adjustments						\$676,389	\$778,413
Program Totals		82	82.00	87	87.00	\$3,347,605	\$3,784,468

MAJOR MAINTENANCE

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
MAJOR MAINTENANCE	\$3,375,519	\$2,673,573	\$2,872,239	\$6,670,307	\$4,586,895	\$(2,083,412)	(31.2)
MAJOR MAINTENANCE REMODEL	0	866,296	1,076,892	1,079,251	945,677	(133,574)	(12.4)
TOTAL DIRECT COST	\$3,375,519	\$3,539,869	\$3,949,131	\$7,749,558	\$5,532,572	\$(2,216,986)	(28.6)
PROGRAM REVENUE	(1,477,658)	(2,126,892)	(2,484,342)	(5,574,366)	(4,460,431)	1,113,935	(20.0)
NET GENERAL FUND COST	\$1,897,861	\$1,412,977	\$1,464,789	\$2,175,192	\$1,072,141	\$(1,103,051)	(50.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: Major Maintenance

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 81900

ORGANIZATION #: 5590

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 57-4

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurbish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Services & Supplies	\$3,240,265	\$2,419,948	\$2,774,514	\$6,534,157	\$4,518,477	(30.8)
Other Charges	0	9,386	608	0	0	0.0
Fixed Assets	135,254	244,239	97,117	136,150	68,418	(49.7)
TOTAL DIRECT COST	\$3,375,519	\$2,673,573	\$2,872,239	\$6,670,307	\$4,586,895	(31.2)
PROGRAM REVENUE	(1,477,658)	(1,413,449)	(1,918,255)	(4,995,600)	(3,711,803)	(25.7)
NET GENERAL FUND CONTRIBUTION	\$1,897,861	\$1,260,124	\$953,984	\$1,674,707	\$875,092	(47.7)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program is intended to display those maintenance projects which are larger, costlier, and more complicated than routine maintenance. Generally, these are projects costing more than \$2,000. For example, repair of roofs is considered routine maintenance, while replacement of the roof is considered major maintenance. All County departments requesting Major Maintenance projects benefit to the extent that these projects relate to the facilities which they occupy. The staffing required to administer and implement this program is reflected in the Facilities Services Program budget.

Program needs are identified through the Form 12 process (i.e. major maintenance requests) which begins each October and continues through the budget cycle. The Form 12's identified as Major Maintenance were prioritized according to the following General Services program criteria:

Health & Safety (H&S):

Work required to:

1. Correct Facility condition(s) having a history of accidents, or known unsafe conditions.
2. Correct a hazardous working environment, remove noxious fumes, or separate workers from toxic materials.
3. Remove any circumstance that is security related and will cause personal harm if corrective action is not taken.

Mandated (M):

Work required to comply with changes in State law, enforcement of health and safety codes, court orders, and Board of Supervisors policies.

Cost Effective (CE):

1. Work related to the protection of the County's capital assets.
2. Modifications or additions which demonstrate direct program savings or cost avoidance which recovers project costs ~~in a short pay back period~~

Essential to Program (E):

Work necessary to provide a suitable workplace for County programs and services.

The projects included here were prioritized according to need within each category, with Health and Safety the highest category and Essential to Program as the lowest. The final priority was established by integrating the highest priority projects from the other categories into the Health and Safety list, based upon their comparative need and urgency.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual expenditures were \$2,872,239. Most of these expenditures reflect 104 projects completed during the fiscal year. In addition, this program had encumbrances totaling \$1,834,454, mostly for contracts and purchase orders, that were carried over to FY91-92 for completion. A total of 40 projects were carried over to FY91-92. The balance of the projects, 49, were rebudgeted for FY91-92.

1991-92 OBJECTIVES

Not applicable.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Craft Support (0.00 SY; E = \$628,405; R = \$508,517) including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by 81% in program revenue.

2. Contracted Services (0.00 SY; E = \$3,958,490; R = \$3,203,286) including construction contract work in County-owned and operated facilities; administration of contracts, writing specifications, designing plans, monitoring contracted work and coordinating the work with a variety of contractors and County craft support, is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by 81% in program revenue.

The 1991-92 Adopted Budget has 77 projects totaling \$4,586,895. A list of these projects is attached.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$446,009	\$479,100	\$546,371	\$67,271
Court Facilities (9177)	944,148	3,664,360	1,993,500	(1,670,860)
Sub-Total	\$1,390,157	\$4,143,460	\$2,539,871	\$(1,603,589)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
State Aid Constructions-Rec.Areas (9444)	\$25,376	\$150,000	\$96,400	\$(53,600)
Fed Aid-Comm.Develop Block Grant (9683)	7,301	98,000	60,812	(37,188)
AB 75 Cap Outlay Rev (9515)	9,167	0	263,903	263,903
Sub-Total	\$41,844	\$248,000	\$421,115	\$173,115
CHARGES FOR CURRENT SERVICES:				
Plan & Eng.-Plan Check & Field Insp (9773)	\$108,735	\$0	\$0	\$0
Micro-Automation Fees (9834)	60,468	74,840	0	(74,840)
Other-Employee Maintenance (9974)	49,140	80,000	80,000	0
Micrographics Fees (9864)	3,113	0	318,900	318,900
Sub-Total	\$221,456	\$154,840	\$398,900	\$244,060
OTHER REVENUE :				
Other Sales-Taxable (9996)	2,970	0	0	0
Sub-Total	\$2,970	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$210,193	\$263,700	\$203,625	\$(60,075)
APCD (9803)	8,176	31,500	17,500	(14,000)
Parkland Dedication (9811)	1,587	20,400	18,500	(1,900)
Library Fund (9813)	41,872	86,400	112,292	25,892
Asset Forfeiture (9816)	0	47,300	0	(47,300)
Sub-Total	\$261,828	\$449,300	\$351,917	\$(97,383)
Total	\$1,918,255	\$4,995,600	\$3,711,803	\$(1,283,797)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$953,984	\$1,674,707	\$875,092	\$(799,615)
Sub-Total	\$953,984	\$1,674,707	\$875,092	\$(799,615)
Total	\$953,984	\$1,674,707	\$875,092	\$(799,615)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY91-92 revenue allocation shows a net decrease of 25.7% for FY90-91. A detailed review of the major changes indicates a decrease of \$1,670,860 for projects benefiting court facilities; an increase of \$263,903 in AB75 (tobacco revenue) for Health Services clinics, and an increase of \$244,060 in Micrographics Fees for projects benefiting the Recorder.

FIXED ASSETS

Item	Quantity	Unit	Cost
MB1910 Security Cameras	0	Lot	\$5,400
MB0260 Security Cameras	0	Lot	53,018
MB1700 Security Cameras	0	Lot	10,000
Total			\$68,418

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PROGRAM: Major Maintenance Remodels

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 82000

ORGANIZATION #: 5590

MANAGER: Jane F. Huston, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 57-5

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurbish or repair public buildings as necessary to carry out the work of county government. County Administrative Code #398.5: The Department shall provide project management, plans and specifications, inspection and supervision for the alteration or repair of County buildings and equipment on such property.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$866,296	\$1,076,892	\$1,079,251	\$945,677	(12.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$866,296	\$1,076,892	\$1,079,251	\$945,677	(12.4)
PROGRAM REVENUE	0	(713,443)	(566,087)	(578,766)	(748,628)	29.3
NET GENERAL FUND CONTRIBUTION	\$0	\$152,853	\$510,805	\$500,485	\$197,049	(60.6)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program is intended to display remodeling projects separate from facility maintenance requirements. Typically, these projects are smaller in scope than Capital Improvement projects. They address programmatic space requirements and usually involve space reconfigurations in County facilities. This program also includes trailer purchases designed to meet additional space needs.

1990-91 BUDGET TO ACTUAL COMPARISON

The FY90-91 budgeted appropriation was \$1,079,251. In addition, this program received "carryover" appropriations totaling \$541,124, mostly for contracts and purchase orders encumbered the preceeding year, and mid-year transfers totaling \$491,987. Total program appropriations at the end of the fiscal year were \$2,112,362.

Of this total, \$1,076,892 was expended during the fiscal year, \$32,973 for miscellaneous projects was cancelled, \$710,177 was rebudgeted for FY91-92, and \$292,320 was encumbered in FY90-91 and carried over to FY91-92.

The major remodels conducted in FY90-91 include trailer acquisition for the Valley Center Sheriff substation, the Superior Court 6th floor remodel at the East County Regional Center, and the North County Regional Center hearing room remodel.

1991-92 OBJECTIVES

Not applicable.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Craft Support (0.00 SY; E = \$111,590; R = \$88,379) including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by 79.2% in program revenue.

2. Contracted Services (0.00 SY; E = \$834,087; R = \$660,249) including construction contract work in County-owned and operated facilities; administration of contracts, writing specifications, designing plans, monitoring contracted work and coordinating the work with a variety of contractors and County craft support, is:
 - o Discretionary/Discretionary Service Level.
 - o Offset by 79.2% in program revenue.

The 1991-92 Adopted Budget has 16 projects totaling \$945,677. A list of these projects are attached.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$ 92,722	\$ 39,620	\$ 0	\$(39,620)
Court Facilities (9177)	441,600	427,080	527,628	100,548
Sub-Total	\$534,322	\$466,700	\$527,628	\$60,928
CHARGES FOR CURRENT SERVICES:				
Trauma-Health Fees (9888)	\$ 8,470	\$60,566	\$ 0	\$(60,566)
Court Fees & Costs (9824)	4,270	0	0	0
Micrographics Fee (9864)	0	0	75,000	75,000
Recorder Fees (9865)	0	0	40,000	40,000
Sub-Total	\$12,740	\$60,566	\$115,000	\$54,434
OTHER REVENUE:				
Other Sales-Taxable (9996)	\$397	\$0	\$0	\$0
Sub-Total	\$397	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$ 814	\$36,500	\$ 0	\$(36,500)
APCD (9803)	0	15,000	26,000	11,000
Asset Forfeiture (9816)	17,814	0	0	0
CATV	0	0	80,000	80,000
Sub-Total	\$18,628	\$51,500	\$106,000	\$54,500
Total	\$566,087	\$578,766	\$748,628	\$169,862

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$510,805	\$500,485	\$197,049	\$(303,436)
Total	\$510,805	\$500,485	\$197,049	\$(303,436)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY91-92 revenue allocation shows a net increase of 29.3% from FY90-91. The major sources for this increase were the following: a \$100,000 increase in revenue for court facilities, new revenues of \$75,000 in Micrographics fees and \$40,000 in Recorder fees, benefiting the Recorder, and new revenue of \$80,000 from Cable Television (CATV) for a video arraignment remodel at the Central Jail.

FY 1991-92 MAJOR MAINTENANCE PROJECTS

PROJECT TITLE	ESTIMATED COST	BENEFITTING DEPARTMENT	PROJECT NUMBER	FUNDING SOURCE
** PROGRAM: Maintenance				
JUV HALL-Rubber Rooms	35040	PROB	MB1012	AB189
JUV HALL-Exchange Stack for A/C	15600	GS	MB1016	AB189
LAS COLINAS DET FAC-Cooling Tower Replacement	22500	GS	MB1046	AB189
LAS COLINAS-Replace AC	25806	SRF	MB1578	AB189
CENTRAL DET FAC-Kitchen Floor Replacement	49200	SRF	MB1906	AB189
CENTRAL DET FAC-Replacement of Cameras	5400	SRF	MB1910	AB189
LAS COLINAS DET FAC-Replace 28 Yr Old Chillers	156000	SRF	MB2013	AB189
CENTRAL DET FAC-Replacement Of Wooden Freezer	6825	SRF	MB2041	AB189
AB189 UNANTICIPATED MAINTENANCE REQUESTS	213000	GS	MB2900	AB189
LAS COLINAS DET FAC-Deputy Alarm System	17000	SRF	MB8899	AB189
HEALTH SVCS-Major Maintenance Seven Hlth Centers	263903	HLTH	MB1895	AB75
CHESAPEAKE-Laboratory Expansion	11000	APCD	ML1056	APCD
MIRA MESA-Move APCD KMA Monitoring Station	6500	APCD	ML1299	APCD
VALLEY COMM CENTER-Handicapped Access	60812	PRKS	MB9324	CDBG
EMPLOYEE HOUSING MAINTENANCE	80000	GS	MB2300	EmployHsn
EDGEMOOR HOSPITAL-Reroof Linen,A-1,A-3	30000	HLTH	MB0071	GF
RANCHO DEL CAMPO-Fire System Modifications	20119	PROB	MB0289	GF
CO OPS CENTER-Replace Chilled & Hot Water Lines	27818	GS	MB1019	GF
LAW LIB-Overhaul A/C Pneumatic Controls	21207	GS	MB1035	GF
CO OPS CENTER-Exhaust Vent System Veterinary Lab	5200	GS	MB1106	GF
LAS COLINAS DET FAC-Replace A/C In 3 Bldgs	126152	SRF	MB1578	GF
RANCHO DEL CAMPO-Staff Quarters	30000	PROB	MB1770	GF
GEN FUND-UMA	37000	GS	MB1800	GF
RANCHO DEL CAMPO-Sewer Treatment Repairs	37000	PROB	MB1819	GF
GENERAL FUND UNANTICIPATED MAINTENANCE REQUESTS	300000	GS	MB2800	GF
CO OPS CENTER ANX-Fire Alarm System Repairs	200596	GS	MB8433	GF
CO ADMIN CENTER-Basement AC	40000	ASSR	MB9836	GF
IMP BCH LIB-A/C Replacement	66500	LIB	MB1024	LIBFUND
IMP BCH LIB-HVAC Repairs	45792	LIB	MB1024	LIBFUND
CO ADMIN CENTER-Computer Room Remodel RM 092	318900	DIS	MB1892	Micrograp
PINE VALLEY PARK-Resurface Tennis Ct	5900	PARKS	MB0013	PLDO
NANCY JANE PARK-Resurface Tennis Ct	12600	PARKS	MB0014	PLDO
PINE VALLEY PARK-Parking Lot Repairs	32000	PARKS	MB0015	PR70
HEISE PARK-Parking Lot/Rd/Pads Repair	14400	PARKS	MB0016	PR70
FLINN SPRINGS-Resurface Asphalt	50000	PARKS	MB0300	PR70
SAN MARCOS-Replace Heating & A/C Unit	20000	DFW	MB1346	Rd Fund
SPRING VALLEY DFW-Inside Painting	15400	DFW	MB2195	Rd Fund
SPRING VLLY RD STN-Paint Sheds & Gas Island Canopy	8160	DFW	MB2210	Rd Fund
SPRING VALLEY RD STN-Replace Floor Tile	4610	DFW	MB2211	Rd Fund
SPRING VALLEY RD STN-Replace Rain Gutters	7585	DFW	MB2212	Rd Fund
SPRING VALLEY RD STN-Upgrade HVAC System	15000	DFW	MB2213	Rd Fund
VARIOUS RD STATIONS-Slurry Seal (5) Station Yards	110300	DFW	MB2214	Rd Fund
SPRING VALLEY RD STN-Replace Kitchen Floor	3320	DFW	MB2215	Rd Fund
MT LAGUNA RD STN-Tile Replacement	4400	DFW	MB2240	Rd Fund
RAMONA RD STN-Replace Tile, Window & Paneling	8800	DFW	MB2242	Rd Fund
MT LAGUNA RD STN-Reseal Doors & Windows	6050	DFW	MB2243	Rd Fund

FY 1991-92 MAJOR MAINTENANCE PROJECTS

PROJECT TITLE	ESTIMATED COST	BENEFITTING DEPARTMENT	PROJECT NUMBER	FUNDING SOURCE
SO CO REG CENTER-Repair Exterior Walkway Lights	11400	GS	MB0207	SB668
SO BAY REG CENTER-Replacement Of Cameras	53018	GS	MB0260	SB668
TRAFFIC CT-Replacement Of HVAC System	66264	SDMC	MB0267	SB668
BURNHAM BLDG-Recoat Roof Top Parking Surface	43000	SUP	MB0288	SB668
BURNHAM BLDG-Resurfacing	122000	SUP	MB0288	SB668
SO CO REG CENTER-Upgrade Smoke Detection System	33000	MSL	MB0296	SB668
BURNHAM BLDG-Security Panel Installation	3500	SUP	MB0342	SB668
SD CTHSE-Window Repairs	30000	GS	MB0344	SB668
SUP CT-Carpeting	27910	GS	MB0501	SB668
SD CTHSE-Asbestos UMA	87854	GS	MB0600	SB668
NO COUNTY REGIONAL CENTER-Boiler Repairs	30000	GS	MB1506	SB668
NO COUNTY REGIONAL CENTER-Parking Lot Repairs	62000	GS	MB1507	SB668
SB668-UMA	63700	GS	MB1700	SB668
SO CO REG CENTER-Repair Ventilation System	32100	GS	MB1706	SB668
EAST CO REG CENTER-Court Alarm Replacement	237076	MSL	MB1722	SB668
SO BAY MUNI CT-Rewire Work Station	15000	SBMC	MB1796	SB668
SD CTHSE-Reline Hot Water Tanks	15900	GS	MB2036	SB668
NO COUNTY REG CENTER-Replace Exterior Doors	55040	GS	MB2178	SB668
ESCONDIDO CTHSE-Roof Replacement	81900	GS	MB2179	SB668
EAST CO REG CENTER-Overhaul Of Chiller No. 2	20000	GS	MB2257	SB668
SO BAY REGIONAL CENTER- Rplcmnt of Ctrm Status Lig	25000	SBMC	MB2260	SB668
SD CTHSE-Carpeting of 6th Floor	55000	DA	MB2264	SB668
VARIOUS CTHSES-Emergency Lighting	20000	MSL	MB2266	SB668
JUVENILE COURT-Door Locks	7500	MSL	MB2267	SB668
SD CTHSE-Conversion of Door Locks	5000	MSL	MB2269	SB668
NO COUNTY REG CENTER-Skirting and Door Closers	7000	MSL	MB2270	SB668
JUVENILE TRAFFIC-Replacement Of Alarms	5700	MSL	MB2271	SB668
SB668-UMA	300000	GS	MB2700	SB668
SD CTHSE-Replace Transformers	214888	GS	MB8443	SB668
SD CTHSE-Paint Exterior of CTHSE	155750	GS	MB9369	SB668
SD CTHSE-Absorber No 2 Repairs	107000	GS	MB9372	SB668
** Subtotal **	4586895			
** PROGRAM: Remodel				
CHESAPEAKE-Computer Room Expansion	26000	APCD	MR1785	APCD
SOUTH BAY DET FAC-Video Arraignment	20000	DIS	MB0876	CableTV
CENTRAL DET FAC - Video Arraignment	60000	DIS	MB1898	CableTV
MERCURY ST-Remodel For County Counsel	100721	COCNSL	MB0352	GF
EAST SD HLTH-Remodel of Office Space	10000	HLTH	MB0873	GF
SO CO DET FAC-Video Arraignment	6328	DIS	MB0876	GF
CO OPS CENTER BLDG3-Agri Remodel & Roof Foam	50000	AG	MB1888	GF
MERCURY ST-Remodel For Assessor	30000	ASSR	ML0351	GF
CO ADMIN CENTER-Remodel ROOM 260	75000	RCRDR	MB2099	Micrograp
CO ADMIN CENTER-Remodel/Recarpet Room 260	40000	RCRDR	MB2099	Recorder
EAST CO DET FAC-Video Arraignment Remodel	172928	ECMC	MB0211	SB668
NO COUNTY REGIONAL CENTER-Space For Calendar	126400	SUP	MB0247	SB668

FY 1991-92 MAJOR MAINTENANCE PROJECTS

PROJECT TITLE	ESTIMATED BENEFITTING PROJECT FUNDING		
	COST	DEPARTMENT	NUMBER SOURCE
SD CTSE-Airport Security	11600	MSL	MB1792 SB668
NO COUNTY REGIONAL CENTER-Modify Clerk Wk Stn	3500	SUP	MB2262 SB668
JUV COURT- Construct Waiting Room	14000	DA	MB2263 SB668
TRAFFIC CT-Space Remodel for Ctrms/Offc	199200	SDMC	MB9590 SB668
** Subtotal **			
	945677		
*** Total ***			
	5532572		

PUBLIC SERVICES UTILITIES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Public Services Utilities	\$13,496,090	\$14,018,224	\$13,873,535	\$14,681,721	\$14,423,013	\$(258,708)	(1.8)
TOTAL DIRECT COST	\$13,496,090	\$14,018,224	\$13,873,535	\$14,681,721	\$14,423,013	\$(258,708)	(1.8)
PROGRAM REVENUE	(95,790)	(63,391)	(33,422)	(109,600)	(170,564)	(60,964)	55.6
NET GENERAL FUND COST	\$13,400,300	\$13,954,833	\$13,840,113	\$14,572,121	\$14,252,449	\$(319,672)	(2.2)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: Public Services Utilities

DEPARTMENT: PUBLIC SERVICES UTILITIES

PROGRAM #: 82104
MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5610
REFERENCE: 1991-92 Proposed Budget - Pg. 58-4

AUTHORITY: Administrative Code 398.5 Sections (j) Utilities/Vehicle Fuels and (i) Postage, delegate to the Department of General Services the administration of utilities.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Gas & Electric	\$8,387,766	\$8,759,811	\$9,185,755	\$9,307,049	\$9,663,430	3.8
Cogeneration Leases	1,079,363	1,109,079	132,487	1,184,322	0	(100.0)
Postage	3,733,818	3,636,530	4,069,150	3,507,000	4,068,120	16.0
Water and Sewage	821,979	1,062,814	967,000	1,152,390	1,274,060	10.6
Bottled Gas	71,446	68,490	76,413	130,000	130,000	0.0
Fixed Assets	0	0	129,471	0	0	0.0
Less Reimbursements	(598,282)	(618,500)	(699,926)	(599,040)	(712,597)	19.0
Operating Transfers	0	0	13,185	0	0	0.0
TOTAL DIRECT COST	\$13,496,090	\$14,018,224	\$13,873,535	\$14,681,721	\$14,423,013	(1.8)
PROGRAM REVENUE	(95,790)	(63,391)	(33,422)	(109,600)	(170,564)	55.6
NET GENERAL FUND CONTRIBUTION	\$13,400,300	\$13,954,833	\$13,840,113	\$14,572,121	\$14,252,449	(2.2)
STAFF YEARS	0.0	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Public Services Utilities Program consists of four major categories: (1) gas and electric which provides for services from SDG&E, services from other utility sources, and maintenance of utility equipment; (2) postage, (3) water and sewage; and (4) bottled gas.

County utility costs, with minor exceptions, are budgeted and paid by the Department of General Services. Conservation efforts have achieved significant results. The department will continue its efforts to develop the County's cogeneration energy systems to further conservation efforts for all utilities.

1990-91 BUDGET TO ACTUAL COMPARISON

Total direct costs were underspent by \$808,186. This was primarily due to the lease purchase payments for cogeneration facilities being substantially less than budgeted. Final lease purchase payments for cogeneration facilities were made in FY90-91.

Gas and electric expenditures were over budget by \$55,281 (.6%). A warm winter and lower gas prices resulted in a \$50,822 savings in bottled gas expenditures. Postage expenditures were 14.7% (\$516,948) over budget due to increased mailing costs for County departments.

The performance indicator for electricity and steam purchased reflects a 41% and 11% increase, respectively, over the budgeted amount. Cogeneration operation at the downtown courthouse, NCRC and SCRC did not operate at full capacity in FY90-91, requiring additional electricity and steam purchases from SDG&E. The increased purchases were generally offset by lower rates, resulting in lower overall utility costs.

1991-92 OBJECTIVES

1. Evaluate the most economical operating schedule for the cogeneration plants.
2. Investigate the feasibility of installing back-up steam boilers to eliminate steam purchase from SDG&E.
3. Continue to investigate water conservation methods and implement when feasible.
4. Complete implementation of the Zip+4 mail program through the County's mainframe computer.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Gas and Electricity (0.00 SY; E = \$9,657,430; R = \$170,564) involves:
 - o Discretionary/Discretionary Service Level.
 - o Provides for payments to SDG&E (\$9,317,430) and other utility sources (\$60,000).
 - o Allocates funds for the maintenance of utility equipment (\$280,000).
 - o Offset by \$580,214 in costs applied.
 - o Increasing by \$350,381 for the addition of 158,680 sq.ft. of added space and partial funding of East Mesa Jail utility costs. (Added space includes: Topaz, Clairmont Hospital, Downtown Muni Court, South Bay Health Trailers, Probation Trailer).
2. Postage (0.00 SY; E = \$4,068,120; R = \$0) involves:
 - o Discretionary/Discretionary Service Level.
 - o Provides funding to process County U.S. metered, bulk and business reply mail.
 - o Offset by \$104,700 in costs applied.
 - o Increasing by \$561,120 due to the Federal postal rate increase of February, 1991.
3. Water and Sewage (0.00 SY; E = \$1,280,060; R = \$0) involves:
 - o Discretionary/Discretionary Service Level.
 - o Provide for the water and sewage costs of operating over 5 million square feet of County facilities.
 - o Offset by \$27,683 in costs applied.
 - o Increasing by \$127,670 for addition of 150,680 sq.ft. of added space and partial funding of East Mesa Jail utility costs, as detailed above.
4. Bottled Gas (0.00 SY; E = \$130,000; R = \$0) involves:
 - o Discretionary/Discretionary Service Level.
 - o Provides for ongoing requirements for bottled gas which is used primarily in outlying facilities.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$4,244	\$8,100	\$4,500	\$(3,600)
Employee Maintenance (9974)	11,597	21,500	21,500	0
Cogeneration Sales (9976)	5,778	80,000	50,000	(30,000)
Sub-Total	\$21,619	\$109,600	\$76,000	\$(33,600)
OTHER REVENUE:				
Other Miscellaneous (9995)	10,810	0	500	500
Recovered Expenditures (9989)	75	0	0	0
Sales & Use Tax (9061)	0	0	66,200	66,200
Aid From Other Govt. Agencies (9746)	918	0	27,864	27,864
Sub-Total	\$11,803	\$0	\$94,564	\$94,564
Total	\$33,422	\$109,600	\$170,564	\$60,964

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
	\$13,840,113	\$14,572,121	\$14,252,449	\$(319,672)
Sub-Total	\$13,840,113	\$14,572,121	\$14,252,449	\$(319,672)
Total	\$13,840,113	\$14,572,121	\$14,252,449	\$(319,672)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY90-91 revenues underrealized FY90-91 Budget by \$76,178. This was due to a decrease in the sale of surplus energy back to SDG&E. Cogeneration plants at the downtown Courthouse, NCRC, and SCRC were not in operation during FY90-91 and, therefore, were not generating surplus energy.

PERFORMANCE INDICATORS

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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**ACTIVITY A:
Gas and Electric****% OF RESOURCES:** 67%WORKLOAD

Sq.ft. County Owned & Leased Space	5,517,916	5,872,608	6,341,859	5,924,994	6,413,859
Electricity purchased (1,000 KWH)	67,265	70,750	91,255	64,736	92,000
Gas purchased (1,000 Therms)	3,268	3,450	1,545	4,152	1,600
Steam purchased (1,000 lbs)	32,363	48,500	24,313	22,000	24,000

EFFICIENCY

Unit Cost All Facilities

Electricity per 1,000 KWH	\$ 86.00	\$ 96.00	\$ 80.72	\$106.00	81.00
Gas per 1,000 Therms	\$390.00	\$410.00	\$479.14	\$455.00	479.00
Steam per 1,000 lbs.	\$ 37.00	\$ 37.50	\$ 42.21	\$ 38.00	42.00

EFFECTIVENESS

Conservation Program Results: BTU's/sq.ft.	106,696	108,124	77,306	107,369	77,644
Cogeneration Avoided Cost (in \$)	940,140	N/A	N/A	N/A	N/A ⁽¹⁾
% Change Over Base Year	(38.0%)	N/A	N/A	N/A	N/A ⁽¹⁾

**ACTIVITY B:
Postage****% OF RESOURCES:** 28%WORKLOAD

Number of Pcs. U.S. Mail	12,125,000	12,007,080	13,214,638	12,500,000	13,500,000
Postage Cost	3,733,818	3,636,530	4,023,948	3,507,000	4,068,120

EFFICIENCY

U.S. Postal Rate/First Class /1 oz only	\$.2500	\$.2500	\$.2900	\$.2500	\$.2900
County Cost when presorted by Zip Code/First Class/1 oz.	\$.2100	\$.2100	\$.2480	\$.2100	\$.2330
Differential	\$.0400	\$.0400	\$.0420	\$.0400	\$.0570

EFFECTIVENESS

Cost Avoidance Percentage	16.00%	16.00%	14.48%	16.00%	19.65%
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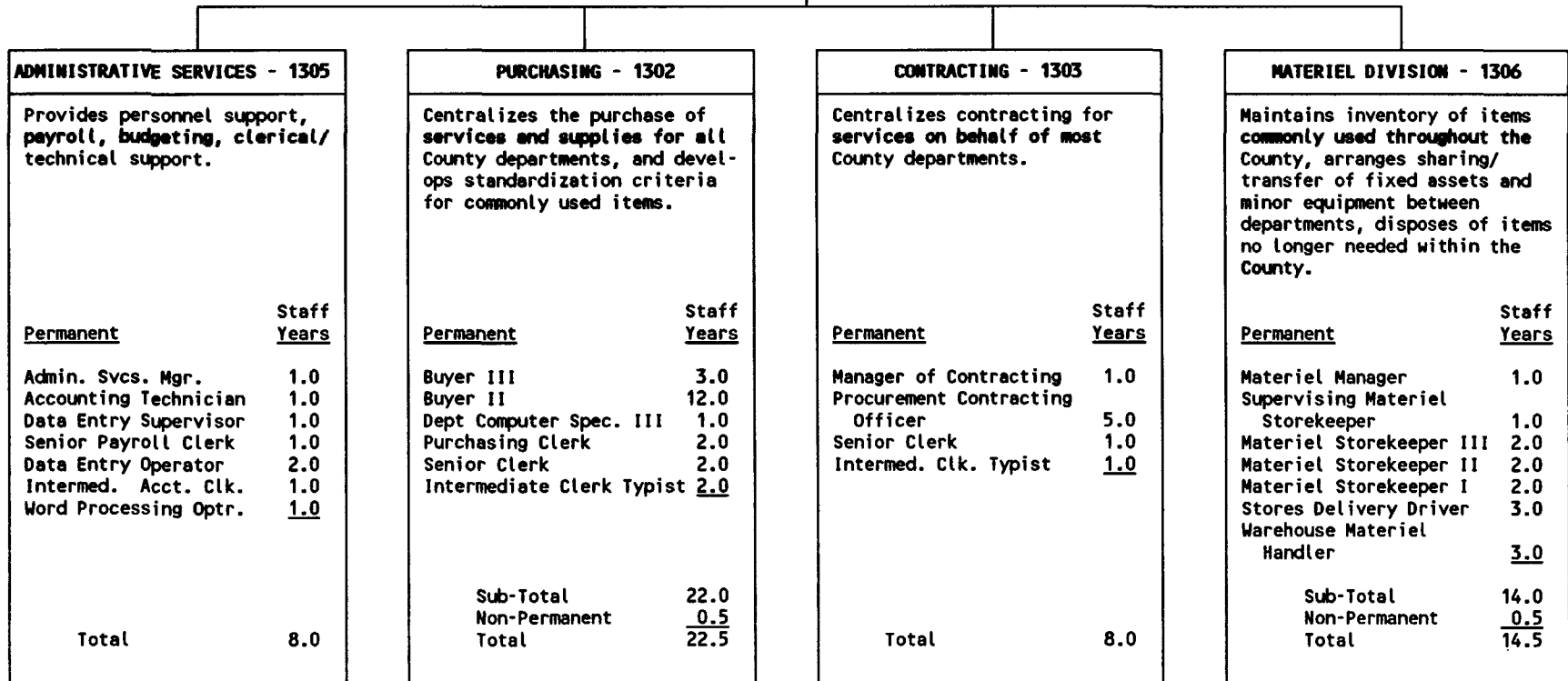
⁽¹⁾ Cogeneration avoided costs were not budgeted after FY90-91. Cogeneration plants were shut down by APCD pending the resolution of air emission control issues and the evaluation of cogeneration operation.

PURCHASING & CONTRACTING

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Purchasing & Contracting	\$1,762,154	\$2,370,149	\$2,229,241	\$2,134,912	\$2,355,217	\$220,305	10.3
TOTAL DIRECT COST	\$1,762,154	\$2,370,149	\$2,229,241	\$2,134,912	\$2,355,217	\$220,305	10.3
PROGRAM REVENUE	(414,826)	(402,231)	(362,163)	(328,891)	(412,583)	(83,692)	25.5
NET GENERAL FUND COST	\$1,347,328	\$1,967,918	\$1,867,078	\$1,806,021	\$1,942,634	\$136,613	7.6
STAFF YEARS	52.69	56.00	56.00	56.00	56.00	0.00	0.0

**DEPARTMENT OF PURCHASING AND CONTRACTING
(Headquarters Location: County Operations Center)
1991-92 Final Program Budget**

ADMINISTRATION - 1301	
Provides management, planning, direction.	
	<u>Staff Years</u>
Director	1.0
Assistant Director	1.0
Admin. Secretary III	<u>1.0</u>
Total	3.0



PROGRAM: Purchasing & Contracting

DEPARTMENT: PURCHASING & CONTRACTING

PROGRAM #: 81301
MANAGER: James G. Tapp

ORGANIZATION #: 1300
REFERENCE: 1991-92 Proposed Budget - Pg. 59-1

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 define the Purchasing Agent's responsibilities regarding the acquisition of material, equipment, systems and services, stocking and issuance of commonly-used items, and the disposal of salvage materials and surplus property.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,655,561	\$1,909,054	\$2,124,134	\$2,042,096	\$2,260,201	10.7
Services & Supplies	94,013	103,273	105,107	92,816	95,016	2.4
Other Charges	3,453	300,000	0	0	0	0.0
Fixed Assets	9,127	57,822	0	0	0	0.0
TOTAL DIRECT COST	\$1,762,154	\$2,370,149	\$2,229,241	\$2,134,912	\$2,355,217	10.3
PROGRAM REVENUE	(414,826)	(402,231)	(362,163)	(328,891)	(412,583)	25.4
NET GENERAL FUND CONTRIBUTION	\$1,347,328	\$1,967,918	\$1,867,078	\$1,806,021	\$1,942,634	7.6
STAFF YEARS	52.69	56.00	56.00	56.00	56.00	0.0

PROGRAM DESCRIPTION

Over 45 County departments/offices utilize the centralized purchasing and contracting services as delegated to the Director, Purchasing and Contracting by State law and County Code and Charter. In addition to the purchasing and contracting functions, the Department also provides centralized storage and issuance of commonly-used items, as well as centralized redistribution and disposal of surplus equipment, materials and recyclable salvage materials. The program includes monitoring of specifications to ensure maximum use of competitive acquisition and overall responsibility for standardization of equipment acquired for various departments.

*NOTE: The 1989-90 Other Charges of \$300,000 as shown consisted of \$100,000 to increase the Ready Cash Purchase Order checking account and \$200,000 to increase the Central Stores inventory. These funds were listed here only as a method to subsequently allow the transfer from the General Fund.

1990-91 BUDGET TO ACTUAL COMPARISON

The 1990-91 actual expenses exceed the 1990-91 budget by \$82,038 (4%), due primarily to negotiated salary increases and an increase of \$25,977 in CERS retirement combined costs. These increased expenditures, however, were somewhat offset by a \$33,272 increase in revenue from recovered expenses and sales of surplus equipment.

1991-92 OBJECTIVES

1. Develop and implement new procedures to process small dollar value purchases.
2. Improve mainframe computer vendor master file to allow Buyers to more effectively monitor vendor status as related to the County's Minority and Women Business Enterprise program (MWBE).

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Purchasing/Contracting (38.6 SY; E = \$1,622,744; R = \$191,062) including support personnel is:
 - o Mandated/Discretionary Service Level
 - o Responsible for all purchases of material and supplies for the County as mandated by Section 25501 of the State Government Code; Section 400 through 424 of the County Administrative Code; Section 705 of the County Charter.
 - o Purchasing over \$87 million of goods and services annually.
 - o Presently consummating over 40,000 purchase transactions each year.
 - o Providing centralized contracting support for approximately \$120 million in contracts generally.
2. Stores/Property Disposal (17.4 SY; E = \$732,473; R = \$221,521) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for the receipt, storage, issuance and delivery of \$7.3 million in commonly used items and surplus food commodities required to support County departments and offices each year.
 - o Responsible for surplus property management for the County of San Diego.
 - o Responsible for redistribution and disposal of waste and recoverable commodities (i.e., scrap metal, rubber, etc.) for the County of San Diego.
 - o Conducting quarterly cooperative auctions and miscellaneous competitive sales each year, generating approximately \$700,000 in County revenue out of \$2.7 million for 38 other participating municipalities and districts. In addition, participants paid \$84,049 to offset the County's expense in hosting the auctions.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund	\$88,762	\$88,762	\$111,011	\$22,249
Air Pollution Control District	40,752	40,752	46,981	6,229
Internal Service Fund	31,152	31,152	30,238	(914)
Airport Enterprise Fund	4,799	4,799	8,850	4,051
Liquid Waste Fund	20,047	20,047	19,739	(308)
Solid Waste Fund	11,431	11,431	36,893	25,462
Library Fund	19,673	19,673	23,596	3,923
Sub-Total	\$216,616	\$216,616	\$277,308	\$60,692
OTHER REVENUE:				
Purchasing fees from other government agencies	\$5,298	\$6,000	\$6,000	\$0
Recovered expenses (auction sales)	61,349	55,000	78,000	23,000
Sale of surplus/scrap material (nontaxable)	73,725	48,275	48,275	0
Sale of surplus/scrap material (taxable)	5,175	3,000	3,000	0
Sub-Total	\$145,547	\$112,275	\$135,275	\$23,000
Total	\$362,163	\$328,891	\$412,583	\$83,692

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,867,078	\$1,806,021	\$1,942,634	\$136,613
Sub-Total	\$1,867,078	\$1,806,021	\$1,942,634	\$136,613
Total	\$1,867,078	\$1,806,021	\$1,942,634	136,613

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue projections are based on prior experience. Actual amounts may vary based on quantity of surplus materials available for sale.

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
ACTIVITY A:					
Purchasing/Contracting					
% OF RESOURCES: 68.9%					
<u>WORKLOAD</u>					
Number of purchase orders	29,304	27,594	21,537	28,500	21,500
<u>EFFICIENCY</u>					
Cost to operate Purchasing/ Contracting per \$100 of purchases	\$1.30	\$1.43	\$1.51	\$1.45	\$1.50
<u>EFFECTIVENESS</u>					
% of requisitioned line items purchased within 21 days	61%	62%	63.5%	61%	61%
ACTIVITY B:					
Stores/Property Disposal					
% OF RESOURCES: 31.1%					
<u>WORKLOAD</u>					
Line items issued	102,503	134,142	104,780	165,000	101,988
<u>EFFICIENCY</u>					
Cost to operate stores per \$100 in value of issues	\$7.74	\$4.70	\$4.68	\$5.00	\$5.00
<u>EFFECTIVENESS</u>					
% of orders filled from stock (no backorders)	91%	90%	85%	90%	90%

STAFFING SCHEDULE

Class	Title	1990-91 Budget Positions	1990-91 Budget Staff Yrs	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1990-91 Budget Cost	1991-92 Budget Cost
2160	Director	1	1.00	1	1.00	\$69,616	\$78,075
2163	Assistant Director	1	1.00	1	1.00	57,961	64,214
2368	Admin. Svcs. Mgr. I	1	1.00	1	1.00	49,484	52,355
2403	Accounting Technician	1	1.00	1	1.00	25,294	25,213
2493	Int. Acct. Clerk	1	1.00	1	1.00	18,400	20,058
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,129	24,032
2610	Buyer II	12	12.00	12	12.00	336,558	370,531
2611	Purchasing Clerk	2	2.00	1	1.00	49,355	26,275
2621	Prin. Procure. Contract Ofcr.	1	1.00	1	1.00	49,424	52,296
2622	Procurement Contracting Officer	5	5.00	5	5.00	201,234	216,840
2640	Buyer III	3	3.00	3	3.00	103,704	109,728
2651	Warehouse Material Handler	3	3.00	4	4.00	59,641	82,139
2653	Materiel Manager	1	1.00	1	1.00	38,399	40,626
2665	Materiel Storekeeper I	2	2.00	2	2.00	39,958	43,324
2666	Materiel Storekeeper II	2	2.00	2	2.00	46,141	49,616
2667	Materiel Storekeeper III	2	2.00	2	2.00	51,498	54,496
2668	Supv. Materiel Storekeeper	1	1.00	1	1.00	29,703	31,428
2700	Intermediate Clerk Typist	3	3.00	3	3.00	56,545	57,047
2730	Senior Clerk	3	3.00	3	3.00	67,649	69,617
2758	Admin. Secretary III	1	1.00	1	1.00	29,201	30,900
3009	Word Processing Operator	1	1.00	1	1.00	22,873	23,834
3030	Data Entry Operator	2	2.00	2	2.00	39,924	41,508
3035	Data Entry Supervisor	1	1.00	1	1.00	23,584	24,958
3120	Dept. Computer Specialist III	1	1.00	1	1.00	28,233	37,276
7515	Stores Delivery Driver	3	3.00	3	3.00	66,283	71,717
9999	Temporary Extra Help	12	1.00	12	1.00	3,000	3,000
Total		67	56.00	67	56.00	\$1,587,791	\$1,701,103
Salary Adjustments:						12,681	1105
Premium/Overtime Pay:						25,000	55,000
Employee Benefits:						462,144	552,156
Salary Savings:						(45,520)	-49,163
Total Adjustments						\$454,305	\$559,098
Program Totals		67	56.00	67	56.00	\$2,042,096	\$2,260,201

COUNTY WIDE RENTS AND LEASES

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
RENTS AND LEASES	\$5,840,028	\$7,321,119	\$9,233,282	\$11,807,606	\$11,337,462	\$(470,144)	(4.0)
TOTAL DIRECT COST	\$5,840,028	\$7,321,119	\$9,233,282	\$11,807,606	\$11,337,462	\$(470,144)	(4.0)
PROGRAM REVENUE	(971,525)	(1,510,118)	(2,435,001)	(2,684,277)	(2,182,021)	502,256	(18.7)
NET GENERAL FUND COST	\$4,868,503	\$5,811,001	\$6,798,281	\$9,123,329	\$9,155,441	\$32,112	0.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: RENTS AND LEASES

DEPARTMENT: COUNTY-WIDE RENTS AND LEASES

PROGRAM #: 82105

ORGANIZATION #: 5580

MANAGER: JANE F. HUSTON, Director

REFERENCE: 1991-92 Proposed Budget - Pg. 60-6

AUTHORITY: Federal Public Law 91-646; California Code of Civil Procedure, State Government Code, State Administrative Code; County Administrative Code Article XXII(b) Section 398.5 (b), (k), (l), (m), (n), (p).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	6,668,717	8,563,527	10,563,412	13,263,558	13,419,765	1.2
Other Charges	106,829	0	18,031	0	0	0.0
Less Reimbursements	(935,518)	(1,242,408)	(1,348,161)	(1,455,952)	(2,082,303)	43.0
TOTAL DIRECT COST	\$5,840,028	\$7,321,119	\$9,233,282	\$11,807,606	\$11,337,462	(4.0)
PROGRAM REVENUE	(971,525)	(1,510,118)	(2,435,001)	(2,684,277)	(2,182,021)	(18.7)
NET GENERAL FUND CONTRIBUTION	\$4,868,503	\$5,811,001	\$6,798,281	\$9,123,329	\$9,155,441	0.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The County-wide Rents and Leases Budget provides funds for the payment of Board approved leases that house approved County programs. The Rents and Leases budget, detailed on the attached Summary of Existing Rents and Leases, is managed by the Real Property Division of the Department of General Services and serves 28 County departments. This budget does not include \$7,313,099 in lease payments made directly from the budgets of the departments of Area Agency on Aging, Public Works, and Social Services. Leases outside the Rents and Leases Budget are also listed herein.

1990-91 BUDGET TO ACTUAL COMPARISON

Services & Supplies expenditures (account 2329) during FY 1990-91 were \$2,700,146 less than budgeted. Delays in leasing new facilities for the departments of Public Works, Superior Court, Municipal Court and the Public Defender resulted in these savings.

1991-92 OBJECTIVES

Consolidation of leased space into County-owned facilities.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Rents and leases (0.00 SY; E = \$11,337,462; R = \$2,182,021):
 - o Mandated/Discretionary Service Level
 - o Acquiring Board approved leases for all County departments and offices.
 - o Providing property management services for 212 leases serving 31 County departments and offices.
 - o Providing budget administration for 188 leases serving 28 County departments.
 - o Offset by \$2,082,303 in cost applied.
 - o Offset by \$2,182,021 in revenue.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
FINES, FORFEITURES & PENALTIES				
Criminal Justice Facilities (9176)	\$0	\$0	\$0	\$0
Court Facilities (9177)	982,826	1,395,750	995,900	(399,850)
Sub-Total	\$982,826	\$1,395,750	\$995,900	\$(399,850)
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$1,080,876	\$873,804	\$930,607	\$56,803
Sub-Total	\$1,080,876	\$873,804	\$930,607	\$56,803
AID FROM OTHER GOVERNMENT AGENCIES:				
Fed Aid For Contr - Other (9617)	\$30,660	\$54,773	\$54,773	\$0
Aid From Other Government Agencies (9746)	256,288	323,950	164,741	(159,209)
Sub-Total	\$286,948	\$378,723	\$219,514	\$(159,209)
OTHER REVENUE:				
Other Miscellaneous (9995)	\$21,900	\$0	\$0	\$0
Recovered Expenditures (9989)	\$26,451	\$0	\$0	\$0
Sub-Total	\$48,351	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Operating Transfer From Asset ForFtr (9816)	\$36,000	\$36,000	\$36,000	\$0
Sub-Total	\$36,000	\$36,000	\$36,000	\$0
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$139,378	\$155,640	\$155,141	\$(499)
APCD (5683)	179,116	216,100	226,000	9,900
Internal Service Fund (5686)	63,544	63,800	67,500	3,700
Liquid Waste Enterprise Fund (5688)	92,019	93,860	93,860	0
Transit Enterprise Fund (5689)	48,288	25,270	25,270	0
Solid Waste Enterprise Fund (5690)	156,100	179,080	929,330	750,250
Library Fund (5693)	670,824	722,202	585,202	(137,000)
Cost Applied-Excess Cost (5998)	(1,108)	0	0	0
Sub-Total	\$1,348,161	\$1,455,952	\$2,082,303	\$626,351
Total	\$3,783,162	\$4,140,229	\$4,264,324	\$124,095

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$6,798,281	\$9,123,329	\$9,155,441	\$32,112
Sub-Total	\$6,798,281	\$9,123,329	\$9,155,441	\$32,112
Total	\$6,798,281	\$9,123,329	\$9,155,441	\$32,112

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenue actuals for FY90-91 are \$249,276 below the budgeted level, due to delays in securing Courthouse leases. Revenue projections for FY91-92 are \$502,256 below the FY90-91 budgeted level. These decreases are anticipated in Criminal Justice Facilities (\$399,850) and Aid from Other Government Agencies (\$159,209). Increases in Rents and Concessions (\$56,803) will occur due to COLA adjustments.

COUNTYWIDE RENTS & LEASES
FY91-92 SUMMARY OF EXISTING RENTS AND LEASES

DEPARTMENT	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/ DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
AGRICULTURE	36,800	26,316	(10,484)	0	26,316
AIR POLLUTION	216,100	226,000	9,900	226,000	0
ALTERNATE DEFENSE COUNSEL	44,000	87,000	43,000	43,000	44,000
ALTERNATE PUBLIC DEFENDER	317,825	196,656	(121,169)	0	196,656
ANIMAL CONTROL	90,630	96,500	5,870	0	96,500
ASSESSOR	616,200	423,500	(192,700)	0	423,500
AUDITOR AND CONTROLLER	0	34,632	34,632	0	34,632
CAO	43,600	178,336	134,736	0	178,336
COUNTY CLERK	0	15,560	15,560	0	15,560
COUNTY COUNSEL	0	198,500	198,500	0	198,500
DISTRICT ATTORNEY	1,208,328	1,401,700	193,372	0	1,401,700
GENERAL GOVERNMENT	920,000	920,000	0	892,107	27,893
GENERAL SERVICES	238,700	164,700	(74,000)	38,500	126,200
HEALTH SERVICES	2,053,350	1,817,087	(236,263)	121,741	1,695,346
HOUSING COMMUNITY DEVELOPMENT	384,000	84,800	(299,200)	0	84,800
HUMAN RESOURCES	156,000	168,000	12,000	0	168,000
INFORMATION SERVICES	75,600	91,600	16,000	0	91,600
LIBRARY	735,602	599,002	(136,600)	585,202	13,800
MARSHAL	25,250	24,000	(1,250)	22,500	1,500
MUNICIPAL COURT NO. COUNTY	350,000	412,170	62,170	412,170	0
MUNICIPAL COURT SAN DIEGO	677,490	338,440	(339,050)	84,774	253,666
PARKS & RECREATION	2,001	2,101	100	0	2,101
PLANNING & LAND USE	171,000	182,000	11,000	0	182,000
PROBATION	1,127,690	1,227,700	100,010	0	1,227,700
PUBLIC DEFENDER	1,005,601	1,396,257	390,656	0	1,396,257
PUBLIC WORKS ROAD FUND	421,200	420,701	(499)	420,701	0
PUBLIC WORKS ENT FUND	32,650	782,900	750,250	782,900	0
REVENUE & RECOVERY	137,140	224,000	86,860	0	224,000
SHERIFF	1,189,451	988,551	(200,900)	158,273	830,278
SUPERIOR COURT	987,350	691,056	(296,294)	476,456	214,600
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TOTAL RENTS & LEASES BUDGET	13,263,558	13,419,765	156,207	4,264,324	9,155,441
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TOTAL - ALL COUNTY LEASES	21,397,997	20,732,864	(665,133)	10,125,064	10,607,800
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COUNTYWIDE RENTS & LEASES
FINAL FY91-92 RENTS & LEASES

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
AGRICULTURE/WGHTS&MSRS	PL4003	VISTA OFFICE	36,800	26,316	(10,484)	0	26,316
TOTAL AGRICUL/WGHTS&MSRS			36,800	26,316	(10,484)	0	26,316
AIR POLLUTION CONTROL	PL4216	KEARNY MESA OFFICE	216,100	226,000	9,900	226,000	0
TOTAL AIR POLL. CONTROL	**		216,100	226,000	9,900	226,000	0
ALTERNATE DEFENSE COUNSEL	PL1900	INDIGENT CONFLICT ADM.	44,000	44,000	0	0	44,000
	PLSCAD	SMALL CLAIMS	0	43,000	43,000	43,000	0
TOTAL ALT. DEFENSE COUNSEL			44,000	87,000	43,000	43,000	44,000
ALTERNATE PUBLIC DEFENDER	PL4419	APD CONFLICT DOWNTOWN	94,900	106,500	11,600	0	106,500
	PL4375	APD CONFLICT KM	94,825	72,500	(22,325)	0	72,500
	PL4392	APD CONFLICT N. COUNTY	4,300	12,300	8,000	0	12,300
	PL4375	JUVENILE DEPENDENCY KM	123,800	0	(123,800)	0	0
	PL4375	APD KEARNY MESA	0	5,356	5,356	0	5,356
TOTAL ALT. PUBLIC DEFENDER			317,825	196,656	(121,169)	0	196,656
ANIMAL CONTROL	PL2021	N. COUNTY ANIMAL SHLT	90,630	96,500	5,870	0	96,500
	PL4075	CENTRAL SHELTER	0	0	0	0	0
TOTAL ANIMAL CONTROL			90,630	96,500	5,870	0	96,500
ASSESSOR	PL4404	SO. BAY CT. EXPANSION	136,000	152,000	16,000	0	152,000
	PL4206	KEARNY MESA OFFICE	331,200	116,500	(214,700)	0	116,500
	PL4333	EL CAJON OFFICE	32,500	32,500	0	0	32,500
	PL4345	ESCONDIDO OFFICE	68,500	72,000	3,500	0	72,000
	PL4347	CARLSBAD OFFICE	48,000	50,500	2,500	0	50,500
TOTAL ASSESSOR			616,200	423,500	(192,700)	0	423,500
TOTAL AUDITOR AND CONTROLLER	PLAUDC	AUDITOR AND CONTROLLER	0	34,632	34,632	0	34,632
CAO	PL4350	VETERANS AFFAIRS OFF	28,200	30,500	2,300	0	30,500
	PL4421	HUMAN RELATIONS COMM.	15,400	26,000	10,600	0	26,000
	PLCLER	CITIZENS LAW ENF. REVIEW	0	121,836	121,836	0	121,836
TOTAL CAO			43,600	178,336	134,736	0	178,336
COUNTY CLERK	PLCCHS	HOTEL SAN DIEGO	0	15,560	15,560	0	15,560
TOTAL COUNTY CLERK			0	15,560	15,560	0	15,560

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
COUNTY COUNSEL	PL4206	KEARNY MESA OFFICE	0	198,500	198,500	0	198,500
TOTAL COUNTY COUNSEL			0	198,500	198,500	0	198,500
DISTRICT ATTORNEY	PL0358	COURTHOUSE PARKING	38,000	38,200	200	0	38,200
	PL4329	DTOWN OFF BLDG WELLS FAR	933,628	1,004,500	70,872	0	1,004,500
	PL4363	FILE ROOM	42,100	42,500	400	0	42,500
	PL4414	NORTH COUNTY DTOWN ADDED SP WELLS FAR.	194,600	285,000	90,400	0	285,000
			0	31,500	31,500	0	31,500
TOTAL DISTRICT ATTORNEY			1,208,328	1,401,700	193,372	0	1,401,700
GENERAL GOVERNMENT	LEASES	REVENUE LEASES	0	0	0	892,107	(892,107)
	PL4379	MTS TOWERS	920,000	920,000	0	0	920,000
TOTAL GENERAL GOVERNMENT	*		920,000	920,000	0	892,107	27,893
GENERAL SERVICES	PL0390	SANTEE GARAGE	98,500	67,000	(31,500)	0	67,000
	PL2025	LEMON GROVE GARAGE	7,200	7,200	0	0	7,200
	PL4216	TRACOR SUBLEASE	83,000	38,500	(44,500)	38,500	0
	PL4261	CENTRAL RECORDS STORAGE	50,000	52,000	2,000	0	52,000
TOTAL GENERAL SERVICES	*		238,700	164,700	(74,000)	38,500	126,200
HEALTH SERVICES	PL4408	VECTOR CONTROL K MESA	323,950	121,741	(202,209)	121,741	0
	PL0371	SO BAY HEALTH CTR	36,000	0	(36,000)	0	0
	PL4043	ALCOHOL DETOX CENTER	69,000	69,000	0	0	69,000
	PL4086	MENTAL HEALTH - ESCON	53,000	60,500	7,500	0	60,500
	PL4217	MTL HLTH CLINIC EL CAJON	183,800	183,800	0	0	183,800
	PL4245	LOMA PORTAL HLTH SVC	294,200	196,296	(97,904)	0	196,296
	PL4296	HEALTH SVCS - VISTA	120,100	41,000	(79,100)	0	41,000
	PL4335	UCSD MENTAL HLT PRKG	10,000	10,000	0	0	10,000
	PL4344	CONREP	50,500	53,500	3,000	0	53,500
	PL4365	LOMA PORTAL EXPANSN	57,000	59,100	2,100	0	59,100
	PL4370	CENTRAL CLINIC	305,300	321,500	16,200	0	321,500
	PL4371	LOMA PORTAL ANNEX	28,500	29,500	1,000	0	29,500
	PL4373	N. COUNTY ENVIR. HLTH	350,000	371,550	21,550	0	371,550
	PL4384	CLAIREMONT HOSP. PARKING	0	13,100	13,100	0	13,100
	PL4399	ENVIRN HEALTH EL CAJON	172,000	179,000	7,000	0	179,000
	PL4423	LOMA PORTAL II	0	107,500	107,500	0	107,500
TOTAL HEALTH SERVICES	*		2,053,350	1,817,087	(236,263)	121,741	1,695,346
HOUSING & COMM. DEV	PLRFRD	3989 RUFFIN ROAD	0	70,000	70,000	0	70,000
	PL4291	HCD ADMIN OFFICE	384,000	14,800	(369,200)	0	14,800
TOTAL HOUSING & COMM. DEV			384,000	84,800	(299,200)	0	84,800

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/ DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
HUMAN RESOURCES	PL4324	RISK MANAGEMENT	156,000	168,000	12,000	0	168,000
TOTAL HUMAN RESOURCES	PL4324	RISK MANAGEMENT	156,000	168,000	12,000	0	168,000
INFORMATION SERVICES		MT. WOODSON RADIO	2,400	0	(2,400)	0	0
	NEW	SAN MIGUEL-OTAY DETENTION	0	3,500	3,500	0	3,500
	PLDUSA	UCSD SANCONTEL ANTENNA	0	24,000	24,000	0	24,000
	PL4413	SAN MARCOS PEAK	1,800	2,500	700	0	2,500
	PXXXX1	MT SOLEDAD	4,000	3,100	(900)	0	3,100
	PXXXX2	FALLBROOK DELUZ RADIO SIT	1,200	1,200	0	0	1,200
	PL0300	DICKINSON RADIO SITE	1,200	0	(1,200)	0	0
	PL1904	MONUMENT PEAK RADIO	500	500	0	0	500
	PL1905	LYONS PEAK RADIO	200	500	300	0	500
	PL1908	LOS PINOS PEAK RADIO	200	200	0	0	200
	PL1909	SAN MIGUEL MT. (25023)	29,000	4,700	(24,300)	0	4,700
	PL1909	SAN MIGUEL MT. (21228)	0	12,700	12,700	0	12,700
	PL2004	VALLEY CENTER RADIO	100	100	0	0	100
	PL4334	RAINBOW PEAK RADIO	1,200	0	(1,200)	0	0
	PL4312	TECATE PEAK RADIO	100	100	0	0	100
	PL4337	COWLES MTN.	2,000	2,100	100	0	2,100
	PL4339	SAN MIGUEL ANTENNA(23740)	19,200	19,200	0	0	19,200
	PL4339	SAN MIGUEL-SHER(28952)	0	4,700	4,700	0	4,700
	PL4341	CABRILLO HOSPITAL	1,800	1,800	0	0	1,800
	PL4377	HUBBARD HILL RADIO	400	400	0	0	400
	PL1909	SAN MIGUEL-SCONTEL(25708)	10,300	10,300	0	0	10,300
TOTAL INFORM. SVCS			75,600	91,600	16,000	0	91,600
LIBRARY	PL2077	DEL MAR BRANCH	1	1	0	1	0
	PL4010	VALLEY CENTER BRANCH	34,300	13,500	(20,800)	13,500	0
	PL4028	BORREGO BRANCH	4,900	5,500	600	5,500	0
	PL4050	RANCHO SANTA FE	23,000	22,000	(1,000)	22,000	0
	PL4084	LA MESA PARKING	1	1	0	1	0
	PL4127	DESCANSO BRANCH	0	0	0	0	0
	PL4133	CASA DE ORO BRANCH	27,500	25,500	(2,000)	25,500	0
	PL4134	SPRING VALLEY BRANCH	34,000	35,000	1,000	35,000	0
	PL4172	CAMPO BRANCH	2,900	2,800	(100)	2,800	0
	PL4173	POTRERO BRANCH	5,300	5,200	(100)	5,200	0
	PL4174	POWAY BRANCH	42,800	43,500	700	43,500	0
	PL4202	PINE VALLEY BRANCH	16,400	16,400	0	16,400	0
	PL4231	JACUMBA BRANCH	2,300	2,300	0	2,300	0
	PL4236	ALPINE BRANCH	15,500	15,500	0	15,500	0
	PL4244	BONITA BRANCH	26,200	26,200	0	26,200	0
	PL4249	CREST BRANCH	4,800	5,300	500	5,300	0
	PL4251	LEMON GROVE	40,300	40,300	0	40,300	0
	PL4303	SOLANA BEACH BRANCH	64,400	64,400	0	64,400	0
	PL4319	CARDIFF BRANCH	51,000	45,000	(6,000)	45,000	0
	PL4322	SAN MARCOS BRANCH	63,800	66,000	2,200	66,000	0
	PL4325	SANTEE BRANCH	98,400	89,000	(9,400)	89,000	0
	PL4378	EL CAJON BRANCH RPL	164,000	61,800	(102,200)	61,800	0
	PL4400	ADULT LITERARY PROGRAM	13,800	13,800	0	0	13,800
TOTAL LIBRARY	**		735,602	599,002	(136,600)	585,202	13,800

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
MARSHAL	PL0090	DOWNTOWN PARKING	1,500	1,500	0	0	1,500
	PL4373	SAN MARCOS MUNI CT	23,750	22,500	(1,250)	22,500	0
TOTAL MARSHAL	*		25,250	24,000	(1,250)	22,500	1,500
MUNI CT NO. COUNTY	PL4373	SAN MARCOS MUNI CT	350,000	350,000	0	350,000	0
	PLMCSA	MUNI SATELLITE OFFICE	0	62,170	62,170	62,170	0
TOTAL MUNI CT NO. COUNTY	*		350,000	412,170	62,170	412,170	0
MUNI CT SAN DIEGO	PL4376	HOTEL SAN DIEGO	0	127,794	127,794	60,294	67,500
	CH-LT1	3 HEARING RMS DTOWN	310,000	0	(310,000)	0	0
	PLSDCD	DOWNTOWN CIVIL DIV.	367,490	186,166	(181,324)	0	186,166
	* PLMCNS	HOTEL SAN DIEGO NEW SP	0	24,480	24,480	24,480	0
TOTAL MUNI CT SAN DIEGO			677,490	338,440	(339,050)	84,774	253,666
PARKS & RECREATION	PL0015	OAK OASIS PARK	1,000	1,000	0	0	1,000
	PL1900	AGUA CALIENTE SPRGS	1,000	1,100	100	0	1,100
	PL2064	OTAY COMM CENTER - MOA	0	0	0	0	0
	PL4000	LAKE JENNINGS PARK - MOA	0	0	0	0	0
	PL4053	SOUTH BAY MARINE STY	1	1	0	0	1
	PL4263	HERITAGE PARK - MOA	0	0	0	0	0
	PL4330	SAN ELIZO NATURAL CT	0	0	0	0	0
	PLXX1	BLM PARCELS - MOA	0	0	0	0	0
TOTAL PARKS & RECREATION			2,001	2,101	100	0	2,101
PLANNING & LAND USE	PL4293	SAN MARCOS OFFICE	75,000	77,500	2,500	0	77,500
	PL4387	PLAN/LAND USE KEARNY MESA	96,000	104,500	8,500	0	104,500
TOTAL PLANNING & LAND USE			171,000	182,000	11,000	0	182,000
PROBATION	PL1906	WESTFORK	1,300	1,300	0	0	1,300
	PL4110	BARRETT LAKE CAMP	2,500	2,400	(100)	0	2,400
	PL4178	ADULT SUPR. OHIO ST.	313,000	309,500	(3,500)	0	309,500
	PL4267	ADULT SVCS	194,200	192,000	(2,200)	0	192,000
	PL4405	SO. BAY COURT EXPAN.	209,000	294,500	85,500	0	294,500
	PL4416	JUVENILE - EL CAJON	0	100,000	100,000	0	100,000
	PL4422	ADULT PROBATION-EL CAJON	350,000	328,000	(22,000)	0	328,000
PLP1SR	WORK PROJECTS	57,690	0	(57,690)	0	0	
TOTAL PROBATION			1,127,690	1,227,700	100,010	0	1,227,700
PUBLIC DEFENDER	PL4367	EAST COUNTY OFFICE	81,000	81,000	0	0	81,000
	PL4368	DOWNTOWN OFFICE	489,265	513,500	24,235	0	513,500
	PL4369	NO. COUNTY OFFICE	164,158	171,500	7,342	0	171,500
	PL4375	KEARNY MESA OFFICE	93,500	314,757	221,257	0	314,757
	PL4403	SOUTH BAY OFFICE TEL.	150,378	282,500	132,122	0	282,500
	PLPKPD	PARKING DOWNTOWN	27,300	33,000	5,700	0	33,000
TOTAL PUBLIC DEFENDER			1,005,601	1,396,257	390,656	0	1,396,257

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
PUBLIC WORKS ROAD FUND	PL3506	MONTE VISTA	1,200	1,200	0	1,200	0
	PL4340	RUFFIN RD OFFICE	369,000	368,500	(500)	368,500	0
	PL4381	KEARNY MESA TRANS OPS	51,000	51,000	0	51,000	0
	PL4385	SAN PASQUAL FIRE DEPT	0	1	1	1	0
TOTAL PUB. WORKS RD FND	**		421,200	420,701	(499)	420,701	0
PUBLIC WORKS ENTERPRISE FUND	PL1342	REFUSE DISPOSAL SITE	600	600	0	600	0
	PL2003	BIN SITE-VALLECITO - MOA	0	0	0	0	0
	PL2056	SYCAMORE LANDFILL	5,450	5,450	0	5,450	0
	PL5002	BIN SITE - RANCHITA	2,400	2,400	0	2,400	0
	PL5009	BIN SITE PALOMAR - MOA	0	0	0	0	0
	PL5018	OTAY DISPOSAL SITE	7,000	8,300	1,300	8,300	0
	PL5019	BIN SITE JULIAN - MOA	0	0	0	0	0
	PL5100	BIN SITE - SUNSHINE	2,100	1,500	(600)	1,500	0
	PLXX5	GILLESPIE AMBROSIA	12,000	13,000	1,000	13,000	0
	PLXX6	SYCAMORE RECYCLING	3,100	3,100	0	3,100	0
	PLSWKM	SOLID WASTE KEARNY MESA	0	748,550	748,550	748,550	0
TOTAL PUB WORKS ENT FND	**		32,650	782,900	750,250	782,900	0
REVENUE & RECOVERY	PL4404	SO BAY COURT EXPAN.	100,000	119,000	19,000	0	119,000
	PL4416	EL CAJON	37,140	105,000	67,860	0	105,000
TOTAL REV. & REC.			137,140	224,000	86,860	0	224,000
SHERIFF	PL0090	FRONT & B PARKING	19,000	19,000	0	0	19,000
	PL2009	EMERG. SHELTER GILLE	9,900	10,500	600	0	10,500
	PL2028	NAVAL AIR RANGE REPL	1	1	0	0	1
	PL2031	AVIATION FACILITY	26,300	26,300	0	0	26,300
	PL2058	DULZURA LOT RENTAL	250	250	0	0	250
	PL4090	FALLBROOK SUBSTATION	17,000	17,500	500	0	17,500
	PL4101	JULIAN SUBSTATION	10,500	11,000	500	0	11,000
	PL4128	BORREGO SPRINGS SUB	2,700	3,000	300	0	3,000
	PL4132	FORENSIC LAB	227,700	213,500	(14,200)	0	213,500
	PL4216	SHERIFF'S RESERVES	33,300	29,500	(3,800)	0	29,500
*	PL4220	PINE VALLEY SUBSTATION	8,200	9,000	800	450	8,550
	PL4230	POWAY SUBSTATION	58,400	61,500	3,100	0	61,500
	PL4290	VALLEY CENTER STATION	5,100	0	(5,100)	0	0
	PL4300	IMPERIAL BEACH SUBSTA	16,700	17,500	800	0	17,500
	PL4307	ALPINE SUBSTATION	32,500	33,500	1,000	0	33,500
	PL4308	LEMON GROVE SUBSTA	90,500	92,500	2,000	0	92,500
*	PL4318	INTERNAL AFFAIRS	58,000	66,500	8,500	36,000	30,500
	PL4327	RANCHITA LOT RENTAL	1,000	1,000	0	0	1,000
*	PL4331	CARLSBAD STATION	77,000	81,500	4,500	54,323	27,177
	PL4349	REGIONAL INVEST FAC	205,200	214,500	9,300	0	214,500
**	PL4366	JAIL STORES	63,800	67,500	3,700	67,500	0
	PLSHT	TECATE OFFICE	207,000	0	(207,000)	0	0
	PLVCG	VALLEY CTR GROUND LEASE	5,000	6,500	1,500	0	6,500

SHERIFF(Cont'd)

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
	PLXXX2	DIS SAN MIGUEL RADIO SPAC	8,400	0	(8,400)	0	0
	PL4395	PARKING KURTZ STREET	6,000	6,500	500	0	6,500
TOTAL SHERIFF			1,189,451	988,551	(200,900)	158,273	830,278
SUPERIOR COURT:	PLSC9R	9 COURTROOMS DOWNTN	663,750	0	(663,750)	0	0
	PL4355	GRAND JURY	102,600	102,600	0	0	102,600
	PL4372	MTL HEALTH COUNS-SD	99,000	102,000	3,000	102,000	0
	PL4374	FURNITURE STORAGE	13,000	13,500	500	13,500	0
	PL4376	HOTEL SAN DIEGO (MUNI CT)	51,000	397,456	346,456	360,956	36,500
	PL4390	EL CAJON	58,000	75,500	17,500	0	75,500
TOTAL SUPERIOR COURT	*		987,350	691,056	(296,294)	476,456	214,600
COUNTYWIDE TOTAL			13,263,558	13,419,765	156,207	4,264,324	9,155,441

* REVENUE

** COST APPLIED

LEASES OUTSIDE OF RENTS & LEASES BUDGET
FY91-92 SUMMARY

DEPARTMENT	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/ DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
AREA AGENCY ON AGING	158,000	48,500	(109,500)	38,800	9,700
PUBLIC WORKS SANITATION DIST	2,200	51,200	49,000	51,200	0
SOCIAL SERVICES	7,974,239	7,213,399	(563,466)	5,770,740	1,442,659
TOTAL LEASES OUTSIDE RENTS & LEASES BUDGET	8,134,439	7,313,099	(623,966)	5,860,740	1,452,359
TOTAL - ALL COUNTY LEASES	21,397,997	20,732,864	(467,759)	10,125,064	10,607,800

FINAL FY91-92 RENTS & LEASES
LEASES OUTSIDE OF RENTS & LEASES BUDGET

DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY90-91 ADOPTED COST	FY91-92 ADOPTED COST	INCREASE/DECREASE	FY91-92 ADOPTED REVENUE	FY91-92 ADOPTED NET COST
AREA AGENCY ON AGING	PL4287	MULTIPURPOSE SR SERVICES	102,400	0	(102,400)	0	0
	PL4287	TRAILER	4,500	0	(4,500)	0	0
	PL4301	EL CAJON BLVD-NURSING	39,100	0	(39,100)	0	0
	NEW	LONG TERM CARE-FRONT ST.	12,000	0	(12,000)	0	0
	PL4408	TOPAZ	0	48,500	48,500	38,800	9,700
TOTAL AAA			158,000	48,500	(109,500)	38,800	9,700
PUBLIC WORKS SANITATION DIST	PL9120	PUMP STATION-CARDIFF	1,200	1,200	0	1,200	0
	PL9390	PINE VALLEY SANI DIST.	1,000	50,000	49,000	50,000	0
TOTAL PUBLIC WORKS SANITATION DIST			2,200	51,200	49,000	51,200	0
SOCIAL SERVICES	NEW1	5454 RUFFIN EXPANSION	0	216,000	216,000	172,800	43,200
	NEW2	CPS OCEANSIDE	48,000	616,197	568,197	492,958	123,239
	PL4382	HILLCREST RECVNG ADJ	12,000	20,250	8,250	16,200	4,050
	PL4398	DISTOFFC NORTHEAST	101,508	96,863	(4,645)	77,490	19,373
	PL4379	FOOD STAMP MILLS BLD	8,400	11,212	2,812	8,969	2,243
	PL4386	TAYARI ADOPTIONS UNIT	41,664	44,323	2,659	35,458	8,865
	PL4272	JOB CLUB - OCEANVIEW	39,911	41,030	1,119	32,824	8,206
	PL4070	MISSION VALLEY OFFC	1,201,200	933,436	(267,764)	746,748	186,688
	PL4171	LOGAN HGHT DIST OFF	524,856	485,043	(39,813)	388,034	97,009
	PL4277	JOB CLUB CHULA VISTA	13,617	14,611	994	11,688	2,923
	PL4299	DISTRICT OFFICE-OCEANSIDE	418,059	438,147	20,088	350,517	87,630
	PL4340	CPS 5454 RUFFIN	715,017	715,459	442	572,400	143,059
	PL4343	DIST OFFICE SO BAY	471,468	464,640	(6,828)	371,712	92,928
	PL4352	GAIN & ADULT SVCS	441,978	467,040	25,062	373,632	93,408
	PL4354	CPS ESCONDIDO	236,603	248,052	11,449	198,442	49,610
	PL4357	GAIN - ESCONDIDO	59,577	65,559	5,982	52,447	13,112
	PL4358	GAIN - DOWNTOWN 10TH AVE	160,420	168,484	8,064	134,787	33,697
	PL4359	GAIN - NORTHEAST	198,912	208,500	9,588	166,800	41,700
	PL4360	GAIN - EL CAJON ADULT	281,112	304,148	23,036	243,318	60,830
	PL4361	GAIN - OCEANSIDE	63,220	65,698	2,478	52,551	13,147
	PL4362	GAIN - BEECH - UPTOWN	193,118	201,147	8,029	160,917	40,230
	PL4383	DIST OFF LEMON GROVE	986,100	964,800	(21,300)	771,840	192,960
	PL4415	CPS CAMINO DEL RIO	0	422,760	422,760	338,208	84,552
	PLXXX7	CPS SOUTH BAY	525,000	0	(525,000)	0	0
		CPS SOUTHEAST	525,000	0	(525,000)	0	0
		CAT MEDI-CAL NO CNTY	15,750	0	(15,750)	0	0
		CAT MEDI-CAL SO CNTY	21,875	0	(21,875)	0	0
		CAT MEDI-CAL CENTRAL	472,500	0	(472,500)	0	0
		JOB CLUB EL CAJON	17,374	0	(17,374)	0	0
		REOP PROGRAM S.D.	180,000	0	(180,000)	0	0
TOTAL SOCIAL SERVICES			7,974,239	7,213,399	(563,466)	5,770,740	1,442,659
TOTAL - LEASES OUTSIDE RENTS & LEASES BUDGET			8,134,439	7,313,099	(623,966)	5,860,740	1,452,359

REVENUE AND RECOVERY

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Collections of Accounts Receivable	\$6,366,303	\$7,145,642	\$7,688,241	\$7,678,757	\$9,391,848	\$1,713,091	22.3
TOTAL DIRECT COST	\$6,366,303	\$7,145,642	\$7,688,241	\$7,678,757	\$9,391,848	\$1,713,091	22.3
PROGRAM REVENUE	(171,893)	(148,147)	(163,891)	(123,394)	(280,035)	(156,641)	126.9
NET GENERAL FUND COST	\$6,194,410	\$6,997,495	\$7,524,350	\$7,555,363	\$9,111,813	\$1,556,450	20.6
STAFF YEARS	225.00	237.00	239.24	237.00	245.00	8.00	3.4

DEPARTMENT OF REVENUE AND RECOVERY

DIRECTOR'S OFFICE	
Director, Revenue & Recovery	1.00
Assistant Director, Rev. & Rec.	1.00
Administrative Secretary III	1.00
3 Positions - 3 Staff Years	3.00

FINANCE	
Provides mental and physical health care billing, payment processing and control, fund disbursement, financial reporting and other fiscal related activities.	
Division Chief, Revenue & Recovery	1.00
Section Chief, Revenue & Recovery	3.00
Senior Accountant	1.00
Revenue & Recovery Officer III	1.00
Senior Account Clerk	6.00
Senior Cashier	1.00
Intermediate Account Clerk	24.00
Cashier	6.00 (7)
Intermediate Clerk Typist	4.00
	<u>47.00</u>
48 Positions - 47 Staff Years	

ADMINISTRATIVE SERVICES	
Provides a variety of support activities including personnel, payroll, budgeting, storeroom, mailroom, and word processing.	
Administrative Services Manager II	1.00
Departmental Personnel Officer II	1.00
Senior Systems Analyst	1.00
Departmental EDP Coordinator	1.00
Administrative Assistant I	1.00
Personnel Aid	1.00
Senior Payroll Clerk	1.00
Storekeeper I	1.00
Intermediate Account Clerk	1.00
Intermediate Clerk Typist	1.00
Word Processing Operator	1.00
Mail Clerk Driver	2.00
	<u>13.00</u>
13 Positions - 13 Staff Years	

CHILD SUPPORT	
Provides child and spousal support collection and enforcement activities, account maintenance, absent parent location, and operates tax intercept program.	
Division Chief, Revenue & Recovery	1.00
Section Chief, Revenue & Recovery	1.00
Revenue & Recovery Officer III	5.00
Revenue & Recovery Officer II	16.00
Revenue & Recovery Officer I	4.00
Revenue & Recovery Officer Trainee	7.00
Senior Field Investigator	1.00
Field Investigator	4.00
Supervising Clerk	1.00
Legal Procedures Clerk III	1.00
Legal Procedures Clerk II	1.00
Legal Procedures Clerk I	1.00
Legal Secretary	1.00
Senior Clerk	1.00
Intermediate Account Clerk	3.00
Departmental Clerk	2.00
Intermediate Clerk Typist	20.50 (22)
	<u>70.50</u>
72 Positions - 70.50 Staff Years	

REVENUE AND BRANCH OPERATIONS	
Provides collection and enforcement activities, for welfare, hospital, mental health, and various other general fund accounts. Operates branch offices in North County, East County and South Bay.	
Division Chief, Revenue & Recovery	1.00
Section Chief, Revenue & Recovery	4.00
Revenue & Recovery Officer III	10.00
Revenue & Recovery Officer II	13.00
Revenue & Recovery Officer I	4.00
Revenue & Recovery Trainee	7.00
Intermediate Account Clerk	1.00
Intermediate Clerk Typist	11.00
	<u>51.00</u>
51 Positions - 51 Staff Years	

COURT SERVICES	
Provides collection and enforcement activities for Juvenile and Adult Probation, fines, restitution, court-appointed attorney fees and other court-related collection activities. Also provides pre-screening for eligibility for court appointed attorneys at all courthouse locations.	
Division Chief, Revenue & Recovery	1.00
Section Chief, Revenue & Recovery	1.00
Revenue & Recovery Officer III	3.00
Revenue & Recovery Officer II	6.00
Revenue & Recovery Officer I	4.00
Revenue & Recovery Officer Trainee	3.00
Intermediate Clerk Typist	7.00 (8)
Extra Help	4.50 (45)
	<u>29.50</u>
71 Positions - 29.50 Staff Years	

LEGAL	
Provides legal assistance in support of departmental collection activities through initiation of small claims actions, suits through County counsel, garnishments, seizures, and grants of lien.	
Division Chief, Revenue & Recovery	1.00
Section Chief, Revenue & Recovery	1.00
Revenue & Recovery Officer III	4.00
Revenue & Recovery Officer II	9.00
Revenue & Recovery Officer I	3.00
Legal Procedures Clerk III	2.00
Legal Procedures Clerk II	2.00
Senior Account Clerk	1.00
Intermediate Account Clerk	2.00
Intermediate Clerk Typist	6.00
	<u>31.00</u>
31 Positions - 31 Staff Years	

PROGRAM: Collections of Accounts Receivable

DEPARTMENT: REVENUE AND RECOVERY

PROGRAM #: 81701

ORGANIZATION #: 2600

MANAGER: Alex A. Martinez

REFERENCE: 1991-92 Proposed Budget - Pg. 61

AUTHORITY: This program operates under Administrative Code Section 210 to provide professional collections and revenue recovery services which will serve all levels of County Government to maximize the recovery of monies due and owing, and carries out Public Law 93-647; Civil Code 4700 et seq.; Welfare & Institutions Code 900 et seq., 11350, 17109, and 17403; Penal Code 166, 270, 987 et seq., and 1268 et seq.; and Board of Supervisors 12/1/81(47).

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$6,174,203	\$6,828,621	\$7,360,796	\$7,496,592	\$8,289,651	10.6
Services & Supplies	143,753	231,407	269,334	162,897	746,897	358.5
Other Charges	38,536	38,536	19,268	19,268	0	(100.0)
Fixed Assets	9,811	47,078	38,843	0	355,300	100.0
TOTAL DIRECT COST	\$6,366,303	\$7,145,642	\$7,688,241	\$7,678,757	\$9,391,848	22.3
PROGRAM REVENUE	(171,893)	(148,147)	(163,891)	(123,394)	(280,035)	126.9
NET GENERAL FUND CONTRIBUTION	\$6,194,410	\$6,997,495	\$7,524,350	\$7,555,363	\$9,111,813	20.6
STAFF YEARS	225.00	237.00	239.24	237.00	245.00	3.4

PROGRAM DESCRIPTION

The Department of Revenue and Recovery operates a centralized collections program for the County of San Diego. This centralized effort maximizes the opportunity for collections where debtors owe the County for more than one debt by reducing duplication of effort and providing structured repayment plans. Monies are collected from responsible parties for health care, welfare recovery, fines, restitutions, and child support under Title IV-D of the Social Security Act, and a variety of other collection activities. Efforts are directed primarily toward the recovery of monies from the legally responsible parties who have benefited from County services and from Federal Medicare, State Medi-Cal, or other third parties. The collection services also include the computation of charges, billing for services, evaluation of financial ability to pay, recommending civil litigation, instituting various intercepts, recommending compromise and discharges of accountability, and receipt of, accounting for, and disbursement of payments. In cases of child support non-compliance, referrals are made to the District Attorney, and Municipal and Superior Courts. These activities are accomplished by professional recovery officers supported by clerical staff at six locations throughout the County.

Additionally, the department is responsible for screening defendants who request court-appointed attorneys to determine whether they can afford to pay for their own legal defense instead of using County-paid services. Indigency screenings are done in felony and misdemeanor arraignment courts in the County by Revenue and Recovery officers and graduate student workers.

1990-91 BUDGET TO ACTUAL COMPARISON

Total Direct Costs for FY 1990-91 were \$9,484 over the budgeted amount; however, the total includes \$49,426 in expenditures encumbered in prior fiscal years. Actual revenues were \$40,497 over budget figures due to collection of administrative fees and service charges for child support and probation accounts at a higher than anticipated rate. The department exceeded its collection goal for FY 1990-91 by more than \$2.9 million.

1991-92 OBJECTIVES

1. To collect a total of \$100 million at a cost of no more than 10.5 cents per dollar collected.
2. To provide 25,000 financial reviews of individuals that request court-appointed attorneys.

1991-92 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Collections of Accounts Receivable (239.00 SY; E = \$9,247,121; R = \$280,035) including support personnel is:
 - o State and Federal law mandates the Child Support Program and the Welfare Fraud Collections and Recovery Program to be funded at "adequate" levels. State law mandates the Community Mental Health Collections Program as a condition of Short-Doyle funding. Fines, restitution and probation accounts are collected pursuant to court orders. Collection of General Fund revenues is discretionary.
 - o Staffing in this subprogram was increased by 8.50 staff years in FY 1991-92. 7.00 staff years were added to augment child support collections. 1.00 staff year was added in support of the development of a new software program for collections which will replace the antiquated collections system which is currently in use. 0.50 staff years were shifted from the Indigency Screening subprogram to special collections projects.
2. Indigency Screening (6.00 SY; E = \$144,727; R = \$0) including support personnel is:
 - o Discretionary/Discretionary Service Level.
 - o Responsible for screening defendants who request court-appointed attorneys to determine their ability to pay for legal services.
 - o Provided at the three Regional Centers as well as the Downtown San Diego Courthouse.
 - o Staffing was reduced by 0.50 staff years due to a decrease in in-custody financial interviews.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
CHARGES FOR CURRENT SERVICES:				
Solid Waste Collection Fees	\$46,394	\$46,394	\$95,035	\$48,641
Child Support Collection and Return Check Fees	49,746	37,000	40,000	3,000
Adult Probation Restitution Administrative Fee	67,736	40,000	45,000	5,000
Sub-Total	\$163,876	\$123,394	\$180,035	\$56,641
OTHER REVENUE:				
Court Fees and Costs - Court Appointed Attorneys	0	0	100,000	100,000
Other Miscellaneous	15	0	0	0
Sub-Total	15	0	100,000	100,000
Total	163,891	123,394	280,035	156,641

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	7,524,350	7,555,363	9,111,813	1,556,450
Total	\$7,524,350	\$7,555,363	\$9,111,813	\$1,556,450

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1990-91 actuals for child support collections and return check fees exceeded budget due to additional tax intercept service charges and NSF check fees received. Adult probation restitution administrative fees were higher than anticipated in 1990-91 due to a change in the administrative fee collection schedule.

For FY 1991-92, revenues for solid waste collection fees will increase as a result of an increase in the A-87 cost plan.

FIXED ASSETS

Item	Quantity	Unit	Cost
Modular Furniture	Lot	Unit	\$20,300
Computer Equipment	Lot	Unit	335,000
Total			\$355,300

Vehicles/Communication Equipment:

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget
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ACTIVITY A:
Collections of Accounts Receivable

% OF RESOURCES: 98.5%

WORKLOAD

County Receivable	\$143,178,000	\$166,344,000	\$183,623,000	\$175,000,000	\$195,000,000
IV-D Receivable	\$80,435,000	\$91,935,000	\$103,653,000	\$96,000,000	\$110,000,000
Ending Accounts (Number)	217,679	236,458	262,978	250,000	270,000

EFFICIENCY

Unit Cost (Total Costs/Collections)	\$0.106	\$0.104	\$0.100	\$0.105	\$0.105
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EFFECTIVENESS

Collections	\$78,971,000	\$87,918,300	\$95,902,433	\$93,000,000	\$100,000,000
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ACTIVITY B:
Indigency Screening

% OF RESOURCES: 1.5%

WORKLOAD

Indigency Financial Interviews	35,374	37,958	34,941	39,800	25,000
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EFFICIENCY

Interviews/Staff Year	4,422	5,422	5,134	6,123	4,167
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EFFECTIVENESS

Requests Screened Out	4,374	3,293	3,344	3,300	2,300
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STAFFING SCHEDULE

Class	Title	1990-91	1990-91	1991-92	1991-92	1990-91	1991-92
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2144	Director, Rev. and Recovery	1	1.00	1	1.00	\$81,864	\$82,495
2226	Assistant Director, Rev. & Rec.	1	1.00	1	1.00	68,647	80,720
2369	Administrative Services Mgr II	1	1.00	1	1.00	51,937	54,957
0900	Division Chief, Rev. & Recovery	5	5.00	5	5.00	234,681	250,756
2304	Administrative Assistant I	1	1.00	1	1.00	32,184	34,836
2320	Personnel Aide	1	1.00	1	1.00	26,208	27,733
2328	Departmental Personnel Off. II	1	1.00	1	1.00	43,807	43,192
2430	Cashier	7	6.00	7	6.00	127,359	131,674
2469	Departmental EDP Coordinator	1	1.00	1	1.00	38,968	43,300
2475	Section Chief, Rev. & Recov.	10	10.00	10	10.00	375,017	403,204
2477	Revenue and Recovery Off. III	23	23.00	23	23.00	655,207	697,613
2478	Revenue and Recovery Off. I	15	15.00	15	15.00	338,641	357,400
2479	Revenue and Recovery Off. II	41	41.00	44	44.00	1,055,564	1,180,975
2483	Rev. & Recov. Officer Trainee	17	17.00	17	17.00	339,908	352,996
2493	Intermediate Account Clerk	27	27.00	31	31.00	523,383	611,991
2505	Senior Accountant	1	1.00	1	1.00	42,764	42,551
2510	Senior Account Clerk	7	7.00	7	7.00	160,088	167,924
2511	Senior Payroll Clerk	1	1.00	1	1.00	23,130	25,157
2513	Senior Cashier	1	1.00	1	1.00	23,674	21,375
2525	Senior Systems Analyst	0	0.00	1	1.00	0	47,488
2660	Storekeeper I	1	1.00	1	1.00	21,339	22,580
2700	Intermediate Clerk Typist	52	49.50	52	49.50	933,628	955,651
2709	Departmental Clerk	2	2.00	2	2.00	29,523	29,124
2730	Senior Clerk	1	1.00	1	1.00	21,658	21,434
2745	Supervising Clerk	1	1.00	1	1.00	24,997	27,740
2758	Administrative Secretary III	1	1.00	1	1.00	29,201	30,900
2762	Legal Secretary I	1	1.00	1	1.00	25,467	26,582
2903	Legal Procedures Clerk I	1	1.00	1	1.00	20,797	21,416
2906	Legal Procedures Clerk III	3	3.00	3	3.00	78,182	78,986
2907	Legal Procedures Clerk II	3	3.00	3	3.00	67,084	71,228
3009	Word Processing Operator	1	1.00	1	1.00	22,873	23,834
3039	Mail Clerk Driver	2	2.00	2	2.00	38,078	39,969
5717	Senior Field Investigator	1	1.00	1	1.00	38,670	40,916
5719	Field Investigator	4	4.00	4	4.00	135,564	146,926
9999	Extra Help	45	4.50	45	4.50	75,000	75,000
Total		281	237.00	289	245.00	\$5,805,092	\$6,270,623
Salary Adjustments:						33,863	20,372
Premium/Overtime Pay:						9,900	4,770
Employee Benefits:						1,799,991	2,158,070
Salary Savings:						(152,254)	(164,184)
Total Adjustments						\$1,691,500	\$2,019,028
Program Totals		281	237.00	289	245.00	\$7,496,592	\$8,289,651

MISCELLANEOUS



CAPITAL

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget	% Change
Capital Outlay Fund	\$32,614,030	\$44,427,439	\$28,937,204	\$20,960,595	\$21,668,955	\$708,360	3.4
County Health Complex	7,772,494	3,262,191	3,107,513	2,534,800	4,723,885	2,189,085	86.4
Criminal Justice Facilities	15,350,809	40,663,849	63,927,530	8,353,306	10,317,217	1,963,911	23.5
TOTAL DIRECT COST	\$55,737,333	\$88,353,479	\$95,972,247	\$31,848,701	\$36,710,057	\$4,861,356	15.3
PROGRAM REVENUE	(39,276,171)	(69,213,502)	(75,759,565)	(10,933,597)	(13,575,891)	(2,642,294)	24.2
NET GENERAL FUND COST	\$16,461,162	\$19,139,977	\$20,212,682	\$20,915,104	\$23,134,166	\$2,219,062	10.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

Note: The Capital Improvements Budget consists of the four programs shown above. The Capital Outlay Fund is a special fund which includes lease-purchases, land acquisition, and capital projects. The County Health Complex Program is a special fund which pays debt services on the Rosecrans Health Complex. The Criminal Justice Facilities Program is a special fund which includes all capital projects for Jails & Courts, and other criminal justice facilities. The Contributions to Capital Program shows the amount which the General Fund must provide to these special funds to supplement program revenue budgeted for capital projects.

The Net General Fund Cost is the amount budgeted in Contributions to Capital, org. 5350.

PROGRAM: Capital Outlay Fund

DEPARTMENT: CAPITAL

PROGRAM #: 86200
MANAGER: Manuel Lopez

ORGANIZATION #: 5490
REFERENCE: 1991-92 Proposed Budget - Pg. 62-5

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, B-46, F-20, F-22, F-27, F-37 and F-39.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Lease/Purchase	\$13,163,912	\$14,517,899	\$14,671,400	\$16,568,644	\$15,242,769	(8.0)
Land Acquisition	2,865,583	6,900,993	5,604,576	805,000	175,000	(78.3)
Capital Projects	16,666,536	23,030,346	8,317,735	3,620,251	6,267,186	73.1
Less Reimbursements	(82,001)	(33,276)	(33,276)	(33,300)	(16,000)	(52.0)
Operating Transfers	0	11,477	376,769	0	0	0.0
TOTAL DIRECT COST	\$32,614,030	\$44,427,439	\$28,937,204	\$20,960,595	\$21,668,955	3.4
PROGRAM REVENUE	(32,614,030)	(44,304,965)	(28,617,748)	(20,960,595)	(21,668,955)	3.4
Fund Balance	0	(122,474)	(319,456)	0	0	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program, Capital Outlay Fund (Org. #5490), identifies lease/purchases, land acquisition and capital improvements. Lease/purchases are the result of the County meeting its space needs through the purchase of an existing building or construction of a new one with the costs spread over a long term (usually 20 years).

Land acquisitions are most often park land purchases.

Capital projects are any substantial improvement to an existing facility that results in added value to that facility.

1990-91 BUDGET TO ACTUAL COMPARISON

The actual lease/purchase debt service was less than budgeted due to using earned interest to pay a portion of the debt. Land acquisition costs exceed budget due to park land and transit center purchases budgeted in prior years. Capital projects also exceeded budget due to work on projects originally budgeted prior to FY 90-91. Examples are: Sweetwater Summit Campground (\$3.1 million), South Bay Health Services Improvements (\$0.5 million and Escondido transit Center \$2.8 million.

1991-92 ADOPTED CAPITAL PROJECTS

ORG. 5490

Project #	Project Description	Funding Source	Funding Account	Adopted Cost	Adopted Revenue	Adopted Net Cost
Lease-Purchase:						
866101	Ramona Branch Library (debt due thru FY92)	Gen Fund	9801	\$62,500	\$0	\$62,500
PP8615	Library Headquarters (debt due thru FY92)	Lib Fund	5693	\$16,000	\$16,000	\$0
PP0085	Vista Regional Center (debt due thru FY07)	Gen Fund	9801	\$2,863,250	\$0	\$2,863,250
PP0047	South Bay Regional Cntr (debt due thru FY07)	Gen Fund	9801	\$4,243,500	\$0	\$4,243,500
PP0052	East Co. Regional Cntr (debt due thru FY08)	Gen Fund	9801	\$5,499,183	\$0	\$5,499,183
PP4379	MTS Towers (debt due thru FY20)	Gen Fund	9801	\$2,311,615	\$0	\$2,311,615
	AAA/Vector Control Bldg (debt due thru FY12)	Gen Fund	9801	\$246,721	\$0	\$246,721
Land Acquisition:						
KA2103	Lincoln Acres Park Site Acquisition	CDBG	9683	\$175,000	\$175,000	\$0
Capital Projects - Parks						
KN2101	Lincoln Acres Community Cntr Impr.	CDBG	9683	\$6,800	\$6,800	\$0
KN0005	Aqua Caliente Park Improvements	88 Bond Act	9444	\$300,000	\$300,000	\$0
KN2104	Heritage Park Parking Lot & Impr.	88 Bond Act	9444	\$250,000	\$250,000	\$0
KN2105	Guajome Campground, Phase II	88 Bond Act	9444	\$550,000	\$550,000	\$0
KN2106	El Monte Corporate Picnic upgrades	88 Bond Act	9444	\$200,000	\$200,000	\$0
KN2107	Tijuana River Valley Park Development	88 Bond Act	9444	\$50,000	\$50,000	\$0
KN3037	Jamul School/Local Park	PLDO	9811	\$15,000	\$15,000	\$0
KN3106	Sweetwater Summit Campground	PLDO	9811	\$750,000	\$750,000	\$0
KN0125	San Dieguito Park Improvements	PLDO	9811	\$450,000	\$450,000	\$0
KN2102	Jacumba Restroom & Septic system	PLDO	9811	\$50,000	\$50,000	\$0
Capital Projects - Public Works						
KH2108	New fuel tanks Valley Center	Road Fund	9802	\$200,000	\$200,000	\$0
KH2109	New fuel tanks Julian	Road Fund	9802	\$201,000	\$201,000	\$0
KH2118	Div I - Replc A/C, Remodel	Road Fund	9802	\$44,800	\$44,800	\$0
KH2119	Div III - Expand San Marcos Office	Road Fund	9802	\$16,186	\$16,186	\$0
KH2120	Campo Rd Sta.-New Bldg w/ roll-up door	Road Fund	9802	\$95,000	\$95,000	\$0
KH1097	Hwy 94 Rd Sta. - Erect Storage Shed	Road Fund	9802	\$13,400	\$13,400	\$0
KH2123	Buckman Springs Pit Water Well	Road Fund	9802	\$10,000	\$10,000	\$0
KH2142	Ramona Rd Sta - Build fuel storage	Road Fund	9802	\$21,000	\$21,000	\$0
KH2143	Lakeside Rd Sta - build fuel storage	Road Fund	9802	\$13,000	\$13,000	\$0
KH0069	Santee Transit Center	TDA	9061	\$1,000,000	\$500,000	\$0
		City Santee	9742		\$500,000	\$0
KH2127	Kearny Mesa Bus Transfer Facility	TDA	9061	\$2,000,000	\$1,000,000	\$0
		SB-620	9446		\$1,000,000	\$0
KH2145	Mt.Laguna Rd Sta - build drum storage	Road Fund	9802	\$7,000	\$7,000	\$0
KH2146	Borrego Rd Sta - build drum storage	Road Fund	9802	\$3,000	\$3,000	\$0
KH2147	Julian Rd Sta - build drum storage	Road Fund	9802	\$3,000	\$3,000	\$0
Capital Projects - Support to County Operations						
KK2113	Topaz Bldg Vector Cntrl-3 Heating Units	Vctr JPA	9746	\$18,000	\$18,000	\$0

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Adopted Budget	Change From 1990-91 Budget
State Aid Recreation (88 Bond Act)	\$4,266,596	\$200,000	\$1,350,000	\$1,150,000
Sales & Use Tax (TDA)	\$922,901	\$1,925,000	\$1,500,000	(\$425,000)
Federal Aid (CDBG)	\$187,450	\$144,391	\$181,800	\$37,409
Misc (Private Donations)	\$82,780	\$70,000	\$0	(\$70,000)
Road Fund	\$186,490	\$910,000	\$627,386	(\$282,614)

PROGRAM REVENUE BY SOURCE (cont'd)

Source of Revenue	1990-91	1990-91	1991-92	Change From
	Actual	Budget	Adopted Budget	1990-91 Budget
Parkland Dedication (PLDO)	\$1,057,070	\$328,000	\$1,265,000	\$937,000
Aid From Other Gov't Agen (Vctr JPA)	\$2,877,998	\$216,860	\$18,000	(\$198,860)
State Aid Construction	\$1,405,000	\$0	\$1,000,000	\$1,000,000
AB-189 Criminal Justice Fac.	\$251,042	\$0	\$0	\$0
SB-668 Court Facilities	\$145,849	\$0	\$0	\$0
Other Misc Revenues	\$93,609	\$0	\$0	\$0
Fed Aid Highways Const	\$53,073	\$0	\$0	\$0
Aid from other Cities	\$31,892	\$0	\$500,000	\$500,000
Aid from JPA	\$118,311	\$0	\$0	\$0
Tsfr from COF	\$50,979	\$0	\$0	\$0
Bond Sales - SANCAL Proceeds	\$551,900	\$0	\$0	\$0
Sale of Fixed Assets	\$524,306	\$0	\$0	\$0
General Fund Contribution	\$15,810,502	\$17,166,344	\$15,226,769	(\$1,939,575)
TOTAL REVENUES	\$28,617,748	\$20,960,595	\$21,668,955	\$708,360

GENERAL FUND CONTRIBUTION DETAIL:

	1990-91	1991-92	Change From
	Budget	Adopted Budget	1990-91 Budget
Cogeneration Leases	\$1,184,320	\$0	(\$1,184,320)
Ramona Branch Library	\$60,500	\$62,500	\$2,000
Vista Regional Center	\$2,859,250	\$2,863,250	\$4,000
South Bay Regional Center	\$4,243,500	\$4,243,500	\$0
East Co. Regional Center	\$5,475,733	\$5,499,183	\$23,450
MTS Towers	\$2,712,041	\$2,311,615	(\$400,426)
AAA/Vector Control Bldg	\$0	\$246,721	\$246,721
TOTAL GENERAL FUND CONTRIBUTION	\$16,535,344	\$15,226,769	(\$1,308,575)

EXPLANATION / COMMENT ON PROGRAM REVENUES:

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY90-91 actuals DO NOT relate to the budgeted revenues for FY90-91. Revenues are associated with specific projects. Once a project is approved in the budget it remains in existence until it is completed and closed or cancelled. Example: In 1987-88 a project is budgeted at \$1,000,000 in both expenditures and revenues. During FY87-88 only the EIR is completed at a cost of \$50,000. The actuals would then show only \$50,000 in expenditures and \$50,000 in revenues. During the next year, FY88-89, just the design work is completed at a cost of \$100,000. Construction starts in FY89-90 costing \$350,000 and is completed in FY90-91 with \$500,000 in costs. For the last three years no new monies were budgeted for the project although the actual expenditures and revenues would show \$100,000, \$350,000 and \$500,000 respectively. A capital project appropriation approved by the Board of Supervisors remains in a special fund (Capital Outlay Fund), until it is spent, or until the project is completed, closed or cancelled. Remaining funds from closed or cancelled projects usually revert to fund balance for the fund from which it was originally appropriated. Road Fund monies return to the Road Fund, General Fund to the General Fund, etc.. Occasionally, with approval of the Board of Supervisors, funds are transferred to other capital projects.

The General Fund contribution for ALL capital projects and debt service is budgeted first in the budget unit 'Contributions to the Capital Outlay Fund' (Org. 5350). General Fund contributions are then treated as a revenue in the individual capital programs. The exception, an operating transfer of \$93,450 from Area Agency on Aging, which is reported in this budget as a General Fund contribution.

PROGRAM: County Health Complex

DEPARTMENT: CAPITAL

PROGRAM #: 86500
MANAGER: Manuel Lopez

ORGANIZATION #: 5491
REFERENCE: 1991-92 Proposed Budget - Pg. 62-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20, F-22, F-27, F-37 and F-38.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Lease/Purchase - Structures	\$2,235,671	\$2,115,423	\$2,223,273	\$2,534,800	\$4,165,885	64.3
Fixed Assets - Structures	5,536,823	1,146,768	794,882	0	0	0.0
Operating Transfers	0	0	89,358	0	558,000	100.0
TOTAL DIRECT COST	\$7,772,494	\$3,262,191	\$3,107,513	\$2,534,800	\$4,723,885	86.4
PROGRAM REVENUE	(7,772,494)	(2,117,142)	(2,728,519)	(2,534,800)	(4,165,885)	64.3
FUND BALANCE	(0)	(0)	(378,994)	(0)	(558,000)	100.0
NET GENERAL FUND CONTRIBUTION	\$0	\$1,145,049	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program was established to track and account for the proceeds from the sale of University Hospital and the expenditures associated with the Rosecrans Health complex. The proceeds were placed in a Special Fund with interest accruing to the Fund. The debt service on a bond issue to raise additional funds is paid out of general fund monies with all other expenditures paid out of the Special Fund Balance.

1990-91 BUDGET TO ACTUAL COMPARISON

The actual lease-purchase debt services was less than budgeted due to the use of earned interest to pay a portion of the annual debt. Please see explanation under Capital Outlay Fund budget on Program Revenues.

1991-92 ADOPTED CAPITAL PROJECTS

Lease-Purchase:

	Adopted Cost	Adopted Revenue	Adopted Net Cost
Health Services Complex (debt due thru 12/10)	\$2,534,800	\$ - 0 -	\$2,534,800
Clairemont Hospital (debt due thru FY10)	\$1,631,085	\$ - 0 -	\$1,631,085

PROGRAM REVENUE BY SOURCE

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
Transfer from General Fund	\$2,241,237	\$2,534,800	\$4,165,885	\$1,631,085
Interest	486,840	0	0	0
Other	442	0	0	0
Sub-Total	\$2,728,519	\$2,534,800	\$4,165,885	\$1,631,085
Total	\$2,728,519	\$2,534,800	\$4,165,885	\$1,631,085

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1990-91 Actual	1990-91 Budget	1991-92 Budget	Change From 1990-91 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund contribution for all Capital Programs is budgeted in contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program.

PROGRAM: Criminal Justice Facilities

DEPARTMENT: CAPITAL

PROGRAM #: 86400
MANAGER: Manuel Lopez

ORGANIZATION #: 5492
REFERENCE: 1991-92 Proposed Budget - Pg. 62-8

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, B-52, F-20, F-22, F-27 and F-37.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Lease/Purchase	\$6,079,267	\$6,524,476	\$6,362,336	\$7,516,306	\$8,425,667	12.1
Land Acquisition	37,744	512,291	21,701,818	0	0	
Capital Projects	9,233,798	33,627,082	35,863,376	837,000	1,891,550	126.0
Operating Transfers	0	0	0	0	0	
TOTAL DIRECT COST	\$15,350,809	\$40,663,849	\$63,927,530	\$8,353,306	\$10,317,217	23.5
PROGRAM REVENUE	(15,350,809)	(40,573,941)	(64,097,179)	(8,353,306)	(10,317,217)	23.5
Fund Balance	0	(89,908)	(47,613)	0	0	
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$(217,262)	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	

PROGRAM DESCRIPTION

This program was established in order to track all expenditures and revenues for debt service and projects associated with Jails, Courts and related facilities.

1990-91 BUDGET TO ACTUAL COMPARISON

The actual lease-purchase debt service was less than budgeted due to the use of earned interest to pay a portion of the debt and because the budgeted debt service for a new HV/AC system for the Courthouse has been converted to a direct cost Capital Project. Land acquisition costs exceeded budget as a result of litigation on the purchase of the land acquired for the East Mesa Detention Facility. Capital projects also exceeded budget due to work on projects originally budgeted in prior years. Please see the discussion on program revenues under the Capital Program 5490.

FY91-92 ADOPTED CRIMINAL JUSTICE CAPITAL PROJECTS

ORG. 5492

Project #	Project Description	Funding Source	Funding Account	Adopted Cost	Adopted Revenue	Adopted Net Cost
Lease-Purchase						
	Muni Ct Civil Bldg (SANCAL) (debt thru FY12)	SB-668	9176	\$436,000	\$436,000	\$0
	AC/HV Courthouse	SB-668	9176	\$0	\$0	\$0
	Burnham Bldg SANCAL 87A (debt thru FY08)	SB-668	9176	\$764,715	\$764,715	\$0
	East Mesa Land Cost(SANCAL) (debt thru FY12)	Gen Fund	9801	\$1,268,853	\$0	\$1,268,853
PP4356	East Mesa SANCAL (CSAC) (debt thru FY10)	Gen Fund	9801	\$1,955,269	\$0	\$1,955,269
PP4356	East Mesa SANCAL 89A (debt thru FY09)	Gen Fund	9801	\$610,840	\$0	\$610,840
PPA072	Las Colinas Expan. (debt thru FY91)	Gen Fund	9801	\$0	\$0	\$0
PP4356	East Mesa SANCAL 87A (debt thru FY08)	AB-189	9176	\$2,259,467	\$2,259,467	\$0
PP0340	Juvenile Hall SANCAL 87A (debt thru FY08)	AB-189	9176	\$778,891	\$785,405	(\$6,514)
PP0340	Juvenile Hall SANCAL 89A (debt thru FY09)	AB-189	9176	\$351,632	\$351,632	\$0
Capital Projects - Detention						
KK2112	Replace 2 Guard shacks Descanso	AB-189	9176	\$50,000	\$50,000	\$0
Capital Projects - Courts						
KK1031	S.D. Crthse, replace Aid Handlers Ph II	SB-668	9176	\$911,650	\$911,650	\$0
KK2128	No. County Muni Court-Refurbish Office	SB-668	9176	\$13,400	\$13,400	\$0
KK2129	S.D. Muni Court-Permanent Counseling Sta.	SB-668	9176	\$51,500	\$51,500	\$0
KK2132	Sup.Court-Remodel Dept 7&8 Clerk Office	SB-668	9176	\$31,000	\$31,000	\$0
KK2133	Sup.Court-Remodel Family Ct. Clerk Office	SB-668	9176	\$129,000	\$129,000	\$0
KK2134	Sup.Court-No. Cty-Install Chainlink Gates	SB-668	9176	\$7,000	\$7,000	\$0
KK2135	Sup.Court-Crthse remodel,1st & 3rd fir	SB-668	9176	\$116,000	\$116,000	\$0
KK2136	Sup.Court-Remodel Juv Prob Traffic Ct	SB-668	9176	\$23,000	\$23,000	\$0
KK2137	Sup.Court-Crthse,relocate Systems office	SB-668	9176	\$29,000	\$29,000	\$0
KK2138	Sup.Court-Crthse,remodel dept 35	SB-668	9176	\$30,000	\$30,000	\$0
KK2139	Sup.Court-Crthse,HVAC repair & upgrade	SB-668	9176	\$500,000	\$500,000	\$0

PROGRAM REVENUE BY SOURCE:

Source of Revenue	1990-91 Actual	1990-91 Budget	1991-92 Adopted Budget	Change From 1990-91 Budget
AB-189 (County Justice Facility Constr. Fund)	\$3,482,996	\$3,613,579	\$3,439,990	(\$173,589)
SB-668 (County Courthouse Construction Fund)	\$1,707,819	\$1,891,195	\$3,042,265	\$1,151,070
Aid From Joint Powers Ageement (JPA)	\$140,060	\$94,000	\$0	(\$94,000)
Transfer from Asset Forfeiture	\$3,424	\$357,000	\$0	(\$357,000)
State Bond Corr. Fac Const	\$10,348,100	\$0	\$0	\$0
State Aid - Corr Fac Const	\$5,844,826	\$0	\$0	\$0
Aid from Redevelopment Agency	\$423,254	\$0	\$0	\$0
Aid from Other Gov't Agency	\$380,116	\$0	\$0	\$0
Interest earnings	\$265,335	\$0	\$0	\$0
Recovered Expenditures	\$77,096	\$0	\$0	\$0
Other - misc	\$6,142	\$0	\$0	\$0
Transfer from Capital Outlay Fund	\$127,681	\$0	\$0	\$0
SANCAL Proceeds - Bond Sale	\$38,878,539	\$0	\$0	\$0
General Fund Contribution	\$2,459,404	\$2,397,532	\$3,834,962	\$1,437,430
Total Revenue	\$64,144,792	\$8,353,306	\$10,317,217	\$1,963,911

GENERAL FUND CONTRIBUTION DETAIL:

	1990-91 Actual	1990-91 Budget	1991-92 Adopted Budget	Change From 1990-91 Budget
East Mesa Land Cost SANCAL91	\$0	\$0	\$1,268,853	\$1,268,853
East Mesa SANCAL (CSAC)	\$0	\$0	\$1,955,269	\$1,955,269
East Mesa SANCAL 89A	\$557,240	\$710,291	\$610,840	(\$99,451)
Las Colinas Expan.	\$1,665,241	\$1,665,241	\$0	(\$1,665,241)
Capital Projects (various)	\$236,923	\$22,000	\$0	(\$22,000)
Total General Fund Contribution	\$2,459,404	\$2,397,532	\$3,834,962	\$1,437,430

EXPLANATION / COMMENT ON PROGRAM REVENUES:

The General Fund contribution for all Capital Programs is budgeted in Contribution to Capital (Org. 5350). Please see comments under Capital Program 5490.

PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300
MANAGER: Manuel Lopez

ORGANIZATION #: 5350
REFERENCE: 1991-92 Proposed Budget - Pg. 62-1

AUTHORITY:

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Contribution to Other Agencies	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	16,461,162	19,142,538	20,324,467	20,915,104	23,134,166	10.6
TOTAL DIRECT COST	\$16,461,162	\$19,142,538	\$20,324,467	\$20,915,104	\$23,134,166	10.6
PROGRAM REVENUE	(0)	(2,561)	(111,785)	(0)	(146,666)	0.0
NET GENERAL FUND CONTRIBUTION	\$16,461,162	\$19,139,977	\$20,212,682	\$20,915,104	\$22,987,500	9.9
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program, Contribution to Capital, is one of four that comprise the Capital budget. The other three, Capital Outlay Fund (Org. 5490), County Health Complex (Org. 5491) and Criminal Justice Facilities (Org. 5492) are special funds and reflect the actual projects and expenditures. In order not to commingle special funds and general funds, all general fund costs associated with Capital is budgeted in this program, Contributions to Capital, and reflected in the special fund programs as revenue.

Examples of projects that are either full or partially offset with General Fund monies are:

1. Capital Outlay Fund (Org. 5490)

- a. East County Regional Center
- b. South Bay Regional Center
- c. Vista Regional Center
- d. MTS Towers

2. County Health Complex (Org. 5491)

- a. County Health Complex
- b. Clairemont Hospital

3. Criminal Justice Facilities (Org. 5492)

- a. East Mesa Detention Facility Phase I
- b. Juvenile Hall Expansion
- c. San Diego Municipal Court Civil Division Bldg.

PROGRAM: Edgemoor Development Fund

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 00001
MANAGER: Rich Robinson

ORGANIZATION #: 5480
REFERENCE: 1991-92 Proposed Budget - Pg. 63-1

AUTHORITY: Board Policy F-38.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	193,033	73,496	14,156	183,768	185,848	1.1
TOTAL DIRECT COST	\$193,033	\$73,496	\$14,156	\$183,768	\$185,848	1.1
PROGRAM REVENUE	(94,855)	(80,275)	(63,705)	(75,000)	(75,000)	0.0
FUND BALANCE	(98,178)	6,779	49,549	(108,768)	(110,848)	1.9
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Edgemoor Development Fund was established as a fund for the economic development of the County's Edgemoor property. In order to utilize those funds, an appropriation is required. There is no net County cost involved in this program.

PROGRAM: Contingency Reserve

DEPARTMENT: CONTINGENCY RESERVE

PROGRAM #: 80000
MANAGER: Manuel A. Lopez

ORGANIZATION #: 1850
REFERENCE: 1991-92 Proposed Budget - Pg. 64-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish Contingency Reserve up to 15% of the total appropriations.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Operating Transfers	\$0	\$0	\$0	\$9,172,639	\$10,470,605	14.2
TOTAL DIRECT COST	\$0	\$0	\$0	\$9,172,639	\$10,470,605	14.2
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$9,172,639	\$10,470,605	14.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

Contingency Reserve is a source of funding for extra-ordinary needs or events that may occur during the fiscal year, and for employee salary and benefit increases. Examples of potential needs include major claims settlements against the County; emergency repairs, projects, or costs; to provide corrective action (or offset) departmental or Countywide appropriation and revenue shortfalls.

PROGRAM: Cash Borrowing

DEPARTMENT: GENERAL REVENUES

PROGRAM #: 86000
MANAGER: Rod Calvao

ORGANIZATION #: 1080
REFERENCE: 1991-92 Proposed Budget - Pg. 65

AUTHORITY: Section 53950 of the California Government Code and pursuant to resolution adopted annually by the Board of Supervisors, issuance of notes is allowed that provides funds to meet general fund expenditures.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Services & Supplies	\$0	\$5,000	\$0	\$5,000	\$0	(100.0)
Contribution for Self Insurance	500,000	2,000,000	0	0	2,000,000	100.0
Other Charges	9,396,569	11,145,319	11,655,093	12,000,000	10,300,000	(14.2)
TOTAL DIRECT COST	\$9,896,569	\$13,150,319	\$11,655,093	\$12,005,000	\$12,300,000	2.5
Funding	(0)	(0)	(0)	(0)	(558,000)	100.0
Cancellation of Reserve	(2,000,000)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$7,896,569	\$13,150,319	\$11,655,093	\$12,005,000	\$11,742,000	(2.2)
STAFF YEARS	0.00	0.00		0.0	0.00	0.0

PROGRAM DESCRIPTION

The County undertakes short-term borrowing program in order to finance its General Fund cash flow requirements. This budget reflects the County's short-term General Fund cash financing program which is comprised of the interest payments and costs of issuance on the County's offering of Tax and Revenue Anticipation Notes.

PROGRAM: Reserves/Designations

DEPARTMENT: RESERVES/DESIGNATIONS

PROGRAM #: 00001, 00002, 00003, 00004, 00005
MANAGER: Rod Calvao

ORGANIZATION #: 1090
REFERENCE: 1991-92 Proposed Budget - Pg. 66-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish reserves including designations in such amounts as the Board deems sufficient.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Mission Trails Park	\$73,544	\$70,460	\$80,293	\$80,293	\$84,308	5.0
Planning & Land Use	0	0	0	0	0	0.0
Kettner Boulevard	0	0	0	0	0	0.0
Assessor	0	49,315	82,466	82,466	126,000	52.8
Family Support	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$73,544	\$119,775	\$162,759	\$162,759	\$210,308	29.2
FUNDING	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$73,544	\$119,775	\$162,759	\$162,759	\$210,308	29.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program reflects the various reserves and revenue designations established by the Board. The Mission Trails Park designation is based on the amount of Cowles Mountain antenna lease revenues received annually and will be used for development of Mission Trails Park. These reserves and designations will stay in effect until cancelled by the Board of Supervisors.

PROGRAM: Sheriff's Asset Forfeiture Program

DEPARTMENT: SHERIFF

PROGRAM #: 5980

ORGANIZATION #: 5980

MANAGER: Jay La Suer, Undersheriff

REFERENCE: 1991-92 Proposed Budget - Pg. 67-1

AUTHORITY: This program was developed for the purpose of carrying out Administrative Code Section 66.1 which established the Sheriff's Asset Forfeiture Program. Government Code Section 53647 authorizes the retention of interest in this fund.

	1988-89 Actual	1989-90 Actual	1990-91 Actual	1990-91 Budget	1991-92 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	86,721	279,994	265,010	0	900,000	100.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	107,469	178,456	342,271	0	1,500,000	100.0
Vehicle/Comm. Equip.	0	176,369	14,377	0	600,000	100.0
Less Reimbursements	(0)	(0)	0	0	0	0.0
Operating Transfers	2,863	158,425	1,101,529	774,700	497,705	(35.8)
TOTAL DIRECT COST	\$197,053	\$793,244	\$1,723,187	\$774,700	\$3,497,705	351.5
PROGRAM REVENUE	(997,449)	(1,599,186)	(2,149,265)	(370,400)	(3,497,705)	844.3
FUND BALANCE CONTRIBUTION	800,396	805,942	426,078	(404,300)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Sheriff's Asset Forfeiture Program establishes a means whereby the Sheriff of San Diego County may receive seized assets transferred to him by Federal agencies as provided by the Comprehensive Crime Control Act of 1984.

1990-91 BUDGET TO ACTUAL COMPARISON

The Actuals exceed the Budgeted amount in 1990-91 due to a resolution reached by the Sheriff and the Board of Supervisors on the proper use and authority over Asset Forfeiture Funds.

Revenues in the fund continue to be difficult to predict as they are dependent upon the processing of claims at the Federal level.

1991-92 BUDGET

The \$3,497,705 appropriated in the 1991-92 Budget will be utilized as follows:

Services and Supplies	900,000
subtotal	900,000

Fixed Assets	
Office Equipment, Misc.	300,000
Computer Equipment, Misc.	300,000
Laboratory Equipment, Misc.	300,000
Video Equipment, Misc.	300,000
Safety Equipment, Misc.	300,000
Vehicles, Misc.	300,000
Communications Equipment, Misc.	300,000
subtotal	2,100,000

Operating Transfers	
Asset Forf. Acct. Position	43,164
Systems Analyst	57,943
Dept. Systems Programmer	56,643
DARE Project	266,616
DARE Solana Beach	37,339
Rents and Leases	36,000
subtotal	497,705

TOTAL	\$3,497,705
	=====

APPENDIX A
READER'S GUIDE TO UNDERSTANDING THE BUDGET

This document reflects the County of San Diego's adopted program budget for the Fiscal Year 1990-91 which began on July 1, 1990 and Proposed Budget for the next fiscal year. Basic information to assist the reader in understanding the budget data and narrative is provided as follows:

o **The Board of Supervisors**

The County of San Diego is a political subdivision of the State of California. The County is governed by a 5-member Board of Supervisors, which has legislative and executive authority. Each member of the Board of Supervisors is elected by district. The Board of Supervisors reviews and adopts the County Budget reflected in this document.

o **Financial Structure and Operations**

Uniform accounting practices for California Counties are prescribed by the State Controller. Various revenue sources must be controlled and spent for certain purposes which requires that they be appropriated separately. Accordingly, the following six funds provide the basic structure for the budget.

- **General Fund:** A fund, generally regarded as the principal fund in the County budget, used to account for most governmental operations that are general in purpose and not accounted for in some other fund.
- **Enterprise Fund:** A fund used to account for operations provided by the governmental unit where the goods or the costs of providing services are financed mainly by user charges. The County of San Diego has enterprise funds for airports, liquid waste, solid waste and transit programs.
- **Debt Service Fund:** A fund used to account for the accumulation of resources that will be used to make payments of principal and interest on general long-term debt.
- **Special Fund:** A fund used to account for proceeds of revenue sources that must be spent for a specific purpose.
- **Trust Fund:** A fund used to account for assets held by the County as the custodian for other organizations.

-
- **Special District(s):** These are separate legal entities which provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The Board of Supervisors is the Board of Directors for Special Districts which provide for a wide variety of services including air pollution control, sanitation and sewer construction/maintenance, flood control, road maintenance, fire protection, paramedics, and parks and recreation.

- **Letter of Transmittal and Budget Highlights**

The Chief Administrative Officer (CAO) transmits the Proposed Budget with a letter to the Board of Supervisors which includes an overview of the County's financial status, legislative challenges, and the most urgent needs, either reflected in the budget, or identified as future issues to be addressed.

A Budget Highlights section is provided in this document to give additional narrative summarizing the adopted budget. Included are tables and charts to provide a picture of the County's revenues, expenditures and workload.

- **Summary by Department**

A table is provided for each department which compares proposed budget with prior year budget for each major type of expenditure (salaries & benefits, services & supplies, fixed assets) and revenue (program revenue and general purpose revenue or Net County Cost).

- **Department Budgets**

Each County Department Budget is provided and consists of:

- Summary by Program
- Organization Chart
- Program Budgets
 - Authority Statement
 - Appropriations Summary (Provides historic comparison)
 - Program Description
 - Objectives
 - Sub-Program Activity Narrative
 - Key Performance Indicators
 - Revenue Detail
 - Fixed Assets (where applicable)
 - Staffing Schedule

o **Capital**

County-wide Capital needs are provided for in various programs. These include:

- Capital Outlay Fund
- Rents & Leases
- Major Maintenance
- Vehicular Acquisition
- Communications Acquisition
- Capital Asset Leasing (SANCAL)

o **Auditor & Controller Schedules**

The contents of the program budget documents are in agreement with the Auditor and Controller's line-item budget and conform to State Controller requirements.

APPENDIX B
THE ANNUAL BUDGET PROCESS & SCHEDULE

<u>DATES</u>	<u>ACTIONS</u>
September	<p>I. Revenue Projection</p> <p>The Chief Administrative Officer (CAO) prepares a preliminary estimate of general revenues and compares this to known major needs. This perspective guides the basic structuring of the budget process.</p>
September to January	<p>II. Department Budget Requests</p> <p>Departments assess objectives, needs and priorities. Departments estimate related costs and program revenues in their budget requests submitted to the CAO.</p>
January to February	<p>III. Budget Outlook Report and Board of Supervisors Proposed Budget Guidelines</p> <p>The CAO presents to the Board of Supervisors a multi-year Forecast of Revenues & Expenditures, and Analysis of Key Factors impacting the Proposed Budget including Federal and State Budgets. The Departments' Budget Requests are summarized. Based on this review, the Board of Supervisors provides policy direction to the CAO by adopting Budget Guidelines.</p>
January to May	<p>IV. Formulation of CAO Proposed Budget Recommendations</p> <p>The CAO meets with departments to discuss their requests as well as County priorities, policies, and funding limitations. Department proposals which are to be included in the budget are determined, and related control numbers are provided to departments. The CAO Proposed Budget is prepared.</p>

May through
June

V. Public Review & Hearings

The CAO submits the Proposed Budget to the Board of Supervisors and provides budget information to the public.

The Board of Supervisors approves the budget for review, publishes required notices, and schedules public hearings.

The Board of Supervisors conducts public hearings for a maximum of ten days.

The CAO updates budget recommendations in Change Letter based on latest changes to requirements, available funds, and impact of State budget process.

July-August

VI. Board of Supervisors Budget Deliberations

The Board of Supervisors deliberates, modifies Proposed Budget, and adopts Final County Budget.

August

VII. Supplemental Actions

The Board of Supervisors adopts supplemental budget resolution, reflecting final estimates of fund balance, property taxes and setting of appropriation limits.

Note:

The above schedule depends greatly on the State budget process, which is subject to delays, especially in the last few years. The Board of Supervisors can, by resolution, extend the statutory deadline for adoption of the budget from August to October.



County of San Diego

NORMAN W. HICKEY
CHIEF ADMINISTRATIVE OFFICER
(619) 531-6226
(Location Code 730)

CHIEF ADMINISTRATIVE OFFICE

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

May 9, 1991

TO: Supervisor John MacDonald, Chairman
Supervisor Brian P. Bilbray, Vice Chairman
Supervisor George F. Bailey
Supervisor Susan Golding
Supervisor Leon L. Williams

FROM: Norman W. Hickey
Chief Administrative Officer

1991-92 PROPOSED BUDGET

Budget Overview

The Proposed Budget provides a framework for continuing 1990-91 County services into the first part of 1991-92. As more information is available from the State in the coming months, a series of difficult decisions will be made by your Board which will result in the final plan for service delivery. A majority of the policy issues to be decided will appear in the annual Change Letter. The Proposed Budget includes:

- o \$1.7 billion in expenditures — \$40.5 million higher than in 1990-91.
- o 16,611 staff years — 95 fewer than budgeted in 1990-91.

Budget preparation is never an easy task but this budget has been prepared in a particularly difficult environment. The State began its budget preparation in January with the release of the Governor's Proposed Budget. It included significant program realignments and reductions and there were expectations that more reductions and realignments were on the way. After publication of the State budget, the estimated revenue/expenditure gap at the State level grew to over \$12 billion. It was in this atmosphere of fiscal uncertainty that we determined to present a "Baseline" budget to the Board.

Baseline Budget

The Proposed Budget is a Baseline budget. Staff began with the 1990-91 Adopted Budget and adjusted it to reflect salary and benefit costs for existing employees, full year funding for programs which were partially funded in 1990-91 or approved midyear, and made adjustments for one-time costs which will not continue into 1991-92. As presented, the Baseline Budget extends the 1990-91 level of staffing and services into 1991-92. It does not provide for increased workload, population or need nor does it provide for essential expenditures which

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the County will be required to make. The Baseline Budget includes no speculative changes in programs based on guesses about how the State will eventually realign and/or reduce programs. This budgeting approach resulted in a modest appropriations increase of 2%, few programmatic changes, and a balanced budget.

Critical Needs

This balanced budget, however, does not include \$23 million in critical funding for needs which the County must meet. The Board will recognize some of these items as current year areas of overexpenditure beyond the departments' control. Among the critical items not included in the Proposed Budget are:

- \$14.2 million necessary to provide the County's share of social services expenditures which are expected to increase by \$169.2 million in 1991-92
- \$3.2 million in the courts and Marshal's office to provide funding for mandates such as court reporters and transcripts and to restore 1990-91 Trial Court Funding cuts
- \$2 million to fund necessary inmate medical care and the expected costs of food as well as household and medical supplies for jail facilities
- \$1.2 million for utility and telephone costs
- \$1 million for pending liability claims
- \$760,000 necessary to fund the 1992 Primary and General Elections
- \$600,000 for court ordered placement costs and staffing for the second dormitory at Rancho Del Campo.

Additional high priority requests totalling \$65 million in County cost have also been identified and are not funded in the Proposed Budget.

Governor's April 25th Proposals

We are in the process of analyzing the Governor's April 25th proposals for realignments and reductions. The proposed realignments and reductions go far beyond the January proposals. They will result in the transfer of programs totalling \$2.4 billion in expenditures from the State to California's counties. The Governor has proposed that these programs be funded by a 1/2 cent sales tax increase and an adjustment to the Vehicle License Fee schedule. Program adjustments proposed by the Governor include:

- Transfer of Mental Health (Short Doyle) Programs: Community Based Programs, Institutes for Mental Disease and State Hospitals.
- Transfer of Public Health Services AB8 Programs
- Transfer of Medically Indigent Services (MIS): State General Fund and State Legalization Impact Assistance Grant and County Medical Services Program.

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- Transfer of Social Services Programs: In-Home Supportive Services Program and the County Services Block Grant.
- Increased County Share of Cost: California Children's Services, Foster Care, Child Welfare Services.
- Elimination of County Share of Cost: Aid for Families with Dependent Children (AFDC), Medi-Cal, and Food Stamps.
- Elimination of AB 90 Block Grant

If implemented as proposed by the Governor, the proposed realignments would increase San Diego County's expenditures by \$170 million in 1991-92.

On April 23rd and 24th, your Board adopted a set of policy statements to guide County efforts to influence the outcome of the State budget negotiations. These guidelines emphasized equity among counties and adequate funding for projected program growth. We will monitor the decision-making process and its impact on the County budget.

Change Letter

Staff is now working to integrate updated information into the County's budget and is preparing alternative approaches to funding the \$23 million in critical needs identified earlier in this letter. This will result in revisions to the Proposed Budget which will be presented to your Board in the annual Change Letter on June 18th. This year's Change Letter will be more complex than usual. It will include adjustments related to State realignment of programs, critical need additions (and offsetting reductions elsewhere) as well as the usual revenue offset increases.

Strategic Directions

San Diego County has a population of 2.5 million people. Among large U.S. counties, it ranks second in the rate of population growth and fourth in total population. Between 1980 and 1990, San Diego County's population rank among large counties jumped from eighth place to fourth place. The dynamic nature of this County combined with a limited fiscal capacity presents a challenge for County services. In meeting this challenge, we will be guided by the principles set forth in the recently adopted Five-Year Strategic Directions:

- Strengthen community relations and promote public-private partnerships.
- Provide an environment that promotes, develops and maintains an outstanding County work force.
- Pursue and obtain reliable and equitable funding for essential County services.
- Establish prevention strategies to promote the well-being of the people.

BOARD OF SUPERVISORS

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- o Enhance the County's collaborative role on issues of regional importance.
- o Encourage coalitions and collaboration to meet the challenges of the 90's.
- o Maximize acquirable resources to deliver services consistent with established priorities and changing needs.

I am confident that with your Board's leadership and the input of this County's citizens we can accomplish the task before us.

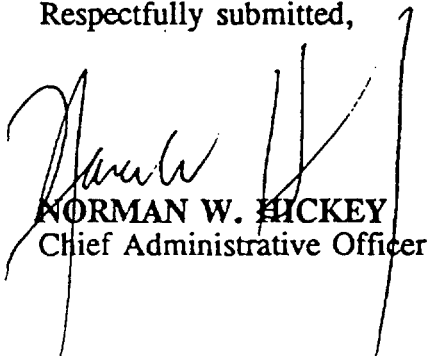
Final Budget Adoption

It is our expectation that the Final Budget can be adopted by the Board at the end of August. If there is a significant delay at the State level, there may be a change in the budget schedule.

It is my recommendation that the Board:

1. Receive the 1991-92 Proposed Program Budget as the basis for discussion and decision-making during hearings and deliberations;
2. Receive the Auditor and Controller's 1991-92 Proposed Line Item Budget;
3. Set June 10th as the date to begin the legally required public budget hearings;
4. Direct the Clerk of the Board of Supervisors to publish notices for public hearings and of the availability of the Proposed Program Budget and Line Item Budget documents.
5. Instruct the Chief Administrative Officer to schedule specific hearing times for persons indicating a desire to be heard regarding the Proposed Budget (the hearings beginning June 10th may continue from day to day until concluded, but may not exceed ten calendar days).
6. Set June 24th as the date to begin Board of Supervisors deliberations on the Proposed Budget.

Respectfully submitted,



NORMAN W. HICKEY
Chief Administrative Officer

Attachments

APPENDIX C-2
BALANCING THE 1991-92 ADOPTED BUDGET

This Appendix covers the following topics:

- A. Recap of the 1991-92 State Budget Process
- B. Recap of the 1991-92 County Budget Process
- C. Recap of 1991-92 Budget Decisions
 - Proposed Budget
 - Change Letter
 - Adjustments during Budget Deliberations

A. Recap of the 1991-92 State Budget Process

In Governor Deukmejian's last budget, which was for last year (1990-91), the State abandoned its support for its own Indigent Health Care Program (called the Medically Indigent Services Program or MISP). The State abandoned MISP by instituting massive reductions in funding. The State also abandoned its previous commitment of funds to trial courts, senior programs, mental health, and juvenile delinquency programs.

The State solved its budget problems by shifting costs for these State-mandated programs to school districts, cities and special districts by authorizing counties to implement a charge for administration of the property tax system and to impose a booking fee for individuals arrested and brought to the County Jail by the various cities.

As a result of this action, the State Legislature avoided having to raise additional revenue or to make reductions in the State Budget in order to pay for State-mandated programs. At the same time, the Legislature refused to eliminate the maintenance-of-effort provision of Tobacco Tax Health Funding (AB 75) and virtually guaranteed that the Indigent Medical Care (MISP) reductions would have to be made up with the new revenue approved for counties. The State's action resulted in a dramatic shift of state program costs to local schools, cities and counties. The Board of Supervisors was placed in a situation of holding firm on principle or letting thousands of indigent citizens go without health care. The Board of Supervisors had no choice but to use its new fund raising authority to back-fill State reductions.

The County's response was to work with local governments to indicate to the State Government that the State's action was simply not acceptable. During the preparation of Governor Wilson's first State Budget which was for the current period July 1991 to June 1992, the Board of Supervisors stepped up its lobbying efforts in Sacramento to an unprecedented level.

For this year, 1991-92, the State faced a historic deficit of \$14.3 billion, which is larger than the General Fund budgets of 47 out of the 50 states. This massive deficit required both the governor and the legislature to implement major service reductions and tax increases in order to balance the State budget.

At the same time, both the cities and schools filed lawsuits and lobbied the Legislature which resulted in the repeal of the Property Tax Administration fee for schools, costing the County approximately \$9 million in revenue. However, counties were able to block the repeal of booking fees and Property Tax Administration Fees for cities which would have had a devastating effect on health care for the needy.

The County of San Diego's greatest success was to take the initiative and mobilize effectively to convince the State to restore \$205 million State-wide previously cut from state support of both Municipal and Superior Courts.

One of the major developments in the Governor's budget is State Realignment which implemented a 1/2 cent sales tax increase, which combined with increased motor vehicle registration fees and other fees, goes to support State mandates to counties in mental health, public health and social services programs. State realignment is also supposed to address the equity issue by using future growth in revenues to eliminate inequities among counties.

Other developments in Governor Wilson's first State budget include the following:

- Authorization to local governments to seek voter-approval for a 1/2 cent sales tax increase to address needs in the areas of schools, drug programs and law enforcement.
- The first-ever cut (4.4%) in monthly welfare grants for recipients of Aid to Families with Dependent Children, the State's largest welfare program; and a suspension of cost-of-living adjustments for five years.

There were, however, some developments in County-State relationships which actually came through the Courts rather than the Governor or the Legislature. These included:

- The County completed the first phase of its lawsuit against the State because of the inequitable distribution of property tax involving a loss of approximately \$94 million annually. A Superior Court decision is expected early this year.
- In April of 1991, the County won its lawsuit on mental health funding inequities which resulted in an increase of the County's allocation of the State's hospital days from 11,860 to 25,915.
- The San Diego Superior Court also has ruled the State of California is responsible for funding the cost of County Medical Services for indigent adults. The Court ordered the State to reimburse the County \$23 million for County Medical Services costs previously paid for by the County out of its General Fund. However, this ruling is being appealed by the State, and will probably only be resolved by the State Supreme Court.

B. Recap of County's 1991-92 Budget Process

With regard to the County Budget Process for this year, 1991-92, the County started with a projected budget gap of \$30 million between identified critical needs that could not be avoided and available revenues. The primary issues related to that budget gap were the operational costs of the East Mesa Jail, the cost of negotiated salaries, and the increasing State mandated costs due to a severe downturn in the economy.

As a result in late July, the CAO submitted recommendations to the Board of Supervisors which implemented reductions of \$25 million net County cost and eliminated 326 staff years. The primary program areas being reduced were the San Diego Psychiatric Hospital, the Sheriff's Helicopter, Sheriff's SWAT Team (Special Enforcement Detail), and Sheriff's public affairs programs, two fire camps in the Probation Department and the contracting out of all custodial services in the General Services department.

The CAO also recommended additions of \$25 million and 291 staff years, primarily for State-mandated costs in Social Services, Sheriff's activities in staffing the East Mesa Detention Facility, and providing for 1990-91 deficit expenditures in inmate detention. Also included as part of the additions were election costs for the 1992 Presidential election and court-ordered services for Juvenile Probation at Juvenile Hall.

The Board of Supervisors finally deferred the San Diego Psychiatric Hospital reduction until January 1992, and the proposed Sheriff's reductions were absorbed by the Sheriff except for \$1 million, which the Board added to his budget. For the time being, Sheriff's Helicopter and SWAT services have been maintained.

C. Recap of 1991-92 Budget Decisions

The Final Program Budget is summarized by major phase as follows:

	<u>May, 1991 Proposed Budget</u>	<u>June Change Letter Adjustments</u>	<u>July/September Adjustments</u>	<u>October, 1991 Final Budget</u>
Expenditures	\$1,704,047,958	\$35,850,229	\$131,239,095	\$1,871,137,282
Program Revenues	1,116,214,395	32,181,655	128,864,690	1,277,260,740
Net County Cost	587,833,563	3,668,574	2,374,405	593,876,542
Staff-Years	16,611.18	208.19	8.81	16,828.18

Each of these major phases is discussed briefly below:

1. **The Proposed Budget** extended the approved 1990-91 staffing and other resource levels, including mid-year changes and 6% negotiated salary and benefit adjustments, into 1991-92.
 - **Alternate Public Defender:** Full-year funding for the new department.
 - **East Mesa Detention Facility:** Full-year funding for Probation, Sheriff, and General Services staff to meet support, maintenance and security requirements to shake down the facility during the warranty period.
 - **County Medical Services(CMS) Reductions:** The County Medical Services program was reduced by \$19 million due to State imposed reductions in the Medically Indigent Services Program (MISP) County Alcohol, Drug, Mental Health, and Primary Care Programs were also reduced.
 - **Social Services Reductions:** State imposed reductions resulted in reduced Greater Avenues for Independence(GAIN) program staffing providing job training and placement services for aid recipients. Staffing was also reduced in Child Welfare services in order to fund rapidly escalating increases in Court ordered services in juvenile dependency cases.
 - **Citizen Law Enforcement Review Board:** Full-year funding is provided for this new panel approved by the voters in 1990 to review citizen complaints involving the Sheriff and Probation Departments.

2. **The Change Letter** adjustments brought into the process primarily revenue offset items, health and safety issues, and administrative adjustments, such as rebudgets for major maintenance projects.
 - **Registered Nurse (RN) negotiated salary increase:** Nurses in Departments of Health, Area Agency on Aging, and Sheriff's departments were affected.
 - **Health Services revenue off-set increases:** Increased resources were provided for the new Federal AIDS CARE program, nursing for Probation and the Hillcrest Receiving Home, State funded Alcohol/Drug Abuse Perinatal Services Program, Parolee Program, expanded pharmacy services at Rosecrans Health Complex, and Environmental Health program staff for County land fills.
 - **Probation Department:** Funding was provided for expansion of the Works Projects Program, Honor Camp bed leasing to Federal agencies, Juvenile Hall staff increase, and staffing increase related to the Fair Labor Standards Act (FLSA) summary judgement compliance.

3. Adjustments During Budget Deliberations

On July 22, 1991, the CAO recommended reductions to the Proposed Budget including the Change Letter, in order to fund high priority additions. Both additions and reductions are summarized as follows:

a. **High Priority Additions**

Public Protection

Probation: \$483,823 for Court-ordered placement costs and staffing for a second Rancho Del Campo dormitory.

Sheriff: \$6,043,000 for East Mesa Detention Facility, medical supplies, food, household expense, inmate medical care and other detention costs.

District Attorney: \$750,000 for caseload growth

Alternate Public Defender: \$150,000 for caseload growth

Health & Social Services

Social Services: \$13,200,000 for Aid to Families with Dependent Children, General Relief, Food Stamps, and AFDC/Foster Care. This covered the County's contribution for caseload growth and other costs related to \$138.7 million in funding from the State.

Health: \$71,243 for disease vaccines.

Community Services

Registrar of Voters: \$313,636 for the 1992 Presidential Primary and General Elections.

General Government and Support

Public Services Utilities: \$418,030 for gas, electric, water, and sewer cost increases.

Major Maintenance projects: \$300,000.

General Services: \$450,000 for auto parts, and East Mesa Detention Facility support costs.

Contingency Reserve: \$997,000 for estimated increased requirement to offset County-wide salary adjustments.

b. Reductions

\$24.4 million in reductions were recommended to offset the critical additions outlined above. These reductions from the Proposed Budget plus change letter are summarized by Functional Area as follows:

Public Protection: \$6.6 million from the District Attorney, Probation, Public Defender, and Sheriff.

Health & Social Services: \$9.8 million from the Departments of Health Services, Social Services, and Area Agency on Aging.

Community Services: \$1 million from Agriculture, Animal Control, Medical Examiner, Parks & Recreation, Planning & Land Use, Public Works, and Registrar of Voters.

General Government: \$1.3 million from the Board of Supervisors, Assessor, Auditor & Controller, Chief Administrative Officer, Clerk of the Board of Supervisors, County Clerk, County Counsel, and Transborder Affairs.

Support Services: \$1.7 million from the Civil Service Commission, Equal Opportunity Management, General Services, Human Resources, Information Services, Information Equipment, Purchasing, and Revenue & Recovery.

Miscellaneous: \$4.7 million from Contingency Reserve, and Cash Borrowing.

APPENDIX D
PROCESS FOR CHANGING THE COUNTY BUDGET

State Law provides for modifications to the Budget through the year, based on a 4 votes majority of the Board of Supervisors for transfers of appropriations between departments or other organization units. A three votes majority is sufficient for changes between objects within a department or organization unit. (Salaries & Benefits, Services & Supplies, Fixed Assets, etc.)

Mid-Year Budget adjustments are accomplished either through the docketing of a Chief Administrative Officer or Elected Official letter for action on the Board of Supervisors weekly agenda or through Quarterly Budget Status Reports. Each of these processes is summarized briefly below.

o **Quarterly Budget Status Reports**

Most budget adjustments are accomplished through a system of Quarterly Budget Status Reports to the Board of Supervisors, typically in November, February, and April of each year. These status reports provide an updated estimate of general revenues, compare estimated expenditures and program revenues to budgeted amounts for each budget unit, and recommend appropriation transfers and/or Contingency Reserve usage to address extraordinary costs overruns or revenue shortfalls. The status reports are the County's principal budget management vehicle to respond to unanticipated needs or events, develop cost containment plans and/or hiring controls when conditions warrant, and to make budget decisions and adjustments throughout the year. Items considered to be high priority that cannot be accommodated in the adopted budget are referred to the status report for addition during the fiscal year if revenue becomes available. Action on budget proposals can also be delayed to the status report when more information will be available on such subjects as Federal and State budget impacts, or the result of negotiated salary and benefits agreements.

o **Board of Supervisors Weekly Regular Agenda Process**

Budget adjustments due to unforeseen and program specific changes such as an appropriation of additional State or Federal revenues for specific programs or a contract modification occur on the weekly Board of Supervisors agenda. Items placed on the agenda that have a fiscal or budgetary impact must be reviewed and approved by the Office of Financial Management prior to filing with the Board of Supervisors. Modifications to the line-item budget require approval from the Financial Management, the Auditor and Controller, and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

APPENDIX E
SUMMARY OF KEY BUDGET RELATED POLICIES,
PROCESSES, AND DOCUMENTS

o **Budget Policies and How They Are Implemented**

• **Charter**

Section 703.4: The Chief Administrative Officer (CAO) supervises the expenditures of all departments and reports to the Board of Supervisors on whether those expenditures are necessary.

Implementation: Annually, the CAO presents a Proposed Budget which leads to a Final Budget for the fiscal year. Quarterly, the CAO reports to the Board on implementation of the annual budget based on current estimates of expenditures and revenues.

• **Administrative Code**

Sections 115-117: The CAO examines budget estimates and submits recommendations to the Board of Supervisors on or about the fourth week of May.

The Board of Supervisors then takes the following steps:

<u>Action</u>	<u>Date</u> (If not impractical)
1. Approves the Proposed Budget for the purpose of holding Public Hearings	On or about the 4th week of May
2. Begins Public Hearings	Not later than June 20th
3. Revises and Adopts Budget	Not later than the first business day in July.

Implementation: State law now allows the Board of Supervisors to adopt by resolution an alternative schedule which provides for Final Budget adoption by the first Tuesday in October. This alternative schedule was employed for 1990-91 because the California State Budget was not adopted until July 31, 1990.

o Board of Supervisors Policies

1. A-49 Program Budget — establishes that costs, revenues, and related objectives will be outlined in a CAO Proposed Budget organized by Programs & Sub-Program Activities within departments.

Implementation: The County of San Diego has developed a Program Budget since 1975. A simple and comprehensive format provides information on over 470 sub-programs. The CAO has charged the Office of Financial Management with the responsibility of implementing planned improvements in the Program Budget each year. Budget preparation is automated. The 1989-90 and 1990-91 Program Budgets received the Distinguished Budget Presentation Award of the Government Finance Officers Association (GFOA). This means that the budget meets GFOA standards established for a government budget as a policy document, operational guide, communications device, and financial plan.

2. A-91 Allocation/Use of Mid-Year Department Savings — restricts mid-year appropriations to responses to mandated or emergency issues only.

Implementation: The CAO has charged Financial Management with the responsibility to review the fiscal impact of all mid-year proposals which departments submit for docketing on the Board of Supervisors agenda; and to recommend restriction of the use of savings, or waiver of A-91 for mandated or emergency items.

3. A-96 Economy and Efficiency of Independent Contractors — Pursuant to Charter Section 703.1, the Chief Administrative Officer shall determine whether services proposed to be contracted with an independent contractor can be provided more economically and efficiently than by County Staff.

4. B-29 Fees, Grants, Revenue Contracts — provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

Implementation: The CAO has charged the Auditor & Controller to assist all County departments to annually update their fees, and other reimbursement mechanisms to maintain full-cost recovery. Studies have shown that since Proposition 13 was enacted in 1978, the County of San Diego has become a leader in charging full-cost.

5. B-51 Grants, Awards & Revenue Contracts — Requires County department to certify in writing that a proposed activity or project funded primarily by the State or Federal Government would be worthy of expending County funds if that outside funding were not available.

Implementation: Each Department proposal docketed on the Board of Supervisors Agenda is required to have a fiscal impact statement which provides remarks on the longer term impact of the proposed action. For grant applications, the department head is also required to make a specific statement that the proposed activities would be high priority County concerns worthy of local funding even if grant funds were not available.

-
6. B-52 Criminal Justice (AB189) and B-56 Courthouse (SB668) Temporary Construction Funds — establish criteria and procedures for the allocation of parking fine surcharges dedicated to facility projects in the criminal justice functions.

Implementation: The CAO has charged the Assistant CAO to chair both AB189 and SB668 committees who review proposed criminal justice and court projects, and recommend funding to the Chief Administrative Officer.

7. M-26 Legislative Policy: Long-Term financing of County Government — calls on the Legislature to redress inequitable State funding formulas which leave San Diego, the second largest County in the state, ranked 57 out of 58 counties in terms of general revenues per capita.

Implementation: The CAO has charged the Director, Office of Intergovernmental Affairs to annually present to the Board of Supervisors a Fiscal Relief Strategy.

o **Administrative Manual**

0030-10

- 0030-13 Budget Program/Project Follow-Up: Sunset dates will be placed on programs intended to have limited duration, and related staff and other resources will not be shifted to other activities without Board of Supervisors approval.

Implementation: The CAO has charged Financial Management with the responsibility to monitor the implementation of the County budget based on the Board of Supervisors direction, and to report when resources have been shifted. This is accomplished through Quarterly Budget Status Reports to the Board of Supervisors.

- 0030-14 Use of One-Time Revenues: One-time revenue will only be appropriated to one-time expenditures such as capital projects or equipment, not to long-term programs.

Implementation: The CAO has charged Financial Management with the responsibility to recommend the dedication of revenue for specific purposes. Financial Management prepares a multi-year forecast of expenditures and revenues in which it often illustrates the long-term problem created if one-time revenues are not restricted to one-time projects and used instead to initiate long-term expenditure obligations.

- 0030-15 Long-Term Debt: The percentage increase in approved annual debt-services over any two year period will not exceed the percentage increase in general revenues projected over the same period.

Implementation: The CAO has charged Financial Management with the responsibility to prepare a Multi-Year Capital Improvement Plan which tracks the County's increase in debt-service compared with the increase in general revenues. The CAO periodically reports to the County's non-profit financing authority (San Diego Capital Asset Leasing Corporation) and the Board of Supervisors on the County's debt-capacity.

0030-16 **Designated Funds:** Special Fund designations will be limited to funds mandated by law. This policy also determines the priority order for expenditure of these funds.

Implementation: All designated funds are shown in one program (Reserves/Designations) in the Program Budget. These designations include the use of lease revenue from Cable TV antennas on Mission Trails Park for this park's development, and fee revenue collected by the Assessor for providing property characteristic information.

0030-17 **General Fund Reserves:** This reserve would provide a sound fiscal base for the County's budget to meet the emergency requirements of long-term extraordinary events.

Implementation: There is no general revenue reserve established at this time. Establishment of such a reserve is an option which is always considered when the County's Multi-Year Forecast of Expenditures and Revenues shows a significant expenditure requirement developing in the next few years.

0030-18 **Transfer of Excess Cash Balances to General Fund:** This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

Implementation: The Auditor & Controller is annually requested to report to the CAO on cash-balances in Joint Powers Agreement projects such as the East County, South Bay, and North County Regional Centers.

Financial Management makes recommendations to the CAO in the Budget Process on the use of these funds.

0030-19 **Revenue Match Limitations:** Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

Implementation: The CAO annually provides to the Board of Supervisors an update of the Full-Cost Revenue Based Study which details each sub-program activity which the County funds in excess of grant match requirements.

During the Budget Process, the Board considers adjustments to these overmatch amounts based on overall County program priorities. Overmatch has been gradually reduced in recent years in order to fund detention facilities, and other public protection priorities.

- **The Budget Referral Process**

Referrals From Budget — The Board of Supervisors receives the budget planning information it needs throughout the year through the use of the referral process. During Budget Deliberations, the Board of Supervisors makes requests for additional information to assist it in making decisions during the budget year. Departments are responsible for providing the requested information to the Board. The status of each referral from budget is tracked by the CAO's Office to ensure that all of the Board's requests for information are met.

Referrals To Budget — Additionally, throughout the year the Board may chose to postpone action on various items, referring them to the subsequent year's budget process. The CAO's Office tracks these referrals to budget. As Budget Deliberations approach, the CAO updates the status of each referral and includes these updates in a compilation of all the referrals made throughout the year. This document is submitted to the Board for their review and subsequent discussion with the concerned department, during budget deliberations.

- **Budget Documents**

Several documents are provided for the Board of Supervisors' information during Public Hearings and Deliberations on the Proposed Budget. These include:

Referrals to Budget — A compilation of items referred to the budget process during the year, including a report on the current status of each item, the original request to the Board for action, and the specific action taken.

Issue Papers — A compilation of policy and budget issues identified by the Board of Supervisors, including background on the issue, solutions, and recommended actions.

Citizen Committees Budget Statements — A compilation of comments prepared by citizen committees regarding proposed budget allocations for the departments within their designated area of concern.

Change Letter — A compilation of proposed amendments to the Proposed Budget.

Proposed Program Budget — The CAO's recommendations on the Budget includes a Letter of Transmittal, Budget Highlights, Summary by Department, and Detail by Department and Program.

Staffing Schedule/Revenue Detail/Fixed Assets — Detailed forms are provided which reflect appropriations for each classification, revenue source, and fixed asset item.

APPENDIX F
DEBT MANAGEMENT

o **Short Term Obligations**

County General Fund expenditures occur in approximately level amounts throughout the fiscal year. Conversely, receipts follow an uneven pattern primarily as a result of secured property tax installment dates which are in December and April. The County in recent years has issued tax or tax revenue anticipation notes to meet cash requirements of the General Fund. The County has paid all notes and related commitments when due. The County's credit rating on most short-term notes are MIG1 on the Moody's rating scale, enabling the County to obtain the most favorable interest rates available. The County's short term borrowing program has ranged from \$50 million in 1979-80 to \$200 million in 1991-92.

In 1990-91, the County of San Diego issued \$178,000,000 in Tax and Revenue Anticipation Notes to finance seasonal cash flow requirements for the general fund expenditures of the County. The Notes, in accordance with California law, are general obligations of the County but payable only out of taxes, income, revenue, cash receipts and other moneys of the County attributable to the fiscal year and legally available for payment thereof.

The General Fund cash balance at June 30, 1991 was expected to be approximately \$25 million, and the General Fund is expected to realize a maximum cumulative cash flow deficit of approximately \$198 million during the first half of December, 1991.

COUNTY OF SAN DIEGO
SHORT-TERM BORROWING COVERAGE RATIOS
(In Thousands)

Fiscal Year	Property Taxes			Other Revenue	Short-Term Borrowing	Short-Term Borrowing Coverage Ratios		
	Locally Collected	State "In-Lieu"	Total			Taxes	Other Revenue	Total
1982-83	\$132,350	\$38,363	\$170,713	\$470,300	\$130,000	1.3	3.6	4.9
1983-84	159,052	40,648	199,700	491,211	150,000	1.3	3.3	4.6
1984-85	178,542	52,367	230,909	533,282	150,000	1.5	3.6	5.1
1985-86	205,435	64,429	269,864	582,770	165,000	1.6	3.5	5.1
1986-87	235,314	72,028	307,342	623,284	185,000	1.6	3.4	5.0
1987-88	257,939	82,705	340,644	696,446	151,000	2.3	4.6	6.9
1988-89	289,748	90,546	380,294	799,715	157,000	2.4	5.1	7.5
1989-90	306,248	96,906	403,154	919,204	168,000	2.4	5.5	7.9
1990-91 ¹	348,678	105,150	453,828	1,101,045	178,000	2.5	6.2	8.7
1991-92 ²	379,193	113,902	493,095	1,050,616	200,000	2.5	5.2	7.7

¹ Estimated ² Proposed

o **Long-Term Obligations**

• **General Obligations Debt**

The County has no outstanding general obligation bonds. The County's last general obligation bond debt (A 1958 issue of \$12.5 million for the University Hospital) was retired in fiscal 1980-81.

• **Lease Obligations**

The County has made frequent use of various lease arrangements with joint powers authorities and the non-profit corporation, San Diego Capital Asset Leasing Corporation (SANCAL), for the financing of capital projects and equipment through lease-revenue bonds, certificates of participation. The County also leases facilities and equipment.

• **Pension Obligations**

The County has not issued pension obligation debt. The unfunded pension liability is currently estimated at \$525,085,000.

The following is a summary of General Long Term Obligations of the County of San Diego.

**COUNTY OF SAN DIEGO
LONG-TERM OBLIGATIONS**

As of May 1991	(In Thousands)	Original Obligation/Issue	Annual Base Rental Fiscal Year 90-91
County Employees Retirement Association		\$440	\$33
Joint Powers Authorities		134,345	12,128
Redevelopment Agency		51,000	4,244
Non-Profit Corporation		196,000	16,286
Private Parties		44,121	8,202
TOTAL		\$425,906	\$40,893

o **Long Term Debt - Issues**

San Diego County's current long-term debt burden remains relatively light when compared to national and statewide standards. This is evidenced by the statements and ratings (A1/A+) of the major bond rating firms: Moody's Investors Services, Standard & Poor's, and Fitch's Investors Service.

Both the Moody's and Fitch's credit reports (Attachments A & B) note the County's strong economic growth, sound financial management and low debt burden as the basis for their favorable credit rating.

Moody's Investors Service (a major bond rating firm) issues an annual report listing median debt levels for various governmental agencies which Moody's uses to assess debt burden in developing their bond ratings.

Tabulated below are San Diego County's debt levels compared to Moody's median figures for large U.S. Counties:

	<u>Median for Large U.S. Counties*</u>	<u>San Diego County</u>
Direct Debt ¹ Per Capita	\$141.00	\$135.00
Direct Debt: AV	.50	.30
Overall Debt ² Per Capita	1,069.00	579.00
Overall Debt: AB (debt burden)	2.50	1.10

* Source: Moody's Investors Service, 1991 "Medians: Selected Indicators of Municipal Performance"

The figures indicate that from an investor's perspective, San Diego County has a relatively light debt burden.

¹ Direct Debt is debt incurred directly by the County of San Diego.

² Overall Debt is debt incurred by all units of local government in San Diego County. These figures do not include debt which is fully supported by enterprise revenues.

Although additional long-term debt could be readily marketed to the investment community, the County's capacity to issue such debt is constrained by the limited amount of discretionary revenue available to fund annual debt service payments and related major facility operating costs.

During budget deliberations the long-term debt financing option should be considered a reasonable alternative when:

1. The funded project will generate sufficient new revenue to pay the annual debt service and operating costs.
2. Acquisition of equipment will significantly increase productivity.
3. There is significant life cycle cost-benefit to be achieved (e.g. elimination of leases).
4. Opportunity acquisition arise.
5. A specific feasible plan for funding operating costs is provided.

When utilized with prudence, the debt financing option can be a reasonable, and even preferred, financing alternative for acquiring facilities and equipment.

APPENDIX G

GLOSSARY OF BUDGET TERMS

ACTIVITY: An effort of a department which contributes to the achievement of a program objective. The smallest unit of the program budget, organized as follows:

- Function
- Department
- Program
- Activity

APPROPRIATION: An authorization by the Board of Supervisors to make expenditures/incur obligations for a specified purpose and period of time. Limited in amount for each department of the County and during the budget year only.

AUTHORIZED POSITIONS: Those ongoing employment slots approved in the final budget. The detail of authorized positions is published in the staffing schedule of the program budget. The authorizing document is the Compensation Ordinance.

BASE ADJUSTMENT: 1) Increased cost to provide appropriations for a full-year position, contract or program commitment budgeted for partial year either current year (due to hiring lags, budget constraints, or program timing) or through a mid-year change. 2) Reduced costs related to a non-continuing activity or workload funded in the current year. 3) Net increases or decreases in costs department-wide due to step increases and decreases.

BUDGET, PROGRAM/TRADITIONAL: A program budget expresses the operating plan in terms of the cost of activities to be undertaken to achieve specific goals and objectives. A traditional budget expresses the plan in terms of the cost of such expenses as salaries & benefits, services & supplies, and fixed assets, to be used to perform specific responsibilities. The County's program budget shows objects of expenditure by programs within departments.

BUDGET YEAR: The fiscal year beginning July 1 and ending June 30 for which the County's Budget is submitted.

CAPITAL OUTLAY FUND: Special fund created to allow capital project appropriations to carry-over from one year to another until projects are completed, or appropriations are transferred to another project or program.

CAPITAL IMPROVEMENTS: Expenditures related to the acquisition, expansion or rehabilitation of major fixed assets (e.g., land, buildings and equipment related to construction).

CARRYOVER APPROPRIATIONS: Appropriations with balances available for expenditure in years subsequent to the year of enactment.

CONTINGENCY RESERVE: An amount set aside out of the annual appropriations to provide for unforeseen emergency expenditures or for anticipated expenditures of an uncertain amount.

CURRENT YEAR: The fiscal year beginning last July 1 and ending next June 30.

DEBT SERVICE: The payment of interest and principal on all short-term and long-term borrowing.

DEFICIT: An excess of liabilities over assets, of losses over profits, or of expenditures over revenue.

DEMOGRAPHICS: Relating to the study of human populations with regard to size, density, distribution, births, deaths, migrations, and the capacity for increase and decrease.

DEPARTMENT: The major unit of organization in the County, headed by either an appointed or an elected official. The Sheriff, Assessor, Treasurer/Tax Collector, County Clerk, and Recorder are elected. The Marshal, Probation, Registrar, Auditor & Controller, General Services and other departments are directed by appointed department heads.

DESIGNATION: A segregation of a portion of the fund balance to indicate proposed plans for utilization in a future period.

DIRECT EXPENSES: Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments, or operating units.

DISCRETIONARY PROGRAMS/MANDATED SERVICE LEVEL (MDSL): These are programs which the County voluntarily operates, however, service levels are specified by law, usually as a condition of funding. The Adoption and Drug Programs are good examples of this type of program.

DISCRETIONARY PROGRAMS/DISCRETIONARY SERVICE LEVEL (DDSL): These programs are voluntary and there are no service level requirements. However, many of these programs are necessary in as much as they support mandated programs. For instance, within the Department of General Services, Facilities Maintenance, Fleet Equipment and Public Service Utilities Programs provide needed services to other County programs. Another example is Information Services which provides labor saving services to many mandated programs. So although these types of programs are discretionary in a legal sense, the service they provide is important to the operation of County government.

ECONOMETRICS: The use of statistical methods in the field of economics to verify and develop economic theories and forecasts.

ENCUMBRANCE: A limitation or reserve placed on an appropriation to pay for goods or services which have been ordered by means of contracts, revenue commitments, etc., but which service or revenue has not yet been received.

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises such that the costs of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges. County Enterprise Funds include Airports, Liquid Waste, Solid Waste, Transportation, and Air Pollution Control.

ESTIMATED REVENUE: The amount of revenue estimated to accrue or to be collected during a fiscal year.

EXPENDITURE: In the County, where accounts are kept on a modified accrual basis, expenditure means the amount of an appropriation used for goods and services ordered and received whether paid or unpaid, including expenses, provisions for debt retirement (if not reported as a liability of the fund from which retired), and capital outlays.

FISCAL YEAR (FY): In County government, the fiscal year is a 12 month accounting period which covers a period from July 1 through the following June 30. It is the period during which obligations are incurred, encumbrances are made and appropriations are expended. The County fiscal year is often referred to as the years involved such as 1987-88 (July 1987 through June 1988), or the last year involved as for example "Fiscal 1988".

FIXED ASSET: Assets which are intended to be held or used for an extended period of time, such as land, buildings, machinery, furniture and other equipment.

FORECAST: To estimate or calculate in advance.

FUNCTION: A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. County functions are: Public Protection, Health & Social Services, Community Services, General Government, and Support Services.

FUND BALANCE: A surplus or deficit of assets over liabilities and reserves within a specific fund, or organization unit. A comparison of projected expenditures and revenues with related appropriations.

FUNDS: A legal entity that provides for the segregation of moneys or other revenue sources for specific restrictions, or limitations. A separate set of accounts must be maintained for each fund to show its assets, liabilities, reserves, and surplus (fund balance), as well as its income and expenditures. The assets of a fund may also be placed into separate accounts to provide for limitations on specified fund income or expenditures. The County Family of Funds include: General Fund, Road Fund, Capital Outlay Fund, Special Aviation Fund, Edgemoor Development Fund, Survey Monument Preservation Fund, Investment-Deferred Compensation Fund, County Health Complex Fund, Park Land Dedication Fund, Fish & Game Fund, Propagation Fund, CAC Development Fund, Cable TV Fund, Cable TV Interest Fund, and Library Fund.

GENERAL FUND: The fund used to account for all the ordinary operations of the County except those required to be accounted for in another fund.

GENERAL REVENUES: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, revenue sharing and fund balance. General Revenues may be used for any purpose which is a legal expenditure of County funds. Therefore, they generally reflect the degree of flexibility the County has to finance programs and projects. Since they are locally generated, General Revenues are affected by local economic conditions. Their usage is controlled by the Board of Supervisors. (See Net County Cost.)

INFLATION: An increase in the amount of money in circulation, resulting in a relatively sharp and sudden fall in money value and a rise in prices. A spiral effect results from wage increases and cost increases interacting on each other.

INDIRECT EXPENSES: Those elements of cost necessary in the production of an article or the performance of a service but which do not become an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.

INTERNAL SERVICE FUND: Formerly called an Intergovernmental Service Fund. A fund established to finance and account for services and commodities furnished by one department to other departments. Amounts expended by the fund are restored either from operating earnings or by transfers from other funds so that the original fund capital is kept intact.

LINE ITEM BUDGET: A budget for object expenditures based on type of goods or services including: salaries & benefits, services & supplies, other charges, and fixed assets. The Auditor & Controller's office prepares the line-item budget for the County as required by State Law.

MANDATED PROGRAMS/MANDATED SERVICE LEVEL (MMSL): This is a category for programs over which the Board has no discretion. Aid to Families with Dependent Children is an example. The County is required to operate this program; this service is targeted to a population meeting eligibility standards set by the State; time deadlines are imposed and the aid payment schedule and County participation rate is set by the State.

MANDATED PROGRAMS/DISCRETIONARY SERVICE LEVEL (MDSL): This is a category for programs that are required by law, but the level of service is optional. An example of a program in this category is the General Relief Program. The Board sets the aid payment rate and has total freedom of choice in deciding how this program is administered. Some programs, such as the Mental Health and Law Enforcement Programs have discretionary service levels because the minimum service level requirement is not clearly stated in the law, Charter or Court ruling that mandates the program.

NET COUNTY COST: A cost funded by general revenues. Generally the difference between direct costs and program revenues or that part of County appropriations offset by General Revenues.

NET GENERAL FUND CONTRIBUTION: (SEE NET COUNTY COST)

OBJECTS (LINE ITEMS): A subclassification of expenditures based on type of goods or services including: Salaries & Benefits, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OVERHEAD: (SEE INDIRECT EXPENSES)

OVERREALIZED REVENUE: Additional revenue that is accounted for, but not budgeted, which may legally be made available for the financing requirements of the County.

POSITION: A position is an employment slot, an approved job for a person or persons working full-time or part-time. A position is usually listed in terms of its classification.

PRIORITY: A ranking of programs from most important to least important according to an established criteria which may take into account the number of persons served, health & safety impacts, etc.

PROGRAMS: Efforts of a department grouped together on the basis of common objectives. The basic unit of the program budget, organized as follows: Function, Department, Program, Activity.

PROGRAM REVENUES: Revenues that are generated by programs and/or are dedicated to offset the program's costs.

RECEIPTS: Describes an increase in the assets of a fund including revenues as well as transfers from other funds, federal receipts and fund reimbursements.

RESERVE DESIGNATION: The amount of fund balance which is reserved for specific purposes and which is not available for financing the budget requirements. An example is the reserve the County of San Diego has designated for Mission Trails Park.

REVENUE: The addition to cash or other current assets of governmental funds (receipts) which do not increase any liability or reserve and do not represent the recovery of an expenditure, i.e., reimbursements. Generally, revenue is derived from taxes, licenses, and fees or investment earnings.

SALARY SAVINGS: Salary savings reflect personnel cost savings resulting from vacancies as a result of turnover of employees, and other personnel changes. Total estimated salary and benefit costs are often reduced by 1 to 2% or more to account for salary savings.

SPECIAL REVENUE FUND: A revenue fund used to account for the proceeds of specific revenue sources (other than special assessments, or for major capital projects) that are legally restricted to expenditure for specified purposes. The Library Fund and Road Fund are examples of special revenue funds.

STAFF YEAR: In concept, one person working full-time for one year. In the County, salaries & benefits costs are based on the number of staff-years of various classifications required to provide a certain level or service. A normal fiscal year is equal to 2088 staff hours. A leap Fiscal Year is equivalent to 2096 hours.

UNANTICIPATED REVENUE: Additional revenue that is not accounted for, and therefore not budgeted, which may legally be made available for the financing requirements of the County.

APPENDIX H
A READER'S GUIDE TO TAXES AND FEES

This appendix covers the following topics:

- A. State Taxes and Fees which support Local Government
- B. Local Government Taxes
- C. Business Regulatory License Fees
- D. County Department Service Fees

A. State Taxes and Fees Which Support Local Government

The State imposes an Income Tax, and various other Taxes & Fees which generally are available for State purposes, including support for a local government. The State also imposes a Motor Vehicle Fuel Taxes, Sales and Use Tax, Motor Vehicle Fee, and Trailer in Lieu Fees, a portion of which is specifically allocated to local government. These are summarized as follows:

Motor Vehicle Fuel Taxes

The motor vehicle fuel license tax (gasoline) and the use fuel tax (diesel) provide the major sources of funds for maintaining, replacing and building state highway and transportation facilities. Close to one-half of these revenues are apportioned to local jurisdictions for streets and highways use.

The gas tax is imposed on the distribution of gasoline and other flammable liquids. Distribution of diesel fuel, liquid petroleum gas (LPG), alcohol fuel and kerosene are included under this tax. The current tax rate for motor vehicle fuel is 16 cents per gallon. Aircraft jet fuel is taxed at 2 cents per gallon.

The use fuel tax is imposed on diesel fuel, LPG, natural gas and alcohol fuel for use on state highways. The current tax rates are 16 cents per gallon of diesel fuel, 7 cents per cubic feet of compressed natural gas, 6 cents per gallon of LPG or liquid natural gas and 4.5 cents per gallon of alcohol fuel. In addition, a person may elect to pay a flat rate fuel tax based on vehicle weight in lieu of the tax on LPG. Local transit systems and certain common carriers pay one cent per gallon.

Proposition 111, which was enacted November 1990, increased gasoline and diesel fuel tax rates by 5 cents per gallon effective August 1, 1990, with an additional .1 cent per gallon increase each January 1, thereafter for four years, bringing the tax rate to 18 cents per gallon effective January 1, 1994. This statewide increase is estimated to generate \$949 million during 1991-92 and \$1.1 billion during 1992-93 for transportation purposes.

Sales and Use Tax

The sales tax is imposed upon retailers for the privilege of selling personal property in California. The breakdown of the San Diego County's 8.25 percent rate currently imposed is as follows:

1. 5.50 percent State tax rate .
2. 1.0 percent local tax rate distributed on the situs basis for City and County general purpose use.
3. .50 percent State tax rate dedicated to local government for program realignment.
4. .25 percent local tax rate dedicated for County transportation.
5. .50 percent local tax rate dedicated for road construction passed in 1987 for the next 10 years.
6. .50 percent local tax rate passed in 1988 for 10 years is dedicated to build and operate San Diego jails and courts. This revenue is currently held in trust pending the final determination of Court decisions which have ruled this tax increase invalid.

Motor Vehicles Fees

The vehicle license fee is imposed for the privilege of operating a vehicle on the public highways in California. All the revenue are apportioned to local governments. The vehicle license fee is calculated on the vehicles "market value" which is of the cost to the purchaser exclusive of sales tax, adjusted by a depreciation schedule. A two percent (2%) is applied to the depreciated value to determine the fee.

Trailer In-Lieu Of Fee

Is based on the number of trailer coaches registered within the County. The fee is calculated by applying a 2% on the "market value" of the vehicle.

B. Local Government Taxes

The County has the authority to impose Property Taxes but the 1% tax rate is set by Article 13A (Proposition 13) of the State Constitution. The County may impose a Real Property Transfer Tax but this rate is also set by the State. The County may establish a tax rate for the Business License Tax, Tourist Occupancy Tax and Utility Users Tax in the unincorporated area.

The County has not exercised its authority with respect to a utility users tax. The taxes which are established are summarized as follows:

Property Taxes

Secured Property Taxes are collected annually based on the 1% of assessed valuation. The assessed valuation is determined as follows: (a) for property that changes ownership and for new construction, the resale value and the full market value of the new construction are used as basis; (2) for property which is not changing ownership, a minimum of 2% increase on the existing base is applied annually based on value increases.

Unsecured Property Taxes are collected based on the 1% of market value assessment.

The taxes are distributed as follows:

Schools	50.0%
County	24.6%
Cities	15.7%
Special Districts	4.4%
Redevelopment	5.3%

Real Property Transfer Tax

This is a tax on a property transaction such as changes of ownership. The County collects a tax based on the consideration or value of the interest or property conveyed at the rate of 55 cents for each \$500.00 or fractional part thereof.

This tax is distributed as follows:

1. For property located in the unincorporated area, the City receives 50% of the tax, and the County receives 50%.
2. For property located within a City, the County keep 50% of the tax.

Tourist Occupancy Tax

The County's Uniform Tourist Tax imposes a 9% tax on hotels and motel room charges in the unincorporated area.

Business Certificate Tax

Persons or business who transact business in the unincorporated area are charged with an annual certificate tax equal to:

1. General Business - a flat rate of \$25.00 plus \$5.00 per number of employees.

2. Professionals - a flat rate of \$40.00 plus \$5.00 per number of employees.
3. Trailer Courts/Mobile Home/RV parks \$2.00 per space.
4. Swap Meet - \$25.00/year plus \$2.00 per rental space.

Real Estate Agents with a fixed location outside the unincorporated area are exempt from the Business Certificate Tax. Also exempt are businesses which transact business less than 30 days in the unincorporated area.

The Business Certificate Tax is solely for the purpose of raising revenues for general County purposes. This tax is distinguished from Regulatory Fees which the County has established to recover the cost of related government regulation. The County's regulatory business license fees are summarized next.

C. SUMMARY OF BUSINESS REGULATORY LICENSE FEES

<u>Type of Regulation/Business</u>	<u>Annual Fee</u>	<u>See County of San Diego Code of Regulatory Ordinances Section</u>
Amusement Devices & Establishments	1st Year: \$138 plus \$60 per device Renewal: \$103 plus \$60 per device	21.101 — 21.109
Dances & Dance Halls	\$93	21.201 — 21.227
Teenage Dances	\$93	21.250 — 21.279
Entertainment License	<u>Professional Act:</u> 1st Year: \$ 98 Renewal: \$ 64 <u>Nude Act:</u> 1st Year: \$123 Renewal: \$ 88 <u>Non-Professional Act:</u> 1st Year: \$ 98 Renewal: \$ 88	21.280 — 21.285.10
Taxicabs & Taxicab Operators	License: \$89 plus \$50 per vehicle ID Card \$20	21.301 — 21.322
Casino Parties	\$116	21.401 — 21.409

<u>Type of Regulation/Business</u>	<u>Annual Fee</u>	<u>See County of San Diego Code of Regulatory Ordinances Section</u>
Bingo	Application: \$50 Permit: \$25 (\$25 of application to be refunded) plus 1% of monthly gross receipts over \$5,000 \$5 for each employee added to the permit.	37.400 — 37.408
Solicitations	1st Year: \$80 Renewal: \$70 Card: 1st Year: \$55 Renewal: \$34	21.501 — 21.522
Junk, Automobile Wrecking and Non-operating Vehicle Storage Yards	\$420	21.606 — 21.619
Second Hand Dealers	1st Year: \$166 Renewal: \$ 45	21.700 — 21.721
Aircraft Ticket Brokers	\$10	21.901 — 21.912
Circuses, Carnivals, Amusement Centers & Go-Cart Centers	5 days or less: \$239, plus \$100 per day 5 days or more: \$361	21.1051 — 21.1067 21.1001 — 21.1009
Noise Control Regulation Variance Permit	\$25 per application for permit and extension	36.426
Fireworks Permit	\$118	32.101 — 32.108
Fortune Telling	1st Year — \$80 Renewal — \$70	32.601 — 32.606
Distribution of Coupon Books	\$161	21.1101 — 21.1105
License for Sale of Firearms	1st Year: \$118 Renewal: \$ 69	21.1202 — 21.1211
Swap Meets and Swap Lots	\$264 plus \$24 per stall, with minimum \$500 Renewal: \$166 plus \$24 per stall	21.1301 — 21.1319
Cable Television Systems	5% of Gross Total Basic Service Receipts	21.1601 — 21.1677

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Sanitation Regulation Permits and Fees:		
(See Section 65.107 for schedule of fees)		
Food Establishment Permit Fees:		
Restaurants:		
1 to 10 employees	\$ 250.00	
11 to 25 employees	300.00	
26 to 100 employees	400.00	
101 to 199 employees	660.00	
200 or more employees	700.00	
Reinspection Fee	\$ 75.00	
For Permanent Concession Stands	\$ 90.00	
For retail markets, other than candy stores:		
1 to 15 employees	\$ 135.00	
16 to 25 employees	150.00	
26+ employees	240.00	
For candy stores	\$ 45.00	
For food establishments vending pre-packaged, non-refrigerated, non-perishable foods	\$ 60.00	
For seasonal concession stands, non-permanent, more than 90 days in any one year	\$ 55.00	
Temporary food establishments at a special event, not to exceed 90 days: Ice cream or packaged non-perishable foods	\$ 45.00	
Unwrapped or perishable foods	\$ 80.00	
For food establishments operating retail markets and restaurants or delicatessens on the same premises:		
1-10 employees	\$ 255.00	
11+ employees	\$ 400.00	
For food vending headquarters:		
Vending machine headquarters	\$ 155.00	
Vending vehicle headquarters	\$ 220.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
For each food vending vehicle, other than mobile food preparation units, under the same ownership and operating out of the same establishment:		
Packaged lunch truck	\$ 135.00	
Other vending vehicles	50.00	
Boats	120.00	
For each mobile food preparation unit under the same ownership and operating out of the same establishment:	\$ 360.00	
For mobile food units (push carts):		
Annual site permits		
Pre-packaged foods	\$ 50.00	
Food preparation	195.00	
For each vending machine dispensing milk, ice cream or milk products or other kinds of perishable foods or beverages, or dispensing unbottled or uncanned liquid foods or beverages, except vending machines which dispense unwrapped non-perishable, non-liquid food products.	\$ 15.00	schedule of fees)
Refrigeration plants.	\$ 300.00	
For food processing establishments:		
Retail	\$ 300.00	
When two or more types of activities are conducted within one establishments by the same operator, only one permit fee will be charged. The higher fee shall prevail.		
Catering:		
Type II	\$ 250.00	
Type III	250.00	
Equipment rental	45.00	
Bed and breakfast	\$ 210.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
For seasonal concession stands at a special event, not to exceed 90 days in any one year	\$ 70.00	
Housing Permit Fees — Inspection Fees for Apartment, House or Hotel as Provided in Section 66.1003		
For each apartment house or hotel containing not more than five (5) units.	\$ 70.00	
For each apartment house or hotel containing from six (6) to ten (10) units.	\$ 80.00	
For each apartment house or hotel containing from eleven (11) to fifteen (15) units.	\$ 90.00	
For each apartment house or hotel containing more than fifteen (15) units.	\$ 75.00	
For each unit in excess of fifteen (15)	\$ 2.00	
Public Pool Permit Fees		
For one (1) pool	\$ 160.00	
For two (2) pools	220.00	
For three (3) pools	275.00	
For four (4) pools	325.00	
For five (5) pools	380.00	
Each additional pool, as provided for in Section 67.302	\$ 30.00	
Water Recreational Facility	\$ 200.00	
Public Bath House	\$ 600.00	
Land use Fees		
Well permit application, as provided for in Section 67.411.B.	\$ 180.00	
Septic installation, as provided for in Section 68.326.	\$ 200.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Septic re-inspection, as provided for in Section 68.326.	\$ 60.00	
Septic Inspection Repair, as provided for in Section 68.326.	\$ 150.00	
Permits, no field investigation, as provided for in Section 68.326.1.	\$ 25.00	
Deposit for Major Use Permits, special project review as provided for in Section 68.326.2.	\$ 500.00	
Layouts, as provided for in Section 68.328.1:		
New Construction	\$ 315.00	
Additions/ Pools	180.00	
Re-review	60.00	
Percolation Tests, as provided for in Section 68.328.1:		
Percolation Test	\$ 340.00	
Re-review	60.00	
Septic Cleaner Examination Fee, as provided for in Section 68.602.	\$ 25.00	
Septic Cleaner Registration, as provided for in Section 68.604.	\$ 25.00	
Sewage Pumping Vehicle, as provided for in Section 68.604a.	\$ 60.00	
Deposit for a Tentative Map on septic as provided for in Section 81.201.1.	\$ 2,000.00	
Tentative Map on public sewer as provided for in Section 81.201.	\$ 280.00	
Tentative Parcel Map On Septic As Provided For In Section 81.207(D):		
For one (1) parcel	\$ 250.00	(See section 65.107 for Schedule of fees)
For two (2) parcels	440.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
For three (3) parcels	500.00	
For four (4) parcels	640.00	
For five (5) parcels	680.00	
Re-review	60.00	
Tentative Parcel Map on Sewer as provided for in Section 81.207(d). Field check only.	\$ 110.00	
Boundary Adjustment, as provided for in Section 81.902.2.	\$ 240.00	
Certificate of Compliance, as provided for in Section 81.1105.1	\$ 180.00	
Grading Plan as provided for in Section 87.204.1.	\$ 120.00	
Small Water System Fees:		(See Section 65.107 for schedule of fees)
Small Water Systems permit processing: as provided in California Health and Safety Code, Sections 4010.8, 4010.9		
Community Water Systems	\$ 440.00	
Non-Community Water System	305.00	
State Small Water System	250.00	
Small water system annual permit: as provided in California Health and Safety Code, Section 4010.8 and 4010.9.		
Community Water System:	\$ 360.00	
1-50 service connections	380.00	
51-100 service connections	500.00	
101-199 service connections	1.50	
For each connection over 100		
Non-community water system:		
1-15 service connection	\$ 360.00	
16 or more service connection	400.00	
State Small Water System	\$ 360.00	
Non-Transient Non-Community Water System	\$ 360.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
SOLID WASTE FEES: Solid Waste Facility Application processing fee: as provided for in Government Code Sections 66796.20 and 66784.3.		
Disposal sites	\$ 500.00	
Transfer Stations:		
Large volume (100 cubic yards, or more per day)	\$ 350.00	
Small volume (less than 100 cubic yards per day)	\$ 250.00	
Plan Check Fees:		(See Section 65.107 for schedule of fees)
Pool Plan Review, as provided for in Section 67.301.		
For up to two (2) pools	\$ 650.00	
For each pool in excess of two (2)	\$ 150.00	
Food Establishment Plan Review as provided in Section 61.112:		
0 - 1999 Square Feet	\$ 320.00	
2000 - 7999 Square Feet	650.00	
8000+ Square Feet	1,000.00	
Restamping or Approval of Non-health Regulated Building plans, as required by other governmental agencies.	\$ 50.00	
Hazardous Materials Management Fees:		(See Section 65.107 for schedule of fees)
Operating Permit Base Fee (Required for all establishments)	\$ 150.00	
Hazardous Waste Generator Operating Permit		
Waste oil recycled by recycling company which uses state sanctioned modified manifesting procedures (flat rate)	\$ 55.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Per Waste Volume less than 5 tons	\$ 55.00	
Per Waste Volume 5 to 50 tons	\$ 127.00	
Per Waste Volume greater than 50 tons	\$ 225.00	
Hazardous Material Response Plans and Inventory Operating Permit (Maximum Fee is \$1,250).		
Per material volume less than 550 gallons, 5,000 or 2,000 cubic feet of compressed gas.	\$ 50.00	
Hazardous Waste Management Fees		
Per material volume 550 to 5,500 gallons, 5,000 to 50,000 pounds or 2,000 to 20,000 cubic feet of compressed gas	\$ 83.00	
Per material volume greater than 55,000 gallons, 50,000 pounds or 20,000 cubic feet of compressed gas	\$ 154.00	
Underground Hazardous Materials Storage Operating Permit Per Tank	\$ 112.00	
Underground Hazardous Materials Storage Tank Special Permits		
New Installation/Repair	\$ 446.00	
First Tank Base Fee	122.00	
Each Additional Tank	108.00	
Plan Re-Review		
Re-pipe Per Facility	\$ 374.00	
Plan Re-Review	78.00	
Closure/Removal		
One Tank	\$ 265.00	
Each Additional Tank	134.00	
Plan Re-Review	60.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Reinspection Fee	\$ 108.00	
Monitoring Wells/Soil Bearings (per well)	\$ 140.00	
Reinspection Fee (per well)	70.00	
Business establishments generating less than 220 pounds per month of biohazardous waste	\$ 105.00	
Hazardous Materials Management Review of Building Permit applications	\$ 110.00	
Hazardous Materials Management Review and Approval of Business Plan which establishes the Annual Fee.		
Operating Permit	\$ 150.00	
Per material volume less than 550 gallons, 5,000 pounds or 2,000 cubic feet of compressed gas	50.00	
Per material volume 550 to 5,500 gallons, 5,000 to 50,000 pounds or 2,000 to 20,000 cubic feet of compressed gas.	\$ 85.00	
Per material volume greater than 5,500 gallons, 50,000 pounds or 20,000 cubic feet of compressed gas.	\$ 154.00	
Oversight and investigation of contaminated ground water/soil. Hourly rate. (Minimum charge 1/2 hour \$37.50).	\$ 75.00	
Consultation for which no fee is specifically indicated. Hourly rate. (Minimum charge one hour, each additional 1/2 hour \$37.50).	\$ 75.00	
X-Ray Machines		(See Section 65.107 for schedule of fees)
Medical		
First Room	\$ 100.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Each additional room in the same facility	50.00	
On site construction inspection	50.00	
Dental		
First Room	\$ 50.00	
Each additional room in the same facility	25.00	
On site construction inspection	25.00	
Industrial		
First Room	\$ 150.00	
Each additional room in the same facility	75.00	
On site construction inspection	75.00	
Miscellaneous Fees: (See Section 65.107 for schedule of fees)		
Consultation for which no fee is specifically indicated. Hourly rate. (Minimum charge one hour, each additional 1/2 hour \$30)	\$ 60.00	
Food Handler per Section 61.112		
Renewal Exam	\$ 8.00	
Duplicate	8.00	
Education Certificate and Food Service Manager Training Certificate (each certificate)	\$ 1.50	
Manager Training Booklets	1.00	
Exam materials	.20	
Drinking water sample processing (per sample)	\$ 65.00	
Pet Shops/Kennels permit fee	\$ 60.00	
Public Camps	\$ 85.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Picnic Grounds	\$ 85.00	
Massage Parlors	\$ 70.00	
Tattoo Parlors	\$ 60.00	
For each duplicate permit, license or registration as provided for in Section 61.110	\$ 5.00	
Computer Generated Reports (per report):		
File Listing (1-150 estab.) Hard Copy Only; Main Frame Formatted	\$ 50.00	
File listing (151-1500 estab.) Hard Copy Only; Main Frame Formatted	\$ 100.00	
File Listing (1501-4000 estab.) Hard Copy Only; Main Frame Formatted	\$ 150.00	
File Listing (4001+ estab.) Hard Copy Only; Main Frame Formatted	\$ 175.00	
File Listing (1-150 estab.) Floppy Disc Only; PC Formatted	\$ 50.00	
File Listing (151-1500 estab.) Floppy Disc Only; PC Formatted	\$ 100.00	
File Listing (1501-5000 estab.) Floppy Disc Only; PC Formatted	\$ 150.00	
File Listing (5001+ estab.) Floppy Disc Only; PC Formatted	\$ 200.00	
File Listing (1-150 estab.) Hard Copy Only; PC Formatted	\$ 100.00	
File Listing (151 - 1500 estab.) Hard Copy Only; PC Formatted	\$ 150.00	
File Listing (1501-4000 estab.) Hard Copy Only; PC Formatted	\$ 300.00	
File Listing (4001+ estab.) Hard Copy Only; PC Formatted	\$ 400.00	

Type of Regulation/Business	Annual Fee	See County of San Diego Code of Regulatory Ordinances Section
Copies of Documents		
Up to 8-1/2" x 14":		
First Page	\$ 1.00	
Pages 2-11 (per page)	.50	
Page 12 and above (per page)	.20	
Over 8-1/2" x 14" up to 18" x 24" (per page)	2.00	
Larger than 18" x 24" (per page)	3.00	
Facsimile Machine Copies (per page), plus telephone charges	3.00	
Microfiche	.25	
Asbestos Analysis		
Bulk	\$ 25.00	
Fiber	\$ 25.00	
Floor Tile	\$ 50.00	

In addition to Regulatory License and Service Fees, County Departments have fees for service, including the following:

Department/Service	Rate	See Administrative Code Section
Health Services		
Fee for Vaccinations	\$2 plus per certification	242
Immunizations	\$2	243
Venereal Disease Services	\$7 per year	244
Virology Laboratory Services	4 services ranging from \$10 per specimen to \$60 per specimen	245
	\$10 for child health or cervical cancer screening.	246
Maternal Health, Family Planning and Dysplasia Fees	20 services ranging from \$4 to \$95 plus cost of supplies	248-248.1

Department/Service	Rate	See Administrative Code Section
Early Intervention Program Fees	34 services ranging from \$4.56 to \$95	248.1
Municipal Courts		
	Fine Enhancements and fees related to prior convictions (\$10) Department of Motor Vehicle notification (\$10), accounts receivable (\$30), civil action surcharge (\$7)	361
Planning & Land Use		
	Building Permit Fees ranging from \$15, to \$3,539.50 for \$1 million valuation plus \$2 for each additional \$1,000, plus miscellaneous electrical, plumbing, and mechanical permit fees, plus regulatory fees and deposits (e.g., major subdivision tentative map -- \$3,000 deposit)	362
General Plan Amendment	Actual cost	395.1
Public Administrator		
	As established by Probate Code, and approved by the court.	397.3
Fees & Commission copies		
Copies	50¢ per copy.	397.5
Fee for returned check	\$10	76.1
Clerk of the Board of Supervisors		
		160.1
Comparing and certifying copies	.50 per page	100.3
Fee for certification	\$2.00	160.4
Medical Examiner		
		161.7
	Certification of copies of documents & fees	
Technical Laboratory Services	52 services ranging from \$6.85 each to \$221.00 each	161.9

<u>Department/Service</u>	<u>Rate</u>	<u>See Administrative Code Section</u>
Service or Witness	Actual Cost up to \$120 with specific exceptions	161.11
Embalming	Up to \$120 with specific exceptions	161.11
Removing and keeping dead bodies	up to \$100 with specific exceptions	161.12
<u>County Clerk</u>		
Locker Rental	\$15 semi-annually plus \$1 per key	173
Marriage Licenses	\$12 (\$6.35 State; \$5.65 County)	173.5
Sale of Forms	Continuous copy — \$.10 per form One-side copy — \$15 per form Two-side copy — \$20 per form	173.6
<u>Agriculture/Weights & Measures</u>		
	Records Copying 8 1/2 x 13 — \$.20 per folio 8 1/2 x 13 photograph - \$.50 per folio	176.5
Comparing & Certifying Copies	\$1 plus .05 per folio	176.7
Certification	\$.75	176.8
<u>Sheriff</u>		
Ambulance Services	Fee schedule for Non-Indigents — \$72 per run (cost may be shared by multiple recipients)	445.2
<u>Public Works</u>		
Flood Hazard Reports	\$50	463
Reimbursement Agreements	\$150+ 5% of construction cost	
Encroachment Agreements	\$100	
Certification Letters	\$15	

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