

RB 5/12/93

# Final Program Budget 1992-93



County of San Diego

*Submitted to the  
Board of Supervisors*

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RB 5/12/93

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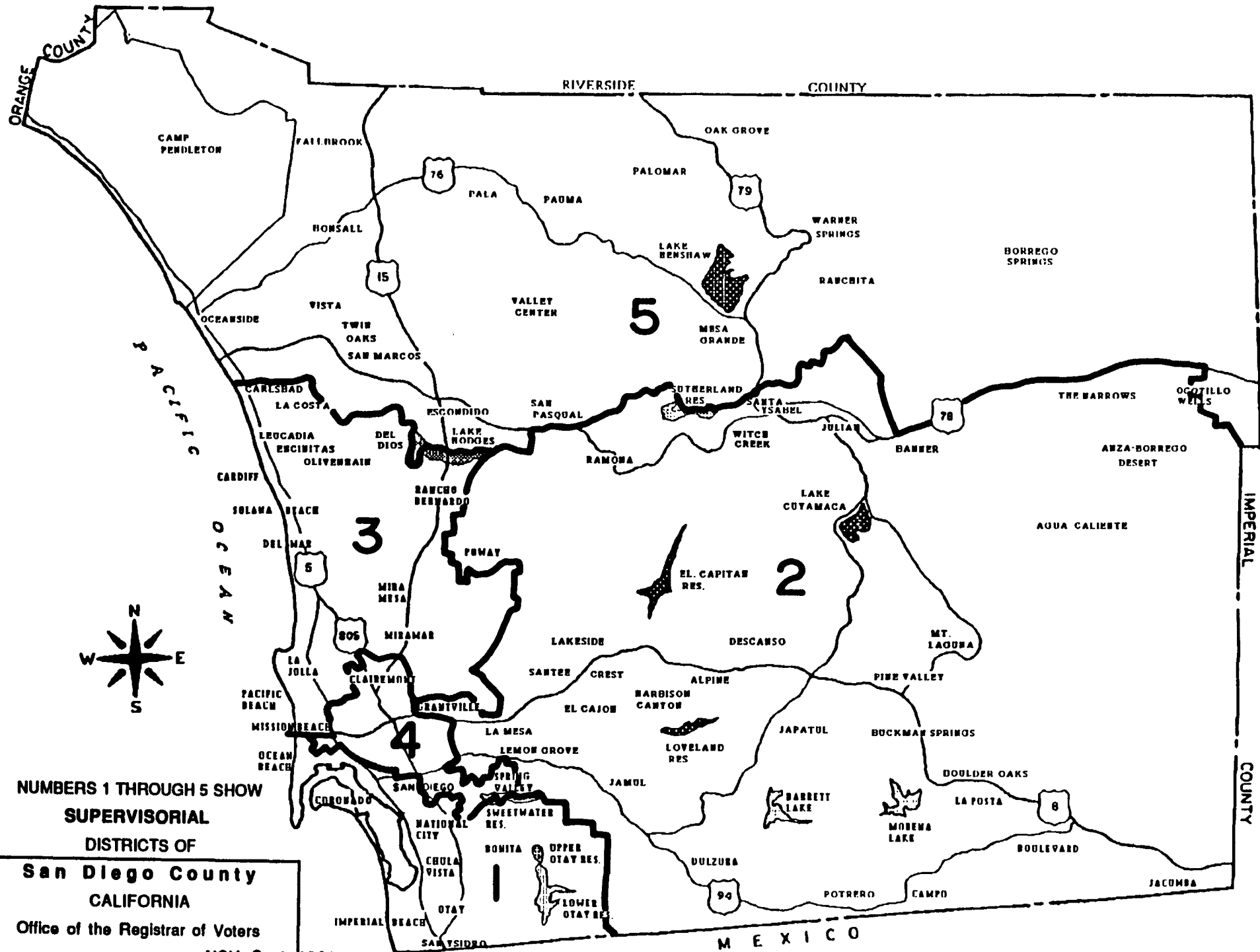
*FIFTH DISTRICT*

**COUNTY OF  
SAN DIEGO**

**1992-93 ADOPTED  
PROGRAM BUDGET**



**DAVID E. JANSSEN  
CHIEF ADMINISTRATIVE OFFICER**



NUMBERS 1 THROUGH 5 SHOW  
 SUPERVISORIAL  
 DISTRICTS OF  
**San Diego County**  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**PRESENTED TO  
County of San Diego,  
California**

**For the Fiscal Year Beginning  
July 1, 1991**

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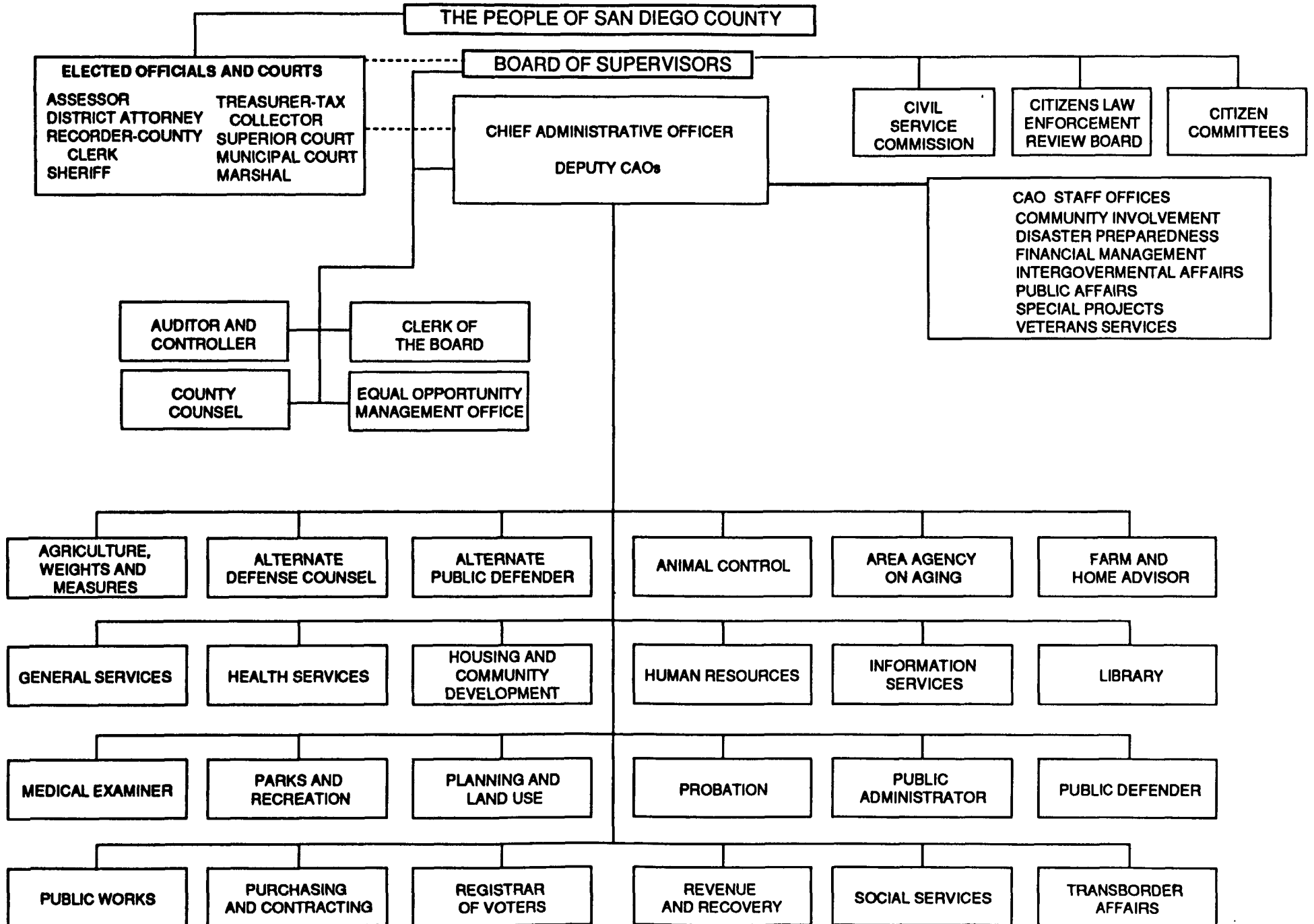
The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the County of San Diego for its annual budget for the fiscal year beginning July 1, 1991. This was the third year of participation by the County of San Diego, and our third year as an award recipient.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our 1992-93 budget continues to conform to program requirements.



# COUNTY ORGANIZATION CHART



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# County of San Diego

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April 13, 1993

TO: Supervisor Brian P. Bilbray, Chairman  
Supervisor Pam Slater, Vice Chairperson  
Supervisor Dianne Jacob  
Supervisor Leon L. Williams  
Supervisor John MacDonald

FROM: David E. Janssen  
Chief Administrative Officer

## 1992-93 ADOPTED PROGRAM BUDGET

The County of San Diego Budget adopted on July 15, 1992 totals \$1,931,969,251 and 16,977.21 staff-years. Basic information useful to understanding the adopted budget is provided in the Budget Highlights, Departments Budgets, and Appendices sections of this document.

The purpose of this letter is to transmit the Adopted Budget to the Board of Supervisors, and the public, and to provide supplemental information below on major adjustments made to the Adopted Budget on October 13, 1993 as a result of the State of California Budget adopted in September, 1993. These adjustments are summarized in Table I below.

The overall impact of these reductions is summarized as follows:

	Adopted Budget July 15, 1992	State Budget Adjustments	Adopted Budget Adjusted October 13, 1992
Expenditures	\$ 1,931,969,251	\$ -32,862,587	\$ 1,899,106,664
Program Revenues	(\$ 1,360,255,991)	(\$ 8,522,087)	(\$ 1,351,733,904)
Net County Cost	\$ 571,713,260	\$ -24,340,500	\$ 547,372,760
Staff-Years	16,977.21	- 39.65	16,937.56

# 1992-93 ADOPTED PROGRAM BUDGET

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A comparison of 1992-93 totals to 1977-78, the year prior to the Proposition 13 impact, is provided as follows:

1992-93 ADJUSTED COMPARED TO 1977-78	TOTAL APPROPRIATIONS	STAFF YEARS
1992-93 Budget Totals (Revenues & Expenditures)	\$1,899,106,664	16,937.56 SY
Per Capita (2,632,000 persons)	721.55	6.44 SY per 1,000 Population
Per Person Per Day	\$1.98	N/A
1992-93 In 1977-78 Dollars	\$738,952,009	
Per Capita (2,632,000 persons)	\$280.76	
Per Person Per Day	\$0.77*	
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*	N/A

- \* It is interesting to note that the 1992-93 Budget includes nearly \$171 million in programs transferred to the County from the Federal and State Budgets in recent years. These programs are Food Stamp Cash-Out, In-Home Supportive Services Administration, and Indigent Medical Care. Excluding these costs, the County's current cost per person per day is 70¢ in 1978 dollars, compared to the 1978 actual cost per person per day of 77¢.

The state budget resulted in a major reduction in the County budget as a result of shifting property tax revenues from counties, cities and special districts to schools, reducing the trial court funding program, and reducing program revenue primarily in the health and social services area.

Reductions in revenue as a result of State actions are summarized as follows:

### Reductions in Net County Cost

AB 8 Property Tax Shift	\$ 17,900,000
Trial Court Funding	\$ 5,810,500
County Library	\$ 450,000
Elimination of Selected Mandates	\$ 1,600,000

**1992-93 ADOPTED PROGRAM BUDGET**

**Page 3**

**April 13, 1993**

**Reductions in Program Revenue**

Alcohol, Drug and Mental Health \$ 1,500,000

A three part plan was approved to deal with these reductions and miscellaneous changes. This plan is outlined as follows:

**Effect on Net County Cost**

Program Reductions	\$ 14,854,836
Salary Cost Reductions	\$ 14,000,000
Travel & Membership Reductions	<u>\$ 751,250</u>
	\$ 29,606,086

Each of these components is summarized below.

\* **Program Reductions** include the following:

- **Trial Court Funding:** The total trial court funding cut was \$5.8 million, which was split between the Courts and Marshal, and other general fund departments. The Courts and Marshal reduction was \$3 million.
- **Sheriff:** A \$3 million freeze was imposed pending a review of the Sheriff's cost saving proposals.
- **District Attorney:** A \$625,822 reduction was identified without specifying which programs would be impacted.
- **Social Services:** Reductions in Aid to Families with Dependent Children and General Relief provide a net County cost reduction of \$1,960,000.
- **Health:** A reduction of \$1 million and 19.41 staff-years was identified mainly in the Department Administration and Support Services programs, but also in administration of the following programs: Edgemoor Geriatric Hospital, Community Disease Control, and County Medical Services.
- **Registrar of Voters:** A \$886,000 reduction was identified related mainly to suspension of several state mandates for one year.
- **General Services:** A reduction of \$576,322 and 7 staff-years was identified in Architecture & Engineering, Fleet Maintenance, Facility Services, Department Administration, Real Property, and Printing Services.

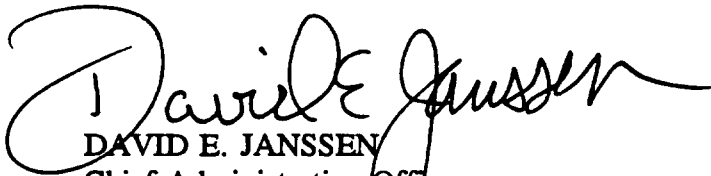
**1992-93 ADOPTED PROGRAM BUDGET**

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**April 13, 1993**

- \* Salary Cost Reductions were implemented through an Integrated Leave Program in order to minimize lay-offs by saving an estimated \$14 million. This involves incremental pay reductions in exchange for paid leave credits on an hour for hour basis, with the number of hours involved per employee ranging from 20 to 80 hours depending on the employee's earning rate.
  
- \* Travel & Membership was reduced by \$1,378,595 total cost (\$751,250 net cost) which involved every department.

Respectfully submitted,



DAVID E. JANSSEN  
Chief Administrative Officer

---

## ***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 2.6 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:**

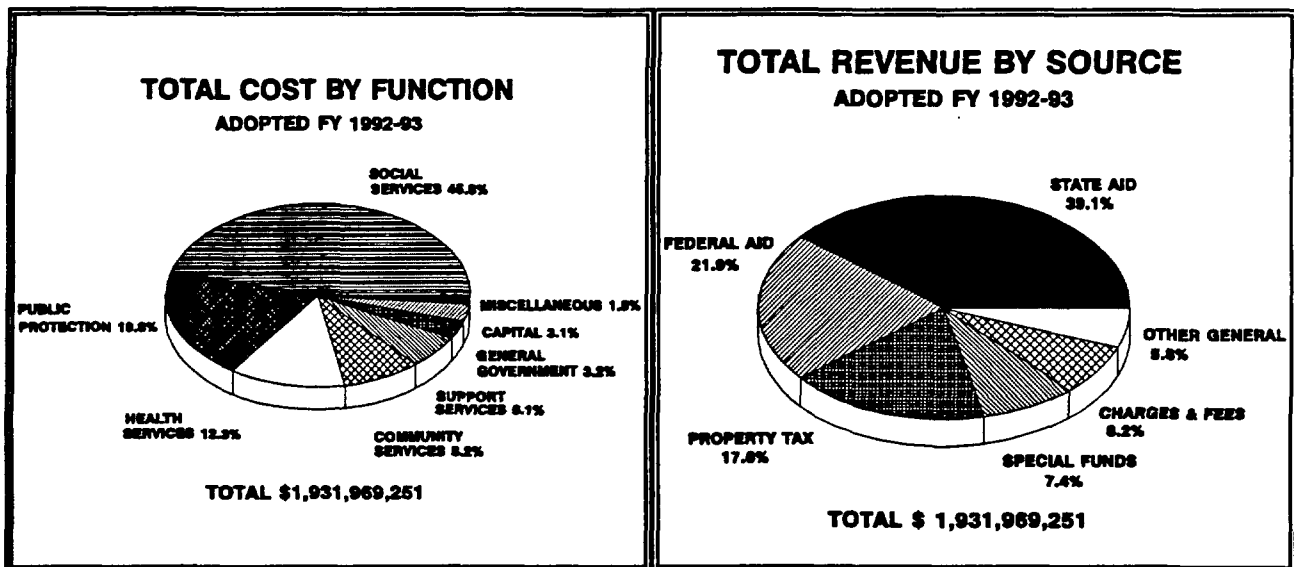
In California, counties are the delivery system for Federal, State and local programs. The County of San Diego provides a wide range of services to its residents, including the following:

- **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.

## 1992-93 ADOPTED BUDGET

FUNCTIONAL AREA	1991-92 ADOPTED	1992-93 ADOPTED	% CHANGE
Public Protection	\$365,169,554	\$382,131,229	4.6
Health & Social Services	1,060,340,053	1,121,891,531	5.8
Community Services	172,952,762	159,715,359	-7.7
General Government	63,987,676	61,407,316	-4.0
Support Services	122,105,094	117,676,720	-3.6
Capital	59,844,223	60,138,733	0.5
Miscellaneous	26,737,920	29,008,363	8.5
<b>Total</b>	<b>\$1,871,137,282</b>	<b>\$1,931,969,251</b>	<b>3.3</b>

The increase in the 1992-93 Adopted Budget appropriations is 3.3%. The Health and Social Services functional area accounts for the majority of the County's budget with 58% 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 almost 20% 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.



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

The Board of Supervisors continues to take the initiative to pursue equitable funding in the State legislature and the courts. It is estimated that County residents are annually not receiving over \$212 million in services due to inequitable state funding formulas. Since 1983-84, the County has not received over \$1.5 billion of its "fair share" of revenues.

On February 10, 1992, a San Diego Superior Court ruled in the County of San Diego versus Kenneth Cory, former State Controller, that the State property tax allocation formula violates the equal protection clause of the United States Constitution. The State was ordered to implement a constitutional system of property tax allocation no later than July 1, 1993. The State has until June 6, 1993 to appeal this decision. The County of San Diego currently receives only 24.1 cents of every dollar of property tax collected locally compared to the Statewide average of 33 cents. This inequitable property tax scheme results in the County not receiving an estimated annual \$109.4 million in property tax revenues.

On June 25, 1991, a San Diego Superior Court ruled in the County of San Diego versus the State of California that the State is responsible for fully funding indigent medical care because it is a State mandated program. The Court ruled that the State owes the County for both 1989-90 and 1990-91 at about \$23.2 million each year. The State is expected to appeal this decision.

o **Implementation of State Realignment Program:**

The San Diego County's 1992-93 Budget contains \$145.0 million for the State Realignment program. This program was supported by Governor Wilson and the County Supervisors Association of California (CSAC) to provide a permanent and independent source for funding State mandates for mental health, public health, and social services programs. This funding source is very important to counties especially during the current State fiscal crisis. The County of San Diego has been instrumental in the development of the Realignment Program and in clean-up legislation during FY1991-92. Realignment is funded from a 1/2 cent sales tax increase and increased motor vehicle registration fees. Future growth in these revenues is to be dedicated to reduce State funding inequities among counties. Unfortunately, realignment revenues are affected by the current economic recession, which means that budgeted revenue estimates have to be constantly revised.

---

o **New Funding Sources for Justice Facilities and Operations:**

On December 17, 1991, the California State Supreme Court ruled that Proposition A, the 1/2 cent sales tax for jail and court facilities, was unconstitutional because it was approved by only a 50% majority in 1988, and Proposition 13 was ruled to require a 2/3 majority. Providing funding to resolve jail overcrowding continues to be one of the Board of Supervisors highest priorities. The Board of Supervisors again placed a sales tax increase for courts, jails, and law enforcement on the November 1992 ballot, which was not approved.

The Board of Supervisors has pursued every possible option to address jail overcrowding. The Supreme Court ruling against Proposition A was a serious set-back because it would have provided \$160 million each year for 10 years to construct and operate jails and court facilities. One of the first projects that could have been funded from Proposition A was the East Mesa Detention Facility. East Mesa is a 2000 bed medium and maximum security complex adjacent to the State's Donovan Prison near the U.S./Mexican Border. East Mesa was built from a combination of State and County funds at a total cost of over \$95 million; however, the County has lacked the estimated \$24 million per year operating costs. During 1991-92, operation of 512 beds began, funded principally by shifting some County detention operations to East Mesa (medium), and contracting the freed-up beds to the Federal and State government.

The 1992-93 Adopted Budget includes a plan to fund operation of an additional 1500 beds at East Mesa. Funding includes the lease of an additional 100 beds to the Federal and State governments, savings from closing 2 small, less efficient jails, and general fund support. In all, the County's adult detention capacity would increase from 4,701 beds to 5,350 as a result of East Mesa and related changes.

An additional 200 beds at East Mesa is provided by the City of San Diego, and operated by a private contractor. Unlike the County, the City is not prohibited from contracting for private operation of a jail. This City pre-arraignment jail for misdemeanants was opened in May, 1992.



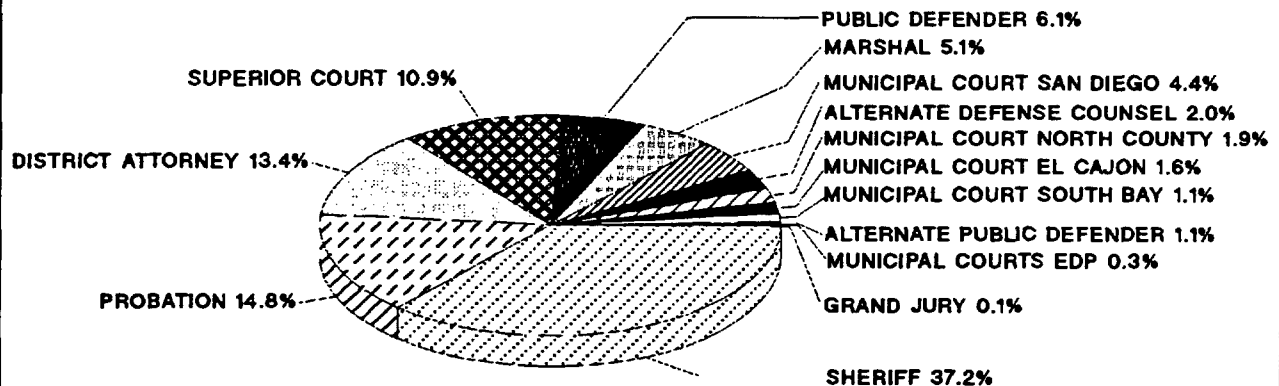
## BUDGET SUMMARY BY FUNCTIONAL AREA PUBLIC PROTECTION



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 1992-93 Adopted Budget for Public Protection is \$382,131,229, an increase of \$16,961,675 and 180.6 staff-years.

DEPARTMENT	1991-92 ADOPTED	1992-93 ADOPTED	% CHANGE
Alternate Defense Counsel	\$9,375,871	\$7,618,216	-18.7
Alternate Public Defender	3,215,519	4,137,581	28.7
District Attorney	48,523,170	51,373,278	5.9
Grand Jury	161,036	210,499	30.7
Marshal	18,195,474	19,294,143	6.0
Muni Court — EDP	1,032,521	1,159,019	12.3
Muni Court — El Cajon	5,976,324	6,123,652	2.5
Muni Court — North County	7,020,641	7,402,991	5.4
Muni Court — South Bay	4,072,780	4,341,766	6.6
Muni Court — San Diego	16,199,446	16,817,232	3.8
Probation	51,720,988	56,652,586	9.5
Public Defender	23,198,788	23,322,610	0.5
Sheriff	137,239,222	142,231,962	3.6
Superior Court	39,237,774	41,445,694	5.6
<b>Total</b>	<b>\$365,169,554</b>	<b>\$382,131,229</b>	<b>4.6</b>

### PUBLIC PROTECTION ADOPTED FY 1992-93



**TOTAL \$382,131,229**

**Significant Adopted Public Protection budget adjustments include:**

- o **Alternate Public Defender:** An increase of \$881,104 in net County cost and 10 staff-years was approved to provide a County public defender for all projected serious felony cases (classes 5 and 6), and all new eligible dependency cases, and to save costs in Alternate Defense Counsel, as summarized next.
  
- o **Alternate Defense Counsel:** The addition of Alternate Public Defender attorneys to the County for felony case assignments, and other reduced workload, will allow the reduction of \$1,757,655.
  
- o **District Attorney:** A total cost increase of \$2,850,108 provides full-year funding of mid-year changes approved by the Board of Supervisors, including: Regional Auto Theft Team (5.00 staff-years), Child Abuser Vertical Prosecution Grant (3.00 staff-years), Auto Insurance Fraud (4.00 staff-years), Workers' Compensation Insurance Fraud (7.00 staff-years), and Victim/Witness Joint Powers Unit (3.00 staff-years). The Board of Supervisors also added \$420,000 during deliberations for one-half year implementation of a Domestic Violence Unit (8 staff-years).
  
- o **Marshal:** An increase of \$1,098,669 includes \$275,014 as a result of the Trial Court Funding Agreement, and \$550,000 in special funds for the automated warrant and civil systems.
  
- o **Municipal Courts:** The 1991-92 Budgets of the Municipal Courts, (including the Municipal Court EDP unit) increased a total of \$1,542,948, outlined as follows:
 

El Cajon Municipal Court . . . . .	\$147,328
Municipal Court EDP . . . . .	126,498
North County Municipal Court . . . . .	382,350
San Diego Municipal Court . . . . .	617,786
South Bay Municipal Court . . . . .	<u>268,986</u>
<b>Total . . . . .</b>	<b>\$1,542,948</b>
  
- o **Probation:** A decrease of \$263,693 in net County cost is a result of reductions in administrative staff years, and increases in program revenues over costs of new and continuing programs. Full-year funding was provided for mid-year Board approved changes, including the addition of 15 Juvenile Institutions staff years and 73 Adult Institution staff years along with related revenue. The Adult Institution staff year increase was primarily from the transfer of the Descanso Detention facility from the Sheriff, and its costs were largely offset by Federal revenue.

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- **Public Defender:** The 1992-93 Budget provides a decrease of \$660,000 from 1991-92 Baseline costs. This will reduce the department's capabilities to provide expert witnesses and other support costs related to litigation. Funding for support to the San Diego City Misdemeanant Detention Facility was set aside in Reserves for augmentation of this Budget during the fiscal year, when specific levels of support are known.
  
  - **Sheriff:** An increase of \$1,825,496 in net County cost and 62.8 staff years includes: additions to initiate the opening of East Mesa (9.75 staff-years for the kitchen and laundry and 27 staff-years of security staff), 12.33 staff years for law enforcement in the unincorporated area, 2.75 staff-years for law enforcement in the contract cities, 4 staff years for the Regional Auto Theft Team (R.A.T.T.), 2 staff years for the crime lab, 4 staff years for the High Intensity Drug Trafficking Area, and a reduction of 3 staff years from the Avocado Detail.
  
  - **Superior Court:** An increase of \$239,285 in net County costs is mainly due to increased retirement costs. An increase of \$35,000 is related to the transfer of jury operations for the South Bay court from the municipal court to the Superior Court. A 3.00 staff-year increase in Referee/Commissioners was offset by a reduction of 10.00 staff-years. A mid-year Trial Court Funding increase of \$1,913,016 is also included.

**Major unfunded items include:**

- **Probation:**
  - Augmentation of their new case management system to correct the problem of late court reports and assist in Adult Field Services workload increases
  - Staffing to operate the Juvenile Hall expanded facility (projected completion is late 1992).
  
- **Public Defender:**
  - Support staff including legal secretaries
  - Additional attorneys and investigators

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o **Sheriff:**

- Crime Lab Augmentation
- Automation, Fixed Assets and Staffing
- Additional Child Abuse Detectives
- Additional Homicide Detectives

o **Marshal:**

- Deputy Marshals for El Cajon Jail closing
- Deputy Marshals for Chula Vista Superior Court
- Sergeants for new facilities
- Lieutenant for San Diego District Office

o **Courts:**

- Transcripts and interpreter fee costs

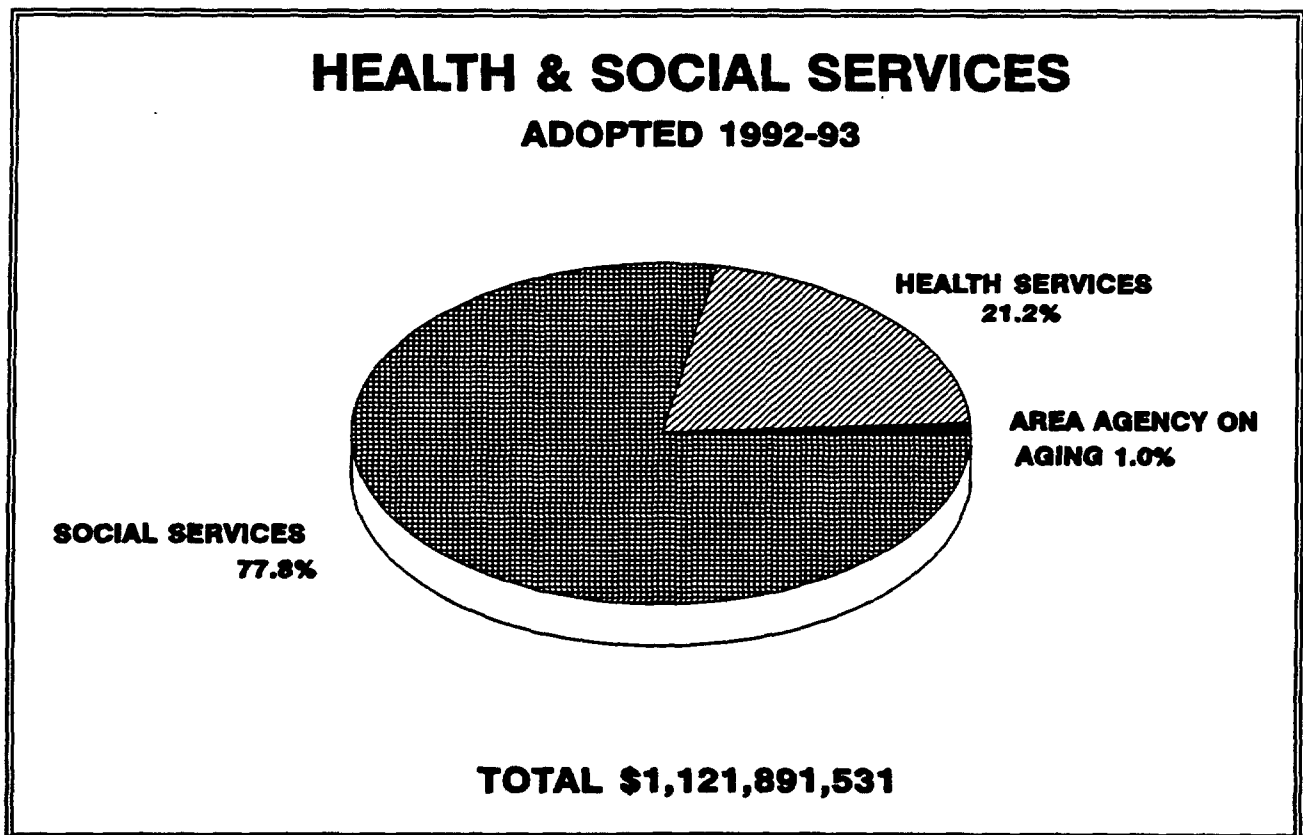
**BUDGET SUMMARY  
HEALTH AND SOCIAL SERVICES**



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.

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 \$80 million or 14% of the total net County cost of \$572 million.

DEPARTMENT	1991-92 ADOPTED	1992-93 ADOPTED	% CHANGE
Area Agency on Aging	\$11,051,712	\$11,391,218	3.1
Social Services	821,780,278	873,172,533	6.3
Health Services	227,508,063	237,327,780	4.3
<b>Total</b>	<b>\$1,060,340,053</b>	<b>\$1,121,891,531</b>	<b>5.8</b>



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**Significant Adopted Health and Social Services budget adjustments include:**

○ **Department of Area Agency on Aging:**

- Full-year funding (2.00 staff-years) for the AIDS Waiver Program, a fully revenue-offset program would increase the number of AIDS clients to be served from 120 to 180.

○ **Department of Social Services:**

- Addition of 31 staff-years for Welfare Investigation as directed by the Board of Supervisors in March 1992.
- Staff augmentation (26 staff years) for Hillcrest Receiving Home and Emergency Services.
- A \$5.8 million decrease in General Relief aid payments to reflect limited eligibility for employables.
- Full-year funding (7.00 staff-years) for the Family Preservation Program.
- Reduction in Foster Care appropriations (\$2,915,861) to provide savings to fund continued operation of Rancho del Rayo Youth Honor Camp.
- Appropriation adjustments totalling \$58,992,880 to reflect the transfer of the In Home Supportive Services program from the State to the County budget as part of the Realignment process.

○ **Department of Health Services:**

- Implementation of San Diego County Psychiatric Hospital (SDCPH) Reconfiguration approved by the Board of Supervisors in January, 1992. This would reduce \$4.5 million in hospital operations from the 1991-92 operational level and contracts out Institutions for Mental Disease beds.
- Restoration of funding to Mental Health Forensic Services approved by the Board of Supervisors in September 1991 (25 staff-years).
- Expansion of the Maternal and Child Health (MCH) Program's Comprehensive Perinatal Outreach Plan due to reallocated Tobacco Tax Education funds and increased State MCH Title V contract monies.
- Restoration funding to Medically Indigent Adult Services to the Board of Supervisors approved level of \$31.4 million.

- 
- Reduction in available funds in County Medical Services Hospital Reimbursement account due to a \$10 million reduction in State revenues over a three year period, including a \$3 million reduction in 1992-93.
  - Reduction of Mental Health Inpatient, Outpatient, Day Treatment and Outreach Services due to a \$4.3 million reduction in Tobacco Tax Revenues.
  - Reduced reimbursement for services provided to persons legalized under the Immigration Reform and Control Act of 1986 (IRCA) due to elimination of SLIAG (Statewide Legalization Assistance Grant) revenues.
  - Reduction in Environmental Health Services resulting in significant program reductions in most activities.

**Major unfunded items include:**

○ **Department of Social Services (DSS):**

- Caseload growth in Aid to Families With Dependent Children, Medi-Cal, Food Stamps, Foster Care.
- Added facilities for the Income Maintenance Bureau to house existing staff and staff due to future caseload growth.
- Necessary refurbishing of existing county-owned facilities.

○ **Department of Health Services (DHS):**

- Funding for Third Operating Agreement payment increase (\$1.2 million).
- Critical equipment replacement needs and other fixed asset requirements.
- Sheriff's detention facility pharmaceutical costs.
- Upgrade and expansion of mini-computer network plus DEC hardware and software maintenance contract.
- Funding for security services contract at eleven health services sites.
- Reconstruction of Edgemoor Geriatric Hospital.
- Mental Health contract unreimbursed cost-of-living increases.
- Mental Health state hospital days augmentation.



**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, agricultural assistance, election administration, library and park services.

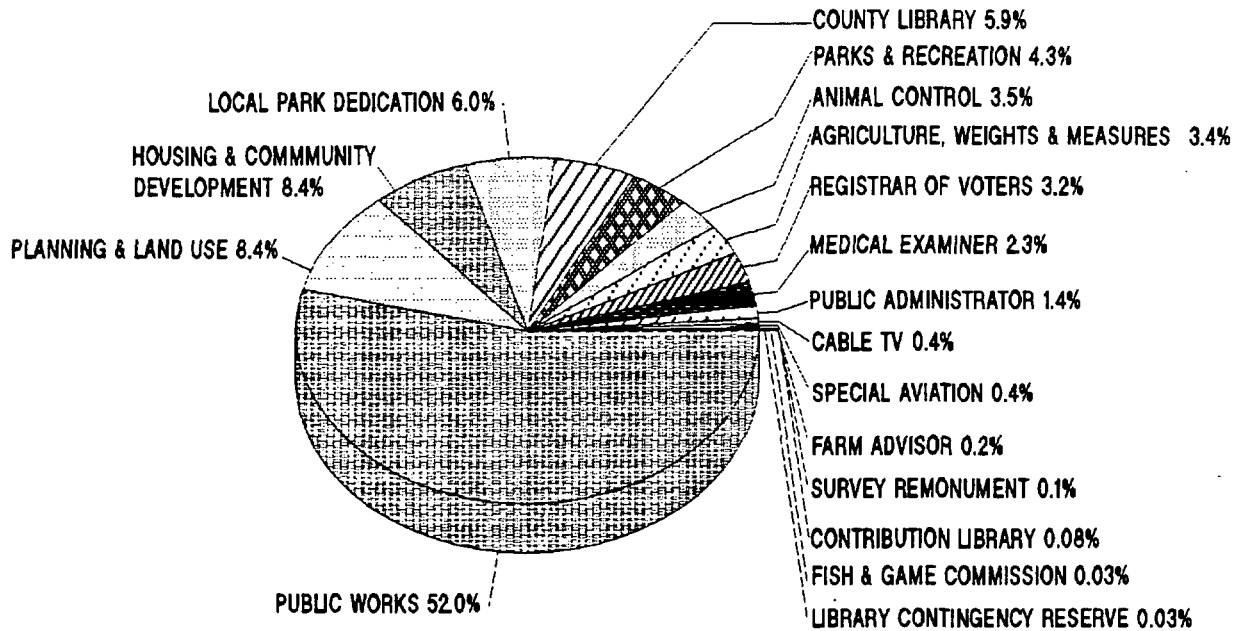
The 1992-93 Adopted Budget for the Community Services area is \$159,715,359 or 8.3% of the total County budget. The decrease from 1991-92 is \$13,237,403 or 7.7%. The net number of full-time positions decreased by 42.26 staff-years. Of the twelve functional areas with staff, one department (Public Works) had a staffing increase, three remained the same and eight had decreases. The largest staff-year reduction is 54.2 staff-years in Planning and Land Use.

<b>FUNCTIONAL AREA</b>	<b>1991-92 ADOPTED</b>	<b>1992-93 ADOPTED</b>	<b>% CHANGE</b>
Agriculture, Weights, Measures	\$5,366,848	5,395,249	0.5
Animal Control	5,628,210	5,594,795	-0.6
Cable TV	596,191	706,603	18.5
Contribution to Library Fund	128,475	125,661	-2.2
County Library	9,545,638	9,378,294	-1.8
County Library Contingency	0	43,624	100.0
Farm and Home Advisor	299,440	281,917	-5.9
Fish & Game Commission	31,535	50,535	60.3
Housing/Community Dev.	11,621,509	13,499,047	16.2
Medical Examiner	3,767,648	3,611,444	-4.1
Park Land Dedication	11,649,561	9,525,299	-18.2
Parks & Recreation	7,277,842	6,805,922	-6.5
Planning and Land Use	17,244,201	13,500,187	-21.7
Public Administrator	2,241,621	2,250,361	0.4
Public Works	91,877,988	83,904,960	-8.7
Registrar of Voters	5,676,055	5,041,461	-11.2
<b>Total</b>	<b>\$172,952,762</b>	<b>\$159,715,359</b>	<b>-7.7</b>



# COMMUNITY SERVICES

ADOPTED FY 1992-93



TOTAL \$159,715,359

## Significant Adopted Community Services budget adjustments include:

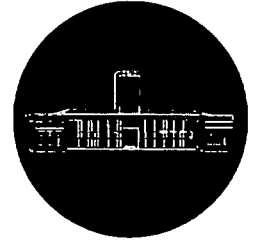
- **Animal Control:** Reduce 5.50 staff-years in clerical and animal control positions which will increase the time the public waits for service and decrease community outreach services.
- **Housing and Community Development (HCD):** Maintain direct costs at current level to make increased program revenue available to offset support department costs. HCD will still provide rental assistance to low income households, rehabilitate 300 dwelling units, monitor active Community Development Block Grant projects, and plan additional projects for the 18th year CDBG application.

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- **Library:** Reduce 5.4 staff years. The Library will operate thirty-one branches and two bookmobiles to serve residents and visitors of the unincorporated area of the County and eleven cities.
  - **Medical Examiner:** Reduce 2.0 staff-years including a forensic autopsy assistant, and a clerk. Eliminate investigative overtime and stand-by pay.
  - **Parks & Recreation:** Reduce 3.0 staff-years impacting the level of management of major projects, the number of the park development projects and administrative support to citizens. Reduce 2.00 staff-years which impacts tree maintenance in County Parks.
  - **Planning & Land Use:** Reduce 54.2 staff-years related to reduced workloads. Also included are new fee revenues associated with federal/state mandates. Support for the development of growth management plans and policies will continue.
  - **Public Works:** Increase 40.0 staff years in Road Fund and Special District activities. Will continue to improve County maintained roads through resurfacing, realignments, and improved roadway marking.
  - **Registrar of Voters:** Reduce 4.2 staff-years. This reduction will coincide with a reduced election activity during FY 92-93.

**Major unfunded items include:**

- **Medical Examiner**
  - Medical, toxicology and transcribing staff
  - Replacement of toxicology instruments

**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 1991-92 Budget for the General Government functional area totalled \$63,987,676 or 3.4% of the total County Budget. The 1992-93 Adopted Budget for General Government is \$61,407,316 or 3.2% of the total Budget.

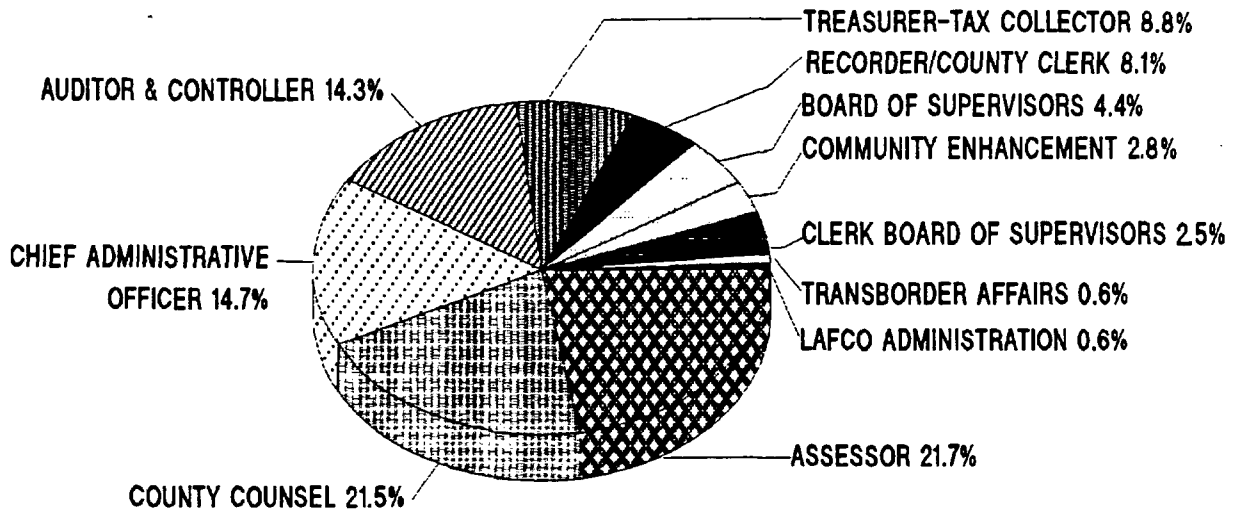
DEPARTMENT	1991-92 ADOPTED	1992-93 ADOPTED	% CHANGE
Assessor	\$14,020,360	\$13,326,996	-4.9
Auditor & Controller	8,766,929	8,772,223	0.1
Chief Administrative Officer	9,999,985	9,008,642	-9.9
Board of Supervisors (5 Districts plus the General Office)	22,756,715	2,694,273	-2.3
Clerk Board of Supervisors	1,626,397	1,517,330	-6.7
Community Enhancement Program	1,721,740	1,689,640	-1.9
County Clerk	786,419	0	-100.0
County Counsel	13,809,554	13,236,277	-4.2
LAFCO Administration	355,025	344,996	-2.8
Recorder	4,045,385	5,007,024	23.8
Retirement Association	0	0	0.0
Transborder Affairs	481,414	377,636	-21.6
Treasurer-Tax Collector	5,617,753	5,432,279	-3.3
<b>Total</b>	<b>\$63,987,676</b>	<b>\$61,407,316</b>	<b>-4.0</b>

**Significant Adopted General Government Budget adjustments include:**

- o **Assessor:** Reduce cost by \$693,364. This reduction is composed of a 5% cost reduction from the FY 91-92 budget and a lower AB-2890 revenue allocation.
- o **Auditor and Controller:** Increase cost by \$5,294. This increase is attributable to the opening of the East Mesa Detention Facility.

# GENERAL GOVERNMENT

ADOPTED FY 1992-93



TOTAL \$61,407,316

- **Chief Administrative Office:** Reduce costs by \$991,343 and staffing by 13.5 staff years. Cost reductions also include travel, training and services and supplies.
- **Community Enhancement:** Reduce cost by \$32,100. While this reduction provided 1.9% less funding for programs to enhance tourism and economic development, the number of organizations receiving funding increased by 4.6%, from 108 to 113.
- **County Counsel:** Reduce by \$573,277 and 9 staff-years. This includes the 4 staff-year reduction related to the one-time involvement as counsel to the Air Pollution Control District in the now defeated proposal to merge San Diego Gas & Electric into Southern California Edison.

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- **Treasurer/Tax Collector:** Reduce costs by \$185,474 and staffing for the Tax Collection activities. Reduced funding is a result of a lower AB-2890 revenue allocation.
  
  - **Transborder Affairs:** Reduce costs by \$103,778 and staffing by 2.0 staff years. Cost reductions also include services and supplies.

**Major unfunded items include:**

- **Assessor:** Funding for promotions and staff reclassifications.
  
- **Auditor & Controller:** Restoration of travel funding for mandated state audit meetings.
  
- **Chief Administrative Office:** Contract for professional services to assist in the implementation of the total quality management program, and telecommunications equipment for deaf.



## **BUDGET SUMMARY**

### **SUPPORT SERVICES/MISCELLANEOUS**

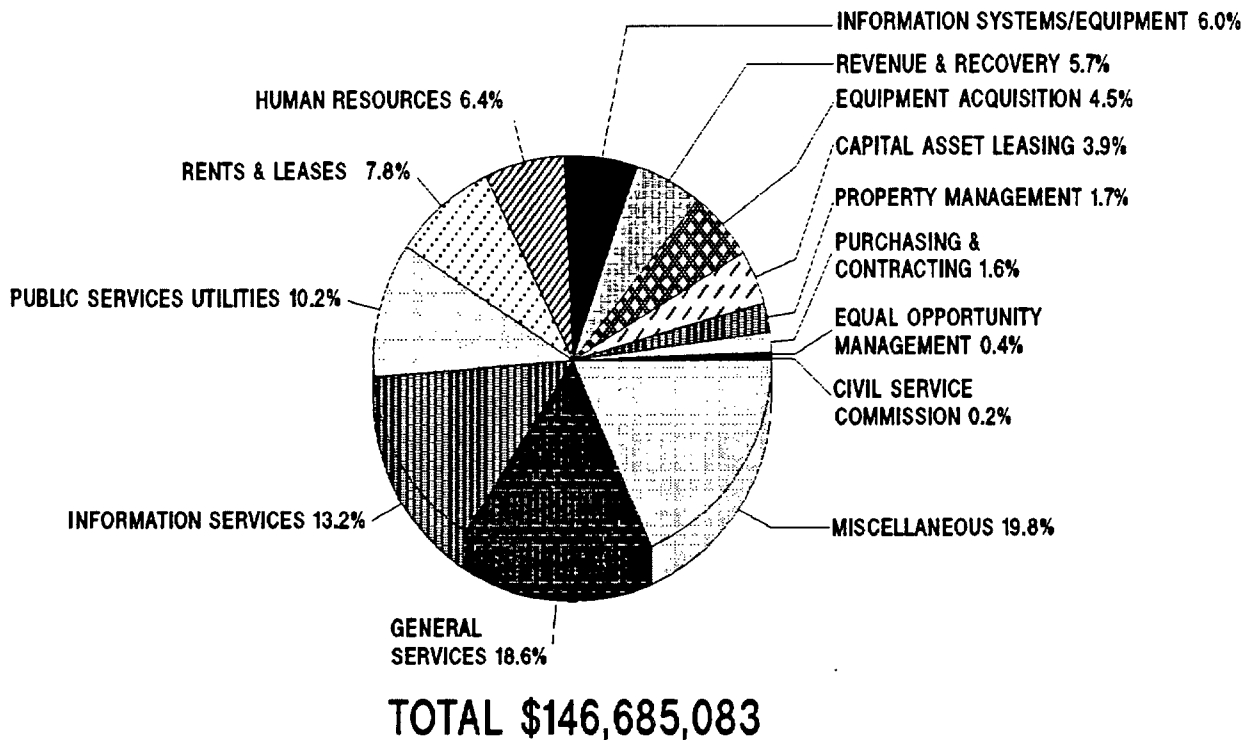
The Support Services consists of 13 departments/programs. Support department activities include personnel, capital facilities and equipment, maintenance, data processing, and collections. Although some General Government programs, such as fiscal control and legal counsel, could also be called support 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 eight budget units with basic fiscal functions such as Contingency Reserve, Cash Borrowing and the Sheriff's Asset Forfeiture Fund.

The 1991-92 Adopted Budget for the Support Services/Miscellaneous functional area was \$148,843,014, or 8% of the total County Budget. The 1992-93 Adopted Budget for the Support Services/Miscellaneous functional area is \$ 146,685,083, or 7.6% of the total Budget.

<b>DEPARTMENT</b>	<b>1991-92 ADOPTED</b>	<b>1992-93 ADOPTED</b>	<b>% CHANGE</b>
Capital Asset Leasing	\$6,410,864	5,713,967	-10.9
Civil Service Commission	296,950	284,846	-4.1
Dept. of Human Resources	9,267,887	9,358,995	1.0
Electronic Systems/Equip.	8,879,389	8,879,389	0.0
Equal Opportunity Mgmt. Office	568,642	531,359	-6.6
Equipment Acquisition	3,934,931	6,535,086	66.1
General Services	28,311,945	27,293,481	-3.6
Information Services	21,394,374	19,398,802	-9.3
Major Maintenance	5,532,572	2,543,467	-54.0
Public Services Utilities	14,423,013	15,001,826	4.0
Purchasing and Contracting	2,355,217	2,295,212	-2.5
Rents and Leases	11,337,462	11,494,179	1.4
Revenue & Recovery	9,391,848	8,346,111	-11.1
<b>Subtotal Support</b>	<b>\$122,105,094</b>	<b>\$117,676,720</b>	<b>-3.6</b>
Cash Borrowing	\$12,300,000	10,942,000	-11.0
Contingency Reserve-General	10,470,605	11,748,060	12.2
District Attorney - Asset Forfeiture	0	172,740	100.0
Edgemoor Development Fund	185,848	74,330	-60.0
Probation Asset/Forfeitures	73,454	73,454	100.0
Reserves/Designations	210,308	1,361,854	547.6
Sheriff Inmate Welfare Fund	0	1,908,360	100.0
Sheriff's Asset/Forfeitures	3,497,705	2,727,565	-22.0
<b>Subtotal Miscellaneous</b>	<b>\$26,737,920</b>	<b>\$29,008,363</b>	<b>8.5</b>
<b>Total</b>	<b>\$148,843,014</b>	<b>\$146,685,083</b>	<b>-1.4</b>

# SUPPORT SERVICES/MISCELLANEOUS

ADOPTED FY 1992-93



## Significant Adopted Support Services/Miscellaneous budget adjustments include:

- **Clerk of the Board of Supervisors:** Reduce costs by \$109,067 and 3 staff-years, which will slow response time to inquiries and the processing of assessment appeals, as well as require streamlining of documents and reports, and the use of electronic rather than hard copy forms.
- **Human Resources:** Reduced 3.33 staff-years, which will reduce the service award program, training and development activities, and also services and supplies.
- **Equal Opportunity Management Office:** Reduce costs by \$37,283 and .75 staff-years, which will reduce the equal opportunity/affirmative action training available to County departments.

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- **General Services:** Reduce costs by \$1,018,464 and 21.5 staff-years, which will eliminate moving services for County departments, reduce custodial services and routine maintenance painting, and also reduce the County fleet by 170 vehicles.
  
  - **Information Services:** Reduce costs by \$1,995,572 and 24 staff-years.
  
  - **Purchasing & Contracting:** Reduce costs by \$60,005 and 1.00 staff-year in clerical support along with the elimination of office supplies purchasing support to County departments.
  
  - **Revenue & Recovery:** Reduce costs by \$1,045,737 impacting 3 staff-years in the areas of Administration, Child Support and Revenue Collections and also in services and supplies and fixed assets.
  
  - **San Diego Asset Leasing Corporation (SANCAL):** Reduce costs by \$696,897 for the retirement of a 1984 equipment debt issue.

**Major unfunded items are:**

- **General Services:** Facilities Services fixed assets, Fleet Services fixed assets and auto parts.
  
- **Information Services:** Local Area Network (LAN) upgrades and system administration, reconfigure County Administration Center LAN tape backup.
  
- **Revenue & Recovery:** Funding for the augmentation of Indigent Defense Screening Unit.



## *BUDGET SUMMARY*

### *CAPITAL*



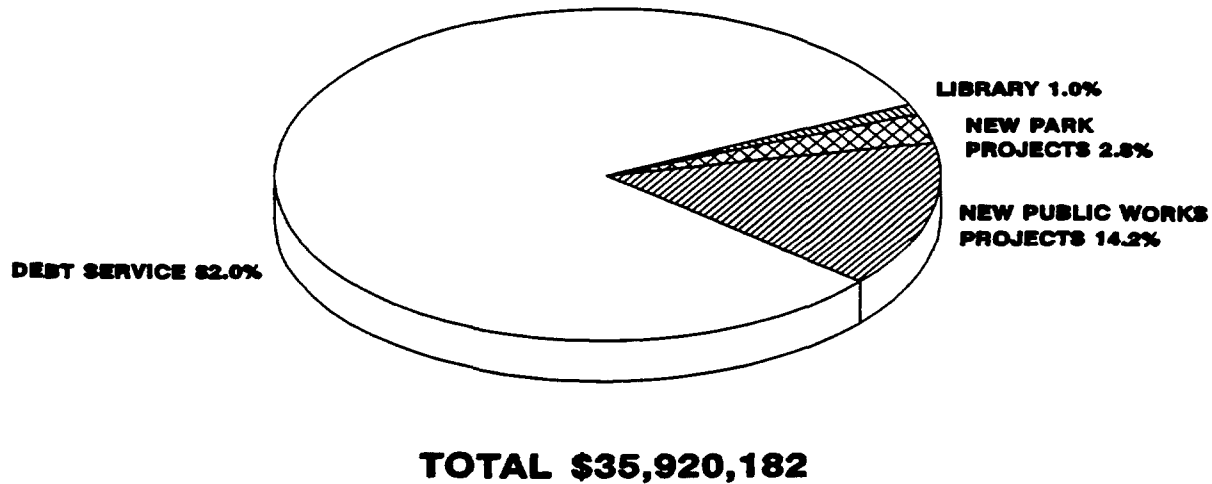
The Capital Functional area provides the continuing debt service for major capital facilities built through debt financing and funds new capital projects such as park acquisition and improvements to facilities.

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 the multi-year Capital Improvements Plan (CIP) which details the year by year cash or debt-service costs for Capital development 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 is 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 1992-93 Adopted Budget for Capital includes increases only for debt-service and is summarized as follows:

<b>CAPITAL OUTLAY FUND (COF)</b>	<b>1991-92 ADOPTED</b>	<b>1992-93 ADOPTED</b>	<b>% CHANGE</b>
<b>Lease-Purchase</b>			
Criminal Justice	\$8,425,667	\$9,634,206	14.3
Health	4,165,885	4,263,928	2.4
Other	15,242,769	15,519,566	1.8
<b>Program Revenue Projects</b>			
Criminal Justice	1,891,550	0	-100.0
Library	0	360,000	0.0
Parks & Recreation	2,796,800	1,023,000	-63.4
Public Works/Transit Center	3,627,386	5,119,482	41.1
Other	18,000	0	-100.0
<b>General Purpose Revenue Projects</b>			
Criminal Justice	0	0	0.0
Other	0	0	0.0
<b>Fund Transfers</b>	558,000	0	
<b>Sub-Total</b>	<b>\$36,726,057</b>	<b>\$35,920,182</b>	<b>-2.2</b>
<b>Program Revenues</b>	<b>\$13,591,891</b>	<b>11,877,269</b>	<b>-12.6</b>
<b>Total General Fund Contributions To COF</b>	<b>\$23,134,166</b>	<b>\$24,042,913</b>	<b>3.9</b>

## **CAPITAL OUTLAY FUND ADOPTED FY 1992-93**



### **Major unfunded items include:**

- Crime Lab (\$35 million).
- Upgrade of Department of Social Services District Offices (4) (\$280,000).
- Traffic and Small Claims Courts Expansion (\$22 million).
- Juvenile Court Expansion (\$43 million).
- Central Detention Complex (\$27.3 million needed to add to \$32.7 million (Prop. 86) to build 350 bed - Phase I).
- 800 MHZ emergency communication center (Phase I = \$47.6 million, Phase II = \$37.0 million).

### **Key pending items include:**

- Edgemoor Geriatric Hospital Reconstruction.
- Planned acquisition of a new facility for the Departments of Public Works and Planning and Land Use.
- Selection of site and developer for new DA/Downtown Court Building.
- Star Builders Warehouse Restoration.

## *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, general purpose revenues, and general fund, fund balance.

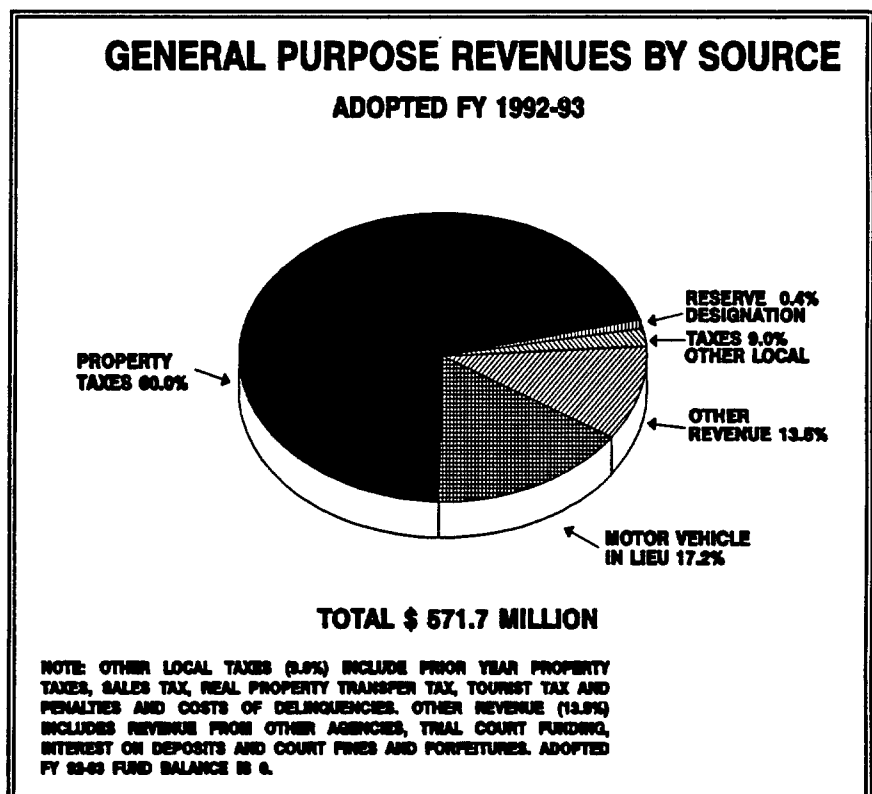
	<u>% of Total Budget</u>	<u>Change From 1991-92 To 1992-93 (In Millions of Dollars)</u>
Program Revenues	70.41	\$82.9
General Purpose Revenues	29.46	(3.8)
General Fund, Fund Balance	0.00	(15.9)
Designation Decrease	<u>.13</u>	<u>2.5</u>
<b>Total</b>	<b>100.0%</b>	<b>\$64.7</b>

**Program Revenues** which make up over 70% 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 \$89.9 million over 1991-92. This increase is primarily due to the inclusion of the In-Home Support Services (IHSS) Program into the Social Services budget.

**General Purpose Revenues** which make up over 29% 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 General Revenues from these sources are projected to be \$3.8 million less than 1992-93. Approximately 96.2% of General Purpose Revenues are used to fund mandated services for which there is no other funding source. Only about 3.8% of General Purpose Revenues are available to provide discretionary services.

The **General Fund, Fund Balance** is estimated to be zero (0) this year. The Designation Decrease is prior year program revenue for Planning and Land Use held in a trust fund, and proposed to be used in 1992-93.

This graph displays the percentage distribution of General Purpose Revenues and Fund Balance by source for the Adopted Budget.



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

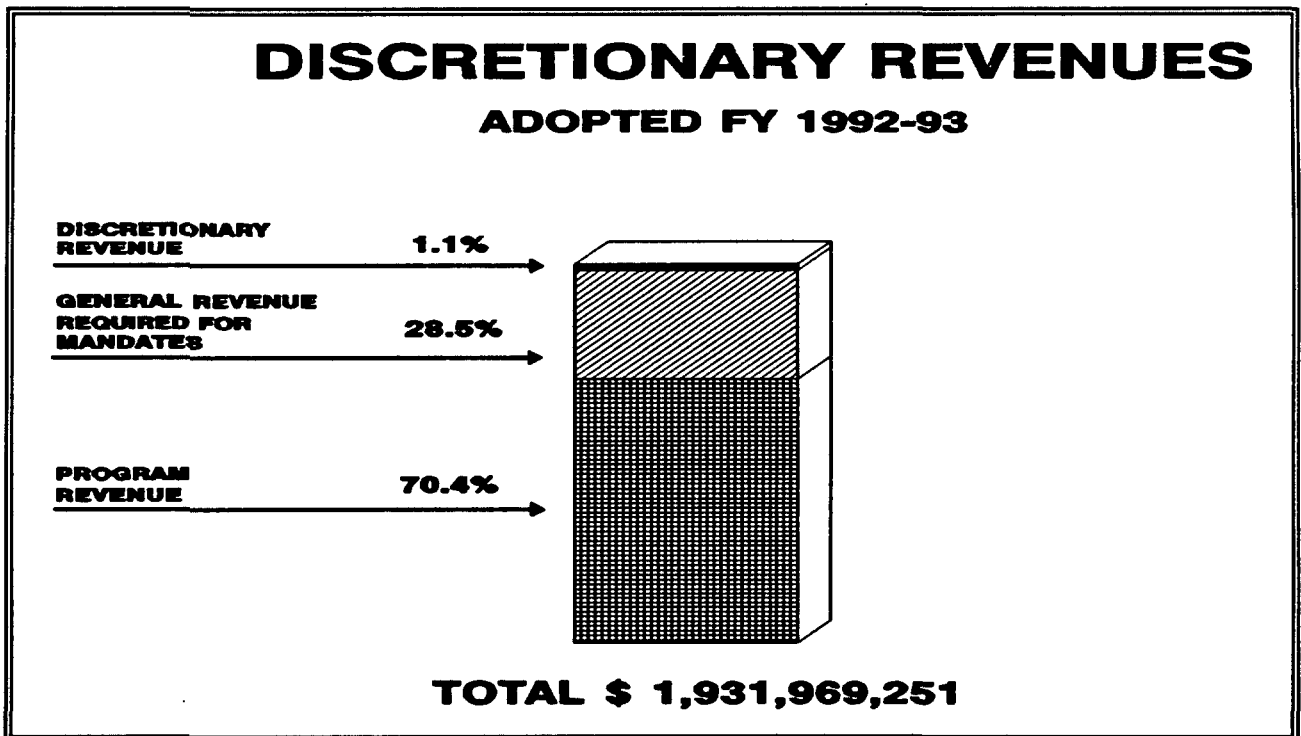
GENERAL REVENUES	1991-92 ADOPTED BUDGET	1992-93 ADOPTED BUDGET	INCREASE/ (DECREASE)
<b>CURRENT PROPERTY TAXES</b>			
SECURED	\$ 312,500	\$ 321,000	\$ 8,500
UNSECURED	14,900	14,700	(200)
SUPPLEMENTAL ROLL (SB813)	5,000	4,000	(1,000)
REDEVELOPMENT AGREEMENTS	<u>1,500</u>	<u>3,000</u>	<u>1,500</u>
<b>SUBTOTAL CURRENT PROP. TAXES</b>	<b>\$ 333,900</b>	<b>\$ 342,700</b>	<b>\$ 8,800</b>
<b>OTHER LOCAL TAXES</b>			
PRIOR YEAR SECURED & UNSECURED	\$ 8,800	\$ 11,200	\$ 2,400
PRIOR YEAR SUPPLEMENTAL SECURED & UNSECURED	11,500	6,000	(5,500)
PENALTIES & COSTS OF DELINQUENCIES	10,500	11,200	700
OTHER TAX - AIRCRAFT	600	900	300
SALES & USE TAX	11,993	10,500	(1,493)
TOURIST OCCUPANCY TAX	1,921	2,100	179
REAL PROP. TRANSFER TAX	10,000	7,500	(2,500)
FRANCHISES	<u>2,176</u>	<u>2,176</u>	<u>0</u>
<b>SUBTOTAL OTHER LOCAL TAXES</b>	<b>\$ 57,490</b>	<b>\$ 51,576</b>	<b>\$ (5,914)</b>
<b>REVENUE FROM OTHER AGENCIES</b>			
HOMEOWNERS' PROP. TAX REDEMPTION	7,126	7,130	4
TRIAL COURT FUNDING	35,399	44,492	9,093
STATE MANDATED COST REIMB. (SB90)	1,500	1,500	0
FEDERAL IN-LIEU TAX	300	300	0
OPEN SPACE LAND	100	100	0
MOTOR VEHICLE IN-LIEU TAX	105,726	98,000	(7,726)
TRAILER-IN-LIEU TAX	1,050	1,050	0
CIGARETTE TAXES	<u>200</u>	<u>0</u>	<u>(200)</u>
<b>SUBTOTAL REVENUE FROM OTHER AGENCIES</b>	<b>\$ 151,401</b>	<b>\$ 152,572</b>	<b>\$ 1,171</b>
<b>MISCELLANEOUS</b>			
COURT FINES & FORFEITURES	\$ 5,804	\$ 1,800	\$ (4,004)
INTEREST ON DEPOSITS	16,300	14,300	(2,000)
INTERFUND TRANSFERS	2,584	3,359	775
OTHER REVS HOLD HARMLEES	2,000	0	(2,000)
OTHER REVENUE (AB 2890, SB 2557)	<u>3,493</u>	<u>2,865</u>	<u>(628)</u>
<b>SUBTOTAL MISCELLANEOUS</b>	<b>\$ 30,181</b>	<b>\$ 22,324</b>	<b>\$ (7,229)</b>
<b>TOTAL GENERAL REVENUES</b>	<b>\$ <u>572,972</u></b>	<b>\$ <u>569,172</u></b>	<b>\$ <u>(3,800)</u></b>
<b>OTHER ADJUSTMENTS</b>			
FUND BALANCE	20,904	0	(20,904)
DESIGNATION DECREASE	0	2,541	2,541
<b>SUBTOTAL OTHER ADJUSTMENTS</b>	<b>\$ 20,904</b>	<b>\$ 2,541</b>	<b>\$ (18,363)</b>
<b>TOTAL GENERAL REVENUES &amp; ADJUSTMENTS</b>	<b>\$ 593,876</b>	<b>\$ 571,713</b>	<b>\$ (22,163)</b>

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

## *DISCRETIONARY REVENUES*

The County's 1992-93 adopted budget totals \$1,931,969,251. Revenue categories are outlined as follows:

<b>o Program Revenues</b>	<b>% of Total Budget</b>
These must be used for specific purposes such as welfare grants, health, mental health and roads. . . . .	70.4%
<b>o General Revenues (including Fund Balance)</b>	
These include:	
• Revenues required by Federal and State law to be allocated to mandated programs. . . . .	28.5
• Discretionary Revenues available for local programs. . . . .	<u>1.1</u>
<b>Total</b> . . . . .	<b>100.0%</b>



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## ***ECONOMIC PERSPECTIVE***

Recent economic indicators suggest that the national economy is now beginning to recover from the recession. However, California is not participating in the national recovery.

**National:** The United States has been in a recession since mid-year 1990. A number of economic reports suggest that the national economy has begun to move forward, but the overall trend is sluggish. Interest rate cuts in the last 18 months have enabled households and businesses to refinance outstanding debts and lower debt payments. Durable goods, furniture, and appliance sales showed significant gains in the first quarter, but auto sales continue to be flat. Employment continues to be flat and initial claims for unemployment insurance continue to give mixed signals. Home sales have improved significantly from the lows of early 1991. Low inflation will prevail throughout 1994. Slow and fragile growth may be the norm for a long time. Positive and negative indicators include the following:

- + Projected economic growth is slow (2.0%) in 1992 and will be moderate (2.8%) in 1993.
- Non-residential construction is not responding to lower interest rates.
- The enormous Federal budget deficit continues to be a major concern.
- Unemployment occurring during this recession represents permanent job losses.
- + Durable goods sales are gaining widespread strength.
- + Consumer confidence has begun to increase.
- + The trade deficit has improved due to lower imports.
- + Interest rates are near the bottom.

**State:** The California economy does not show any signs of economic recovery. California lost over 800,000 jobs since May of 1990. The current unemployment rate is 9.9% versus 7.4% for the nation. Further, reductions in defense spending are expected through 1993. Retail sales and auto sales remain flat up to now. Housing and construction continue to operate at recession level. Each of the above sectors is expected to lose jobs this year. The State's finances continue to deteriorate as the deficit is projected to reach \$8 - \$10 billion in FY 1993-94. Positive and negative indicators include the following:

- Defense spending will continue to fall in 1992 and 1993 leading to employment declines in many aerospace industries.
- The rate of unemployment reached 7.6% in 1991, and it is projected to reach 9.9% in 1992, and up to 11% in 1993.
- The State has an oversupply of commercial office and retail space.
- In-migration of younger, lower income persons is increasing demands 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.

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**Local:** San Diego is in a severe recession which is proving more stubborn and deeper than expected. Residential building permit valuations are down about 45% from last year. The County's unemployment is averaging 8.0%, lower than the State's unemployment rate. Further layoffs are expected in the defense-related industries. The Real Regional Gross Product for 1991 and 1992 had a negative growth of -2.0% and -1.0% respectively. The local economy will continue to be weak in 1993. The growth rate will lag behind National and State growth rates at .1% for 1993 and 1.6% in 1994. Positive and negative indicators include the following:

- Depressed construction growth rates are expected for the residential and non-residential sectors.
- There is higher projected unemployment, going from 6.3% in 1991 to 8.4% in 1992, which is lower than the State projected (9.9%), but higher than the national projected (7.4%).
- + The local economic base is partially diversified.
- + The local economy can take an international focus.

**ECONOMIC/DEMOGRAPHIC DATA**  
(Percent changes unless otherwise indicated)

	ACTUAL	ESTIMATE	FORECAST	
	1992	1993	1994	1995
<b><u>GROWTH (Real)</u></b>				
National	2.0	2.6	3.1	2.4
California	-.6	.6	2.1	3.0
San Diego County	-1.0	.1	1.6	2.5
<b><u>PERSONAL INCOME</u></b>				
National	4.5	5.3	6.1	5.8
California	2.6	3.5	5.8	5.5
<b><u>CONSUMER PRICES</u></b>				
National	3.1	3.2	3.4	3.0
California	3.4	3.1	3.2	3.2
San Diego County	3.8	4.0	4.0	4.5
<b><u>POPULATION</u></b>				
National	1.0	1.0	0.9	0.9
California	2.0	1.9	1.9	1.9
San Diego County	2.0	2.0	2.0	1.9
<b><u>UNEMPLOYMENT RATE</u></b>				
National	7.4	7.2	6.6	6.1
California	9.9	11.0	11.0	9.5
San Diego County	8.4	8.2	8.0	7.8
<b><u>INTEREST RATES</u></b>				
Prime Interest Rate	6.2	6.2	8.7	8.6
Mortgage Rate	8.4	8.3	7.3	7.5



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## OUTLOOK FOR 1992-93 AND FUTURE YEARS

The 1992-93 Proposed Budget totals \$1.9 billion, including a \$59 million increase for the In-Home Supportive Services (IHSS) Program which is reflected in the County budget for the first time this year. Excluding IHSS, the Proposed Budget is actually 1% less than the 1991-92 Adopted Budget and adjusting for inflation it is 4.5% less. There are service level reductions in virtually all County departments, and real cost and staff-year reductions in many departments, especially in the community services, general government, and support dependent functional areas. The major reason for these reductions is that the County's revenues remain flat or lower than last year's level reflecting one of the worst economic downturns since World War II. Programmatic reductions are reflected in many departments. Fixed asset and maintenance projects are deferred again for a second year in a row. Thus, many projected costs are not included in the Budget. Based on revenue and expenditure projections, the County's fiscal problems will continue in future years. The key cost areas in the next three years will continue to be the following:

- **Detention Facility Expansions:** One of the top priorities of the Board of Supervisors has been the full operation of the East Mesa Detention Facility. In 1991-92, the operation of 512 beds was begun, funded principally by shifting jail operations to East Mesa. The Budget includes a plan for the operation of the Medium Security (Type II) facility, which will result in a net addition of 600 beds through closing 2 other jail facilities in the latter half of the year. Full operation would require an additional \$9 million.
- **Other Criminal Justice System Workload:** The increased cost of Indigent Defense, Courts, Sheriff and District Attorney are related to increased law enforcement activity.
- **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 cost inflation, and other social and economic factors. Social Services caseloads have been increasing at rates of 10% to 15% 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 continues to complicate the County's fiscal planning and management.

- **Salary & Benefits Costs:** No salary increases are included in the Adopted Budget. 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 \$5.0 million for retirement. Minor health cost increases are proposed to be covered by employee deductions.
- **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 1992-93, the County's Operating Contingency Reserve, which must meet all unforeseen events, is only about \$4.6 million for a budget of \$1.9 billion.

**COUNTY OF SAN DIEGO PROJECTED REVENUE & EXPENDITURE LEVELS**

FY 1993 TO FY 1996  
(MILLIONS OF DOLLARS)

REVENUES	ADOPTED FY 92-93	PROJECTED FY 93-94	CHANGE FROM PRIOR YEAR	PROJECTED FY 94-95	CHANGE FROM PRIOR YEAR	PROJECTED FY 95-96	CHANGE FROM PRIOR YEAR
Program Revenues	\$1,324.1	1,306.0	(\$18.1)	\$1,347.0	\$41.0	\$1,397.0	\$50.0
General Revenue	524.6	488.5	(\$36.1)	506.3	\$17.8	536.7	\$30.4
General Revenue/Trial Court Funding	44.5	34.1	(\$10.4)	34.1	\$0.0	34.1	\$0.0
Fund Balance	2.5	0.0	(\$2.5)	0.0	\$0.0	0.0	\$0.0
Capital	36.1	34.0	(\$2.1)	34.0	\$0.0	34.0	\$0.0
<b>TOTAL REVENUES</b>	<b>\$1,931.8</b>	<b>\$1,862.6</b>	<b>(\$69.2)</b>	<b>\$1,921.4</b>	<b>\$58.8</b>	<b>\$2,001.8</b>	<b>\$80.4</b>
<b>EXPENDITURES</b>							
<b>CRIMINAL JUSTICE/PROTECTION ARE</b>	<b>\$382.1</b>	<b>\$375.4</b>	<b>(\$6.7)</b>	<b>\$379.9</b>	<b>\$4.5</b>	<b>\$387.5</b>	<b>\$7.6</b>
East Mesa/Courts	0.0	7.4	\$7.4	9.0	\$1.6	10.7	\$1.7
Maintenance of Service Level		0.0	\$0.0	0.0	\$0.0	0.0	\$0.0
<b>SOCIAL SERVICES/AAA</b>	<b>884.6</b>	<b>878.8</b>	<b>(\$5.8)</b>	<b>903.8</b>	<b>\$25.0</b>	<b>944.3</b>	<b>\$40.5</b>
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Matching Cost/Load Increases	0.0	0.0	\$0.0	10.5	\$10.5	15.5	\$5.0
Maintenance of Service Level		0.0	\$0.0	0.0	\$0.0	0.0	\$0.0
<b>HEALTH SERVICES</b>	<b>237.3</b>	<b>234.8</b>	<b>(\$2.5)</b>	<b>246.3</b>	<b>\$11.5</b>	<b>260.0</b>	<b>\$13.7</b>
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level	0.0	0.0	\$0.0	0.0	\$0.0	0.0	\$0.0
3rd Operating Agreement	0.0	2.5	\$2.5	2.8	\$0.3	3.1	\$0.3
<b>GENERAL GOVERNMENT AREA</b>	<b>61.4</b>	<b>60.9</b>	<b>(\$0.5)</b>	<b>63.9</b>	<b>\$3.0</b>	<b>65.4</b>	<b>\$1.5</b>
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0	0.0	\$0.0
Maintenance of Service Level	0.0	0.0	\$0.0	1.5	\$0.0	0	(\$1.5)
<b>COMMUNITY SERVICES AREA</b>	<b>159.7</b>	<b>158.9</b>	<b>(\$0.8)</b>	<b>165.1</b>	<b>\$6.2</b>	<b>171.6</b>	<b>\$6.5</b>
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level		0.0	\$0.0	0.0	\$0.0	6.5	\$6.5
<b>SUPPORT SERVICES</b>	<b>117.7</b>	<b>115.6</b>	<b>(\$2.1)</b>	<b>120.0</b>	<b>\$4.4</b>	<b>125.0</b>	<b>\$5.0</b>
Salary & Benefit Adjustment	0.0	0.0	\$0.0		\$0.0		\$0.0
Maintenance of Service Level		0.0	\$0.0		\$0.0	3.5	\$3.5
<b>MISCELLANEOUS AREA</b>							
Cash Borrowing	9.5	10.3	\$0.8	10.3	\$0.0	10.5	\$0.2
Public Liability	1.4	1.4	(\$0.0)	1.4	\$0.0	1.5	\$0.1
Contingency Reserve	11.7	10.0	(\$1.7)	11.0	\$1.0	12.0	\$1.0
Other	6.3	6.2	(\$0.1)	6.2	\$0.0	6.5	\$0.3
<b>CAPITAL</b>	<b>60.1</b>	<b>54.8</b>	<b>(\$5.3)</b>	<b>60.2</b>	<b>\$5.4</b>	<b>60.2</b>	<b>(\$0.0)</b>
Subtotal Expenditures	1,931.9	1,907.1	(\$24.8)	1,968.1	61.0	2,044.5	\$76.4
Salary and Benefits	0.0	1.5	\$1.5	22.0	20.5	45.0	\$23.0
Matching Cost/Load Increases	0.0	2.5	\$2.5	13.3	10.8	18.6	\$5.3
Maintenance of Service Level	0.0	0.0	\$0.0	1.5	0.0	10.0	\$8.5
<b>TOTAL EXPENDITURES</b>	<b>\$1,931.9</b>	<b>\$1,911.1</b>	<b>(\$20.8)</b>	<b>\$2,004.9</b>	<b>\$93.8</b>	<b>\$2,116.1</b>	<b>\$113.2</b>
<b>ESTIMATED GAP</b>	<b>(0.0)</b>	<b>(48.5)</b>	<b>(48.5)</b>	<b>(83.5)</b>	<b>(35.0)</b>	<b>(116.3)</b>	<b>(32.8)</b>

**ASSUMPTIONS:**

- (1) EAST MESA PHASE I OPERATING COSTS ARE INCLUDED IN THE PROJECTIONS AT THE ANNUAL COST OF \$7.4 MILLION.
- (2) IT IS ASSUMED THAT NO NEW JUDGES WILL BE ADDED IN FY 93-94, FY 94-95 AND 95-96.

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## SUMMARY OF ADOPTED BUDGET

	1991-92 ADOPTED	1992-93 ADOPTED	INCREASE/ -DECREASE
<b>CRIMINAL JUSTICE FUNCTIONAL AREA</b>			
SALARIES AND BENEFITS	317,404,284	332,604,026	15,199,742
SERVICES AND SUPPLIES	38,250,270	39,718,165	1,467,895
OTHER CHARGES	7,743,006	6,767,006	-976,000
FIXED ASSETS	1,627,739	2,186,692	558,953
VEHICLE/COMM. EQUIP.	144,255	682,600	538,345
REIMBURSEMENTS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS		172,740	172,740
<b>TOTAL EXPENSE</b>	<b>365,169,554</b>	<b>382,131,229</b>	<b>16,961,675</b>
PROGRAM REVENUES	-81,959,825	-92,414,740	-10,454,915
RESERVE DESIGNATION REDUCTION			
<b>TOTAL REVENUE</b>	<b>-81,959,825</b>	<b>-92,414,740</b>	<b>-10,454,915</b>
<b>TOTAL CRIMINAL JUSTICE</b>	<b>283,209,729</b>	<b>289,716,489</b>	<b>6,506,760</b>
STAFF YEARS:	6,540.67	6,721.27	180.60
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<b>HEALTH AND SOCIAL SERVICES FUNCTIONAL AREA</b>			
SALARIES AND BENEFITS	237,683,486	242,440,060	4,756,574
SERVICES AND SUPPLIES	136,770,688	207,633,121	70,862,433
OTHER CHARGES	684,148,491	671,204,737	-12,943,754
FIXED ASSETS	1,341,043	326,693	-1,014,350
VEHICLE/COMM. EQUIP.	302,895	286,920	-15,975
REIMBURSEMENTS			
CONTINGENCY RESERVE			
OPERATING TRANSFERS	93,450		-93,450
<b>TOTAL EXPENSE</b>	<b>1,060,340,053</b>	<b>1,121,891,531</b>	<b>61,551,478</b>
PROGRAM REVENUES	-961,854,211	-1,041,841,283	-79,987,072
<b>TOTAL HEALTH AND SOCIAL SERVICES</b>	<b>98,485,842</b>	<b>80,050,248</b>	<b>-18,435,594</b>
STAFF YEARS:	6,136.55	6,228.74	92.19
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<b>COMMUNITY SERVICES FUNCTIONAL AREA</b>			
SALARIES AND BENEFITS	80,661,640	77,142,827	-3,518,813
SERVICES AND SUPPLIES	68,022,938	61,238,996	-6,783,942
OTHER CHARGES	19,749,458	17,857,396	-1,892,062
FIXED ASSETS	1,253,093	1,276,103	23,010
VEHICLE/COMM. EQUIP.		1,500	1,500
REIMBURSEMENTS			
CONTINGENCY RESERVE		43,624	43,624
OPERATING TRANSFERS	3,265,633	2,154,913	-1,110,720
<b>TOTAL EXPENSE</b>	<b>172,952,762</b>	<b>159,715,359</b>	<b>-13,237,403</b>
PROGRAM REVENUES	-141,377,908	-130,395,110	10,982,798
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-12,131,299	-11,772,579	358,720
FUND BALANCE - GENERAL FUND			
<b>TOTAL REVENUE</b>	<b>-153,509,207</b>	<b>-142,167,689</b>	<b>11,341,518</b>
<b>TOTAL COMMUNITY SERVICES</b>	<b>19,443,555</b>	<b>17,547,670</b>	<b>-1,895,885</b>
STAFF YEARS:	1,803.70	1,761.44	-42.26

	1991-92 ADOPTED	1992-93 ADOPTED	INCREASE/ -DECREASE
<b>GENERAL GOVERNMENT FUNCTIONAL AREA</b>			
SALARIES AND BENEFITS	51,179,535	48,895,227	-2,284,308
SERVICES AND SUPPLIES	6,661,428	6,542,058	-119,370
OTHER CHARGES	5,515,015	5,452,886	-62,129
FIXED ASSETS	631,698	517,145	-114,553
VEHICLE/COMM. EQUIP. REIMBURSEMENTS CONTINGENCY RESERVE OPERATING TRANSFERS			
<b>TOTAL EXPENSE</b>	<b>63,987,676</b>	<b>61,407,316</b>	<b>-2,580,360</b>
PROGRAM REVENUES	-21,912,558	-22,699,856	-787,298
RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS			
<b>TOTAL REVENUE</b>	<b>-21,912,558</b>	<b>-22,699,856</b>	<b>-787,298</b>
<b>TOTAL GENERAL GOVERNMENT</b>	<b>42,075,118</b>	<b>38,707,460</b>	<b>-3,367,658</b>
STAFF YEARS:	1,110.13	1,084.21	-25.92
<b>SUPPORT SERVICES FUNCTIONAL AREA</b>			
SALARIES AND BENEFITS	52,625,707	50,645,522	-1,980,185
SERVICES AND SUPPLIES	61,219,962	56,379,121	-4,840,841
OTHER CHARGES	10,021,980	9,345,249	-676,731
FIXED ASSETS	3,329,239	5,634,432	2,305,193
VEHICLE/COMM. EQUIP. REIMBURSEMENTS CONTINGENCY RESERVE OPERATING TRANSFERS	-5,091,794	-4,327,604	764,190
<b>TOTAL EXPENSE</b>	<b>122,105,094</b>	<b>117,676,720</b>	<b>-4,428,374</b>
PROGRAM REVENUES	-16,853,209	-20,080,154	-3,226,945
GENERAL REVENUES RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND			
<b>TOTAL REVENUE</b>	<b>-16,853,209</b>	<b>-20,080,154</b>	<b>-3,226,945</b>
<b>TOTAL SUPPORT SERVICES</b>	<b>105,251,885</b>	<b>97,596,566</b>	<b>-7,655,319</b>
STAFF YEARS:	1,237.13	1,181.55	-55.58
<b>CAPITAL FUNCTIONAL AREA</b>			
SERVICES AND SUPPLIES			
OTHER CHARGES	27,834,321	29,417,700	1,583,379
FIXED ASSETS	8,333,736	6,502,482	-1,831,254
REIMBURSEMENTS	-16,000		16,000
CONTINGENCY RESERVE OPERATING TRANSFERS	23,692,166	24,218,551	526,385
<b>TOTAL EXPENSE</b>	<b>59,844,223</b>	<b>60,138,733</b>	<b>294,510</b>
PROGRAM REVENUES	-36,298,723	-36,095,820	202,903
GENERAL REVENUES FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND	-558,000		558,000
<b>TOTAL REVENUE</b>	<b>-36,856,723</b>	<b>-36,095,820</b>	<b>760,903</b>
<b>TOTAL CAPITAL</b>	<b>22,987,500</b>	<b>24,042,913</b>	<b>1,055,413</b>
STAFF YEARS:			

	1991-92 ADOPTED	1992-93 ADOPTED	INCREASE/ -DECREASE
<b>MISCELLANEOUS FUNCTIONAL AREA</b>			
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	900,000	2,182,290	1,282,290
OTHER CHARGES	12,300,000	10,942,000	-1,358,000
FIXED ASSETS	1,500,000	798,810	-701,190
VEHICLE/COMM. EQUIP.	600,000	475,000	-125,000
REIMBURSEMENTS			
CONTINGENCY RESERVE	10,470,605	11,748,060	1,277,455
OPERATING TRANSFERS	967,315	2,862,203	1,894,888
<b>TOTAL EXPENSE</b>	<b>26,737,920</b>	<b>29,008,363</b>	<b>2,270,443</b>
PROGRAM REVENUES	-4,204,159	-3,790,524	413,635
GENERAL REVENUES	-572,972,472	-569,172,472	3,800,000
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-110,848	-1,165,925	-1,055,077
FUND BALANCE - GENERAL FUND	-20,904,070	-2,540,788	18,363,282
<b>TOTAL REVENUE</b>	<b>-598,191,549</b>	<b>-576,669,709</b>	<b>21,521,840</b>
<b>TOTAL MISCELLANEOUS</b>	<b>-571,453,629</b>	<b>-547,661,346</b>	<b>23,792,283</b>
<b>STAFF YEARS:</b>			

	1991-92 ADOPTED	1992-93 ADOPTED	INCREASE/ -DECREASE
<b>GENERAL FUND SUMMARY BY ACCOUNT</b>			
SALARIES AND BENEFITS	702,152,449	714,324,342	12,171,893
SERVICES AND SUPPLIES	256,965,858	325,222,274	68,256,416
OTHER CHARGES	722,445,470	706,090,778	-16,354,692
FIXED ASSETS	7,422,462	8,717,462	1,295,000
VEHICLE/COMM. EQUIP.	447,150	971,020	523,870
REIMBURSEMENTS	-5,091,794	-4,327,604	764,190
CONTINGENCY RESERVE	10,470,605	11,748,060	1,277,455
OPERATING TRANSFERS	23,566,399	25,878,806	2,312,407
<b>TOTAL EXPENSE</b>	<b>1,718,378,599</b>	<b>1,788,625,138</b>	<b>70,246,539</b>
PROGRAM REVENUES	-1,124,502,057	-1,216,911,878	-92,409,821
GENERAL REVENUES	-572,972,472	-569,172,472	3,800,000
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND	-20,904,070	-2,540,788	18,363,282
<b>TOTAL REVENUE</b>	<b>-1,718,378,599</b>	<b>-1,788,625,138</b>	<b>-70,246,539</b>
<b>TOTAL GENERAL FUND</b>			
STAFF YEARS:	16,021.85	16,136.29	114.44
<b>SPECIAL FUNDS SUMMARY BY ACCOUNT</b>			
SALARIES AND BENEFITS	37,402,203	37,403,320	1,117
SERVICES AND SUPPLIES	54,859,428	48,471,477	-6,387,951
OTHER CHARGES	44,866,801	44,896,196	29,395
FIXED ASSETS	10,594,086	8,524,895	-2,069,191
VEHICLE/COMM. EQUIP.	600,000	475,000	-125,000
REIMBURSEMENTS	-16,000		16,000
CONTINGENCY RESERVE		43,624	43,624
OPERATING TRANSFERS	4,452,165	3,529,601	-922,564
<b>TOTAL EXPENSE</b>	<b>152,758,683</b>	<b>143,344,113</b>	<b>-9,414,570</b>
PROGRAM REVENUES	-139,958,536	-130,405,609	9,552,927
GENERAL REVENUES			
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-12,800,147	-12,938,504	-138,357
FUND BALANCE - GENERAL FUND			
<b>TOTAL REVENUE</b>	<b>-152,758,683</b>	<b>-143,344,113</b>	<b>9,414,570</b>
<b>TOTAL SPECIAL FUNDS</b>			
STAFF YEARS:	806.33	840.92	34.59
<b>COUNTY WIDE SUMMARY BY ACCOUNT</b>			
SALARIES AND BENEFITS	739,554,652	751,727,662	12,173,010
SERVICES AND SUPPLIES	311,825,286	373,693,751	61,868,465
OTHER CHARGES	767,312,271	750,986,974	-16,325,297
FIXED ASSETS	18,016,548	17,242,357	-774,191
VEHICLE/COMM. EQUIP.	1,047,150	1,446,020	398,870
REIMBURSEMENTS	-5,107,794	-4,327,604	780,190
CONTINGENCY RESERVE	10,470,605	11,791,684	1,321,079
OPERATING TRANSFERS	28,018,564	29,408,407	1,389,843
<b>TOTAL EXPENSE</b>	<b>1,871,137,282</b>	<b>1,931,969,251</b>	<b>60,831,969</b>
PROGRAM REVENUES	-1,264,460,593	-1,347,317,487	-82,856,894
GENERAL REVENUES	-572,972,472	-569,172,472	3,800,000
RESERVE DESIGNATION REDUCTION			
FUND BALANCE - SPECIAL FUNDS	-12,800,147	-12,938,504	-138,357
FUND BALANCE - GENERAL FUND	-20,904,070	-2,540,788	18,363,282
<b>TOTAL REVENUE</b>	<b>-1,871,137,282</b>	<b>-1,931,969,251</b>	<b>-60,831,969</b>
<b>*TOTAL AREA COUNTY</b>			
STAFF YEARS:	16,828.18	16,977.21	149.03

# PUBLIC PROTECTION

ALTERNATE DEFENSE COUNSEL

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Conflicts Administration	\$12,727,782	\$12,919,545	\$12,753,951	\$9,375,871	\$7,618,216	\$(1,757,655)	(18.8)
TOTAL DIRECT COST	\$12,727,782	\$12,919,545	\$12,753,951	\$9,375,871	\$7,618,216	\$(1,757,655)	(18.8)
PROGRAM REVENUE	(442,700)	(525,774)	(630,879)	(630,277)	(639,542)	(9,265)	1.5
NET GENERAL FUND COST	\$12,285,082	\$12,393,771	\$12,123,072	\$8,745,594	\$6,978,674	\$(1,766,920)	(20.2)
STAFF YEARS	10.00	11.00	15.00	16.00	16.00	0.00	0.0



**ALTERNATE DEFENSE COUNSEL**  
**DIRECTOR** 1

**CRIMINAL LGL SEC II** 1

**ADMIN ASST III** 1

**PRO PER SECTION**  
**LEGAL PROC CLK II** 2

**ALTERNATE DEF ATT** 1

**FISCAL SECTION**  
**ACCOUNTING TECH** 1  
**SR. ACCT CLERK** 2  
**INT. ACCT CLERK** 3  
**STUDENT WORKERS**

**SMALL CLAIMS ADVISORY**

**VISTA**  
**SMALL CLAIMS COUNSEL** 1

**CLAIREMONT**  
**SMALL CLAIMS COUNSEL** 1

**DOWNTOWN**  
**SMALL CLAIMS COUNSEL** 1  
**LAW STUDENT WORKERS**

PROGRAM: CONFLICTS ADMINISTRATION

DEPARTMENT: ALTERNATE DEFENSE COUNSEL

PROGRAM #: 13021  
MANAGER: ELLIOT G. LANDE

ORGANIZATION #: 2990  
REFERENCE: 1992-93 Proposed Budget - Pg. 3-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$297,042	\$458,822	\$588,495	\$758,013	\$773,837	2.1
Services & Supplies	12,385,490	12,410,208	12,115,228	8,528,416	6,844,379	(19.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	45,250	50,515	50,169	89,442	0	(100.0)
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
<b>TOTAL DIRECT COST</b>	<b>\$12,727,782</b>	<b>\$12,919,545</b>	<b>\$12,753,892</b>	<b>\$9,375,871</b>	<b>\$7,618,216</b>	<b>(18.7)</b>
<b>PROGRAM REVENUE</b>	<b>(442,700)</b>	<b>(525,774)</b>	<b>(630,277)</b>	<b>(630,277)</b>	<b>(639,542)</b>	<b>1.5</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$12,285,082</b>	<b>\$12,393,771</b>	<b>\$12,123,615</b>	<b>\$8,745,594</b>	<b>\$6,978,674</b>	<b>(20.2)</b>
<b>STAFF YEARS</b>	<b>10.00</b>	<b>11.00</b>	<b>15.00</b>	<b>16.00</b>	<b>16.00</b>	<b>0.0</b>

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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The Department's actual expenses for FY 1991-92 exceeded the budget by \$3,378,080 (36% over budget). This is the effect of budget reduction made to provide full year funding to Alternate Public Defender. Salaries and Benefits was underspent by \$169,518 due to delay in the completion of space needed to house the Small Claims Counsel. Services and Supplies exceeded budget by \$3,586,872. This was the line item affected by the budget reduction. Also, the department continues to pay for services on cases assigned prior years including juvenile dependency cases. Sixty-eight percent (68%) of the actual amount spent on Services and Supplies were for cases assigned prior years.

**1992-93 OBJECTIVES**

1. To continue to provide quality representation to indigents at reasonable cost.
2. To implement the newly developed automated auditing system for reviewing attorney claims.
3. To substantially reduce the amount of time from the date the attorney submits a claim to the date the attorney is paid, to coordinate the assignment of cases and work with Public Defender's Office and the Alternate Public Defender's Office to assure that the maximum number of priority class cases are assigned to public law offices.
4. To fully use the automated auditing system to monitor and control case costs and assignments; to provide case cost profile reports; to develop case filing trends and to project budget needs.
5. To continue research, develop and design new and different cost effective programs for the handling of the representation of indigent clients.
6. To discover, encourage and develop each employee's peculiar skills, assets and abilities for personal advancement and maximum department achievement.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administering Court appointed attorneys [12.00 SY; E = \$7,329,026; R = \$299,643] 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 2,161 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 2,853 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 Provide Revenue and Recovery with collection information on time in order to increase revenue collection.
2. Small claims advisory [3.00 SY; E = \$289,190; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Court Fees & costs- Crt. Appt. Atty	\$348,239	\$290,378	\$299,643	\$9,265
Other Court Cost	\$282,640	\$339,899	\$339,899	\$0
Sub-Total	\$630,879	\$630,277	\$639,542	\$9,265
<b>Total</b>	<b>\$630,879</b>	<b>\$630,277</b>	<b>\$639,542</b>	<b>\$9,265</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$12,123,072	\$8,745,594	\$6,978,674	\$(2,056,110)
<b>Total</b>	<b>\$12,123,072</b>	<b>\$8,745,594</b>	<b>\$6,689,484</b>	<b>\$(2,056,110)</b>

## 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.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Indigent Defense					
<u>% OF RESOURCES:</u> 97.0%					
<u>WORKLOAD</u>					
Serious felony cases	513	594	329	139	196
Felony cases	2,051	2,360	959	400	641
Misdemeanor cases	1,982	1,710	1,507	1132	1,324
Juvenile delinquency cases	1,673	1,821	1,076	1,000	1,000
Juvenile Dependency cases	5,903	4,186	3,018	2,000	1,853
<u>EFFICIENCY</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0
<b>ACTIVITY B:</b>					
Small Claims Advisory Services					
<u>% OF RESOURCES:</u> 3.0%					
<u>WORKLOAD</u>					
Phone inquiries received	60,000	87,500	103,963	105,000	105,000
Walk-in clients	750	994	1,138	1,150	1,150
<u>EFFICIENCY</u>					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0

## STAFFING SCHEDULE

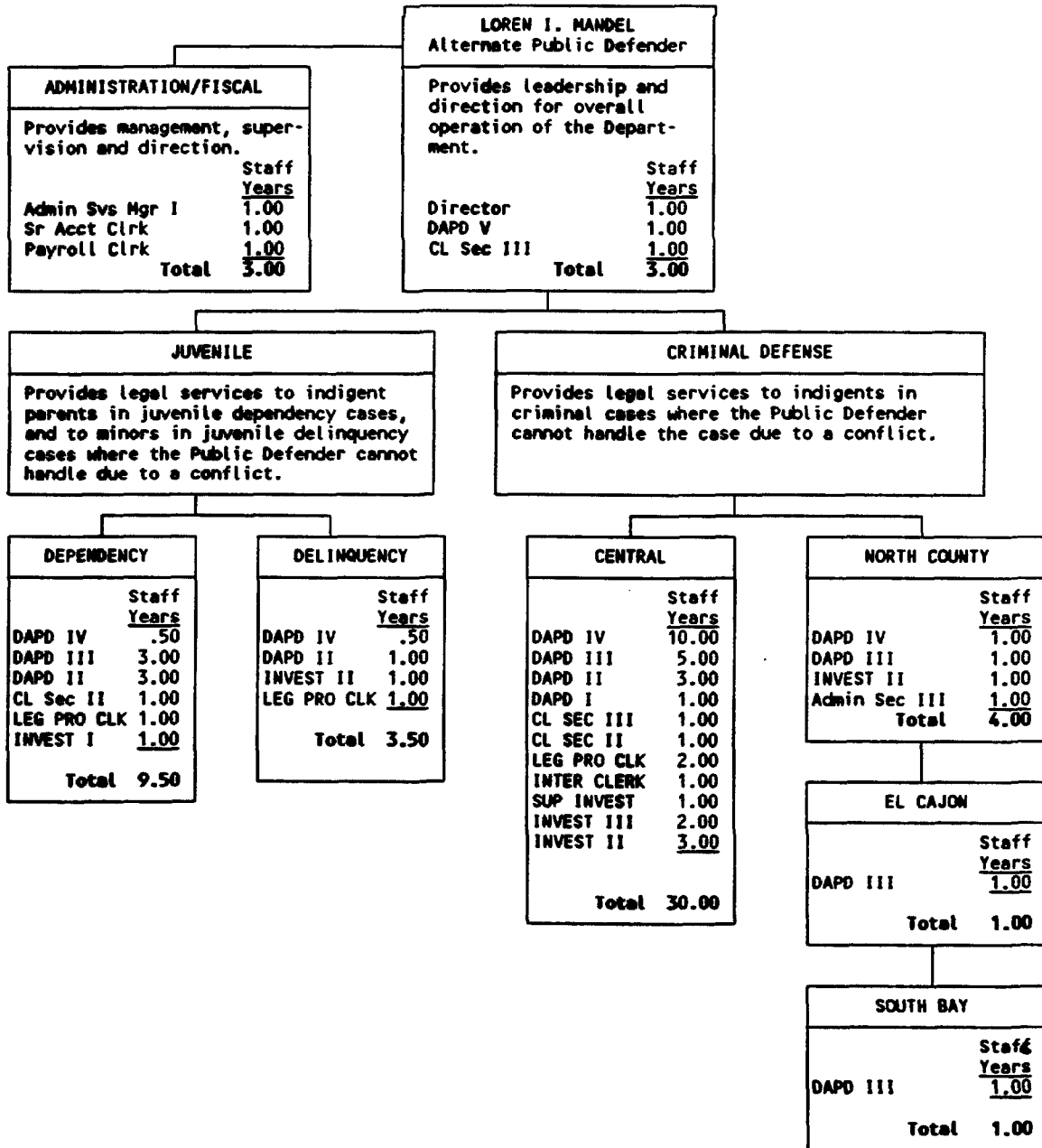
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2207	Director	1	1.00	1	1.00	\$101,252	\$90,349
2403	Accounting Tech.	1	1.00	1	1.00	23,696	24,753
2302	Admin Assist III	0	0.00	1	1.00	0	41,909
2425	Assoc. Accountant	1	1.00	0	0.00	37,260	0
2493	Inter. Account Clerk	3	3.00	3	3.00	53,851	57,132
2510	Senior Account Clerk	2	2.00	2	2.00	42,311	46,180
2776	Criminal Legal Sec II	0	0	1	1.00	0	30,774
2758	Admin. Secretary III	1	1.00	0	0.00	30,900	0
3935	Legal Assistant I	2	2.00	0	0.00	48,971	0
2776	Legal Procedures Clerk	0	0.00	2	2.00	0	44,381
3916	Alt. Defense Attorney	1	1.00	1	1.00	90,494	84,291
3938	Small Claims Counsel	3	3.00	3	3.00	111,603	120,849
9999	Temp. Extra Help	7	1.00	7	1.00	89,157	89,157
<b>Total</b>		<b>22</b>	<b>16.00</b>	<b>22</b>	<b>16.00</b>	<b>\$629,495</b>	<b>\$629,775</b>
<b>Salary Adjustments:</b>						<b>(9,050)</b>	<b>7,535</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>150,798</b>	<b>152,186</b>
<b>Salary Savings:</b>						<b>(13,230)</b>	<b>(15,659)</b>
<b>Total Adjustments</b>						<b>\$128,518</b>	<b>\$144,062</b>
<b>Program Totals</b>		<b>22</b>	<b>16.00</b>	<b>22</b>	<b>16.00</b>	<b>\$758,013</b>	<b>\$773,837</b>

ALTERNATE PUBLIC DEFENDER

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Conflicts Defense	\$0	\$1,395,173	\$3,170,910	\$3,215,519	\$4,137,581	\$922,062	28.7
TOTAL DIRECT COST	\$0	\$1,395,173	\$3,170,910	\$3,215,519	\$4,137,581	\$922,062	28.7
PROGRAM REVENUE	(0)	(0)	(1,122)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$1,395,173	\$ 3,169,788	\$3,215,519	\$4,137,581	\$922,062	28.7
STAFF YEARS	0.00	16.29	43.97	45.00	55.00	10.00	22.2

\* The Department of Alternate Public Defender was established in June, 1990 and was budgeted on a half year basis for FY 1990-91.

## DEPARTMENT OF ALTERNATE PUBLIC DEFENDER





PROGRAM: Conflicts Defense

DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050  
MANAGER: Loren I. Mandel

ORGANIZATION #: 3000  
REFERENCE: 1992-93 Proposed - Pg. 4-1

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$994,100	\$2,850,848	\$2,855,519	\$3,746,581	31.2
Services & Supplies	0	242,004	305,888	360,000	383,000	6.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	159,069	14,174	0	8,000	100.0
<b>TOTAL DIRECT COST</b>	<b>\$0</b>	<b>\$1,395,173</b>	<b>\$3,170,910</b>	<b>\$3,215,519</b>	<b>\$4,137,581</b>	<b>28.7</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(1,122)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$1,395,173</b>	<b>\$3,169,788</b>	<b>\$3,215,519</b>	<b>\$4,137,581</b>	<b>28.7</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>16.29</b>	<b>43.97</b>	<b>45.00</b>	<b>55.00</b>	<b>22.2</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Services and Supplies account was nearly \$55,000 under budget as the result of departmental controls on all expenditures. In addition, the Professional and Specialized Services Sub-Account (#2316) designated for death penalty cases was under budget, but will experience significantly more expenditures in FY 92-93 due to the unexpected large number of death penalty cases currently pending trial. At the present time, the Alternate Public Defender represents seven clients in cases in which the District Attorney has indicated that it intends to seek the death penalty.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration [6.00 SY; E = \$443,255; 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 = \$679,244; R = \$0] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Representing parents or guardians in Juvenile Court proceedings.
3. Juvenile Delinquency [3.50 SY; E = \$226,437; 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.
  - o 2.00 Staff Years were reassigned to the Criminal Program to be assigned to the more serious felony cases.
4. Criminal [36.00 SY; E = \$2,788,645; 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.
  - o 10.00 Staff Years were added to provide public attorney services for all Class V and Class VI felony cases that have been estimated for FY 92-93.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Recovered Expenditures	\$1,122	\$0	\$0	\$0
Sub-Total	\$1,122	\$0	\$0	\$0
<b>Total</b>	<b>\$1,122</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$3,169,788	\$3,215,519	\$4,137,581	\$922,062
<b>Total</b>	<b>\$3,169,788</b>	<b>\$3,215,519</b>	<b>\$4,137,581</b>	<b>\$ 922,062</b>

EXPLANATION/COMMENT ON PROGRAM REVENUES

**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Desk, Wood	3	unit	\$1,500
Desk, Wood	2	unit	1,000
Computer Equipment	1	lot	4,500
Misc. Equipment	1	lot	1,000
<b>Total</b>			<b>\$8,000</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Indigent Defense - Criminal</b>					
<b><u>% OF RESOURCES:</u> 75%</b>					
<b><u>WORKLOAD</u></b>					
Death Penalty Cases (New)	0	1	5	3	2
Number of serious Felony Cases	0	153	421	580	500
Number of Felony Cases	0	*764	1,642	1,920	1,720
Number of Misdemeanor Cases	0	213	483	500	500
<b><u>EFFICIENCY</u></b>					
Not Applicable	0	0	0	0	0
	0	0	0	0	0
<b>ACTIVITY B: Indigent Defense - Juvenile</b>					
<b><u>% OF RESOURCES:</u> 25%</b>					
<b><u>WORKLOAD</u></b>					
Number of Juvenile Delinquency Cases	0	379	1,163	1,200	**230
Number of Juvenile Dependency Cases	0	475	905	1,150	648
<b><u>EFFICIENCY</u></b>					
Not Applicable	0	0	0	0	0
<b><u>EFFECTIVENESS</u></b>					
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.

\*\* 1992-93 overall workload will continue to focus on felonies, rather than delinquency cases. Two attorneys were reassigned from the Delinquency Program to the Criminal Program to represent the more serious felony cases. This continues to represent a more cost effective utilization of staff and a greater cost-avoidance to the County.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2127	Director	1	1.00	1	1.00	\$101,445	\$101,058
2368	Admin. Service Manager I	1	1.00	1	1.00	52,355	52,157
2758	Admin. Secretary III	1	1.00	1	1.00	30,055	30,121
3922	Deputy Alternate P.D. V	1	1.00	1	1.00	80,363	94,901
3921	Deputy Alternate P.D. IV	5	5.00	13	12.00	389,909	913,750
3920	Deputy Alternate P.D. III	11	11.00	11	11.00	768,637	754,744
3919	Deputy Alternate P.D. II	7	7.00	7	7.00	381,712	423,508
3918	Deputy Alternate P.D. I	1	1.00	1	1.00	41,104	46,125
5750	Supervising P.D. Investigator	1	1.00	1	1.00	50,666	50,468
5766	Public Defender Invest. III	2	2.00	2	2.00	85,182	79,188
5765	Public Defender Invest. II	2	2.00	5	5.00	75,869	186,816
5764	Public Defender Invest. I	1	1.00	1	1.00	34,136	38,295
2777	Criminal Legal Secretary III	2	2.00	2	2.00	61,708	64,758
2776	Criminal Legal Secretary II	2	2.00	2	2.00	57,194	58,479
2907	Legal Procedures Clk. II	3	3.00	4	4.00	63,840	83,105
2712	Court Interpreter	1	1.00	0	0.00	28,417	0
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,413	20,568
2494	Payroll Clerk	1	1.00	1	1.00	19,378	21,758
2510	Senior Account Clerk	1	1.00	1	1.00	21,316	23,949
9999	Temporary Help	10	0.00	10	0.00	0	0
<b>Total</b>		<b>55</b>	<b>45.00</b>	<b>66</b>	<b>55.00</b>	<b>\$2,361,699</b>	<b>\$3,043,748</b>
<b>Salary Adjustments:</b>						<b>941</b>	<b>(27,615)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>5,819</b>
<b>Employee Benefits:</b>						<b>551,155</b>	<b>785,386</b>
<b>Salary Savings:</b>						<b>(58,276)</b>	<b>(60,757)</b>
<b>Total Adjustments</b>						<b>\$ 493,820</b>	<b>\$ 702,833</b>
<b>Program Totals</b>		<b>55</b>	<b>45.00</b>	<b>66</b>	<b>55.00</b>	<b>\$2,855,519</b>	<b>\$3,746,581</b>

DISTRICT ATTORNEY

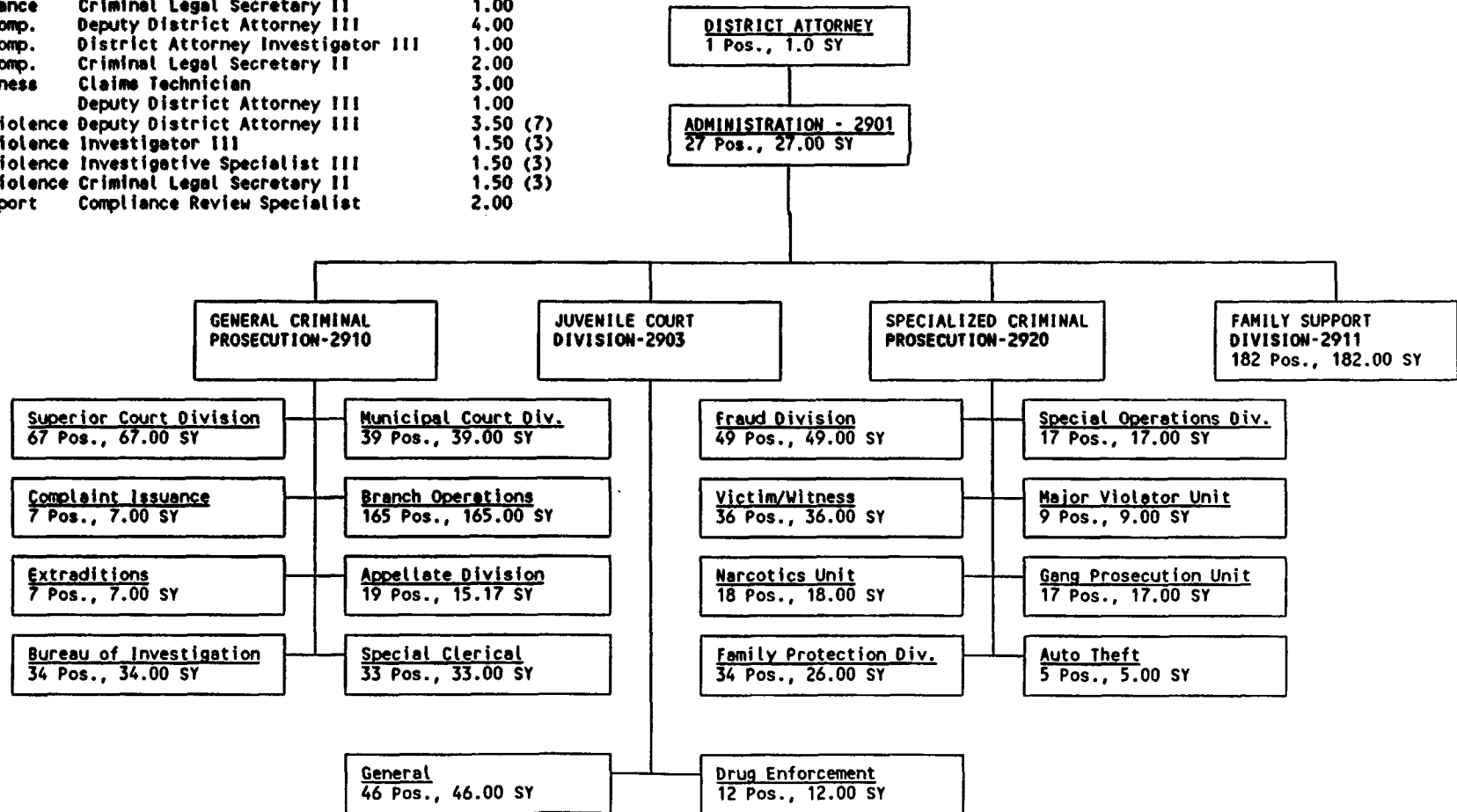
	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
General Criminal Prosc.	\$19,215,889	\$22,355,408	23,102,564	\$24,755,673	24,760,325	4,652	0.0
Juvenile Court Serv.	2,445,155	2,893,269	3,458,782	4,311,031	4,134,718	(176,313)	(4.1)
Specialized Criminal Prosc.	8,527,673	11,283,614	12,424,652	9,517,073	12,634,298	3,117,225	32.8
Family Support Enf.	4,753,856	5,188,186	5,885,913	7,904,809	7,936,181	31,372	0.4
Department Overhead	1,748,156	1,923,984	2,078,166	2,034,584	1,907,756	(126,828)	(6.2)
<b>TOTAL DIRECT COST</b>	<b>\$36,690,729</b>	<b>\$43,644,461</b>	<b>\$46,950,077</b>	<b>\$48,523,170</b>	<b>\$51,373,278</b>	<b>\$2,850,108</b>	<b>5.9</b>
<b>PROGRAM REVENUE</b>	<b>(13,537,275)</b>	<b>(16,258,280)</b>	<b>(18,324,995)</b>	<b>(16,464,542)</b>	<b>(18,906,905)</b>	<b>(2,442,363)</b>	<b>14.8</b>
<b>NET GENERAL FUND COST</b>	<b>\$23,153,454</b>	<b>\$27,386,181</b>	<b>\$46,950,077</b>	<b>\$32,058,628</b>	<b>\$32,466,373</b>	<b>\$407,745</b>	<b>1.3</b>
<b>STAFF YEARS</b>	<b>704.54</b>	<b>742.97</b>	<b>754.68</b>	<b>779.17</b>	<b>812.17</b>	<b>33.00</b>	<b>4.2</b>

**OFFICE OF THE DISTRICT ATTORNEY**  
(Headquarters Location: County Courthouse)

**1992-93 FINAL PROGRAM BUDGET**

NOTE: Staff Year Changes are as follows:

DIVISION	CLASSIFICATION	STAFF YEARS
Auto Theft	Deputy District Attorney III	2.00
Auto Theft	District Attorney Investigator III	1.00
Auto Theft	Legal Procedures Clerk II	2.00
Child Abuse	Deputy District Attorney III	1.00
Child Abuse	District Attorney Investigator III	1.00
Child Abuse	Investigative Specialist II	1.00
Auto Insurance	Deputy District Attorney III	3.00
Auto Insurance	Criminal Legal Secretary II	1.00
Workers' Comp.	Deputy District Attorney III	4.00
Workers' Comp.	District Attorney Investigator III	1.00
Workers' Comp.	Criminal Legal Secretary II	2.00
Victim/Witness	Claims Technician	3.00
Gangs	Deputy District Attorney III	1.00
Domestic Violence	Deputy District Attorney III	3.50 (7)
Domestic Violence	Investigator III	1.50 (3)
Domestic Violence	Investigative Specialist III	1.50 (3)
Domestic Violence	Criminal Legal Secretary II	1.50 (3)
Family Support	Compliance Review Specialist	2.00



3-2



PROGRAM: General Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13033

ORGANIZATION #: 2900

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

REFERENCE: 1992-93 Proposed Budget - Pg. 24-9

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

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$17,209,329	\$19,820,329	20,965,404	\$22,682,271	22,847,768	0.7
Services & Supplies	1,687,675	2,218,227	1,947,123	1,892,557	1,792,557	(5.3)
Other Charges	137,787	116,959	114,458	180,845	120,000	(33.6)
Fixed Assets	181,098	199,893	75,579	0	0	0.0
Vehicle/Comm. Equip.	113,000	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$19,328,889</b>	<b>\$22,355,408</b>	<b>\$23,102,564</b>	<b>\$24,755,673</b>	<b>\$24,760,325</b>	<b>0.0</b>
<b>PROGRAM REVENUE</b>	<b>(186,788)</b>	<b>(429,992)</b>	<b>(423,352)</b>	<b>(504,000)</b>	<b>(344,000)</b>	<b>(31.7)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$19,142,101</b>	<b>\$21,925,416</b>	<b>\$23,102,564</b>	<b>\$24,251,673</b>	<b>\$24,760,325</b>	<b>2.1</b>
<b>STAFF YEARS</b>	<b>357.83</b>	<b>391.99</b>	<b>360.11</b>	<b>368.17</b>	<b>367.17</b>	<b>(0.3)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and benefits were underexpended by \$1,716,867 due to intentional hiring delays to aid in balancing the County budget. Services and supplies were overbudget by \$54,566 but other charges were underbudget by \$66,387. Fixed asset expenditures amounted to \$75,579.

**1992-93 OBJECTIVES**

1. To continue to manage the demands in issuing 82,240 felony and misdemeanor cases projected county-wide during FY 1992-93.
2. To continue to manage the increasing demand of representing the People in preliminary hearings for a projected 8,664 defendants set during FY 1992-93.
3. To continue to provide an adequate level of service in representing the People in the 572 Superior Court jury trials projected for FY 1992-93.
4. To represent the People in the 3,788 contested hearings and motions projected for FY 1992-93.
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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Superior Court [67 SY; E = \$5,492,631; R = \$0] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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 SY; E = \$2,791,903; R = \$20,000] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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 SY; E = \$10,945,388; R = \$10,000] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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 SY; E = \$746,443; R = \$0] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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 SY; E = \$432,720; R = \$300,000] including support personnel is:
  - Mandated/Mandated Service Level.
  - Responsible for the extradition of fugitives from and to the State of California.
  - Providing Budget/Administrative action implementing the above activity includes:
    - Reducing \$100,000 in extradition costs (Services & Supplies account) and correspondingly reducing state revenues by \$100,000.

- 
6. Appellate Division [15.17 SY; E = \$1,274,848; R = \$0] including support personnel is:
- Mandated/Discretionary Service Level.
  - 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.
7. Bureau of Investigation [34 SY; E = \$1,986,744; R = \$14,000] including support personnel is:
- Mandated/Discretionary Service Level.
  - 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.
8. Special Clerical Support [33 SY; E = \$1,089,648; R = \$0] including support personnel is:
- Mandated/Discretionary Service Level.
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FINES, FORFEITURES AND PENALTIES</b>				
Fines and Penalties - Other	\$2,030	\$0	\$0	\$0
Sub-Total	\$2,030	\$0	\$0	\$0
<b>INTERGOVERNMENTAL REVENUE:</b>				
Otay Prison Prosecution Costs	12,581	\$0	0	0
Sub-Total	\$12,581	\$0	\$0	\$0
<b>CHARGES FOR CURRENT SERVICES:</b>				
Extradition	222,107	\$400,000	300,000	(100,000)
Training Peace Officers - POST	43,436	14,000	14,000	0
Other Miscellaneous	38,960	30,000	30,000	0
Sub-Total	\$304,503	\$444,000	\$344,000	\$(100,000)
<b>OTHER REVENUE:</b>				
Other Miscellaneous	4,447	0	0	0
Operating Transfer from Asset Forfeiture	99,791	60,000	0	0
Sub-Total	\$104,238	\$60,000	\$0	\$(60,000)
<b>Total</b>	<b>\$423,352</b>	<b>\$504,000</b>	<b>\$344,000</b>	<b>\$(160,000)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	22,679,212	\$24,251,673	24,416,325	164,652
Sub-Total	\$22,679,212	\$24,251,673	\$24,416,325	\$164,652
<b>Total</b>	<b>\$22,679,212</b>	<b>\$24,251,673</b>	<b>\$24,416,325</b>	<b>\$164,652</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Extradition revenues were underrealized in FY 1991-92 mainly because the State utilized the services of a private company to perform most of the transportation requirements. Appropriations and offsetting revenues are reduced by \$100,000 for the current year.

POST and miscellaneous revenue are budgeted at prior year level although actuals showed some increase over the budgeted figure.

Unbudgeted revenues that were received totaled \$17,028 and included fines, prosecution cost reimbursement for crimes committed in the Otay Prison, and discoveries.

A total of \$99,791 was transferred from the Asset Forfeiture Fund to cover expenditures in travel/training, and costs expended in South Bay and the Technical Unit.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY A:

General Criminal Prosecution

% OF RESOURCES: 100%WORKLOAD

Misdemeanor Cases Issued	85,319	84,082	70,996	90,216	65,384
Felony Cases Issued	17,785	16,605	16,831	16,884	16,856
Preliminary Hearings Set	14,456	11,804	9,859	12,000	8,664
Superior Court Jury Trials	560	513	481	509	572
Contested Hearings & Motions	5,394	4,179	3,679	4,400	3,788

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
3925	Deputy DA V	37	37.00	37	37.00	3,229,033	3,407,963
3926	Deputy DA IV	35	35.00	35	35.00	2,719,865	2,813,456
3927	Deputy DA III	63	63.00	63	63.00	4,432,298	4,357,248
5760	DA Invest. Forensic	1	1.00	1	1.00	50,649	50,651
3928	Deputy DA II	14	14.00	14	14.00	770,072	776,913
5721	Documents Examiner	1	1.00	1	1.00	48,128	44,197
2302	Admin. Asst. III	1	1.00	1	1.00	46,024	46,162
5753	DA Investigator IV	10	10.00	10	10.00	525,706	553,707
2896	Super. Legal Serv. Clk.	2	2.00	1	1.00	92,369	36,101
5733	Crime Scene Reconstr.	1	1.00	1	1.00	49,812	50,651
5754	DA Investigator III	34	34.00	34	34.00	1,531,940	1,684,293
5755	DA Investigator II	1	1.00	1	1.00	41,972	46,470
2324	Dept. Public Affairs Off.	1	1.00	1	1.00	45,252	45,081
2770	Lgl Supp Svcs Div Mgr I	0	0.00	1	1.00	0	41,717
2899	Legal Supp. Svcs. Div. Mgr.	1	1.00	3	3.00	41,879	114,320
5768	Supv Invest Specialist	0	0.00	1	1.00	0	29,621
5749	Invest. Spec. III	12	12.00	11	11.00	379,567	333,756
3119	Dept. Computer Spec. II	1	1.00	1	1.00	36,863	31,481
5751	Invest. Spec. II	20	20.00	19	19.00	589,602	564,051
3936	Legal Assistant II	1	1.00	1	1.00	28,748	33,052
2765	Legal Secretary III	5	5.00	0	0.00	154,321	0
2777	Crim Lgl Sec III	0	0.00	5	5.00	0	153,080
2763	Legal Secretary II	5	5.00	0	0.00	154,700	0
2776	Crim Lgl Sec II	0	0.00	5	5.00	0	147,005
2775	Crim Lgl Sec I	0	0.00	5	5.00	0	141,518
2906	Legal Proced. Clk. III	13	13.00	13	13.00	350,497	352,165
2762	Legal Secretary I	5	5.00	0	0.00	133,250	0
2907	Legal Procedures Clk. II	84	84.00	84	84.00	1,891,518	1,939,254
2800	Radio/Tele. Oper.	1	1.00	1	1.00	23,726	23,636
2760	Stenographer	1	1.00	1	1.00	19,858	19,860
2903	Legal Proced. Clk. I	11	11.00	11	11.00	234,921	230,878
5725	International Case Coord.	1	1.00	1	1.00	48,628	49,442
5762	Process Server	2	2.00	2	2.00	39,920	41,755
5236	Departmental Aide	1	1.00	1	1.00	12,164	12,483
8804	Leg. Supp. Svcs. Div. Mgr.	2	2.00	0	0.00	84,108	0
9999	Temporary Extra Help	5	1.17	5	1.17	40,000	40,000
<b>Total</b>		<b>372</b>	<b>368.17</b>	<b>371</b>	<b>367.17</b>	<b>\$17,847,390</b>	<b>\$18,211,967</b>
<b>Salary Adjustments:</b>						<b>(45,485)</b>	<b>(610,000)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>5,365,870</b>	<b>5,735,593</b>
<b>Salary Savings:</b>						<b>(485,504)</b>	<b>(489,792)</b>
<b>Total Adjustments</b>						<b>\$4,834,881</b>	<b>\$(4,635,801)</b>
<b>Program Totals</b>		<b>372</b>	<b>368.17</b>	<b>371</b>	<b>367.17</b>	<b>\$22,682,271</b>	<b>\$22,847,768</b>

PROGRAM: Juvenile Court Services

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13012

ORGANIZATION #: 2900

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

REFERENCE: 1992-93 Proposed Budget - Pg. 24-10

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,117,937	\$2,337,303	2,700,226	\$3,626,685	3,450,372	(4.9)
Services & Supplies	113,044	158,366	92,471	118,725	118,725	0.0
Other Charges	190,476	382,091	666,085	565,621	565,621	0.0
Fixed Assets	23,698	15,509	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$2,445,155</b>	<b>\$2,893,269</b>	<b>\$3,458,782</b>	<b>\$4,311,031</b>	<b>\$4,134,718</b>	<b>(4.1)</b>
<b>PROGRAM REVENUE</b>	<b>(1,083,293)</b>	<b>(1,275,700)</b>	<b>(1,670,924)</b>	<b>(2,069,944)</b>	<b>(1,880,634)</b>	<b>(9.1)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,361,862</b>	<b>\$1,617,569</b>	<b>\$3,458,782</b>	<b>\$2,241,087</b>	<b>\$4,134,718</b>	<b>84.5</b>
<b>STAFF YEARS</b>	<b>47.81</b>	<b>48.42</b>	<b>49.96</b>	<b>58.00</b>	<b>58.00</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual staff years were under budget by 8.04 due to intentional hiring delays of recently vacant positions to aid in balancing the County budget. For the same reason, salaries and benefits were under budget by \$926,459. Other charges were overexpended by \$100,464 as a result of prior year billings from outside agencies for the JUDGE grant. Overall, this program was under-expended by \$852,249.

**1992-93 OBJECTIVES**

1. To review and process referrals within the due process guidelines as required by law. These referrals are estimated to be 8,948 for FY 1992-93 for W&I 602 (delinquency) cases.
2. To maintain increased demands upon staff for attendance in W&I 602 hearings projected at 22,544 for FY 1992-93.
3. To manage the 3,468 cases prepared for trial projected for FY 1992-93 for W&I 602 (delinquency) cases.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Juvenile Court Division [58 SY; E=\$4,134,718; R=\$1,880,634] including support personnel is:
  - Mandated/Mandated Service Level.
  - 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.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>INTERGOVERNMENTAL REVENUE:</b>				
AB-90 Subvention	\$0	447,448	\$0	(447,448)
JUDGE Grant	1,248,037	1,622,496	1,413,522	(208,974)
Sub-Total	\$1,248,037	\$2,069,944	\$1,413,522	\$(656,422)
<b>CHARGES FOR CURRENT SERVICES:</b>				
Other Miscellaneous	4,807	\$0	\$0	\$0
Operating Transfer	826	\$0	\$0	\$0
Sub-Total	\$5,633	\$0	\$0	\$0
<b>REALIGNMENT:</b>				
Social Services - Sales Tax	417,254	\$0	467,112	467,112
Sub-Total	\$417,254	\$0	\$467,112	\$467,112
<b>Total</b>	<b>\$1,670,924</b>	<b>\$2,069,944</b>	<b>\$1,880,634</b>	<b>\$(189,310)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
	1,787,858	\$2,241,087	2,254,084	12,997
Sub-Total	\$1,787,858	\$2,241,087	\$2,254,084	\$12,997
<b>Total</b>	<b>\$1,787,858</b>	<b>\$2,241,087</b>	<b>\$2,254,084</b>	<b>12,997</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

In FY 1991-92 the AB-90 program was funded with revenues available through the State Realignment process in the amount of \$417,254. For this year \$467,112 is budgeted.

Budgeted revenue for the JUDGE grant in FY 1991-92 was overstated in order to include revenues associated with grants that were terminated, such as SHO and the Child Abuse grant. The current amount of \$1,413,522 is a more realistic figure.

Miscellaneous revenues realized in the prior year include \$4,807 in discoveries and \$826 transferred from the Asset Forfeiture Fund for JUDGE mobile radios.

**PERFORMANCE INDICATORS**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Juvenile Court Services					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
602 Referrals/Submit for Review	8,998	9,267	11,265	10,288	8,948
602 Cases/Prepared for Trial	2,240	2,701	3,188	2,548	3,468
Hearings Attended	32,445*	23,514	22,401	25,096	22,544

\* 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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
3925	Deputy DA V	3	3.00	3	3.00	241,089	284,703
3926	Deputy DA IV	7	7.00	7	7.00	\$539,411	577,561
3927	Deputy DA III	15	15.00	15	15.00	1,203,948	1,003,695
5754	DA Investigator III	2	2.00	2	2.00	95,828	102,604
2899	Legal Supp. Svc. Div. Mgr. II	1	1.00	1	1.00	41,879	41,717
2770	Legal Supp. Svd. Div. Mgr. I	0	0.00	1	1.00	0	36,101
5751	Invest. Spec. II	4	4.00	4	4.00	120,733	121,516
2763	Legal Secretary II	1	1.00	0	0.00	24,601	0
2776	Crim. Lgl. Sec. II	0	0.00	1	1.00	0	28,784
5749	Investigative Spec. III	1	1.00	1	1.00	32,789	32,676
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,331	27,227
2907	Legal Procedures Clerk II	18	18.00	18	18.00	406,253	413,289
2903	Legal Procedures Clerk I	2	2.00	2	2.00	42,832	41,368
2896	Super. Legal Serv. Clk.	1	1.00	0	0.00	65,117	0
2762	Legal Secretary I	1	1.00	0	0.00	25,518	0
2771	Crim. Lgl. Sec. I	0	0.00	1	1.00	0	29,400
5752	Investigative Specialist I	1	1.00	1	1.00	27,772	25,358
<b>Total</b>		<b>58</b>	<b>58.00</b>	<b>58</b>	<b>58.00</b>	<b>\$2,895,101</b>	<b>\$2,765,999</b>
<b>Salary Adjustments:</b>						<b>(41,377)</b>	<b>(100,000)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>847,825</b>	<b>858,531</b>
<b>Salary Savings:</b>						<b>(74,864)</b>	<b>(74,158)</b>
<b>Total Adjustments</b>						<b>\$731,584</b>	<b>\$684,373</b>
<b>Program Totals</b>		<b>58</b>	<b>58.00</b>	<b>58</b>	<b>58.00</b>	<b>\$3,626,685</b>	<b>\$3,450,372</b>

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

ORGANIZATION #: 2900

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

REFERENCE: 1992-93 Proposed Budget - Pg. 24-11

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$7,862,276	\$10,673,931	11,779,266	\$8,956,048	10,736,754	19.9
Services & Supplies	333,732	523,379	593,549	534,225	774,190	44.9
Other Charges	264,053	22,439	1,398	0	876,244	100.0
Fixed Assets	67,612	63,865	50,439	10,800	74,370	100.0
Vehicle/Comm. Equip.	84,700	0	0	16,000	0	(100.0)
Less Reimbursements	(0)	(0)	0	(0)	0	0.0
Operating Transfers	(200,000)	0	0	0	172,740	100.0
<b>TOTAL DIRECT COST</b>	<b>\$8,412,373</b>	<b>\$11,283,614</b>	<b>\$12,424,652</b>	<b>\$9,517,073</b>	<b>\$12,634,298</b>	<b>32.8</b>
<b>PROGRAM REVENUE</b>	<b>(1,784,443)</b>	<b>(2,905,522)</b>	<b>(2,178,064)</b>	<b>(2,057,936)</b>	<b>(4,391,503)</b>	<b>100.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,627,930</b>	<b>\$8,378,092</b>	<b>\$10,246,588</b>	<b>\$7,459,137</b>	<b>\$8,242,795</b>	<b>10.5</b>
<b>STAFF YEARS</b>	<b>141.43</b>	<b>173.30</b>	<b>177.81</b>	<b>146.00</b>	<b>177.00</b>	<b>21.2</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The mid-year augmentation of the auto insurance fraud grant program and Workers' Compensation Fraud grant program as well as the reassignment of staff to form the Domestic Violence Unit caused salaries and benefits to exceed budgeted by \$2,823,218. However, this was partially offset by mid-year appropriations for the two grant programs. Actual staff years exceeded budgeted by 32.81 and is reflected in the above salary and benefit figures. Actual Fixed Assets exceeded budgeted by \$39,639 due to mid-year appropriations for the Auto Insurance Program, Workers' Compensation Program and the Auto Theft Team implementation.

Services and supplies were overexpended by \$59,324 for the above new programs implemented mid-year.

**1992-93 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 16 Superior Court jury and 156 court trials.
4. To successfully represent the People in 6,236 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 13,000 new victims and 9,000 witnesses expected to be served during FY 1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Fraud Division [47 SY; E = \$3,453,807; R = \$1,161,316] including support personnel is:
  - Mandated/Mandated Service Level.
  - Responsible for the investigation and prosecution of criminal and civil consumer frauds, automobile insurance fraud, Workers' Compensation insurance fraud, auto theft, real estate and business frauds, corporate security violations, environmental matters, and other frauds of a complex and sophisticated nature.
  - Responsible for Budget/administrative action implementing the above activity which includes:
    - Adding five (5) staff years approved mid-year FY 1991-92 for the FY 1992-93 implementation of the grant funded Auto Theft Team Program. Additional positions include two (2) Deputies District Attorney III; one District Attorney Investigator III; and two (2) Legal Procedures Clerks II.
    - Adding four (4) staff years approved mid-year FY 1991-92 to augment the grant funded Auto Insurance Fraud Unit. Additional positions include three (3) Deputies District Attorney III; and one (1) Criminal Legal Secretary II.
    - Adding seven (7) staff years, one of which was approved mid-year FY 1991-92 to implement the grant funded Workers' Compensation Insurance Fraud Unit. Additional positions include four (4) Deputies District Attorney III; one (1) District Attorney Investigator III; two (2) Criminal Legal Secretaries II.
2. Special Operations Division [17 SY; E = \$1,221,640; R = \$0]
  - Mandated/Discretionary Service Level.
  - 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 [36 SY; E = \$1,343,941; R = \$1,031,554] including support personnel is:
- Mandated/Discretionary Service Level
  - 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.
  - Responsible for Budget/Administration action implementing the above activity which includes:
    - Adding three grant funded staff years to enable this unit to increase the number of verified victim compensation claims they process for the State. Additional staff include three Victims Claims Technicians.
4. Major Violator Unit [9 SY; E = \$822,417; R = \$271,650] including support personnel is:
- Mandated/Mandated Service Level
  - 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 = \$1,263,810; R = \$149,971] including support personnel is:
- Mandated/Mandated Service Level
  - 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 [17 SY; E = \$1,267,403; R = \$180,658] including support personnel is:
- Mandated/Mandated Service Level
  - Responsible for vigorously prosecuting gang-related crimes which will ultimately reduce gang association and criminal activities.
  - Responsible for Budget/Administration action implementing the above activity which includes:
    - Adding one (1) staff year to participate in a city grant funded Weed and Seed Program. Additional position includes one (1) Deputy District Attorney III.
7. Family Protection Division [26 SY; E = \$1,828,003; R = \$145,000] including support personnel is:
- Mandated/Discretionary Service Level
  - 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.
  - Responsible for Budget/Administration action implementing the above activity which include:
    - Adding 16 positions and 8 staff years to replace staff assigned to a new domestic violence unit formed two years ago. Positions include seven (7) Deputy District Attorney III; three (3) Investigator III; three (3) Investigative Specialist III; and three (3) Criminal Legal Secretary II positions funded half-year.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FINES, FORFEITURES:</b>				
Fines and Other Penalties	229,525	\$0	\$0	\$0
Sub-Total	\$229,525	\$0	\$0	\$0
<b>INTERGOVERNMENTAL REVENUE:</b>				
Auto Insurance Fraud	\$0	\$0	\$524,770	\$524,770
Regional Auto Theft	0	0	1,451,354	1,451,354
Workers' Compensation Fraud	0	0	566,546	566,546
Narcotic Prosecution Grant	166,634	\$173,577	149,971	(23,606)
Gang Prosecution Grant (25% required match)	84,613	85,754	85,754	0
Child Abuse Unit Grant	0	0	145,000	145,000
Major Violator Grant (10% required match)	264,120	271,650	271,650	0
Victim/Witness Assistance	1,039,412	943,277	1,031,554	88,277
Urban Street Gang Grant	26,079	175,000	0	(175,000)
Weed and Seed	0	0	94,904	94,904
Sub-Total	\$1,580,858	\$1,649,258	\$4,321,503	\$2,672,245
<b>CHARGES FOR CURRENT SERVICES:</b>				
Interfund Charges	1,670	0	0	0
Damages for Fraud	50,000	\$70,000	70,000	0
Other Miscellaneous	203,748	313,678	0	(313,678)
Sub-Total	\$255,418	\$383,678	\$70,000	\$(313,678)
<b>OTHER REVENUE:</b>				
Operating Transfer	\$81,282	\$0	\$0	\$0
Other Miscellaneous	30,981	25,000	0	(25,000)
Sub-Total	\$112,263	\$25,000	\$0	\$(25,000)
<b>Total</b>	<b>\$2,178,064</b>	<b>\$2,057,936</b>	<b>\$4,391,503</b>	<b>\$2,333,567</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>INTERGOVERNMENTAL REVENUE:</b>				
Gang Prosecution (25% budgeted match)	\$28,204	\$28,584	\$28,584	\$0
Major Violator Unit (10% budgeted match)	26,412	27,165	27,165	0
Sub-Total	\$54,616	\$55,749	\$55,749	\$0
<b>GENERAL FUND SUPPORT COSTS:</b>				
	10,191,972	\$7,403,388	8,187,046	783,658
Sub-Total	\$10,191,972	\$7,403,388	\$8,187,046	\$783,658
<b>Total</b>	<b>\$10,246,588</b>	<b>\$7,459,137</b>	<b>\$8,242,795</b>	<b>783,658</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Realized fines and forfeitures in FY 1991-92 which amounted to \$229,525 was unanticipated revenue resulting from case settlements.

Office of Criminal Justice Planning grants which include Narcotics, Gangs and Major Violators were funded at a slightly lower level than the FY 1991-92 budgeted amount. The Victim/Witness Assistance Program was 100% funded, and an increase in the Joint Powers Agreement (JPA) component is reflected in the current year. The Urban Street Gang Grant had been terminated.

New Sources of revenue for this year include Weed and Seed, Regional Auto Theft Task Force (RATT) and Workers'



Compensation Fraud Grant. The Auto Insurance Fraud funding which was received as miscellaneous revenue in the prior year is now a specifically assigned revenue account. The Child Abuse Grant, although budgeted, was not awarded and will not be realized in FY 1992-93.

\$81,282 was transferred from the Asset Forfeiture to partially fund up-front costs of the RATT team. This amount will be transferred back to Asset Forfeiture this year.

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**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Office Furniture	1	Lot	22,600
Computer Equipment	1	Lot	6,000
Computer Equipment	1	Lot	4,850
Electronic Equipment	1	Lot	1,920
<b>Total</b>			<b>\$35,370</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
Vehicles	3	Unit	36,000
Mobile Radios	3	Unit	3,000
<b>Total</b>			<b>\$39,000</b>

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**PERFORMANCE INDICATORS**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Specialized Criminal Prosecution					
<u>% of Resources:</u> 100%					
<u>WORKLOAD</u>					
Fraud Investigations Undertaken	1,521	1,539	1,221	1,600	1,300
Preliminary Hearing Bindovers	396	504	624	472	1,040
Court/Jury Trials	19/133	21/155	28/140	28/164	16/156
Contested Hearings & Motions	2,349	2,127	2,661	2,588	6,236

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
3925	Deputy DA V	13	13.00	13	13.00	1,193,809	1,196,597
3926	Deputy DA IV	11	11.00	11	11.00	851,427	925,712
3927	Deputy DA III	23	23.00	41	37.50	1,655,953	2,540,490
5753	DA Investigator IV	5	5.00	5	5.00	258,340	284,271
2413	Analyst III	1	1.00	1	1.00	42,140	46,162
5754	DA Investigator III	20	20.00	26	24.50	957,162	1,207,861
2425	Associate Accountant	2	2.00	2	2.00	74,520	74,250
3931	VW Program Manager	1	1.00	1	1.00	45,008	44,829
5768	Supv. Invest. Spec.	2	2.00	2	2.00	70,518	70,240
5749	Invest. Spec. III	6	6.00	6	6.00	187,205	178,936
3119	Dept. Computer Spec. II	1	1.00	1	1.00	30,665	30,663
5751	Invest. Spec. II	20	20.00	21	21.00	587,401	625,500
5752	Invest. Spec. I	0	0.00	3	1.50	0	35,451
2765	Legal Secretary III	1	1.00	0	0.00	30,702	0
2777	Crim Lgl Sec III	0	0.00	1	1.00	0	34,641
2763	Legal Secretary II	12	12.00	0	0.00	325,244	0
2776	Crim Lgl Sec II	0	0.00	18	16.50	0	481,125
2907	Legal Procedures Clerk II	14	14.00	16	16.00	294,558	356,738
2762	Legal Secretary I	7	7.00	0	0.00	189,758	0
2775	Crim Lgl Sec I	0	0.00	7	7.00	0	199,814
2903	Legal Procedures Clerk I	2	2.00	2	2.00	42,832	42,678
5742	V/W Claims Technician	3	3.00	6	6.00	67,072	132,164
2700	Inter. Clerk. Typist	2	2.00	2	2.00	37,114	40,122
<b>Total</b>		<b>146</b>	<b>146.00</b>	<b>185</b>	<b>177.00</b>	<b>\$6,941,428</b>	<b>\$8,548,244</b>
<b>Salary Adjustments:</b>						<b>1,139</b>	<b>(387,063)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>2,196,258</b>	<b>2,770,761</b>
<b>Salary Savings:</b>						<b>(182,777)</b>	<b>(195,188)</b>
<b>Total Adjustments</b>						<b>\$2,014,620</b>	<b>\$(2,188,510)</b>
<b>Program Totals</b>		<b>146</b>	<b>146.00</b>	<b>185</b>	<b>177.00</b>	<b>\$8,956,048</b>	<b>\$10,736,754</b>

PROGRAM: Family Support Enforcement

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

ORGANIZATION #: 2900

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

REFERENCE: 1992-93 Proposed Budget - Pg. 24-8

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,423,159	\$4,909,069	5,567,728	\$7,227,392	7,342,219	1.6
Services & Supplies	276,494	265,886	309,600	593,962	593,962	0.0
Other Charges	0	4,194	1,398	0	0	0.0
Fixed Assets	54,203	9,037	7,187	62,000	0	(100.0)
Vehicle/Comm. Equip.	40,000	0	0	21,455	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$4,793,856</b>	<b>\$5,188,186</b>	<b>\$5,885,913</b>	<b>\$7,904,809</b>	<b>\$7,936,181</b>	<b>0.4</b>
<b>PROGRAM REVENUE</b>	<b>(10,279,418)</b>	<b>(11,617,066)</b>	<b>(14,002,628)</b>	<b>(11,832,662)</b>	<b>(12,290,768)</b>	<b>3.9</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(5,485,562)</b>	<b>\$(6,428,880)</b>	<b>\$5,885,913</b>	<b>\$(3,927,853)</b>	<b>\$7,936,181</b>	<b>(302.0)</b>
<b>STAFF YEARS</b>	<b>131.74</b>	<b>131.22</b>	<b>142.10</b>	<b>180.00</b>	<b>182.00</b>	<b>1.1</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual Salaries and benefits for FY 1991-92 were below budget by \$1,659,664 primarily due to delays in filling newly vacant and newly approved positions. Correspondingly, staff years were below budget by 37.9.

Services and supplies were underexpended by \$284,362 and fixed assets were underexpended by \$54,813. Increase in State SEIF, FSD Recovered Costs, IV-D Administrative Claim and prior year revenues all contributed to \$2,169,996 in overrealized revenues for this program.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Family Support Division [182 SY; E = \$9,298,035; R = \$12,290,768] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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.
  - Offset 100% by Program Revenue.
  - Providing Budget/administrative actions which include:
    - Adding two (2) Compliance Review Specialists approved by the Board mid-year 1991-92 in order to comply with the provisions of AB 1033.
    - Increasing reserve designation by \$1,361,854 identified by the Auditor & Controller for the period January 1990 through June 1991. This amount must be formally designated for specific use in the support of the Child Support Enforcement program per statutes Chapter 1086, Welfare & Institutions Code sections 15200.1 and 15200.2. This designation of fund balance money, along with previous designation of \$715,482 (Board approved 10/23/90 (17)) will be utilized to partially fund the County's portion of costs associated with automating the Child Support Enforcement collections effort.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>INTERGOVERNMENTAL REVENUE:</b>				
State SEIF	\$3,076,718	\$1,118,202	3,847,500	2,729,298
Federal SEIF	1,299,120	2,520,324	0	(2,520,324)
IV-D Administrative Claim (34% required match)	8,079,123	7,505,696	7,536,916	31,220
Prior Year Revenue	119,475	0	0	0
Sub-Total	\$12,574,436	\$11,144,222	\$11,384,416	\$240,194
<b>CHARGES FOR CURRENT SERVICES:</b>				
Blood Testing Fees Recovered	39,126	\$20,000	43,606	23,606
FSD Recovered Costs	990,022	603,440	778,440	175,000
AFDC Fraud & Food Stamp Fraud Prosecution	303,007	65,000	65,000	0
Other Miscellaneous	96,037	0	19,306	19,306
Sub-Total	\$1,428,192	\$688,440	\$906,352	\$217,912
<b>Total</b>	<b>\$14,002,628</b>	<b>\$11,832,662</b>	<b>\$12,290,768</b>	<b>\$458,106</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>INTERGOVERNMENTAL REVENUE:</b>				
IV-D Administrative Claim (34% Budgeted Match)	4,161,972	\$3,866,571	3,882,654	
Sub-Total	\$4,161,972	\$3,866,571	\$3,882,654	\$16,083
<b>GENERAL FUND SUPPORT COSTS:</b>				
	(12,278,687)	\$(7,794,424)	(6,875,387)	
Sub-Total	\$(12,278,687)	\$(7,794,424)	\$(6,875,387)	\$919,037
<b>Total</b>	<b>\$(8,116,715)</b>	<b>\$(3,927,853)</b>	<b>\$(2,992,733)</b>	<b>935,120</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The implementation of AB 1033, effective January 1, 1992, revised the payment structure of incentives for child support collection. For FY 1992-93 SEIF will be computed at 9% of disbursed child support collections and only one account will be used for both Federal and State SEIF. A net increase of \$208,794 in these two accounts and \$175,000 in FSD Recovered Costs reflect the anticipated increase in Child Support collections. The IV-D Administrative Claim revenue is overrealized by \$573,427 in FY 1991-92 due to staff augmentation and is budgeted at about the same level in FY 1992-93.

Increased blood testing fees collected, FSD Recovered Costs and reimbursements for AFDC and Food Stamp Fraud Prosecution costs and Paternity Establishment all contributed to the \$739,752 increase in charges for current services.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Family Support Enforcement					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Cases Referred	35,729	36,489	44,887	35,000	31,620
Legal Actions Filed	19,726	18,809	19,264	19,160	20,564
Cases on Calendar/Subject for Review	8,495	9,542	8,374	8,820	8,420
Welfare Fraud/Referred from DSS'	437	810	455	840	360
Welfare Fraud/Complaints Filed	462	439	398	424	380



## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
3925	Deputy DA V	1	1.00	1	1.00	\$95,272	94,901
3927	Deputy DA III	11	11.00	11	11.00	839,615	719,787
3928	Deputy DA II	2	2.00	2	2.00	111,589	112,412
2525	Senior Systems Analyst	1	1.00	1	1.00	54,957	54,747
2427	Assoc. Systems Analyst	3	3.00	3	3.00	135,094	136,049
5754	DA Investigator III	7	7.00	7	7.00	335,398	334,713
5717	Sr. Field Invest.	2	2.00	2	2.00	75,433	76,188
5719	Field Investigator	1	1.00	1	1.00	36,862	36,729
2899	Legal Supp. Serv. Div. Mgr.	1	1.00	1	1.00	41,351	41,717
2896	Supr. Legal Supp. Serv. Clk.	1	1.00	0	0.00	27,979	0
2405	Asst. Accountant	1	1.00	1	1.00	32,285	29,920
5773	Fam Supp Compliance Rev Spec	0	0.00	2	2.00	0	73,490
2770	Lgl Supp Svc Div Mgr I	0	0.00	1	1.00	0	41,717
5768	Supv. Invest. Spec.	8	8.00	8	8.00	276,552	276,378
5749	Invest. Spec. III	5	5.00	5	5.00	150,751	146,260
5751	Invest. Spec. II	42	42.00	42	42.00	1,227,285	1,253,856
5752	Invest. Spec. I	6	6.00	6	6.00	159,819	160,360
2906	Legal Procedures Clk. III	5	5.00	5	5.00	129,966	132,760
3008	Sr. Word Processor Oper.	1	1.00	1	1.00	25,705	25,602
2763	Legal Secretary II	3	3.00	0	0.00	80,782	0
2776	Crim Lgl Sec II	0	0.00	3	3.00	0	86,352
3009	Word Processor Oper.	1	1.00	1	1.00	23,351	20,638
2907	Legal Procedures Clk. II	56	56.00	56	56.00	1,215,173	1,222,080
2762	Legal Secretary I	1	1.00	0	0.00	26,127	0
2775	Crim Lgl Sec I	0	0.00	1	1.00	0	27,333
2660	Storekeeper I	1	1.00	1	1.00	21,033	19,546
2760	Stenographer	1	1.00	1	1.00	19,858	19,860
2903	Legal Procedures Clk. I	3	3.00	3	3.00	64,248	64,017
2700	Intermediate Clerk	8	8.00	8	8.00	160,513	159,487
2800	Radio Telephone Operator	1	1.00	1	1.00	23,726	23,636
5758	Invest. Tech.	3	3.00	3	3.00	87,376	107,293
3936	Legal Asst. II	1	1.00	1	1.00	29,512	30,869
2650	Stock Clerk	1	1.00	1	1.00	17,638	19,812
5236	Department Aide	1	1.00	1	1.00	13,077	13,657
2528	Database Specialist II	1	1.00	1	1.00	42,056	43,188
<b>Total</b>		<b>180</b>	<b>180.00</b>	<b>182</b>	<b>182.00</b>	<b>\$5,580,383</b>	<b>\$5,605,354</b>
<b>Salary Adjustments:</b>						<b>(36,508)</b>	<b>(0)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>1,814,387</b>	<b>1,890,204</b>
<b>Salary Savings:</b>						<b>(130,870)</b>	<b>(153,339)</b>
<b>Total Adjustments</b>						<b>\$1,647,009</b>	<b>\$1,736,865</b>
<b>Program Totals</b>		<b>180</b>	<b>180.00</b>	<b>182</b>	<b>182.00</b>	<b>\$7,227,392</b>	<b>\$7,342,219</b>

PROGRAM: District Attorney Overhead

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

ORGANIZATION #: 2900

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

REFERENCE: 1992-93 Proposed Budget - Pg. 24-7

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,458,439	\$1,522,891	1,673,802	\$1,782,993	1,656,165	(7.1)
Services & Supplies	276,460	395,559	404,364	251,591	251,591	0.0
Other Charges	0	5,534	0	0	0	0.0
Fixed Assets	13,257	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,748,156</b>	<b>\$1,923,984</b>	<b>\$2,078,166</b>	<b>\$2,034,584</b>	<b>\$1,907,756</b>	<b>(6.2)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(30,000)</b>	<b>(50,027)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,748,156</b>	<b>\$1,893,984</b>	<b>\$2,078,166</b>	<b>\$2,034,584</b>	<b>\$1,907,756</b>	<b>(6.2)</b>
<b>STAFF YEARS</b>	<b>25.72</b>	<b>25.34</b>	<b>24.70</b>	<b>27.00</b>	<b>28.00</b>	<b>3.7</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual salaries and benefits were below budget by \$109,191 and actual staff years were 2.3 lower than budgeted due to intentional hiring delays to aid in balancing the County budget. Services and supplies were overexpended by \$152,773 but savings were made by other programs. There were no fixed asset or Other Charges expenditures.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration (28 SY; E = \$1,907,756; R = \$0) including support personnel is:
  - Mandated/Discretionary Service Level
  - 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.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Miscellaneous	\$27	\$0	\$0	\$0
Operating Transfer	\$50,000	\$0	\$0	\$0
Sub-Total	\$50,027	\$0	\$0	\$0
<b>Total</b>	<b>\$50,027</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$2,028,139	\$2,034,584	\$1,907,756	\$(126,828)
Sub-Total	\$2,028,139	\$2,034,584	\$1,907,756	\$(126,828)
<b>Total</b>	<b>\$2,028,139</b>	<b>\$2,034,584</b>	<b>\$1,907,756</b>	<b>\$(126,828)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Miscellaneous revenues of \$27 were realized in this program. The \$50,000 in FY 1991-92 was an operating transfer from the District Attorney Asset Forfeiture Fund for short-term narcotics investigation.

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$126,261	125,778
0240	Assistant DA	1	1.00	1	1.00	114,774	114,342
0245	Chief Deputy DA	1	1.00	1	1.00	111,035	110,621
0342	Special Investigator	2	2.00	2	2.00	152,336	153,920
0343	Confidential Investigator	1	1.00	1	1.00	44,406	39,861
0344	Chief Investigator	1	1.00	1	1.00	74,063	74,835
0345	Asst. Chief Invest.	1	1.00	1	1.00	66,024	66,713
2369	Admin. Svc. Man. II	1	1.00	1	1.00	49,967	47,600
2368	Admin. Svc. Man. I	1	1.00	1	1.00	47,613	45,352
2499	Principal Systems Analyst	1	1.00	1	1.00	59,184	58,943
2469	Dept. EDP Coordinator	1	1.00	1	1.00	44,679	44,516
2302	Administrative Asst. III	1	1.00	1	1.00	44,155	46,162
2304	Admin. Assistant I	2	2.00	2	2.00	60,532	65,933
2307	Dept. Personnel Officer III	1	1.00	1	1.00	47,494	46,162
2899	Legal Supp. Serv. Div. Mgr.	1	1.00	1	1.00	41,879	43,975
0346	Confidential Secretary	1	1.00	1	1.00	38,458	38,316
3120	Dept Comp Spec II	0	0.00	1	1.00	0	38,572
2759	Admin. Secretary IV	1	1.00	1	1.00	33,251	28,794
2765	Legal Secretary III	1	1.00	0	0.00	34,400	0
2777	Crim Lgl Sec III	0	0.00	1	1.00	0	34,641
2403	Accounting Technician	1	1.00	1	1.00	24,295	23,567
2763	Legal Secretary II	1	1.00	0	0.00	27,958	0
2776	Crim Lgl Sec II	0	0.00	1	1.00	0	29,240
2762	Legal Secretary I	1	1.00	0	0.00	28,108	0
2775	Crim Lgl Sec I	0	0.00	1	1.00	0	26,974
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	25,056
2320	Personnel Aide	1	1.00	1	1.00	27,733	27,623
2661	Storekeeper/Evid. Tech.	1	1.00	1	1.00	26,739	26,646
2730	Senior Clerk	0	0.00	1	1.00	0	20,181
8802	Travel Clerk	1	1.00	0	0.00	23,898	0
<b>Total</b>		<b>27</b>	<b>27.00</b>	<b>28</b>	<b>28.00</b>	<b>\$1,374,399</b>	<b>\$1,404,323</b>
<b>Salary Adjustments:</b>						<b>(1,822)</b>	<b>(185,181)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>450,119</b>	<b>475,604</b>
<b>Salary Savings:</b>						<b>(39,703)</b>	<b>(38,581)</b>
<b>Total Adjustments</b>						<b>\$408,594</b>	<b>\$251,842</b>
<b>Program Totals</b>		<b>27</b>	<b>27.00</b>	<b>28</b>	<b>28.00</b>	<b>\$1,782,993</b>	<b>\$1,656,165</b>

GRAND JURY

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Grand Jury Proceedings	\$156,848	\$174,373	\$259,127	\$161,036	\$210,499	\$49,463	30.7
TOTAL DIRECT COST	\$156,848	\$174,373	\$259,127	\$161,036	\$210,499	\$49,463	30.7
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$156,848	\$174,373	\$259,127	\$161,036	\$210,499	\$49,463	30.7
STAFF YEARS	1.00	1.00	0.98	1.00	1.00	0.00	0.0

PROGRAM: GRAND JURY PROCEEDINGS

DEPARTMENT: GRAND JURY

PROGRAM #: 13003  
MANAGER: Grand Jury Foreman

ORGANIZATION #: 2700  
REFERENCE: 1992-93 Proposed Budget - Pg. 31 - 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$27,531	\$49,930	\$53,266	\$53,239	\$53,809	1.1
Services & Supplies	129,317	124,443	192,371	107,797	155,190	44.0
Fixed Assets	0	0	13,490	0	1,500	
<b>TOTAL DIRECT COST</b>	<b>\$156,848</b>	<b>\$174,373</b>	<b>\$259,127</b>	<b>\$161,036</b>	<b>\$210,499</b>	<b>30.7</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$156,848</b>	<b>\$174,373</b>	<b>\$259,127</b>	<b>\$161,036</b>	<b>\$210,499</b>	<b>30.7</b>
<b>STAFF YEARS</b>	<b>1.00</b>	<b>1.00</b>	<b>0.98</b>	<b>1.00</b>	<b>1.00</b>	<b>0.0</b>

**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).

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures for services and supplies were \$84,574 over budget because of higher than budgeted Jury expenses, including:

- o Increased jury payroll resulting from the seating of a criminal Grand Jury to hear matters brought by the District Attorney.
- o Increased transcript costs for transcribing criminal proceedings (required by Penal Code Section 938).
- o An unanticipated expenditure of \$15,981 for investigative assistance from the State Attorney General.

The Grand Jury's budget shortfall was alleviated by a mid-year transfer of \$85,000 from the general fund.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Grand Jury Proceedings [1.00 SY; E = \$210,499; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
None	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$259,127	\$161,036	\$210,499	\$49,463
Sub-Total	\$259,127	\$161,036	\$210,499	\$49,463
<b>Total</b>	<b>\$259,127</b>	<b>\$161,036</b>	<b>\$210,499</b>	<b>\$49,463</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

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

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Facsimile/FAX Machine	1	Each	\$650
Electronic Equipment	2	Each	850
<b>Total</b>			<b>\$1,500</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0515	Judicial Secretary	1	1.00	1	1.00	\$38,252	\$38,106
	<b>Total</b>	1	1.00	1	1.00	\$38,252	\$38,106
	<b>Salary Adjustments:</b>					(239)	105
	<b>Premium/Overtime Pay:</b>					0	0
	<b>Employee Benefits:</b>					15,226	15,598
	<b>Salary Savings:</b>					(0)	(0)
	<b>Total Adjustments</b>					\$14,987	\$15,703
	<b>Program Totals</b>	1	1.00	1	1.00	\$53,239	\$53,809

MARSHAL

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
MARSHAL	\$15,186,404	\$17,007,995	\$18,337,423	\$18,195,474	\$19,294,143	\$1,098,669	6.0
TOTAL DIRECT COST	\$15,186,404	\$17,007,995	\$18,337,423	\$18,195,474	\$19,294,143	\$1,098,669	6.0
PROGRAM REVENUE	(2,014,484)	(2,118,012)	(2,172,831)	(2,266,400)	(2,934,130)	(667,730)	29.5
NET GENERAL FUND COST	\$13,171,920	\$14,889,983	\$16,164,592	\$15,929,074	\$16,360,013	\$430,939	2.7
STAFF YEARS	350.40	364.50	359.04	372.50	372.5	0.00	0.0

**DEPARTMENT OF THE MARSHAL**  
 (Headquarters Location: San Diego County Courthouse)  
 FY 92-93

<u>ADMINISTRATION</u>	
	<u>Staff Years</u>
Marshal	1.0
Asst. Marshal	1.0
Admin Sec III	<u>1.0</u>
<b>TOTAL</b>	<b>3.0</b>

<u>ADMINISTRATIVE SERVICES</u>	
	<u>Staff Years</u>
Admin Serv Mgr II	1.0
Admin Asst I	1.0
Senior Systems Anal	1.0
Asst Systems Anal	2.0
Senior Clerk	2.0
Accounting Tech	1.0
Dept Comp Spec	1.0
Extra Help	<u>1.0</u>
<b>TOTAL</b>	<b>10.0</b>

<u>PERSONNEL/TRAINING</u>	
	<u>Staff Years</u>
Lieutenant	.5
Sergeant	1.0
Senior Clerk	<u>1.0</u>
<b>TOTAL</b>	<b>2.5</b>

<u>FIELD SERVICES</u>	
	<u>Staff Years</u>
Captain	1.3
Lieutenant	1.0
Sergeant	8.5
Deputy Marshal	45.0
Field Serv Off.	25.0
Comm Dispatcher	3.0
Senior Clk	<u>1.0</u>
<b>TOTAL</b>	<b>84.8</b>

<u>COURT SERVICES</u>	
	<u>Staff Years</u>
Captain	1.4
Lieutenant	1.5
Sergeant	8.5
Deputy Marshal	125.0
Court Serv Off.	<u>87.0</u>
<b>TOTAL</b>	<b>223.4</b>

<u>OFFICE SERVICES</u>	
	<u>Staff Years</u>
Captain	1.3
Lieutenant	1.0
Sup Legal Serv Clk	2.0
Legal Proc III	7.0
Legal Proc II	17.0
Legal Proc I	18.5
Senior Clerk	1.0
Extra Help	<u>1.0</u>
<b>TOTAL</b>	<b>48.8</b>

**TOTAL: 372.5**

PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000  
MANAGER: Michael Sgobba

ORGANIZATION #: 2500  
REFERENCE: 1992-93 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$14,816,418	\$16,566,743	\$18,039,291	\$17,845,253	\$18,277,592	2.4
Services & Supplies	325,373	307,208	265,007	318,271	501,271	57.5
Other Charges	10,307	0	0	0	0	0.0
Fixed Assets	26,478	134,044	33,125	31,950	515,280	1,512.8
Operating Transfers	7,828	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$15,186,404</b>	<b>\$17,007,995</b>	<b>\$18,337,423</b>	<b>\$18,195,474</b>	<b>\$19,294,143</b>	<b>6.0</b>
<b>PROGRAM REVENUE</b>	<b>(2,014,484)</b>	<b>(2,118,012)</b>	<b>(2,172,831)</b>	<b>(2,266,400)</b>	<b>(2,934,130)</b>	<b>29.5</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$13,171,920</b>	<b>\$14,889,983</b>	<b>\$16,164,592</b>	<b>\$15,929,074</b>	<b>\$16,360,013</b>	<b>2.7</b>
<b>STAFF YEARS</b>	<b>350.40</b>	<b>364.50</b>	<b>359.04</b>	<b>372.50</b>	<b>372.50</b>	<b>0.0</b>

**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 (4), Kearny Mesa (2), El Cajon, Chula Vista, Escondido, San Marcos, and Vista.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Overexpenditures in the area of salary & benefits were the result of additional security measures implemented at the request of the judiciary.

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.

**1992-93 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 90,000 civil process, 200,000 warrants and 80,000 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.
6. Utilizing imaging technology, replace storage and retrieval of hard copy documents.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administrative Services [15.50 SY; E = \$1,728,029; R = \$871,130]
  - 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 = \$10,961,648; 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 100,000 prisoners through the courts per year.
  - o Includes 10 additional Deputy Marshal and 6 Court Service Officer positions.
3. Field Services [84.8 SY; E = \$4,209,979; R = \$2,060,000]
  - 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 = \$2,394,487; R = \$3,000]
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Civil Process Service	\$1,940,408	\$2,060,000	\$2,060,000	\$0
Federal Warrant Service	3,202	1,300	3,000	1,700
Failure to Provide Warrants	3,020	5,100	3,400	(1,700)
Sub-Total	\$1,946,630	\$2,066,400	\$2,066,400	\$0
<b>OTHER REVENUE:</b>				
Vehicle Code Fine	\$0	\$0	\$0	\$0
Writ Disbursement Fee Fund	0	0	116,330	116,330
Automated Warrant Fund	122,836	142,000	508,400	366,400
POST Training Reimbursement	29,692	58,000	58,000	0
Other Recovered Expenses	73,673	0	0	0
Sub-Total	\$226,201	\$200,000	\$682,730	\$482,730
<b>Total</b>	<b>\$2,172,831</b>	<b>\$2,266,400</b>	<b>\$2,749,130</b>	<b>\$482,730</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$16,164,592	\$15,929,074	\$16,360,013	\$430,939
<b>Total</b>	<b>\$16,164,592</b>	<b>\$15,929,074</b>	<b>\$16,360,013</b>	<b>430,939</b>

## 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	Total Cost
Office Equipment/Furniture	1	Lot	\$28,800
Modular Furniture	1	Lot	1,500
Battery Managers	1	Lot	5,830
Communication Equipment	1	Lot	102,500
Computer Equipment	1	Lot	305,000
Computer Hardware	1	Lot	70,000
Wheel Chair	1	Unit	500
Shotgun	2	Unit	1,150
<b>Total</b>			<b>\$515,280</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<b>Marshal Services</b>					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Number of Courts	144	144	144	144	144
Prisoners Handled	131,987	125,753	123,915	120,030	109,000
Civil Process Received	96,888	95,984	101,580	90,890	97,000
Subpoenas Received	95,413	89,993	89,554	90,897	83,000
Warrants Received (A)	291,346	283,591	226,493	276,575	198,000
Unserved Warrants	624,169	688,709	679,626	690,000	690,000
Item to Field (B)	226,522	233,508	232,462	227,279	236,000
<b>EFFICIENCY</b>					
Staff Hours/Prisoner Handled	1.00	.99	1.14	1.00	1.00
Staff Hours/Field Process	.70	.67	.62	.70	..60
Clerical Hours/Process Served	.46	.46	.47	.46	..43
Clerical Hours/Warrant Served	.11	.12	.12	.12	.10
<b>EFFECTIVENESS</b>					
Total Civil Process Cleared	101,128	99,650	101,667	99,000	96,000
Total Warrants Cleared	254,650	222,074	238,767	220,000	246,000

(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.

## STAFFING SCHEDULE

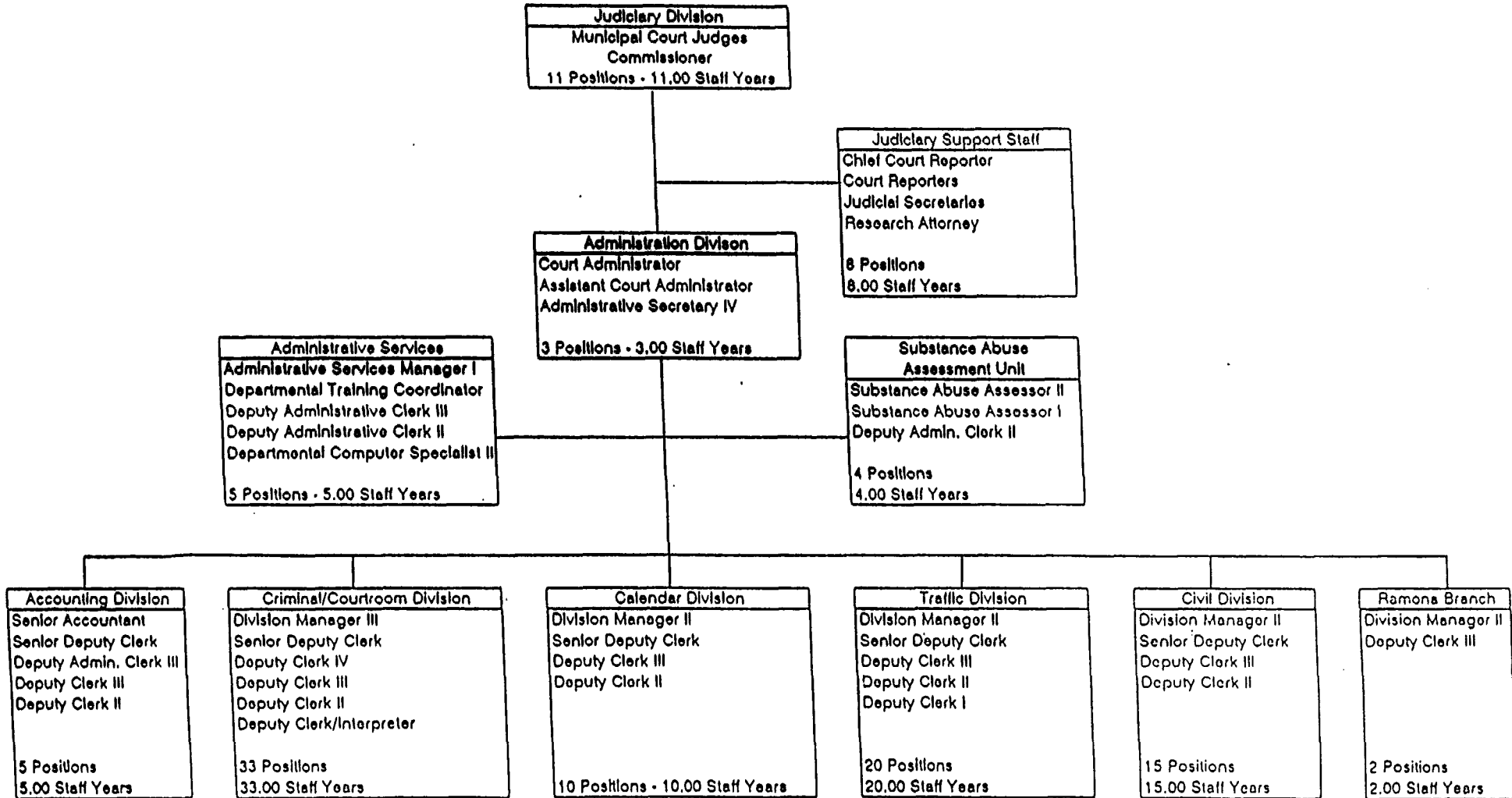
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$91,343	\$90,994
0622	Assistant Marshal	1	1.00	1	1.00	76,126	75,836
0623	Captain	4	4.00	4	4.00	268,476	267,456
0641	Lieutenant	4	4.00	4	4.00	237,010	236,752
0643	Sergeant	18	18.00	18	18.00	938,903	934,902
0631	Deputy Marshal	170	170.00	170	170.00	7,123,712	7,144,301
0629	Court Service Officer	92	88.00*	92	88.00	2,323,928	2,363,909
0628	Field-Service Officer	25	25.00	25	25.00	487,669	487,845
0640	Communications Dispatcher II	3	3.00	3	3.00	76,149	78,941
0625	Admin. Service Mgr. II	1	1.00	1	1.00	54,957	54,747
0647	Admin. Assistant I.	1	1.00	1	1.00	35,414	35,270
0637	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	64,612	64,018
0633	Legal Procedure Clerk III	7	7.00	7	7.00	189,849	190,589
0632	Legal Procedure Clerk II	17	17.00	17	17.00	399,360	408,797
0634	Legal Procedure Clerk I	19	18.50	19	18.50	386,786	381,351
0630	Senior Clerk	4	4.00	4	4.00	103,346	101,860
0649	Assistnt Systems Analyst	2	2.00	2	2.00	96,848	98,831
0644	Senior Systems Analyst	1	1.00	1	1.00	54,957	54,747
0699	Provisional Worker	1	1.00	1	1.00	25,486	26,665
3120	Dept. Computer Spec. III	1	1.00	1	1.00	35,428	25,681
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
<b>Total</b>		<b>377</b>	<b>372.50</b>	<b>377</b>	<b>372.50</b>	<b>\$13,144,263</b>	<b>\$13,197,270</b>
<b>Salary Adjustments:</b>						<b>(186,643)</b>	<b>50,088</b>
<b>Premium/Overtime Pay:</b>						<b>60,000</b>	<b>60,000</b>
<b>Uniform Allowance:</b>						<b>176,890</b>	<b>181,124</b>
<b>Employee Benefits:</b>						<b>5,015,956</b>	<b>5,159,229</b>
<b>Salary Savings:</b>						<b>(365,213)</b>	<b>(370,119)</b>
<b>Total Adjustments</b>						<b>\$4,700,990</b>	<b>\$5,080,322</b>
<b>Program Totals</b>		<b>377</b>	<b>372.50</b>	<b>377</b>	<b>372.50</b>	<b>\$17,845,253</b>	<b>\$18,277,592</b>

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

EL CAJON MUNICIPAL COURT

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
El Cajon Municipal Court	\$4,722,879	\$5,546,495	\$5,842,184	\$5,976,324	\$6,123,652	\$147,328	2.5
TOTAL DIRECT COST	\$4,722,879	\$5,546,495	\$5,842,184	\$5,976,324	\$6,123,652	\$ 147,328	2.5
PROGRAM REVENUE	(1,835,217)	(1,885,368)	(1,608,467)	(1,929,500)	(1,489,500)	440,000	(22.8)
NET GENERAL FUND COST	\$2,887,662	\$3,661,127	\$4,233,717	\$4,046,824	\$4,634,152	\$ 587,328	14.5
STAFF YEARS	107.82	114.19	110.53	116.00	116.00	0.00	0.0

# EL CAJON MUNICIPAL COURT



PROGRAM: Municipal Court Services - El Cajon

DEPARTMENT: EL CAJON MUNICIPAL COURT

PROGRAM #: 13035  
MANAGER: Frederick W. Lear

ORGANIZATION #: 2100  
REFERENCE: 1992-93 Proposed Budget - Pg. 42-5

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,255,766	\$4,955,976	\$5,318,090	\$5,539,994	\$5,567,466	0.5
Services & Supplies	337,637	522,841	517,578	419,088	538,944	28.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	129,476	67,678	6,516	17,242	17,242	0.0
<b>TOTAL DIRECT COST</b>	<b>\$4,722,879</b>	<b>\$5,546,495</b>	<b>\$5,842,184</b>	<b>\$5,976,324</b>	<b>\$6,123,652</b>	<b>2.5</b>
<b>PROGRAM REVENUE</b>	<b>(1,835,217)</b>	<b>(1,885,368)</b>	<b>(1,608,467)</b>	<b>(1,929,500)</b>	<b>(1,489,500)</b>	<b>(22.8)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,887,662</b>	<b>\$3,661,127</b>	<b>\$4,233,717</b>	<b>\$4,046,824</b>	<b>\$4,634,152</b>	<b>14.5</b>
<b>STAFF YEARS</b>	<b>107.82</b>	<b>114.19</b>	<b>110.53</b>	<b>116.00</b>	<b>116.0</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenditures were \$257,782 less than the adjusted budget. (91-92 "Trial Court Funding" augmentation of \$123,642 was not appropriated into the court's budget until 12/17/91.) Program revenue was underrealized by \$321,033, as a result of the Robbins-McAllister Financial Responsibility Act's sunset.

**1992-93 OBJECTIVES**

- o Reduce backlog of cases awaiting trial in accordance with delay reduction standards.
- o Continue the implementation of 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Municipal Court Services [113.0 SY; E = \$5,981,986; R = \$1,339,500] 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 [3.0 SY; E = \$141,666; R = \$150,000] 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.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
9162 Night Court Assessment	\$43,601	\$46,000	\$44,000	\$(2,000)
9713 Returned Check Fee	7,575	5,000	7,500	2,500
9821 Filing Documents	404,408	460,000	400,000	(60,000)
9822 Jury Fees	1,325	0	0	0
9827 Costs for Courts	60,478	35,000	62,000	27,000
9832 Traffic School	241,956	215,000	243,000	28,000
9833 Administrative Fee	0	507,000	156,000	(351,000)
9967 Duplicating Documents	9,083	13,000	9,000	(4,000)
9979 Other Miscellaneous	435,544	478,000	445,000	(33,000)
9995 Other Miscellaneous	0	0	0	0
9996 Sales of Forms	2,731	3,500	3,000	(500)
9678 Federal Grants	97,995	167,000	0	(167,000)
9831 Costs - Other	158,873	0	0	0
9164 Substance Abuse Assessment	143,959	0	120,000	120,000
9958 VTO - Cash-in-lieu	1,299	0	0	0
9985 Int. Govt. Rev State Pr Yr	(778)	0	0	0
9989 Recovered Expenditures	418	0	0	0
Sub-Total	\$1,608,467	\$1,929,500	\$1,489,500	\$(440,000)
Total	\$1,608,467	\$1,929,500	\$1,489,500	\$(440,000)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$4,233,717	\$4,046,824	\$4,634,152	\$587,328
Sub-Total	\$4,233,717	\$4,046,824	\$4,634,152	\$587,328
Total	\$4,233,717	\$4,046,824	\$4,634,152	\$587,328

**EXPLANATION/COMMENT ON PROGRAM REVENUES:** The difference between the 1991-92 budgeted and the 1991-92 actual revenue is primarily the result of the Robbins-McAllister Financial Responsibility Act's sunset which resulted in \$350,000 less revenue than otherwise could have been realized.

The differences between the 1991-92 actual and the 1992-93 adopted revenues are attributable to the expiration of our Substance Abuse Assessment Unit (SAAU) grant. The revenue earned by the SAAU over the last 3 years has been a windfall to the County as the grantors have allowed us to collect it but not required us to use it to offset SAAU operational costs. SAAU revenue (9164) is adequate to fully offset it's direct costs.



**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
General Office Equipment	1	Lot	\$1,500
Computer Equipment	1	Lot	13,000
Electronic Equip-Audio/Video	1	Lot	2,742
<b>Total</b>			<b>\$17,242</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Municipal Court Services-El Cajon</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Clerical Weighted Caseload *	7,948,268	8,073,006	7,223,262	9,117,500	7,434,500
Judicial Weighted Caseload *	699,048	689,910	617,096	770,320	639,174
Felonies	2,433	2,306	2,339	2,500	2,450
Group A	7,328	6,454	4,665	7,000	4,900
Group B	897	1,174	790	1,600	800
Criminal Infractions	3,872	4,525	4,797	4,500	4,800
Group C	5,021	5,340	4,777	6,000	4,800
Group D	14,284	17,868	14,956	22,000	15,000
Traffic Infractions	88,941	85,730	81,244	95,000	82,000
Parking	582	406	510	500	600
Small Claims	7,420	7,315	7,385	8,300	7,500
Civil	8,419	7,679	6,882	8,500	7,800
<b><u>Superior Court Work</u></b>					
Criminal	706	866	948	1,000	1,700
Personal Injury	1,039	346	0	0	0
Other Civil	2,169	1,677	0	0	0
Family Law	2,333	2,050	2,463	2,400	3,000
<b><u>EFFICIENCY</u></b>					
Direct Cost per Clerical Weighted Caseload Unit	\$ .58	\$ .69	\$ .74	\$ .66	\$ .73
Net Direct Cost per Clerical Weighted Caseload Unit	\$ .35	\$ .45	\$ .52	\$ .44	\$ .53
<b><u>EFFECTIVENESS</u></b>					
Clerical Weighted Caseload per Non-Judicial Staff Year	89,639	85,257	86,372	94,482	85,063
Judicial Weighted Caseload per Non-Judicial Staff Year	7,884	7,286	7,379	7,983	7,313
Judicial Weighted Caseload per Judicial Staff Year	65,638	62,719	83,391	70,029	92,634
Staffing Ratio Clerical Staff/Judicial Position	8.33	8.61	7.99	8.77	7.71

\* Judicial and clerical weighted caseloads reflect Municipal Court work only. They do not include Superior Court work. 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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$910,240	\$907,180
0590	Commissioner	1	1.00	1	1.00	72,831	72,582
0650	Court Administrator	1	1.00	1	1.00	90,152	89,808
0609	Asst. Court Administrator	1	1.00	1	1.00	79,502	79,198
0543	Chief Reporter	1	1.00	1	1.00	63,958	63,708
0544	Court Reporter	3	3.00	3	3.00	166,845	158,960
0551	Admin. Serv. Mgr. I	1	1.00	1	1.00	49,988	51,615
0608	Deputy Clerk V	7	7.00	7	7.00	250,295	239,162
0614	Judicial Secretary	3	3.00	3	3.00	99,753	99,405
0668	Division Manager III	1	1.00	1	1.00	53,532	45,141
0669	Division Manager II	4	4.00	4	4.00	167,440	164,826
0610	Deputy Clerk IV	14	14.00	14	14.00	458,635	440,186
0611	Deputy Clerk III	31	31.00	31	31.00	847,261	838,994
0612	Deputy Clerk II	24	24.00	24	24.00	557,505	576,741
0613	Deputy Clerk I	2	2.00	2	2.00	42,140	42,337
0605	Deputy Clerk-Interpreter	1	1.00	1	1.00	32,810	27,227
0671	DC-Senior Accountant	1	1.00	1	1.00	45,252	45,081
0592	Deputy Admin. Clerk III	2	2.00	2	2.00	60,240	58,718
0593	Deputy Admin Clerk II	1	1.00	1	1.00	26,742	27,227
0553	Research Attorney II	1	1.00	1	1.00	58,919	58,690
3118	Dept. Comp. Spec. I	1	1.00	1	1.00	28,395	29,730
0688	D/C Subs. Abuse Assessor II	1	1.00	1	1.00	39,062	33,834
0689	D/C Subs. Abuse Assessor I	2	2.00	2	2.00	70,516	69,613
0694	DC-Muni Court Secretary	1	1.00	1	1.00	33,251	34,641
0695	DC-Staff Dev. Coord.	1	1.00	1	1.00	41,990	43,931
9999	Temporary Extra Help	0	0.00	1	0.00	30,000	48,579
<b>Total</b>		<b>116</b>	<b>116.00</b>	<b>117</b>	<b>116.00</b>	<b>\$4,377,254</b>	<b>\$4,347,114</b>
<b>Salary Adjustments:</b>						<b>(88,914)</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>27,000</b>	<b>30,000</b>
<b>Employee Benefits:</b>						<b>1,322,209</b>	<b>1,287,305</b>
<b>Salary Savings:</b>						<b>(97,555)</b>	<b>(96,953)</b>
<b>Total Adjustments</b>						<b>\$1,162,740</b>	<b>\$1,220,352</b>
<b>Program Totals</b>		<b>116</b>	<b>116.00</b>	<b>117</b>	<b>116.00</b>	<b>\$5,539,994</b>	<b>\$5,567,466</b>

NORTH COUNTY MUNICIPAL COURT

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
North County Muni Court	\$5,915,792	\$6,655,522	\$7,168,763	\$7,020,641	\$7,402,991	\$382,350	5.5
TOTAL DIRECT COST	\$5,915,792	\$6,655,522	\$7,168,763	\$7,020,641	\$7,402,991	\$382,350	5.5
PROGRAM REVENUE	(2,545,264)	(2,563,510)	(2,393,630)	(2,511,046)	(2,300,008)	211,038	(8.4)
NET GENERAL FUND COST	\$3,370,528	\$4,092,012	\$4,775,133	\$4,509,595	\$5,102,983	\$593,388	13.2
STAFF YEARS	136.50	141.00	148.35	144.75	145.75	1.00	0.7

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

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

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

<u>Administrative Services</u>	
	<u>Staff Years</u>
Administrative Assistant III	1.00
Senior Accountant	1.00
Associate Systems Analyst	1.00
Deputy Administrative Clerk III	1.50
Deputy Administrative Clerk II	2.00
Deputy Clerk IV	1.00
Student Worker	<u>1.00</u>
	8.50

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

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

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

<u>Vista Branch</u>	
	<u>Staff Years</u>
Division Manager II	1.00
Division Manager I	1.00
Deputy Clerk V	4.00
Deputy Clerk IV	14.00
DC - Interpreter	2.00
Deputy Clerk III	17.50
Deputy Clerk II	9.00
Deputy Clerk I	
Student Worker	<u>1.00</u>
	49.50

<u>San Marcos Branch</u>	
	<u>Staff Years</u>
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	<u>3.00</u>
	44.00

<u>Escondido Branch</u>	
	<u>Staff Years</u>
Division Manager I	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	<u>1.00</u>
	16.00

PROGRAM: Municipal Court Services - North County

DEPARTMENT: NORTH COUNTY MUNICIPAL COURT

PROGRAM #: 13034  
MANAGER: PATRICIA M. JOHNS

ORGANIZATION #: 2200  
REFERENCE: 1992-93 Proposed Budget - Pg. 42-1

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$5,212,991	\$5,836,779	\$6,284,116	\$6,288,060	\$6,519,448	3.7
Services & Supplies	650,298	705,741	796,988	713,615	773,615	8.4
Other Charges	0	0	0	0	0	??
Fixed Assets	52,503	113,002	87,659	18,966	109,928	479.6
<b>TOTAL DIRECT COST</b>	<b>\$5,915,792</b>	<b>\$6,655,522</b>	<b>\$7,168,763</b>	<b>\$7,020,641</b>	<b>\$7,402,991</b>	<b>5.4</b>
<b>PROGRAM REVENUE</b>	<b>(2,545,264)</b>	<b>(2,563,510)</b>	<b>(2,393,630)</b>	<b>(2,511,046)</b>	<b>(2,300,008)</b>	<b>(8.4)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,370,528</b>	<b>\$4,092,012</b>	<b>\$4,775,133</b>	<b>\$4,509,595</b>	<b>\$5,102,983</b>	<b>13.2</b>
<b>STAFF YEARS</b>	<b>136.50</b>	<b>141.00</b>	<b>148.35</b>	<b>144.75</b>	<b>145.75</b>	<b>0.7</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

During fiscal year 1991-92, this court had to withstand a \$302,000 reduction in Financial Responsibility revenue caused by changes in State legislation. Despite this loss of revenue, this court was able to stay within its budgeted appropriations (baseline budget plus trial court funding adjustment). This was achieved through significant cost saving measures including; closing the court early once a week, streamlining operations, and staff participating in the County's Voluntary Time Off program.

**1992-93 OBJECTIVES**

1. Establish and maintain open lines of communication and a spirit of cooperation within our organization as well as with other departments and agencies.
2. Utilize available funding and staffing to function in as timely and efficient manner as possible.
3. Ensure that the North County Municipal Court's automated systems are developed and implemented in a fashion conducive to efficient operations.
4. Implement a coordination plan for non-judicial operations which will include improving customer relations.
5. To have a fully-staffed operational Training Division to meet the training needs of the courts.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

North County Municipal Court Staff (139.75 SY; E = \$7,402,991; R = \$2,300,008)

1. JUDICIARY [13.5 SY; E = \$1,446,702; 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 [20.5 SY; E = \$1,423,437; 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 [19.00 SY; E = \$808,358; R = \$665,000] including support personnel.
  - o Mandated/Discretionary Service Level.
  - o Litigant disputes up to \$25,000.00 in Civil and \$5,000.00 in Small Claims.
4. PUBLIC OFFENSES [80.75 SY; E = \$3,724,494; R = \$1,635,008] including support personnel involves all case processing support for public offenses and includes two major divisions.
  - A. CRIMINAL (38.75 SY; E = \$1,919,558)
    - 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 (42.00 SY; E = \$1,804,936)
    - o Mandated/Discretionary Service Level.
    - o Bail forfeitable misdemeanor cases and both criminal and traffic infractions.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Fines, Forfeitures and Penalties	\$70,526	\$70,000	\$70,000	\$0
Micro-Automation Fee	29,563	0	0	0
Return Check Fee	6,935	7,000	7,000	0
Court Fees - Filings	654,696	645,000	655,000	10,000
Court Fees - Jury	8,425	10,000	10,000	0
Traffic School Fees	657,954	520,000	631,962	111,962
Court Fees Administration	941,103	537,000	0	(537,000)
Duplication Fees	11,906	11,000	11,046	46
Other Miscellaneous	0	711,046	0	(711,046)
Muni/Just Adm VC 16028	70	0	0	0
Court Fees/Other	7,895	0	915,000	915,000
Miscellaneous Revenues	4,557	0	0	0
Sub-Total	\$2,393,630	\$2,511,046	\$2,300,008	\$(211,038)
Total	\$2,393,630	\$2,511,046	\$2,300,008	\$(211,038)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$4,775,133	\$4,509,595	\$5,102,983	\$593,388
Sub-Total	\$4,775,133	\$4,509,595	\$5,102,983	\$593,388
Total	\$4,775,133	\$4,509,595	\$5,102,983	\$593,388

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The net reduction in program revenue in the fiscal year 1992-93 budget is directly attributable to the sunset of the Robbins-Mcallister Financial Responsibility Act.



**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Office Equipment	1	lot	\$8,000
Data Processing Equipment	1	lot	100,962
Electronic Equipment	1	lot	966
<b>Total</b>			<b>\$109,928</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<b>% OF RESOURCES</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Clerical Weighted Caseload	11,003,049	11,438,326	10,747,595	11,510,332	11,468,879
Judicial Weighted Caseload	956,481	960,433	897,205	954,899	963,158
Felonies	3,700	3,255	3,186	3,232	3,255
Misdemeanors Group A	9,310	9,504	7,643	8,564	9,500
Group B	1,833	1,087	1,159	1,196	1,212
Group C	6,077	6,565	5,986	6,472	6,315
Group D	19,446	21,522	20,053	21,704	21,500
Criminal Infractions	4,196	5,914	4,429	6,600	5,100
Traffic Infractions	130,939	140,237	138,110	140,552	141,225
Parking	909	854	681	820	685
Civil	12,497	12,117	11,533	12,208	12,025
Small Claims	10,464	10,607	12,010	12,456	12,372
Total Filings	199,371	211,662	204,790	213,804	213,189
<b><u>EFFICIENCY</u></b>					
Direct Cost Per Clerical Weighted Caseload	.54	.58	.67	.60	.65
Net Cost Per Clerical Weighted Caseload	.31	.36	.44	.39	.45
<b><u>EFFECTIVENESS</u></b>					
Clerical Weighted Caseload Per Non Judicial Staff	94,447	93,565	85,625	95,323	94,200
Judicial Weighted Caseload Per Judicial Staff	73,575	73,879	66,640	70,733	68,797

## STAFFING SCHEDULE

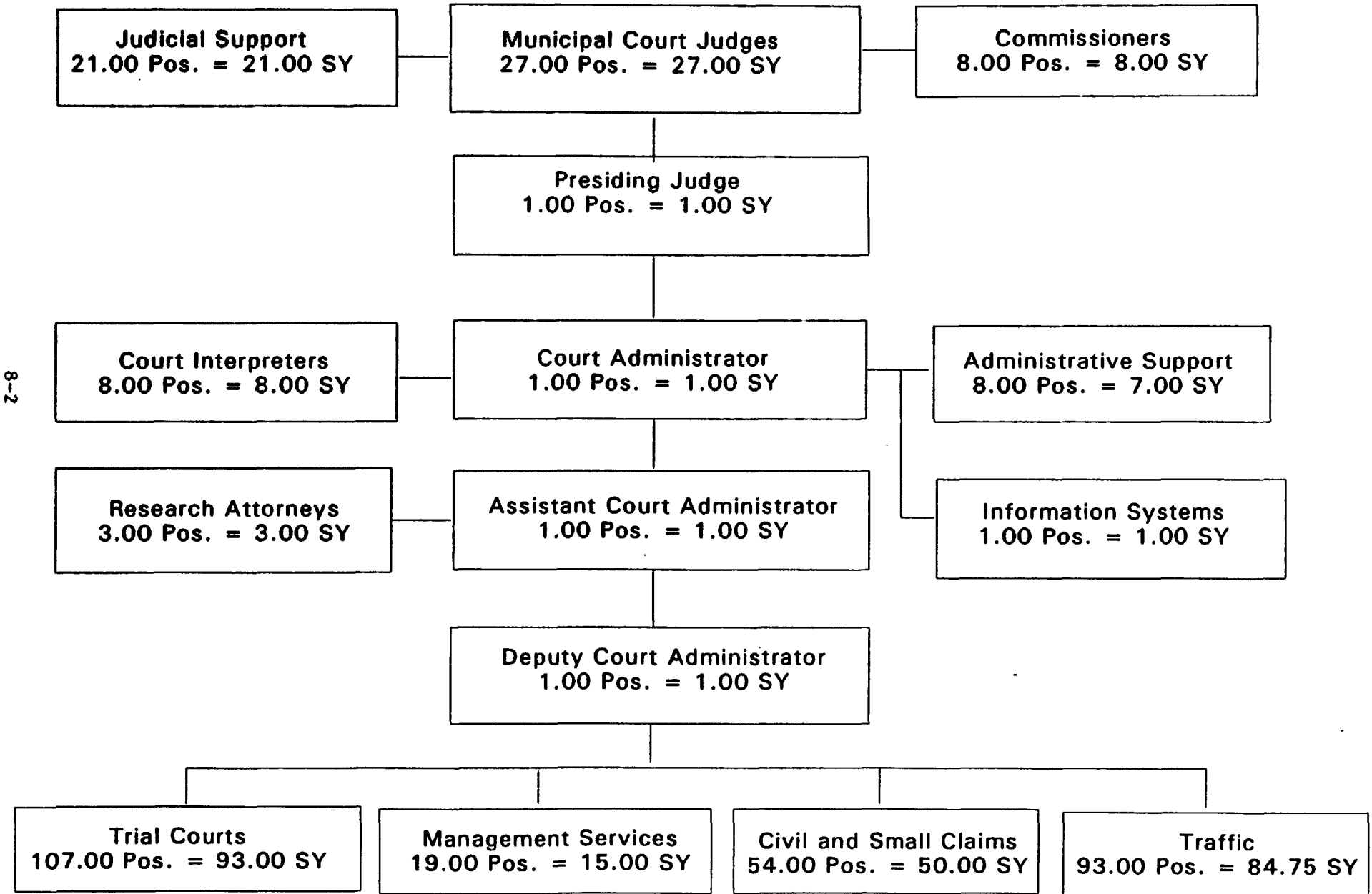
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0580	Judge	13	11.50	13	11.50	\$1,046,428	\$1,043,074
0591	Commissioner	2	2.00	2	2.00	149,186	145,164
0653	Court Administrator	1	1.00	1	1.00	90,152	89,808
0606	Assistant Court Administrator	1	1.00	1	1.00	79,502	79,198
0544	Court Reporter	5	5.00	5	5.00	278,075	269,750
0602	Judicial Secretary	3	3.00	3	3.00	96,467	97,676
0694	D/C Municipal Court Secretary	1	1.00	1	1.00	33,113	34,641
0668	Division Manager III	2	1.75	2	1.75	90,063	87,117
0669	Division Manager II	2	2.00	2	2.00	83,720	77,949
0670	Division Manager I	3	3.00	3	3.00	119,889	119,205
0608	Deputy Clerk V	8	8.00	8	8.00	273,214	274,127
0610	Deputy Clerk IV	16	16.00	16	16.00	523,320	503,002
0611	Deputy Clerk III	38	36.50	38	36.50	991,731	978,541
0612	Deputy Clerk II	34	31.00	34	31.00	719,302	708,531
0613	Deputy Clerk I	9	8.00	9	8.00	166,529	166,364
0615	Deputy Clerk Interpreter	3	2.00	3	2.00	65,620	61,112
0592	Deputy Admin. Clerk III	2	1.50	2	1.50	44,549	46,211
0593	Deputy Admin. Clerk II	2	2.00	2	2.00	54,271	54,454
0671	Senior Accountant	1	1.00	1	1.00	43,110	45,081
0663	Dep. Clerk Admin. Assist. III	1	1.00	1	1.00	46,024	46,162
0678	Research Attorney I	1	.50	1	.50	20,357	20,415
2427	Assoc Systems Analyst	0	0.00	1	1.00	0	40,870
9999	Extra Help/Student Worker	12	6.00	1	6.00	86,500	86,500
<b>Total</b>		<b>160</b>	<b>144.75</b>	<b>150</b>	<b>145.75</b>	<b>\$5,101,122</b>	<b>\$5,074,952</b>
<b>Salary Adjustments:</b>						<b>(144,638)</b>	<b>13,207</b>
<b>Premium/Overtime Pay:</b>						<b>87,000</b>	<b>131,468</b>
<b>Employee Benefits:</b>						<b>1,363,301</b>	<b>1,422,240</b>
<b>Salary Savings:</b>						<b>(118,725)</b>	<b>(122,419)</b>
<b>Total Adjustments</b>						<b>\$1,186,938</b>	<b>\$1,444,496</b>
<b>Program Totals</b>		<b>160</b>	<b>144.75</b>	<b>150</b>	<b>145.75</b>	<b>\$6,288,060</b>	<b>\$6,519,448</b>

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

SAN DIEGO MUNICIPAL COURT

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
MUNICIPAL COURT	\$13,685,149	\$15,545,932	\$16,782,558	\$16,199,446	\$16,817,232	\$617,786	3.8
TOTAL DIRECT COST	\$13,685,149	\$15,545,932	\$16,782,558	\$16,199,446	\$16,817,232	\$617,786	3.8
PROGRAM REVENUE	(3,997,049)	(4,130,788)	(3,800,401)	(3,986,795)	(3,478,900)	507,895	(12.7)
NET GENERAL FUND COST	\$9,688,100	\$11,415,144	\$12,982,157	\$12,212,651	\$13,338,332	\$1,125,681	9.2
STAFF YEARS	309.00	326.79	330.68	323.5	321.75	(1.75)	(0.5)

**SAN DIEGO MUNICIPAL COURT  
ORGANIZATIONAL CHART**



8-2

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$12,116,339	\$13,911,497	\$15,135,475	\$14,544,143	\$15,016,323	3.2
Services & Supplies	1,401,808	1,558,858	1,602,431	1,593,165	1,717,909	7.8
Other Charges	32,956	32,956	12,138	12,138	0	(100.0)
Fixed Assets	134,046	42,621	32,513	50,000	83,000	66.0
Vehicle/Comm. Equip.	0	0	0	15,000	0	(100.0)
Less Reimbursements	0	0	0	0	0	??
Operating Transfers	0	0	0	0	0	??
<b>TOTAL DIRECT COST</b>	<b>\$13,685,149</b>	<b>\$15,545,932</b>	<b>\$16,782,557</b>	<b>\$16,214,446</b>	<b>\$16,817,232</b>	<b>3.7</b>
<b>PROGRAM REVENUE</b>	<b>(3,997,049)</b>	<b>(4,130,788)</b>	<b>(3,800,401)</b>	<b>(3,986,795)</b>	<b>(3,478,900)</b>	<b>(12.7)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$9,688,100</b>	<b>\$11,415,144</b>	<b>\$12,982,156</b>	<b>\$12,227,651</b>	<b>\$13,338,332</b>	<b>9.1</b>
<b>STAFF YEARS</b>	<b>309.00</b>	<b>326.79</b>	<b>330.68</b>	<b>323.50</b>	<b>321.75</b>	<b>.5</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Mid-year adjustments resulted in an increase in appropriations to \$17,334,560 the actual 1991-92 expenditures were \$16,782,557. The revenue collected was \$3,800,401 resulting in a net county cost of \$13,534,159.

**1992-93 OBJECTIVES**

1. Update the Automated Civil/Small Claims applications.
2. Relocate Civil/Small Claims Division, including courtrooms, to an off-site location.
3. Continue to implement changes mandated by the Trial Court Realignment and Efficiency Act.
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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Judiciary [73.00 SY; E = \$6,170,766; R = \$0] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for the adjudication of all cases filed with this court.
2. Administration [18.00 SY; E = \$1,080,088; 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 [14.00 SY; E = \$598,536; R = \$0] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for accounting and bookkeeping services to the Court's operating divisions.
4. Civil/Small Claims [51.00 SY; E = \$2,047,585; R = \$1,252,403] 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 44,000 civil (jurisdiction of less than \$25,000) and small claims cases annually.
5. Categories A and B Misdemeanors [61.00 SY; E = \$2,590,815; R = \$139,156] 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 43,000 cases of non-traffic misdemeanors annually pursuant to California Penal Code.
6. Parking/Traffic Infractions [41.75 SY; E = \$1,750,551; R = \$1,704,661] 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 over 217,000 persons charged with traffic infractions including 5,000 parking citations.

7. Felony Case Processing [17.00 SY; E = \$700,220; R = \$6,958] 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 [33.00 SY; E = \$1,400,441; R = \$365,285] 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 38,000 traffic misdemeanors annually.
  
9. Criminal Infractions [13.00 SY; E = \$560,176; R = \$10,437] 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 23,000 criminal infractions annually.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Night Court Assessment	\$111,448	\$100,000	\$100,000	\$0
Returned Check Fee	14,177	18,000	18,000	0
Civil Filings	1,342,758	1,431,000	1,431,000	0
Jury Fees	41,284	8,600	12,000	3,400
Reporters Fees	3,821	3,000	5,000	2,000
Court Fees	140,314	40,000	145,000	105,000
Administrative Fee	1,375,033	1,149,000	1,162,100	13,100
Traffic School	672,661	700,500	575,000	(125,500)
Court Administrative	0	507,895	0	(507,895)
Duplicating Forms	28,210	23,000	25,000	2,000
Sales of Forms	5,363	5,800	5,800	0
Other (Aid From The City Of San Diego)	65,332	0	0	0
<b>Sub-Total</b>	<b>\$3,800,401</b>	<b>\$3,986,795</b>	<b>\$3,478,900</b>	<b>\$(507,895)</b>
<b>Total</b>	<b>\$3,800,401</b>	<b>\$3,986,795</b>	<b>\$3,478,900</b>	<b>\$(507,895)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$13,032,467</b>	<b>\$12,212,651</b>	<b>\$13,338,332</b>	<b>\$1,125,681</b>
<b>Sub-Total</b>	<b>\$13,032,467</b>	<b>\$12,212,651</b>	<b>\$13,338,332</b>	<b>\$1,125,681</b>
<b>Total</b>	<b>\$13,032,467</b>	<b>\$12,212,651</b>	<b>\$13,338,332</b>	<b>1,125,681</b>

## 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**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Office Equipment - General		lot	\$31,300
Computer Equipment		lot	36,223
Electronic Equipment - Audio/Visual		lot	15,477
<b>Total</b>			<b>\$83,000</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<b>SAN DIEGO MUNICIPAL COURT</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
Judicial Weighted Caseload *	2,259,219	2,260,749	2,147,260	2,415,200	2,217,884
Clerical Weighted Caseload	24,701,070	25,856,853	24,118,474	26,166,750	24,659,300
Felonies	9,984	9,632	10,191	10,500	10,500
Non-Traffic, Group A	28,376	30,212	27,741	32,000	30,000
Non-Traffic, Group B	14,160	14,005	15,327	16,000	16,000
Non-Traffic, Criminal Infractions	22,459	25,086	23,170	22,000	23,000
Traffic, Group C	11,073	9,862	8,323	11,250	8,500
Traffic, Group D	26,087	31,958	30,490	25,000	30,500
Traffic Infractions	222,063	252,519	217,591	230,000	218,000
Parking	4,789	5,851	7,098	5,000	7,100
Small Claims	21,364	22,045	22,181	25,000	22,000
Civil	26,699	24,626	22,373	28,000	22,500
Superior Court Cases **	6,927	6,215	6,758	7,400	6,800
<b><u>EFFICIENCY</u></b>					
Direct Costs/Clerical Weighted Caseload Unit	.55	.60	.69	.62	.68
Net Direct Costs/Clerical Weighted Caseload Unit	.39	.44	.54	.47	.54
Clerical Weighted Caseload/Non-Judicial Staff Year	89,497	88,615	81,570	90,526	86,297
Judicial Weighted Caseload/Non-Judicial Staff Year	8,186	7,748	7,262	8,372	7,762
Judicial Weighted Caseload/Judicial Staff Year	68,461	66,649	61,350	69,006	61,608
Non-Judicial Staff per Judicial Position	8.4	8.6	7.9	8.2	7.9

\* 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

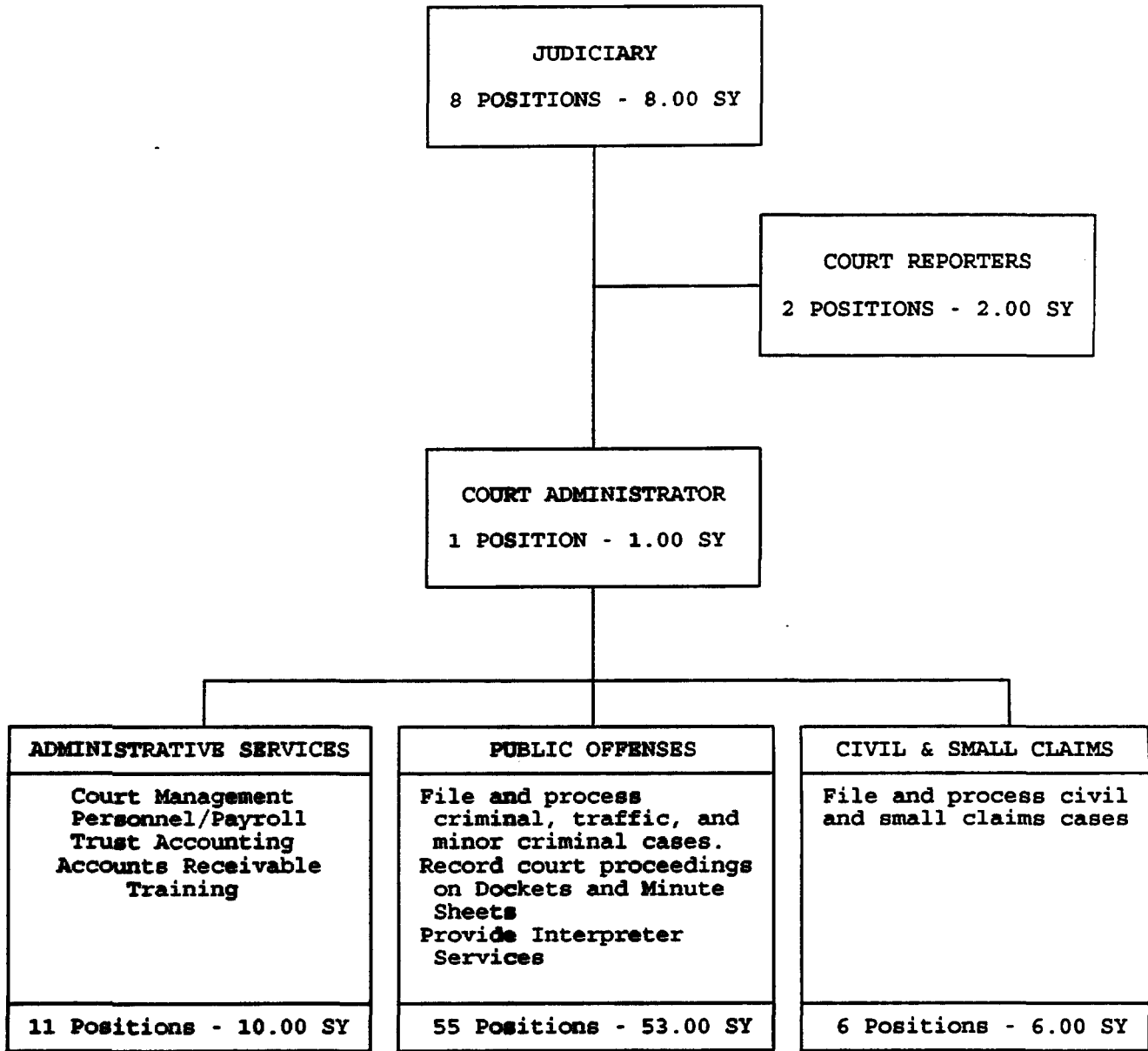
## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0580	Muni Court Judge	28	28.00	28	28.00	\$2,548,672	\$2,540,104
0590	Commissioner	7	7.00	8	8.00	509,817	572,865
0680	Research Atty II	2	2.00	2	2.00	117,208	113,362
0558	Research Attorney III	1	1.00	0	0.00	74,497	0
0601	Court Administrator	1	1.00	1	1.00	101,466	107,991
0600	Asst Court Admin	1	1.00	1	1.00	78,052	83,061
0667	DC Dep. Court Admin.	1	1.00	1	1.00	70,803	70,533
0684	DC Princ. Admin. Analyst	1	1.00	1	1.00	52,355	52,157
0668	Division Manager III	3	3.00	3	3.00	161,558	155,712
0669	Division Manager II	5	5.00	6	6.00	207,392	242,761
0682	DC Analyst II	0	0.00	1	1.00	0	36,729
0683	DC Analyst III	2	2.00	2	2.00	88,491	86,305
2777	Criminal Legal Secretary III	1	1.00	0	0.00	34,771	0
0672	DC Associate Accountant	1	1.00	1	1.00	32,257	44,199
0592	Dep Admin Clerk III	2	2.00	2	2.00	62,478	64,032
0593	Dep Admin Clerk II	1	1.00	2	2.00	24,324	49,128
0596	DC Admin Secretary III	1	1.00	1	1.00	30,900	30,774
0603	DC Admin Services Mgr II	1	1.00	1	1.00	54,957	54,747
0604	Senior Deputy Clerk	15	15.00	15	15.00	485,702	497,795
0605	DC Court Interpreter	7	7.00	7	7.00	225,277	224,597
0608	Deputy Clerk V	11	11.00	9	9.00	397,948	324,909
0610	Deputy Clerk IV	38	38.00	38	38.00	1,218,019	1,234,475
0611	Deputy Clerk III	75	74.25	73	72.00	1,978,579	1,968,717
0612	Deputy Clerk II	71	64.25	71	64.25	1,502,730	1,506,935
0613	Deputy Clerk I	26	26.00	22	21.50	518,147	465,495
0618	DC Court Worker	10	0.00	10	0.00	0	0
0620	DC Junior Clerk	3	3.00	3	3.00	45,721	44,571
0656	DC Assistant Systems Analyst	0	0.00	1	1.00	0	41,843
0658	DC Systems Analyst Trainee	1	1.00	0	0.00	27,864	0
0676	DC Municipal Court Worker II	10	0.00	10	0.00	0	0
0685	DC Interpreter Coordinator	1	1.00	1	1.00	31,395	36,101
0687	DC Staff Development Specialist	0	0.00	1	1.00	0	36,101
0691	DC Administrative Trainee	0	0.00	1	1.00	0	28,331
0694	DC Municipal Court Secretary	0	0.00	1	1.00	0	34,641
0696	DC Research Attorney III	0	0.00	1	1.00	0	74,207
0543	Chief Court Reporter	1	1.00	1	1.00	63,958	63,708
0544	Court Reporter	12	12.00	12	12.00	667,380	664,740
0661	Chief Judicial Secty.	1	1.00	1	1.00	41,577	41,427
0614	Judicial Secretary	7	7.00	7	7.00	232,040	231,355
1711	DC Legal Assistant I	0	0.00	1	1.00	0	24,989
2306	Admin Trainee	1	1.00	0	0.00	25,836	0
0692	DC Personnel Officer II	1	1.00	0	0.00	45,353	0
0663	DC Admin Assistant III	1	1.00	1	1.00	46,351	46,162
8801	DC Personnel Officer III	0	0.00	1	1.00	0	49,673
9999	Extra Help	4	0.00	4	1.00	48,000	48,000
<b>Total</b>		<b>355</b>	<b>323.50</b>	<b>353</b>	<b>321.75</b>	<b>\$11,851,875</b>	<b>\$11,993,232</b>
<b>Salary Adjustments:</b>						<b>(275,562)</b>	<b>(189,920)</b>
<b>Premium/Overtime Pay:</b>						<b>131,500</b>	<b>131,500</b>
<b>Employee Benefits:</b>						<b>3,209,342</b>	<b>3,334,405</b>
<b>Salary Savings:</b>						<b>(373,012)</b>	<b>(373,012)</b>
<b>Total Adjustments</b>						<b>\$2,692,268</b>	<b>\$2,902,973</b>
<b>Program Totals</b>		<b>355</b>	<b>323.50</b>	<b>353</b>	<b>321.75</b>	<b>\$14,544,143</b>	<b>\$14,896,205</b>

SOUTH BAY MUNICIPAL COURT

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Municipal Court Services	\$3,398,798	\$3,742,325	\$4,061,091	\$4,072,780	\$4,341,766	\$268,986	6.6
<b>TOTAL DIRECT COST</b>	<b>\$3,398,798</b>	<b>\$3,742,325</b>	<b>\$4,061,091</b>	<b>\$4,072,780</b>	<b>\$4,341,766</b>	<b>\$268,986</b>	<b>6.6</b>
PROGRAM REVENUE	(1,097,944)	(1,223,123)	(1,100,037)	(1,122,300)	(1,083,500)	38,800	(3.5)
<b>NET GENERAL FUND COST</b>	<b>\$2,300,854</b>	<b>\$2,519,202</b>	<b>\$2,961,054</b>	<b>\$2,950,480</b>	<b>\$3,258,266</b>	<b>\$307,786</b>	<b>10.4</b>
STAFF YEARS	74.16	77.92	75.07	80.25	80.00	(0.25)	(0.3)

**SOUTH BAY MUNICIPAL COURT  
1992-93 Final Program Budget**



**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,954,090	\$3,342,470	\$3,531,781	\$3,698,893	\$4,009,461	8.4
Services & Supplies	405,531	367,388	409,741	356,587	295,905	(17.0)
Other Charges	0	1,770	2,399	2,500	1,600	(36.0)
Fixed Assets	39,177	30,697	117,170	14,800	34,800	135.1
<b>TOTAL DIRECT COST</b>	<b>\$3,398,798</b>	<b>\$3,742,325</b>	<b>\$4,061,091</b>	<b>\$4,072,780</b>	<b>\$4,341,766</b>	<b>6.6</b>
<b>PROGRAM REVENUE</b>	<b>(1,097,944)</b>	<b>(1,223,123)</b>	<b>(1,100,037)</b>	<b>(1,122,300)</b>	<b>(1,083,500)</b>	<b>(3.5)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,300,854</b>	<b>\$2,519,202</b>	<b>\$2,961,054</b>	<b>\$2,950,480</b>	<b>\$3,258,266</b>	<b>10.4</b>
<b>STAFF YEARS</b>	<b>74.16</b>	<b>77.92</b>	<b>75.07</b>	<b>80.25</b>	<b>80.00</b>	<b>(0.3)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals were \$10,574 more than budget, primarily as a result of a slight decrease in Civil/Small Claims filings, and an increase in the number of parties requesting a waiver of fees.

**1992-93 OBJECTIVES**

- Continue to implement components of Trial Court Coordination.
- Continue to actively participate with the County in promoting legislation which benefits the public, the Court and the County of San Diego.
- Continue implementation of an improved minor offense system.
- Implement an automated civil system.
- Continue progress towards the integration of the Marshal's Want Warrant and the Civil/Small Claims systems.
- Identify needs for a paper on demand small claims case processing system.
- Continue progress towards integration of the JURIS and Criminal Case Management systems.
- Conduct safety training for all employees.

**1992-93 SUB PROGRAM ACTIVITIES**

The Adopted Budget includes .25 less staff years and \$34,800 for the purchase of computer equipment to support the continuing implementation of automated Civil and Minor Offense Systems and to replace broken office equipment and furniture. The activities of this program are summarized as follows:

1. **JUDICIARY** ( 8.0 SY; E = \$850,340; 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** ( 11.0 SY; E = \$620,490; R = \$152,900) 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** ( 55.00 SY; E = \$2,574,539; R = \$683,600) provides all case processing support and reporting services for public offenses and is responsible for two major case classifications:
  - A. **CRIMINAL** (25.00 SY; E = \$1,150,536)
    - 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** (30.00 SY; E = \$1,424,003)
    - o Mandated/Discretionary Service Level.
    - o Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.
4. **CIVIL/SMALL CLAIMS** ( 6.0 SY; E = \$296,397; R = \$247,000) including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for processing civil and small claims cases filed with the Court.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>PROGRAM REVENUE:</b>				
9162 Night Court Assessment	\$40,840	\$38,000	\$42,000	\$4,000
9178 Muni/Justice Admin. VC 16028	105	0	0	0
9182 Summary Judgement Default	80	0	0	0
9713 Returned Check Fee	4,655	3,400	4,500	1,100
9821 Filing Documents	241,391	252,000	239,000	(13,000)
9822 Court Cost - Jury	22,370	1,500	3,200	1,700
9823 Court Reporter Trans. Fee	0	0	0	0
9827 Cost for Courts	70,846	18,000	50,000	32,000
9831 Other Court Cost	436,445	405,000	460,000	55,000
9832 Traffic School	278,465	190,000	280,000	90,000
9833 Administrative Fee	0	210,000	0	(210,000)
9967 Duplicating Documents	3,372	3,200	3,000	(200)
9995 Other - Miscellaneous	0	0	0	0
9996 Other - Sales Taxable	1,468	1,200	1,800	600
Sub-Total	\$1,100,037	\$1,122,300	\$1,083,500	\$(38,800)
<b>Total</b>	<b>\$1,100,037</b>	<b>\$1,122,300</b>	<b>\$1,083,500</b>	<b>\$(38,800)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$2,961,054	\$2,950,480	\$3,258,266	\$307,786
<b>Total</b>	<b>\$2,961,054</b>	<b>\$2,950,480</b>	<b>\$3,258,266</b>	<b>\$307,786</b>

## 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. Civil/Small claims revenue is also expected to decrease as a result of a projected decrease in filings. These decreases will be offset by projected increases in other revenue categories, and the net result will be an \$38,800 decrease in program revenue.

**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Office Furniture	1	LOT	\$10,000
Office Equipment	1	LOT	2,000
Modular Furniture	1	LOT	8,000
Computer Equipment	1	LOT	14,200
Electronic Equipment	1	LOT	600
<b>Total</b>			<b>\$34,800</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Municipal Court Services - South Bay</b>					
<u>% OF RESOURCES:</u>	100%				
<u>WORKLOAD</u>					
Filings					
Felonies	2,277	2,015	2,016	1,675	1,851
Non-Traffic					
Group A Misdemeanors	5,723	5,715	5,647	6,100	5,781
Group B Misdemeanors	531	462	517	545	534
Infractions	13,160	15,292	12,611	15,610	12,620
Traffic					
Group C Misdemeanors	3,925	3,641	3,343	3,215	3,492
Group D Misdemeanors	12,629	13,037	8,438	14,420	9,325
Infractions	57,806	62,776	78,538	63,790	90,732
Parking	461	788	581	1,470	527
Small Claims	5,280	4,669	5,058	4,015	4,814
Civil	4,866	4,571	4,150	4,500	3,921
Total Filings	106,658	112,966	120,899	115,340	133,599
Clerical Weighted Caseload	6,800,472	6,926,900	6,552,601	6,947,655	6,865,786
Judicial Weighted Caseload <sup>1</sup>	561,449	538,501	517,896	513,447	523,766
<u>EFFICIENCY</u>					
<u>Unit Costs:</u> <sup>2</sup>					
Direct Cost per Clerical Weighted Caseload	\$ .52	\$ .55	\$ .61 <sup>4</sup>	\$ .59	\$ .63
Net Direct Cost per Clerical Weighted Caseload	\$ .35	\$ .37	\$ .44 <sup>4</sup>	\$ .42	\$ .47
<u>EFFECTIVENESS</u>					
<u>Productivity Indices:</u> <sup>3</sup>					
Clerical Weighted Caseload per non-Judicial Staff	113,040	108,368	104,092 <sup>4</sup>	104,870	102,474
Judicial Weighted Caseload per non-Judicial Staff <sup>1</sup>	9,334	8,425	8,227 <sup>4</sup>	7,750	7,817
Judicial Weighted Caseload per Judicial Staff <sup>1</sup>	70,181	67,313	84,624 <sup>4</sup>	64,181	65,471
Clerical Staff/Judicial Position	7.5:1	8.0:1	10.3:1 <sup>4</sup>	8.3:1	8.4:1

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.

4 - Three judicial positions remained vacant for more than 6 months during this fiscal year.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$637,168	\$635,009
0590	Court Commissioner	1	1.00	1	1.00	72,831	72,582
0651	Court Administrator	1	1.00	1	1.00	90,152	89,808
0616	DC-Admin. Svcs. Mgr. III	1	1.00	1	1.00	60,605	60,386
0544	Court Reporter	3	3.00	2	2.00	166,845	110,790
0668	Division Manager III	1	1.00	1	1.00	52,114	51,904
0669	Division Manager II	1	1.00	2	2.00	41,860	83,394
0670	Division Manager I	1	1.00	0	0.00	41,860	0
0687	DC Staff Dev. Spec.	1	.50	1	1.00	21,008	40,003
0671	DC-Associate Accountant	1	1.00	0	0.00	44,186	0
0000	DC-Senior Accountant	0	0.00	1	1.00	0	45,081
0608	Deputy Clerk V	4	3.75	6	6.00	135,861	200,610
0691	DC-Municipal Court Sec.	1	1.00	1	1.00	34,771	34,641
0665	DC-Admin. Assist. I	1	1.00	1	1.00	30,665	31,598
0610	Deputy Clerk IV	8	8.00	8	8.00	260,472	258,839
0592	DC-Admin. Clerk III	1	1.00	0	0.00	32,789	0
0605	DC-Interpreter	2	2.00	2	2.00	65,620	65,394
0611	Deputy Clerk III	16	16.00	16	16.00	437,095	435,215
0593	DC-Admin. Clerk II	2	2.00	2	2.00	54,662	50,912
0612	Deputy Clerk II	27	26.00	26	25.00	619,518	588,020
0597	DC-Admin. Sec II	1	1.00	1	1.00	25,572	28,795
0613	Deputy Clerk I	1	1.00	1	1.00	21,416	21,339
9999	Extra Help	1	0.00	2	0.00	15,000	184,932
<b>Total</b>		<b>83</b>	<b>80.25</b>	<b>83</b>	<b>80.00</b>	<b>\$2,962,070</b>	<b>\$3,089,252</b>
<b>Salary Adjustments:</b>						<b>\$(65,699)</b>	<b>\$5,351</b>
<b>Premium/Overtime Pay:</b>						<b>9,000</b>	<b>113,954</b>
<b>Bilingual Pay:</b>						<b>2,520</b>	<b>2,520</b>
<b>Employee Benefits:</b>						<b>848,579</b>	<b>859,507</b>
<b>Salary Savings:</b>						<b>(57,577)</b>	<b>(61,123)</b>
<b>Total Adjustments</b>						<b>\$736,823</b>	<b>\$920,209</b>
<b>Program Totals</b>		<b>83</b>	<b>80.25</b>	<b>83</b>	<b>80.00</b>	<b>\$3,698,893</b>	<b>\$4,009,461</b>

MUNICIPAL COURTS - EDP SERVICES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
MUNICIPAL COURT-EDP SERVICES	\$1,324,090	\$2,460,987	\$1,510,163	\$1,032,521	\$1,159,019	\$126,498	12.3
TOTAL DIRECT COST	\$1,324,090	\$2,460,987	\$1,510,163	\$1,032,521	\$1,159,019	\$126,498	12.3
PROGRAM REVENUE	(850,103)	(1,411,452)	(1,199,864)	(565,163)	(668,038)	(102,875)	18.2
NET GENERAL FUND COST	\$473,987	\$1,049,535	\$310,299	\$467,358	\$490,981	\$23,623	5.1
STAFF YEARS	6.90	7.00	5.40	6.00	5.00	(1.00)	(16.7)

PROGRAM: Fiscal and Public Protection Services

DEPARTMENT: MUNICIPAL COURTS - EDP SERVICES

PROGRAM #: 01000  
MANAGER: D. Kent Pedersen

ORGANIZATION #: 2310  
REFERENCE: 1992-93 Proposed Budget - Pg. 41-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$356,377	\$429,496	\$367,509	\$394,033	\$345,979	(12.2)
Services & Supplies	399,625	959,700	745,384	424,904	490,631	15.5
Other Charges	448,517	170,665	107,027	107,028	0	(100.0)
Fixed Assets	119,571	901,126	290,243	106,556	322,409	202.6
<b>TOTAL DIRECT COST</b>	<b>\$1,324,090</b>	<b>\$2,460,987</b>	<b>\$1,510,163</b>	<b>\$1,032,521</b>	<b>\$1,159,019</b>	<b>12.3</b>
<b>PROGRAM REVENUE</b>	<b>(850,103)</b>	<b>(1,411,452)</b>	<b>(1,199,864)</b>	<b>(565,163)</b>	<b>(668,038)</b>	<b>18.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$473,987</b>	<b>\$1,049,535</b>	<b>\$310,299</b>	<b>\$467,358</b>	<b>\$490,981</b>	<b>5.1</b>
<b>STAFF YEARS</b>	<b>6.90</b>	<b>7.00</b>	<b>5.3</b>	<b>6.00</b>	<b>5.00</b>	<b>(16.7)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals exceed the 1991-92 budget by \$477,642. Appropriations were adjusted by \$372,217 mid-year based on unanticipated revenue.

**1992-93 OBJECTIVES**

1. Enhance the current Automated Minor Offense System.
2. Develop electronic abstracting to the Department of Motor Vehicles.
3. Complete the implementation of the ISD Civil Revision 2.2 and Small Claims Revision 1.40 case processing system.
4. Continue the integration of intelligent work stations into the Municipal Courts LAN.
5. Update the Municipal Court's 3 year Business Automation Plan for the Municipal Courts.
6. Implement 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.
7. Define enhancements of the existing criminal system.
8. Adopt an anti-virus policy and install virus detection software.
9. Complete the installation of approved workstations.

**1992-93 SUB PROGRAM ACTIVITIES**

1. Municipal Courts-EDP Services [5.00 SY; E = \$1,159,019; R = \$668,038] provides timely and cost effect data processing services including budget, administration, application design, development and maintenance, network design and management, and on-going data processing support to the four Municipal Courts of San Diego County and is:
  - o Discretionary Activity/Discretionary Service Level
  - o Budgeting fixed assets appropriations which includes Baseline Computer Equipment amounting to \$322,409.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Other Court Costs	\$459,433	\$188,379	\$188,379	\$0
Filing Documents	0	0	0	0
Criminal Justice Facilities	107,027	107,028	0	(107,028)
Warrant/Warrant Fee	60,883	80,600	0	(80,600)
Court Facilities	240,192	0	0	0
Micro-Automation Fee	168,288	55,100	379,659	324,559
Recovered Expenditures	164,041	134,056	100,000	(34,056)
<b>Sub-Total</b>	<b>\$1,199,863</b>	<b>\$565,163</b>	<b>\$668,038</b>	<b>\$102,875</b>
<b>Total</b>	<b>\$1,199,863</b>	<b>\$565,163</b>	<b>\$668,038</b>	<b>\$102,875</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$310,299</b>	<b>\$467,358</b>	<b>\$490,981</b>	<b>\$23,623</b>
<b>Sub-Total</b>	<b>\$310,299</b>	<b>\$467,358</b>	<b>\$490,981</b>	<b>\$23,623</b>
<b>Total</b>	<b>\$310,299</b>	<b>\$467,358</b>	<b>\$490,981</b>	<b>\$23,623</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

**Other Court Costs:** the 1991-92 actual collections exceeded budget by \$271,054. This was a result of prior year encumbrances/expenditures occurring after the close of ARMS Period 14 for FY 1990-91.

**Court Facilities:** the 1991-92 actuals exceeded adopted budget by \$240,192. The Board approved a mid-year request to establish \$150,000 of appropriations for LAN cabling based on unanticipated revenue and expenditures for prior projects did not occur until after the close of 1990-91 Period 14.

**Micro/Automation Fees:** the actual transfers from trust exceeded the 1991-92 adopted budget by \$113,188. The Board approved a request to establish appropriations based on unanticipated revenue to purchase additional computer equipment and to offset unanticipated Services and Supplies expenditures.

**Recovered Expenditures:** the collection of Recovered Expenditures exceeded the adopted budget by \$29,985. These collections were a result of expenditures on prior year encumbrances that occurred after the close of the 1990-91 fiscal year.



**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Baseline Computer Equipment		lot	\$322,409
Total			\$322,409

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
Total			\$0

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0666	DC-EDP Systems Manager	1	1.00	1	1.00	\$65,164	\$64,917
0654	DC-Senior Systems Analyst	1	1.00	1	1.00	54,957	54,747
0655	DC-Associate Systems Analyst	4	4.00	3	3.00	199,456	149,019
9999	Non-Permanent Positions	0	.00	0	.00	0	0
<b>Total</b>		<b>6</b>	<b>6.00</b>	<b>5</b>	<b>5.00</b>	<b>\$319,577</b>	<b>\$268,683</b>
<b>Salary Adjustments:</b>						(11,400)	95
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						85,856	77,201
<b>Salary Savings:</b>						0	(0)
<b>Total Adjustments</b>						<b>\$74,456</b>	<b>\$77,296</b>
<b>Program Totals</b>		<b>6</b>	<b>6.00</b>	<b>5</b>	<b>5.00</b>	<b>\$394,033</b>	<b>\$345,979</b>

PROBATION

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Adult Field Services	\$15,090,463	\$16,588,496	\$17,339,060	\$18,000,449	\$18,149,423	\$148,974	0.8
Adult Institutional Services	9,289,552	9,890,021	10,445,831	7,940,675	11,747,959	3,807,284	48.0
Juvenile Field Services	7,204,577	7,736,390	7,900,780	8,460,618	8,491,302	30,684	0.4
Juvenile Institutional Services	11,145,091	11,971,863	13,269,734	12,866,245	13,728,024	861,779	6.7
Special Operations	1,183,020	1,473,275	1,764,075	1,756,141	1,881,279	125,138	7.1
Department Administration	2,241,727	2,570,274	2,535,754	2,696,860	2,654,599	(42,261)	(1.6)
<b>TOTAL DIRECT COST</b>	<b>\$46,154,430</b>	<b>\$50,230,319</b>	<b>\$53,255,234</b>	<b>\$51,720,988</b>	<b>\$56,652,586</b>	<b>\$4,931,598</b>	<b>9.5</b>
<b>PROGRAM REVENUE</b>	<b>(7,315,811)</b>	<b>(6,300,870)</b>	<b>(8,801,560)</b>	<b>(6,011,735)</b>	<b>(11,207,025)</b>	<b>(5,195,290)</b>	<b>86.4</b>
<b>NET GENERAL FUND COST</b>	<b>\$38,838,619</b>	<b>\$43,929,449</b>	<b>\$44,453,674</b>	<b>\$45,709,253</b>	<b>\$45,445,561</b>	<b>\$(263,692)</b>	<b>(0.6)</b>
<b>STAFF YEARS</b>	<b>1,059.00</b>	<b>1,064.75</b>	<b>1138.88</b>	<b>1,076.00</b>	<b>1,159.00</b>	<b>83.00</b>	<b>7.7</b>

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

**GERARD A. WILLIAMS  
CHIEF PROBATION OFFICER  
(ACTING)**

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.

**(VACANT)  
ASSISTANT CHIEF PROBATION OFFICER**

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

**ADULT FIELD SERVICES  
DEPUTY CHIEF PROBATION OFFICER  
VICKI 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: 408 Staff Years: 391.5**

**SPECIAL OPERATIONS  
DEPUTY CHIEF PROBATION OFFICER  
J. DOUGLAS WILLINGHAM**

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: 40 Staff Years: 34.0**

**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: 240 Staff Years: 231.5**

**JUVENILE FIELD SERVICES  
DEPUTY CHIEF PROBATION OFFICER  
J. DOUGLAS 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: 170 Staff Years: 168.0**

**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; Educational rehabilitative opportunities.

**Positions: 302 Staff Years: 297.0**

**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: 37 Staff Years: 37.0**

PROGRAM: Adult Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17009  
MANAGER: Vicki Markey

ORGANIZATION #: 3600  
REFERENCE: 1992-93 Proposed Budget - Pg. 48-7

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$14,477,197	\$15,844,386	\$16,674,297	\$17,088,727	\$17,429,826	2.0
Services & Supplies	541,183	675,720	605,525	857,162	684,662	(20.1)
Other Charges	7,716	7,293	59,238	54,560	34,935	(36.0)
Fixed Assets	64,367	61,097	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$15,090,463</b>	<b>\$16,588,496</b>	<b>\$17,339,060</b>	<b>\$18,000,449</b>	<b>\$18,149,423</b>	<b>0.8</b>
<b>PROGRAM REVENUE</b>	<b>(1,898,428)</b>	<b>(586,792)</b>	<b>(708,519)</b>	<b>(625,870)</b>	<b>(625,870)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$13,192,035</b>	<b>\$16,001,704</b>	<b>\$16,630,541</b>	<b>\$17,374,579</b>	<b>\$17,523,553</b>	<b>0.9</b>
<b>STAFF YEARS</b>	<b>391.50</b>	<b>391.50</b>	<b>367.45</b>	<b>391.50</b>	<b>391.50</b>	<b>0.0</b>

**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 cases 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures for this program were under the budgeted level by \$661,389 or by 3.7%. This included \$414,430 in salaries and benefits due primarily to a hiring freeze and implementation of the County-wide voluntary time off program. Similarly, \$251,637 was saved in services and supplies because of implementation of a purchasing freeze. Other charges exceeded budget by \$4,678 to lease safety equipment for officers assigned to Domestic Violence and other high-risk caseloads.

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. This was a result of early termination of a higher number of medium-risk offenders from supervision. A shortfall in investigations reflects delay in anticipated court expansion during the 1990-91 fiscal year.

**1992-93 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%.

**1992-93 SUB PROGRAM ACTIVITIES**

This program includes two activities:

1. Investigation [244.5 SY; E = \$10,940,647; 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 3.2% 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 = \$7,208,776; 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 cases.
  - o Offset by \$284,500 in fee revenue or by 4% of total cost of supervision.

**PROGRAM REVENUE BY SOURCE**

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Cost of Investigation/Supervision	\$635,348	\$341,370	\$341,370	\$0
Other - Srvcs. to Other Govt. Agencies	73,171	284,500	284,500	0
Sub-Total	\$708,519	\$625,870	\$625,870	\$0
<b>Total</b>	<b>\$708,519</b>	<b>\$625,870</b>	<b>\$625,870</b>	<b>\$0</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
General Fund Support Cost	\$16,630,541	\$17,374,579	\$17,523,553	\$148,974
Sub-Total	\$16,630,541	\$17,374,579	\$17,523,553	\$148,974
<b>Total</b>	<b>\$16,630,541</b>	<b>\$17,374,579</b>	<b>\$17,523,553</b>	<b>\$148,974</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

Total revenue recovered in fiscal year 1991/92 was \$82,649, over budget for the same period.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: INVESTIGATION</b>					
<b>% OF RESOURCES:</b>	60%				
<b>WORKLOAD</b>					
Superior Ct. Investg. Conducted	13,455	13,846	14,730	14,309	14,950
Other Investigation Conducted	13,620	15,276	15,176	18,136	15,200
<b>EFFICIENCY</b>					
Unit Cost (Direct Cost/Workload) Cost/Superior Ct. Investigation	\$561	\$574	\$572	\$595	\$597
Cost/Other Investigation	\$124	\$137	\$125	\$124	\$133
Productivity (Workload/Staff Years) Superior Ct. Investigations/Staff Year	67	72	82	74	75
Other Investigations/Staff Year	304	299	368	355	338
<b>EFFECTIVENESS</b>					
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	\$528,479	\$586,792	\$635,348	\$625,870	\$625,870
<b>ACTIVITY B: SUPERVISION</b>					
<b>% OF RESOURCES:</b>	40%				
<b>WORKLOAD</b>					
High Risk Felonies Supervised	6,124	5,846	5,847	6,813	5,500
Other Cases Supervised	12,638	13,963	13,900	13,460	14,500
<b>EFFICIENCY</b>					
Unit Cost (Direct Cost/Workload) Cost/High Risk Felony Supervised	\$720	\$833	\$866	\$790	\$945
Cost/Other Cases Supervised	\$113	\$120	\$140	\$138	\$137
Productivity (Workload/Staff Years) High Risk Felonies/Staff Year	55	54	55	62	55
Other Cases/Staff Year	351	371	344	358	356
<b>EFFECTIVENESS</b>					
A. Supervision Cases Closed	8,061	12,181	9,485	8,600	9,000
% of Successful Completion	60%	52%	47%	60%	47%
% of Early Completion	34%	33%	27%	35%	27%
% of Revocation	40%	48%	53%	40%	53%
B. Amount Collected for Victim Restitution	\$1,952,104	\$1,898,524	\$1,974,296	\$1,952,104	\$1,952,104



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0399	Probation Director	0	0.00	5	5.00	\$0	\$307,980
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	70,403	70,803
2700	Intermediate Clerk Typist	17	17.00	17	17.00	323,310	338,409
2710	Jr. Clerk	4	4.00	4	4.00	62,480	65,969
2714	Int. Transcriber Typist	37	35.50	37	35.50	746,794	756,194
2715	Records Clerk	40	40.00	40	40.00	812,065	829,953
2724	Sr. Transcriber Typist	2	1.00	2	1.00	26,411	22,888
2725	Principal Clerk	1	1.00	1	1.00	29,600	31,466
2726	Principal Clerk II	1	1.00	1	1.00	35,060	34,931
2730	Senior Clerk	13	13.00	13	13.00	301,792	298,348
2745	Supervising Clerk	6	6.00	6	6.00	162,037	165,874
2757	Admin. Secretary II	3	3.00	3	3.00	66,749	73,701
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
3008	Senior Word Proc. Oper.	1	1.00	1	1.00	25,705	25,602
3009	Word Proc. Oper.	10	10.00	10	10.00	226,125	229,159
3010	Word Proc. Center Supv.	1	1.00	1	1.00	30,678	30,572
3039	Mail Clerk Driver	3	3.00	3	3.00	62,809	60,811
5065	Deputy Probation Officer	193	179.50	193	179.50	6,749,343	6,832,897
5084	Probation Director	5	5.00	0	0.00	265,195	0
5090	Senior Probation Officer	46	44.50	45	44.50	1,919,271	1,855,988
5115	Supervising Probation Officer	25	24.00	24	24.00	1,146,377	1,135,965
<b>Total</b>		<b>410</b>	<b>391.50</b>	<b>408</b>	<b>391.50</b>	<b>\$13,093,104</b>	<b>\$13,198,284</b>
<b>Salary Adjustments:</b>						<b>0</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>195,360</b>	<b>195,360</b>
<b>Employee Benefits:</b>						<b>4,147,954</b>	<b>4,390,688</b>
<b>Salary Savings:</b>						<b>(347,691)</b>	<b>(354,506)</b>
<b>Total Adjustments</b>						<b>\$3,995,623</b>	<b>\$4,231,542</b>
<b>Program Totals</b>		<b>410</b>	<b>391.50</b>	<b>408</b>	<b>391.50</b>	<b>\$17,088,727</b>	<b>\$17,429,826</b>

PROGRAM: Adult Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17007  
MANAGER: Rena Robinson

ORGANIZATION #: 3600  
REFERENCE: 1992-93 Proposed Budget - Pg. 48-8

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$7,747,912	\$8,395,168	\$9,203,726	\$6,689,568	\$9,904,963	48.1
Services & Supplies	1,360,926	1,394,852	1,212,059	1,245,411	1,840,996	47.8
Other Charges	132,329	96,274	27,433	5,696	2,000	(64.9)
Fixed Assets	48,385	3,727	2,613	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$9,289,552</b>	<b>\$9,890,021</b>	<b>\$10,445,831</b>	<b>\$7,940,675</b>	<b>\$11,747,959</b>	<b>47.9</b>
<b>PROGRAM REVENUE</b>	<b>(2,343,951)</b>	<b>(2,415,066)</b>	<b>(4,546,167)</b>	<b>(2,191,080)</b>	<b>(5,624,122)</b>	<b>156.7</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,945,601</b>	<b>\$7,474,955</b>	<b>\$5,899,664</b>	<b>\$5,749,595</b>	<b>\$6,123,837</b>	<b>6.5</b>
<b>STAFF YEARS</b>	<b>188.50</b>	<b>192.00</b>	<b>219.69</b>	<b>158.50</b>	<b>231.5</b>	<b>46.1</b>

**PROGRAM DESCRIPTION**

The Adult Institutional Services Program is composed of four minimum-security jails for sentenced male inmates (three rural facilities and an in-town Work Furlough facility) and a non-institutional Work Project program. The rural camp system was increased by one facility (Descanso) in FY 91-92 due to the mid-year change transferring the facility from the Sheriff. The Board of Supervisors approved this transfer on September 17, 1991 (42). 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 3,097 inmates will be admitted to Adult Institutions. 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 1992-93, 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 and beach maintenance, road beautification and anti-litter. This labor represents a cost avoidance to the public in excess of \$8.4 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Total direct cost exceeded the 1991-92 budget by \$2,505,156. A mid-year change transferring operation of the Descanso detention facility from the Sheriff accounted for \$1,971,180; two fire camps, unfunded in FY 1991-92 and not closed until mid-year, accounted for \$601,608. These costs were offset by \$1,998,960 in revenue collected from Federal and State agencies for the institutional care and service of inmates detained at Descanso. Other revenue accounts exceeded budgeted levels by \$364,621 or 16.64% due principally to revenue offset work crew activity and fees collected for enrollment in the Work Projects program.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Rural Camps [170.00 SY; E = \$9,384,413; R = \$4,709,532] includes three rural camps - Barrett, West Fork, Descanso - and is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 50% by program revenue.
2. Work Furlough [31.00 SY; E = \$1,426,092; R = \$675,345] provides minimum security custody in-town, allowing residents to maintain employment within the community and is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 47% by program revenue.
3. Work Program [25.5 SY; E = \$937,454; R = \$239,245] 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.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
State and Forestry Services	\$35,420	\$0	\$0	\$0
State Meal Subvention	63,769	33,500	33,500	0
County Justice System Subvention Program (AB90)	0	525,918	0	(525,918)
Aid From Other Gov't Agencies	0	20,941	20,941	0
Institutional Care & Services County	592,609	673,345	673,345	0
Institutional Care & Services Federal	1,919,534	0	3,408,681	3,408,681
Institutional Care & Services State	70,932	0	0	0
Charges to Other Gov't Agencies	1,376,467	933,776	933,776	0
Other Miscellaneous	3,091	3,600	27,961	24,361
Sub-Total	\$4,061,822	\$2,191,080	\$5,098,204	\$2,907,124
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$484,345	\$0	\$525,918	\$525,918
Sub-Total	\$484,345	\$0	\$525,918	\$525,918
<b>Total</b>	<b>\$4,546,167</b>	<b>\$2,191,080</b>	<b>\$5,624,122</b>	<b>\$3,433,042</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$5,899,664	\$5,749,595	\$6,123,837	\$374,242
Sub-Total	\$5,899,664	\$5,749,595	\$6,123,837	\$374,242
<b>Total</b>	<b>\$5,899,664</b>	<b>\$5,749,595</b>	<b>\$6,123,837</b>	<b>\$374,242</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Fiscal year 1991-92 revenue realized a net increase of \$2,355,087, reflecting an increase in work crew reimbursement, and \$1,990,466 in revenue collected from Federal and State agencies for the housing of inmates at the Descanso facility, and the Sheriff's Central Jail.

State Meal Subvention. This revenue is provided for nutritional enhancement for the inmate population between 18 and 21 years of age.

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. Realignment funding replaces AB-90 funding in the 1992/93 fiscal year.

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.

Other Miscellaneous Revenue. This source includes funds collected from clients for direct services or reimbursements for damaged property.

Institutional Care and Services - Federal. This revenue is received from the Federal Government and reflects the fee charged for housing federal inmates at the Descanso facility and at the Central Jail.

Institutional Care and Services - State. This source reflects revenue generated from housing state parole violators at the Descanso detention facility.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<u>% OF RESOURCES:</u>	100%	100%	100%	100%	100%
<u>WORKLOAD</u>					
ADA - Camp Program	747	740	664	586	986
ADA - Work Program	229	316	323	300	300
<u>EFFICIENCY</u>					
Unit Cost: (Total Direct Cost/ Workload/365 Days)					
Camp Program	\$32	\$34	\$40	\$33	\$30
Work Program	\$7	\$5	\$7	\$8	\$9
Productivity: (Workload/Staff Years)					
Camp Program	4.3	4.3	3.0	4.3	4.2
Work Program	13.9	19.1	12.6	12.2	11.8
<u>EFFECTIVENESS</u>					
Camp Program					
Admissions	3,576	3,972	3,787	3,120	3,120
Days of Labor	171,432	172,574	135,106	128,553	128,553
Dollar Value (minimum wage \$4.25 per hour)	\$5,828,688	\$5,867,516	\$4,593,604	\$4,370,802	\$4,370,802
Work Program					
Referrals	28,838	30,898	31,024	30,000	30,000
Days of Labor	79,903	114,417	114,808	111,000	111,000
Dollar Value (minimum wage \$4.25 per hour)	\$2,716,702	\$3,890,178	\$3,903,472	\$3,774,000	\$3,774,000
Total Days of Labor	251,335	286,991	249,914	239,553	239,553
Total Dollar Value	\$8,545,390	\$9,757,694	\$8,497,076	\$8,144,802	\$8,144,802

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2291	Deputy Chief P.O.	1	1.00	1	1.00	\$71,082	\$70,803
2658	Storekeeper II	1	1.00	1	1.00	24,866	21,541
2650	Stock Clerk	0	0.00	1	1.00	0	16,717
2600	Storekeeper I	1	1.00	1	1.00	19,544	22,489
2700	Intermediate Clerk Typist	4	4.00	1	1.00	74,171	20,042
2715	Records Clerk	7	7.00	10	10.00	132,516	193,795
2720	Correctional Facility Clerk	5	5.00	8	8.00	99,012	159,566
2728	Detention Proc. Supervisor	1	1.00	1	1.00	25,373	25,386
2730	Senior Clerk	3	3.00	3	3.00	67,412	67,404
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
4459	Chief, Food Services	1	1.00	1	1.00	45,692	45,517
5065	Deputy Probation Officer	11	11.00	13	13.00	443,753	530,217
5069	Asst. DPO III	16	16.00	30	30.00	552,448	993,514
5070	Asst. DPO II	66	60.50	101	95.50	1,614,815	2,567,527
5071	Asst. DPO I	7	7.00	7	7.00	128,185	173,122
5084	Probation Director	5	5.00	6	6.00	265,195	393,406
5090	Senior Probation Officer	12	12.00	21	21.00	542,211	902,193
5115	Supervising Probation Officer	10	10.00	13	13.00	498,308	647,213
6405	Food Services Supervisor	3	3.00	5	5.00	85,198	135,582
6410	Senior Cook	8	8.00	11	11.00	184,764	259,539
<b>Total</b>		<b>164</b>	<b>158.50</b>	<b>237</b>	<b>231.50</b>	<b>\$4,933,332</b>	<b>\$7,304,116</b>
<b>Salary Adjustments:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>1,543,375</b>	<b>2,360,561</b>
<b>Temporary Help:</b>						<b>113,599</b>	<b>113,599</b>
<b>Standby Pay:</b>						<b>52,560</b>	<b>52,560</b>
<b>Bilingual Premium:</b>						<b>6,323</b>	<b>15,007</b>
<b>Shift Differential:</b>						<b>26,211</b>	<b>35,509</b>
<b>Call Back:</b>						<b>17,256</b>	<b>17,256</b>
<b>Premium Overtime:</b>						<b>113,803</b>	<b>157,791</b>
<b>Holiday Premium:</b>						<b>21,777</b>	<b>43,891</b>
<b>Salary Savings:</b>						<b>(138,668)</b>	<b>(195,327)</b>
<b>Total Adjustments</b>						<b>\$1,756,236</b>	<b>\$2,600,847</b>
<b>Program Totals</b>		<b>164</b>	<b>158.50</b>	<b>237</b>	<b>231.50</b>	<b>\$6,689,568</b>	<b>\$9,904,963</b>

PROGRAM: Juvenile Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17005

ORGANIZATION #: 3600

MANAGER: J. Douglas Willingham

REFERENCE: 1992-93 Proposed Budget - Pg. 48-10

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$6,252,720	\$6,730,250	\$7,111,918	\$7,452,899	\$7,486,048	0.4
Services & Supplies	631,323	690,210	560,064	677,617	714,618	5.5
Other Charges	320,534	315,930	228,798	330,102	290,636	(12.0)
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$7,204,577</b>	<b>\$7,736,390</b>	<b>\$7,900,780</b>	<b>\$8,460,618</b>	<b>\$8,491,302</b>	<b>0.4</b>
<b>PROGRAM REVENUE</b>	<b>(809,808)</b>	<b>(700,604)</b>	<b>(803,713)</b>	<b>(791,687)</b>	<b>(854,468)</b>	<b>7.9</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,394,769</b>	<b>\$7,035,786</b>	<b>\$7,097,067</b>	<b>\$7,668,931</b>	<b>\$7,636,834</b>	<b>(0.4)</b>
<b>STAFF YEARS</b>	<b>167.00</b>	<b>167.75</b>	<b>156.74</b>	<b>169.50</b>	<b>168.00</b>	<b>(0.9)</b>

**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 enforced.

**1991-92 BUDGET TO ACTUAL COMPARISON**

There was a 7% decrease (579) cases between budgeted and actual referrals. The total number of investigations was 903 less than the budgeted figure due primarily to reduction in police and other referrals which in turn occasioned a reduction in investigations.

The number of petitions filed was 246 more than budgeted. The average number of supervision cases was 424 more than budgeted, a 16% increase. The actual staff years were 12.76 less than budgeted. This was due to the amount of Voluntary Time Off (VTO) taken in the service, as well as vacancies that were not filled throughout the fiscal year.

**1992-93 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 recidivate during their term of supervision.
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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Juvenile Intake and Investigation [81.00 SY; E = \$3,613,043; R = \$97,887] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset 3.5% by \$60,084 in revenues from charges for services.
  - 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 [87.00 SY; E = \$4,878,259; R = \$756,581] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset 13.9% by \$756,581 in revenues for the Intensive Supervision of high-risk offenders, support and care of juvenile wards and delinquency prevention services to five school districts.
  - o Able to supervise an average of 2,585 wards per month.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Charges for Current Services	\$60,373	\$40,000	\$40,000	\$0
County Justice System Subvention Program (AB90)	0	408,637	0	(408,637)
Support and Care of Persons	69,165	33,705	33,705	0
Police Athletic League				
Delinquency Prevention Grant	0	26,549	0	(26,549)
Revenue Contracts with School Districts	126,538	206,820	206,820	0
State Grants, Other	158,996	0	0	0
Miscellaneous	12,221	75,976	165,306	89,330
Sub-Total	\$427,293	\$791,687	\$445,831	\$(345,856)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$376,420	\$0	\$408,637	\$408,637
Sub-Total	\$376,420	\$0	\$408,637	\$408,637
<b>Total</b>	<b>\$803,713</b>	<b>\$791,687</b>	<b>\$854,468</b>	<b>\$62,781</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$7,097,067	\$7,668,931	\$7,636,834	\$(32,097)
Sub-Total	\$7,097,067	\$7,668,931	\$7,636,834	\$(32,097)
<b>Total</b>	<b>\$7,097,067</b>	<b>\$7,668,931</b>	<b>\$7,636,834</b>	<b>\$(32,097)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Police Athletic League revenue is -0- due to the expiration of the grant.

Social Services Trust Fund Revenue (formerly County Justice System Subvention Program AB90), was less than projected due to State Sales Tax revenue collected being less than projected.

Actual monies received in FY 1991/92 for the Family Preservation Program were distributed to State Grants, Other, rather than where budgeted in Miscellaneous Revenue. Accounting revisions will correct this in subsequent fiscal years.

Overall, total revenues in Juvenile Field Services are budgeted at \$62,781 higher than in FY 1991/92.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Intake & Investigation					
<b>% OF RESOURCES: 46.5%</b>					
<b>WORKLOAD</b>					
Intake Referrals Processed	8,689	7,962	7,903	8,482	8,482
Investigations Conducted	4,042	3,375	2,945	3,848	3,848
Informal Cases Supervised Average	678	748	623	716	716
<b>EFFICIENCY</b>					
Unit Cost (Direct Cost/Workload) Cost/Referral	\$111	\$149	\$158	\$159	\$158
Cost/Investigation	\$458	\$568	\$603	\$568	\$563
Cost/Informal Supervision	\$208	\$115	\$150	\$137	\$151
Productivity (Workload/Staff Years) Referrals/Staff Years	324	265	255	283	274
Investigations/Staff Years	79	68	59	79	77
Informal Supervisions/Staff Years	174	340	312	325	358
<b>EFFECTIVENESS</b>					
Petitions Filed	2,814	3,207	2,886	2,640	2,640
% Petitions Filed on Referrals	32%	40%	37%	31%	31%
<b>ACTIVITY B:</b>					
Supervision					
<b>% OF RESOURCES: 53.5%</b>					
<b>WORKLOAD</b>					
Regular Cases Supervised	2,455	2,605	3,009	2,585	2,585
Intensive Cases Supervised	424	516	451	470	470
<b>EFFICIENCY</b>					
Unit Cost (Direct Cost/Workload) Cost/Regular Supervision	\$1,383	\$1,446	\$1,384	\$1,547	\$1,641
Cost/Intensive Supervision	\$2,002	\$1,495	\$1,380	\$1,742	\$1,350
Productivity (Workload/Staff Years) Regular Cases Supervised/Staff Years	36	59	70	38	62
Intensive Cases Supervised/Staff Years	25	57	50	27	52
<b>EFFECTIVENESS</b>					
Amount Collected for Victim Restitution	\$272,770	\$267,296	\$280,027	\$272,770	\$272,770

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0399	Probation Director	0	0.00	2	2.00	0	142,569
2291	Deputy Chief P.O.	1	1.00	1	1.00	\$70,403	\$70,803
2319	Probation Aide	1	1.00	1	1.00	27,933	27,623
2700	Intermediate Clerk Typist	11	11.00	11	11.00	210,383	212,410
2710	Junior Clerk Typist	4	4.00	4	4.00	60,246	61,864
2715	Records Clerk	9	9.00	9	9.00	184,448	186,496
2724	Sr. Transcriber Typist	3	3.00	3	3.00	72,163	72,086
2726	Principal Clerk II	1	1.00	1	1.00	35,060	34,931
2730	Senior Clerk	7	7.00	8	8.00	161,458	190,416
2758	Administrative Sec. III	1	1.00	1	1.00	26,041	30,774
2810	Telephone Operator	2	2.00	2	2.00	38,717	39,783
3009	Word Processor Operator	17	17.00	17	17.00	373,139	375,791
3010	Word Processor Ctr. Supervisor	2	2.00	2	2.00	61,356	61,144
3039	Mail Clerk Driver	1	1.00	1	1.00	21,047	20,714
5065	Deputy Probation Officer	72	69.50	69	67.00	2,596,403	2,496,667
5069	Asst. DPO III	5	5.00	5	5.00	171,139	166,028
5084	Probation Director	3	3.00	0	0.00	146,416	0
5090	Senior Probation Officer	22	21.00	22	22.00	895,179	931,910
5115	Supervising Probation Officer	9	9.00	9	9.00	429,030	425,628
5120	Transportation Officer	1	1.00	1	1.00	37,018	36,686
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	47,669	50,338
<b>Total</b>		<b>173</b>	<b>169.50</b>	<b>170</b>	<b>168.00</b>	<b>\$5,665,248</b>	<b>\$5,634,661</b>
<b>Salary Adjustments:</b>						0	825
<b>Summary Extra Help:</b>						0	14,000
<b>Employee Benefits:</b>						1,836,626	1,892,404
<b>Bilingual Pay:</b>						8,430	8,430
<b>Regular Overtime:</b>						92,405	92,405
<b>Salary Savings:</b>						(149,810)	(156,677)
<b>Total Adjustments</b>						<b>\$1,787,651</b>	<b>\$1,851,387</b>
<b>Program Totals</b>		<b>173</b>	<b>169.50</b>	<b>170</b>	<b>168.00</b>	<b>\$7,452,899</b>	<b>\$7,486,048</b>

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17004

ORGANIZATION #: 3600

MANAGER: James C. Poe

REFERENCE: 1992-93 Proposed Budget - Pg. 48-11

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$10,083,130	\$10,983,448	\$12,323,842	\$11,876,877	\$12,697,620	6.9
Services & Supplies	1,042,278	973,480	942,946	985,672	1,028,173	4.3
Other Charges	0	11,326	2,497	3,696	2,231	(39.6)
Fixed Assets	19,683	3,609	449	0	0	0.0
Communications/Vehicles	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$11,145,091</b>	<b>\$11,971,863</b>	<b>\$13,269,734</b>	<b>\$12,866,245</b>	<b>\$13,728,024</b>	<b>6.7</b>
<b>PROGRAM REVENUE</b>	<b>(1,652,142)</b>	<b>(1,837,317)</b>	<b>(1,921,854)</b>	<b>(1,523,390)</b>	<b>(3,105,210)</b>	<b>103.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$9,492,949</b>	<b>\$10,134,546</b>	<b>\$11,347,880</b>	<b>\$11,342,855</b>	<b>\$10,622,814</b>	<b>(6.3)</b>
<b>STAFF YEARS</b>	<b>239.00</b>	<b>239.00</b>	<b>321.76</b>	<b>282.00</b>	<b>297.00</b>	<b>5.3</b>

**PROGRAM DESCRIPTION**

Juvenile Institutions is comprised of Juvenile Hall, Rancho del Campo, Rancho del Rayo, Girls Rehabilitation Facility, Youth Day Center, and Home Supervision. 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. Those not detained may be placed on home supervision ("house arrest"), diverted to community-based agencies, or released to parents pending court proceedings. Capacity is 339. 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 correctional facilities are Rancho del Campo, Rancho del Rayo, and Girls Rehabilitation Facility. The Juvenile Court is expected to commit 502 boys and 70 girls to juvenile correctional facilities during FY 1992-93, having determined that these juveniles are in need of specialized treatment programs as a result of their behavior. These facilities accommodate 106 boys at Rancho del Rayo, 100 boys at Rancho del Campo and 20 girls in the Girls Rehabilitation Facility. The programs at the facilities include 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

This program overspent budget allocations by \$1,694,418 or 18%. 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. Actual staff years was 39.76 higher than budgeted due to population increases at Juvenile Hall and overtime associated with the population increases.

**1992-93 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 programs.
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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Juvenile Institutional Corrections [105.00 SY; E = \$5,248,606; R = \$2,255,825] 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 43% by program revenue.
  - o A local sentencing option to the Court as an alternative to California Youth Authority, private 24-hour schools and other private placements.
  - o Rancho del Campo funded utilizing revenues from Social Services Realignment Fund.
2. Juvenile Detention [192.00 SY; E = \$8,479,418; R = \$849,385] includes Juvenile Hall and Home Supervision. This activity is:
  - o Mandated/Mandated Service Level.
  - o Offset 10% by program revenue.
  - o The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.
  - o Increased in capacity to 339 due to the completion of a 120-bed expansion project.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
State Meal Subvention	\$649,276	\$512,135	\$512,135	\$0
County Justice System Subvention Program (AB90)	0	425,223	0	(425,223)
Charges for Institutional Care	784,881	527,532	527,532	0
Charges to Other Government Agencies	88,375	58,500	50,000	(8,500)
Miscellaneous	7,108	0	0	0
Sub-Total	\$1,529,640	\$1,523,390	\$1,089,667	\$(433,723)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$392,214	\$0	\$2,015,543	\$2,015,543
Sub-Total	\$392,214	\$0	\$2,015,543	\$2,015,543
<b>Total</b>	<b>\$1,921,854</b>	<b>\$1,523,390</b>	<b>\$3,105,210</b>	<b>\$1,581,820</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$11,347,880	\$11,342,855	\$10,622,814	\$(720,041)
Sub-Total	\$11,347,880	\$11,342,855	\$10,622,814	\$(720,041)
<b>Total</b>	<b>\$11,347,880</b>	<b>\$11,342,855</b>	<b>\$10,622,814</b>	<b>\$(720,041)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Program Revenues for 92/93 budget increased by \$1,581,820 due to the funding of Rancho del Campo through Social Services Trust Fund - Sales Tax Revenues. Actual revenues for 1991/92 exceeded projections in all areas due to increased population.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Juvenile Institutions</b>					
<b>% OF RESOURCES: 97%</b>					
<b><u>WORKLOAD</u></b>					
Average Daily Attendance Juvenile Hall	372	377	364	370	370
Rancho del Rayo	97	102	105	106	106
Girls Rehab. Facility	20	21	25	20	20
Rancho del Campo	46	81	94	100	100
Admissions Juvenile Hall	5,859	6,421	5,515	6,032	6,032
Juvenile Ranch Facilities	592	591	945	502	502
Girls Rehab. Facility	61	99	120	70	70
<b><u>EFFICIENCY</u></b>					
Unit Cost: (Direct Cost/Workload) Juvenile Hall	\$47	\$51	\$60	\$59	\$60
Juvenile Ranch Facilities	\$60	\$61	\$56	\$60	\$60
Productivity: Juvenile Hall ADA/SY	2.41	2.55	1.74	1.97	2.03
Juvenile Ranch ADA/SY	2.24	2.20	1.98	2.34	1.91
<b><u>EFFECTIVENESS</u></b>					
Rancho del Rayo & Rancho del Campo % of Program Completions	64%	63%	64%	64%	64%
Ward Labor Days	11,624	11,800	11,759	11,800	11,800
\$ Value/Labor (based on minimum wage of \$4.25)	\$395,216	\$401,200	\$399,806	\$401,200	\$401,200
Girls Rehab. Facility % of Program Completions	64%	62%	62%	64%	64%
<b>ACTIVITY B: Home Supervision</b>					
<b>% OF RESOURCES: 3%</b>					
<b><u>WORKLOAD</u></b>					
Assignments to Home Supervision	1,171	1,121	1,194	1,100	1,100
Average Daily Cases	89.8	87	90.1	63	63
<b><u>EFFICIENCY</u></b>					
Unit Cost: Daily Cost of Home Supv.	\$11	\$12	\$12	\$17	\$17
Productivity: Avg. Daily Cases/SY	8.98	9.15	9.48	6.63	6.63
<b><u>EFFECTIVENESS</u></b>					
% to Court without JH detention	84%	83%	82%	84%	84%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0399	Probation Director	4	4.00	4	4.00	\$212,156	\$263,275
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,403	70,803
2511	Sr. Payroll Clerk	1	1.00	1	1.00	25,157	25,056
2650	Stock Clerk	1	1.00	1	1.00	17,236	18,890
2658	Storekeeper II	2	2.00	2	2.00	47,446	46,324
2700	Intermediate Clerk Typist	2	1.50	2	1.50	29,782	29,698
2720	Correctional Facility Clerk	4	4.00	4	4.00	83,204	84,070
2728	Detention Proc. Supv.	1	1.00	1	1.00	25,373	29,189
2730	Senior Clerk	2	2.00	2	2.00	46,421	47,898
2758	Admin. Sec. III	1	1.00	1	1.00	26,743	30,774
3002	Booking clerk	13	9.50	13	9.50	228,528	225,193
5065	Deputy P.O.	23	23.00	23	23.00	863,726	863,563
5069	Asst. DPO III	31	31.00	31	31.00	1,044,045	1,052,565
5070	Asst. DPO II	108	108.00	121	121.00	2,721,083	3,225,743
5071	Asst. DPO I	21	21.00	21	21.00	502,583	504,139
5090	Senior P.O.	39	39.00	41	41.00	1,699,089	1,732,609
5115	Supervising Probation Officer	15	15.00	15	15.00	741,272	731,268
6405	Food Services Supervisor	2	2.00	2	2.00	53,841	55,107
6410	Senior Cook	10	10.00	10	10.00	234,022	235,957
6415	Food Services Worker	3	3.00	3	3.00	49,224	49,810
7530	Sew. Room Supervisor	2	2.00	2	2.00	39,742	38,315
<b>Total</b>		<b>286</b>	<b>282.00</b>	<b>301</b>	<b>297.00</b>	<b>\$8,761,076</b>	<b>\$9,360,246</b>
<b>Salary Adjustments:</b>						<b>\$0</b>	<b>\$0</b>
<b>Employee Benefits:</b>						<b>2,687,196</b>	<b>3,019,542</b>
<b>Temporary Help:</b>						<b>139,174</b>	<b>139,174</b>
<b>Standby:</b>						<b>41,391</b>	<b>41,391</b>
<b>Bilingual Pay:</b>						<b>26,167</b>	<b>26,167</b>
<b>Shift Differential:</b>						<b>57,658</b>	<b>57,658</b>
<b>Callback:</b>						<b>155,464</b>	<b>80,464</b>
<b>Premium Overtime:</b>						<b>148,070</b>	<b>148,070</b>
<b>Holiday Premium:</b>						<b>78,303</b>	<b>78,303</b>
<b>Salary Savings:</b>						<b>(217,622)</b>	<b>(253,395)</b>
<b>Total Adjustments</b>						<b>\$3,115,801</b>	<b>\$3,337,374</b>
<b>Program Totals</b>		<b>286</b>	<b>282.00</b>	<b>301</b>	<b>297.00</b>	<b>\$11,876,877</b>	<b>\$12,697,620</b>



PROGRAM: Special Operations

DEPARTMENT: PROBATION

PROGRAM #: 17001

ORGANIZATION #: 3600

MANAGER: J. Douglas Willingham

REFERENCE: 1992-93 Proposed Budget - Pg. 48-12

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,074,635	\$1,338,595	\$1,635,401	\$1,606,701	\$1,649,860	2.7
Services & Supplies	43,562	53,049	52,041	78,140	126,785	62.3
Other Charges	56,300	71,300	76,300	71,300	76,300	7.0
Fixed Assets	8,523	10,331	333	0	13,134	100.0
Vehicle/Comm. Equip.	0	0	0	0	15,200	100.0
<b>TOTAL DIRECT COST</b>	<b>\$1,183,020</b>	<b>\$1,473,275</b>	<b>\$1,764,075</b>	<b>\$1,756,141</b>	<b>\$1,881,279</b>	<b>7.1</b>
<b>PROGRAM REVENUE</b>	<b>(109,886)</b>	<b>(235,235)</b>	<b>(333,312)</b>	<b>(405,158)</b>	<b>(522,805)</b>	<b>29.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,073,134</b>	<b>\$1,238,040</b>	<b>\$1,430,763</b>	<b>\$1,350,983</b>	<b>\$1,358,474</b>	<b>0.6</b>
<b>STAFF YEARS</b>	<b>32.00</b>	<b>33.5</b>	<b>32.43</b>	<b>33.50</b>	<b>34.00</b>	<b>1.5</b>

#### 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

There is no significant difference in total expenditures between 1991-92 budget and actual direct costs. There is an underexpenditure of \$26,099 (33.4%) in Services and Supplies and overexpenditures of \$28,700 (1.7%) in Salaries and Benefits, and \$5,000 (7.0%) in Other Charges. There is a one staff year difference between FY 91/92 budget and actual staff years due to a clerical vacancy.

In the Gang Suppression Unit (GSU), there is a four percent decrease (31 cases) between 91-92 budget and actual intensive cases supervised. GSU filed 231 fewer probation violations than budgeted for FY 91-92 due to Probation Officer vacancies and the more intensive supervision of probationers. The J.U.D.G.E. Unit filed 2 (1%) less probation violations than FY 91-92 budget. Approximately 203 more target offenders were profiled than budgeted for FY 91-92 due to the backlog of adult offender cases that were also profiled during this period.

**1992-93 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%.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Gang Suppression Unit [25.00 SY; E = \$1,299,541; R = \$58,706] includes intensive supervision of 720 adult and juvenile gang members on probation. This activity is:
  - o Mandated/Discretionary Service Level.
  - o Offset 4.5% by \$58,706 in revenue from the Operation Weed and Seed Program.
  - o Able to supervise a monthly average of 489 adult and 330 juvenile high-risk, gang involved offenders.
  - o Increasing by 1.0 staff year to increase efforts and resources needed to combat drug and gang problems through Operation Weed and Seed.
2. Jurisdictions Unified for Gang and Drug Enforcement Unit (J.U.D.G.E) [9.00 SY; E = \$505,438; R = \$464,099] 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 91.9% by \$464,099 in revenues from the San Diego Regional Drug Enforcement Program, the Asset Forfeiture Program, and the County Master Plan grant.
3. Border Youth Project [0.00 SY; E = \$76,300; R = \$0] This activity is:
  - o Discretionary/Discretionary Service Level.
  - o Able to facilitate the return of approximately 126 Mexican national juvenile offenders to Mexican authorities per year.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Jurisdictions Unified for Drug and Gang Enforcement (J.U.D.G.E.)	\$331,704	\$331,704	\$334,866	\$3,162
Asset Forfeiture Fund	0	73,454	73,454	0
County Master Plan	0	0	55,779	55,779
Operation Weed & Seed	0	0	58,706	58,706
Miscellaneous	1,608	0	0	0
Sub-Total	\$333,312	\$405,158	\$522,805	\$117,647
<b>Total</b>	<b>\$333,312</b>	<b>\$405,158</b>	<b>\$522,805</b>	<b>\$117,647</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$1,430,763	\$1,350,983	\$1,358,474	\$7,491
Sub-Total	\$1,430,763	\$1,350,983	\$1,358,474	\$7,491
<b>Total</b>	<b>\$1,430,763</b>	<b>\$1,350,983</b>	<b>\$1,358,474</b>	<b>\$7,491</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

There is a net increase of \$117,647 (29.0%) in total revenue from FY 1991-92 to FY 1992-93 due to grant funds of \$58,706 for Operation Weed and Seed, and \$55,779 for the County Master Plan; and an increase of \$3,162 in grant funds for J.U.D.G.E. The County Master Plan and Operation Weed and Seed program both target drug and gang offenders and aim to increase efforts and resources to free our communities from gang and drug activities.

\*The revenue of \$73,454 which was budgeted in the J.U.D.G.E. Unit (#3694) for FY's 91-92 and 92-93 budgets is now budgeted in the Probation Asset Forfeiture Program (#5930). Actual revenue in the amount of \$15,271 for FY 91-92 is reported in this organizational unit. The FY 93-94 budget will reflect where this revenue is actually budgeted.

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**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Computers	24	each	\$12,600
Computers	1	each	534
<b>Total</b>			<b>\$13,134</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
Mobile radio	1	each	\$800
Vehicle	1	each	14,400
<b>Total</b>			<b>\$15,200</b>

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Gang Suppression Unit					
<b>% OF RESOURCES: 69%</b>					
<u>WORKLOAD</u>					
Intensive Cases Supervised	771	795	788	819	819
<u>EFFICIENCY</u>					
Unit Cost (Direct Cost/Workload) Cost/Intensive Supervision	\$1,194	\$1,417	\$1,737	\$1,508	\$1,587
Productivity (Workload/Staff Years) Intensive Cases Supervised/Staff Years	31	33	35	34	33
<u>EFFECTIVENESS</u>					
# of Probation Violations filed	839	646	585	816	585
<b>ACTIVITY B:</b>					
J.U.D.G.E. Unit					
<b>% OF RESOURCES: 27%</b>					
<u>EFFECTIVENESS</u>					
# Interagency meetings attended	12	12	12	12	12
# Target offenders profiled	162	912	759	556	780
# Probation violations filed	149	162	160	162	162

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2700	Intermediate Clerk Typist	2	2.00	2	2.00	\$35,926	\$35,936
2730	Senior Clerk	3	2.00	2	2.00	48,064	44,755
3009	Word Processor Operator	3	3.00	3	3.00	69,332	70,132
5065	Deputy Probation Officer	21	18.50	18	18.00	700,720	669,034
5084	Probation Director	1	1.00	1	1.00	53,039	61,596
5090	Senior Probation Officer	4	4.00	5	5.00	170,310	214,535
5115	Supervising Prob. Officer	4	3.00	3	3.00	143,010	141,876
<b>Total</b>		<b>38</b>	<b>33.50</b>	<b>34</b>	<b>34.00</b>	<b>\$1,220,401</b>	<b>\$1,237,864</b>
<b>Salary Adjustments:</b>						<b>\$0</b>	<b>\$0</b>
<b>Employee Benefits:</b>						<b>353,981</b>	<b>379,388</b>
<b>Regular Overtime:</b>						<b>65,006</b>	<b>65,006</b>
<b>Salary Savings:</b>						<b>(32,687)</b>	<b>(32,398)</b>
<b>Total Adjustments</b>						<b>\$386,300</b>	<b>\$411,996</b>
<b>Program Totals</b>		<b>38</b>	<b>33.50</b>	<b>34</b>	<b>34.00</b>	<b>\$1,606,701</b>	<b>\$1,649,860</b>

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000  
MANAGER: Carl Darnell

ORGANIZATION #: 3600  
REFERENCE: 1992-93 Proposed Budget - Pg. 48-9

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,955,350	\$2,208,919	\$2,359,888	\$2,358,840	\$2,236,292	(5.2)
Services & Supplies	284,860	298,146	175,866	338,020	418,307	23.8
Other Charges	1,517	14,420	0	0	0	0.0
Fixed Assets	0	48,789	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$2,241,727</b>	<b>\$2,570,274</b>	<b>\$2,535,754</b>	<b>\$2,696,860</b>	<b>\$2,654,599</b>	<b>(1.6)</b>
<b>PROGRAM REVENUE</b>	<b>(501,666)</b>	<b>(525,856)</b>	<b>(487,995)</b>	<b>(474,550)</b>	<b>(474,550)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,740,061</b>	<b>\$2,044,418</b>	<b>\$2,047,759</b>	<b>\$2,222,310</b>	<b>\$2,180,049</b>	<b>(1.9)</b>
<b>STAFF YEARS</b>	<b>39.00</b>	<b>41.00</b>	<b>40.81</b>	<b>41.00</b>	<b>37.00</b>	<b>(9.8)</b>

**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 1,159 staff years associated with five operational program components located in 17 facilities and offices throughout the County.

A total of four staff years were reduced from this program: One Senior Clerk transferred to Juvenile Field Services, a Senior Probation Officer, Legislative Analyst, and Chaplain Coordinator were deleted as part of budget reductions.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The net County cost in this program was under budget by \$174,551 or 7.9% due primarily to a \$163,202 savings in services and supplies due to implementation of a purchasing freeze.

**1992-93 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 participation in the Volunteers in Probation program.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Office of the Chief Probation Officer [4.00 SY; E = \$349,318; R = \$5,182] 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 [33.00 SY; E = \$2,305,281; R = \$469,368] includes administrative and technical support services to the Department's five operational programs. This activity is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 20.3% by program revenue.
  - o Able to provide 48,468 training hours and 30,000 hours of volunteer service.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Standard in Training for Corrections (SB924)	\$424,192	\$406,750	\$406,750	\$0
County Justice System Subvention Program (AB90)	0	67,800	0	(67,800)
Misc. Revenue	(628)	0	0	0
Sub-Total	\$423,564	\$474,550	\$406,750	\$(67,800)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$63,175	\$0	\$67,800	\$67,800
Sub-Total	\$63,175	\$0	\$67,800	\$67,800
<b>Total</b>	<b>\$486,739</b>	<b>\$474,550</b>	<b>\$474,550</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$2,047,759	\$2,222,310	\$2,180,049	\$(42,261)
Sub-Total	\$2,047,759	\$2,222,310	\$2,180,049	\$(42,261)
<b>Total</b>	<b>\$2,047,759</b>	<b>\$2,222,310</b>	<b>\$2,180,049</b>	<b>\$(42,261)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

There is no change in revenue with the exchange of State County Justice System Subvention for State Realignment revenue.

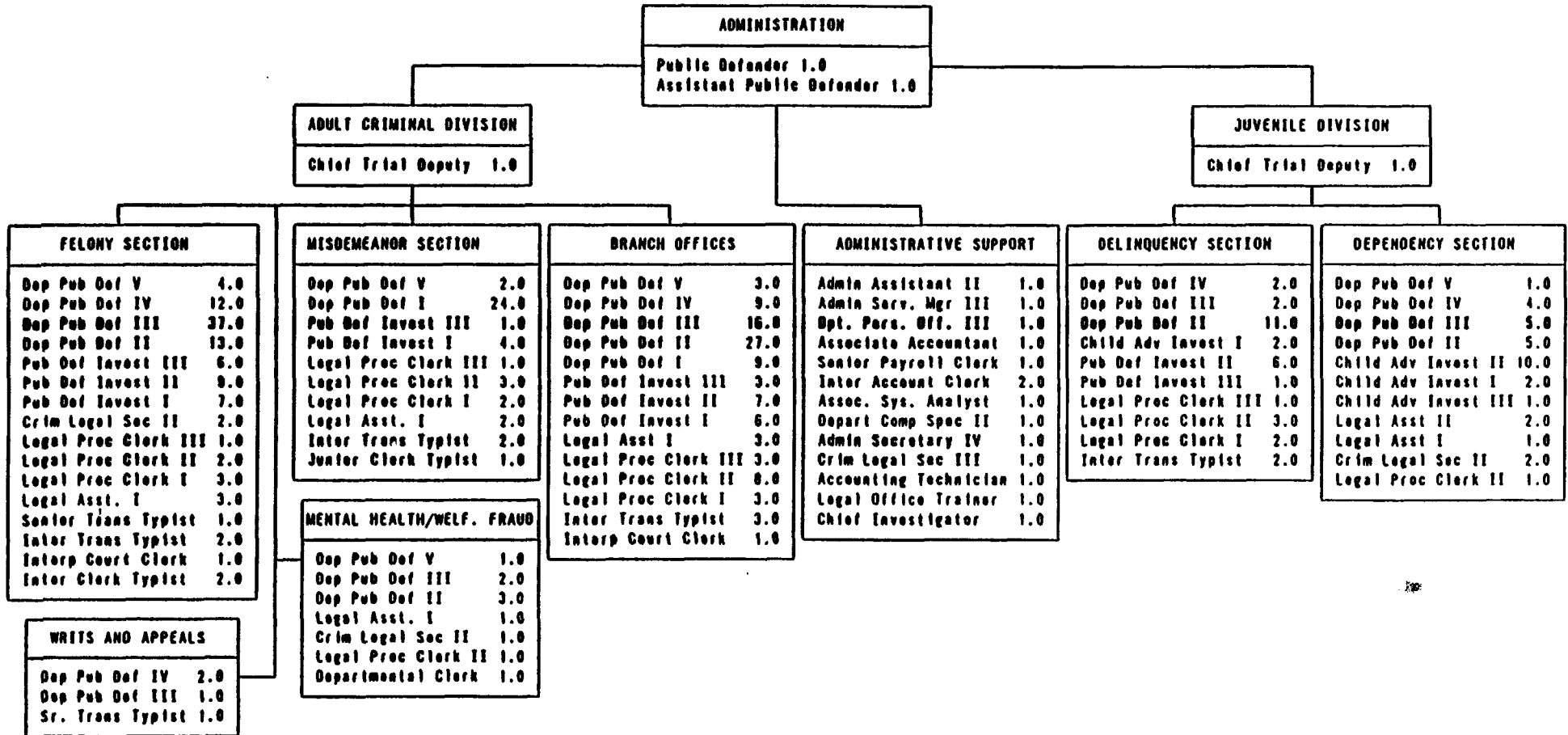
## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2157	Chief Probation Officer	1	1.00	1	1.00	\$99,599	\$99,223
2265	Asst. Chief Probation Officer	1	1.00	1	1.00	85,972	86,549
2266	Deputy Chief P.O. Mgmt. Svcs.	1	1.00	1	1.00	71,043	67,401
2312	Dept. Personnel & Training Adm.	1	1.00	1	1.00	57,705	57,483
2319	Probation Aide	1	1.00	1	1.00	27,786	27,623
2328	Dept. Personnel Off. II	0	0.00	1	1.00	0	46,162
2330	Dept. Personnel Off. I	2	2.00	2	2.00	82,590	83,686
2358	Coord., Prob. Community Aff.	0	0.00	1	1.00	0	41,109
2365	Staff Development Specialist	1	1.00	1	1.00	36,379	36,381
2367	Prin. Admin. Anal.	0	0.00	1	1.00	0	52,157
2395	Mgr. Prob. Program Planning	1	1.00	1	1.00	57,705	57,483
2410	Legislative Analyst	1	1.00	0	0.00	46,351	0
2412	Analyst II	2	2.00	2	2.00	81,888	83,557
2413	Analyst III	4	4.00	2	2.00	146,965	92,324
2427	Associate Systems Analyst	1	1.00	1	1.00	42,056	49,673
2511	Senior Payroll Clerk	3	3.00	3	3.00	66,881	71,905
2537	Department Budget Manager	1	1.00	1	1.00	57,705	57,483
2658	Storekeeper II	1	1.00	1	1.00	24,866	24,783
2730	Senior Clerk	4	4.00	2	2.00	92,901	47,898
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2757	Admin. Secretary II	1	1.00	1	1.00	22,146	22,151
2758	Admin. Secretary III	2	2.00	2	2.00	61,243	61,548
2759	Admin. Secretary IV	1	1.00	1	1.00	33,251	33,135
3008	Senior Word Proc. Operator	1	1.00	1	1.00	25,705	25,602
3009	Word Processing Operator	1	1.00	1	1.00	21,052	22,034
3119	Dept. Comp. Spec. II	1	1.00	1	1.00	35,414	35,270
5031	Chaplain Coordinator	1	1.00	0	0.00	32,306	0
5064	Prob. Staff Development Coord.	1	1.00	1	1.00	45,842	45,663
5065	Deputy P.O.	1	1.00	1	1.00	39,262	38,924
5090	Senior P.O.	3	3.00	2	2.00	129,801	85,814
5115	Supervising Probation Officer	1	1.00	0	0.00	41,104	0
6344	Coord., Vol. Svcs.	0	0.00	1	1.00	0	23,949
<b>Total</b>		<b>41</b>	<b>41.00</b>	<b>37</b>	<b>37.00</b>	<b>\$1,593,405</b>	<b>\$1,504,739</b>
<b>Salary Adjustments:</b>						<b>\$0</b>	<b>\$29,203</b>
<b>Regular Overtime (SB 924 reimbursed):</b>						<b>192,577</b>	<b>\$192,577</b>
<b>Employee Benefits:</b>						<b>621,537</b>	<b>558,195</b>
<b>Salary Savings:</b>						<b>(48,679)</b>	<b>(48,422)</b>
<b>Total Adjustments</b>						<b>\$765,435</b>	<b>\$731,553</b>
<b>Program Totals</b>		<b>41</b>	<b>41.00</b>	<b>37</b>	<b>37.00</b>	<b>\$2,358,840</b>	<b>\$2,236,292</b>

**PUBLIC DEFENDER**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>Indigent Defense</b>	\$17,446,910	\$20,315,255	\$22,598,959	\$23,198,788	\$23,322,610	\$123,822	0.5
<b>TOTAL DIRECT COST</b>	\$17,446,910	\$20,315,255	\$22,598,959	\$23,198,788	\$23,322,610	\$123,822	0.5
<b>PROGRAM REVENUE</b>	(933,509)	(1,017,138)	(1,094,457)	(1,043,282)	(1,055,544)	(12,262)	1.1
<b>NET GENERAL FUND COST</b>	\$16,513,401	\$19,298,117	\$21,504,502	\$22,155,506	\$22,267,066	\$111,560	0.5
<b>STAFF YEARS</b>	271.70	327.01	333.11	346.00	344.00	(2.00)	(0.6)

**DEPARTMENT OF THE PUBLIC DEFENDER  
346 POSITIONS**



October 30, 1992

12-2

PROGRAM: Indigent Defense

DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023

ORGANIZATION #: 2950

MANAGER: Francis J. Bardsley

REFERENCE: 1992-93 Proposed Budget - Pg. 50-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$14,445,410	\$18,700,950	\$20,818,894	\$21,011,034	\$21,712,630	3.3
Services & Supplies	1,449,424	1,537,967	1,703,271	2,187,754	1,609,980	(26.4)
Other Charges	1,384,618	0	0	0	0	0.0
Fixed Assets	167,458	76,338	76,794	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$17,446,910</b>	<b>\$20,315,255</b>	<b>\$22,598,959</b>	<b>\$23,198,788</b>	<b>\$23,322,610</b>	<b>0.5</b>
<b>PROGRAM REVENUE</b>	<b>(933,509)</b>	<b>(1,017,138)</b>	<b>(1,094,457)</b>	<b>(1,043,282)</b>	<b>(1,055,544)</b>	<b>0.3</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$16,513,401</b>	<b>\$19,298,117</b>	<b>\$21,504,502</b>	<b>\$22,155,506</b>	<b>\$22,267,066</b>	<b>0.5</b>
<b>STAFF YEARS</b>	<b>271.70</b>	<b>327.01</b>	<b>333.11</b>	<b>346.00</b>	<b>344.00</b>	<b>(0.6)</b>

**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.

## 1991-92 BUDGET TO ACTUAL COMPARISON

In the 1991-92 Budget to Actual Comparison, the actual costs were under budget by \$651,004. The primary reasons that the budget was underspent is due to \$192,140 savings in Salaries & Wages by delaying hirings; \$484,483 savings in Services and Supplies due to prudent use of investigative travel, psychological evaluations, expert witnesses and expenses related to Capital murder cases, and \$51,175 in over-realized revenues.

## 1992-93 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 where no conflict exists.
3. To continue to coordinate with other justice system agencies in developing 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 volunteers, experienced staff members and experts.
5. To accept as many capital murder cases as our resources allow in order to control County cost for this expensive criminal litigation.

## 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administration [17.00 SY; E = \$1,131,407; R = \$0] including all administrative support staff and Director's office is:
  - 1 Mandated/Discretionary Service Level.
  - 1 Providing administrative support for Director, attorneys, and investigators.
  - 1 Providing accounting support and reports.
  - 1 Providing budgeting responsibilities.
  - 1 Coordinating EDP systems.
  - 1 Reviewing personnel, payroll and employee performance.
  - 1 Providing planning, long term and short term.
  - 1 Coordinating purchasing and stores.
  - 1 Coordinating travel for attorneys and investigators.
2. Legal Services [327.00 SY; E = \$22,191,203; R = \$1,046,318] including all legal support and investigators is:
  - 1 Mandated/Discretionary Service Level.
  - 1 Providing a high level of defense to indigent clients on criminal matters in Municipal Court and Superior Court.
  - 1 Providing attorney services in delinquency and dependency issues.
  - 1 Providing mental health legal services to clients.
  - 1 Providing legal support to staff of 195 attorneys.
  - 1 Providing investigative services to all attorneys.
  - 1 Providing writs and appeals service to attorneys.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Court Fees and Costs,	955,803	974,079	983,305	9,226
Court Appointed Attorneys	0	0	0	0
Other Revenue	74,263	69,203	0	(69,203)
Sub-Total	\$1,030,066	\$1,043,282	\$983,305	\$(59,977)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$64,391	\$0	\$72,239	\$72,239
Sub-Total	\$64,391	\$0	\$72,239	\$72,239
Total	\$1,094,457	\$1,043,282	\$1,055,544	\$12,262

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$22,598,959	\$22,155,506	\$22,071,262	\$(84,244)
Sub-Total	\$22,598,959	\$22,155,506	\$22,071,262	\$(84,244)
Total	\$22,598,959	\$22,155,506	\$22,071,262	(84,244)

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The \$69,203 amount in other revenue was reduced due to the Governor's realignment of AB-90 funds to the Social Services Trust Fund funded by sales tax.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: TOTAL CASES ASSIGNED</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
Capital Cases (Death Penalty)	1	3	9	5	4*
% of Total Cases	0	0	0	0	0
Serious Felonies	1,385	1,738	2,130	1,677	2,055*
% of Total Cases	1.4	1.5	1.9	1.4	1.8
Felonies	15,478	16,329	15,174	16,838	15,174
% of Total Cases	15.5	14.0	13.6	14.5	13.5
Misdemeanors	75,906	89,688	85,557	87,654	85,557
% of Total Cases	75.8	77.1	76.6	75.5	76.2
Juvenile Delinquency	3,373	3,433	3,254	3,500	3,250
% of Total Cases	3.4	2.9	2.9	3.0	2.9
Juvenile Dependency	615	1,398	1,918	2,500	2,500
% of Total Cases	0.6	1.2	1.7	2.2	2.2
Mental Health	3,408	3,785	3,687	4,000	3,750
% of Total Cases	3.4	3.3	3.3	3.4	3.4

\* Due to budget constraints, murder and death penalty cases must be reduced because of lack of personnel and funds. Should the actual number of murder and death penalty cases exceed the budgeted amount, there will be insufficient investigators, attorneys, and funds for psychological evaluations, witness expenses, experts, and investigative travel. Without appropriate defense funds, the Public Defender must by law, declare himself unavailable, and the court must appoint private counsel at a much higher cost.



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$63,885	\$63,641
0370	Chief Trial Deputy	2	2.00	2	2.00	189,736	189,012
2124	Public Defender	1	1.00	1	1.00	117,805	117,367
2201	Assistant Public Defender	1	1.00	1	1.00	104,498	99,137
2303	Admin. Assistant II	1	1.00	1	1.00	31,072	36,589
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,355	52,157
2370	Admin. Services Manager III	1	1.00	1	1.00	54,957	54,747
2403	Accounting Technician	1	1.00	1	1.00	26,760	23,312
2425	Associate Accountant	1	1.00	1	1.00	37,260	37,125
2427	Associate Systems Analyst	1	1.00	1	1.00	42,015	41,843
2493	Intermediate Account Clerk	2	2.00	2	2.00	37,617	38,532
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,573	25,056
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,208	41,340
2709	Departmental Clerk	1	1.00	1	1.00	14,562	14,592
2710	Junior Clerk Typist	1	1.00	1	1.00	15,949	16,684
2712	Interpreter Court Clerk	2	2.00	2	2.00	50,984	60,650
2714	Inter. Transcriber Typist	9	9.00	9	9.00	178,209	180,053
2724	Senior Transcriber Typist	2	2.00	2	2.00	52,822	52,620
2731	Legal Office Trainer	1	1.00	1	1.00	40,011	32,175
2759	Admin. Secretary IV	1	1.00	1	1.00	28,792	28,794
2763	Legal Secretary II	0	0.00	0	0.00	0	0
2765	Legal Secretary III	0	0.00	0	0.00	0	0
2776	Crim. Legal Secretary II	5	5.00	5	5.00	124,182	149,474
2777	Crim. Legal Secretary III	1	1.00	1	1.00	34,771	34,641
2903	Legal Procedures Clerk I	10	10.00	10	10.00	206,762	209,876
2906	Legal Procedures Clerk III	6	6.00	6	6.00	145,849	151,673
2907	Legal Procedures Clerk II	18	18.00	18	18.00	390,783	388,662
3119	Dept. Computer Specialist II	1	1.00	1	1.00	29,867	35,270
3910	Deputy Public Defender I	33	33.00	33	33.00	1,431,373	1,534,723
3911	Deputy Public Defender II	59	59.00	59	59.00	3,382,110	3,439,009
3912	Deputy Public Defender III	63	63.00	63	63.00	4,264,018	4,266,569
3913	Deputy Public Defender IV	29	29.00	29	29.00	2,284,610	2,244,643
3914	Deputy Public Defender V	11	11.00	11	11.00	908,302	1,027,379
3935	Legal Assistant	10	10.00	10	10.00	254,334	253,213
3936	Legal Assistant II	2	2.00	2	2.00	66,382	66,104
5266	Social Worker IV	4	4.00	0	0.00	117,120	0
5764	Public Defender Invest. I	17	17.00	17	15.00	607,403	581,961
5765	Public Defender Invest. II	22	22.00	22	22.00	903,498	906,958
5766	Public Defender Invest. III	11	11.00	11	11.00	475,565	480,430
5769	Child Advocacy Invest. I	4	4.00	4	4.00	149,593	153,117
5770	Child Advocacy Invest. II	6	6.00	10	10.00	213,274	383,318
5771	Child Advocacy Invest. III	1	1.00	1	1.00	39,581	39,594
<b>Total</b>		<b>346</b>	<b>346.00</b>	<b>346</b>	<b>344.00</b>	<b>\$17,234,447</b>	<b>\$17,552,040</b>
<b>Salary Adjustments:</b>						<b>(85,131)</b>	<b>(1,101)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>4,288,868</b>	<b>4,602,299</b>
<b>Salary Savings:</b>						<b>(427,150)</b>	<b>(440,608)</b>
<b>Total Adjustments</b>						<b>\$3,776,587</b>	<b>\$4,160,590</b>
<b>Program Totals</b>		<b>346</b>	<b>346.00</b>	<b>346</b>	<b>344.00</b>	<b>\$21,011,034</b>	<b>\$21,712,630</b>

**SHERIFF'S DEPARTMENT**

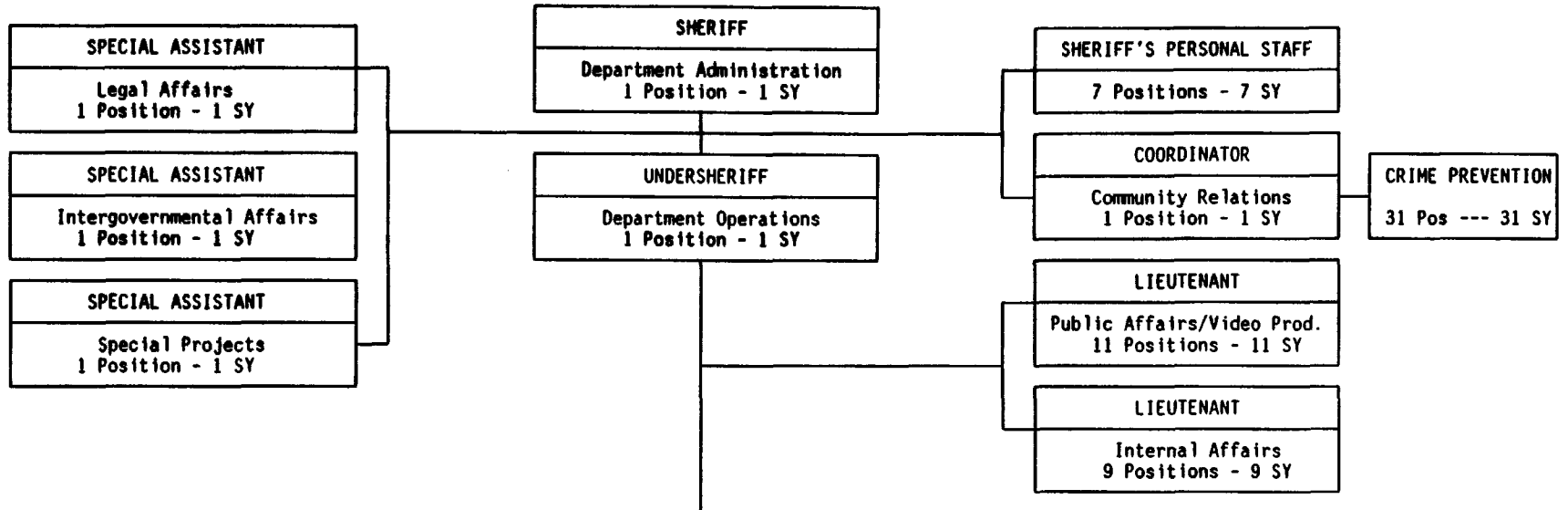
	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Detention Facility Services	\$56,697,381	\$61,615,554	\$67,980,652	\$67,996,115	\$69,790,552	\$1,794,437	2.6
Law Enforcement Services	49,312,281	55,156,213	60,173,354	56,837,360	59,007,067	2,169,707	3.8
Administrative Services	7,737,007	9,759,048	11,046,403	10,314,887	10,371,419	56,532	0.6
Office of the Sheriff	1,914,695	2,731,826	2,063,721	2,090,860	3,062,924	972,064	46.5
<b>TOTAL DIRECT COST</b>	<b>\$115,661,364</b>	<b>\$129,262,641</b>	<b>\$141,264,130</b>	<b>\$137,239,222</b>	<b>\$142,231,962</b>	<b>\$4,992,740</b>	<b>3.6</b>
<b>PROGRAM REVENUE</b>	<b>(25,859,381)</b>	<b>(28,776,482)</b>	<b>(31,471,611)</b>	<b>(36,634,754)</b>	<b>(39,801,998)</b>	<b>(3,167,244)</b>	<b>8.7</b>
<b>NET GENERAL FUND COST</b>	<b>\$89,801,983</b>	<b>\$100,486,159</b>	<b>\$109,792,519</b>	<b>\$100,604,468</b>	<b>\$102,429,964</b>	<b>\$1,825,496</b>	<b>1.8</b>
<b>STAFF YEARS POSITIONS</b>	<b>2,266.50</b> 2,268	<b>2,337.50</b> 2,351	<b>2,435.00</b> 2,478	<b>2,394.50</b> 2,470	<b>2,457.34</b> 2,526	<b>62.84</b> 56.00	<b>2.6</b> 2.3

Note: All 3000 accounts included in Services and Supplies.

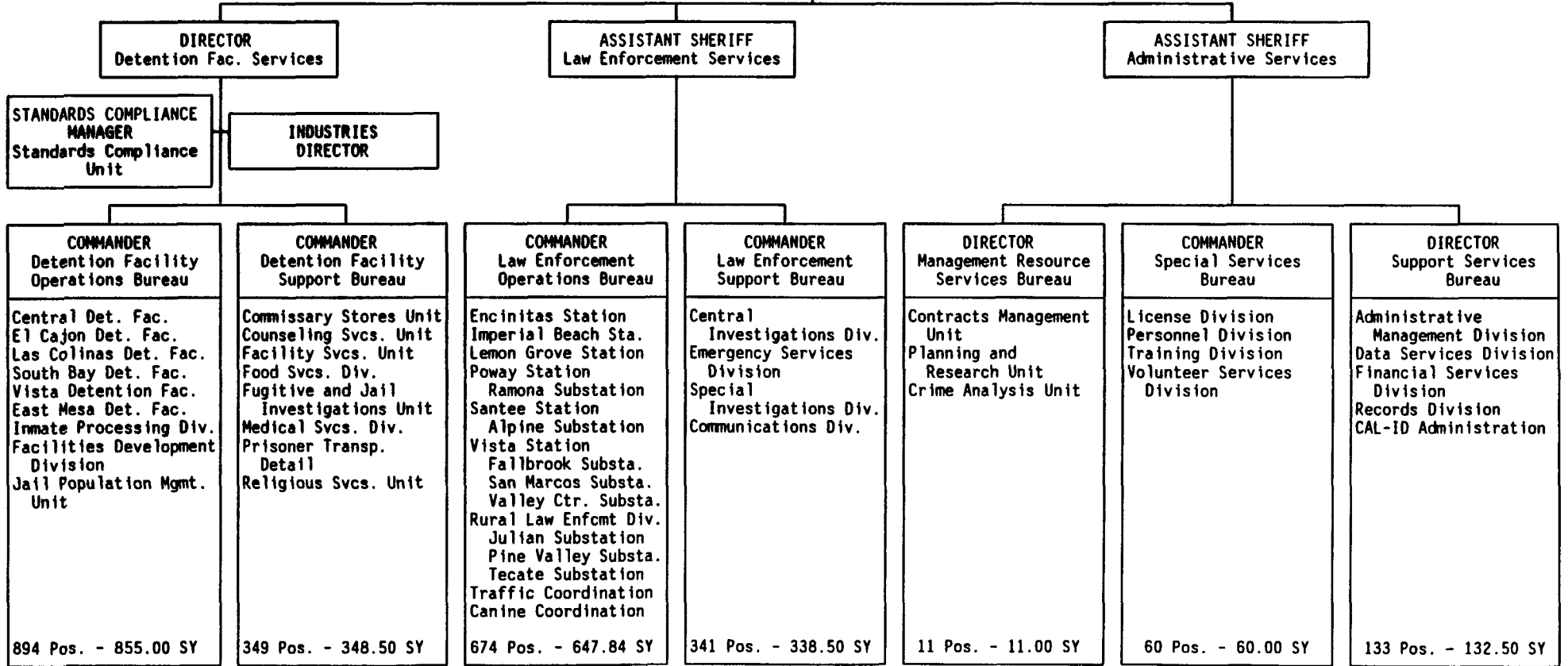
**SHERIFF'S ASSET FORFEITURE PROGRAM**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Total Direct Cost	\$793,244	\$1,723,187	\$2,228,813	\$3,497,705	\$2,727,565	\$(770,140.00)	(22.0)
Revenue	\$(1,599,186)	\$(2,149,265)	\$(2,302,091)	\$(3,497,705)	\$(1,900,000)	\$1,597,705.00	(45.7)
Fund Balance Contribution	\$805,942	\$(426,078)	\$73,278	\$0	\$(827,565)	\$(827,565.00)	(100.0)
<b>Net General Fund Cost</b>	<b>\$0</b>	<b>\$(852,156)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>

**1992-93 FINAL BUDGET  
SAN DIEGO COUNTY SHERIFF'S DEPARTMENT**



13-2



PROGRAM: Detention Facility Services

DEPARTMENT: SHERIFF

PROGRAM #: 12001

ORGANIZATION #: 2400

MANAGER: James Painter, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 58-10

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$43,089,487	\$49,288,170	\$54,742,688	\$55,136,076	\$56,723,757	2.9
Services & Supplies	13,311,356	11,777,443	13,204,138	12,860,039	12,759,459	(0.8)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	168,498	549,941	33,826	0	153,337	100.0
Vehicles/Communications	128,040	0	0	0	153,999	100.0
<b>TOTAL DIRECT COST</b>	<b>\$56,697,381</b>	<b>\$61,615,554</b>	<b>\$67,980,652</b>	<b>\$67,996,115</b>	<b>\$69,790,552</b>	<b>2.6</b>
<b>PROGRAM REVENUE</b>	<b>(2,455,319)</b>	<b>(1,841,611)</b>	<b>(2,334,189)</b>	<b>(6,831,708)</b>	<b>(8,243,315)</b>	<b>20.7</b>
<b>NET GENERAL FUND CONTRIBUTIONS</b>	<b>\$54,242,062</b>	<b>\$59,773,943</b>	<b>\$65,646,463</b>	<b>\$61,164,407</b>	<b>\$61,547,237</b>	<b>0.6</b>
<b>STAFF YEARS</b>	<b>1,118.50</b>	<b>1,137.50</b>	<b>1,203.50</b>	<b>1,169.75</b>	<b>1,203.50</b>	<b>2.9</b>
<b>POSITIONS</b>	<b>1,119</b>	<b>1,138</b>	<b>1,243</b>	<b>1,240</b>	<b>1,243</b>	<b>10.8</b>

**PROGRAM DESCRIPTION**

The Sheriff operates the County's Detention Facility System with the unique exception of two 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 committed by the courts to the 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 approximately 3,900 inmates annually to the Probation Department and utilizes approximately 1,900 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 eight facilities located in downtown San Diego, the cities of Vista, Santee, El Cajon, and Chula Vista, as well as Descanso and East Mesa. The State Board of Corrections has rated these eight facilities with a combined capacity of just over 2,641 inmates. The inmate population has a mandated court-ordered cap of 4,290. It is projected that the Sheriff will process over 134,000 persons received from the various law enforcement agencies and Courts in FY 1992-93. (This figure does not include the estimated number of persons processed at the East Mesa Maximum Facility if it becomes operational. The Board of Supervisors is working diligently to open the Facility in January, 1993.)

A wide spectrum of system-wide support is utilized in the Sheriff's eight 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 400,000 prisoners in- and out-of-county are transported annually to courts, other local detention facilities, hospitals, or State institutions.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and Benefits actual expenditures for 1991-92 were under budget due in part to internal constraints implemented by executive management in the area of overtime expenditures. Services and Supplies actual expenditures exceeded budget due to the historical underfunding of food, household expenses, inmate hospitalization and clothing costs. The variance in Budgeted vs. Actual Fixed Assets is due to mid-year appropriations approved by the Board of Supervisors.

**1992-93 OBJECTIVES**

1. To maintain the safety and security of approximately 4,300 inmates daily system-wide.
2. To efficiently process 130,000 inmate bookings, records, visitors, and general transactions of the Central, Descanso, South Bay, Las Colinas, El Cajon, Vista, and East Mesa Detention facilities.
3. To provide efficient and timely transportation to approximately 400,000 inmates in- and out-of-county 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 medical services as directed by Title 15 of the California Administrative Code by:
  - a. Operating a health care delivery system for all inmates in the custody of the Sheriff. This includes receiving, screening, emergency response, scheduled sick calls, specialty clinic care, monitored sheltered living, contagious disease management, referrals to off-site providers, dental care, pharmaceutical management, medical records management, utilization review, fiscal management, and logistics.
  - b. Continuing to address and develop programs for the management of the dramatically increasing numbers of inmates with communicable diseases such as HIV, tuberculosis, and hepatitis.
  - c. Attempting to resolve critical staff shortages and actively recruiting and retaining qualified personnel. Lack of staff continues to hinder the efficient operation of the Medical Services Division and the medication delivery system.
  - d. Continuing to address fixed assets shortages in the clinical equipment, as well as data processing, areas.
  - e. Maintaining an active utilization review program by monitoring the length of hospital stays and aggressively interacting with outside staff to slow the rise in in-patient days. A rise is, however, inevitable due to the increased acuity, illnesses, and overall poor health of those being brought into our jail system.
  - f. Increasing emphasis on our staff training (the Detention Medical Services Division is an approved provider by the California State Board of Nursing) as a vital and necessary adjunct to providing appropriate patient care.
6. Developing an Industries Program which will provide educational/vocational services to inmates.
7. Seeking funding sources; ie. grants for detention programs which may be available at the local state and national levels.
8. Increasing 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.
9. Opening the East Mesa Maximum Detention Facility for occupancy at full capacity and close Las Colinas Men's and El Cajon facilities.
10. Strengthening and improving the management structure and operation of the Detention Facility Services Division through reorganization.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. DETENTION FACILITIES OPERATIONS BUREAU [855.00 SY; E = \$42,749,510; R = \$7,088,936] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for housing prisoners in eight detention facilities as mandated by Government Code 26605.
  - o Mandated to hold the population at the court-ordered cap of 4,290.
  - o Added 27 staff years for the expansion of the East Mesa Medium Facility.
  - o Since the adoption of the budget, 76 staff years were added to the Sheriff's Department for operations and support of the Descanso Detention Facility which the Board of Supervisors transferred from the Probation

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- Mandated to hold the population at the court-ordered cap of 4,290.
  - Added 27 staff years for the expansion of the East Mesa Medium Facility.
  - Since the adoption of the budget, 76 staff years were added to the Sheriff's Department for operations and support of the Descanso Detention Facility which the Board of Supervisors transferred from the Probation Department to the Sheriff's Department.
  - Since the adoption of the budget, 132 unfunded staff years for the operations and support of East Mesa Maximum were added to the Compensation Ordinance. Funding for the positions held in Contingency Reserve is anticipated in early 1993.
  - In 1992-93 Fixed Assets, totalling \$307,336 which were Revenue Offset, were adopted by the Board for operations and support of the East Mesa Maximum Facility.
2. DETENTION FACILITY SUPPORT BUREAU [348.50 SY; E = \$27,041,042; R = \$1,154,379] including support personnel is:
- Mandated/Discretionary Service Level.
  - 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.
  - Responsible for preparation of approximately 7 million meals annually.
  - Responsible for transporting over 400,000 prisoners in- and out-of-county annually to courts, other local detention facilities, hospitals, or State institutions.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
State Aid - AB8 (Acct. 9411)	\$0	\$593,269	\$0	\$(593,269)
State Aid - Health Realign. - VLF (Acct. 9262)	593,269	0	593,269	593,269
State Aid - AB8 - Prior Years (Acct. 9985)	153,406	0	0	0
Sub-Total	\$746,675	\$593,269	\$593,269	\$0
<b>FINES, FORFEITURES &amp; PENALTIES:</b>				
AB189 Criminal Justice Facilities (Acct. 9176)	\$90,000	\$0	\$307,336	\$307,336
Sub-Total	\$90,000	\$0	\$307,336	\$307,336
<b>CHARGES FOR CURRENT SERVICES:</b>				
Charges in Internal Service Fund (Acct. 9786)	\$419,935	\$519,110	\$519,110	\$0
Transportation of Prisoners (Acct. 9851)	18,025	15,000	18,000	3,000
Institutional Care-Fed/City Prisoners (Acct. 9944)	114,293	135,000	135,000	0
Institutional Care-County (Acct. 9945)	30,829	25,000	13,000	(12,000)
Institutional Care-State (Acct. 9946)	202,735	500,000	400,000	(100,000)
Other Miscellaneous (Acct. 9979)	1,949	12,000	3,600	(8,400)
Law Enf. Svs.-Other Govt. (Acct. 9852, 9853)	0	0	0	0
Booking Fees (Acct. 9857)	52,052	5,000,000	5,000,000	0
Institutional Care - Private (Acct. 9947)	177	0	0	0
Jail Bed Leasing (Acct. 9858)	131,556	0	1,230,000	1,230,000
Charge in Airport ENT Fund (Acct. 9787)	981	0	0	0
Sub-Total	\$972,532	\$6,206,110	\$7,318,710	\$1,112,600
<b>OTHER REVENUE:</b>				
Recovered Expenditure (Acct. 9989)	\$8,861	\$2,000	\$9,000	\$7,000
Other Miscellaneous (Acct. 9995)	6,531	0	15,000	15,000
Rev. App. Pr. Yr.-Fed. Aid (Acct. 9986)	0	30,329	0	(30,329)
Other - Morrissey Hearings (Acct. 9979)	0	0	0	0
Other Sales	10,264	0	0	0
Sub-Total	\$25,656	\$32,329	\$24,000	\$(8,329)
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer from Asset Forfeiture (Acct. 9816)	\$248,383	\$0	\$0	\$0
Op. Transfer from Capital Outlay Fund (Acct. 9805)	250,943	0	0	0
Sub-Total	\$499,326	\$0	\$0	\$0
<b>Total</b>	<b>\$2,334,189</b>	<b>\$6,831,708</b>	<b>\$8,243,315</b>	<b>\$1,411,607</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support Costs	\$65,646,463	\$61,164,407	\$61,547,237	\$382,830
Sub-Total	65,646,463	61,164,407	61,547,237	382,830
<b>Total</b>	<b>\$65,646,463</b>	<b>\$61,164,407</b>	<b>\$61,547,237</b>	<b>\$382,830</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

**FINES, FORFEITURES & PENALTIES:**

- AB189 Criminal Justice Facilities (Acct. 9176) funds of \$307,336 allocated in 1992-93 for the acquisition of fixed assets for the operations and support of the East Mesa Maximum Detention Facility.

**CHARGES FOR CURRENT SERVICES:**

- Increase of \$1,230,000 projected in 1992-93 in Jail Lease Bed Revenue (Acct. 9858) related to the opening of the East Mesa Medium Detention Facility.
- Decrease of \$100,000 in Instit. Care - State (Acct. 9946) is the result of a reduction in the number of days state inmates are housed in the county jails.



## FIXED ASSETS

Item	Quantity	Unit	Total Cost
Copier	1	Unit	\$3,500
Printer, Laser	1	Unit	3,000
Riot Vests	8	Unit	10,400
Copier	2	Unit	8,826
Office Furniture	1	Lot	2,990
Fax Machine	1	Lot	4,550
Printer, Dot Matrix	4	Unit	3,000
Printer, Laser	1	Unit	3,000
Computer Equipment	1	Lot	6,500
Cart, Delivery Laundry	9	Unit	5,400
Cart, Delivery Laundry	6	Unit	3,600
XI Scan X-Ray	1	Unit	25,000
Hot Cabinets	4	Unit	10,000
Slicer, Delux	1	Unit	25,000
Pulse Oximeter	1	Unit	1,500
Isolation Cart	1	Unit	900
Pharmacy Cart	2	Unit	5,000
Centrifuge	1	Unit	1,500
Defibrillator, Port	1	Unit	6,000
Wheelchairs	2	Unit	700
Gurney	1	Unit	1,500
O2 Unit W/Manual Resuscitator-Port	1	Unit	371
Suction Unit/Port	1	Unit	600
Ophthalmic Exam Sys/Inc. Slit Lamp	1	Lot	20,000
TV/VCR	1	Unit	500
<b>Total</b>			<b>\$153,337</b>

## VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	UnitCost
Radio, Trunk UHF	6 Unit	\$21,000
Van, Wheelchair	1 Unit	25,000
Van, Inmate 15 Passenger	1 Unit	25,000
Van, Cargo, 3/4 Ton	1 Unit	18,000
Detective Sedan	1 Unit	13,000
Patrol Vehicles	3 Unit	51,999
<b>Total</b>		<b>\$153,999</b>

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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Performance Indicators for the Detention Facility Services Program have been reviewed and changed to include the addition of seven new Activities within the Detention Facility Support Bureau. "Efficiency and Effectiveness" categories are in the process of being revised.

DETENTION FACILITY OPERATIONS BUREAU

ACTIVITY A:  
Central Detention Facility

% OF RESOURCES: 14%

WORKLOAD

Bookings	78,783	72,667	66,403	70,800	73,043
Average Daily Inmate Population*	1,187	940	880	750	880

ACTIVITY B:  
South Bay Detention Facility

% OF RESOURCES: 5%

WORKLOAD

Bookings	6,073	1,037	1,305	1,100	1,040
Average Daily Inmate Population	760	378	468	373	468

ACTIVITY C:  
Las Colinas Women's Detention Facility

% OF RESOURCES: 15% (Includes Las Colinas Men's)

WORKLOAD

Bookings	18,260	12,605	12,426	12,500	13,000
Average Daily Inmate Population	536	446	456	478	480

ACTIVITY D:  
Las Colinas Men's Temporary Facility

% OF RESOURCES: N/A (See Las Colinas Women's)

WORKLOAD

Bookings	Reflected in Activity A - Central Detention Facility				
Average Daily Inmate Population	526	572	572	600	600

\* Limited by Court-ordered cap

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY E:

Vista Detention Facility

% OF RESOURCES: 12%WORKLOAD

Bookings	8,329	31,647	28,008	31,400	30,000
Average Daily Inmate Population	455	922	948	937	948

## ACTIVITY F:

Descanso Detention Facility

% OF RESOURCES: N/A \*WORKLOAD

Bookings	Reflected in Activity G - El Cajon Detention Facility				
** Average Daily Inmate Population	423	423	421	440	274

## ACTIVITY G:

El Cajon Detention Facility

% OF RESOURCES: 5%WORKLOAD

Bookings	9,039	7,674	8,554	7,500	10,000
Average Daily Inmate Population	412	243	314	251	310

## ACTIVITY H:

East Mesa Medium Facility

% OF RESOURCES: 6%WORKLOAD

Bookings	N/A	N/A	6,721	N/A	7,000
Average Daily Inmate Population	N/A	N/A	421	N/A	500

## ACTIVITY I:

East Mesa Maximum Detention Facility

% OF RESOURCES: N/AWORKLOAD

Bookings	N/A	Undetermined at this time			
Average Daily Inmate Population	N/A	"	"	"	"

\* Not included in FY 1992-93 Adopted Line Item Worksheets.

\*\* Figure reflects average since June 26, 1992 when the Sheriff's Department reacquired the facility from the Probation Department.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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DETENTION FACILITY SUPPORT BUREAU

## ACTIVITY A:

Fugitive/Jail Investigations

% OF RESOURCES: 1%WORKLOAD

Fugitive Cases	N/A	N/A	1,200	N/A	1,350
Jail Crimes Investigations	N/A	N/A	2,150	N/A	2,365

## ACTIVITY B:

Medical Services Division

% OF RESOURCES: 18%WORKLOAD

Sick Call	N/A	N/A	335,600	N/A	411,000
Intake Screening	N/A	N/A	44,189	N/A	80,000
Prescriptions Administered	N/A	N/A	680,830	N/A	840,000

## ACTIVITY C:

Facility Services Division

% OF RESOURCES: 3%WORKLOAD

Average lbs. of Laundry Cleaned	N/A	N/A	2,920,000	N/A	3,285,000
Commissary Stores Orders Delivered	N/A	N/A	104,000	N/A	117,000

## ACTIVITY D:

Food Services Division

% OF RESOURCES: 10%WORKLOAD

Meals Prepared	N/A	N/A	7,000,000	N/A	7,000,000
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## ACTIVITY E:

Standards Compliance Unit

% OF RESOURCES: .0005%WORKLOAD

Facility Inspections Conducted	N/A	N/A	423	N/A	476
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PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY F:  
Prisoner Transportation Unit

% OF RESOURCES: 4%

WORKLOAD

In-and-Out-Of County Transfers	N/A	N/A	400,000	N/A	450,000
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ACTIVITY G:  
Counseling Unit

% OF RESOURCES: 2%

WORKLOAD

Participation in Inmate Programs	N/A	N/A	47,736	N/A	53,672
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## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0261	Director, Sheriff's Det. Fac.	1	1.00	1	1.00	100,001	95,360
0265	Assistant Sheriff	1	1.00	1	0.00	0	0
0974	Sheriff's Standards Comp. Mgr.	1	1.00	1	1.00	64,091	63,850
2303	Admin. Assistant II	4	4.00	3	3.00	182,240	124,717
2403	Accounting Technician	1	1.00	1	1.00	26,620	26,665
2493	Int. Account Clerk	2	2.00	2	2.00	35,242	36,357
2650	Stock Clerk	18	18.00	20	20.00	324,525	371,269
2654	Sheriff's Commis. Stores Mgr.	1	1.00	1	1.00	34,251	37,862
2658	Storekeeper II	2	2.00	2	2.00	41,955	46,324
2660	Storekeeper I	6	6.00	6	6.00	121,881	122,919
2664	Pharmacy Stock Clerk	1	1.00	1	1.00	18,611	20,320
2700	Int. Clerk Typist	17	17.00	22	22.00	329,316	426,680
2710	Junior Clerk Typist	6	6.00	6	6.00	90,989	93,438
2725	Principal Clerk	1	1.00	1	1.00	31,583	31,466
2727	Sheriff's Det. Proc. Manager	1	1.00	1	1.00	37,966	37,810
2728	Det. Proc. Supervisor	14	14.00	14	14.00	409,176	405,563
2729	Office Support Secretary	0	0.00	1	1.00	0	23,746
2730	Senior Clerk	2	2.00	4	4.00	42,951	84,186
2745	Supervising Clerk	1	1.00	1	1.00	27,887	24,167
2756	Administrative Secretary I	3	3.00	3	3.00	96,704	60,385
2757	Administrative Secretary II	6	6.00	5	5.00	143,254	129,350
2758	Admin. Secretary III	1	1.00	1	1.00	26,041	25,475
3001	Jail Clerk	58	58.00	56	56.00	1,233,489	1,211,918
3002	Booking Clerk	88	88.00	90	90.00	2,044,151	2,100,573
3044	Chief, Sheriff's Med. Rec. Sv.	1	1.00	1	1.00	46,819	55,289
3046	Medical Records Clerk	2	2.00	2	2.00	40,870	38,203
3049	Medical Records Technician	1	1.00	2	2.00	20,589	41,358
4101	Medical Services Administrator	1	1.00	1	1.00	65,164	64,917
4102	Asst. Medical Svcs. Admin.	1	1.00	1	1.00	49,076	57,966
4132	Med. Director, Sheriff's Det.	1	1.00	1	1.00	106,218	109,074
4170	Dentist	1	1.00	1	1.00	59,332	59,113
4190	Sheriff's Detention Physician	3	2.50	3	2.50	169,121	193,568
4250	Pharmacist	1	1.00	1	1.00	53,701	58,962
4459	Chief, Food Services	1	1.00	1	1.00	45,692	45,517
4460	Assistant Chief, Food Services	2	2.00	2	2.00	63,741	67,025
4504	Chief Nurse	1	1.00	1	1.00	51,376	62,497
4545	Sheriff's Det. Cert. Nurse Pr.	5	5.00	5	5.00	237,206	207,570
4546	Sheriff's Det. Supv. Nurse	6	6.00	7	7.00	258,610	345,402
4548	Sheriff's Detentions Nurse II	58	58.00	60	60.00	2,338,848	2,311,546
4615	Nurses Assistant	12	12.00	12	12.00	224,805	222,339
4625	Licensed Vocational Nurse	22	22.00	22	22.00	504,662	514,407
4823	Registered Dental Asst.	1	1.00	1	1.00	25,566	28,387
5050	Correctional Counselor	15	15.00	16	16.00	620,886	662,175
5051	Supv. Correctional Counselor	1	1.00	1	1.00	47,670	47,292
5236	Departmental Aide	10	10.00	11	11.00	135,038	147,655
5746	Deputy Sheriff	469	469.00	469	469.00	16,546,735	16,195,219
5775	Sheriff's Captain	6	6.00	6	6.00	402,696	401,179
5778	Sheriff's Commander	2	2.00	2	2.00	150,960	150,372
5780	Sheriff's Lieutenant	20	20.00	20	20.00	1,159,868	1,171,913
5782	Correctional Deputy II	214	154.00	202	164.00	4,616,640	5,088,986
5790	Sheriff's Sergeant	49	49.00	50	50.00	2,542,971	2,575,268
6405	Food Services Supervisor	9	9.00	9	9.00	245,034	250,955
6410	Senior Cook	51	43.50	51	51.00	992,305	1,160,174
6415	Food Services Worker	15	15.00	15	15.00	224,037	231,643
6510	Laundry Supervisor	4	4.00	4	4.00	98,652	98,308
6530	Laundry Worker III	7	4.75	6	6.00	95,845	119,522
7030	Senior Custodian	6	6.00	7	7.00	116,349	135,133
7516	Delivery Vehicle Driver	4	4.00	4	4.00	76,946	79,604
7530	Sewing Room Supervisor	1	1.00	1	1.00	18,588	19,444
8801	Industries Director	1	1.00	1	1.00	40,202	40,356
9999	Extra Help	0	0.00	0	0.00	969,424	969,424

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>Total</b>		1,240	1,169.75	1,243	1,203.50	\$38,925,166	\$39,628,162
<b>Salary Adjustments:</b>						(355,058)	(93,649)
<b>Premium/Overtime Pay:</b>						3,724,269	3,799,269
<b>Employee Benefits:</b>						14,476,253	15,088,912
<b>Salary Savings:</b>						(1,634,554)	(1,698,937)
<b>Total Adjustments</b>						\$16,210,910	\$17,095,595
<b>Program Totals</b>		1,240	1,169.75	1,243	1,203.50	\$55,136,076	\$56,723,757

PROGRAM #: 12002

ORGANIZATION #: 2400

MANAGER: Maudie Bobbitt, Assistant Sheriff

REFERENCE: 1992-93 Proposed Budget — Pg. 58-11

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$46,234,364	\$51,533,384	\$57,556,601	\$54,181,951	\$55,720,978	2.8
Services & Supplies	2,118,259	2,053,855	2,273,046	2,545,369	2,470,689	(2.9)
Other Charges	0	0	0	0	0	0.0
Operating Transfers	30,000	0	0	0	0	0.0
Fixed Assets	220,358	1,152,474	236,907	3,240	420,550	12,879.9
Vehicle/Comm. Equip.	709,300	416,500	106,800	106,800	394,850	269.7
<b>TOTAL DIRECT COST</b>	<b>\$49,312,281</b>	<b>\$55,156,213</b>	<b>\$60,173,354</b>	<b>\$56,837,360</b>	<b>\$59,007,067</b>	<b>3.8</b>
<b>PROGRAM REVENUE</b>	<b>(22,139,289)</b>	<b>(25,785,293)</b>	<b>(27,798,838)</b>	<b>(27,222,269)</b>	<b>(29,762,780)</b>	<b>9.3</b>
<b>NET GENERAL FUND CONTRIBUTIONS</b>	<b>\$27,172,992</b>	<b>\$29,370,920</b>	<b>\$32,374,516</b>	<b>\$29,615,091</b>	<b>\$29,244,287</b>	<b>(1.3)</b>
<b>STAFF YEARS</b>	946.00	995.00	970.00	996.25	986.34	(1.0)
<b>POSITIONS</b>	947	996	973.00	1,001.00	1,015.00	1.4

#### PROGRAM DESCRIPTION

Although the Sheriff, as the County's Chief Law Enforcement Officer, 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 includes approximately 726,222 residents. The County's flourishing tourist industry, including the beaches, parks, mountains, deserts, Zoo, Sea World, Indian Reservations' Gambling Centers, 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.

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, San Marcos, 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 received and prioritized for the appropriate response. The Communications Center also receives other telephonic calls for service and provides radio dispatch to 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.

The County of San Diego is a member of the REGION 6 Mutual Aid Agreement, which is designed to provide law enforcement mutual aid and back-up support services to all police departments and other law enforcement agencies within the State of California, in times of emergencies, such as riots and earthquakes. As the chief law enforcement officer of San Diego County, the Sheriff is required by law to coordinate law enforcement mutual aid for and from San Diego County.

The Management Resource Services Bureau includes Contracts Management, Planning and Research, and the Crime Analysis Unit. The Contracts 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. The Crime Analysis Unit 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. Subsequent to the adoption of the FY 1992-93 budget, this Bureau was transferred to the Law Enforcement Services program.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and Benefits actuals exceeded the budgeted amount due in part to an increase in overtime costs, however these costs were less than originally projected due to internal overtime expenditure constraints implemented by executive management. Additionally, retirement payoffs were higher than normal. Reduction in actual costs for Services and Supplies reflects internal constraints implemented by Law Enforcement management. The difference in Budgeted vs. Actual Fixed Assets was due to mid-year appropriations approved by the Board of Supervisors.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Law Enforcement Operations Bureau [647.84 SY; E = \$38,730,846; R = \$26,356,755] including support personnel is:
  - Mandated/Discretionary Service Level.
  - Responsible for all law enforcement in the unincorporated area of San Diego County and the nine contract cities.
  - Staff increased by 12.34 staff years in 1992-93 to improve quality of law enforcement for unincorporated areas.
  - Staff decreased by 3.00 staff years in 1992-93, due to the dissolution of the Avocado Task Force contract.
  - Staff increased by 1.75 staff years due to full-year funding of Contract Cities approved positions: 2 Deputy Sheriff @ Vista/San Marcos (.50 SY), 1 Deputy Sheriff @ Santee (.25 SY), 2 Community Service Officer @ Santee (1.00 SY).
  - Staff increased by 1.00 staff year for a Santee Contract City Deputy Sheriff position approved by the Board of Supervisors midyear.
  - As a result of Sheriff's internal reorganization plan, 31.00 staff years were moved in 1991-92 to Office of the Sheriff for Crime Prevention Coordination.
  - In 1991-92 processed 231,936 calls for service.
2. Law Enforcement Support Bureau [338.5 SY; E = \$20,276,221; R = \$3,406,025] including support personnel is:
  - Mandated/Discretionary Service Level.
  - Responsible for all law enforcement support services in the unincorporated area of San Diego County and the nine contract cities.
  - Communications Center received approximately 711,664 calls during FY 1991-92.
  - Staff increased by 4.00 staff years in 1992-93 to provide personnel for the Regional Auto Theft Team (R.A.T.T.).
  - Staff increased by 2.00 staff years in 1992-93 to improve quality of crime lab services.
  - Staff increased by 3.00 staff years in 1991-92 as mid-year addition for the High Intensity Drug Trafficking Area Grant.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Law Enforcement Services- Contract Cities (Acct. 9852)	\$24,398,908	\$23,978,134	\$26,229,803	\$2,251,669
Law Enforcement Services- Other Govmt. Agencies (Acct. 9971)	0	907,485	0	(907,485)
Communication Services (Acct. 9720)	83,792	30,000	127,146	97,146
Chrgs in Intrnl Serv Funds (Acct. 9786)	86,000	86,000	43,000	(43,000)
Jury or Witness Fees (Acct. 9973)	0	1,050	525	(525)
Law Enforc. Serv.-Off Doc & Fingerprint (Acct. 9853)	240	0	0	0
Alcohol Lab Test and Service (Acct. 9855)	613,893	577,500	600,000	22,500
H & S Lab Tests (Acct. 9856)	76,892	31,500	70,000	38,500
Other - Miscellaneous (Acct. 9979)	43,291	48,000	61,000	13,000
<b>Sub-Total</b>	<b>\$25,303,016</b>	<b>\$25,659,669</b>	<b>\$27,131,474</b>	<b>\$1,471,805</b>
<b>FINES, FORFEITURES &amp; PENALTIES:</b>				
Cal-ID Rev GC 76102 (Acct. 9189)	\$1,121,296	\$0	\$1,265,203	\$1,265,203
<b>Sub-Total</b>	<b>\$1,121,296</b>	<b>\$0</b>	<b>\$1,265,203</b>	<b>\$1,265,203</b>
<b>OTHER REVENUE:</b>				
Misc. (Acct. 9995, 9988, 9998)	\$181,848	\$129,349	\$127,000	\$(2,349)
Recovered Expenditures (Acct. 9989)	90,633	40,000	63,000	23,000
<b>Sub-Total</b>	<b>\$272,481</b>	<b>\$169,349</b>	<b>\$190,000</b>	<b>\$20,651</b>
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
Reg'l Auto Theft (RATT) (Acct. 9505)	\$0	\$0	\$171,327	\$171,327
State Grants - Other (Acct. 9527)	0	298,639	298,639	0
Federal Grants (Acct. 9678)	548,661	50,113	166,290	116,177
Other Government Agencies (Acct. 9746)	117,487	740,544	377,541	(363,003)
<b>Sub-Total</b>	<b>\$666,148</b>	<b>\$1,089,296</b>	<b>\$1,013,797</b>	<b>\$(75,499)</b>
<b>OTHER FINANCING SOURCES:</b>				
Trans. from Asset Forfeiture (Acct. 9816)	\$435,897	\$303,955	\$162,306	\$(141,649)
<b>Sub-Total</b>	<b>\$435,897</b>	<b>\$303,955</b>	<b>\$162,306</b>	<b>\$(141,649)</b>
<b>Total</b>	<b>\$27,798,838</b>	<b>\$27,222,269</b>	<b>\$29,762,780</b>	<b>\$2,540,511</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support Costs	\$32,374,516	\$29,615,091	\$29,244,287	\$(370,804)
<b>Sub-Total</b>	<b>\$32,374,516</b>	<b>\$29,615,091</b>	<b>\$29,244,287</b>	<b>\$(370,804)</b>
<b>Total</b>	<b>\$32,374,516</b>	<b>\$29,615,091</b>	<b>\$29,244,287</b>	<b>\$(370,804)</b>

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**EXPLANATION/COMMENT ON PROGRAM REVENUES****CHARGES FOR CURRENT SERVICES:**

- Increase in Contract Cities revenue (Acct. 9852) based on current year billing actuals.
- Transfer of CAL-ID revenue (Acct. 9971) from Charges for Current Services to Fine, Forfeitures & Penalties (Acct. 9189) per Auditor's Office.
- Increase of \$97,146 in Communication Services (Acct. 9720) based on estimated actuals associated with Fire District revenue.
- Reduction of \$43,000 in Station X revenue (Acct. 9786) based on use projections by the Department of Public Works.
- Increase of \$22,500 in Alcohol Lab test and Service (Acct. 9855) based on FY 1991-92 estimated actuals for alcohol lab testing.
- Increase of \$38,500 in H & S Lab Tests (Acct. 9856) based on FY 1991-92 estimated actuals for narcotics lab testing.

**FINES, FORFEITURES & PENALTIES:**

- Transfer of CAL-ID revenue (Acct. 9971) from Charges for Current Services to Fine, Forfeitures & Penalties (Acct. 9189) per Auditor's Office.

**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.
- Increase in Recovered Expenditures (Acct. 9989) based on estimated actuals for Juvenile Services Division reimbursements.

**AID FROM OTHER GOVERNMENTAL AGENCIES:**

- New revenue account (Acct. 9505) established to collect revenue for the new Regional Auto Theft Team (RATT) based on vehicle registration fees.
- Increase in Federal Grants (Acct. 9678) due to the approval by the Board of Supervisors of the High Intensity Drug Trafficking Grant (HIDTA).
- Decrease in Other Government Agencies (Acct. 9746) based on budget reductions of the Federal Drug Enforcement Administration which reimburses for overtime services rendered by members of the Sheriff's Narcotics Task Force.

**OTHER FINANCING SOURCES:**

- Decrease in Transfer from Asset Forfeiture (Acct. 9816) due to the approval by the Board of Supervisors during budget deliberations for the phasing out of Asset Forfeiture funding of the Drug Abuse Resistance Education (D.A.R.E.) program. The Health Services Department's Drug and Alcohol program funds will absorb \$157,000 towards this goal.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Live Scan Device	1	Lot	\$400,000
Overhead Projector	1	Unit	400
Desk	3	Unit	1,800
Typewriter	1	Unit	450
Workstation	1	Unit	750
Printer	2	Unit	6,000
Computer	1	Unit	1,000
Handguns	9	Unit	3,150
Handguns	9	Unit	3,150
Handguns	9	Unit	3,150
Handguns	2	Unit	700
<b>Total</b>			<b>\$420,550</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit Cost
Vehicles	6	Unit \$104,400
4X4 Vehicles	2	Unit 51,000
Undercover Vehicles	2	Unit 39,350
Patrol Vehicles	6	Unit 125,400
Vans	2	Unit 38,200
UHF Motorola Radios	4	Unit 14,000
4X4 Radios	2	Unit 7,000
Handi-Talkies	5	Unit 4,250
Handi-Talkies	5	Unit 4,250
Vehicle Radios	2	Unit 7,000
<b>Total</b>		<b>\$394,850</b>

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY A:

## Law Enforcement Operations--Contracts

% OF RESOURCES: 44%WORKLOAD

Calls for Service	138,420	137,264	135,293	137,300	148,822
Crime Reports	31,792	31,026	32,778	31,100	36,056
Field Interviews	11,483	8,595	8,340	8,600	9,174
Arrests	13,027	12,733	12,704	12,800	13,974
Citations Issued	54,129	56,574	54,091	56,600	59,500

EFFICIENCY

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

Not applicable

## ACTIVITY B:

## Law Enforcement Operations--Unincorporated

% OF RESOURCES: 21%WORKLOAD

Calls for Service	98,490	101,455	96,643	101,500	106,307
Crime Reports	24,567	23,798	23,524	23,800	25,876
Field Interviews	6,906	4,858	4,598	4,860	5,058
Arrests	8,078	8,102	8,339	8,105	9,173
Citations Issued	9,995	6,493	7,871	6,500	8,658

EFFICIENCY

Response time (Priorities 1-2 From CAD)	11.4	12.0	12.1	12.0	12.1
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EFFECTIVENESS

Not applicable

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY C:

## Law Enforcement Support

% OF RESOURCES: 35%WORKLOAD

Comm. Ctr. Calls Received	629,000	628,785	711,664	630,000	720,000
Crime Lab Field Svcs. *	N/A	N/A	3,199	N/A	3,350
Crime Lab Facility Svcs. *	N/A	N/A	32,507	N/A	33,650
Astrea Assist	3,560	4,241	3,960	4,500	4,300

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

## ACTIVITY D:

## Juvenile Services

% OF RESOURCES: 4%WORKLOAD

Calls for Service	20,687	21,469	19,750	21,000	21,750
Investigations	4,333	1,145	1,162	1,200	1,275
Evidentiary Examinations	226	214	200	250	225
Juvenile Intervention Contacts	12,546	13,646	11,874	13,700	13,000

EFFICIENCY

Not applicable

EFFECTIVENESS

Not applicable

\* New indicators effective with the FY 1991-92 Actual Budget.

**PERFORMANCE INDICATORS**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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**ACTIVITY E:**

Street Gang/Narcotics

**% OF RESOURCES: 2%****WORKLOAD**

Number of Investigations	347	144	489	150	720
Number of Arrests	161	268	513	270	500
Search Warrants/Probation/Parole Warrants	0	144	277	150	300

**EFFICIENCY**

Not applicable

**EFFECTIVENESS**

Narcotics, firearms, vehicles and cash valued at \$1,603,379 were seized during drug-related investigations.

**ACTIVITY F:**

CAL-ID

**% OF RESOURCES: 2%****WORKLOAD**

Total Latent Print Inquiries	N/A	4,538	8,086	4,600	8,100
Total Latent Print Hits	N/A	528	793	550	810
Total Ten Print Inquiries	N/A	76,713	94,734	76,720	95,000
Total Ten Print Hits	N/A	9,250	15,652	9,260	15,675

**EFFICIENCY**

Not applicable

**EFFECTIVENESS**

FY 1990-91 was the first year that CAL-ID had been in full operation. During that year, new performance indicators were established.



## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$76,126	\$75,836
2303	Administrative Assistant II	1	1.00	1	1.00	42,015	41,843
2700	Intermediate Clerk Typist	46	45.00	43	40.50	887,067	813,207
2710	Junior Clerk Typist	1	1.00	1	1.00	15,684	16,402
2713	Sheriff's Prop/Evid Clerk	6	6.00	6	6.00	121,405	118,969
2730	Senior Clerk	8	8.00	8	8.00	188,683	188,476
2756	Administrative Secretary I	17	17.00	17	17.00	366,730	366,041
2757	Administrative Secretary II	9	9.00	9	9.00	225,575	222,455
2758	Administrative Secretary III	1	1.00	1	1.00	26,041	29,728
2761	Group Secretary	1	1.00	1	1.00	26,477	26,373
2801	Sheriff's Comm. Dispatcher I	17	17.00	17	17.00	382,465	397,453
2803	Sheriff's Comm. Dispatcher II	49	49.00	49	49.00	1,123,306	1,206,142
2805	Sr. Sheriff's Comm Dispatcher	31	29.00	31	29.00	849,156	835,351
2806	Supv Sheriff's Comm Dispatcher	7	7.00	7	7.00	227,080	226,247
2907	Legal Procedures Clerk II	1	1.00	1	1.00	24,164	24,075
4317	Clinical Lab. Technician	3	3.00	3	3.00	96,986	101,403
4330	Lab. Assistant	1	1.00	1	1.00	22,914	22,635
5236	Departmental Aide	8	8.00	8	8.00	105,229	109,276
5721	Document Examiner	2	2.00	2	2.00	96,256	101,630
5734	Supv. Criminalist	1	1.00	1	1.00	55,160	54,937
5736	Criminalist III	1	1.00	1	1.00	49,658	49,463
5737	Criminalist II	9	9.00	11	11.00	396,911	475,851
5739	Latent Fingerprint Examiner	4	4.00	4	4.00	120,064	123,157
5744	Crime Prevention Specialist	18	18.00	0	0.00	415,076	0
5745	Sr. Crime Prevention Spec.	5	5.00	0	0.00	133,424	0
5746	Deputy Sheriff	603	602.25	635	615.42	24,337,905	25,874,418
5748	Community Services Officer	18	17.00	21	19.50	371,113	434,920
5774	Chief Comm. Supervisor	1	1.00	1	1.00	41,199	41,049
5775	Sheriff's Captain	10	10.00	10	10.00	671,172	668,625
5778	Sheriff's Commander	2	2.00	2	2.00	150,960	150,360
5780	Sheriff's Lieutenant	32	32.00	32	32.00	1,832,974	1,881,184
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	71,354	77,176
5787	Estate Property Manager	1	1.00	1	1.00	34,819	35,579
5790	Sheriff's Sergeant	81	81.00	84	80.92	4,215,983	4,194,728
5793	Sheriff's Serv. Prop. Clerk	1	1.00	1	1.00	26,684	27,903
5865	Disaster Prep. Oper Officer II	1	1.00	1	1.00	34,056	35,564
<b>Total</b>		<b>1,001</b>	<b>996.25</b>	<b>1,015</b>	<b>986.34</b>	<b>\$37,861,871</b>	<b>\$39,048,456</b>
<b>Salary Adjustments:</b>						<b>\$271,995</b>	<b>\$(6,531)</b>
<b>Premium/Overtime Pay:</b>						<b>2,755,920</b>	<b>2,636,334</b>
<b>Employee Benefits:</b>						<b>14,988,644</b>	<b>15,644,168</b>
<b>Salary Savings:</b>						<b>(1,696,479)</b>	<b>(1,601,449)</b>
<b>Total Adjustments</b>						<b>\$16,320,080</b>	<b>\$16,672,522</b>
<b>Program Totals</b>		<b>1,001</b>	<b>996.25</b>	<b>1,015</b>	<b>986.34</b>	<b>\$54,181,951</b>	<b>\$55,720,978</b>

PROGRAM: Administrative Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

ORGANIZATION #: 2400

MANAGER: Malvin Nichols, Assistant Sheriff

REFERENCE: 1992-93 Proposed Budget -- Pg. 58-9

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$6,066,347	\$7,492,843	\$8,544,345	\$7,968,498	\$8,718,626	9.4
Services & Supplies	1,612,546	2,020,332	2,067,468	1,636,799	1,614,253	(1.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	58,114	245,873	434,590	709,590	14,340	(98.0)
Vehicle/Comm. Equip.	0	0	0	0	24,200	100.0
<b>TOTAL DIRECT COST</b>	<b>\$7,737,007</b>	<b>\$9,759,048</b>	<b>\$11,046,403</b>	<b>\$10,314,887</b>	<b>\$10,371,419</b>	<b>0.5</b>
<b>PROGRAM REVENUE</b>	<b>(1,257,921)</b>	<b>(1,146,005)</b>	<b>(1,313,089)</b>	<b>(2,575,777)</b>	<b>(1,785,903)</b>	<b>(30.7)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,479,086</b>	<b>\$8,613,043</b>	<b>\$9,733,314</b>	<b>\$7,739,110</b>	<b>\$8,585,516</b>	<b>10.9</b>
<b>STAFF YEARS</b>	170.00	173.00	197.50	194.5	203.5	4.6
<b>POSITIONS</b>	170	185	198	195	204	4.6

**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 2,750 regular employees, 325 Reserve Deputies, 70 Explorer Deputies, a variety of part-time interns and extra help personnel plus 210 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 and activities 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.

The Management Resource Services Bureau includes Contracts Management, Planning and Research, and the Crime Analysis Unit. The Contracts 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. Subsequent to the adoption of the 1992/93 budget, this Bureau was transferred to the Law Enforcement Services program.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and Benefits actual expenditures for 1991-92 were under budget due in a large part to internal constraints implemented by executive management in the area of overtime expenditures. A Mid-year appropriation for computer related services and supplies and software for the Records Information Management System (RIMS) and CAL-ID resulted in the actual expenditures exceeding the 1991-92 budgeted amount.

**1992-93 OBJECTIVES**

1. To maintain the capability to provide 126,959 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 P.O.S.T. 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 continued expansion of the Sheriff's Networked Office Automation (NOA) System to include all locations of the Sheriff's Department.
  - 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 99.5% overall availability with the Computer-Aided Dispatch System (CAD).
  - d. The installation of the pilot Mobile Computer Terminals at a station and the modification of the Computer-Aided Dispatch System to automatically send calls to the MCT's.
  - e. The provision of increased availability and improvement to the management of the Sheriff's Network by clustering the VAX computers.
5. To provide a full range of personnel services necessary to maintain the Department's authorized positions, i.e.:
  - a. To maintain a zero vacancy rate in all positions.
  - b. To implement a new career path program.
  - c. To increase by 10% the use of the peer support program.
  - d. To increase the number of peer support classes and training for peer support team members by 25%.
6. To provide 490,000 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, eight detention facilities, and approximately 30 divisions within the Sheriff's Department, with the objectives of providing additional staff for the accounting operations of the East Mesa Maximum Detention Facility by January 1993.

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**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Special Services Bureau [60.00 SY; E = \$4,130,379; R = \$1,278,739] including support personnel is:
  - Mandated/Discretionary Service Level.
  - Responsible for the recruitment of well qualified Deputy Sheriff's and hiring of personnel in every classification and affirmative action.
  - Responsible for training programs for regular and reserve Deputies and other employees.
  - Responsible for licensing over 100 different kinds of businesses and activities in the unincorporated area.
  - Responsible for issuing all permits to carry concealed weapons in San Diego County.
  - Added 3.00 staff years in 1992-93, for the Sheriff's Licensing Division, which are revenue offset.
  
2. Support Services Bureau [132.5 SY; E = \$5,568,002; R = \$259,946] including support personnel is:
  - Mandated/Discretionary Service Level.
  - Responsible for budget preparation, monitoring of expenditures, inventory control, payroll and record keeping.
  - Responsible for planning, coordinating, implementing and managing the data processing needs of the Department.
  - Responsible for maintaining criminal history records that serve the entire county criminal justice system--police detentions, prosecutors, courts, probation and state and federal agencies.
  - Added 1.00 staff year for an Associate Systems Analyst position for the RIMS project.
  - Added 1.00 staff year in 1992-93 for an Intermediate Account Clerk for East Mesa Medium.
  - Added 1.00 staff year in 1992-93 for a Records Clerk II position for the CAL-ID program, which is fully revenue offset.
  - Due to a departmental reorganization 2.00 staff years for Administrative Assistant positions were added to this bureau.
  
3. Management Resource Services Bureau [11.00 SY; E = \$673,038; R = \$247,218] including support personnel is:
  - Mandated/Discretionary Service Level.
  - Responsible for maintenance of the contracts with Incorporated Cities for which the Sheriff's Department provides law enforcement services.
  - Responsible for providing analysis and reports upon which long-term plans for meeting future needs are based.
  - Responsible for targeting career criminals and collecting and evaluating crime statistics that assist in directing patrol.
  - Added 1.00 staff year in 1992-93, for administration of the High Intensity Drug Trafficking Area grant.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Chg. In Int. Svc. Funds (Acct. 9786)	\$8,792	\$10,075	\$15,080	\$5,005
Booking Fees (Acct. 9857)	0	35,513	34,363	(1,150)
Other Service to Other Govt. Agencies (Acct. 9971)	0	710,822	0	(710,822)
Law Enforcement Services—Official Doc. and Fingerprints (Acct. 9853)	272,802	235,000	258,000	23,000
Other—Juryor Witness Fees (Acct. 9973)	22,717	36,013	25,000	(11,013)
Training Peace Officer—P.O.S.T. (Acct 9965)	216,934	464,228	300,000	(164,228)
Other Miscellaneous (Acct. 9979,9881,9851)	40,206	29,000	34,000	5,000
Return Check Fee (Acct. 9713)	0	0	0	0
Law Enforce. Serv. - Other Govt., (Acct. 9852)	0	147,218	147,218	0
<b>Sub-Total</b>	<b>\$561,451</b>	<b>\$1,667,869</b>	<b>\$813,661</b>	<b>\$(854,208)</b>
<b>FINES, FORFEITURES &amp; PENALTIES:</b>				
Cal-ID Rev GC 76102 (Acct. 9189)	\$0	\$0	\$29,253	\$29,253
<b>Sub-Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$29,253</b>	<b>\$29,253</b>
<b>LICENSES, PERMITS AND FRANCHISES:</b>				
Business Licenses—Taxi & Oper. (Acct. 9114)	\$43,530	\$60,000	\$60,000	\$0
Business Licenses—Kennel (Acct. 9115)	4	0	0	0
Business Licenses—Other (Acct. 9119)	52,832	75,000	75,000	0
Other Licenses & Permits—Explosive (Acct. 9153)	4,176	900	900	0
Other Licenses & Permits—Misc. (Acct. 9155)	53,009	45,000	170,839	125,839
Other Licenses & Permits—Alarm (Acct. 9158)	20,682	30,000	30,000	0
Other Permit Fees (Acct. 9144)	0	0	0	0
<b>Sub-Total</b>	<b>\$174,233</b>	<b>\$210,900</b>	<b>\$336,739</b>	<b>\$125,839</b>
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
Aid From Other Govt. Agencies (Acct. 9746)	\$0	\$57,308	\$0	\$(57,308)
Fed-Other-Other Federal Grants (Acct. 9678)	0	0	100,000	100,000
State Grants (Acct. 9527)	0	0	0	0
SB924—Corrections Training (Acct. 9532)	317,130	481,950	350,000	(131,950)
<b>Sub-Total</b>	<b>\$317,130</b>	<b>\$539,258</b>	<b>\$450,000</b>	<b>\$(89,258)</b>
<b>OTHER REVENUE:</b>				
Revenue—Prioryear (Acct. 9985,9988)	\$164,000	\$0	\$0	\$0
Recovered Expenditures (Acct. 9989)	709	0	0	0
Other—Miscellaneous (Acct. 9995)	0	0	0	0
<b>Sub-Total</b>	<b>\$164,709</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER FINANCING SOURCES:</b>				
Trans. Asset Forfeiture (Acct. 9816)	\$95,566	\$157,750	\$156,250	\$(1,500)
<b>Sub-Total</b>	<b>\$95,566</b>	<b>\$157,750</b>	<b>\$156,250</b>	<b>\$(1,500)</b>
<b>Total</b>	<b>\$1,313,089</b>	<b>\$2,575,777</b>	<b>\$1,785,903</b>	<b>\$(789,874)</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support Costs	\$9,733,314	\$7,739,110	\$8,585,516	\$846,406
Sub-Total	\$9,733,314	\$7,739,110	\$8,585,516	\$846,406
<b>Total</b>	<b>\$9,733,314</b>	<b>\$7,739,110</b>	<b>\$8,585,516</b>	<b>\$846,406</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES****CHARGES FOR CURRENT SERVICES:**

- Decrease in other service to other government agencies (Acct. 9971) due to revenue reorganization. CAL-ID revenue offset fixed asset appropriations are currently reflected in Law Enforcement Services.
- Reduction of 164,228 in Training P.O.S.T. revenue (Acct. 9965) due to elimination of salary reimbursement in November 1991.

**FINES, FORFEITURES & PENALTIES**

- CAL-ID Revenue (Acct. 9189) increase is associated with the salary of the Records Clerk II position approved in the 1992-93 budget.

**LICENSES, PERMITS AND FRANCHISES:**

- Increase of \$125,839 projected in Licenses & Permits, Miscellaneous (Acct. 9155) associated with the board approval fee increases towards the goal of full cost recovery.

**AID FROM OTHER GOVERNMENTAL AGENCIES:**

- Decrease in Aid from other government agencies (Acct. 9746) due to duplicate budgeting of revenue - offset salary costs for CAL-ID.
- Increase of \$102,000 in Federal Grants (Acct. 9678) related to the administration of the High Intensity Drug Trafficking Area (HIDTA) grant.
- Decrease in projected SB924 Corrections Training (Acct. 9532) revenue due to reductions in state reimbursement as a result of the Trial Court Realignment Act in 1991.

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**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Desk	2	Unit	\$1,190
Workstation	1	Unit	750
DEC Terminal	2	Unit	1,000
Laser Printer	2	Unit	6,000
IBM Terminal	1	Unit	3,200
Office Furniture	1	Lot	2,200
<b>Total</b>			<b>\$14,340</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	UnitCost
Veh. Compact 4-Door (Staff Car)	2 Unit	\$24,200
<b>Total</b>		<b>\$24,200</b>

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## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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Performance indicators for Administrative Services have been reviewed and changed and the "Efficiency and Effectiveness" categories are in the process of being revised.

## ACTIVITY A:

Personnel

% OF RESOURCES: 12%WORKLOAD

Employment Interviews	1,462	1,097	1,641	1,200	2,400
Background Investigations	2,049	3,793	1,715	3,800	3,200
Polygraph Examinations	948	966	542	1,000	1,500

## ACTIVITY B:

Training

% OF RESOURCES: 22%WORKLOAD

Entry Level Peace Officers Trained*	131	40	172	60	240
Correction Deputies Trained*	82	180	147	200	200
In-service Employees Trained POST/STC**	66	50	2,702	60	3,100
In-service Training Hours POST/STC**	3,700	3,800	79,307	4,200	90,000
Hours POST/STC**	108,000	100,000	254,761	136,000	300,000
Firearms Qualification	4,250	4,800	6,100	5,600	6,400

\* 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	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY C:</b>					
License					
<b>% OF RESOURCES: 5%</b>					
<u>WORKLOAD</u>					
Permits, Licenses, Photos Fingerprinting	72,338	74,546	72,267	77,627	72,533
Services to Other Agencies Criminal File/Records Checks	61,952	56,220	50,376	58,468	51,126
Photos, Fingerprinting	4,251	4,100	3,090	4,264	3,300
<b>ACTIVITY D:</b>					
Records					
<b>% OF RESOURCES: 22%</b>					
<u>WORKLOAD</u>					
Bookings*	126,300	135,180	123,417	140,000	130,000
Case Reports	68,373	72,806	71,326	75,000	72,000
Arrest Disposition Reports	7,800	6,485	8,192	7,000	8,000
ARJIS Entry	187,144	200,114	186,581	201,000	190,000
CAL-ID Fingerprint Entry	1188**	73,418	89,405	75,000	90,000

\* Jails no longer book misdemeanors.

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

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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**ACTIVITY E:**  
Administrative Management/Financial Services

**% OF RESOURCES:** 21%

**WORKLOAD**

Total Budget Dollars Per Analyst*	N/A	N/A	\$45,746,407	N/A	\$46,285,565
Requisitions Prepared	8,600	8,830	9,443	9,000	9,900
Inventory Maintained	\$ 185,000	\$ 854,000	\$ 183,000	\$ 800,000	\$ 200,000
Payroll Records Maintained	2,450	2,600	2,625	3,000	3,100

\* New indicator effective with 1991-92  
Actual Budget.

**ACTIVITY F:**  
Data Services

**% OF RESOURCES:** 12%

**WORKLOAD**

E-Mail Messages*	N/A	N/A	98,676	24,000	110,000
Sun Transactions (in millions)	14.97	15.67	16.47	17.00	17.00
Network Accounts*	N/A	N/A	1,063	700	1,200
Devices on Computer network	180	236	505	400	600

\* New indicator effective with 1991-92  
Adopted Budget.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY G:

Contract Management/Planning &amp; Research/Crime Analysis

% OF RESOURCES: 6%WORKLOAD

EIR's Law Enforcement Impact	234	234	103	200	150
Revenue Contracts	17(20,427,566)	17(20,427,566)	23(24,830,039)	20(26,722,269)	23(27,959,251)
Criminal Case Files*	N/A	N/A	100	N/A	135
Calls for Service Reports*	N/A	N/A	350	N/A	400
Misc. Crime Reports*	N/A	N/A	447	N/A	627
Media/Public Inquiries*	N/A	N/A	650	N/A	750

\* New indicator effective with 1991-92  
Actual Budget.

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$76,126	\$75,836
0975	Sheriff Contract Manager	1	1.00	1	1.00	67,385	67,128
0980	Sheriff's Personnel Manager	1	1.00	1	1.00	59,191	58,962
2302	Administrative Assistant III	2	2.00	2	2.00	87,393	92,324
2303	Administrative Assistant II	8	8.00	5	5.00	315,632	213,162
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,355	52,157
2320	Personnel Aide	1	1.00	1	1.00	23,398	24,386
2328	Dept. Pers. Officer II	1	1.00	1	1.00	41,715	46,019
2367	Principal Adm. Analyst	1	1.00	1	1.00	52,355	52,157
2370	Adm. Services Manager III	1	1.00	1	1.00	60,605	60,386
2403	Accounting Technician	3	3.00	4	4.00	80,280	102,639
2412	Analyst II	0	0.00	3	3.00	0	122,476
2413	Analyst III	0	0.00	2	2.00	0	71,790
2414	Analyst IV	1	1.00	1	1.00	52,355	52,157
2423	Dept. Sys. Prog.	2	2.00	1	1.00	83,313	44,840
2425	Associate Accountant	4	4.00	4	4.00	137,348	138,772
2427	Associate System Analyst	3	3.00	5	5.00	133,819	225,422
2485	Distrib. Net. Tech. II	1	1.00	1	1.00	23,783	28,049
2493	Intermediate Account Clerk	4	4.00	6	6.00	79,573	116,399
2494	Payroll Clerk	1	1.00	1	1.00	18,417	19,678
2499	Principal System Analyst	1	1.00	1	1.00	59,184	58,943
2500	Jr. Accountant	2	2.00	1	1.00	50,668	29,719
2505	Senior Accountant	1	1.00	1	1.00	45,252	45,081
2510	Senior Account Clerk	7	7.00	7	7.00	158,524	162,637
2511	Senior Payroll Clerk	5	5.00	5	5.00	110,902	125,280
2525	Senior System Analyst	2	2.00	2	2.00	109,914	109,494
2650	Stock Clerk	1	1.00	1	1.00	19,501	19,104
2660	Storekeeper I	1	1.00	1	1.00	22,580	22,489
2700	Intermediate Clerk Typist	7	7.00	7	7.00	134,641	135,028
2701	Sheriff's Sup. Records Clerk	2	2.00	2	2.00	59,154	58,916
2702	Sheriff's Records Manager	1	1.00	1	1.00	36,248	36,101
2703	Sheriff's Records Clerk II	16	16.00	17	17.00	407,728	433,642
2705	Sheriff's Records Clerk I	53	53.00	53	53.00	1,107,449	1,106,568
2710	Jr. Clerk Typist	1	1.00	1	1.00	14,464	14,943
2730	Senior Clerk	4	4.00	4	4.00	94,102	90,893
2745	Supervising Clerk	2	2.00	2	2.00	55,774	55,538
2756	Administrative Secretary I	1	1.00	1	1.00	19,459	19,167
2757	Administrative Secretary II	3	3.00	3	3.00	67,301	70,534
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
2896	Sup. Legal Services Clerk	1	1.00	1	1.00	32,306	32,175
2903	Legal Procedures Clerk I	2	2.00	2	2.00	44,527	40,898
2906	Legal Procedures Clerk III	2	2.00	2	2.00	54,073	53,973
2907	Legal Procedures Clerk II	6	6.00	6	6.00	132,205	140,446
3020	Computer Operator	1	1.00	2	1.50	25,530	31,594
3030	Data Entry Oper.	1	0.50	0	0.00	8,619	0
3072	Senior Computer Operator	1	1.00	1	1.00	28,198	28,085
3120	Dept. Comp. Spec. II	1	1.00	1	1.00	35,429	36,868
5706	Assis. Weapons Trng. Coord.	1	1.00	1	1.00	28,832	24,989
5746	Deputy Sheriff	17	17.00	17	17.00	734,344	748,633
5751	Investigative Spec. II	0	0.00	2	2.00	0	51,244
5775	Sheriff's Captain	1	1.00	1	1.00	67,116	66,864
5778	Sheriff's Commander	1	1.00	1	1.00	75,480	75,180
5780	Sheriff's Lieutenant	2	2.00	2	2.00	118,828	118,376
5790	Sheriff's Sergeant	5	5.00	5	5.00	260,810	258,493
7099	Sheriff Range Guard	5	5.00	5	5.00	112,365	114,008
8801	Sheriff's Finance Contract/Officer	0	0.00	1	1.00	0	84,999
<b>Total</b>		<b>195</b>	<b>194.50</b>	<b>204</b>	<b>203.50</b>	<b>\$5,807,450</b>	<b>\$6,196,415</b>

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>Salary Adjustments:</b>						(159,855)	104
<b>Premium/Overtime Pay:</b>						342,745	342,745
<b>Employee Benefits:</b>						2,203,305	2,428,914
<b>Salary Savings:</b>						(225,147)	(249,552)
<b>Total Adjustments</b>						<b>\$2,161,048</b>	<b>\$2,522,211</b>
<b>Program Totals</b>		<b>195</b>	<b>194.50</b>	<b>204</b>	<b>203.50</b>	<b>\$7,968,498</b>	<b>\$8,718,626</b>

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

ORGANIZATION #: 2400

MANAGER: Jay La Suer, Undersheriff

REFERENCE: 1992-93 Proposed Budget -- Pg. 58-12

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST-</b>						
Salaries & Benefits	\$1,703,637	\$2,571,721	\$1,752,089	\$1,896,633	\$2,836,407	49.5
Services & Supplies	150,826	160,105	311,632	194,227	226,517	16.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	15,232	0	0	0	0	0.0
Vehicle/Comm. Equip.	45,000	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,914,695</b>	<b>\$2,731,826</b>	<b>\$2,063,721</b>	<b>\$2,090,860</b>	<b>\$3,062,924</b>	<b>46.5</b>
<b>PROGRAM REVENUE</b>	<b>(6,852)</b>	<b>(3,573)</b>	<b>(25,495)</b>	<b>(5,000)</b>	<b>(10,000)</b>	<b>100.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,907,843</b>	<b>\$2,728,253</b>	<b>\$2,038,226</b>	<b>\$2,085,860</b>	<b>\$3,052,924</b>	<b>46.4</b>
<b>STAFF YEARS</b>	<b>32.00</b>	<b>32.00</b>	<b>64.00</b>	<b>34.00</b>	<b>64.00</b>	<b>88.2</b>
<b>POSITIONS</b>	<b>32</b>	<b>32</b>	<b>64</b>	<b>34</b>	<b>64</b>	<b>88.2</b>

**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 four areas of responsibility: The Office of the Sheriff, the Public Affairs Division, the Internal Affairs Division and the Community Relations and Crime Prevention 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. The 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. This unit also includes Crime Prevention which assists Communities in pro-active crime prevention programs, providing them with crime prevention knowledge, awareness and inspections. Clerical support and the Sheriff's personal staff are also included in this program.

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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and Benefits actual expenditures for 1991-92 were under budget due in part to internal constraints implemented by executive management in the area of overtime expenditures. Services and Supplies costs exceeded budget due to a court ordered reimbursement of Attorney fees to the Sheriff's Asset Forfeiture fund.

**1992-93 OBJECTIVES**

1. To provide direct liaison with all media outlets and continue to improve the 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 continued 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 continue 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 maintain 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 time on serious investigations and completing them within 60-90 days; c) fully automating case management.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Office of the Sheriff [64.00 SY; E = \$3,062,924; R = \$10,000] including support personnel is:
  - Mandated/Discretionary Service Level.
  - Responsible for the overall management of the department.
  - Responsible for the coordination of all news media contacts for the department.
  - Responsible for investigating any complaints of misconduct or negligence regarding employees in the department.
  - Responsible for maintaining good Community Relations and providing Crime Prevention Programs within the County.
  - Added 31.00 staff years due to departmental reorganization which moved Crime Prevention from Law Enforcement Services to the Office of the Sheriff. This number includes one Administrative Assistant position (1.00 SY) that was moved to the Administrative Services program.

**PROGRAM REVENUE BY SOURCE**

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>OTHER REVENUE:</b>				
Recovered Expenditures (Acct. 9989)	\$6,125	\$0	\$0	\$0
Other Miscellaneous (Acct. 9995, 9979)	18,162	5,000	10,000	5,000
Other Sales-Taxable (Acct. 9996)	1,208	0	0	0
Sub-Total	\$25,495	\$5,000	\$10,000	\$5,000
<b>OTHER FINANCIAL SOURCES:</b>				
Op. Tsfr. From Asset Forftr.	\$0	0	0	0
Sub-Total	0	0	0	0
<b>Total</b>	<b>\$25,495</b>	<b>\$5,000</b>	<b>\$10,000</b>	<b>\$5,000</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support Costs	\$0	\$2,085,860	\$3,052,924	\$967,064
Sub-Total	\$0	\$2,085,860	\$3,052,924	\$967,064
<b>Total</b>	<b>\$0</b>	<b>\$2,085,860</b>	<b>\$3,052,924</b>	<b>\$967,064</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES****Other Revenue:**

-Increase of \$5,000 projected in revenue from filming based on 1991-92 actual revenue received.



**PERFORMANCE INDICATORS**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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Performance indicators for Office of the Sheriff have been reviewed and changed and the "Efficiency and Effectiveness" categories are in the process of being revised.

**ACTIVITY A:****Office of the Sheriff****% OF RESOURCES: 16%****WORKLOAD**

Total Appropriations	115,661,364	129,262,641	141,264,130	137,239,222	142,231,962
Total Staff Years	2,266.50	2,337.50	2,409.00	2,394.50	2,457.33
Population Unincorporated Areas	374,387	358,512	381,922	358,512	396,600
Population Contract Cities	327,902	330,968	344,300	330,968	345,000
Unincorporated Area--Square Miles	3,404	3,737	3,737	3,737	3,623
Contract Cities--Square Miles	124	124	124	124	124

**ACTIVITY B:****Internal Affairs/Public Affairs****% OF RESOURCES: 43%****WORKLOAD**

Complaint Investigations	206	247	301	300	330
Claims Against County	206	159	153	200	200
Discovery Proceedings	27	29	25	35	35

**ACTIVITY C:****Crime Prevention****% OF RESOURCES: 41%****WORKLOAD**

Security Insp.*	N/A	N/A	2,895	N/A	3,473
Operation Identification*	N/A	N/A	2,233	N/A	2,233
Neighborhood Watch Groups*	N/A	N/A	469	N/A	562
Programs & Presentations*	N/A	N/A	1,058	N/A	1,269

\* New indicators effective  
with 1991-92 Actual Budget

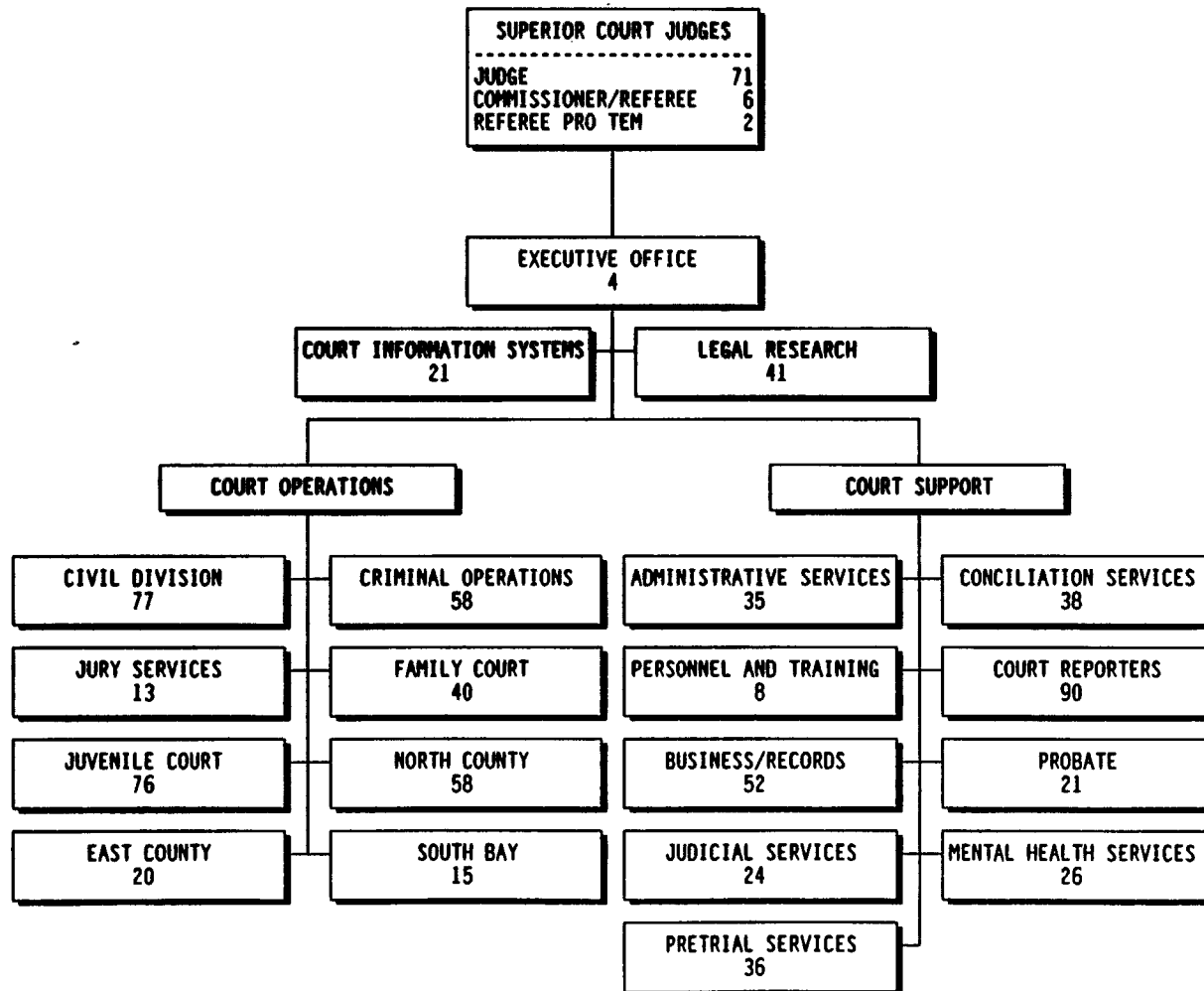
## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0160	Sheriff	1	1.00	1	1.00	\$93,761	\$93,723
0260	Undersheriff	1	1.00	1	1.00	82,625	82,310
0362	Special Assistant	3	3.00	3	3.00	167,477	184,242
0976	Sh. Comm. Relations Coord.	1	1.00	1	1.00	60,228	54,371
2303	Admin. Assistant II	1	1.00	0	0.00	42,015	0
2337	Public Inf. Specialist	1	1.00	1	1.00	38,095	37,960
2700	Int. Clerk Typist	2	2.00	7	7.00	41,508	141,976
2756	Admin. Secretary I	1	1.00	0	0.00	21,786	0
2757	Admin. Secretary II	1	1.00	1	1.00	22,315	23,949
2758	Admin. Secretary III	2	2.00	3	3.00	60,797	81,619
2759	Admin. Secretary IV	1	1.00	1	1.00	33,251	30,774
2763	Legal Secretary II	1	1.00	0	0.00	28,438	0
2776	Criminal Legal Secretary II	0	0.00	1	1.00	0	31,817
2780	Sheriff's Executive Assistant	0	0.00	1	1.00	0	41,843
5743	Supv. Crime Prevention Spec.	0	0.00	5	5.00	0	133,110
5744	Crime Prevention Specialist	0	0.00	18	18.00	0	415,620
5746	Deputy Sheriff	7	7.00	7	7.00	292,261	303,542
5780	Sheriff's Lt.	2	2.00	2	2.00	115,985	118,376
5790	Sheriff's Sergeant	8	8.00	11	11.00	416,081	570,127
8802	Executive Assistant	1	1.00	0	0.00	36,136	0
<b>Total</b>		<b>34</b>	<b>34.00</b>	<b>64</b>	<b>64.00</b>	<b>\$1,552,759</b>	<b>\$2,345,359</b>
<b>Salary Adjustments:</b>						<b>(242,035)</b>	<b>(400,091)</b>
<b>Premium/Overtime Pay:</b>						<b>14,057</b>	<b>34,143</b>
<b>Employee Benefits:</b>						<b>634,317</b>	<b>947,323</b>
<b>Salary Savings:</b>						<b>(62,465)</b>	<b>(90,327)</b>
<b>Total Adjustments</b>						<b>\$343,874</b>	<b>\$491,048</b>
<b>Program Totals</b>		<b>34</b>	<b>34.00</b>	<b>64</b>	<b>64.00</b>	<b>\$1,896,633</b>	<b>\$2,836,407</b>

SUPERIOR COURT

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Operations	\$18,074,219	\$19,484,009	\$21,449,312	\$21,448,149	\$21,740,156	\$292,007	1.4
Court Support	15,457,993	18,133,469	19,898,058	17,789,625	19,705,538	1,915,913	10.8
<b>TOTAL DIRECT COST</b>	<b>\$33,532,212</b>	<b>\$37,617,478</b>	<b>\$41,347,370</b>	<b>\$39,237,774</b>	<b>\$41,445,694</b>	<b>\$2,207,920</b>	<b>5.6</b>
<b>PROGRAM REVENUE</b>	<b>(8,563,251)</b>	<b>(8,827,840)</b>	<b>(9,586,342)</b>	<b>(8,794,031)</b>	<b>(8,849,650)</b>	<b>(55,619)</b>	<b>0.6</b>
<b>NET GENERAL FUND COST</b>	<b>\$24,968,961</b>	<b>\$28,789,638</b>	<b>\$31,761,028</b>	<b>\$30,443,743</b>	<b>\$32,596,044</b>	<b>\$2,152,301</b>	<b>7.1</b>
<b>STAFF YEARS</b>	<b>734.77</b>	<b>771.38</b>	<b>787.26</b>	<b>839.00</b>	<b>832.00</b>	<b>(7.00)</b>	<b>(0.8)</b>

Superior Court 1992-93  
832 Staff Years



PROGRAM: OPERATIONS

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13039

ORGANIZATION #: 2000

MANAGER: Kenneth E. Martone

REFERENCE: 1992-93 Proposed Budget - Pg. 60 - 8

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$13,686,460	\$15,533,354	\$17,105,450	\$17,687,196	\$18,027,356	1.9
Services & Supplies	3,731,475	3,861,857	4,140,746	3,217,800	3,682,800	14.5
Other Charges	25,935	9,375	1,659	30,000	30,000	0.0
Fixed Assets	630,349	79,423	201,457	501,153	0	(100.0)
Vehicles/Comm Equipment	0	0	0	12,000	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$18,074,219</b>	<b>\$19,484,009</b>	<b>\$21,449,312</b>	<b>\$21,448,149</b>	<b>\$21,740,156</b>	<b>1.4</b>
<b>PROGRAM REVENUE</b>	<b>(6,874,161)</b>	<b>(6,690,253)</b>	<b>(7,371,127)</b>	<b>(7,164,370)</b>	<b>(6,764,248)</b>	<b>(5.6)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$11,200,058</b>	<b>\$12,793,756</b>	<b>\$14,078,185</b>	<b>\$14,283,779</b>	<b>\$14,975,908</b>	<b>4.8</b>
<b>STAFF YEARS</b>	<b>406.62</b>	<b>436.72</b>	<b>452.41</b>	<b>495.00</b>	<b>477.00</b>	<b>(3.6)</b>

PROGRAM DESCRIPTION

The Superior Court serves 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

FY 1991-92 Mid-Year Appropriation changes included the following:

- o \$630,000 Trial Court Funding adjustment.
- o \$358,815 from the City of Chula Vista Redevelopment Agency towards the establishment of four South Bay Courtrooms.
- o \$74,750 CAO imposed travel reduction.
- o \$28,506 CAO imposed 1% services and supplies reduction.
- o \$240,000 from the Contingency Fund.
- o \$100,000 in over-realized revenue.

Actual Salaries and Benefits were \$581,746 under Adopted budget in this program. Salary savings were generated by Voluntary Time Off (VTO), by a court-wide hiring freeze and reduced overtime.

Actual expenditures on services and supplies exceeded budget by \$922,946. This overexpenditure was mostly offset by savings in Salaries, Rents and Leases, Fixed Assets and Overrealized Revenue. Jury fees, Interpreter costs, equipment maintenance, Minor Equipment and Employee Transportation and Travel are areas in which the budget continues to fall below actual Court expenditures. The opening of two new Branch Courts at South Bay and Home Savings Tower greatly contributed to this level of overexpenditure. FY 1991-92 Adopted budget did not make any provision for the opening of the new Civil Annex at Home Savings Tower.

Expenditures on Jury Payroll, Interpreters and Arbitration Referees are driven by caseloads and continue to exceed budget. The amount budgeted for Other Charges (lease purchase) was mostly unspent at \$30,802 below budget. Fixed Asset expenditures charged under the Operations program was \$299,696 under Adopted budget.

**1992-93 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 complete implementation of 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. Upgrade Juvenile Traffic system to provide greater flexibility in recording dispositions of cases, providing information to DMV and accounting for fees collected.
6. Implement Court coordination agreements (AB 1297, 1991) with Municipal Courts.
7. Complete automated linkage between Criminal Case Management and JURIS.
8. Implement expanded, integrated Jury Management System to replace existing system.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Civil Division [77.00 SY; E = \$3,474,539; R = \$2,011,796] 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.
  - o Transferred 16.00 S.Y. to Business and Records Division of the Court Support Program.
2. Criminal Division [58.00 SY; E = \$2,487,220; R = \$260,000] 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 [76.00 SY; E = \$2,960,358; R = \$101,658] 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.

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4. Family Court [40.00 SY; E = \$1,387,566; R = \$1,248,100] 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 = \$2,353,473; R = \$460,000] including support personnel:
    - o Mandated/Discretionary Service Level.
    - o Manages the jury system for all Superior and Municipal Courts.
  
  6. North County Branch [ 58.00 SY; E = \$2,200,974; R = \$1,532,026] 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 [20.00 SY; E = \$801,662; R = \$650,668] 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 = \$2,727,819; 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 [79.00 SY; E = \$2,759,189; R = \$0] is:
    - o Mandated/Mandated Service Level.
    - o Added 1 Referee and 2 Commissioners (3.00 S.Y.).
  
  10. South Bay Branch [15.00 SY; E = \$587,356; R = \$500,000] is:
    - o Mandated/Discretionary Service Level.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FEES AND GRANTS:</b>				
Marriage License	0	110,000	0	(110,000)
Fines & Forfeitures	263,472	125,000	260,000	135,000
Filing Documents	6,171,820	6,313,702	5,915,162	(398,540)
Jury Fees	570,248	300,000	460,000	160,000
Traffic School Fees	33,546	50,745	75,745	25,000
Court Admin. Fees	1,827	5,000	1,000	(4,000)
Other Misc	5,659	146,582	5,000	(141,582)
Recovered Expenditures	17,929	69,913	19,913	(50,000)
Other Sales Taxable	28,883	43,428	27,428	(16,000)
Aid From Other Govt. Agency - So. Bay Court	277,743	0	0	0
Sub-Total	\$7,371,127	\$7,164,370	\$6,764,248	\$(400,122)
<b>Total</b>	<b>\$7,371,127</b>	<b>\$7,164,370</b>	<b>\$6,764,248</b>	<b>\$(400,122)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$14,078,185	\$14,283,779	\$14,975,908	\$692,129
<b>Total</b>	<b>\$14,078,185</b>	<b>\$14,283,779</b>	<b>\$14,975,908</b>	<b>\$692,129</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

- o For FY 1991-92 Marriage License revenue (\$110,000) was budgeted under Operations but realized (\$119,320) under the Court Support program. For FY 1992-93 this revenue is correctly budgeted under Court Support.
- o For FY 1992-93 Budget, Programs and Revenue categories are realigned to more accurately reflect FY 1991-92 actual realized revenue. However, at the departmental level Superior Court FY 1992-93 Budgeted Revenue is largely unchanged from the previous fiscal year.



## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Filings					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
Total Filings	71,581	74,157	81,417	82,770	85,176
Judicial Weighted Caseload	8,148,498	8,229,679	8,604,669	9,747,747	8,564,571
<b>EFFICIENCY</b>					
Weighted Units Per Judge Staff Year*	114,768	115,911	121,193	137,292	120,628
<b>EFFECTIVENESS</b>					
Percent Over State Standard (94,170)	21.8	23.1	28.7	45.8	28.10

\*Does not include Referee and Referee Pro Tem staff years.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0570	Judge, Superior Court	71	71.00	71	71.00	\$785,461	\$828,203
0559	Supv. Research Attorney	1	1.00	1	1.00	95,272	94,901
0538	Referee	3	3.00	6	6.00	253,662	253,311
0558	Research Attorney III	2	2.00	0	0.00	148,873	0
0737	Sr. Research Attorney	0	0.00	2	2.00	0	168,582
0496	Supr Juv. Traf. Hearing Off.	1	1.00	1	1.00	61,860	61,639
8801	Director, Court Operations	2	2.00	2	2.00	117,970	123,398
0509	Director, Juvenile Court	1	1.00	1	1.00	61,935	61,699
0516	Juv. Traf. Hearing Oficer	3	3.00	3	3.00	173,865	172,724
0553	Research Attorney II	22	22.00	22	22.00	1,269,612	1,274,189
0514	Coordinator, Calendar Svcs	3	3.00	3	3.00	153,906	153,339
0530	Research Attorney I	8	8.00	8	8.00	352,792	340,002
0525	Coordinator, Jury Services	1	1.00	1	1.00	42,888	40,853
0576	Div. Chief, Branch Opertns.	2	2.00	2	2.00	90,504	90,162
0574	Div. Chief, Business	1	1.00	1	1.00	45,252	45,081
0537	Referee Pro-Tem	27	2.00	27	2.00	78,600	78,252
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	45,335	45,726
0531	Chief Calendar Clerk	1	1.00	1	1.00	41,029	40,862
0522	Deputy Jury Comm. III	1	1.00	1	1.00	37,288	35,518
0511	Chief Arbitration Clerk	2	2.00	2	2.00	81,389	81,724
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	39,018	38,877
0579	Asst. Div Chf, Branch Opertns.	2	2.00	2	2.00	78,036	77,754
0569	Asst. Supv. Sup. Court Clerk	2	2.00	2	2.00	78,225	78,924
8802	Coordinator, Court Interpreter	1	1.00	1	1.00	33,747	37,062
0554	Court Services Clerk IV	7	7.00	7	7.00	244,550	242,283
0566	Superior Court Clerk	118	118.00	117	117.00	3,783,335	3,764,052
0599	Sup. Ct. Clerk Interpreter	8	8.00	6	6.00	248,882	190,016
0535	Deputy Jury Commissioner II	11	11.00	11	11.00	295,891	297,247
0502	Admin. Secretary II	1	1.00	1	1.00	25,569	25,475
0711	Independent Calendar Clerk	0	0.00	21	21.00	0	595,924
0555	Court Services Clerk III	40	40.00	18	18.00	994,047	522,840
0703	Exhibits Custodian	3	3.00	3	3.00	69,606	66,281
0589	Cashier	2	2.00	1	1.00	41,738	19,376
0702	Microfilm Operator	1	1.00	0	0.00	22,366	0
0556	Court Services Clerk II	96	96.00	94	94.00	2,174,868	2,165,495
0557	Court Services Clerk I	48	48.00	44	44.00	943,736	893,076
0583	Intermediate Clerk Typist	9	9.00	6	6.00	165,774	116,701
0560	Law Clerk - Superior Court	4	4.00	0	0.00	78,176	0
0561	Legal Assistant	2	2.00	0	0.00	50,050	0
0734	Judicial Clerk	0	0.00	6	6.00	0	209,067
0584	Departmental Clerk	4	4.00	2	2.00	59,631	30,563
0586	Junior Clerk Typist	7	7.00	3	3.00	109,653	48,503
<b>Total</b>		<b>520</b>	<b>495.00</b>	<b>502</b>	<b>477.00</b>	<b>\$13,474,391</b>	<b>\$13,409,681</b>
<b>Salary Adjustments:</b>						<b>8,920</b>	<b>103,785</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>4,533,094</b>	<b>4,699,930</b>
<b>Salary Savings:</b>						<b>(329,209)</b>	<b>(186,040)</b>
<b>Total Adjustments</b>						<b>\$4,212,805</b>	<b>\$4,617,675</b>
<b>Program Totals</b>		<b>520</b>	<b>495.00</b>	<b>502</b>	<b>477.00</b>	<b>\$17,687,196</b>	<b>\$18,027,356</b>

PROGRAM: COURT SUPPORT

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13081

ORGANIZATION #: 2031

MANAGER: Kenneth E. Martone

REFERENCE: 1992-93 Proposed Budget - Pg. 60 - 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$13,112,953	\$15,232,531	\$16,560,358	\$16,196,748	\$17,115,889	5.7
Services & Supplies	2,313,661	2,562,437	3,004,778	1,557,877	2,041,496	31.0
Other Charges	31,379	11,555	4,198	35,000	35,000	0.0
Fixed Assets	0	326,946	328,724	0	513,153	100.0*
Vehicles/Comm Equipment	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$15,457,993</b>	<b>\$18,133,469</b>	<b>\$19,898,058</b>	<b>\$17,789,625</b>	<b>\$19,705,538</b>	<b>10.8</b>
<b>PROGRAM REVENUE</b>	<b>(1,689,090)</b>	<b>(2,137,587)</b>	<b>(2,215,215)</b>	<b>(1,629,661)</b>	<b>(2,085,402)</b>	<b>28.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$13,768,903</b>	<b>\$15,995,882</b>	<b>\$17,682,843</b>	<b>\$16,159,964</b>	<b>\$17,620,136</b>	<b>9.0</b>
<b>STAFF YEARS</b>	<b>328.15</b>	<b>334.66</b>	<b>334.85</b>	<b>344.00</b>	<b>355.00</b>	<b>3.2</b>

\* Fixed assets were previously budgeted in the Operations program.

**PROGRAM DESCRIPTION**

Court Support program provides 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 and implemented in concert with policies established by the Judges of the Superior Court.

**1991-92 BUDGET TO ACTUAL COMPARISON**

FY 1991-92 Mid-Year Appropriation changes included the following:

- o \$1,283,016 Trial Court Funding adjustment.
- o \$468,000 SB 668 funds for Local Area Network (LAN) wiring.
- o \$15,467 CAO imposed travel reduction.
- o \$200,000 in over-realized revenue.

Actual Salary and Benefits expenditures in this program were \$363,610 over Adopted budget. This was due to the fact that a FY 1991-92 Superior Court Salary adjustment of \$999,987 carried forward from the previous year was applied exclusively to the Court Support program. Savings in the Operations program offset these costs, and total Salaries and Benefits were \$218,136 under Adopted budget.

FY 1991-92 Services and Supplies actual expenditures exceeded Adopted budget by \$1,446,910. Mid-year budget additions (\$883,016 for Trial Court Funding, \$468,000 SB 668 funds and \$200,000 over-realized revenue appropriations) account for a large part of the difference between actuals and Adopted budget. Electronic reporting, transcript costs, postage equipment maintenance, and software are areas in which actual expenditures exceeded budget.

FY 1991-92 fixed assets expenditures were over adopted budget by \$328,724 because fixed assets were budgeted in the Operations program.

**1992-93 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.
4. Implement Trainee Program for Court Services Clerks and develop Employee Safety Training Program as required by California Code.
5. Conduct a Judicial Council funded research project to study the effectiveness of Parent Education that is delivered before Family Court mediation in child custody cases.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Executive Office and Administrative Services [47.00 SY; E = \$3,155,087; 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.
  - o Deleted Senior Personnel Analyst and Administrative Services Manager I (2.00 S.Y.). Added Chief, Administrative Services (1.00 S.Y.).
2. Court Information Services [21.00 SY; E = \$1,374,593; R = \$0] including support personnel:
  - o Mandated/Discretionary Service Level.
  - o Provides design/development/maintenance of case management and tracking systems.
3. Judicial Services [24.00 SY; E = \$1,069,847; 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 = \$947,961; R = \$230,000] including support personnel:
  - o Mandated/Discretionary Service Level.
  - o Handle decedents' estates, guardianships of minors, and conservatorship of adults who are unable to provide for their personal needs or manage their financial resources.
  - o Added 1.00 S.Y. Conservatorship Investigator and deleted 1.00 S.Y. Court Service Clerk II.

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5. Court Reporters [90.00 SY; E = \$7,341,088; R = \$984,845] 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.
6. Pretrial Services [36.00 SY; E = \$1,156,951; R = \$0] including support personnel:
- o Discretionary/Mandated 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.
  - o Added 1.00 S.Y. Pretrial Service Officer.
7. Business/Records [52.00 SY; E = \$1,544,761; 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.
  - o Transferred 16.00 S.Y. clerical positions from the Operations program, Civil Division.
8. Conciliation Court [38.00 SY; E = \$1,937,308; R = \$120,000] 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 [26.00 SY; E = \$1,177,941; R = \$750,557] including support personnel:
- o Mandated/Discretionary Service Level.
  - o Conducts investigations and makes recommendations to the Court regarding conservatorship, 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.
  - o Deleted 2.00 S.Y. Mental Health Counselor II.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Marriage Licenses	119,320	0	120,000	120,000
State Aid	0	714,816	0	(714,816)
Reporter Transcripts	1,078,186	884,845	984,845	100,000
Recovered Expenditures	250,021	30,000	230,000	200,000
Other Miscellaneous	17,130	0	0	0
Sub-Total	\$1,464,657	\$1,629,661	\$1,334,845	\$(294,816)
REALIGNMENT:				
Mental Health Account - Sales Tax	\$750,558	\$0	\$750,557	\$750,557
Sub-Total	\$750,558	\$0	\$750,557	\$750,557
Total	\$2,215,215	\$1,629,661	\$2,085,402	\$455,741

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$17,682,843	\$16,159,964	\$17,620,136	\$1,460,172
Sub-Total	\$17,682,843	\$16,159,964	\$17,620,136	\$1,460,172
TOTAL	\$17,682,843	\$16,159,964	\$17,620,136	\$1,460,172

## EXPLANATION/COMMENT ON PROGRAM REVENUES

- For FY 1991-92 Marriage License revenue (\$110,000) was budgeted under the Operations Program. However, realized revenue (\$119,320) was recorded under Court Support Program. For FY 1992-93 this revenue is correctly budgeted under the Court Support program.
- State Aid for Mental Health, Short Doyle revenue is now part of State Sales Tax Realignment Account.
- Actual revenue for Reporter transcripts was significantly over budget.
- Recovered Expenditures Revenue, fees charged for Probate investigations and Conciliation Court mediation is expected to stabilize at the FY 1991-92 level and is budgeted accordingly for FY 1992-93.

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**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Office Equipment & Furniture	1	Lot	\$240,000
Modular Furniture	1	Lot	13,153
Data Processing Equipment	1	Lot	250,000
<b>Total</b>			<b>\$503,153</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
Communications Equipment	1	Lot	\$10,000
<b>Total</b>			<b>\$10,000</b>

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Probate</b>					
<b>% OF RESOURCES:</b>	4.81%				
<u>WORKLOAD</u>					
# Filings	4,546	4,511	5,106	4,600	5,100
<u>EFFICIENCY</u>					
# Cases Disposed of	5,886	5,711	5,266	6,000	5,300
<u>EFFECTIVENESS</u>					
Ratio of Dispositions to Filings	129%	127%	103%	130%	104%
<b>ACTIVITY B: Pretrial Services</b>					
<b>% OF RESOURCES:</b>	5.87%				
<u>WORKLOAD</u>					
Investigations	1,425	1,766	2,391	1,800	1,750
Total Inmates Interviewed	36,679	34,346	33,118	35,000	35,000
<u>EFFICIENCY</u>					
# Released OR	1,989	1,711	1,453	1,700	1,500
# Released Supervised	747	762	913	750	730
<u>EFFECTIVENESS</u>					
Custody Days Averted - OR (3 Days Avg.)	5,967	5,133	4,359	5,000	4,500
Custody Days Averted - Supervised (Actual)	54,893	44,238	58,985	45,000	47,450
<b>ACTIVITY C: Business/Records</b>					
<b>% OF RESOURCES:</b>	7.84%				
<u>WORKLOAD</u>					
Supplemental Filings	136,724	134,933	135,344	135,000	135,500
Case Files Handled	259,204	269,057	246,729	275,000	270,000
<u>EFFICIENCY</u>					
Supplemental Files Handled/Staff	4,320	4,484	4,838	5,392	5,192
<u>EFFECTIVENESS</u>					
% Handled in Required Time Limits	100%	100%	100%	100%	100%



## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY D:</b>					
Conciliation Court					
<b>% OF RESOURCES: 9.83%</b>					
<b>WORKLOAD</b>					
Child Custody/Visitation Mediation Hearings	8,457	8,014	7,984	8,400	8,400
Guardianship Investigations	232	282	336	300	350
<b>EFFICIENCY</b>					
# of Hearings per Counselor	352	334	380	350	380
#of Guardianships/per Counselor	10	12	16	13	16
<b>EFFECTIVENESS</b>					
% of Mediation Settlements	68%	70%	68%	70%	65%
<b>ACTIVITY E:</b>					
Counselor in Mental Health					
<b>% OF RESOURCES: 5.98%</b>					
<b>WORKLOAD</b>					
Conservatorship Investigations	1,493	1,633	1,525	1,500	1,500
Mental Health Hearings	1,667	2,306	2,276	2,400	2,300
<b>EFFICIENCY</b>					
Investigations/Counselor	100	148	139	135	140
Hearings/Counselor	111	192	207	200	210
<b>EFFECTIVENESS</b>					
% Private Conservators Appointed	58%	42%	45%	40%	45%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0520	Exec. Officer & Jury Comsn	1	1.00	1	1.00	110,460	115,544
0519	Ast. Sup. Ct. Exec. Officer	2	2.00	2	2.00	163,248	162,610
0564	Dir, Court Info. Systems	1	1.00	1	1.00	67,688	74,148
0548	Dir, Mental Health Services	1	1.00	1	1.00	61,935	61,699
0505	Dir, Family Counseling	1	1.00	1	1.00	61,935	61,699
0513	Supv. Court Systems Analyst	3	3.00	3	3.00	183,606	185,466
8804	Director, Personnel Svcs.	1	1.00	1	1.00	53,492	55,957
0565	Sup. Ct. Capital Projects Mgr	1	1.00	1	1.00	56,690	58,421
0540	Court Reporter, Superior Crt	82	82.00	82	82.00	4,551,244	4,540,968
0507	Conciliation Counselor IV	2	2.00	2	2.00	108,992	108,576
0533	Chief, Admin. Services	0	0.00	1	1.00	0	45,047
0551	Admin. Services Manager I	2	2.00	1	1.00	99,597	52,157
0501	Court Systems Analyst II	3	3.00	3	3.00	150,133	149,947
0534	Departmental Officer III	1	1.00	1	1.00	52,355	52,157
0541	Pro Tem Court Reporter	70	6.00	70	6.00	302,676	301,548
0514	Coordinator Calendar Svcs	2	2.00	2	2.00	102,604	102,226
0506	Conciliation Counselor III	9	9.00	9	9.00	445,878	444,276
0523	Chief Probate Examiner (V)	1	1.00	1	1.00	50,486	50,301
0545	Pretrial Services Manager	1	1.00	1	1.00	38,035	36,229
0552	Deputy Counselor in M. H. III	1	1.00	1	1.00	42,911	42,914
0532	Admin. Assistant III	4	4.00	4	4.00	176,982	166,591
0567	Senior Accountant	1	1.00	1	1.00	45,252	39,194
0575	Division Chief, Records	1	1.00	1	1.00	45,252	39,194
0503	Court Systems Analyst I	6	6.00	6	6.00	274,390	280,630
0710	Senior Personnel Analyst	3	3.00	2	2.00	129,671	91,595
0524	Admin. Assistant II	1	1.00	1	1.00	38,921	37,703
0549	Deputy Counselor IN M.H. II	15	15.00	13	13.00	620,482	533,418
0547	Supv. Pretrial Services Officer	4	4.00	4	4.00	167,616	162,604
0526	Probate Examiner III	2	2.00	2	2.00	87,460	87,104
0529	Coord., Court Reporter Svcs.	1	1.00	0	0.00	37,288	0
0707	Chief Court Reporter	0	0.00	1	1.00	0	53,729
0512	Chief Judicial Secretary	1	1.00	1	1.00	41,554	41,384
0518	Conciliation Counselor II	13	13.00	13	13.00	539,851	550,726
0577	Asst. Div. Chief, Business	1	1.00	0	0.00	39,018	0
0578	Asst. Div. Chief, Records	1	1.00	1	1.00	39,018	38,877
0571	Public Information Officer	1	1.00	1	1.00	45,252	45,081
0546	Pretrial Services Officer	9	9.00	10	10.00	341,331	373,502
0563	Analyst II	1	1.00	1	1.00	35,428	40,727
0521	Conservatorship Investigator	2	2.00	3	3.00	79,476	112,570
0527	Probate Examiner II	9	9.00	9	9.00	335,849	339,760
0554	Court Services Clerk IV	5	5.00	5	5.00	167,764	165,291
0562	Computer Specialist - Sup. Ct.	7	7.00	7	7.00	234,384	240,423
0566	Superior Court Clerk	0	0.00	1	1.00	0	28,396
0515	Judicial Secretary	18	18.00	17	17.00	597,861	563,295
0700	Junior Accountant	1	1.00	1	1.00	26,011	26,019
0555	Court Services Clerk III	11	11.00	12	12.00	304,559	320,997
0542	Senior Payroll Clerk	1	1.00	1	1.00	24,620	25,056
0572	Senior Account Clerk	3	3.00	3	3.00	72,123	70,129
0588	Accounting Technician	1	1.00	1	1.00	26,764	26,665
0582	Storekeeper	1	1.00	1	1.00	22,580	22,489
8803	Senior Cashier	1	1.00	1	1.00	23,497	24,700
0702	Microfilm Operator	1	1.00	1	1.00	22,366	22,280
0556	Court Services Clerk II	57	57.00	56	56.00	1,307,146	1,294,862
0502	Admin Secretary II	1	1.00	1	1.00	25,569	25,475
0589	Cashier	1	1.00	1	1.00	22,366	19,376
0701	Mail Clerk Driver	1	1.00	1	1.00	19,623	20,387
0557	Court Services Clerk I	8	8.00	12	12.00	167,352	239,204
0581	Stock Clerk, Sup. Ct.	2	2.00	2	2.00	38,357	39,169
0583	Intermediate Clerk Typist	4	4.00	7	7.00	79,958	133,143
0586	Junior Clerk Typist	3	3.00	7	7.00	45,851	108,491
0584	Departmental Clerk	1	1.00	3	3.00	16,791	45,880
9999	Temporary Extra Help	64	19.00	64	19.00	324,028	324,028
<b>Total</b>		<b>453</b>	<b>344.00</b>	<b>464</b>	<b>355.00</b>	<b>\$13,393,626</b>	<b>\$13,522,034</b>

## STAFFING SCHEDULE

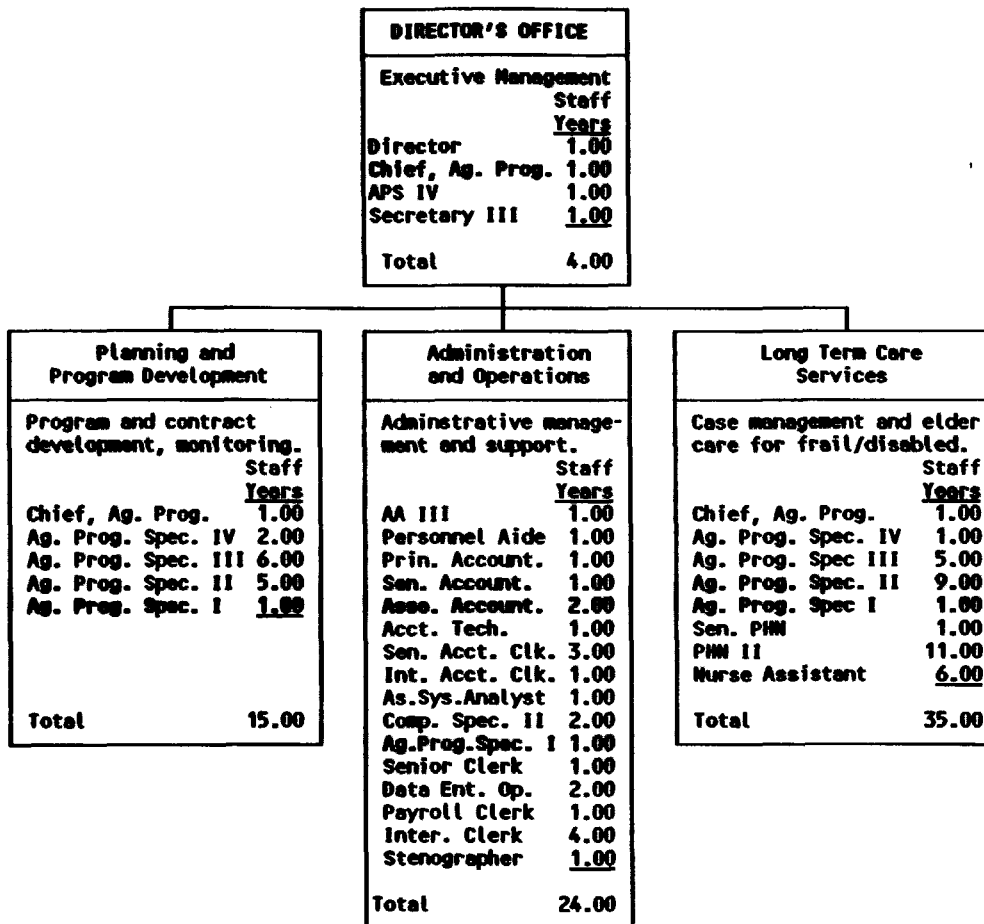
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
	Salary Adjustments:					(993,309)	(300,063)
	Premium/Overtime Pay:					0	0
	Employee Benefits:					3,819,888	4,060,544
	Salary Savings:					(23,457)	(166,626)
	<b>Total Adjustments</b>					<b>\$2,803,122</b>	<b>\$3,593,855</b>
	<b>Program Totals</b>	<b>453</b>	<b>344.00</b>	<b>464</b>	<b>355.00</b>	<b>\$16,196,748</b>	<b>\$17,115,889</b>

# HEALTH & SOCIAL SERVICES

AREA AGENCY ON AGING

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Area Agency on Aging	\$8,736,658	\$9,160,855	\$9,794,420	\$11,051,712	\$11,391,218	\$339,506	3.1
TOTAL DIRECT COST	\$8,736,658	\$9,160,855	\$9,794,420	\$11,051,712	\$11,391,218	\$339,506	3.1
PROGRAM REVENUE	(8,146,408)	(8,735,489)	(9,239,599)	(9,944,031)	(10,427,129)	(483,098)	4.9
NET GENERAL FUND COST	\$590,250	\$425,366	\$554,821	\$1,107,681	\$964,089	\$(143,592)	(13.0)
STAFF YEARS	67.97	71.90	73.67	76.00	78.00	2.00	2.6

AREA AGENCY ON AGING



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Staff Changes:

One position reclassified in FY 1991-92 from Aging Program Specialist I to II, in the Program Development Division.

One position originally budgeted as Accounting Technician in the FY 1991-92 budget was ultimately classified at the Senior Account Clerk level.

The addition of two staff years is the result of full year funding of positions originally approved and added by the Board of Supervisors for the AIDS Waiver Program in the FY 1991-92 budget.

PROGRAM: Area Agency on Aging

DEPARTMENT: AREA AGENCY ON AGING

PROGRAM #: 27014  
MANAGER: Daniel L. Laver

ORGANIZATION #: 3700  
REFERENCE: 1992-93 Proposed Budget -- Pg. 6-1

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,746,759	\$3,029,551	\$3,394,708	\$3,502,568	\$3,616,173	3.2
Services & Supplies	5,964,910	6,129,527	6,358,485	7,455,694	7,775,045	4.3
Other Charges	0	0	0	0	0	0.0
Fixed Assets	24,989	1,777	41,227	0	0	0.0
Operating Transfers	0	0	0	93,450	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$8,736,658</b>	<b>\$9,160,855</b>	<b>\$9,794,420</b>	<b>\$11,051,712</b>	<b>\$11,391,218</b>	<b>3.1</b>
<b>PROGRAM REVENUE</b>	<b>(8,146,408)</b>	<b>(8,735,489)</b>	<b>(9,239,599)</b>	<b>(9,944,031)</b>	<b>(10,427,129)</b>	<b>4.9</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$590,250</b>	<b>\$425,366</b>	<b>\$554,821</b>	<b>\$1,107,681</b>	<b>\$964,089</b>	<b>(13.0)</b>
<b>STAFF YEARS</b>	<b>67.97</b>	<b>71.90</b>	<b>73.67</b>	<b>76.00</b>	<b>78.00</b>	<b>2.6</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Expenditures in salaries and benefits and services and supplies were less than anticipated due to underexpenditure in contracted services, and, because of the extraordinary budget situation faced by the County, special efforts were made by the department to reduce expenditures through delays in filling vacancies, and reduced spending on supplies and services. Fixed assets were computer equipment purchased with grant funds.

**1992-93 OBJECTIVES**

1. Secure 12,000 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 950 clients.
4. Participate in at least four (4) regional senior employment fairs providing information and job counseling for 1,500 seniors.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Information and Referral [3.18 SY; E = \$178,128; R = \$137,259] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 77% by program revenue.
  - o Expected to handle 45,000 requests for information or referral services in 1992-93.
2. Nursing Home Ombudsman Program [4.52 SY; E = \$300,126; R = \$177,591] including support personnel is:
  - o Discretionary/Mandated Service Level.
  - o Offset 59% by program revenue.
  - o Expected to make 1,200 site visits to nursing homes in 1992-93.
3. Program Development [5.58 SY; E = \$326,812; R = \$166,854] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 51% by program revenue.
  - o Expected to establish new resources with a dollar value in excess of \$100,000 in 1992-93.
4. Grant/Contract Administration [15.38 SY; E = \$6,176,163; R = \$5,798,404] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 94% by program revenue.
  - o Expected to make 300 site visits to contractors in 1992-93.
5. Long Term Care [49.34 SY; E = \$4,409,989; R = \$4,147,021] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 94% by program revenue.
  - o Expected to manage a caseload of 950 clients in 1992-93.



PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANTS:</b>				
Title III-B (17% of admin. and direct service)	\$2,082,528	\$1,843,073	\$1,847,687	\$4,614
Title III-C1 (33% of admin. and direct service)	1,690,899	1,800,383	1,801,622	1,239
Title III-C2 (33% of admin. and direct service)	583,595	440,427	440,427	0
Title III-D	45,221	0	0	0
Title III-G	43,453	0	0	0
Title III-Long Term Care Ombudsman	24,936	0	0	0
United States Department of Agriculture	751,207	796,184	796,184	0
State Support Services	90,495	92,909	92,909	0
Title V	421,059	393,822	393,822	0
City of San Diego	147,777	136,641	136,641	0
State Congregate Nutrition	278,564	356,034	354,795	(1,239)
State Home Delivered Nutrition	447,917	447,917	447,917	0
Title XIX	1,277,226	1,343,648	1,332,762	(10,886)
State General Fund	170,507	324,000	170,230	(153,770)
AIDS Case Management	964,585	1,811,522	2,352,515	540,993
State Ombudsman	90,600	95,206	95,421	215
Tax Check-Off	8,213	0	0	0
Respite Care Registry	16,000	2,265	2,265	0
May Foundation (OASIS)	35,000	15,000	15,000	0
Mercy Hospital and Medical Center	42,936	25,000	25,000	0
Meals On The Move America	2,834	0	0	0
Wagner-Peyser	18,984	20,000	20,000	0
Linkages - Fines and Forfeitures	5,063	0	101,932	101,932
<b>Sub-Total</b>	<b>\$9,239,599</b>	<b>\$9,944,031</b>	<b>\$10,427,129</b>	<b>\$483,098</b>
<b>Total</b>	<b>\$9,239,599</b>	<b>\$9,944,031</b>	<b>\$10,427,129</b>	<b>\$483,098</b>

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
	\$331,003	\$898,240	\$754,332	\$(143,908)
<b>Sub-Total</b>	<b>\$331,003</b>	<b>\$898,240</b>	<b>\$754,332</b>	<b>\$(143,908)</b>
<b>BUDGETED MATCH:</b>				
Title III-B (17%)	\$137,447	\$122,361	\$122,606	\$245
Title III - C1 (33%)	65,945	71,447	71,518	71
Title III - C2 (33%)	20,426	15,633	15,633	0
<b>Sub-Total</b>	<b>\$223,818</b>	<b>\$209,441</b>	<b>\$209,757</b>	<b>\$316</b>
<b>Total</b>	<b>\$554,821</b>	<b>\$1,107,681</b>	<b>\$964,089</b>	<b>(143,592)</b>

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	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Senior Nutrition</b>					
<b><u>% OF RESOURCES:</u></b>	31%				
<b><u>WORKLOAD</u></b>					
Number of Meals	1,391,835	1,353,041	1,319,472	1,340,000	1,380,000
<b><u>EFFICIENCY</u></b>					
Meal Cost	\$2.53	\$2.51	\$2.60	\$2.64	\$2.56
<b><u>EFFECTIVENESS</u></b>					
Unduplicated Nutrition Clients	17,971	14,319	13,095	15,600	15,600
<b>ACTIVITY B: Long Term Care</b>					
<b><u>% OF RESOURCES:</u></b>	39%				
<b><u>WORKLOAD</u></b>					
Assessments/Reassessments	2,716	3,343	2,619	2,612	2,400
<b><u>EFFICIENCY</u></b>					
Cost/Client Day	\$11.12	\$6.57	\$7.28	\$10.22	\$11.80
<b><u>EFFECTIVENESS</u></b>					
Unduplicated Clients	1,358	2,144	1,872	1,900	1,900
<b>ACTIVITY C: Senior Legal Services</b>					
<b><u>% OF RESOURCES:</u></b>	1%				
<b><u>WORKLOAD</u></b>					
Legal Services Hours	17,095	19,291	22,235	15,200	14,000
<b><u>EFFICIENCY</u></b>					
Cost /Legal Services Hour	\$6.94	\$6.15	\$5.33	\$8.47	\$8.47
<b><u>EFFECTIVENESS</u></b>					
Unduplicated Clients	10,247	6,200	7,041	5,000	5,000

STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2119	Director	1	1.00	1	1.00	\$72,756	\$69,722
5207	Chief, Aging Programs	3	3.00	3	3.00	164,871	164,241
2497	Principal Accountant	1	1.00	1	1.00	52,355	52,157
5206	Aging Program Specialist IV	4	4.00	4	4.00	185,404	184,648
2302	Administrative Assistant III	1	1.00	1	1.00	46,351	46,162
2505	Senior Accountant	1	1.00	1	1.00	45,252	45,081
5205	Aging Program Specialist III	11	11.00	11	11.00	432,335	436,438
4567	Senior Public Health Nurse	1	1.00	1	1.00	44,027	44,829
2425	Associate Accountant	2	2.00	2	2.00	63,129	68,663
4565	Public Health Nurse II	10	9.50	11	11.00	379,457	449,498
5204	Aging Program Specialist II	14	13.50	14	14.00	464,819	481,714
2403	Accounting Technician	2	1.50	1	1.00	35,388	25,032
5203	Aging Program Specialist I	4	4.00	3	3.00	113,416	87,578
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
2320	Personnel Aide	1	1.00	1	1.00	25,157	27,623
2730	Senior Clerk	1	1.00	1	1.00	18,864	21,468
2510	Senior Account Clerk	2	2.00	3	3.00	43,678	67,081
2760	Stenographer	1	1.00	1	1.00	19,858	19,860
3030	Data Entry Operator	2	2.00	2	2.00	39,725	40,524
2700	Intermediate Clerk	4	4.00	4	4.00	77,347	79,723
2493	Intermediate Account Clerk	1	1.00	1	1.00	19,427	18,506
4615	Nurses Assistant	6	6.00	6	6.00	119,362	118,011
2427	Associate Systems Analyst	1	1.00	1	1.00	49,864	49,673
3119	Department Computer Spec. II	2	1.50	2	2.00	46,612	63,477
2494	Payroll Clerk	1	1.00	1	1.00	17,997	20,970
9999	Extra Help	0	0.00	0	0.00	49,971	49,971
<b>Total</b>		<b>78</b>	<b>76.00</b>	<b>78</b>	<b>78.00</b>	<b>\$2,658,322</b>	<b>\$2,763,424</b>
<b>Salary Adjustments:</b>						<b>58,673</b>	<b>(256)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>855,736</b>	<b>926,338</b>
<b>Salary Savings:</b>						<b>(70,163)</b>	<b>(73,333)</b>
<b>Total Adjustments</b>						<b>\$844,246</b>	<b>\$852,749</b>
<b>Program Totals</b>		<b>78</b>	<b>76.00</b>	<b>78</b>	<b>78.00</b>	<b>\$3,502,568</b>	<b>\$3,616,173</b>

HEALTH SERVICES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Alcohol and Drug Services	\$12,666,063	\$16,400,575	\$19,878,633	\$19,691,576	\$19,582,948	\$(108,628)	(0.6)
County Medical Services	46,033,449	53,759,731	46,290,965	35,672,990	39,050,660	3,377,670	9.5
Mental Health Services	52,515,003	60,708,188	71,374,661	58,616,477	70,726,601	12,110,124	20.7
Correctional Facilities Medical Services	2,429,565	2,989,667	3,929,575	2,832,044	3,111,345	279,301	9.9
County Patient Support	10,505,770	10,351,684	10,967,398	12,614,638	12,537,811	(76,827)	(0.6)
Edgewood Geriatric Hospital	14,305,697	15,481,393	17,185,179	18,392,783	17,987,625	(405,158)	(2.2)
Emergency Medical Svcs.	1,716,553	3,057,220	3,033,764	3,662,195	3,436,336	(225,859)	(6.2)
Immigration Health Svcs.	335,050	491,550	374,265	608,706	0	(608,706)	(100.0)
Primary Care	3,323,879	3,263,787	3,572,958	3,688,551	3,809,963	121,412	3.3
University Hospital	121,520	23,844	0	0	0	0	0.0
Adult Special Health Services	704,938	656,603	423,143	329,795	300,466	(29,329)	(8.9)
California Children Services	5,748,089	7,903,788	8,681,469	14,815,797	8,494,336	(6,321,461)	(42.7)
Community Disease Control	8,934,354	10,178,956	12,760,164	13,545,806	15,213,816	1,668,010	12.3
County Veterinarian	325,866	348,205	358,883	341,439	344,357	2,918	0.9
Environmental Health Services	12,244,516	15,556,145	16,486,796	20,630,913	19,877,456	(753,457)	(3.7)
Maternal and Child Health	4,781,221	8,118,501	9,389,092	11,224,275	12,382,400	1,158,125	10.3
Records and Statistics	629,973	784,219	873,997	890,651	976,365	85,714	9.6
Support Services	5,790,466	6,039,857	6,037,891	7,342,743	6,955,181	(387,562)	(5.3)
Department Administration	2,308,233	2,343,079	2,436,181	2,606,684	2,540,114	(66,570)	(2.6)
<b>TOTAL DIRECT COST</b>	<b>\$185,420,205</b>	<b>\$218,456,992</b>	<b>\$234,055,014*</b>	<b>\$227,508,063</b>	<b>\$237,327,780</b>	<b>\$9,819,717</b>	<b>4.3</b>
<b>PROGRAM REVENUE</b>	<b>(155,065,328)</b>	<b>(176,615,592)</b>	<b>(203,549,499)**</b>	<b>(197,350,716)</b>	<b>(209,204,443)</b>	<b>(11,853,727)</b>	<b>6.0</b>
<b>NET GENERAL FUND COST</b>	<b>\$30,354,877</b>	<b>\$41,841,400</b>	<b>\$30,505,515</b>	<b>\$30,157,347</b>	<b>\$28,123,337</b>	<b>(2,034,010)</b>	<b>(6.7)</b>
<b>STAFF YEARS</b>	<b>2,085.00</b>	<b>2,254.96</b>	<b>2,244.46</b>	<b>2,477.80</b>	<b>2,504.74</b>	<b>26.94</b>	<b>1.1</b>

\* The FY 1991-92 Actual Direct Costs are \$3,060 higher than what appears in the line-item worksheets. This variance is due to the Auditor's worksheets containing a negative Cost Applied entry in Account 5611 which the Auditor and Controller's Office directed this Department to disregard.

\*\* Includes a \$4,258,965 revenue reversal caused by the cancellation of overstated prior year accruals.

DEPARTMENT OF HEALTH SERVICES  
(Headquarters Location: J.B. Aakew Building)

**PLANNING, POLICY & DEVELOPMENT**

**PLANNING, POLICY & DEVELOPMENT (PP&D).** PP&D is responsible for the Department's strategic planning to develop long-term solutions; coordination of the Department's direction; systems and organization development; and oversight on special projects of the Director's office. Functional activities include legislation and Government relations; contracting, planning and systems redesign.

6 Positions                      6.00 Staff Years

**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.

27 Positions                      27.00 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.

138 Positions                      130.17 Staff Years

**ALCOHOL AND DRUG SERVICES**

**ALCOHOL AND DRUG SERVICES.** The Alcohol program serves as a community catalyst to overcome alcohol problems. It subsidizes 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 maintenance) 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.

51 Positions                      50.00 Staff Years

**ENVIRONMENTAL HEALTH SERVICES**

**ENVIRONMENTAL HEALTH SERVICES (EHS).** San Diego County's population of approximately 2.6 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. 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.

381 Positions                      375.42 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, approximately 50 contracts, and six State facilities/ programs.

802 Positions                      727.99 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.

616 Positions                      553.07 Staff Years

**PHYSICAL HEALTH SERVICES**

**PHYSICAL HEALTH SERVICES.** Physical Health Services is responsible for the operation of the Edgemoor Geriatric Hospital; providing administration and fiscal services relating to County Patient Services; Administration of Primary Care Services, Emergency Medical Services, County Medical Services, and Correctional Facility Medical Services.

686 Positions                      635.09 Staff Years

**NOTES:**  
The Director's Office deleted 1.00 staff year Senior Accountant in Physical Health Administration due to loss of SLIAG revenue.

Management Services deleted 3.50 permanent staff years due to loss of Tobacco Tax revenue.

Environmental Health Services staff years decreased (12.83 SY) due to reduced funding levels.

Mental Health Services (MHS) staff years have increased due to the final San Diego County Psychiatric Hospital reconfiguration (30.83 SY) and restoration of the Forensic Services Division (25.00 SY), both of which were not included in the FY 1991-92 Adopted Budget. MHS also added 3.00 staff years for the AB 3632 Assessment Program, 0.50 staff year for Foster Care Family Preservation and deleted 13.50 staff years due to loss of revenue.

Physical Health Services staff years increased by 6.16 due to grant funded increases and an adjustment to extra help.

Public Health Services staff years increased by 8.99 due to grant funded increases and staffing changes to maximize efficiency and adjustments to Extra Help.

Alcohol & Drug Services staff years were reduced by 2.00 to enable their anticipated revenue to cover 100% of their overheads.

PROGRAM: ALCOHOL AND DRUG SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42311  
MANAGER: Joan Friedenber

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-32

**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. 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,342,079	\$1,800,625	\$2,207,779	\$2,428,930	\$2,476,009	1.9
Services & Supplies	11,298,316	14,528,739	17,638,964	17,198,756	17,098,049	(0.6)
Other Charges	7,410	7,410	8,890	8,890	8,890	0.0
Fixed Assets	18,258	63,801	23,000	55,000	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$12,666,063</b>	<b>\$16,400,575</b>	<b>\$19,878,633</b>	<b>\$19,691,576</b>	<b>\$19,582,948</b>	<b>(0.6)</b>
<b>PROGRAM REVENUE</b>	<b>(14,667,773)</b>	<b>(16,451,346)</b>	<b>(20,022,000)</b>	<b>(19,294,346)</b>	<b>(19,612,406)</b>	<b>1.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(2,001,710)</b>	<b>\$(50,771)</b>	<b>\$(143,367)</b>	<b>\$397,230</b>	<b>\$(29,458)</b>	<b>(107.4)</b>
<b>STAFF YEARS</b>	<b>30.07</b>	<b>39.57</b>	<b>44.23</b>	<b>52.00</b>	<b>50.00</b>	<b>(3.8)</b>

#### PROGRAM DESCRIPTION

For Fiscal Year 1992-93 Alcohol Services and Drug Services have been administratively reorganized into a single organization, Alcohol and Drug Services (ADS). Additionally, the State allocation of funds, including both Federal and State monies has been received in a combined allocation for ADS and all reports to the State level now reflect this combined organization. The previously separate Alcohol Services Program and Drug Services Program's program budgets have been combined to reflect this action.

San Diego experiences severe problems related to the abuse of both drugs and alcohol. For example an estimated 250,000 persons in the County are heavy alcohol consumers contributing to numerous legal violations. 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. In relation to drugs, indirect indices such as drug-related deaths, emergency room episodes, arrests and treatment admissions remain at high levels and indicate that there are some 197,600 active problem level drug abusers in San Diego County.

The role of County staff is to collect and analyze alcohol and drug indicator data and serve as a community catalyst to overcome drug and alcohol problems. Staff is charged with the responsibility to determine regional and countywide needs; plan, contract for, monitor and evaluate treatment and other services; provide technical assistance to service providers; prepare the County Alcohol and Drug Services Plan; and maintain communication and cooperation with the County Alcohol and Drug Advisory Board, State and Federal funding agencies, health planning agencies and the criminal justice system.

Alcohol and Drug Services, through countywide contracts, provides treatment and recovery services for persons with alcohol and drug problems. These services include outpatient and residential group, family and individual counseling, residential social model detoxification, neighborhood recovery centers which provide scheduled and drop-in services; recovery homes, which provide clients with sobering services and short- and long-term 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. Other services provided to the general public are: education, training, information and referral, and recovery services. These services are both countywide and community-specific.

Linkages are maintained with private agencies for methadone maintenance and heroin detoxification services as indicated in the Alcohol and Drug Services Plan. ADS also supports other public agencies whose missions are impacted by alcohol and drug related problems. The program also manages, but does not fund, the drinking driver programs for both first and multiple offenders, and oversees the diversion program for adult drug offenders.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actuals for Salaries and Benefits show a savings due to a Countywide hiring freeze. Although Services and Supplies appear overspent, the Board of Supervisors approved mid-year appropriations that brought the authorized spending level to \$18,002,879. Not all contract expenditures occurred prior to the close of the Fiscal Year, therefore, when the year-end payments are made in FY 1992-93 no actual savings are anticipated.

Fixed asset costs of \$23,000 reflect prior year expenditures of \$19,472. Only \$3,528 are current year expenditures resulting in a significant savings from the \$55,000 budgeted level.

**1992-93 OBJECTIVES****OBJECTIVES PREVIOUSLY CONTAINED IN THE DRUG SERVICES PROGRAM:**

1. To provide drug-free treatment or education services for 6,000 persons misusing drugs, with 35% outpatient and 35% residential clients successfully completing treatment.
2. To provide 41,700 hours of other services to persons not enrolled in treatment.

**OBJECTIVES PREVIOUSLY CONTAINED IN THE ALCOHOL SERVICES PROGRAM:**

3. To provide 487,200 neighborhood recovery center visits.
4. To provide 150,471 recovery home residential days.

**1992-93 SUB PROGRAM ACTIVITIES**

This FY 1992-93 Adopted Budget reflects a decrease of 2.00 Staff Years (SY) due to the reduction of 1.00 SY Alcohol and Drug Program Manager, 1.00 SY Alcohol Services Coordinator, and 1.00 SY Intermediate Clerk Typist; and, the addition of 1.00 SY Utilization Review Specialist.

Other charges in FY 1992-93 provide \$8,890 for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

1. Alcohol Contract Services [10.00 SY; E = \$6,180,616; R = \$6,621,711] including design, implementation, and oversight of contract direct services is:
  - o Mandated/Discretionary Service Level.
  - o Direct costs offset 100% by program revenue.
  - o Responsible for 41 contracts covering 51 programs totalling \$5,504,714 in public funds plus \$1,964,153 in agency generated revenue.
2. Drug Contract Services [17.00 SY; E = \$12,250,970; R = \$11,903,810] including design, implementation and oversight of contract direct services is:
  - o Mandated/Discretionary Service Level.
  - o Increasing in direct costs and revenues from State Subvention and Federal Block Grant funds.
  - o Increasing by 1.00 staff year.
  - o Responsible for 22 expense contracts covering 53 separate programs totalling \$11,111,825 in public funds and \$2,224,865 in other revenue and direct fees.
3. Drinking Driver Services [3.00 SY; E = \$170,000; R = \$160,480] including design, implementation, and oversight of County-approved direct services is:
  - o Mandated/Discretionary Service Level.
  - 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.

- 
4. Prevention Services [10.00 SY; E = \$490,314; R = \$462,856] including coordination of Countywide prevention activities, community support groups, and training is:
- o Mandated/Discretionary Service Level.
  - o Responsible for liaison with local community groups.
  - o Alcohol Services: Direct costs offset 100% by program revenue.
  - o Responsible for liaison with State funding agencies and local allied community groups.
5. Program Planning and Evaluation [10.00 SY; E = \$491,048; R = \$463,549] including planning, design and implementation of special studies, program development and program evaluation is:
- o Mandated/Discretionary Service Level.
  - o Decreasing by 3.00 staff years.
  - o Responsible for liaison with State funding agencies.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Admin. Fees, Drinking-Driver Programs	\$170,000	\$200,000	\$170,000	\$(30,000)
Sub-Total	\$170,000	\$200,000	\$170,000	\$(30,000)
<b>SUBVENTIONS:</b>				
State Dept. of Alcohol Programs	\$6,557,855	\$6,198,157	\$6,266,005	\$67,848
Rev Prior Year - Fed	44,087	0	0	0
Intergovt. Revenue State Prior Year	280,747	0	0	0
State General Funds (11.11% match requirement)	3,536,818	3,941,670	4,180,170	238,500
State-Dept. Corrections (no match required)	959,962	1,000,000	1,000,000	0
Prior Year State Revenue	149,186	0	0	0
Other Miscellaneous Prior Year	81	0	0	0
Intergovt. Revenue Federal/Other Prior Year	253,952	0	0	0
Sub-Total	\$11,782,688	\$11,139,827	\$11,446,175	\$306,348
<b>GRANTS:</b>				
Federal Block Grant (no match required)	\$7,047,271	\$6,650,192	\$6,650,192	\$0
Other Revenue (no match required)	597,879	1,335,679	1,385,073	49,394
State Aid - SLIAG	16,861	9,709	0	(9,709)
State Aid - SLIAG - Prior Year 1990-91	(27,543)	0	0	0
Sub-Total	\$7,634,468	\$7,995,580	\$8,035,265	\$39,685
<b>COURT FINES:</b>				
AB 2086 Trust Fund	\$1,350,000	\$1,080,345	\$1,123,407	\$43,062
Sub-Total	\$1,350,000	\$1,080,345	\$1,123,407	\$43,062
<b>OTHER:</b>				
Other Miscellaneous Prior Year	\$98,626	\$0	\$0	\$0
Sub-Total	\$98,626	\$0	\$0	\$0
Total Direct Program Revenue	\$21,035,782	\$20,415,752	\$20,774,847	\$359,095
Department Overhead and County External Overhead Allocation	\$(1,041,325)	\$(1,121,406)	\$(1,162,441)	\$(41,035)
<b>Total</b>	<b>\$19,994,457</b>	<b>\$19,294,346</b>	<b>\$19,612,406</b>	<b>\$318,060</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>SUBVENTION:</b>				
State General Funds (11.11% budgeted match)	\$392,940	\$492,653	\$464,417	\$(28,236)
Sub-Total	\$392,940	\$492,653	\$464,417	\$(28,236)
<b>GENERAL FUND SUPPORT COSTS:</b>				
	\$(891,152)	\$(95,423)	\$(493,875)	\$(398,452)
Sub-Total	\$(891,152)	\$(95,423)	\$(493,875)	\$(398,452)
<b>Total</b>	<b>\$(498,212)</b>	<b>\$397,230</b>	<b>\$(29,458)</b>	<b>\$(426,688)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenue for Alcohol and Drug Services is increasing by \$359,095 for FY 1992-93 as a result of an increase in State General Funds allocation for Drug Programs. Other Revenue increases came from State Department of Alcohol Programs and AB 2086 Trust Funds.

Actual FY 1991-92 revenue includes \$826,679 in prior year revenue. Additional Actual revenue of \$359,698 from the State Department of Alcohol Programs.

Fiscal Year 1991-92 Actual Revenues are reduced by \$27,543 due to the cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Alcohol Services					
<b>% OF RESOURCES:</b> 100%					
<u>WORKLOAD</u>					
Neighborhood Recovery Center Visits	420,611	452,664	426,984	368,422	487,200
Recovery Home Resident Days	165,183	152,425	145,880	177,375	150,471
Downtown Services - Inebriate Reception Visits	23,558	28,100	27,627	26,000	26,000
Downtown Services - Detoxification Resident Days	5,833	5,520	6,160	5,840	6,826
Downtown Services - Primary Recovery Resident Days	7,056	6,599	7,717	7,300	7,756
AB 541 Drinking Driver Program Admissions	7,886	9,936	10,549	9,500	9,500
SB 38 Drinking Driver Program Admissions	2,781	3,057	3,324	2,500	2,500
<u>EFFICIENCY</u>					
NRC Cost per Visit	\$ 3.79	\$ 4.45	\$ 5.81	\$ 6.39	\$ 4.10
Recovery Home Cost per Resident Day	\$18.12	\$22.04	\$21.43	\$19.64	\$22.42
Downtown Services - Cost per IRC Visit	\$10.43	\$ 9.66	\$13.57	\$13.17	\$12.23
Downtown Services - Cost per Detoxification Resident Day	\$50.25	\$57.69	\$55.33	\$43.78	\$43.39
Downtown Services - Cost per Primary Recovery Resident Day	\$30.95	\$38.08	\$47.13	\$39.79	\$35.81
<u>EFFECTIVENESS</u>					
Program-wide Volunteer Hours	112,040	152,371	165,598	150,000	82,550
Downtown Services - IRC Police Drop-offs	23,558	28,100	27,627	26,000	26,000
Central Jail Bookings for Public Inebriety	4,886	5,056	(a) N/A	6,000	(a) N/A

(a) The indicator for "Central Jail Bookings for Public Inebriety" has been discontinued as the Department of Health Services has no control over the collection of this data. Because of the variables involved the data collection, it is not considered a valid measure of this Program's effectiveness.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Alcohol Services</b>					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Neighborhood Recovery Center Visits	420,611	452,664	426,984	368,422	487,200
Recovery Home Resident Days	165,183	152,425	145,880	177,375	150,471
Downtown Services - Inebriate Reception Visits	23,558	28,100	27,627	26,000	26,000
Downtown Services - Detoxification Resident Days	5,833	5,520	6,160	5,840	6,826
Downtown Services - Primary Recovery Resident Days	7,056	6,599	7,717	7,300	7,756
AB 541 Drinking Driver Program Admissions	7,886	9,936	10,549	9,500	9,500
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<b>EFFICIENCY</b>					
NRC Cost per Visit	\$ 3.79	\$ 4.45	\$ 5.81	\$ 6.39	\$ 4.10
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Downtown Services - Cost per IRC Visit	\$10.43	\$ 9.66	\$13.57	\$13.17	\$12.23
Downtown Services - Cost per Detoxification Resident Day	\$50.25	\$57.69	\$55.33	\$43.78	\$43.39
Downtown Services - Cost per Primary Recovery Resident Day	\$30.95	\$38.08	\$47.13	\$39.79	\$35.81
<b>EFFECTIVENESS</b>					
Program-wide Volunteer Hours	112,040	152,371	165,598	150,000	(b)82,550
Downtown Services - IRC Police Drop-offs	23,558	28,100	27,627	26,000	26,000
Central Jail Bookings for Public Inebriety	4,886	5,056	(a) N/A	6,000	(a) N/A

(a) The indicator for "Central Jail Bookings for Public Inebriety" has been discontinued as the Department of Health Services has no control over the collection of this data. Because of the variables involved the data collection, it is not considered a valid measure of this Program's effectiveness.

(b) In 1992-93 the tracking of residential facility volunteer hours was eliminated as a contract requirement. Beginning in 1992-93 only day treatment/out patient volunteer hours are tracked.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0306	Cnty Alc. Program Adm.	1	1.00	1	1.00	\$51,660	\$51,468
2229	Deputy Dir, Drug Services	1	1.00	1	1.00	\$64,836	\$64,572
2412	Analyst II	9	9.00	9	9.00	361,476	365,040
2413	Analyst III	3	3.00	3	3.00	134,064	130,860
2700	Intermediate Clerk Typist	3	2.50	2	1.50	48,570	29,178
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
2761	Group Secretary	2	2.00	2	2.00	49,752	51,520
3007	Junior Word Processor	1	1.00	1	1.00	20,196	18,768
3009	Word Processor Operator	1	1.00	1	1.00	21,696	22,104
3118	Dept'l Computer Specialist I	1	1.00	1	1.00	25,872	26,328
4314	Utilization Review Specialist	0	0.00	1	1.00	0	41,124
4815	Health Info. Spec I	1	1.00	1	1.00	31,740	31,296
4821	Public Health Educator I	1	1.00	1	1.00	34,824	33,624
4822	Public Health Educ. II	1	1.00	0	0.00	34,932	0
4844	Supv. Public Health Educator	0	0.00	1	1.00	0	40,488
5190	Alcohol Services Coordinator	3	3.00	2	2.00	126,036	83,664
5197	Alcohol & Drug Program Coord.	12	12.00	12	12.00	429,984	457,056
5198	Alcohol & Drug Program Manager	7	7.00	6	6.00	273,588	244,584
5199	Asst. Admin. Alc. & Drug Svcs	4	4.00	4	4.00	181,056	199,728
9999	Extra Help	0	0.50	0	0.50	15,267	15,267
<b>Total</b>		<b>52</b>	<b>52.00</b>	<b>50</b>	<b>50.00</b>	<b>\$1,929,885</b>	<b>\$1,930,849</b>
<b>Salary Adjustments:</b>						<b>\$(17,129)</b>	<b>\$(2,533)</b>
<b>Premium/Overtime Pay:</b>						<b>400</b>	<b>400</b>
<b>Employee Benefits:</b>						<b>544,131</b>	<b>598,753</b>
<b>Salary Savings:</b>						<b>(28,357)</b>	<b>(51,460)</b>
<b>Total Adjustments</b>						<b>\$499,045</b>	<b>\$545,160</b>
<b>Program Totals</b>		<b>52</b>	<b>52.00</b>	<b>50</b>	<b>50.00</b>	<b>\$2,428,930</b>	<b>\$2,476,009</b>

PROGRAM: COUNTY MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42603  
MANAGER: Sandra McChesney

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-27

AUTHORITY: Welfare and Institutions Code, Section 14005.4, 16703, 16704, 16800, 16900, 17000, 17600; Health and Safety Code, Section 1797.98.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$774,005	\$1,267,700	\$1,335,600	\$1,641,432	\$1,648,418	0.4
Services & Supplies	45,222,907	51,785,681	44,142,587	34,024,148	37,394,832	9.9
Other Charges	19,991	399,343	797,858	7,410	7,410	0.0
Fixed Assets	16,546	307,007	14,920	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$46,033,449</b>	<b>\$53,759,731</b>	<b>\$46,290,965</b>	<b>\$35,672,990</b>	<b>\$39,050,660</b>	<b>9.5</b>
<b>PROGRAM REVENUE</b>	<b>(39,288,129)</b>	<b>(40,415,281)</b>	<b>(44,544,425)</b>	<b>(33,102,579)</b>	<b>(33,840,432)</b>	<b>2.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,745,320</b>	<b>\$13,344,450</b>	<b>\$1,746,540</b>	<b>\$2,570,411</b>	<b>\$5,210,228</b>	<b>102.7</b>
<b>STAFF YEARS</b>	<b>23.26</b>	<b>34.13</b>	<b>32.85</b>	<b>41.50</b>	<b>41.50</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The County Medical Services Program's Actual expenditures for FY 1991-92, although exceeding the FY 1991-92 Adopted level, did not exceed the Program's authorized spending level. The Board of Supervisors on 9/10/91 (#81) maintained the Medically Indigent Services Program (MISP) portion of the County Medical Services Program level at \$31.4 million. Combined with other minor mid-year adjustments, the Board's action increased the total County Medical Services Program's authorized spending level to approximately \$49.3 million. County Medical Services' FY 1991-92 Actual expenditures will approximate this level when year-end claims are paid in FY 1992-93. Unfortunately budgeted revenues supporting this spending level were unrealized and a transfer of Social Services Realignment revenue was necessary to offset these revenue shortfalls.

"Other Charges" in the amount of \$7,410 is this program's share of the debt service to SANCAL for the Department's mini-computer.

**1992-93 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 Tobacco Tax.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Adopted Budget reflects 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.

A reduction in the Tobacco Tax funded California Health Care for Indigents Program (CHIP) is also reflected. CHIP which was initially approved by the Board on 2/13/90 (#56), brought in substantial unanticipated tobacco tax revenues beginning in FY 1989-90. AB99/SB99 extended the program through FY 1993-94; however, the FY 1992-93 allocation to San Diego County from the State is \$6,263,309 lower than the FY 1991-92 Adopted Budget level.

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 for 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 = \$39,050,660; R = \$33,840,432] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
STATE AID:				
SB-12/612 EMS Physicians' reimbursements	1,663,938	1,351,592	1,351,592	0
Sub-Total	\$1,663,938	\$1,351,592	\$1,351,592	\$0
SUBVENTIONS:				
1990-91 SLIAG Hold Harmless	\$3,928,908	\$0	\$0	\$0
Prior Year IRCA	686,554	0	0	0
State Aid SLIAG (no match requirement)	0	1,500,000	0	(1,500,000)
PY State Aid SLIAG, FY 1990-91	(1,765,401)	0	0	0
Tobacco Tax, CHIP Accounts	6,176,457	15,401,474	9,138,165	(6,263,309)
PY 1990-91 Tobacco Tax, CHIP Accounts	6,385,816	0	0	0
Tobacco Tax, MICRS Account	296,598	0	0	0
PY 1989-90 Tobacco Tax	1,949,889	0	0	0
Sub-Total	\$17,658,821	\$16,901,474	\$9,138,165	\$(7,763,309)
OTHER:				
Misc. Revenues Prior Year	\$290,831	\$0	\$0	\$0
Prior Year - Fines, Forfeitures	\$24,512	\$0	\$0	\$0
Misc. Other Revenue	3,188	0	0	0
Sub-Total	\$318,531	\$0	\$0	\$0
REALIGNMENT AND THE REVENUE IT REPLACED:				
Health Account - Vehicle License Fees	\$17,246,428	\$0	\$16,476,031	\$16,476,031
Health Account - Sales Tax	7,352,731	0	8,216,673	8,216,673
Health Account - Sales Tax to DSS	0	0	(74,916)	(74,916)
State - MISP Allocation (no match requirement)	0	17,466,000	0	(17,466,000)
State Aid Medical Indigents	(119,180)	(55,200)	0	55,200
Social Service Account - Sales Tax	1,823,126	0	0	0
Transfer to DSS/CMS Costs	(33,042)	0	0	0
Sub-Total	\$26,270,063	\$17,410,800	\$24,617,788	\$7,206,988
Total Direct Program Revenue	\$45,911,353	\$35,663,866	\$35,107,545	\$(556,321)
Department Overhead and County External Overhead Allocation:	\$(1,366,928)	\$(2,561,287)	\$(1,267,113)	\$1,294,174
Total	\$44,544,425	\$33,102,579	\$33,840,432	\$737,853



## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$0	\$0	\$0	\$0
Health Account - Sales Tax	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$1,746,540	\$2,570,411	\$5,210,228	2,639,817
<b>Total</b>	<b>\$1,746,540</b>	<b>\$2,570,411</b>	<b>\$5,210,228</b>	<b>\$2,639,817</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Actual revenue received in FY 1991-92 is substantially higher than the FY 1991-92 Adopted Budget revenue. The FY 1991-92 Adopted Budget reflected the Auditor and Controllers line item budget, but did 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 approved the commitment of State Health Realignment funds of \$6,774,724; the transfer of \$4,259,276 from Contingency Reserve of General Funds made available through the implementation of Property Tax Administration fees; and, the transfer of \$1,600,000 in appropriations from other Department of Health Service programs to County Medical Services. Prior Year revenue of \$13,247,765 included AB-75 Tobacco Tax revenue from prior year contracts and \$3,928,908 of SLIAG "Hold Harmless" revenue received from the State. The Social Service Account-Sales Tax revenue reflected in the County Medical Services program was transferred to offset Health Account shortfalls.

Additionally, the FY 1991-92 Actual revenue reflects a \$1,765,401 cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims.

The FY 1992-93 Adopted Budget revenue is \$556,521 lower than the FY 1991-92 Adopted Budget. The reduction of State Legalization Impact Assistance Grant funding in the amount of \$1,500,000; and, the \$6,263,309 reduction to California Health Care for Indigents Program (CHIP) funding was offset by the increased allocation of State Health Realignment revenue.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY:</b>					
County Medical Services					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
Hospital Admissions	5,705	5,800	5,880	5,900	6,000
Outpatient and Emergency Room Encounters	93,085	100,614	102,060	105,000	105,000
Unduplicated Clients	21,328	22,332	23,582	23,000	24,700
<b>EFFICIENCY</b>					
Total program cost per unduplicated client	\$2,218.00	\$2,021.00	\$1,471.85	\$1,509.09	\$1,361.79
<b>EFFECTIVENESS</b>					
Percent of total CMS monthly users requiring inpatient care	10.0%	10.1%	9.3%	10.0%	10.0%
Average length of stay for CMS acute inpatient clients (days)	6.0	5.9	5.9	6.0	6.0

NOTE: Workload Indicators are for CMS/HISP Program.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0331	Chf, County Medical Services	1	1.00	1	1.00	\$65,544	\$65,292
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,208	50,796
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2413	Analyst III	3	3.00	3	3.00	134,064	130,860
2700	Intermediate Clerk Typist	6	5.50	6	5.50	106,854	106,986
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2757	Administrative Secretary II	2	1.00	2	1.00	24,336	24,180
3009	Word Processor Operator	1	1.00	1	1.00	21,696	22,104
3119	Dept'l Computer Specialist II	2	2.00	2	2.00	63,336	63,672
5243	Patient Svcs Specialist IV	3	3.00	3	3.00	106,200	105,300
5246	Patient Svcs Specialist III	4	4.00	4	4.00	119,472	122,064
5248	Program Assistant (8834)	1	1.00	1	1.00	35,424	38,712
5255	Patient Services Specialist II	15	15.00	15	15.00	408,060	409,500
5287	Social Svcs. Administrator I	1	1.00	1	1.00	45,228	41,064
9999	Extra Help	0	1.00	0	1.00	41,363	41,363
<b>Total</b>		<b>42</b>	<b>41.50</b>	<b>42</b>	<b>41.50</b>	<b>\$1,284,965</b>	<b>\$1,285,733</b>
<b>Salary Adjustments:</b>						<b>\$(1,748)</b>	<b>\$(10,371)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>378,993</b>	<b>394,727</b>
<b>Salary Savings:</b>						<b>(20,778)</b>	<b>(21,671)</b>
<b>Total Adjustments</b>						<b>\$356,467</b>	<b>\$362,685</b>
<b>Program Totals</b>		<b>42</b>	<b>41.50</b>	<b>42</b>	<b>41.50</b>	<b>\$1,641,432</b>	<b>\$1,648,418</b>

PROGRAM #: 42001  
 MANAGER: Stephen M. Harmon

ORGANIZATION #: 6000  
 REFERENCE: 1992-93 Proposed Budget - Pg. 32-38

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$28,859,587	\$32,965,146	\$34,296,487	\$32,269,416	\$33,434,159	3.6
Services & Supplies	22,590,135	25,519,511	30,948,547	25,022,473	30,546,002	22.1
Other Charges	828,497	1,195,861	5,985,839	1,022,290	6,734,976	558.8
Fixed Assets	236,784	944,453	143,788	299,898	11,464	(96.2)
Vehicle/Comm. Equip.	0	83,217	0	2,400	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$52,515,003</b>	<b>\$60,708,188</b>	<b>\$71,374,661</b>	<b>\$58,616,477</b>	<b>\$70,726,601</b>	<b>20.7</b>
<b>PROGRAM REVENUE</b>	<b>\$(44,858,548)</b>	<b>\$(46,698,182)</b>	<b>\$(56,931,066)</b>	<b>\$(48,901,080)</b>	<b>\$(62,490,753)</b>	<b>27.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$7,656,455</b>	<b>\$14,010,006</b>	<b>\$14,443,595</b>	<b>\$9,715,397</b>	<b>\$8,235,848</b>	<b>(15.2)</b>
<b>STAFF YEARS</b>	<b>714.67</b>	<b>756.14</b>	<b>722.11</b>	<b>682.01</b>	<b>727.99</b>	<b>6.7</b>

#### 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).

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 actual costs exceed the budgeted amounts for several reasons:

1. The FY 1991-92 Adopted Budget did not reflect October 2, 1991 Budget Hearing actions. These actions restored \$1.56 million of MISP revenue and expenses to forensic inpatient and contract programs. It also maintained the San Diego County Psychiatric Hospital at the FY 1990-91 level instead of the 22 acute inpatient bed and involuntary only Emergency Psychiatric Unit reflected in the Adopted Budget, using one-time only funding, restored funding and increased realignment (approximately \$3.4 million identified funding and \$1 million in Trial Court funding). Subsequently the \$1 million in Trial Court funding was redirected and unavailable for the hospital.
2. The FY 1991-92 Adopted Budget does not reflect the costs and revenue associated with the State share of State Hospital beds (\$5,780,495) and Institute for Mental Disease beds (\$4,323,659) which were added to the County budget mid-year (contributing to the increased spending level) to more accurately reflect and track Realignment funding.
3. Other minor mid-year actions appropriating grant increases and overrealized Medi-Cal revenue generated by and passed on to contractors.

Mental Health Services' final approved FY 1991-92 appropriations were \$72,704,281. This spending level exceeded the actual costs including Prior Year expenditures by \$1,329,620.

FY 1991-92 actual revenues were approximately \$7 million higher than budgeted. The increase was a result of the State share of State hospital bed payments and Institute for Mental Disease funding being shifted to the County as part of realignment. Other significant revenue changes included a \$2.4 million shortfall in patient fees, insurance and Medicare and a \$1.9 million net Medi-Cal shortfall offset by \$2.6 million of prior year revenues from the Mental Health trust fund, \$800,000 from a prior year cost report settlement and \$500,000 in retro-active Medi-Cal billing. State Medically Indigent Adult (MIA) dollars decreased \$1.3 million from the Adopted level and \$2.9 million when mid-year actions are included due to State clarification that Health realignment Vehicle License fee revenue cannot be budgeted in Mental Health.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Adopted direct costs are increasing by \$12,110,124. Major budget actions include restoration of CMS funding and the Forensic services program; the final San Diego County Psychiatric Hospital reconfiguration with 60 beds contracted out as Institute for Mental Disease (IMD) beds, a decrease of \$1 million in Trial Court funding for operation of SDCPH; budgeting of prior State share of State hospital and IMD contracts in the County budget due to realignment; a decrease of \$3 million in County and contract programs due to the loss of Cigarette and Tobacco tax funding and other mid-year, baseline, or Change letter salary and contract adjustments.

Staff years are increasing 45.98. Major changes are an increase of 25.00 SY due to restoration of Forensic programs and 30.83 SY for the SDCPH reconfiguration, with a decrease of 13.50 SY due to Tobacco Tax reductions.

Direct program revenues are increasing \$13,589,673. For a detailed explanation, refer to the section Explanation/Comments on Program Revenue.

The activities of this program are summarized as follows:

1. 24-Hour Services [336.56 SY; E = \$27,583,374; R = \$24,363,420] 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 Increasing by 51.64 staff years.
  - o Able to provide 168,203 days of 24-hour care.
2. Outpatient Services [220.83 SY; E = \$20,510,714; R = \$18,095,943] provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
  - o Mandated/Discretionary Service Level.
  - o Decreasing 3.00 staff year.
  - o Able to provide 183,304 outpatient visits.

3. Partial Day Treatment Services [27.47 SY; E = \$10,608,990; R = \$9,370,546] 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 Maintaining the same staff year level.
  - o Able to provide 194,511 days of treatment.
4. Community Client Care Services [78.33 SY; E = \$4,950,862; R = \$4,372,922] 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 Decreasing 2.50 staff years.
  - o Able to provide 122,119 community client care services.
5. Case Management Services [58.97 SY; E = \$6,365,394; R = \$5,622,327] 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 Maintaining the same staff year level.
  - o Able to provide 328,121 case management units of time.
  - o Able to provide 73,694 supplemental rate days.
6. Mental Health General Administration [5.83 SY; E = \$707,266; R = \$624,703] administers County Short-Doyle Mental Health treatment systems including 95 County and contracted program elements. These functions are:
  - o Mandated/Discretionary Service Level.
  - o Decreasing 0.17 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Patient Fee, Insurance Revenues and Medicare	\$1,091,807	\$3,522,970	\$3,522,970	\$0
Short-Doyle/Medi-Cal (no match required)	18,551,575	22,320,563	26,755,371	4,434,808
State Share of Short-Doyle Medi-Cal	(9,275,787)	0	(13,377,686)	(13,377,686)
1989-90 Short-Doyle Cost Report Settlement	783,890	0	0	0
PY State Revenue	(142,748)	0	0	0
PY Federal/Medi-Cal	534,137	0	0	0
Dupl Charges Records & Files	2,526	0	0	0
State Miscellaneous	7,585	0	0	0
Other Gov't (Imperial County)	0	0	85,213	85,213
<b>Sub-Total</b>	<b>\$11,552,985</b>	<b>\$25,843,533</b>	<b>\$16,985,868</b>	<b>\$(8,857,665)</b>
<b>SUBVENTIONS:</b>				
S.E.P.-AB 3632 (11.11% match)	946,932	934,272	934,272	0
Mtl Hlth Gen Augmentation - AB 75	3,199,325	3,199,325	0	(3,199,325)
Mtl Hlth Gen Augmentation - AB 1154	1,161,781	1,161,781	0	(1,161,781)
PY Rollover - Targeted Suppl.	407,793	74,778	74,778	0
PY Rollover - C&A	884,702	21,400	0	(21,400)
PY Rollover - Suppl. Resid. Care	50,063	0	0	0
State Mandated Costs	515,302	750,636	750,636	0
PY Rollover - State Mandated Costs	334,000	0	0	0
SB 900 Interest Appropriated	580,929	115,935	0	(115,935)
State Aid SLIAG	300,744	317,000	0	(317,000)
PY MH Gen Augmentation - AB 1154	1,161,781	0	0	0
SB 855	44,880	0	90,000	90,000
<b>Sub-Total</b>	<b>\$9,588,232</b>	<b>\$6,575,127</b>	<b>\$1,849,686</b>	<b>\$(4,725,441)</b>
<b>GRANTS: (No Match Required)</b>				
State MIA	\$0	\$1,334,000	\$0	\$(1,334,000)
Federal Block Grant - ADAMHA	118,000	117,972	117,972	0
Other State Aid/Grants - PATH	256,967	201,818	215,529	13,711
State Grants - IMD	409,520	260,335	0	(260,335)
NIMH Grant	7,721	11,851	11,851	0
McKinney NIMH Homeless/Demonstration	1,269,049	1,234,850	1,234,850	0
DSS Foster Care Family Preservation	0	66,456	77,892	11,436
CARES	85,000	85,000	85,000	0
Primary Intervention Program	31,622	31,622	31,622	0
PY NIMH Grant	(46,618)	0	0	0
<b>Sub-Total</b>	<b>\$2,131,261</b>	<b>\$3,343,904</b>	<b>\$1,774,716</b>	<b>\$(1,569,188)</b>
<b>OTHER: (No Match Required)</b>				
Prior Year Miscellaneous	\$(3,871)	\$0	\$0	\$0
<b>Sub-Total</b>	<b>\$(3,871)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

(continued on next page with Realignment)

PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REALIGNMENT &amp; REVENUE SOURCES IT REPLACED:</b>				
Short-Doyle Subvention-Regular (12.24% match)	\$0	\$34,190,699	\$0	\$(34,190,699)
<b>S/D Reg. Subv. Allocations:</b>				
50% Medi-Cal Contrib. (no match required)	0	(11,815,782)	0	11,815,782
Mental Health Account - Sales Tax	0	0	0	0
Realignment less State Share of Medi-Cal	22,772,398	0	28,951,819	28,951,819
State Share of Short-Doyle Medi-Cal	9,275,787	0	13,377,686	13,377,686
Realigned State Hospital	4,856,449	0	5,780,495	5,780,495
Realigned IMD	4,614,722	0	0	0
Realignment SB 370	98,330	0	0	0
<b>Realignment Equity &amp; Other</b>				
<b>Realignment Allocations:</b>				
DSS Conservator	(1,240,415)	(1,240,415)	(1,240,417)	(2)
Mental Health Counselor	(750,556)	(750,557)	(750,557)	0
Public Health Lab	(160,000)	(405,263)	(405,263)	0
Health Account - Vehicle License Fees	0	0	3,568,905	3,568,905
<b>Sub-Total</b>	<b>\$39,466,715</b>	<b>\$19,978,682</b>	<b>\$49,282,668</b>	<b>\$29,303,986</b>
<b>Total Direct Program Revenue</b>	<b>\$62,735,322</b>	<b>\$55,741,246</b>	<b>\$69,892,938</b>	<b>\$14,151,692</b>
<b>Department Overhead and County External Overhead Allocation:</b>	<b>\$(5,804,256)</b>	<b>\$(6,840,164)</b>	<b>\$(7,402,185)</b>	<b>\$(562,021)</b>
<b>Total</b>	<b>\$56,931,066</b>	<b>\$48,901,082</b>	<b>\$62,490,753</b>	<b>\$13,589,671</b>

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>SUBVENTION:</b>				
Short-Doyle Subvention	\$0	\$4,934,227	\$0	\$(4,934,227)
<b>Sub-Total</b>	<b>\$0</b>	<b>\$4,934,227</b>	<b>\$0</b>	<b>\$(4,934,227)</b>
<b>REALIGNMENT MATCH:</b>				
Mental Health Account - Sales Tax (Fixed Amount)	\$4,805,140	\$0	\$4,805,140	\$4,805,140
S.E.P. - AB3632 Match	0	0	129,087	129,087
<b>Sub-Total</b>	<b>\$4,805,140</b>	<b>\$0</b>	<b>\$4,934,227</b>	<b>\$4,934,227</b>
<b>GENERAL FUND SUPPORT COSTS:</b>				
Short-Doyle Subvention	\$9,638,455	\$4,781,170	\$3,301,621	\$(1,479,549)
Realignment	0	0	0	0
<b>Sub-Total</b>	<b>\$9,638,455</b>	<b>\$4,781,170</b>	<b>\$3,301,621</b>	<b>\$(1,479,549)</b>
<b>Total</b>	<b>\$14,443,595</b>	<b>\$9,715,397</b>	<b>\$8,235,848</b>	<b>\$(1,479,549)</b>



**EXPLANATION/COMMENT ON PROGRAM REVENUES:**

The FY 1992-93 total direct program revenue is increasing \$14,151,694 over the FY 1991-92 Adopted level. This represents a \$4,361,106 reduction in Cigarette and Tobacco Tax funding (AB75 and AB1154); a \$317,000 reduction in SLIAG revenue; a \$137,335 decrease in prior year revenues; a \$2,234,905 increase in Health Account - Vehicle License Fee funding (prior AB8 revenues), of which \$1,566,000 was restored in 10/2/91 Budget Hearings but did not appear in the FY 1991-92 Adopted Budget; a \$13,658,966 increase in realignment revenue over the FY 1991-92 budgeted Short-Doyle subvention and State grant IMD amount due primarily to the shift of the State share of State Hospital bed funding and Institute for Mental Disease (IMD) funding to the counties under realignment, along with an equity adjustment; a \$2,217,404 net increase in Medi-Cal of which approximately \$1.3 million reduced net County costs; and other minor adjustments of \$85,213 Imperial County revenue for purchase of IMD beds, \$90,000 SB855 funds, and an \$11,436 increase in Family Preservation Project funding through the Department of Social Services. What appears to be a \$8.8 million decrease in charges is due to the State share of Medi-Cal being shown under realignment.

The required match for Mental Health Realignment Sales Tax revenues is currently a fixed amount of \$4,805,140. The match on Special Educational Pupil Funds (AB 3632) is the percent, which calculates to approximately 11.11% of the State funding level.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
POSTSCRIPT PRINTER	1	EACH	\$2,000
COMPUTER, LAPTOP	1	EACH	1,900
COMPUTER, 386SX PC SYSTEM	2	EACH	4,028
LASER PRINTER	2	EACH	3,536
<b>Total</b>			<b>\$11,464</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
NONE	0	N/A	\$0
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS		1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93* Budget
<b>ACTIVITY A:</b>						
<b>Mental Health</b>						
<b>% OF RESOURCES: 100%</b>						
<b>WORKLOAD</b>						
<b>FRONTLINE</b>						
<b>Regional</b>						
Central	outpatient visits	9,349	9,213	9,213	12,894	12,330
East	outpatient visits	10,211	9,221	12,496	11,237	11,237
North Coastal	outpatient visits	4,444	4,534	5,588	4,190	4,017
North Inland	outpatient visits	4,796	4,713	3,378	4,515	4,515
South	outpatient visits	10,255	6,542	7,609	8,125	7,988
Regional Subtotal		39,054	34,222	38,284	40,961	40,087
<b>UPAC (Specialized Asian Language)</b>						
Crisis Team	outpatient visits	3,929	2,669	2,669	1,946	1,946
Crisis Residential	outreach staff hrs.	18,962	18,002	17,375	18,216	18,216
Homeless Teams	24-hour bed days	18,329	18,545	18,164	17,688	17,688
Senior Teams	outreach staff hrs.	14,270	15,981	12,073	16,305	16,305
Patient Advocate	outreach staff hrs.	13,308	15,711	16,566	16,237	16,237
Emergency Shelter Beds	outreach staff hrs.	1,134	987	966	1,326	1,326
Emergency Shelter Beds	24-hour bed days	14,826	15,106	19,418	13,270	13,270
FRONTLINE SUBTOTAL		123,831	121,223	125,515	125,949	125,075
<b>CRITICAL CARE</b>						
<b>SDCPH Acute Units (B &amp; C) (1)</b>						
SDCPH STP Unit (patch only)	24-hour bed days	19,235	20,728	17,500	20,819	11,500
SDCPH SET Unit to SNF	24-hour bed days	9,594	11,813	6,012	11,800	19,236
Contract Back-up Beds	24-hour bed days	3,989	3,975	902	4,033	4,100
EPU	24-hour bed days	4,223	1,158	876	830	800
EPU	outpatient visits	9,659	20,832	23,708	20,625	20,625
Cresta Loma - IMD	24-hour bed days	0	27,483	32,941	32,941	32,941
Alpine - IMD	24-hour bed days	0	0	0	0	0
Patient Advocate	outreach staff hrs.	4,535	3,950	3,863	5,304	5,304
State Hospital Beds	24-hour bed days	22,028	21,078	21,421	20,075	20,075
CRITICAL CARE SUBTOTAL		73,263	111,017	106,794	116,427	147,522
<b>COMMUNITY CONTINUING CARE &amp; TREATMENT</b>						
<b>CCTC - Regional</b>						
Central	outpatient visits	71,495	65,341	60,195	59,014	57,477
East	outpatient visits	39,132	33,761	42,070	35,869	33,869
North Coastal	outpatient visits	26,771	29,400	30,600	29,465	27,365
North Inland	outpatient visits	23,001	20,854	21,148	22,970	22,259
South	outpatient visits	39,014	48,514	51,067	60,107	56,909
Regional Subtotal		199,413	197,871	205,140	207,425	197,879
Patient Advocate	outreach staff hrs.	1,134	987	966	1,326	1,326
CCTC - Asian (UPAC)	outpatient visits	11,369	9,621	8,102	7,731	7,731
CCTC Residential Svcs.	24-hour bed days	19,058	21,560	18,828	16,755	8,687
CCTC SUBTOTAL		230,974	230,039	233,036	233,237	215,623
<b>CASE MANAGEMENT</b>						
Team Elan (NIMH) (3)	1/4 hr. unit of svc.	0	0	25,000	30,226	30,226
Breakthrough (NIMH) (3)	1/4 hr. unit of svc.	0	0	2,900	3,524	3,524
Project Enable Case Mgt.	1/4 hr. unit of svc.	0	0	11,570	8,200	8,200
Adult Protective Svc.	1/4 hr. unit of svc.	16,889	16,242	92,484	19,454	19,454
Case Mgt. COMHSS	1/4 hr. unit of svc.	74,212	60,274	50,276	43,805	43,805
Case Mgt. Homeless	1/4 hr. unit of svc.	10,780	10,596	8,364	10,218	10,218
DSS Case Management	1/4 hr. unit of svc.	0	10,930	40,000	46,475	46,475
Intensive Case Mgt.	1/4 hr. unit of svc.	9,476	13,087	14,636	10,364	10,364
Patient Advocate	1/4 hr. unit of svc.	1,134	987	966	1,326	1,326
NIMH Case Management	1/4 hr. unit of svc.	0	0	38,895	2,160	2,160
MHS Case Mgt.-Kinesis Wo	1/4 hr. unit of svc.	11,604	10,681	10,681	19,000	19,000
NIMH Case Management (3)	1/4 hr. unit of svc.	0	0	14,976	14,976	14,976
CASE MANAGEMENT SUBTOTAL		124,095	122,797	256,302	209,728	209,728

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93* Budget
<b>SUPPORT SERVICES</b>					
DSS Conservatorship					
Admin. staff hours	86,804	80,576	44,333	37,000	37,000
Conservatorship					
Investigation staff hours	25,839	35,349	18,000	18,113	18,113
Supplemental Rate bed days	119,487	113,899	97,573	101,661	73,694
Targeted Supp Adult staff hours	3,284	2,719	670	1,560	1,560
<b>SUPPORT SERVICES SUBTOTAL</b>	<b>235,414</b>	<b>232,543</b>	<b>160,576</b>	<b>158,334</b>	<b>130,367</b>
<b>FORENSIC SERVICES</b>					
CONREP (Conditional (Release Program) inpt./outpt. visits	5,212	7,582	7,582	5,212	5,212
Preconrep inpt./outpt. visits	924	1,147	0	0	0
Patient Advocate outreach staff hours	1,134	987	966	1,326	1,326
Men's Psy Security-IP 24-hour bed days	8,191	5,696	7,582	7,800	5,610
Men's Psy Security-OPT outpatient visits	3,963	5,028	6,694	9,125	6,125
Forensic Evaluations (County Funds) outpatient visits	1,039	953	953	1,080	1,080
Women's Psy Security-IP 24-hour bed days	0	0	0	1,825	1,825
Women's Psy Security-OPT outpatient visits	3,319	3,532	3,362	3,630	3,630
Women's Psy Security-DT (estimate) day treatment	438	12	12	0	0
<b>FORENSIC SERVICES SUBTOTAL</b>	<b>24,220</b>	<b>24,937</b>	<b>27,151</b>	<b>29,998</b>	<b>24,808</b>
<b>SUMMARY</b>					
FRONTLINE SUBTOTAL	123,831	121,223	125,515	125,949	125,075
CRITICAL CARE SUBTOTAL	73,263	111,017	106,794	116,427	147,522
CCTC SUBTOTAL	230,974	230,039	233,036	233,237	215,623
CASE MANAGEMENT SUBTOTAL	124,095	122,797	256,302	209,728	209,728
SUPPORT SERVICES SUBTOTAL	235,414	232,543	160,576	158,334	130,367
FORENSIC SERVICES SUBTOTAL	24,220	24,937	27,151	29,998	24,808
UNDISTRIBUTED ADMIN. SERVICES	63,304	25,889	25,889	25,889	25,889
<b>TOTAL</b>	<b>811,797</b>	<b>868,445</b>	<b>935,263</b>	<b>899,562</b>	<b>879,012</b>
<b>CHILD AND ADOLESCENT SERVICES</b>					
Critical Care 24-hour bed days	15,527	16,562	18,130	18,600	16,445
Day Services day treatment	18,760	21,222	22,854	28,628	28,628
Outpatient outpatient visits	33,584	33,357	33,405	38,993	38,431
Outreach outreach staff hours	25,489	30,341	25,390	27,167	24,362
Case Management 1/4 hr. unit of svc.	22,279	61,379	56,500	52,188	52,188
Support Services staff hours	504	504	12,983	9,532	9,532
Undistributed Admin. Services	8,630	8,630	8,630	8,630	8,630
<b>TOTAL</b>	<b>116,143</b>	<b>163,365</b>	<b>177,892</b>	<b>175,108</b>	<b>169,586</b>
<b>TOTAL ADULT AND CHILD SERVICES</b>	<b>927,940</b>	<b>1,031,810</b>	<b>1,113,155</b>	<b>1,074,670</b>	<b>1,048,598</b>
<b>EFFICIENCY (Cost per Unit)</b>					
<b>FRONTLINE</b>					
<b>Regional</b>					
Central	\$25.55	\$26.99	\$18.89	\$36.29	\$36.29
East	42.40	51.72	37.70	50.54	50.54
North Coastal	51.57	64.23	66.98	96.47	96.47
North Inland	60.54	78.96	117.05	69.56	69.56
South	146.84	154.39	115.20	65.00	65.00
Regional Subtotal	\$69.06	\$70.10	\$59.85	\$55.72	\$55.72
UPAC (Specialized Asian Language)	\$22.53	\$41.45	\$44.43	\$71.64	\$71.64
Crisis Team	31.12	32.97	35.04	37.58	37.58
Crisis Residential	164.06	160.01	166.97	179.04	179.04
Homeless Teams	37.68	37.31	56.46	51.29	51.29
Senior Teams	45.06	47.88	51.73	47.21	47.21

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93* Budget
Patient Advocate	22.43	28.07	25.72	20.58	20.58
Emergency Shelter Beds	18.35	18.69	18.77	18.84	18.84
FRONTLINE AVERAGE COST PER UNIT	\$63.14	\$63.76	\$63.57	\$64.74	\$64.74
<b>CRITICAL CARE</b>					
SDCPH Acute Units (B & C) (1)	\$449.09	\$454.96	\$553.73	\$543.53	\$543.53
SDCPH STP Unit (patch only)	132.57	142.06	553.73	156.20	156.20
SDCPH SET Unit to SNF	456.20	422.19	716.52	544.51	544.51
Contract Back-up Beds	372.21	380.59	379.25	385.81	385.81
EPU	314.77	205.81	175.60	247.22	247.22
Cresta Loma - IMD	0.00	68.58	45.76	45.76	45.76
Alpine - IMD					
Patient Advocate	22.43	28.07	25.72	20.58	20.58
State Hospital Beds	240.48	277.59	253.18	259.89	259.89
CRITICAL CARE AVERAGE COST PER UNIT	\$296.76	\$228.45	\$222.00	\$237.13	\$237.13
<b>COMM CONTIN CARE &amp; TREATMENT</b>					
CCTC - Regional					
Central	\$59.82	\$67.10	\$77.66	\$70.00	\$70.00
East	55.14	66.82	60.83	70.35	70.35
North Coastal	64.89	70.56	73.85	73.25	73.25
North Inland	58.21	66.39	68.16	65.47	65.47
South	44.71	46.61	53.49	47.55	47.55
Regional Subtotal	\$56.44	\$62.47	\$66.64	\$63.52	\$63.52
Patient Advocate	\$22.43	\$28.07	\$25.71	\$20.58	\$20.58
CCTC - Asian (UPAC)	23.55	34.37	39.37	47.85	47.85
CCTC Residential Services	44.56	44.23	41.75	49.38	49.38
CCTC AVERAGE COST PER UNIT	\$53.68	\$59.43	\$63.52	\$61.74	\$61.74
<b>CASE MANAGEMENT</b>					
Team Elan (NIMH) (3)	\$0.00	\$0.00	\$17.47	\$15.24	\$15.24
Breakthrough (NIMH) (3)	0.00	0.00	45.85	35.47	35.47
Project Enable Case Mgt.	0.00	0.00	19.66	27.57	27.57
Adult Protective Svc.	17.74	19.77	3.34	18.21	18.21
Case Mgt. COMHSS	17.70	22.49	28.35	34.33	34.33
Case Management Homeless	25.73	26.67	41.56	32.56	32.56
DSS Case Management	0.00	13.00	8.94	21.00	21.00
Intensive Case Mgt.	34.41	27.78	25.66	33.59	33.59
Patient Advocate	22.43	28.07	25.71	20.58	20.58
NIMH Case Management	0.00	0.00	25.71	51.98	51.98
MHS Case Management - Kinesis No	36.29	40.48	40.48	18.28	18.28
NIMH Case Management (3)	0.00	0.00		18.44	18.44
CASE MANAGEMENT AVERAGE COST PER UNIT	\$21.46	\$31.64	\$16.67	\$24.27	\$24.27
<b>SUPPORT SERVICES</b>					
DSS Conservatorship Admin.	\$15.24	\$17.04	\$22.00	\$9.04	\$9.04
Conservatorship Investigation	30.74	21.02	46.33	45.59	45.59
Supplemental Rate	9.48	10.30	12.23	12.23	12.23
Targeted Supp Adult	46.05	57.62	220.26	71.97	71.97
SUPPORT SERVICES AVERAGE COST PER UNIT	\$14.45	\$14.82	\$19.62	\$15.89	\$15.89
<b>FORENSIC SERVICES</b>					
CONREP (Conditional Release Program)	\$102.72	\$86.84	\$77.16	\$116.46	\$116.46
Preconrep	193.31	204.81	0.00	0.00	0.00
Patient Advocate	22.43	28.07	25.71	20.58	20.58
Men's Psy Security - IP	199.45	222.34	230.27	211.88	211.88
Men's Psy Security - OPT	96.54	108.99	230.27	48.46	48.46
Forensic Evaluations (County Funds)	471.91	472.55	130.01	544.00	544.00
Women's Psy Security - IP	0.00	0.00	508.80	218.41	218.41
Women's Psy Security - OPT	95.93	126.45	79.79	106.14	106.14
Women's Psy Security - Day Treatment (estimate)	77.62	108.92	104.92	0.00	0.00
FORENSIC SERVICES AVERAGE COST PER UNIT	\$149.84	\$147.59	\$150.42	\$136.69	\$136.69
<b>SUMMARY</b>					
FRONTLINE SUBTOTAL	\$63.14	\$63.76	\$63.57	\$64.74	\$64.74
CRITICAL CARE SUBTOTAL	296.76	228.45	222.00	237.13	237.13
CCTC SUBTOTAL	53.68	59.43	63.52	61.74	61.74

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93* Budget
CASE MANAGEMENT SUBTOTAL	21.46	31.64	16.67	24.27	24.27
SUPPORT SERVICES SUBTOTAL	14.46	14.82	19.62	15.89	15.89
FORENSIC SERVICES SUBTOTAL	149.84	147.59	150.42	136.69	136.69
UNDISTRIBUTED ADMIN. SERVICES	29.78	57.34	57.34		
TOTAL AVERAGE COST PER UNIT	\$65.95	\$68.24	\$63.60	\$70.50	\$70.50
<b>CHILD AND ADOLESCENT SERVICES</b>					
Critical Care	\$393.13	\$423.40	\$439.29	\$431.90	\$431.90
Day Services	117.21	122.09	117.52	97.03	97.03
Outpatient	120.42	145.56	166.30	144.15	144.15
Outreach	39.38	37.72	44.86	44.07	44.07
Case Management	42.74	20.55	19.48	21.37	21.37
Support Services	26.77	26.77	47.97	62.87	62.87
Undistributed Admin. Services			45.25		
TOTAL	\$118.71	\$101.01	\$109.38	\$107.40	\$107.40
<b>TOTAL ADULT AND CHILD SERVICES</b>					

EFFECTIVENESS

Average points of improvement for adult clients (Global Assessment Scale)

24-Hour Treatment	16	11	9	9	9
Partial Day Treatment	8	8	2	2	2
Outpatient Treatment	8	2	3	3	3

Average points of improvement for child & adolescent clients (Global Assessment Scale)

24-Hour Treatment	65%	6.3	6.3	6.3	6.3
Partial Day Treatment	70%	0.3	0.2	0.2	0.2
Outpatient Treatment	65%	3.2	4.0	4.0	4.0

(1) Full year operation.

## NOTES:

- (1) Unduplicated Client Count Systemwide for FY 1988-89 = 22,821. This client count is relatively consistent over fiscal years. 52,254 - 22,821 indicates that possibly up to 100% of the clients received more than one type of service (service function code) or received services at more than one provider site during any given fiscal year.
- (2) Undistributed Administrative Costs include Staff Development, Utilization Review and Quality Assurance, Contract Administration and Supplemental Rate Program Administrative Costs.
- (3) NIMH Homeless Demonstration Three Year Grant
- (4) FY 1992-93 IMD Beds added for Alpine (trans of funds & program from State).
- (5) FY 1991-92 EPU changed from Crisis Intervention units to Outpatient service functions.
- (6) FY 1991-92 Case Management Units changed from contacts to units of time (1/4 hours).

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>SD COUNTY PSYCHIATRIC HOSPITAL</u>							
0301	Mental Health Hospital Adm.	1	1.00	1	1.00	\$64,044	\$63,804
0340	Medical Director	1	1.00	1	1.00	119,124	113,400
2304	Admin. Assistant I	1	1.00	1	1.00	32,832	32,640
2700	Intermediate Clerk Typist	2	1.33	2	2.00	25,904	38,904
2706	Admissions Clerk	16	9.33	12	12.00	201,152	256,896
2707	Senior Admissions Clerk	3	2.33	3	3.00	60,564	72,252
2708	Hospital Unit Clerk	4	2.67	3	3.00	49,056	65,520
2725	Principal Clerk	1	0.33	0	0.00	10,608	0
2730	Senior Clerk	2	0.66	2	2.00	15,344	46,560
2745	Supervising Clerk	1	1.00	1	1.00	26,976	26,640
2757	Admin. Secretary II	1	1.00	1	1.00	24,336	24,180
2761	Group Secretary	2	2.00	2	2.00	49,752	50,520
3042	Medical Records Manager	1	1.00	1	1.00	38,496	37,836
3046	Medical Records Clerk	10	9.33	10	10.00	193,312	203,400
3049	Medical Records Technician	2	0.67	0	0.00	15,232	0
3055	Sr. Medical Records Tech.	1	1.00	1	1.00	22,308	26,316
3056	Medical Transcriber	9	8.33	9	9.00	177,200	210,060
3057	Sr. Medical Transcriber	1	1.00	1	1.00	23,400	24,012
4099	Assoc. Hospital Administrator	1	1.00	1	1.00	54,108	54,552
4108	Mental Health Program Mgr.	1	0.33	1	1.00	16,084	47,736
4162	Consultant, Internal Medicine	1	0.17	1	1.00	15,088	91,572
4183	Neurologist	1	0.17	0	0.00	14,066	0
4192	Senior Physician	1	1.00	1	1.00	74,748	68,436
4193	Physician	10	1.84	2	1.50	120,252	101,142
4195	Supv. Staff Psychiatrist	4	1.33	0	0.00	142,848	0
4196	Psychiatrist II	9	3.66	5	5.00	317,020	424,380
4197	Psychiatric Emerg. Physician	20	4.00	5	5.00	485,376	604,380
4198	Psychiatrist	11	1.42	1	1.00	101,116	76,092
4250	Pharmacist	1	0.00	0	0.00	0	0
4398	Occupational Therapy Asst.	1	0.17	0	0.00	3,290	0
4400	Occupational Therapist II	6	2.00	1	1.00	74,880	37,212
4406	Recreational Therapy Aid	5	2.17	0	0.00	42,068	0
4407	Recreational Therapist	7	2.67	3	3.00	81,792	94,392
4408	Recreation Therapy Supervisor	1	0.33	1	1.00	12,296	36,684
4497	Assistant Chief Nurse	1	0.33	0	0.00	17,972	0
4504	Chief Nurse	1	1.00	1	1.00	57,996	62,496
4517	Certified Nurse Practitioner	2	0.33	0	0.00	14,596	0
4525	Psychiatric Nurse II	74	36.00	36	36.00	1,408,752	1,428,624
4526	Head Psychiatric Nurse	4	1.33	0	0.00	59,248	0
4527	Clinical Nurse Specialist	3	3.00	3	3.00	161,676	153,576
4531	Psych Insrvc Educ Coor (8804)	1	0.00	0	0.00	0	0
4535	Psych Nrsng Insrvc Instr (8806)	1	0.33	1	1.00	10,624	42,612
4541	Quality Assurance Coord.	1	0.33	0	0.00	15,396	0
4544	Supervising Nurse	3	0.66	0	0.00	30,408	0
4615	Nurses Assistant	2	0.00	0	0.00	0	0
4618	Psychiatric Technician	11	2.66	10	10.00	64,640	238,680
4625	Licensed Vocational Nurse	56	28.33	31	30.50	675,240	715,896
4833	MH Case Management Asst. II	1	0.33	0	0.00	7,392	0
4836	Mental Health Specialist	16	4.00	11	11.00	109,632	296,340
4839	Mental Health Aid	35	11.25	10	10.00	235,305	210,840
4910	Comm. Living Specialist	0	0.00	2	2.00	0	28,488
5045	Clinical Psychologist	1	0.00	0	0.00	0	0
5087	Sr. Clinical Psychologist	5	2.33	4	4.00	110,992	189,984
5249	Psych. Social Worker Coord.	1	1.00	1	1.00	42,708	43,404
5250	Sr. Psychiatric Social Worker	15	4.58	9	9.00	169,730	325,944
6520	Linen Marker & Distributor	2	1.33	1	1.00	23,008	17,220
7030	Senior Custodian	1	1.00	1	1.00	20,952	20,712
7031	Custodian	11	6.33	11	11.00	117,724	201,432
7085	Supervising Custodian	1	1.00	1	1.00	22,932	22,836
7520	Sewing Room Operator	1	0.17	0	0.00	2,702	0
8850	Associate Medical Director	0	0.00	1	1.00	0	107,208
	Sub-Total	389	174.86	207	206.00	\$6,084,297	\$7,035,810

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>LOMA PORTAL MENTAL HEALTH FACILITY</u>							
0301	MH Hospital Administrator	1	1.00	1	1.00	\$64,044	\$63,804
0340	Medical Director	1	1.00	1	1.00	119,124	113,400
2302	Admin. Assistant III	1	1.00	1	1.00	45,300	43,896
2700	Intermediate Clerk Typist	3	3.00	3	3.00	58,284	58,356
2709	Departmental Clerk	1	1.00	1	1.00	16,812	15,876
2730	Senior Clerk	2	2.00	2	2.00	46,032	46,560
2756	Admin. Secretary I	1	1.00	0	0.00	20,664	0
2757	Admin. Secretary II	3	3.00	3	3.00	73,008	72,540
3042	Medical Records Manager	1	1.00	1	1.00	38,496	37,836
3046	Medical Records Clerk	2	2.00	2	2.00	41,424	40,680
3049	Medical Records Technician	1	1.00	1	1.00	22,848	21,456
4108	Mental Health Program Mgr.	1	1.00	1	1.00	48,252	47,736
4192	Senior Physician	1	0.50	1	0.33	37,374	22,812
4193	Physician	1	0.00	0	0.00	0	0
4195	Supv. Staff Psychiatrist	2	2.00	2	2.00	214,272	202,224
4199	Psychiatrist III	4	2.08	4	2.08	190,550	178,750
4400	Occupational Therapist II	3	2.09	3	2.00	78,000	74,424
4406	Recreational Therapy Aid	1	1.00	1	1.00	19,416	19,116
4407	Recreational Therapist	2	2.00	2	2.00	61,344	62,928
4504	Chief Nurse	1	1.00	1	1.00	57,996	62,496
4517	Certified Nurse Practitioner	1	0.75	1	0.75	32,841	33,111
4525	Psychiatric Nurse II	25	18.75	19	18.75	733,725	744,075
4526	Head Psychiatric Nurse	3	2.00	2	2.00	88,872	90,528
4527	Clinical Nurse Specialist	2	1.50	2	1.50	80,838	76,788
4531	Psych. Inservice Educ. Coord.	0	0.00	1	1.00	0	48,096
4541	Quality Assurance Coord.	1	1.00	0	0.00	46,188	0
4544	Supervising Nurse	1	0.00	0	0.00	0	0
4618	Psychiatric Technician	5	3.00	3	3.00	72,720	71,604
4625	Licensed Vocational Nurse	13	13.00	13	13.00	309,816	305,136
4831	Mental Health Consultant II	3	2.00	3	2.00	73,416	71,832
4839	Mental Health Aid	20	20.00	20	20.00	418,320	421,680
5087	Sr. Clinical Psychologist	4	2.00	4	2.00	95,136	94,992
5250	Sr Psychiatric Social Worker	6	4.33	6	4.00	160,472	144,864
6520	Linen Marker & Distributor	2	1.50	2	1.50	25,884	25,830
7030	Senior Custodian	1	1.00	1	1.00	20,952	20,712
7031	Custodian	6	6.00	6	6.00	111,528	109,872
7520	Sewing Room Operator	1	0.50	1	0.50	8,106	8,610
8804	Psych Insrvc Educ Coord (4531)	1	1.00	0	0.00	36,264	0
	Sub-Total	128	107.00	115	104.41	\$3,568,318	\$3,452,620
<u>CHILD &amp; ADOLESCENT SERVICES</u>							
2306	Administrative Trainee	1	1.00	1	1.00	\$26,040	\$28,584
2411	Analyst I	1	0.50	1	0.50	16,530	16,692
2412	Analyst II	1	1.00	2	2.00	40,164	81,120
2493	Intermediate Account Clerk	1	0.00	1	0.00	0	0
2700	Intermediate Clerk Typist	4	4.00	4	4.00	77,712	77,808
2714	Inter. Transcriber Typist	3	3.00	3	3.00	61,236	62,172
2724	Senior Transcriber Typist	1	1.00	1	1.00	25,692	26,220
2756	Administrative Secretary I	1	1.00	2	2.00	20,664	41,088
2757	Admin. Secretary II	1	1.00	1	1.00	24,336	24,180
2761	Group Secretary	1	1.00	1	1.00	24,876	25,260
4108	Mental Health Program Mgr.	3	3.00	4	4.00	144,756	190,944
4117	Chf, Child & Adolescent Svs.	1	1.00	1	1.00	56,340	56,124
4119	Juvenile Forensic Svcs Mgr	2	2.00	2	2.00	108,120	94,104
4199	Psychiatrist III	8	2.50	8	2.50	228,660	214,500
4525	Psychiatric Nurse II	1	1.00	1	1.00	39,132	39,684
4618	Psychiatric Technician	1	0.50	1	0.50	12,120	11,934
5035	Chf, Probation/Welfare Psych.	1	1.00	1	1.00	52,488	57,492
5087	Senior Clinical Psychologist	9	6.50	9	6.50	309,192	308,724
5250	Sr Psychiatric Social Worker	27	25.00	27	25.50	925,800	923,508
	Sub-Total	68	56.00	71	59.50	\$2,193,858	\$2,280,138



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>FORENSIC SERVICES</b>							
2412	Analyst II	1	1.00	1	1.00	\$40,164	\$40,560
2700	Intermediate Clerk Typist	4	3.00	4	3.00	58,284	58,356
2709	Departmental Clerk	0	0.00	1	1.00	0	15,876
2730	Senior Clerk	3	3.00	4	4.00	69,048	93,120
2745	Supervising Clerk	1	1.00	1	1.00	26,976	26,640
3046	Medical Records Clerk	0	0.00	1	1.00	0	20,340
4108	Mental Health Program Mgr.	2	2.00	2	2.00	96,504	95,472
4109	Chief Forensic MH Services	1	1.00	1	1.00	65,160	64,908
4118	Forensic Services Manager	1	1.00	1	1.00	56,340	56,124
4193	Physician	0	0.00	1	0.17	0	11,238
4195	Supv. Staff Psychiatrist	1	1.00	1	1.00	107,136	101,112
4199	Psychiatrist III	8	5.00	8	5.00	457,320	429,000
4314	Utilization Review Specialist	0	0.00	1	0.50	0	20,562
4400	Occupational Therapy II	0	0.00	1	0.50	0	18,606
4407	Recreational Therapist	0	0.00	1	1.00	0	31,464
4504	Chief Nurse	1	1.00	1	1.00	57,996	62,496
4525	Psychiatric Nurse II	4	4.00	11	11.00	156,528	436,524
4526	Head Psychiatric Nurse	1	1.00	2	2.00	44,436	90,528
4527	Clinical Nurse Specialist	2	2.00	2	2.00	107,784	102,384
4618	Psychiatric Technician	0	0.00	1	1.00	0	23,868
4625	Licensed Vocational Nurse	2	2.00	6	6.00	47,664	140,832
4839	Mental Health Aid	0	0.00	2	2.00	0	42,168
5087	Senior Clinical Psychologist	3	3.00	4	3.50	142,704	166,236
5250	Sr Psychiatric Social Worker	4	3.50	5	4.00	129,612	144,864
5251	Psychiatric Social Worker	0	0.00	1	1.00	0	30,744
	Sub-Total	39	34.50	64	56.67	\$1,663,656	\$2,324,022
<b>CASE MANAGEMENT SERVICES</b>							
2412	Analyst II	1	1.00	1	1.00	\$40,164	\$40,560
2510	Senior Account Clerk	1	1.00	1	1.00	22,884	23,628
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,856	38,904
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
4108	Mental Health Program Mgr.	5	5.00	5	5.00	241,260	238,680
4114	Chief MH Case Management	1	1.00	1	1.00	56,340	56,124
4827	Case Management Aid I	2	2.00	2	2.00	45,384	45,216
4828	Case Management Aid II	2	2.00	2	2.00	49,656	47,856
4833	MH Case Mgmt Assistant II	4	4.00	4	4.00	88,704	90,960
4835	MH Case Management Clinician	23	23.00	23	23.00	812,544	823,584
4910	Comm. Living Specialist	0	0.00	4	2.00	0	28,488
8802	Community Living Specialist	4	2.00	0	0.00	40,008	0
	Sub-Total	46	44.00	46	44.00	\$1,458,816	\$1,457,280
<b>CENTRAL REGIONAL CENTER</b>							
2303	Administrative Assistant II	1	1.00	1	1.00	\$38,568	\$38,376
2355	Regional Mgr., MH Services	1	1.00	1	1.00	56,340	56,124
2700	Intermediate Clerk Typist	4	4.00	4	4.00	77,712	77,808
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2757	Admin. Secretary II	1	1.00	1	1.00	24,336	24,180
3046	Medical Records Clerk	1	1.00	1	1.00	20,712	20,340
4108	Mental Health Program Mgr	2	2.00	2	2.00	96,504	95,472
4195	Supervising Psychiatrist	0	0.00	1	1.00	0	101,112
4196	Psychiatrist II	6	2.92	5	1.92	252,175	162,679
4525	Psychiatric Nurse II	5	5.00	5	5.00	195,660	198,420
4625	Licensed Vocational Nurse	2	2.00	2	2.00	47,664	46,944
4831	Mental Health Consultant II	2	2.00	2	2.00	73,416	71,832
4833	MH Case Management Asst.	1	1.00	1	1.00	22,176	22,740
5087	Sr. Clinical Psychologist	2	0.58	2	0.58	27,748	27,706
5209	Homeless Coordinator	0	0.00	1	1.00	0	46,152
5250	Sr Psychiatric Social Worker	7	7.00	7	7.00	259,224	253,512
8803	Homeless Coordinator (5209)	1	1.00	0	0.00	38,124	0
	Sub-Total	37	32.50	37	32.50	\$1,253,375	\$1,266,677

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>NORTH COASTAL REGIONAL CENTER</u>							
2412	Analyst II	1	0.50	1	0.50	\$20,082	\$20,280
2700	Intermediate Clerk Typist	4	2.75	4	2.75	53,427	53,493
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
3046	Medical Records Clerk	1	0.50	1	0.50	10,356	10,170
4108	Mental Health Program Manager	3	3.00	3	3.00	144,756	143,208
4195	Supervising Psychiatrist	1	1.00	1	1.00	107,136	101,112
4196	Psychiatrist II	7	1.83	7	1.83	158,510	155,606
4400	Occupational Therapist II	1	1.00	1	1.00	37,440	37,212
4525	Psychiatric Nurse II	4	4.00	4	3.75	156,528	148,815
4625	Licensed Vocational Nurse	1	1.00	1	1.00	23,832	23,472
4831	Mental Health Consultant II	2	1.83	2	1.83	67,298	65,846
5087	Senior Clinical Psychologist	1	0.50	1	0.50	23,784	23,748
5250	Sr Psychiatric Social Worker	10	6.75	10	6.42	249,966	232,386
	Sub-Total	37	25.66	37	25.08	\$1,076,131	\$1,038,628
<u>NORTH INLAND REGIONAL CENTER</u>							
2355	Regional Manager, MH Services	1	1.00	1	1.00	\$56,340	\$56,124
2412	Analyst II	1	0.50	1	0.50	20,082	20,280
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,856	38,904
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
3046	Medical Records Clerk	1	0.50	1	0.50	10,356	10,170
4108	Mental Health Program Manager	2	2.00	2	2.00	96,504	95,472
4196	Psychiatrist II	3	1.50	3	1.50	129,690	127,314
4525	Psychiatric Nurse II	5	5.00	5	5.00	195,660	198,420
4836	Mental Health Specialist	2	1.00	1	1.00	27,408	26,940
5087	Senior Clinical Psychologist	1	0.50	1	0.50	23,784	23,748
5250	Sr Psychiatric Social Worker	4	3.50	4	3.50	129,612	126,756
	Sub-Total	23	18.50	22	18.50	\$751,308	\$747,408
<u>EAST COUNTY REGIONAL CENTER</u>							
2355	Regional Manager, MH Services	1	1.00	1	1.00	56,340	56,124
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2700	Intermediate Clerk Typist	6	5.00	6	5.00	97,140	97,260
2730	Senior Clerk	2	2.00	1	1.00	46,032	23,280
3046	Medical Records Clerk	1	1.00	1	1.00	20,712	20,340
4108	Mental Health Program Manager	4	4.00	3	3.00	193,008	143,208
4196	Psychiatrist II	6	3.25	6	3.00	280,995	254,628
4199	Psychiatrist III	1	0.50	1	0.50	45,732	42,900
4525	Psychiatric Nurse II	4	4.00	3	3.00	156,528	119,052
4618	Psychiatric Technician	2	2.00	2	2.00	48,480	47,736
4625	Licensed Vocational Nurse	0	0.00	1	1.00	0	23,472
4831	Mental Health Consultant II	4	1.50	4	1.50	55,062	53,874
4832	Mental Health Consultant I	1	1.00	1	1.00	31,692	33,300
4836	Mental Health Specialist	1	1.00	1	1.00	27,408	26,940
4838	Mental Health Assistant	1	0.00	1	0.00	0	0
5087	Senior Clinical Psychologist	2	1.00	2	1.00	47,568	47,496
5250	Sr Psychiatric Social Worker	17	14.00	17	14.00	518,448	507,024
	Sub-Total	54	42.25	52	40.00	\$1,665,309	\$1,537,194
<u>SOUTH REGIONAL CENTER</u>							
2355	Regional Manager, MH Services	1	1.00	1	1.00	\$56,340	\$56,124
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2700	Intermediate Clerk Typist	3	3.00	3	3.00	58,284	58,356
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
3046	Medical Records Clerk	1	1.00	1	1.00	20,712	20,340
4108	Mental Health Program Manager	2	2.00	2	2.00	96,504	95,472
4196	Psychiatrist II	2	1.00	2	1.00	86,460	84,876
4199	Psychiatrist III	1	1.00	1	0.50	91,464	42,900

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>SOUTH REGIONAL CENTER (Continued)</u>							
4525	Psychiatric Nurse II	1	1.00	2	2.00	39,132	79,368
4625	Licensed Vocational Nurse	1	1.00	1	1.00	23,832	23,472
4831	Mental Health Consultant II	1	1.00	1	1.00	36,708	35,916
4832	Mental Health Consultant I	2	2.00	1	1.00	63,384	33,300
4836	Mental Health Specialist	1	1.00	1	1.00	27,408	26,940
5087	Senior Clinical Psychologist	2	1.75	2	1.75	83,244	83,118
5250	Sr Psychiatric Social Worker	6	6.00	6	6.00	222,192	217,296
	Sub-Total	26	24.75	26	24.25	\$968,844	\$921,318

TECHNICAL & ADMINISTRATIVE SUPPORT

2303	Administrative Assistant II	1	1.00	2	2.00	\$38,568	\$76,752
2306	Administrative Trainee	1	1.00	1	1.00	26,040	28,584
2352	Statistician	0	0.00	1	1.00	0	35,280
2368	Administrative Svcs Mgr I	1	1.00	1	1.00	49,980	48,744
2403	Accounting Technician	1	1.00	1	1.00	25,908	26,340
2411	Analyst I	1	1.00	1	1.00	33,060	33,384
2412	Analyst II	10	10.00	10	10.00	401,640	405,600
2413	Analyst III	3	3.00	3	3.00	134,064	130,860
2426	Asst. Systems Analyst	1	1.00	1	1.00	40,620	41,436
2427	Associate Systems Analyst	3	3.00	3	3.00	144,036	145,620
2510	Senior Account Clerk	1	1.00	1	1.00	22,884	23,628
2700	Intermediate Clerk Typist	13	9.50	12	8.50	184,566	165,342
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2745	Supervising Clerk	1	1.00	1	1.00	26,976	26,640
2757	Administrative Secretary II	0	0.00	1	1.00	0	24,180
3009	Word Processor Operator	1	1.00	1	1.00	21,696	22,104
3118	Dept'l Computer Specialist I	2	2.00	2	2.00	51,744	52,656
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	31,668	31,836
4116	MH Admin. Support Chief	1	1.00	1	1.00	56,340	56,124
5208	Mental Health Contract Mgr	1	1.00	1	1.00	46,356	46,152
5221	Eligibility Technician	10	9.75	10	9.75	220,896	227,097
5222	Eligibility Supervisor	1	1.00	1	1.00	25,716	26,052
8809	Statistician	1	1.00	0	0.00	34,884	0
	Sub-Total	56	52.25	57	53.25	\$1,640,658	\$1,697,691

PROGRAM REVIEW & DEVELOPMENT

2313	MH Resource Dev. Specialist	1	1.00	1	1.00	\$46,356	\$43,152
2411	Analyst I	1	1.00	1	1.00	33,060	33,384
2412	Analyst II	2	2.00	2	2.00	80,328	81,120
2413	Analyst III	1	1.00	1	1.00	44,688	43,620
2493	Intermediate Account Clerk	1	0.00	1	0.00	0	0
2700	Intermediate Clerk Typist	3	3.00	3	3.00	58,284	58,356
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2756	Admin. Secretary I	1	1.00	1	1.00	20,664	20,544
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
3041	Chf Medical Records Services	1	1.00	1	1.00	55,500	55,284
4113	Quality Assurance Program Mgr.	1	1.00	1	1.00	50,400	54,300
4145	Chf, MH Program Review & Dev.	1	1.00	1	1.00	56,340	56,124
4196	Psychiatrist II	1	0.25	0	0.00	21,615	0
4304	Utilization Review Supervisor	1	1.00	1	1.00	43,212	46,560
4314	Utilization Review Specialist	7	7.00	7	7.00	274,512	287,868
4831	Mental Health Consultant II	1	1.00	1	1.00	36,708	35,916
4834	MH Staff Development Coord.	1	1.00	1	1.00	41,844	43,764
4845	MH Minority Affairs Coord.	1	1.00	1	1.00	38,292	35,664
5240	Senior Svcs. Ext. Care Coord.	1	1.00	1	1.00	37,512	39,252
	Sub-Total	28	26.25	27	26.00	\$986,667	\$982,368

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>ADMINISTRATION</b>							
0330	Asst Deputy Director, MHS	1	1.00	1	1.00	\$66,300	\$66,036
0335	Clinical Dir., Mental Health	1	1.00	1	1.00	112,560	112,140
2213	Deputy Dir., MH Services	1	1.00	1	1.00	96,012	95,652
2303	Admin. Assistant II	1	1.00	0	0.00	38,568	0
2337	Public Information Specialist	1	1.00	1	1.00	38,100	37,956
2700	Intermediate Clerk Typist	1	1.00	2	2.00	19,428	38,904
2754	Board Secretary	1	1.00	1	1.00	26,004	27,252
2756	Administrative Secretary I	1	1.00	1	1.00	20,664	20,544
2757	Administrative Secretary II	2	2.00	1	1.00	48,672	24,180
2758	Administrative Secretary III	1	1.00	1	1.00	30,036	29,856
4831	Mental Health Consultant II	1	1.00	1	1.00	36,708	35,916
4896	MH Clinical Standard Coord.	1	1.00	1	1.00	52,356	52,152
6344	Coordinator Volunteer Svcs.	1	1.00	1	1.00	26,688	31,500
8821	Revenue Manager	1	1.00	1	1.00	54,276	54,060
8874	Asst. Clinical Director	1	1.00	0	0.00	104,736	0
	Sub-Total	16	16.00	14	14.00	\$771,108	\$626,148
9999	Extra Help	0	27.49	0	23.83	706,450	377,994
	Sub-Total		27.49		23.83	\$706,450	\$377,994
<b>Total</b>		<b>947</b>	<b>682.01</b>	<b>775</b>	<b>727.99</b>	<b>\$24,788,795</b>	<b>\$25,745,296</b>
<b>Salary Adjustments:</b>						<b>\$264,044</b>	<b>\$(56,607)</b>
<b>Premium/Overtime Pay:</b>						<b>606,159</b>	<b>584,813</b>
<b>Employee Benefits:</b>						<b>7,085,781</b>	<b>7,837,252</b>
<b>Salary Savings:</b>						<b>(475,363)</b>	<b>(676,595)</b>
<b>Total Adjustments</b>						<b>\$7,480,621</b>	<b>\$7,688,863</b>
<b>Program Totals</b>		<b>947</b>	<b>682.01</b>	<b>775</b>	<b>727.99</b>	<b>\$32,269,416</b>	<b>\$33,434,159</b>

PROGRAM: CORRECTIONAL FACILITIES MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 85498  
MANAGER: Robert K. Bradford

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-26

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,827,384	\$2,138,422	\$2,897,780	\$2,474,189	\$2,712,640	9.6
Services & Supplies	600,304	824,380	1,028,604	352,455	398,705	13.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,877	26,865	3,191	5,400	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$2,429,565</b>	<b>\$2,989,667</b>	<b>\$3,929,575</b>	<b>\$2,832,044</b>	<b>\$3,111,345</b>	<b>9.9</b>
<b>PROGRAM REVENUE</b>	<b>(23,720)</b>	<b>(0)</b>	<b>(177,460)</b>	<b>(310,348)</b>	<b>(604,740)</b>	<b>94.9</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,405,845</b>	<b>\$2,989,667</b>	<b>\$3,752,115</b>	<b>\$2,521,696</b>	<b>\$2,506,605</b>	<b>(0.6)</b>
<b>STAFF YEARS</b>	<b>41.06</b>	<b>44.33</b>	<b>51.49</b>	<b>48.67</b>	<b>53.17</b>	<b>9.2</b>

**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. Appropriations for these expenditures have been requested but not budgeted. Expenditures associated with these activities are reflected as expenses in excess of the appropriations in the Program Budget.

**1991-92 BUDGET TO ACTUAL COMPARISON**

During FY 1991-92 Board of Supervisors action on 9/17/91, #71 approved a new contract with the Federal Government for the housing of federal prisoners at Descanso Honor Camp. This proposal added 4.50 staff years to Correctional Facilities Medical Services.

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. An additional \$513,532 in expenditures was for Sheriff's pharmaceuticals, Medical Examiner, and other expenses for direct costs of medical services and supplies provided to the Sheriff. Funding for the Sheriff's expenses has been requested but not appropriated.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Correctional Facilities Medical Services [53.17 SY; E = \$3,111,345; R = \$604,740] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - 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.
  - o Increasing 4.50 staff years for staff at Descanso Detention Facility.
2. Pharmaceuticals and Medical Services/Supplies Provided to Other Departments/Activities [0.00 SY; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
CHARGES:				
Patient Fees Insurance & Medi-Cal	\$36,644	\$350,811	\$350,811	\$0
Institutional Care Federal	164,994	0	358,254	358,254
Sub-Total	\$201,638	\$350,811	\$709,065	\$358,254
Total Direct Program Revenue	\$201,638	\$350,811	\$709,065	\$358,254
Department Overhead and County External Overhead Allocation:	\$(24,178)	\$(40,463)	\$(104,325)	\$(63,862)
<b>Total</b>	<b>\$177,460</b>	<b>\$310,348</b>	<b>\$604,740</b>	<b>\$294,392</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$3,752,115	\$2,521,696	\$2,506,605	\$(15,091)
Sub-Total	\$3,752,115	\$2,521,696	\$2,506,605	\$(15,091)
<b>Total</b>	<b>\$3,752,115</b>	<b>\$2,521,696</b>	<b>\$2,506,605</b>	<b>\$(15,091)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1992-93 Adopted revenues are increasing by \$358,254 over the Adopted FY 1991-92 level due to Board of Supervisors action on 9/17/91, #71 approving a contract with the Federal Government for the housing of federal prisoners at the Descanso Honor Camp.

FY 1991-92 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 concurrent with a longer than anticipated claim processing time frame.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY:</b>					
Correctional Facilities Medical Services					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Admissions and readmissions at nursing stations	20,503	20,659	20,658	22,312	* 19,500
Sick call contacts	286,733	299,680	292,169	323,654	* 300,500
Medications and treatment	326,205	352,201	322,615	380,377	* 325,000
Emergency calls treated at facility	1,115	896	1,269	968	1,350
<b>EFFICIENCY</b>					
Cost per nursing contact	\$3.73	\$3.68	\$3.77	\$3.64	\$3.72
<b>EFFECTIVENESS</b>					
Not applicable					

\* FY 1992-93 budgeted numbers are lower due to the transfer of the Descanso Detention Facility to the Sheriff's Department by mid-year Board of Supervisors action on 7/14/92 (#50).



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2510	Senior Account Clerk	1	1.00	1	1.00	\$22,884	\$23,628
2700	Intermediate Clerk Typist	3	3.00	3	3.00	58,284	58,356
2730	Senior Clerk	1	0.50	1	0.50	11,508	11,640
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
4150	Chf, Correctional Health Svcs	1	1.00	1	1.00	47,520	53,448
4192	Senior Physician	1	1.00	2	1.50	74,748	102,654
4193	Physician	1	0.50	1	0.50	32,796	33,714
4519	Physician Assistant	1	1.00	1	1.00	44,484	42,084
4536	Head Staff Nurse	0	0.00	1	1.00	0	43,944
4538	Staff Nurse II	35	33.00	38	36.00	1,264,032	1,372,896
4544	Supervising Nurse	4	4.00	4	4.00	182,448	199,248
4625	Licensed Vocational Nurse	2	2.00	2	2.00	47,664	46,944
9999	Extra Help	0	0.67	0	0.67	60,406	60,406
<b>Total</b>		<b>51</b>	<b>48.67</b>	<b>56</b>	<b>53.17</b>	<b>\$1,871,110</b>	<b>\$2,073,142</b>
<b>Salary Adjustments:</b>						<b>\$93,428</b>	<b>\$40,611</b>
<b>Premium/Overtime Pay:</b>						<b>27,600</b>	<b>27,600</b>
<b>Employee Benefits:</b>						<b>506,928</b>	<b>626,153</b>
<b>Salary Savings:</b>						<b>(24,877)</b>	<b>(54,866)</b>
<b>Total Adjustments</b>						<b>\$603,079</b>	<b>\$639,498</b>
<b>Program Totals</b>		<b>51</b>	<b>48.67</b>	<b>56</b>	<b>53.17</b>	<b>\$2,474,189</b>	<b>\$2,712,640</b>

PROGRAM: COUNTY PATIENT SUPPORT

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42601  
 MANAGER: Sandy McChesney

ORGANIZATION #: 6000  
 REFERENCE: 1992-93 Proposed Budget - Pg. 32-29

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$336,843	\$331,498	\$359,426	\$418,720	\$421,893	0.8
Services & Supplies	109,220	85,443	114,751	93,162	93,162	0.0
Other Charges	10,046,510	9,934,743	10,493,221	12,102,756	12,022,756	(0.7)
Fixed Assets	13,197	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$10,505,770</b>	<b>\$10,351,684</b>	<b>\$10,967,398</b>	<b>\$12,614,638</b>	<b>\$12,537,811</b>	<b>(0.6)</b>
<b>PROGRAM REVENUE</b>	<b>(2,234,227)</b>	<b>(2,927,503)</b>	<b>(1,571,879)</b>	<b>(2,178,995)</b>	<b>(2,069,566)</b>	<b>(5.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$8,271,543</b>	<b>\$7,424,181</b>	<b>\$9,395,519</b>	<b>\$10,435,643</b>	<b>\$10,468,245</b>	<b>0.3</b>
<b>STAFF YEARS</b>	<b>8.83</b>	<b>9.28</b>	<b>8.76</b>	<b>10.00</b>	<b>10.00</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Expenditures in Salaries and Benefits were \$59,254 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.

**1992-93 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.

**1992-93 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 = \$12,537,811; R = \$2,069,566] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Patient Fees, Insurance and Medi-Cal	\$215,713	\$300,000	\$300,000	\$0
Prior Year - Other Revenue	173	0	0	0
Sub-Total	\$215,886	\$300,000	\$300,000	\$0
<b>GRANTS:</b>				
State Aid SLIAG (no match requirement)	\$0	\$80,000	\$0	\$(80,000)
Prior Year State Aid SLIAG, FY 1990-91	(379,235)	0	0	0
Intergovt. Revenue State Prior Year	131,428	0	0	0
Sub-Total	\$(247,807)	\$80,000	\$0	\$(80,000)
<b>OTHER:</b>				
Recovered Expenditures	\$319	0	0	0
Sub-Total	319	0	0	0
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$1,750,359	\$0	\$1,920,621	\$1,920,621
State AB 8 (29.191% match requirement)	0	1,920,621	0	(1,920,621)
Sub-Total	\$1,750,359	\$1,920,621	\$1,920,621	\$0
Total Direct Program Revenue	\$1,718,757	\$2,300,621	\$2,220,621	\$(80,000)
Department Overhead and County External Overhead Allocation:	\$(146,878)	\$(121,626)	\$(151,055)	\$(29,429)
<b>Total</b>	<b>\$1,571,879</b>	<b>\$2,178,995</b>	<b>\$2,069,566</b>	<b>\$(109,429)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANTS:</b>				
State AB 8 (29.191% budgeted match)	\$0	\$560,648	\$0	\$(560,648)
Sub-Total	\$0	\$560,648	\$0	\$(560,648)
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$478,198	\$0	\$524,788	\$524,788
Sub-Total	\$478,198	\$0	\$524,788	\$524,788
<b>GENERAL FUND SUPPORT:</b>				
Grants:				
State AB 8/Health Account	\$8,917,321	\$9,874,995	\$9,943,457	\$68,462
Sub-Total	\$8,917,321	\$9,874,995	\$9,943,457	\$68,462
<b>Total</b>	<b>\$9,395,519</b>	<b>\$10,435,643</b>	<b>\$10,468,245</b>	<b>\$32,602</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

The Adopted Revenue level for FY 1992-93 for County Patient Support is reduced by \$80,000 from FY 1990-91 due to the reduction of State Legalization Impact Assistance Grant funding.

Fiscal Year 1991-92 Actual Revenues are less than budgeted due to the cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims.

EXPLANATION/COMMENT ON PROGRAM REVENUES (continued):

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY:</b>					
County Patient Services					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
University Hospital					
Inpatient days:					
Custodial patients	179	167	288	290	300
Indigent care	4,692	4,590	4,353	5,300	4,800
Outpatient visits (Clinic & ER):					
Custodial patients	2,138	1,950	1,503	2,300	2,000
Indigent care	15,113	12,966	11,753	19,000	15,000
Sexual assault medical evidentiary examinations	228	239	261	255	275
<b>EFFICIENCY</b>					
University Hospital					
Cost per inpatient day	\$1,260.00	\$1,517.00	\$1,567.00	\$1,567.00	\$1,759.00
Cost per outpatient visit	\$ 205.00	\$ 242.00	\$ 222.00	\$ 222.00	\$ 202.00
Cost per emergency room visit	\$ 211.00	\$ 235.00	\$ 280.00	\$ 280.00	\$ 267.00
Sexual Assault					
Cost per person served	\$ 359.00	\$ 375.00	\$ 386.00	\$ 400.00	\$ 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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2412	Analyst II	1	1.00	1	1.00	\$40,164	\$40,560
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,856	38,904
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
4149	Chief, County Patient Services	1	1.00	1	1.00	48,780	46,464
5243	Patient Services Specialist IV	1	1.00	1	1.00	35,400	35,100
5255	Patient Services Specialist II	3	3.00	3	3.00	81,612	81,900
5287	Social Services Administrator I	1	1.00	1	1.00	45,228	41,064
<b>Total</b>		<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>\$313,056</b>	<b>\$307,272</b>
<b>Salary Adjustments:</b>						<b>\$2,088</b>	<b>\$7,646</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>108,876</b>	<b>115,541</b>
<b>Salary Savings:</b>						<b>(5,300)</b>	<b>(8,566)</b>
<b>Total Adjustments</b>						<b>\$105,664</b>	<b>\$114,621</b>
<b>Program Totals</b>		<b>10</b>	<b>10.00</b>	<b>10</b>	<b>10.00</b>	<b>\$418,720</b>	<b>\$421,893</b>

PROGRAM: EDGEWOOD GERIATRIC HOSPITAL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42651  
MANAGER: Florence McCarthy

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-33

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$11,839,125	\$12,475,755	\$13,276,385	\$15,959,527	\$15,631,629	(2.1)
Services & Supplies	2,400,119	2,937,142	3,836,164	2,355,996	2,355,996	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	66,453	68,496	72,274	77,260	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$14,305,697</b>	<b>\$15,481,393</b>	<b>\$17,184,823</b>	<b>\$18,392,783</b>	<b>\$17,987,625</b>	<b>(2.2)</b>
<b>PROGRAM REVENUE</b>	<b>(14,181,851)</b>	<b>(15,257,993)</b>	<b>(17,701,028)</b>	<b>(17,339,466)</b>	<b>(17,830,989)</b>	<b>2.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$123,846</b>	<b>\$223,400</b>	<b>\$(516,205)</b>	<b>\$1,053,317</b>	<b>\$156,636</b>	<b>(85.1)</b>
<b>STAFF YEARS</b>	<b>421.01</b>	<b>412.24</b>	<b>396.31</b>	<b>480.75</b>	<b>480.75</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

Through the efforts of employees and volunteers, Edgewood 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 Edgewood 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. Edgewood boasts an extensive auxiliary, with over 150 volunteers who each contribute over 100 hours of time to Edgewood patients each year.



**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and Benefits were underspent by \$2,683,142 due to ongoing shortages (experienced nationwide) of skilled medical personnel, primarily registered nurses, physical therapists and occupational therapists and a County hiring freeze in effect for most of the year. Conversely, an over expenditure of \$1,480,168 occurred in Services and Supplies, resulting from payments to registries for temporary help personnel to backfill vacant positions.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

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 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 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 = \$252,405; R = \$192,949] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Contracted by the Area Agency on Aging.
  - 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 = \$17,607,149; R = \$17,595,040] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset 100% by revenue.
  - o Providing a county-wide service to patients requiring skilled nursing, medical and rehabilitation services not obtainable in the private sector.
  - o Serving an average of 310 patients (98% Medi-Cal).

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Telephone, Commissions and Canteen Rent	\$0	\$450	\$450	\$0
Patient Fees, Insurance and Medi-Cal	17,055,614	16,363,751	17,104,150	740,399
Employee Meal Sales	3,893	740	740	0
Employee Housing Rental	0	17,200	17,200	0
Meals-On-Wheels	33,156	34,000	34,000	0
Meal Donations	44,323	45,660	45,660	0
Day Care Maintenance	6,970	9,000	9,000	0
Duplicate Charges, Records & Files	147	0	0	0
Returned Check Fee	60	0	0	0
City of Santee Reimbursement	13,660	0	0	0
Sub-Total	\$17,157,823	\$16,470,801	\$17,211,200	\$740,399
<b>GRANTS:</b>				
Nutrition Center Grant (15% match requirement)	\$82,039	\$80,000	\$80,000	0
Sub-Total	\$82,039	\$80,000	\$80,000	\$0
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$2,204,995	\$0	\$2,419,479	\$2,419,479
State AB 8 (29.191% match requirement)	0	2,419,479	0	(2,419,479)
Sub-Total	\$2,204,995	\$2,419,479	\$2,419,479	\$0
<b>OTHER:</b>				
Recovered Expenditures	\$156	\$0	\$0	\$0
Other Miscellaneous	249	0	0	0
Sub-Total	\$405	\$0	\$0	\$0
Total Direct Program Revenue	\$19,445,262	\$18,970,280	\$19,710,679	\$740,399
Department Overhead and County External Overhead Allocation:	\$(1,744,234)	\$(1,630,814)	\$(1,879,690)	\$(248,876)
<b>Total</b>	<b>\$17,701,028</b>	<b>\$17,339,466</b>	<b>\$17,830,989</b>	<b>\$491,523</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REVENUE MATCH:</b>				
State AB 8 (29.191% budgeted match)	\$0	\$706,270	\$0	\$(706,270)
Nutrition Center Grant	14,477	14,118	14,118	0
Sub-Total	\$14,477	\$720,388	\$14,118	\$(706,270)
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$602,405	\$0	\$661,096	\$661,096
Sub-Total	\$602,405	\$0	\$661,096	\$661,096
General Fund Support	\$(1,133,087)	\$332,929	\$(518,578)	\$(851,507)
Sub-Total	\$(1,133,087)	\$332,929	\$(518,578)	\$(851,507)
<b>Total</b>	<b>\$(516,205)</b>	<b>\$1,053,317</b>	<b>\$156,636</b>	<b>\$(896,681)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES:**

The FY 1992-93 Adopted revenue level for Edgemoor Geriatric Hospital is increasing by \$740,399 over the FY 1991-92 Adopted Budget due to additional Medi-Cal revenue generated by a rate increase approved by the Board on 9/10/91, #81 and by an increase to new rates of charge approved by the Board on 1/7/92, #5.

FY 1990-91 Actual revenues are higher than budgeted due to the mid-year increase of Medi-Cal rates resulting in \$691,863 of overrealized revenue which was partially offset by the State Health Account - Vehicle License Fee shortfall of \$214,484.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY:</b> Edgewood Geriatric Hospital					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
Average inpatient census	251	249	243	310	310
Nutrition Center average attendance	153	145	136	145	145
Meals-on-Wheels	22,128	21,172	21,670	20,000	20,000
<b>EFFICIENCY</b>					
Cost per inpatient day	\$161.47	\$164.04	\$171.27	\$172.83	\$172.83
Nursing hours per patient day	4.56	4.61	4.88	4.50	4.50
<b>EFFECTIVENESS</b>					
Percent of discharges planned	13.0%	20.0%	13.0%	15.0%	15.0%
Percent of Planned discharges per admission	16.0%	13.0%	15.0%	15.0%	15.0%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>ADMINISTRATION</b>							
2224	Admin., Edgemoor Hospital	1	1.00	1	1.00	\$77,964	\$77,664
2303	Administrative Assistant II	1	1.00	1	1.00	38,568	38,376
2328	Dept. Personnel Officer II	1	1.00	1	1.00	43,464	41,640
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	41,844	40,140
2425	Associate Accountant	1	1.00	1	1.00	36,096	36,492
2430	Cashier	1	1.00	1	1.00	21,408	21,360
2493	Intermediate Account Clerk	1	1.00	1	1.00	19,308	19,128
2510	Senior Account Clerk	1	1.00	1	1.00	22,884	23,628
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,876	24,504
2650	Stock Clerk	1	1.00	1	1.00	18,624	18,960
2658	Storekeeper II	1	1.00	1	1.00	24,864	24,780
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,428	19,452
2706	Admissions Clerk	1	1.00	1	1.00	21,552	21,408
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2757	Administrative Secretary II	2	2.00	2	2.00	48,672	48,360
2764	Office Manager	1	1.00	1	1.00	28,560	29,556
4099	Assoc. Hospital Administrator	3	3.00	3	3.00	162,324	163,656
	Sub-Total	20	20.00	20	20.00	\$673,452	\$672,384
<b>MEDICAL DEPARTMENT</b>							
3056	Medical Transcriber	1	1.00	1	1.00	\$21,264	\$23,340
4130	Medical Director, Edgemoor	1	1.00	1	1.00	95,808	95,436
4193	Physician	4	3.00	4	3.00	196,776	202,284
4196	Psychiatrist II	3	2.00	2	2.00	172,920	169,752
	Sub-Total	9	7.00	8	7.00	\$486,768	\$490,812
<b>NURSING</b>							
2700	Intermediate Clerk Typist	4	4.00	4	4.00	\$77,712	\$77,808
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
4406	Recreational Therapy Aid	1	1.00	1	1.00	19,416	19,116
4407	Recreational Therapist	2	2.00	2	2.00	61,344	62,928
4497	Assistant Chief Nurse	2	2.00	2	2.00	107,832	108,672
4504	Chief Nurse	1	1.00	1	1.00	57,996	62,496
4533	Inservice Education Coord.	1	1.00	1	1.00	47,244	48,096
4534	Nursing Inservice Instructor	1	1.00	1	1.00	36,228	42,612
4536	Staff Head Nurse	8	8.00	8	8.00	342,624	351,552
4538	Staff Nurse II	58	47.50	58	47.50	1,819,440	1,811,460
4544	Supervising Nurse	6	6.00	6	6.00	273,672	298,872
4613	Hospital Supply Technician	6	6.00	6	6.00	101,952	118,008
4615	Nurses Assistant	225	212.75	225	212.75	4,204,791	4,087,353
4625	Licensed Vocational Nurse	18	18.00	18	18.00	428,976	422,496
5250	Sr. Psychiatric Social Worker	1	1.00	1	1.00	37,032	36,216
	Sub-Total	335	312.25	335	312.25	\$7,639,275	\$7,570,965
<b>MEDICAL RECORD</b>							
3042	Medical Records Manager	1	1.00	1	1.00	\$38,496	\$37,836
3046	Medical Records Clerk	5	5.00	5	5.00	103,560	101,700
3049	Medical Records Technician	2	2.00	2	2.00	45,696	42,912
	Sub-Total	8	8.00	8	8.00	\$187,752	\$182,448
<b>PHYSICAL REHABILITATION</b>							
4402	Geriatrics Therapy Specialist	2	2.00	2	2.00	\$87,984	\$90,048
4406	Recreational Therapy Aid	7	6.00	6	6.00	116,496	114,696
4407	Recreational Therapist	2	1.50	2	1.50	46,008	47,196
4408	Recreation Therapy Supervisor	1	1.00	1	1.00	36,888	36,684

STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
4426	Physical Therapy Assistant	3	3.00	3	3.00	61,632	73,944
4431	Chief Therapy Services	1	1.00	1	1.00	50,676	48,264
4445	Speech Pathologist	1	0.50	1	0.50	21,426	21,924
	Sub-Total	17	15.00	16	15.00	\$421,110	\$432,756

SOCIAL SERVICES

2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$19,428	\$19,452
5260	Social Worker III	1	1.00	1	1.00	28,608	28,620
5263	Sr. Social Work Supervisor	1	1.00	1	1.00	37,248	41,388
5266	Social Worker IV	1	1.00	1	1.00	29,508	30,852
	Sub-Total	4	4.00	4	4.00	\$114,792	\$120,312

PHARMACY

4250	Pharmacist	2	2.00	2	2.00	\$105,312	\$115,104
4260	Pharmacy Technician	1	1.00	1	1.00	27,168	27,168
	Sub-Total	3	3.00	3	3.00	\$132,480	\$142,272

DIETARY

2650	Stock Clerk	1	1.00	1	1.00	\$18,624	\$18,960
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,428	19,452
4770	Dietitian	4	2.00	4	2.00	63,600	53,808
4771	Chief, Dietetic Services	1	1.00	1	1.00	45,252	45,072
4772	Asst Chief, Dietetic Services	1	1.00	1	1.00	42,012	40,344
6405	Food Service Supervisor	3	3.00	3	3.00	83,016	81,432
6410	Senior Cook	4	4.00	4	4.00	96,288	95,952
6411	Cook	3	3.00	3	3.00	63,396	63,432
6415	Food Services Worker	32	25.00	32	25.00	401,400	386,100
7031	Custodian	2	2.00	2	2.00	37,176	36,624
	Sub-Total	52	43.00	52	43.00	\$870,192	\$841,176

LINEN SERVICE

6520	Linen Marker & Distributor	8	8.00	8	8.00	\$138,048	\$137,760
6530	Laundry Worker III	1	1.00	1	1.00	18,840	18,840
6531	Laundry Worker II	3	3.00	3	3.00	54,108	54,000
7010	Linen Service Supv. (8810)	1	1.00	1	1.00	21,780	21,708
7520	Sewing Room Operator	2	2.00	2	2.00	32,424	34,440
	Sub-Total	15	15.00	15	15.00	\$265,200	\$266,748

HOUSEKEEPING

2700	Inter. Clerk Typist	1	1.00	1	1.00	\$19,428	\$19,452
7030	Senior Custodian	1	1.00	1	1.00	20,952	20,712
7031	Custodian	20	19.00	19	19.00	353,172	347,928
7045	Executive Housekeeper	1	1.00	1	1.00	28,728	25,344
7085	Supervising Custodian	1	1.00	1	1.00	22,932	22,836
	Sub-Total	24	23.00	23	23.00	\$445,212	\$436,272

MAINTENANCE

2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$19,428	\$19,452
5884	Building Maintenance Engr	4	4.00	4	4.00	124,032	124,464
5885	Bldg. Maintenance Supv.	1	1.00	1	1.00	34,716	29,832
5888	Hosp. Plant/Maint. Super.	1	1.00	1	1.00	42,144	40,140
5905	Carpenter	1	1.00	1	1.00	30,996	30,624

**STAFFING SCHEDULE**

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
5920	Electrician	1	1.00	1	1.00	33,948	33,564
5940	Painter	2	2.00	2	2.00	58,968	58,512
5950	Plumber	1	1.00	1	1.00	34,560	34,176
5967	Senior Painter	1	1.00	1	1.00	32,208	31,836
6200	Bldg Maint. Engineer Asst II	1	1.00	1	1.00	29,484	29,100
6305	Gardener II	2	2.00	2	2.00	45,624	42,000
7541	Construction Worker I	3	3.00	3	3.00	62,244	62,208
	Sub-Total	19	19.00	19	19.00	\$548,352	\$535,908
<b>NUTRITION CENTER</b>							
2304	Administrative Assistant I	1	1.00	1	1.00	\$32,832	\$32,640
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,428	19,452
4911	Social Services Aid II	2	2.00	2	2.00	37,824	37,512
	Sub-Total	4	4.00	4	4.00	\$90,084	\$89,604
9999	Extra Help	0	7.50	0	7.50	172,860	172,860
	<b>Total</b>	<b>510</b>	<b>480.75</b>	<b>507</b>	<b>480.75</b>	<b>\$12,047,529</b>	<b>\$11,954,517</b>
<b>Salary Adjustments:</b>						\$101,133	\$(46,819)
<b>Premium/Overtime Pay:</b>						225,679	225,679
<b>Employee Benefits:</b>						3,779,146	3,977,520
<b>Salary Savings:</b>						(193,960)	(479,268)
<b>Total Adjustments</b>						<b>\$3,911,998</b>	<b>\$3,677,112</b>
<b>Program Totals</b>		<b>510</b>	<b>480.75</b>	<b>507</b>	<b>480.75</b>	<b>\$15,959,527</b>	<b>\$15,631,629</b>

## PROGRAM: EMERGENCY MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41012  
MANAGER: Gail CooperORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-34

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,077,374	\$1,387,722	\$1,509,909	\$1,587,864	\$1,642,355	3.4
Services & Supplies	575,091	1,611,900	963,681	1,825,921	1,789,041	(2.0)
Other Charges	4,940	4,940	536,610	4,940	4,940	0.0
Fixed Assets	59,148	52,658	23,564	243,470	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$1,716,553</b>	<b>\$3,057,220</b>	<b>\$3,033,764</b>	<b>\$3,662,195</b>	<b>\$3,436,336</b>	<b>(6.2)</b>
<b>PROGRAM REVENUE</b>	<b>(1,960,128)</b>	<b>(1,754,681)</b>	<b>(2,679,518)</b>	<b>(3,056,754)</b>	<b>(2,762,304)</b>	<b>(9.6)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(243,575)</b>	<b>\$1,302,539</b>	<b>\$354,246</b>	<b>\$605,441</b>	<b>\$674,032</b>	<b>11.3</b>
<b>STAFF YEARS</b>	<b>28.10</b>	<b>33.41</b>	<b>33.61</b>	<b>35.00</b>	<b>35.00</b>	<b>0.0</b>

## 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).



**1991-92 BUDGET TO ACTUAL COMPARISON**

Emergency Medical Services' FY 1991-92 Actual Services and Supplies were less than budgeted, due to the Rural Ambulance component of the ambulance services program not being implemented in the 1991-92 fiscal year; the budgeted Trauma consultant not being contracted; a \$240,000 reduction in payments to the Hospital Claim fund; and purchasing freezes in place for most of the year. However, "Other Charges" are \$531,670 above the budgeted level due to a revised procedure where, in lieu of payments, trauma centers have agreed to deduct trauma center designation fees from EMS Trust Fund SB12/612 hospital collections reflected as this expenditure for contributions to other agencies. The remaining \$4,940 is this program's share of the debt service to SANCAL for the Department's mini-computer.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Countywide Coordination of EMS [22.25 SY; E = \$2,806,274; R = \$2,132,242] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Implementing mandated State Health and Safety Code 1797 - 1799.201.
  - o Reviewing EMT-D, EMT-1, and EMT-P triage treatment and transport policies/protocols.
  - o Monitoring State policies and procedures regarding EMT-D, EMT-1, EMT-P certification, recertification and decertification.
  - o Monitoring and evaluating EMT-1, EMT-P and MICN certification and testing processes.
  - o Coordinating provision of mutual aid agreements with local agencies.
  - o Perform accreditation of all advanced life support (paramedic) personnel.
  - o Monitoring and approve all EMT-1, EMT-P and MICN training programs.
  - o Monitoring/certifying EMT-1 basic life support ambulance personnel to maintain compliance with County and State standards.
  - o Administering implementation of EMT-defibrillation program countywide.
  - o Managing the hospital claims fund as established by SB 612.
  - o Responsible for the Jail Audit Committee Program.
  - o Authorize Mobile Intensive Care Nurses.
  - o Monitoring evidentiary examination process for victims of sexual assault.

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2. Field Operations and Disaster Coordination [2.00 SY; E = \$112,014; R = \$112,014] is:
- o Mandated/Discretionary Service Level.
  - o Implementing Health and Safety Code 1797 - 1999.201.
  - o Conducting medical disaster preparedness exercises.
  - o Reviewing and implementing a Countywide Medical Disaster plan.
  - o 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 = \$78,048; R = \$78,048] is:
- o Mandated/Discretionary Service Level.
  - o 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 = \$440,000; R = \$440,000] is:
- o Mandated/Discretionary Service Level.
  - o Maintaining and administering the data collection and evaluation system.
  - o Managing the Countywide public information system regarding EMS and trauma.
  - o Monitoring all designated trauma and base hospitals.
  - o Implementing quality improvement network for trauma centers and base hospitals.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
EMT Certification Fee	\$27,857	\$3,500	\$3,500	\$0
Trauma Center Designation Fees	410,855	515,022	271,552	(243,470)
Base Hospital Designation Fees	200,000	227,090	227,090	0
Returned Check Fees	80	0	0	0
State Aid SLIAG	97,988	36,880	0	(36,880)
Prior Year State Aid SLIAG, FY 1990-91	(145,402)	0	0	0
Sub-Total	\$591,378	\$782,492	\$502,142	\$(280,350)
<b>GRANTS:</b>				
Research Grant	\$106,062	\$13,500	\$13,500	\$0
AB-75 Capital Outlay	67,032	0	0	0
Sub-Total	\$173,094	\$13,500	\$13,500	\$0
<b>SUBVENTION:</b>				
EMS Trust Fund (Implementation of SB 12/612) (no match required)	\$1,401,025	\$1,769,489	\$1,769,489	\$0
Intergovt. Revenue State Prior Year	58,788	0	0	0
Sub-Total	\$1,459,813	\$1,769,489	\$1,769,489	\$0
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$675,740	\$0	\$741,471	\$741,471
AB 8 (29.191% match requirement)	\$0	\$741,471	\$0	\$(741,471)
Sub-Total	\$675,740	\$741,471	\$741,471	\$0
<b>OTHER:</b>				
Fines, Forfeitures, Penalties	\$0	\$0	\$0	\$0
Recovered Expenditures	50,459	0	0	0
Other Miscellaneous	86	0	0	0
Sub-Total	\$50,545	\$0	\$0	\$0
Total Direct Program Revenue	\$2,950,570	\$3,306,952	\$3,026,602	\$(280,350)
Department Overhead and County External Overhead Allocation:	\$(271,052)	\$(250,198)	\$(264,298)	\$(14,100)
<b>Total</b>	<b>\$2,679,518</b>	<b>\$3,056,754</b>	<b>\$2,762,304</b>	<b>\$(294,450)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REVENUE MATCH (GRANTS):</b>				
State AB 8 (29.191% budgeted match)	\$0	\$216,443	\$0	\$(216,443)
Sub-Total	\$0	\$216,443	\$0	\$(216,443)
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$184,612	\$0	\$202,599	\$202,599
Sub-Total	\$184,612	\$0	\$202,599	\$202,599
<b>GENERAL FUND SUPPORT (GRANTS):</b>				
State AB 8/Health Account	\$169,634	\$388,998	\$471,703	\$82,705
Sub-Total	\$169,634	\$388,998	\$471,703	\$82,705
<b>Total</b>	<b>\$354,246</b>	<b>\$605,441</b>	<b>\$674,302</b>	<b>\$68,861</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1992-93 budgeted revenue is decreasing \$280,350 from the FY 1991-92 Adopted Budget in Emergency Medical Services. Decreases are occurring in Trauma Center Designation fees for revenue that was associated with FY 1991-92 fixed asset acquisition and in the reduction of State Legalization Impact Assistance Grant funding.

Actual revenues for FY 1991-92 are lower than budgeted due to a revised procedure where, in lieu of payments, trauma centers have agreed to deduct trauma center designation fees from EMS Trust Fund SB12/612 hospital collections. \$58,788 in reimbursement revenue was received for County Service Area administrative costs. Additionally, the program budget reflects a \$145,402 cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical and Mental Health Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Emergency Medical Services					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
No. EMT-1A, EMT-1NA, EMT-P (Paramedics) Certified/Monitored by EMS Director	1,178	1,211	1,327	1,000	1,000
No. prehospital reports processed	132,745	132,360	132,200	120,000	120,000
No. disaster exercises coordinated	5	5	5	5	5
No. trauma cases reviewed	4,376	4,724	4,719	5,000	5,000
<b>EFFICIENCY</b>					
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
<b>EFFECTIVENESS</b>					
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%	95.0%	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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2302	Administrative Assistant III	1	1.00	1	1.00	\$45,300	\$43,896
2303	Administrative Assistant II	1	1.00	1	1.00	38,568	38,376
2304	Administrative Assistant I	1	1.00	1	1.00	32,832	32,640
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	41,844	40,140
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,208	50,796
2379	Chf, Emergency Medical Svcs.	1	1.00	1	1.00	57,972	57,744
2382	Coord., Emergency Med Svcs.	3	3.00	3	3.00	145,980	158,832
2384	Emergency Med. Svcs. Spec	4	4.00	4	4.00	143,088	145,344
2387	Quality Assurance Specialist	6	6.00	6	6.00	250,848	275,832
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2700	Intermediate Clerk Typist	3	3.00	3	3.00	58,284	58,356
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2754	Board Secretary	3	2.50	3	2.50	65,010	68,130
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	40,452	41,280
4194	Consulting Physician Spec.	1	0.50	1	0.50	85,338	85,980
9999	Extra Help	0	6.00	0	6.00	100,787	100,787
<b>Total</b>		<b>30</b>	<b>35.00</b>	<b>30</b>	<b>35.00</b>	<b>\$1,244,027</b>	<b>\$1,286,153</b>
<b>Salary Adjustments:</b>						<b>\$4,658</b>	<b>\$(1,235)</b>
<b>Premium/Overtime Pay:</b>						<b>26,000</b>	<b>26,000</b>
<b>Employee Benefits:</b>						<b>333,279</b>	<b>364,555</b>
<b>Salary Savings:</b>						<b>(20,100)</b>	<b>(33,118)</b>
<b>Total Adjustments</b>						<b>\$343,837</b>	<b>\$356,202</b>
<b>Program Totals</b>		<b>30</b>	<b>35.00</b>	<b>30</b>	<b>35.00</b>	<b>\$1,587,864</b>	<b>\$1,642,355</b>

PROGRAM: IMMIGRATION HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42604  
MANAGER: Yvonne McGuire-Lewis

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-36

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$284,343	\$426,186	\$320,121	\$543,289	\$0	(100.0)
Services & Supplies	27,727	54,075	54,144	65,417	0	(100.0)
Other Charges	10,321	3,003	0	0	0	0.0
Fixed Assets	12,659	8,286	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$335,050</b>	<b>\$491,550</b>	<b>\$374,265</b>	<b>\$608,706</b>	<b>\$0</b>	<b>(100.0)</b>
<b>PROGRAM REVENUE</b>	<b>(270,014)</b>	<b>(812,449)</b>	<b>208,852</b>	<b>(668,079)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$65,036</b>	<b>\$(320,899)</b>	<b>\$583,117</b>	<b>\$(59,373)</b>	<b>\$0</b>	<b>(100.0)</b>
<b>STAFF YEARS</b>	<b>6.69</b>	<b>9.62</b>	<b>6.48</b>	<b>12.00</b>	<b>0.00</b>	<b>(100.0)</b>

**PROGRAM DESCRIPTION**

Immigration Health Services (IHS) was 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 was 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Immigration Health Services' Salaries and Benefits were 41% less than budgeted (\$177,103) for FY 1990-91 due to the County-wide hiring freeze. The program was downsized approaching year end in anticipation of the phase out of SLIAG funding.

**1992-93 OBJECTIVES**

N/A

**1992-93 SUB PROGRAM ACTIVITIES**

This Program was discontinued in FY 1992-93 due to loss of funding from the State Legalization Impact Assistance Grant (SLIAG).

The activities of this program were as follows:

1. Immigration Health Services [0.00 SY; E = \$0; R = \$0] including support personnel was:
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>SUBVENTIONS:</b>				
State Aid SLIAG (no match required)	\$152,668	\$712,040	\$0	\$(712,040)
Intergovt. Revenue State Prior Year	379,394	0	0	0
Prior Year State Aid SLIAG, FY 1990-91	(698,594)	0	0	0
Sub-Total	\$(166,532)	\$712,040	\$0	\$(712,040)
 Total Direct Program Revenue	 \$(166,532)	 \$712,040	 \$0	 \$(712,040)
Department Overhead and County External Overhead Allocation:	\$(42,320)	\$(43,961)	\$(0)	\$43,961
<b>Total</b>	<b>\$(208,852)</b>	<b>\$668,079</b>	<b>\$0</b>	<b>\$(668,079)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT:</b>				
General Fund Support	\$583,117	\$(59,373)	\$(0)	\$59,373
Sub-Total	\$583,117	\$(59,373)	\$0	\$59,373
<b>Total</b>	<b>\$583,117</b>	<b>\$(59,373)</b>	<b>\$0</b>	<b>\$59,373</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1991-92 Actual revenues are lower than budgeted due to the cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. In the fiscal year reflecting the 1990-91 accrual this program showed a \$320,899 negative net County cost. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Immigration Health Services					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Programs for which SLIAG claims were submitted:					
Public Health	17	17	17	17	N/A
LIMA	3	3	3	0	N/A
Mental Health	1	1	1	0	N/A
IRCA patients claimed	525	850	(Est.) 850	375	N/A
Data collection systems modified to IRCA:					
Public Health	N/A	N/A	N/A	N/A	N/A
Primary Care services	21	21	21	N/A	N/A
Additional alternative claims methods developed	1	N/A	N/A	N/A	N/A
<b>EFFICIENCY</b>					
*SLIAG dollars claimed for fiscal year	\$2,465,000	\$3,134,061	Est \$3,134,061	\$1,012,642	\$N/A
Programs added to IRCA database	5	0	0	0	N/A

**EFFECTIVENESS**

Not applicable.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2412	Analyst II	3	3.00	0	0.00	\$120,492	\$0
2413	Analyst III	2	2.00	0	0.00	89,376	0
2427	Associate Systems Analyst	1	1.00	0	0.00	48,012	0
2700	Intermediate Clerk Typist	2	2.00	0	0.00	38,856	0
2757	Administrative Secretary II	1	1.00	0	0.00	24,336	0
3030	Data Entry Operator	2	2.00	0	0.00	37,464	0
4104	Chf, Immigration Health Svcs.	1	1.00	0	0.00	56,340	0
<b>Total</b>		<b>12</b>	<b>12.00</b>	<b>0</b>	<b>0.00</b>	<b>\$414,876</b>	<b>\$0</b>
<b>Salary Adjustments:</b>						<b>\$1,843</b>	<b>\$0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>133,447</b>	<b>0</b>
<b>Salary Savings:</b>						<b>(6,877)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$128,413</b>	<b>\$0</b>
<b>Program Totals</b>		<b>12</b>	<b>12.00</b>	<b>0</b>	<b>0.00</b>	<b>\$543,289</b>	<b>\$0</b>

PROGRAM: PRIMARY CARE

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41028  
MANAGER: Margaret Jones

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-40

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$558,779	\$534,355	\$607,715	\$655,203	\$666,745	1.8
Services & Supplies	2,765,100	2,729,432	2,963,892	3,024,226	3,143,218	3.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	1,351	9,122	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$3,323,879</b>	<b>\$3,263,787</b>	<b>\$3,572,958</b>	<b>\$3,688,551</b>	<b>\$3,809,963</b>	<b>3.3</b>
<b>PROGRAM REVENUE</b>	<b>(2,060,798)</b>	<b>(2,235,540)</b>	<b>(1,702,723)</b>	<b>(2,307,584)</b>	<b>(2,425,469)</b>	<b>5.1</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,263,081</b>	<b>\$1,028,247</b>	<b>\$1,870,235</b>	<b>\$1,380,967</b>	<b>\$1,384,494</b>	<b>0.3</b>
<b>STAFF YEARS</b>	<b>13.58</b>	<b>12.04</b>	<b>12.49</b>	<b>14.67</b>	<b>14.67</b>	<b>0.0</b>

**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 (MUMPS/COSTAR) at thirteen community clinic sites and the implementation of standardized reporting requirements to comply with California Department of Health funding requirements.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and benefits were underspent by 7% of the budgeted amount due to the County-wide hiring freeze. Services and supplies were slightly underspent due to a delay in finalizing the budgeted contract that is a pass-through purchase of pharmaceuticals for the contract clinics.

**1992-93 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 maintain 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Adopted Budget reflects an increase in Primary Care Services as a result of the receipt of increased funds for Refugee Preventive Health Services.

The activities of this program are summarized as follows:

1. Primary Care [8.67 SY; E = \$3,299,549; R = \$1,915,055] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - 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 = \$344,839; R = \$344,839] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Providing 6,000 services to ensure that 90% of all newly arrived refugees are screened for health problems and receive appropriate care.
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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Pharmacy Issues - Community Clinics	\$0	\$300,000	\$300,000	\$0
Sub-Total	\$0	\$300,000	\$300,000	\$0
<b>GRANTS:</b>				
Refugee Preventive Health (no match required)	\$303,823	184,839	344,839	160,000
State Aid SLIAG (no match required)	0	148,519	0	(148,519)
Black Infant Health Project	0	89,285	89,285	0
Prior Year Revenue	64,237	0	0	0
Prior Year State Aid SLIAG, FY 1990-91	(167,198)	0	0	0
Sub-Total	\$200,862	\$422,643	\$434,124	\$11,481
<b>OTHER:</b>				
Other Miscellaneous	\$7,749	\$0	\$0	\$0
PY Contractor Audit Disallowance, FY 1988-89	(6,023)	0	0	0
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$1,668,318	\$0	\$1,928,988	\$1,928,988
State - AB 8 (29.131% match requirement)	0	1,830,599	0	(1,830,599)
Sub-Total	\$1,670,044	\$1,830,599	\$1,928,988	\$98,389
Total Direct Program Revenue	\$1,870,906	\$2,553,242	\$2,663,112	\$109,870
Department Overhead and County External Overhead Allocation:	\$(168,183)	\$(245,658)	\$(237,643)	\$8,015
<b>Total</b>	<b>\$1,702,723</b>	<b>\$2,307,584</b>	<b>\$2,425,469</b>	<b>\$117,885</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REVENUE MATCH:</b>				
AB 8 (29.191% budgeted match)	\$0	\$534,370	\$0	\$(534,370)
Sub-Total	\$0	\$534,370	\$0	\$(534,370)
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$455,784	\$0	\$527,075	\$527,075
Sub-Total	\$455,784	\$0	\$527,075	\$527,075
<b>GENERAL FUND SUPPORT:</b>				
State AB 8/Health Account	\$1,414,451	\$846,597	\$857,419	\$10,822
Sub-Total	\$1,414,451	\$846,597	\$857,419	\$10,822
<b>Total</b>	<b>\$1,870,235</b>	<b>\$1,380,967</b>	<b>\$1,384,494</b>	<b>\$3,527</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1992-93 revenues are increasing by \$109,871 over the FY 1991-92 Adopted Budget level due to increases in Refugee Preventive Health funds and an adjustment in allocation of State Health Account - Vehicle License Fee revenue, which is partially offset by the reduction of \$148,519 in SLIAG revenue.

**EXPLANATION/COMMENT ON PROGRAM REVENUES (Continued):**

Actual revenues for FY 1991-92 were lower than budgeted due to a shortfall in the receipt of State Health Account - Vehicle License Fees; and because the Charges for Pharmacy Issues to Community Clinics were delayed due to legal issues affecting the execution of the pharmaceutical purchasing contract. Additionally, the program budget reflects a \$167,198 cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims. The \$6,023 Contractor audit disallowance resulted from the outside audit of a contractor identifying an overpayment from the County for which a refund has not been received.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Primary Care</b>					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Primary Care Patient Visits	154,183	163,936	168,708	154,000	154,000
Refugee Preventive Health:					
Number of refugees screened	2,285	1,910	2,314	1,900	1,900
Number of services provided	5,660	6,013	6,756	6,000	6,000
Title X Family Planning					
Number of patients served	(a) 1,296	(a) 0	(a) 0	(a) 0	(a) 0
Number of medical encounters	(a) 3,130	(a) 0	(a) 0	(a) 0	(a) 0
<b>EFFICIENCY</b>					
Clinic Provider Productivity:					
Physicians (patient visits per FTE)	4,675	(b) N/A	(b) N/A	(b) N/A	(b) N/A
Mid-level practitioner	3,507	(b) N/A	(b) N/A	(b) N/A	(b) N/A
Unit Costs					
Cost per visit-Primary Care	\$14.98	\$14.43	\$13.55	\$15.36	\$15.36
Cost per service - Refugee Preventive Health	\$18.20	\$30.48	(c) \$45.00	\$31.00	(c) \$57.47
Cost per visit - Title X Family Planning	\$29.73	(a) N/A	(a) N/A	(a) N/A	(a) N/A
Funding Agency Acceptable Funding Rate per Visit	\$94.00	N/A	N/A	N/A	N/A
<b>EFFECTIVENESS</b>					
Percent of target population served (based on 90% of patients who are poor/indigent)	13.0%	13.0%	13.0%	13.0%	13.0%
Percent of COSTAR Computer system availability to community clinic and departmental users	98.0%	97.0%	97.0%	97.0%	97.0%

- (a) Title X Federal Family Planning contracts terminated 12/31/89; FY 1990-91 budget is reflected accordingly.  
 (b) Beginning FY 1990-91, these statistics are no longer required under the Primary Care Services contract.  
 (c) Increase in cost per service is due to increase in procedures performed during health screenings and implementation of INH clinics.



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2366	EDP Coordinator, COSTAR	1	1.00	1	1.00	\$41,844	\$40,140
2411	Analyst I	1	1.00	1	1.00	33,060	33,384
2412	Analyst II	3	3.00	3	3.00	120,492	121,680
2413	Analyst III	1	1.00	1	1.00	44,688	43,620
2425	Associate Accountant	1	1.00	1	1.00	36,096	36,492
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,856	38,904
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	31,668	31,836
3120	Dept'l Computer Specialist III	1	1.00	1	1.00	40,452	41,280
4125	Chief, Primary Care Services	1	1.00	1	1.00	51,228	53,688
4517	Certified Nurse Practitioner	1	1.00	1	1.00	43,788	44,148
9999	Extra Help	0	0.67	0	0.67	8,020	8,020
<b>Total</b>		<b>14</b>	<b>14.67</b>	<b>14</b>	<b>14.67</b>	<b>\$513,208</b>	<b>\$516,472</b>
<b>Salary Adjustments:</b>						<b>\$1,907</b>	<b>\$5,213</b>
<b>Premium/Overtime Pay:</b>						<b>200</b>	<b>200</b>
<b>Employee Benefits:</b>						<b>148,182</b>	<b>158,348</b>
<b>Salary Savings:</b>						<b>(8,294)</b>	<b>(13,488)</b>
<b>Total Adjustments</b>						<b>\$141,995</b>	<b>\$150,273</b>
<b>Program Totals</b>		<b>14</b>	<b>14.67</b>	<b>14</b>	<b>14.67</b>	<b>\$655,203</b>	<b>\$666,745</b>

PROGRAM: UNIVERSITY HOSPITAL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42699  
MANAGER: Paul B. Simms

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-43

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$121,520	\$23,794	\$0	\$0	\$0	0
Services & Supplies	0	50	0	0	0	0
Other Charges	0	0	0	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$121,520</b>	<b>\$23,844</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>PROGRAM REVENUE</b>	<b>(108,669)</b>	<b>(16,140)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$12,851</b>	<b>\$7,704</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>STAFF YEARS</b>	<b>2.11</b>	<b>0.35</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>

**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.

PROGRAM: ADULT SPECIAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41014  
MANAGER: Betty Collins

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-19

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$658,900	\$609,307	\$303,962	\$312,830	\$283,501	(9.4)
Services & Supplies	37,751	42,356	61,865	12,025	12,025	0.0
Other Charges	4,940	4,940	4,940	4,940	4,940	0.0
Fixed Assets	3,347	0	52,376	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$704,938</b>	<b>\$656,603</b>	<b>\$423,143</b>	<b>\$329,795</b>	<b>\$300,466</b>	<b>(8.9)</b>
<b>PROGRAM REVENUE</b>	<b>\$(545,241)</b>	<b>\$(376,669)</b>	<b>\$(475,444)</b>	<b>\$(341,737)</b>	<b>\$(260,000)</b>	<b>(23.9)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$159,697</b>	<b>\$279,934</b>	<b>\$(52,301)</b>	<b>\$(11,942)</b>	<b>\$40,466</b>	<b>(438.9)</b>
<b>STAFF YEARS</b>	<b>16.92</b>	<b>14.11</b>	<b>6.13</b>	<b>6.25</b>	<b>6.84</b>	<b>9.4</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual Expenditures for the Adult Special Health Program activities were slightly lower than budgeted. Mid-year Board of Supervisors' action authorized expenditure of Tobacco Tax Capital Outlay funds to automate the Public Health Centers. Expenditures in Fixed Assets and Services and Supplies reflected in this Program for automation total \$96,462. The automation actually benefits several Public Health programs, however, the costs are recorded in Adult Special Health Services to capture this project's costs in whole rather than fractured among multiple programs.

**1992-93 OBJECTIVES**

1. Providing 500 Senior Citizen screenings through the Preventive Health Care for the Aging (PHCA) State Grant.

**1992-93 SUB PROGRAM ACTIVITIES**

The budgeted level of this Program has stabilized in FY 1992-93 after having taken substantial reductions in FY 1991-92. Revenue reductions in FY 1992-93 actually relate to the FY 1991-92 Program reductions. Due to the pending changes from AB-8 funding to Realignment revenue, adjustments between Public Health Programs did not become part of the budget process until FY 1992-93 Baseline adjustments.

Other charges in FY 1992-93 provide \$4,940 for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

1. Adult Special Health Services [6.34 SY; E = \$263,828; R = \$231,880] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Increasing by 1.09 staff years as the result of the addition of 0.67 staff year Public Health Nurse II which was incorrectly deleted from this Program rather than Child Health Services in FY 1991-92, less staff years being required by Environmental Health Services and a slight reduction to the level of budgeted extra help staff years.
  - o Providing 500 Senior Citizen screenings through the Preventive Health Care for the Aging (PHCA) State Grant.
2. Environmental Health Support Services [0.50 SY; E = \$36,638; R = \$28,120] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Decreasing by 0.50 staff years which will be utilized in Sub Program Activity 1.
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANTS:</b>				
State-Preventive Health Care-Aging (100.00% match requirement)	33,897	51,892	51,892	0
Prior Year Miscellaneous	3,071	0	0	0
Sub-Total	\$36,968	\$51,892	\$51,892	\$0
<b>SUBVENTIONS:</b>				
Tobacco Tax, Capital Outlay	7,527	0	0	0
Prior Year Tobacco Tax, Capital Outlay	124,688	0	0	0
Prior Year State Aid SLIAG, FY 1990-91	(45,388)	0	0	0
Other Prior Year Revenue	32,831			0
Sub-Total	119,658	0	0	0
<b>OTHER:</b>				
Environmental Health Services' revenues redirected for Public Health Services for Support Services	\$8,714	\$36,638	\$36,638	\$0
Sub-Total	8,714	36,638	36,638	0
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$401,242	\$0	\$250,272	\$250,272
State AB 8 (29.191% match requirement)	\$0	\$440,272	\$0	\$(440,272)
Sub-Total	\$401,242	\$440,272	\$250,272	\$(190,000)
Total Direct Program Revenue	\$566,582	\$528,802	\$338,802	\$(190,000)
Department Overhead and County External Overhead Allocation:	\$(91,138)	\$(187,065)	\$(78,802)	\$108,263
<b>Total</b>	<b>\$475,444</b>	<b>\$341,737</b>	<b>\$260,000</b>	<b>\$(81,737)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANTS:</b>				
AB 8 (29.191% budgeted match)	\$0	\$128,520	\$0	\$(128,520)
State Preventive Health Care for the Aging (100% budgeted match)	33,897	51,892	51,892	0
Sub-Total	\$33,897	\$180,412	\$51,892	\$(128,520)
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$109,619	\$0	\$68,374	\$68,374
Sub-Total	\$109,619	\$0	\$68,374	\$68,374
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$(195,817)	\$(192,354)	\$(79,800)	\$112,554
<b>Total</b>	<b>\$(52,301)</b>	<b>\$(11,942)</b>	<b>\$40,466</b>	<b>\$52,408</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

The revenue reduction in this Program's FY 1992-93 budgeted level actually relates to the FY 1991-92 Program reductions. Due to the pending changes from AB-8 funding to Realignment revenue, adjustments between Public Health Services' Programs did not become part of the budget process until the FY 1992-93 Baseline adjustments were made. Revenue budgeted in this Program still exceeds its direct cost and required match is contained in other Public Health Services' Programs.

Fiscal Year 1991-92 Actual revenues reflect the cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. Actual revenues also reflect the Board of Supervisors' approval to expend Tobacco Tax Capital Outlay funds to automate the Public Health Centers. This automation actually benefits several Public Health programs and the costs and realized revenue are reflected in the Adult Special Health Services Program to capture this project's costs in whole rather than fractured among multiple programs.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Adult Special Health Services					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
Public Health Nurse Contacts	10,072	9,696	(a) 517	(a) 500	(a) 500
Individuals Visited	1,605	(b)	(b)	(b)	(b)
Senior Citizen Screenings	2,761	(c)	(c)	(c)	(c)
Individuals Screened	815	(c)	(c)	(c)	(c)
No-Smoking Ordinance Complaints Handled	174	(d) 144	(e)	125	(e)
No-Smoking Ordinance Information Calls Handled	1,920	2,540	(e)	3,000	(e)
Seat Belt & Safety Seat Education Presentations	(f) 13	(f) 0	(f) 0	(f) 0	(f) 0
Number of Individuals Reached	(f) 150	(f) 0	(f) 0	(f) 0	(f) 0
<b>EFFICIENCY</b>					
Cost per Community Nursing Service	\$ 38.35	\$ 46.87	(g) \$247.07	\$200.00	\$250.00

**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) These two activities have been moved to the Community Disease Control Program for FY 1992-93.

(f) Program ended December 31, 1989.

(g) Increase in unit cost reflects loss of economies of scale resulting from reductions in related services.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2413	Analyst III	0	0.00	1	0.00	\$0	\$0
2700	Intermediate Clerk Typist	1	0.41	1	0.42	8,095	8,105
2730	Senior Clerk	2	2.00	2	2.00	46,032	46,560
2756	Administrative Secretary I	0	0.17	0	0.17	3,444	3,424
4103	Public Health Nutrition Mgr	1	0.25	1	0.25	8,787	9,114
4560	Chf Nurse, Public Health	0	0.25	0	0.25	14,499	15,624
4565	Public Health Nurse II	0	0.33	1	1.00	13,616	40,296
4567	Senior Public Health Nurse	1	1.00	1	1.00	42,792	43,488
4770	Dietitian	1	0.00	1	0.00	0	0
4805	Chf, Public Health Education	0	0.25	0	0.25	13,782	14,031
4815	Health Information Spec. I	1	0.00	1	0.00	0	0
4821	Public Health Educator I	1	0.25	1	0.25	8,706	8,406
4842	Supv Health Information Spec.	0	0.17	0	0.17	6,832	6,998
4844	Supv. Public Health Educator	0	0.08	0	0.08	3,439	3,374
4911	Social Services Aid II	1	0.50	1	0.50	9,456	9,378
9999	Extra Help	0	0.59	0	0.50	18,848	18,848
<b>Total</b>		<b>9</b>	<b>6.25</b>	<b>11</b>	<b>6.84</b>	<b>\$198,328</b>	<b>\$227,646</b>
<b>Salary Adjustments:</b>						<b>\$57,576</b>	<b>\$(3,864)</b>
<b>Premium/Overtime Pay:</b>						<b>190</b>	<b>190</b>
<b>Employee Benefits:</b>						<b>59,861</b>	<b>64,829</b>
<b>Salary Savings:</b>						<b>(3,125)</b>	<b>(5,300)</b>
<b>Total Adjustments</b>						<b>\$114,502</b>	<b>\$55,855</b>
<b>Program Totals</b>		<b>9</b>	<b>6.25</b>	<b>11</b>	<b>6.84</b>	<b>\$312,830</b>	<b>\$283,501</b>



PROGRAM: CALIFORNIA CHILDREN SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41005  
MANAGER: Robyn Phelps

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-21

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,658,623	\$2,921,588	\$3,235,755	\$4,059,010	\$4,218,240	3.9
Services & Supplies	92,697	119,904	144,196	108,729	108,729	0.0
Other Charges	2,976,376	4,849,566	5,284,418	10,636,058	4,162,087	(60.9)
Fixed Assets	20,393	12,730	17,100	12,000	5,280	(56.0)
<b>TOTAL DIRECT COST</b>	<b>\$5,748,089</b>	<b>\$7,903,788</b>	<b>\$8,681,469</b>	<b>\$14,815,797</b>	<b>\$8,494,336</b>	<b>(42.7)</b>
<b>PROGRAM REVENUE</b>	<b>(6,568,018)</b>	<b>(7,680,304)</b>	<b>(7,603,885)</b>	<b>(12,594,901)</b>	<b>(7,844,283)</b>	<b>(37.7)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(819,929)</b>	<b>\$223,484</b>	<b>\$1,077,584</b>	<b>\$2,220,896</b>	<b>\$650,053</b>	<b>(70.7)</b>
<b>STAFF YEARS</b>	<b>71.79</b>	<b>72.29</b>	<b>75.71</b>	<b>100.68</b>	<b>99.09</b>	<b>(1.6)</b>

**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 North San Diego, South San Diego, El Cajon, Chula Vista, Vista, Escondido, Solana Beach, Fallbrook, and Poway. 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 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. The cost of diagnostic and treatment services paid with Other Cost appropriations are significantly underspent as the FY 1991-92 budgeted level was set by a State mandate which was replaced with Realignment legislation. The old mandate required appropriation levels based on a formula using the assessed valuation of the County. This method of determining budgeted level traditionally resulted in actual expenditures below the appropriated level. Fiscal Year 1991-92 State realignment formulas implemented mid-year reduced budgeted treatment costs from \$10,636,058 to \$6,525,949. California Children Services' FY 1991-92 current year treatment expenditures were \$3,648,339 with an additional \$1,700,000 being encumbered for expenditure in FY 1992-93 for FY 1991-92 claims.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Adopted Budget appears to be a significant reduction from the FY 1991-92 Adopted level. This variance is caused by FY 1991-92 State Realignment being implemented mid-year and not having the effects of Realignment showing in the FY 1991-92 budgeted levels. Prior to State Realignment, budgeted levels were set by a State required appropriation and revenue allocation based on one-fortieth mill per dollar of assessed valuation of the County. Fiscal Year 1991-92 State Realignment sets treatment funding based on actual expenditure levels in FY 1990-91. Although the reduction of budgeted expenditure levels was \$6,321,461, the budget has historically been underspent by a similar amount. The actual service level will only be affected by the budget reduction when treatment costs exceed the FY 1990-91 levels.

Other charges in FY 1992-93 provide \$22,230 for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

1. California Children Services (CCS) Program [99.09 SY; E = \$8,494,336; R = \$7,844,283] 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 Decreasing by 1.59 staff years. This decrease is primarily an adjustment to Extra Help staff years to better represent actual costs. In addition, 0.24 staff years were transferred out of this Program to other Public Health Services Programs.
  - o Processing 55,000 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Family Repayment for Services	\$65,375	\$120,000	\$120,000	\$0
Court Fees & Misc. Other Fees	286	0	0	0
Sub-Total	\$65,661	\$120,000	\$120,000	\$0
<b>SUBVENTIONS:</b>				
State - California Children Services (CCS)				
CCS - Treatment (25% match required)	\$2,364,350	\$9,794,255	\$3,570,000	\$(6,224,255)
CCS - Treatment FY 1990-91	1,125,000	0	0	0
CCS - Administration	263,511	568,000	298,100	(269,900)
CCS - Medi-Cal	524,588	660,000	929,351	269,351
Prior Year, State Revenue	290,321	0	0	0
Sub-Total	\$4,567,770	\$11,022,255	\$4,797,451	\$(6,224,804)
<b>GRANTS:</b>				
State - HIV Screening	10,080	20,000	0	(20,000)
Sub-Total	\$10,080	\$20,000	\$0	\$(20,000)
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$1,725,254	\$0	\$1,785,000	\$1,785,000
Social Services - Sales Tax	1,784,451	0	1,785,000	1,785,000
State - AB 8 (29.191% match requirement)	\$0	\$1,893,073	\$0	\$(1,893,073)
Sub-Total	\$3,509,705	\$1,893,073	\$3,570,000	\$1,676,927
Total Direct Program Revenue	\$8,153,216	\$13,055,328	\$8,487,451	\$(4,567,877)
Department Overhead and County External Overhead Allocation:	\$(549,331)	\$(460,427)	\$(643,168)	\$(182,741)
<b>Total</b>	<b>\$7,603,885</b>	<b>\$12,594,901</b>	<b>\$7,844,283</b>	<b>\$(4,750,618)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANTS:</b>				
CCS Treatment (25% budgeted match)	\$1,785,000	\$2,448,564	\$1,785,000	\$(663,564)
State - AB 8 (29.191% budgeted match)	0	552,607	0	(552,607)
Sub-Total	\$1,785,000	\$3,001,171	\$1,785,000	\$(1,216,171)
<b>REALIGNMENT MATCH:</b>				
Health Account - Vehicle License Fees	\$487,731	\$0	\$487,731	\$487,731
Sub-Total	\$487,731	\$0	\$487,731	\$487,731
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$(1,195,147)	\$(780,275)	\$(1,622,678)	\$(842,403)
<b>Total</b>	<b>\$1,077,584</b>	<b>\$2,220,896</b>	<b>\$650,053</b>	<b>\$(1,570,843)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

Both the FY 1991-92 Actual and FY 1992-93 Budget appear to be significantly less than the FY 1991-92 Budget level. This variance is the result of FY 1991-92 State Realignment being implemented mid-year and not having the effects of Realignment showing in the FY 1991-92 budgeted level. The reduced revenue does not negatively affect net County cost as a similar reduction was made to the budgeted expenditure level.

The State HIV Screening program was moved to the Epidemiology Division of the Community Disease Control Program.

The match in the California Children Services (CCS) Program is set at 25 percent of the FY 1990-91 treatment expenditures, which also sets the amount of revenue the State will provide for this Program. This 25 percent match is required in order for the Program to receive both the State California Children Services and Social Services Realignment revenues. At the direction of the Chief Administrative Officer, this program has been budgeted in FY 1992-93 based on the State revenue available to fund it and the 25 percent match is being offset by State Health Account Realignment revenue.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs (including CCS) with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
COMPUTER EQUIPMENT	5	EACH	\$4,360
Total			\$4,360

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
COMMUNICATION EQUIPMENT	4	EACH	\$920
Total			\$920

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
California Children Services					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
Total number of children receiving physical or occupational therapy treatment in Medical Therapy Units	1,664	1,826	1,813	2,000	2,000
Total therapy treatments given in Medical Therapy Units	155,001	* 150,558	* 145,894	170,000	170,000
New Referrals	13,500	13,500	13,500	13,500	13,500
Number of CCS claims processed	48,679	51,943	54,432	49,600	55,000
Number of CCS claims processed within 30 days or less	47,707	50,789	50,220	47,900	52,000
<b>EFFICIENCY</b>					
Cost per therapy treatment	\$11.52	\$12.86	\$12.59	\$12.86	\$12.86
<b>EFFECTIVENESS</b>					
Percent of claims processed within 30 days	98.0%	97.0%	92.0%	96.0%	96.0%
Percent of children improving enough to discontinue therapy	34.5%	** 10.0%	** 6.3%	** 10.0%	** 10.0%
Percent of children awaiting therapy now receiving treatment	90.0%	80.0%	85.0%	80.0%	80.0%

\* More cases vendored. More cases waiting services.

\*\* Due to Consult Team, less children being discontinued.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2303	Administrative Assistant II	1	1.00	1	1.00	\$38,568	\$38,376
2493	Intermediate Account Clerk	4	4.00	4	4.00	77,232	76,512
2510	Senior Account Clerk	1	1.00	1	1.00	22,884	23,628
2700	Intermediate Clerk Typist	9	9.00	9	9.00	174,852	175,068
2710	Junior Clerk Typist	1	1.00	1	1.00	15,192	15,240
2714	Inter. Transcriber Typist	1	1.00	1	1.00	20,412	20,724
2730	Senior Clerk	1	1.08	1	1.08	24,934	25,220
2756	Administrative Secretary I	0	0.08	0	0.00	1,722	0
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
4103	Public Health Nutrition Mgr	0	0.08	0	0.00	2,929	0
4124	Chf, Maternal & Child Health	0	0.08	0	0.00	8,634	0
4192	Senior Physician	2	1.00	1	1.00	74,748	68,436
4390	Chf, California Children Svcs	1	1.00	1	1.00	58,548	58,308
4395	Medical Therapy Unit Clerk	6	6.00	6	6.00	115,920	110,592
4400	Occupational Therapist II	23	23.00	23	23.00	861,120	855,876
4410	Physical Therapist II	26	26.00	26	26.00	946,920	925,704
4432	Chf, Rehabilitation Svcs	1	1.00	1	1.00	51,804	51,612
4435	Supervising Therapist	7	7.00	7	7.00	272,748	315,756
4565	Public Health Nurse II	3	2.00	3	2.00	81,696	80,592
4567	Senior Public Health Nurse	3	3.00	3	3.00	128,376	130,464
4570	Supv. Public Health Nurse	1	1.00	1	1.00	46,788	50,280
5221	Eligibility Technician	5	5.00	5	5.00	113,280	116,460
5222	Eligibility Supervisor	1	1.00	1	1.00	25,716	26,052
5261	Social Worker V	2	2.00	2	2.00	70,296	71,304
9999	Extra Help	0	2.36	0	1.01	23,573	23,573
<b>Total</b>		<b>100</b>	<b>100.68</b>	<b>99</b>	<b>99.09</b>	<b>\$3,283,228</b>	<b>\$3,283,957</b>
<b>Salary Adjustments:</b>						<b>\$(93,396)</b>	<b>\$23,585</b>
<b>Premium/Overtime Pay:</b>						<b>3,700</b>	<b>3,700</b>
<b>Employee Benefits:</b>						<b>914,930</b>	<b>990,869</b>
<b>Salary Savings:</b>						<b>(49,452)</b>	<b>(83,871)</b>
<b>Total Adjustments</b>						<b>\$775,782</b>	<b>\$934,283</b>
<b>Program Totals</b>		<b>100</b>	<b>100.68</b>	<b>99</b>	<b>99.09</b>	<b>\$4,059,010</b>	<b>\$4,218,240</b>

PROGRAM: COMMUNITY DISEASE CONTROL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41003

ORGANIZATION #: 6000

MANAGER: Stephen H. Waterman, M.D.

REFERENCE: 1992-93 Proposed Budget - Pg. 32-24

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$6,931,535	\$7,983,278	\$9,356,481	\$9,627,268	\$9,668,549	0.4
Services & Supplies	1,852,892	1,996,775	3,320,224	3,845,518	5,421,225	41.0
Other Charges	54,840	61,232	55,149	51,870	63,870	23.1
Fixed Assets	95,087	137,672	28,310	21,150	60,172	184.5
<b>TOTAL DIRECT COST</b>	<b>\$8,934,354</b>	<b>\$10,178,957</b>	<b>\$12,760,164</b>	<b>\$13,545,806</b>	<b>\$15,213,816</b>	<b>12.3</b>
<b>PROGRAM REVENUE</b>	<b>(6,308,691)</b>	<b>(6,817,622)</b>	<b>(8,273,105)</b>	<b>(10,066,908)</b>	<b>(11,391,338)</b>	<b>13.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,625,663</b>	<b>\$3,361,335</b>	<b>\$4,487,059</b>	<b>\$3,478,898</b>	<b>\$3,822,478</b>	<b>9.9</b>
<b>STAFF YEARS</b>	<b>170.67</b>	<b>187.43</b>	<b>205.57</b>	<b>223.17</b>	<b>223.58</b>	<b>0.2</b>

**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) providing epidemiological investigations of disease clusters; (7) follow-up of cases, close contacts, and others exposed or at risk of communicable diseases; (8) immunization of children and adults; (9) identification and follow-up of children born to Hepatitis B infected mothers; (10) providing consultation and education for health care professionals to up-date their knowledge of communicable disease control; (11) 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 identifies, investigates and recommends containment measures for communicable diseases in San Diego County by: (1) maintaining a surveillance system of all reportable disease; (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; (7) providing T-cell testing, counseling referral for HIV infected persons; and (8) providing AIDS case management services. 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.



**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual expenditures for this program were underspent in an attempt to contain costs within anticipated revenue levels. Unfortunately, although this Program did spend below its authorized level it was unable to totally offset revenue shortfalls. Other Public Health Services' programs which reduced their budgeted net County cost offset Community Disease Control's increase.

For further information see the Explanation/Comment on Program Revenues which follows the Program Revenue by Source on subsequent pages.

**1992-93 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 1988-89.
2. Have over 98% of entering school children be adequately immunized against measles, diphtheria, tetanus, polio and pertussis.
3. Establish baseline immunization levels for two year old children attending Public Health Clinics as part of the infant immunization initiative.
4. Contain or reduce the average annual reported cases of tuberculosis to the level of those reported during FY 1989-90.
5. Reduce the incidence of early syphilis infections by 15% per year to attain an incidence of less than 10 cases per 100,000 population (U.S. Public Health Services year 2000 objective).
6. Reduce the incidence of congenital syphilis infections in newborns by 15% per year to attain an incidence of less than 50 cases per 100,000 live births (U.S. Public Health Services year 2000 objective).
7. Provide comprehensive community anti-tobacco health education programs for State-mandated target populations.

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 and media advisories, 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 T-cell testing and counseling for 500 recently identified HIV positive individuals.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Budget reflects an increase of \$1,668,010 in total direct cost which is more than offset by \$2,007,402 in new revenue. The increases are the result of grant funding for categorical services including those provided by the Office of AIDS Coordination, the Epidemiology Division, and Tuberculosis Control. Despite the fact that revenues were greater than direct costs, the net County cost of the Program increased. This is largely a result of the Board of Supervisor's waiver of Policy B-29 Full Cost Recovery on several major grants.

Other charges in FY 1992-93 provide \$51,870 for this program's share of debt services incurred for the purchase of the Department's mini-computer through SANCAL. The additional \$12,000 in other charges relate to expenses related to the HIV Children's Program.

The activities of this program are summarized as follows:

1. Epidemiology [22.50 SY; E = \$1,302,862; R = \$534,835] 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.
  - o Increasing by 5.42 staff years which were reflected in a combined "AIDS Epidemiology and Other Services" Sub Program Activity in the FY 1991-92 Adopted Budget. That FY 1991-92 Sub Program Activity has been split and now is reflected as a component of this Activity and the following "AIDS Services" Activity.
2. AIDS Services [46.14 SY; E = \$2,667,000; R = \$2,314,418] 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 Provide 24-hour HIV testing information line.
  - o Providing 20,000 ATS Tests.
  - 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, injection drug users, prisoners and women of childbearing age.
  - o Targeting 4,500 women, young adults and ethnic groups for Public Health Education presentations on HIV/AIDS.
  - o Providing printed educational materials on HIV/AIDS to the community and health care professionals.
  - o Includes 26.14 staff years that were reflected in the FY 1991-92 Adopted Budget under a Sub Program Activity "AIDS Epidemiology and Other Services" which has become "AIDS Services" in FY 1992-93. The FY 1991-92 Activity also transferred 0.11 staff year to the Immunization Activity. In addition, 14.00 staff years which were separated in FY 1991-92 as "HIV Antibody Testing" are now combined in "AIDS Services" Sub Program Activity. The Office of AIDS Coordination in Sub Program Activity #9 below transferred 5.00 staff years from the FY 1991-92 Adopted Budget to this Activity and funded an additional 1.00 staff year in this to perform case management services.
3. Tuberculosis Control [49.25 SY; E = \$2,844,800; R = \$2,251,609] 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 Providing outreach and education to groups at high risk for tuberculosis and general population.
  - o Handling 12,515 clinic visits; 942 tuberculosis and suspects cases under supervision; 1,242 positive tuberculin reactors on preventive therapy; 20,313 Public Health Nursing contacts; 9,118 chest x-rays; and 17,494 Mantoux tuberculin skin tests.
  - o Increasing by 22.44 staff years which have been transferred from the Sexually Transmitted Disease Sub Program Activity primarily reflecting a shift of public health field nursing services.

4. Sexually Transmitted Disease [31.50 SY; E = \$1,820,190; R = \$959,846] is:
- o Mandated/Discretionary Service Level.
  - o Providing clinical services for screening, diagnosis and treatment; consultation to community clinicians; case finding through a reporting system; and screening and preventive treatment for exposed contacts of identified cases.
  - o Providing outreach and education to high risk groups and general population for prevention and clinical services.
  - o Handling 20,600 clinic visits; 65,000 lab tests; 3,250 gonorrhea cases reported county-wide (750 reported by DHS Clinics); 840 syphilis cases reported county-wide (250 reported by DHS Clinics); 10,000 Chlamydia cases reported county-wide (300 reported by DHS Clinics).
  - o Providing confidential HIV testing, counseling and partner notification.
  - o Decreasing by 22.44 staff years which have been redirected to the Tuberculosis Control Sub Program Activity. These 22.44 staff years are primarily related to public health field nursing services. An additional 0.58 staff year has been transferred to Immunizations.
5. Immunization [24.42 SY; E = \$1,410,346; R = \$798,650] 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 immunizeable diseases including community health education.
  - o Managing distribution of 20,256 doses of influenza vaccine administered by Department of Health Services clinics and 41,161 doses administered by other agencies.
  - o Providing outreach and education to health care professionals and the general population with emphasis on children and older adults.
  - o Targeting schools to enforce immunization laws.
  - o Handling 121,027 DPT, Td, Polio, Measles Hib 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 4.43 staff years, 0.11 staff year from the old FY 1991-92 AIDS Epidemiology and Other Services Activity, 0.58 staff year from the Sexually Transmitted Disease Activity, 1.50 staff years from the Environmental Health Support Services Activity, and 2.24 staff years reflecting adjustments to Extra Help.
6. Chronic Disease Control (32.84 SY; E = \$1,685,302; R = \$1,391,507) 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.
  - o Targeting the general population and Hansen's Disease cases' contacts and patients.
  - o Providing Tobacco Tax funded comprehensive community tobacco control public health education programs and services to mandated target populations.
  - o Implementing No Smoking Ordinance.
  - o Decreasing by 3.33 staff years which were transferred to the Maternal Health Program to staff the Perinatal Outreach Program.
7. Laboratory Support Services (8.90 SY; E = \$496,181; R = \$289,837) 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.
  - 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 years as an adjustment to Extra Help.
8. Massage Technician Proficiency Testing (0.00 SY; E = \$7,400; R = \$6,324) 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.
  - o Targeting Massage Technician License Applicants.
  - o Examining 240 persons.
9. Office of AIDS Coordination (6.00 SY; E = \$2,844,098; R = \$2,728,397) is:
- o Discretionary/Discretionary Service Level.
  - o 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.
  - o Providing staff assistance and technical support to the San Diego Regional Task Force on AIDS, 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.
  - o Decreasing by 5.00 case management staff years which have been transferred to the Epidemiology Division and are now included in Sub Program Activity #2 above.
  - o Continuing to fund case management activities which transferred to Epidemiology.
10. Environmental Health Support Services (2.03 SY; E = \$135,637; R = \$115,915) is:
- o Mandated/Discretionary Service Level.
  - o Offset by revenue collected by Environmental Health Services.
  - o Examining 1,600 specimens in support of epidemiological investigation of salmonellosis, shigellosis, hepatitis and other enteric and food borne illnesses.
  - o Examining 2,700 specimens to monitor the quality of sea water, drinking water and sewage.
  - o Providing notice (through media advisories and special medical bulletins) to the public and to health care professionals of public health hazards, such as shellfish quarantines, sewage spills, food product contamination and vector transmitted diseases.
  - o Decreasing by 1.50 staff years which have been redirected to other Sub Program Activities within this Program.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Employment Tbc Skin Tests	\$27,715	\$29,000	\$29,000	\$0
Employment Tbc X-rays	22,191	21,000	21,000	0
Immunizations	226,277	215,000	215,000	0
Sexually Transmitted Disease Clinic Visits	59,346	65,400	65,400	0
Laboratory Fees (Virology)	60,206	41,470	41,470	0
Massage Technician Proficiency Testing	8,171	7,400	7,400	0
Return Check Fee	180	0	0	0
Regulation of Health Assessments	1,751	23,657	31,606	7,949
Miscellaneous Revenue	5,665	0	0	0
<b>Sub-Total</b>	<b>\$411,502</b>	<b>\$402,927</b>	<b>\$410,876</b>	<b>\$7,949</b>
<b>SUBVENTIONS:</b>				
State Aid SLIAG (no match requirement)	\$332,625	\$213,989	\$0	\$(213,989)
State, Tobacco Tax, Health Education Account	1,260,370	2,020,652	1,439,755	(580,897)
Prior Year State Aid SLIAG, FY 1990-91	(577,500)	0	0	0
State HIV Children's Program	0	0	12,000	12,000
<b>Sub-Total</b>	<b>\$1,015,495</b>	<b>\$2,234,641</b>	<b>\$1,451,755</b>	<b>\$(782,886)</b>
<b>GRANTS (State and Federal):</b>				
Cooperative Initiative/Health Care Child Care	\$69,451	\$0	\$207,000	\$207,000
Health Promotion & Education in Day Care	37,582	0	11,197	11,197
State-Special P.H. Assistance	16,000	16,000	15,708	(292)
State-Tuberculosis Allocation	28,910	27,010	27,010	0
State-Pediatric Immunization Project & Hepatitis B Prevention	173,590	210,550	202,270	(8,280)
State-STD Control	29,635	105,463	103,778	(1,685)
State-Rabies Exam	3,208	768	768	0
State-AIDS AZT	647,942	689,638	689,638	0
<b>State-AIDS Master Grant Agreement:</b>				
State-AIDS Counseling & Education Activities in STD Clinics	96,570	120,000	120,000	0
State-AIDS Education and Prevention Program	107,307	114,000	108,448	(5,552)
State-AIDS Alt. Site Grant	904,506	468,888	977,416	508,528
State-AIDS Block Grant	424,252	417,600	439,200	21,600
State-AIDS Sentinel Surveillance	75,000	120,912	75,000	(45,912)
State-AIDS Partner Notification	0	50,000	0	(50,000)
State-AIDS Early Intervention	228,461	300,000	286,595	(13,405)
State-AIDS Plus 1 HIV Education	23,430	0	0	0
Federal Care Title I Formula	560,585	858,223	1,524,219	665,996
Federal Care Title I Supplemental	337,455	601,982	1,650,698	1,048,716
Federal-Comp. Public Health (314d)	28,073	20,300	20,300	0
Federal-Tuberculosis Grant	186,730	107,758	421,574	313,816
Tuberculosis/HIV Surveillance	22,541	0	65,317	65,317
Federal-Other (Hansens)	175,245	188,500	188,500	0
Federal-AIDS HRSA Grant	84,326	161,113	0	(161,113)
Federal-AIDS Pediatrics	53,611	106,105	17,684	(88,421)
Federal Care Title II	195,691	188,371	0	(188,371)
Federal-National Survey for Resis. Gon	1,980	1,596	1,596	0
Prior Year, State and Federal Revenue	663,330	0	0	0
<b>Sub-Total</b>	<b>\$5,175,411</b>	<b>\$4,874,777</b>	<b>\$7,153,916</b>	<b>\$2,279,139</b>
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$2,888,078	\$0	\$3,769,008	\$3,769,008
Mental Health Account - Sales Tax	160,000	0	405,263	405,263
State-Short-Doyle (11.11% match required)	\$0	\$405,263	\$0	\$(405,263)
State AB 8 (29.191% match requirement)	0	3,169,008	0	(3,169,008)
<b>Sub-Total</b>	<b>\$3,048,078</b>	<b>\$3,574,271</b>	<b>\$4,174,271</b>	<b>\$600,000</b>

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
OTHER:				
Environmental Health Services' Revenues Redirected to Public Health Services for Support Services	\$237,826	\$235,637	\$135,637	\$(100,000)
Private Donation	0	0	3,200	3,200
Sub-Total	\$237,826	\$235,637	\$138,837	\$(96,800)
Total Direct Program Revenue	\$9,888,312	\$11,322,253	\$13,329,655	\$2,007,402
Department Overhead and County External Overhead Allocation:	\$(1,615,207)	\$(1,255,345)	\$(1,938,317)	\$(682,972)
Total	\$8,273,105	\$10,066,908	\$11,391,338	\$1,324,430

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GRANTS:				
AB 8 (29.191% budgeted match)	\$0	\$925,065	\$0	\$(925,065)
Short-Doyle (11.11% budgeted match)	0	45,025	0	(45,025)
Sub-Total	\$0	\$970,090	\$0	\$(970,090)
REALIGNMENT MATCH:				
Health Account - Vehicle License Fees	\$1,029,840	\$0	\$1,029,840	\$1,029,840
Mental Health Account - Sales Tax	0	0	0	0
Sub-Total	\$1,029,840	\$0	\$1,029,840	\$1,029,840
GENERAL FUND SUPPORT:				
General Fund Support	\$3,457,219	\$2,508,808	\$2,792,638	\$283,830
Sub-Total	\$3,457,219	\$2,508,808	\$2,792,638	\$283,830
Total	\$4,487,059	\$3,478,898	\$3,822,478	\$343,580

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual revenue for FY 1991-92 reflects a \$577,500 cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims. Without this cancellation, the Program's revenue was \$856,441 underrealized. Realignment revenue shortfalls and the budgeted level of Tobacco Tax having been overstated account for this revenue shortfall. Measures taken to contain expenditure levels to offset Realignment shortfalls were not completely successful. Other Public Health Services programs which reduced their budgeted net County cost offset Community Disease Control's increase.

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.

Match required for the Mental Health Realignment Account is in the Mental Health Services Program. The Public Health Laboratory performs services for that Program which are reimbursed based on actual cost.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
PHOTOCOPIER	1	EACH	\$15,195
DATE & TIME STAMP	3	EACH	1,500
PH METER	3	EACH	3,900
LABORATORY REFRIGERATOR	1	EACH	4,998
LABORATORY ROTATORS	2	EACH	2,000
CENTRIFUGE	1	EACH	23,150
LASER PRINTER	2	EACH	2,694
PERSONAL COMPUTER	4	EACH	5,388
LAPTOP COMPUTER	1	EACH	1,347
<b>Total</b>			<b>\$60,172</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
NONE	0	N/A	\$0
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Community Disease Control					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Chlamydia Reported by DHS	316	124	244	500	300
Gonorrhea Reported by DH	2,173	1,531	864	2,000	750
Syphilis Reported by DHS	456	347	126	400	(f) 250
Total Tuberculosis Cases Under DHS Supervision	679	(a) 842	992	(a) 850	1,100
Reported Indochinese Cases Only	36	28	30	30	30
Food Borne Illness Complaints Investigated	642	693	642	750	650
Enteric Disease & Hepatitis Investigations	2,109	2,626	2,338	2,600	2,500
Individuals Served by HIV Educ. Presentations	58,658	(b) 28,052	(b) 14,296	30,000	(b) 15,000
Printed Educational Materials	(c) 504,804	173,500	199,905	200,000	180,000
Individuals Served by Tobacco ** Control Presentations	N/A	N/A	51,795	N/A	50,000
Printed Educational Materials **	N/A	N/A	33,767	N/A	40,000
Individuals Served by Other Educ. Presentations	27,891	(d) 15,265	26,276	20,000	20,000
Printed Educational Materials	587,289	605,110	625,772	600,000	625,000
PHN Communicable Disease Contacts	* 37,111	* 35,351	28,899	(e) 14,400	20,000
STD Laboratory Tests	81,516	76,167	63,463	82,000	65,000
STD Clinic Visits	18,291	22,787	19,788	24,000	20,600
Tuberculosis Clinic Visits	8,459	9,917	12,515	10,000	13,000
Immunizations:					
Administered by DHS Clinics	113,382	114,934	121,027	126,000	130,000
Administered by Contract Clinics	88,343	107,652	123,911	118,000	136,000
ATS AIDS Screening Tests	11,139	14,227	22,333	17,000	20,000
Confidential HIV Tests	4,469	3,715	2,416	3,700	2,000
Early Intervention Client Visits	1,870	1,784	1,362	1,800	1,700

(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 reduction.

(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.

(f) Includes both late and early stage case. Prior year figures included only early stage cases.

\* High level of communicable disease activity due to measles investigation and follow-up.

\*\* New category budgeted for the first time in FY 1992-93.



PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
No Smoking Ordinance Complaints Handled	(g) 174	(g) 144	174	(g) 125	190
No Smoking Information Calls Handled	(g) 1,920	(g) 2,540	2,400	(g) 3,000	2,500
<b>EFFICIENCY</b>					
STD Clinic Visit	\$62.63	\$63.26	\$70.25	\$65.00	\$70.00
Average Immunization Cost	\$ 7.78	\$ 6.45	\$ 9.51	\$ 7.00	\$ 9.50
TB Skin Test	\$ 9.72	\$10.61	\$11.89	\$10.50	\$12.00
TB Clinic Cost Visits	\$90.19	\$96.42	\$84.61	\$95.00	\$90.00
<b>EFFECTIVENESS</b>					
New Cases Reported in County:					
AIDS	681	643	698	650	720
Gonorrhea	5,086	3,618	3,411	4,000	3,250
Syphilis	888	931	434	950	840
Tuberculosis	292	297	390	300	420
Measles	400	617	11	250	22
Chlamydia (h)	4,404	5,864	7,418	5,500	10,000
Percent of School Entrants Adequately Immunized:					
Measles	98+%	98+%	98+%	98+%	98+%
Polio	98+%	98+%	98+%	98+%	98+%
Diphtheria	98+%	98+%	98+%	98+%	98+%

(g) These two No Smoking indicators were previously contained in the Adult Special Health Services Program. Beginning with the Actuals in FY 1991-92 and FY 1992-93 Budget, these activities are being handled by Health Education staff budgeted in Community Disease Control.

(h) FY 1989-90 was the first year chlamydia became reportable. Reported cases are expected to increase for several years as reporting compliance improves.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>COMMUNITY DISEASE CONTROL</b>							
2303	Administrative Assistant II	1	1.00	1	1.00	\$38,568	\$38,376
2304	Administrative Assistant I	1	1.00	1	1.00	32,832	32,640
2359	Audio-Visual Specialist	2	1.50	2	1.50	48,402	49,842
2493	Intermediate Account Clerk	2	2.00	3	2.67	38,616	51,008
2662	Pharmacy Storekeeper	1	1.00	1	1.00	24,300	24,192
2700	Intermediate Clerk Typist	41	35.59	40	34.42	691,313	669,473
2714	Inter. Transcriber Typist	1	1.00	2	2.00	20,412	41,448
2724	Senior Transcriber Typist	1	1.00	1	0.92	25,692	24,035
2730	Senior Clerk	9	9.58	9	9.58	220,570	223,100
2745	Supervising Clerk	1	1.25	1	1.17	33,720	31,080
2756	Administrative Secretary I	4	3.00	3	2.00	61,992	41,088
2757	Administrative Secretary II	3	3.00	4	4.00	73,008	96,720
3030	Data Entry Operator	1	1.00	1	1.00	18,732	17,964
4103	Public Health Nutrition Mgr.	0	0.17	0	0.17	5,858	6,076
4123	Chf, Comm. Disease Control	1	1.00	1	1.00	101,760	103,200
4129	Chf, AIDS & Comm. Epidemiology	1	1.00	1	1.00	71,148	88,044
4172	Epidemiology Coordinator	1	1.00	1	1.00	39,084	46,140
4175	Epidemiology Specialist	3	2.67	3	2.67	97,952	101,952
4192	Senior Physician	5	1.92	5	1.92	143,267	131,169
4193	Physician	4	1.50	2	2.00	98,388	134,856
4300	Asst. Chief, Public Hlth Lab.	1	0.92	1	0.92	59,730	51,381
4315	Chf, Public Health Laboratory	1	0.92	1	0.92	59,730	59,499
4317	Clinical Lab Technologist	3	3.00	3	3.00	92,520	92,520
4321	Senior Clinical Lab Technician	2	1.50	2	1.50	58,770	58,878
4322	Supervising Clinical Lab Tech	1	1.00	1	1.00	45,528	45,348
4330	Laboratory Assistant	5	4.75	5	4.75	100,491	100,662
4346	Public Health Microbiologist	13	12.08	13	12.08	439,350	430,650
4348	Supervising PH Microbiologist	2	1.92	2	1.92	86,595	86,273
4351	Senior Lab Assistant	3	2.92	3	2.92	75,985	76,545
4353	Senior PH Microbiologist	5	4.83	5	4.83	197,548	196,794
4370	Radiologic Technician	1	1.00	1	1.00	28,836	28,512
4465	Nutritionist	1	1.00	1	1.00	31,152	35,100
4510	Clinic Services Coordinator	1	1.00	1	1.00	49,860	49,668
4517	Certified Nurse Practitioner	3	2.50	3	2.33	109,470	103,012
4538	Staff Nurse II	20	13.92	22	15.08	533,064	556,150
4555	Asst. Chief Nurse, Public Hlth.	1	0.67	1	0.67	35,952	38,752
4560	Chf Nurse, Public Health	0	0.33	0	0.33	19,332	20,832
4565	Public Health Nurse II	15	10.83	17	13.50	442,520	543,996
4567	Senior Public Health Nurse	8	8.08	10	9.42	345,902	409,512
4570	Supv. Public Health Nurse	1	1.50	2	2.50	70,182	125,700
4615	Nurses Assistant	0	0.00	0	0.08	0	1,601
4805	Chf, Public Health Education	0	0.33	0	0.33	18,376	18,708
4806	Asst. Chief, PH Education	1	1.00	1	1.00	48,816	48,624
4815	Health Information Spec. I	1	1.00	1	1.00	31,740	31,296
4816	Health Information Spec. II	2	2.00	3	3.00	67,680	107,100
4821	Public Health Educator I	5	4.50	5	4.50	156,708	151,308
4822	Public Health Educator II	17	16.83	18	18.33	588,022	647,020
4824	Health Education Associate	1	1.50	1	1.50	43,578	43,398
4842	Supv. Health Information Spec.	2	1.33	2	1.08	54,656	45,487
4844	Supv. Public Health Educator	4	4.08	4	3.58	168,511	145,082
4911	Social Services Aid II	5	4.75	5	4.75	89,832	89,091
5221	Eligibility Technician	1	0.92	0	0.00	20,768	0
5261	Social Worker V	2	1.50	2	1.50	52,722	53,478
5730	HIV Health Advisor	5	5.00	5	5.00	151,860	172,800
5735	Communicable Disease Investig.	13	12.50	13	12.50	416,700	429,000
5794	Supv Comm Disease Investigator	3	3.00	3	3.00	115,416	120,780
8844	Public Health Educator III	3	3.00	0	0.00	98,964	0
8845	Health Information Spec. III	2	2.00	0	0.00	65,472	0
	Sub-Total	237	211.09	239	213.84	\$6,957,952	\$7,166,960

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>OFFICE OF AIDS COORDINATION*</b>							
2313	Mental Hlth Resource Dev. Spec	1	1.00	1	1.00	\$46,356	\$43,152
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,208	50,796
2413	Analyst III	2	2.00	2	2.00	89,376	87,240
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	54,960	54,744
4565	Public Health Nurse II	4	4.00	0	0.00	163,392	0
4567	Senior Public Health Nurse	1	1.00	0	0.00	42,792	0
	Sub-Total	11	11.00	6	6.00	\$471,420	\$260,112
9999	Extra Help/Rounding Adjustment	0	1.08	0	3.74	142,049	142,049
	Sub-Total		1.08		3.74	\$142,049	\$142,049
<b>Total</b>		<b>248</b>	<b>223.17</b>	<b>245</b>	<b>223.58</b>	<b>\$7,571,421</b>	<b>\$7,569,121</b>
<b>Salary Adjustments:</b>						<b>\$(120,650)</b>	<b>\$(183,786)</b>
<b>Premium/Overtime Pay:</b>						<b>7,277</b>	<b>7,277</b>
<b>Employee Benefits:</b>						<b>2,288,712</b>	<b>2,478,675</b>
<b>Salary Savings:</b>						<b>(119,492)</b>	<b>(202,738)</b>
<b>Total Adjustments</b>						<b>\$2,055,847</b>	<b>\$2,099,428</b>
<b>Program Totals</b>		<b>248</b>	<b>223.17</b>	<b>245</b>	<b>223.58</b>	<b>\$9,627,268</b>	<b>\$9,668,549</b>

\* The Chief of the Office of AIDS Coordination is included in the Department Administration Program Budget.

PROGRAM: COUNTY VETERINARIAN

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41018  
MANAGER: Dr. H.C. Johnstone

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-30

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$287,639	\$303,985	\$332,135	\$316,442	\$319,360	0.9
Services & Supplies	25,459	31,348	24,192	22,527	22,527	0.0
Other Charges	2,470	2,721	2,556	2,470	2,470	0.0
Fixed Assets	10,298	10,151	0	0	0	??
<b>TOTAL DIRECT COST</b>	<b>\$325,866</b>	<b>\$348,205</b>	<b>\$358,883</b>	<b>\$341,439</b>	<b>\$344,357</b>	<b>0.9</b>
<b>PROGRAM REVENUE</b>	<b>(38,840)</b>	<b>(49,461)</b>	<b>(47,885)</b>	<b>(47,826)</b>	<b>(46,286)</b>	<b>(3.2)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$287,026</b>	<b>\$298,744</b>	<b>\$310,998</b>	<b>\$293,613</b>	<b>\$298,071</b>	<b>1.5</b>
<b>STAFF YEARS</b>	<b>5.98</b>	<b>5.76</b>	<b>5.80</b>	<b>6.25</b>	<b>5.83</b>	<b>(6.7)</b>

**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 multi-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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

There was no significant variance between this Program's FY 1991-92 Budgeted and Actual costs or revenues.

**1992-93 OBJECTIVES**

1. To achieve and maintain an average laboratory response time of seven days.

**1992-93 SUB PROGRAM ACTIVITIES**

The 1992-93 Adopted Budget reflects an increase in salary and benefit costs related to salary increases and increased benefit costs.

Other charges in FY 1992-93 provide \$2,470 for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

1. County Veterinarian [5.83 SY; E = \$344,357; R = \$46,286] 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 3,600 laboratory accessions: autopsies, rabies examinations and disease evaluations.
  - o Providing 108 field inspections: ranches and zoonotic surveillance.
  - o Responding to 4,200 public inquiries.
  - o Decreasing by 0.42 staff years in Extra Help. This did not affect budgeted expenditures as costs have been reduced over the years without corresponding adjustments to staff years.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
CHARGES:				
Agricultural Livestock Services	\$55,119	\$53,600	\$53,600	\$0
Returned Check Fee	90	0	0	0
Sub-Total	\$55,209	\$53,600	\$53,600	\$0
Total Direct Program Revenue	\$55,209	\$53,600	\$53,600	\$0
Department Overhead and County External Overhead Allocation:	\$(7,324)	\$(5,774)	\$(7,314)	\$(1,540)
<b>Total</b>	<b>\$47,885</b>	<b>\$47,826</b>	<b>\$46,286</b>	<b>\$(1,540)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$310,998	\$293,613	\$298,071	\$4,458
Sub-Total	\$310,998	\$293,613	\$298,071	\$4,458
<b>Total</b>	<b>\$310,998</b>	<b>\$293,613</b>	<b>\$298,071</b>	<b>\$4,458</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1992-93 budgeted revenue remains at the FY 1991-92 budgeted level. Fiscal Year 1991-92 actual revenue exceeded budgeted revenue only slightly as a result of increased requests for service.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: COUNTY VETERINARIAN</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
LABORATORY ACCESSIONS - 80% of Budget (one or more animals or samples received as a single batch)	3,611	3,448	3,758	3,500	3,600
FIELD SERVICES & OFFICE					
Hog Ranch Inspections	8	8	8	8	8
Zoonotic Inspections	99	89	91	100	100
Public Inquiries & Consultations	4,150	4,350	4,420	4,000	4,200
<b><u>EFFICIENCY</u></b>					
LABORATORY SERVICE					
Average Cost per Accession	\$69.91	\$77.38	\$76.39	\$78.04	\$76.56
STAFFING RATIO					
Accession Cases/Staff Year	755:1	749:1	810:1	700:1	772:1
<b><u>EFFECTIVENESS</u></b>					
LABORATORY SERVICE					
Average Laboratory Response Time (days)	8.0	7.5	7.4	7.0	7.0

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2120	County Veterinarian	1	1.00	1	1.00	\$66,732	\$66,480
4210	Assoc. Veterinary Pathologist	1	0.50	1	0.50	23,382	23,928
4230	Veterinary Pathologist	1	1.00	1	1.00	49,896	49,692
4318	Histology Technician	1	0.50	1	0.50	15,768	15,810
4321	Senior Clinical Lab Technician	1	0.75	1	0.75	29,385	29,439
4351	Senior Laboratory Assistant	2	2.00	2	2.00	52,104	52,488
9999	Extra Help	0	0.50	0	0.08	2,521	2,521
<b>Total</b>		<b>7</b>	<b>6.25</b>	<b>7</b>	<b>5.83</b>	<b>\$239,788</b>	<b>\$240,358</b>
<b>Salary Adjustments:</b>						<b>\$(256)</b>	<b>\$855</b>
<b>Premium/Overtime Pay:</b>						<b>100</b>	<b>100</b>
<b>Employee Benefits:</b>						<b>80,816</b>	<b>84,539</b>
<b>Salary Savings:</b>						<b>(4,006)</b>	<b>(6,492)</b>
<b>Total Adjustments</b>						<b>\$76,654</b>	<b>\$79,002</b>
<b>Program Totals</b>		<b>7</b>	<b>6.25</b>	<b>7</b>	<b>5.83</b>	<b>\$316,442</b>	<b>\$319,360</b>



PROGRAM: ENVIRONMENTAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41029  
 MANAGER: Gary Stephany

ORGANIZATION #: 6000  
 REFERENCE: 1992-93 Proposed Budget - Pg. 32-35

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$9,807,829	\$12,553,227	\$14,375,592	\$17,355,680	\$17,005,821	(2.0)
Services & Supplies	1,943,465	2,567,066	1,836,188	2,979,694	2,809,885	(5.7)
Other Charges	61,750	61,750	61,750	61,750	61,750	0.0
Fixed Assets	431,472	374,102	213,266	200,214	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	33,575	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$12,244,516</b>	<b>\$15,556,145</b>	<b>\$16,486,796</b>	<b>\$20,630,913</b>	<b>\$19,877,456</b>	<b>(3.7)</b>
<b>PROGRAM REVENUE</b>	<b>(11,944,979)</b>	<b>(13,758,181)</b>	<b>(15,549,776)</b>	<b>(18,079,524)</b>	<b>(16,726,378)</b>	<b>(7.5)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$299,537</b>	<b>\$1,797,964</b>	<b>\$937,020</b>	<b>\$2,551,389</b>	<b>\$3,151,078</b>	<b>23.5</b>
<b>STAFF YEARS</b>	<b>257.18</b>	<b>308.91</b>	<b>324.35</b>	<b>388.25</b>	<b>375.42</b>	<b>(3.3)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual costs for Salaries and Benefits are \$2,980,088 less than budgeted as a result of the County-wide hiring freeze and program controls to operate with less than the anticipated level of revenue. The revenue shortfall in fees is caused by: 1) the recession and a decreased demand for services, such as building fees and permits; and 2) the inability to fully implement programs due to the hiring freeze. In addition, the program maintained vacancies in order to implement FY 1992-93 program reductions caused by decreased revenues without the need to layoff staff.

The \$1,143,506 savings in Services and Supplies represents a decreased demand for contract services offsetting contract revenue shortfalls.

Environmental Health Services' FY 1991-92 Actual revenue was \$2,107,760 less than budgeted due to the reasons mentioned above. Program savings more than offset this revenue shortfall.

The FY 1991-92 Actuals include \$173,724 in prior year Fixed Assets. Only \$75,337 of the \$200,214 budgeted in FY 1991-92 Fixed Assets were actually purchased or encumbered.

**1992-93 OBJECTIVES**

1. Regulate food establishments by completing four inspections of all restaurants per fiscal year (24,332 inspections) and two to three inspections of retail food markets per fiscal year (5,548 inspections) to ensure at least 95% of all graded food establishment inspections score an evaluation of above 90.
2. Provide three inspections each fiscal year for all public swimming pools (18,398 inspections) to protect public swimming safety in San Diego County.
3. Inspect all apartment houses and hotels at least once per fiscal year (2,550 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 150 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 500 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 1,200 housing complaints.
11. Provide at least one inspection annually of 6,700 permitted hazardous materials establishments and at least one inspection every 18 months for 900 "small handler" permitted hazardous materials establishments 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. 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 insuring compliance with all solid waste laws and regulations.
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.

## 1992-93 SUB PROGRAM ACTIVITIES

The FY 1992-93 Adopted direct costs are decreasing by \$753,457 from the FY 1991-92 level. This reduction includes a Baseline reduction of \$724,637 to offset reduced Vehicle License Fee and SLIAG revenues; Baseline salary adjustments; increased budgeted salary savings (to offset net County cost) and increased retirement costs for a net increase to Salaries and Benefits of \$191,085; and Change Letter actions resulting in \$542,467 reduced Services and Supplies and \$50,076 reduced Salaries and Benefits to offset various contract reductions. It also includes mid-year Services and Supplies increases totalling \$357,658.

Other charges in FY 1992-93 provide \$61,750 for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

Staff years are decreasing by 12.83. Of the staffing reduction 11.83 SY were included in Environmental Health's Baseline submissions to offset loss of SLIAG, reduced Health Realignment-Vehicle License Fee funding, and to partially offset salary adjustments. The remaining staff year was reduced in Change Letter to offset contract decreases.

Adopted FY 1992-93 total direct program revenues are decreasing \$792,631. For a further explanation on revenues, refer to the section Explanation/Comment on Program Revenues.

The activities of this program are summarized as follows:

1. Community Food and Housing Program [91.00 SY; E = \$4,395,342; R = \$4,070,947] including regulation of food establishments, apartment houses, swimming pools, trash and debris and dog dropping complaints is:
  - o Mandated/Discretionary Service Level.
  - o Decreasing 8.00 SY Registered Environmental Health Sanitarian.
  - o Able to conduct 29,880 Food Handling Establishment Inspections, 18,398 Public Pool Inspections, and 2,550 Multi-Family Housing Inspections.
2. Land Use Program [46.67 SY; E = \$2,307,448; R = \$1,389,514] 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 Decreasing 3.83 SY Environmental Health Land Use Specialist.
  - o Able to process 4,600 Land Use Projects.
3. Hazardous Materials Management Program [155.50 SY; E = \$8,696,394; R = \$7,382,272] 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 Decreasing 1.00 SY Hazardous Materials Specialist.
  - o Able to conduct 6,700 Hazardous Materials Inspections.
4. Vector Surveillance & Control District [50.00 SY; E = \$2,770,550; R = \$2,770,550] including the control of disease-bearing rodents in contract cities and the control of mosquito breeding countywide is:
  - o Mandated/Discretionary Service Level.
  - o Able to provide 175,000 Vector Control Services.
5. Occupational & Radiological Health Program [16.25 SY; E = \$971,347; R = \$376,720] 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 Decreasing 1.00 SY Industrial Hygiene Specialist.
  - o Able to provide 5,500 Occupational Health Services.
6. Environmental Health Services Administration and Support [16.00 SY; E = \$736,375; R = \$736,375] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Radiation Shielding	\$9,950	\$10,000	\$10,000	\$0
Bulk Asbestos Analysis Fee	6,425	3,275	3,275	0
Pumper Truck Permit Fees	410	5,500	5,500	0
Construction Permits-Septic	276,490	375,807	375,807	0
Construction Permits-Grading	22,662	47,983	47,983	0
Hazardous Materials Division Fees	193,465	219,720	219,720	0
Hazardous Materials Permit Fees	3,246,899	2,865,957	2,365,957	(500,000)
Monitoring Well Fees (Included above in FY 1991-92)	0	0	500,000	500,000
Base Permit Fee	1,115,009	1,075,622	1,075,622	0
Tank Installation Fees	121,698	341,818	341,818	0
Tank Closure Fees	175,880	221,265	221,265	0
Animal Permit Fees	9,300	3,070	3,070	0
Other Misc Permit Fees	8,255	5,220	5,220	0
Food Handling Establishment Fee	2,638,326	2,841,695	2,841,695	0
Food Plan Check Fees	327,400	491,300	491,300	0
Vending Vehicle Permit Fees	181,775	219,970	219,970	0
Housing Permit Fees	396,022	400,116	400,116	0
Mobile Home Parks	82,484	85,039	85,039	0
Water Permit Fees	58,592	53,710	53,710	0
Public Pool Permit Fees	794,795	877,508	877,508	0
Pool Plan Check Fees	32,193	107,800	107,800	0
Returned Check Fee	1,420	0	0	0
Plan Check & Field Inspection	875,317	1,105,340	1,105,340	0
Charges Air Pollution Control Dist.	2,655	2,500	2,500	0
County DPW Asbestos Analysis Fee	794	300	300	0
Work Authorization Excess Cost	(21)	0	0	0
Plumbing Construction Permits	280	0	0	0
Aid From Housing Authority	1,207	0	0	0
Other County Department	8,337	0	0	0
Misc. Revenue Prior Year	529,684	0	0	0
<b>Sub-Total</b>	<b>\$11,117,703</b>	<b>\$11,360,515</b>	<b>\$11,360,515</b>	<b>\$0</b>
<b>CONTRACTS:</b>				
State Water Resources Control	\$32,750	\$32,750	\$0	\$(32,750)
State Grant CIMMB	54,299	54,299	54,299	0
State Toxic Substances	94,129	45,258	110,000	64,742
City SD Household Toxics	8,489	0	0	0
State-Radiation Control Program	354,960	378,929	378,929	0
State Haz Mats. Tech. Assistance	0	82,084	0	(82,084)
City (San Diego)-Household Toxics	336,560	1,093,955	733,400	(360,555)
San Diego Zoological Society	102,810	120,000	120,000	0
Unified Disaster Council-H.I.R.T. (Hazardous Mat'l Incident Response Team)	179,298	371,870	211,693	(160,177)
Office of Disaster Preparedness	11,376	10,000	10,000	0
State - Leaking Underground Tanks	1,401,876	1,209,087	1,309,477	100,390
County DPW-Solid Waste Enforcement	285,821	813,033	1,073,033	260,000
County/DPW-Household Toxics	564,715	626,165	626,165	0
City (San Diego)-Solid Waste	0	40,000	40,000	0
Encinitas Water District-Household Toxics	7,245	6,900	7,500	600
County-So. CA Hazardous Waste Mgmt. Authority-Joint Powers Agreement	16,784	30,000	30,000	0
City SD Misc Enforce Svcs	81,775	2,665	2,665	0
City SD Mission Bay Water Monitor	16,620	13,628	13,628	0
Sweetwater Cross Conn Control	93,295	124,393	124,393	0
City (Vista)-Noise Control	6,000	6,000	7,250	1,250
San Diego City Industrial Hygiene	64,630	70,000	21,000	(49,000)
City (Del Mar) Noise Control	1,500	2,000	2,000	0
City (Encinitas) Noise Control	6,000	8,000	9,000	1,000
City (Solana Beach) Noise Control	2,250	3,000	4,174	1,174
City (Escondido) Noise Control	845	5,000	1,000	(4,000)
City (Chula Vista) Industrial Hygiene	0	2,200	1,700	(500)
City (La Mesa) Industrial Hygiene	2,160	3,000	3,000	0
Helix Water District Industrial Hygiene	3,127	2,274	2,274	0
City (Oceanside) Industrial Hygiene	0	2,000	2,000	0

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CONTRACTS (Continued):</b>				
City (San Diego) Water Utilities Vector Control	6,773	20,762	20,762	0
Military Local Oversight Program	0	0	79,141	79,141
City (Oceanside) Noise	2,500	10,000	10,000	0
Unified Port Dist Rodent Ctr	5,971	34,472	34,472	0
Contract-State Toxic Substances Emer. Resp.	0	0	66,911	66,911
Cancellation of Prior Year Accruals that exceeded Actual Collections	(75,733)	0	0	0
<b>Sub-Total</b>	<b>\$3,668,825</b>	<b>\$5,223,724</b>	<b>\$5,109,866</b>	<b>\$(113,858)</b>
<b>SUBVENTIONS:</b>				
State Pollution Prevention	\$11,382	\$55,000	\$884	\$(54,116)
State Aid SLIAG	41,384	55,752	0	(55,752)
Prior Year State Aid SLIAG, FY 1990-91	(58,036)	0	0	0
<b>Sub-Total</b>	<b>\$(5,270)</b>	<b>\$110,752</b>	<b>\$884</b>	<b>\$(109,868)</b>
<b>OTHER:</b>				
Fines and Penalties	\$282,821	\$85,100	\$85,100	\$0
Jury or Witness Fee	1,678	0	0	0
Other Miscellaneous Revenue	291,100	124,800	124,800	0
Prior Year Aid Other Govt/Federal	11,005	0	0	0
Prior Year State Revenue	78,206	0	0	0
Recovered Expenditures	195	0	0	0
Sanitation Other Govt-Vector Control Dist.	2,243,044	2,914,771	2,914,771	0
Misc. Revenue Prior Year	115,456	0	0	0
EHS' revenue directed to Public Health Services' programs for support services	(246,540)	(272,275)	(172,275)	100,000
<b>Sub-Total</b>	<b>\$2,776,965</b>	<b>\$2,852,396</b>	<b>\$2,952,396</b>	<b>\$100,000</b>
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$1,219,214	\$0	\$668,905	\$668,905
State AB 8 (29.191% match requirement)	0	1,337,810	0	(1,337,810)
<b>Sub-Total</b>	<b>\$1,219,214</b>	<b>\$1,337,810</b>	<b>\$668,905</b>	<b>\$(668,905)</b>
<b>Total Direct Program Revenue</b>	<b>\$18,777,437</b>	<b>\$20,885,197</b>	<b>\$20,092,566</b>	<b>\$(792,631)</b>
Department Overhead and County External Overhead Allocation:	\$(3,227,661)	\$(2,805,673)	\$(3,366,188)	\$(560,515)
<b>Total</b>	<b>\$15,549,776</b>	<b>\$18,079,524</b>	<b>\$16,726,378</b>	<b>\$(1,353,146)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GRANTS:				
AB 8 (29.191% budgeted match)	\$0	\$390,520	\$0	\$(390,520)
Sub-Total	\$0	\$390,520	\$0	\$(390,520)
REALIGNMENT MATCH :				
Health Account - Vehicle License Fees	\$333,089	\$0	\$182,771	\$182,771
Sub-Total	\$333,089	\$0	\$182,771	\$182,771
GENERAL FUND SUPPORT:				
	\$603,931	\$2,160,869	\$2,968,307	\$807,438
Sub-Total	\$603,931	\$2,160,869	\$2,968,307	\$807,438
<b>Total</b>	<b>\$937,020</b>	<b>\$2,551,389</b>	<b>\$3,151,078</b>	<b>\$599,689</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1992-93 total direct program revenues are decreasing by \$792,732 from the FY 1991-92 Adopted Budget level. Major reductions are a \$668,905 reduction in Health Realignment-Vehicle License Fee funds (previous AB-8 revenues), and a \$55,752 reduction in SLIAG subvention revenue.

Fiscal Year 1991-92 mid-year actions (adjusted for FY 1992-93 Baseline) increased contract revenues by \$424,569, while Change Letter actions reduced them by \$538,427 for a net contract decrease of \$113,959. Change Letter actions also decreased the State Pollution Prevention Subvention by \$54,116.

Other budgeted revenue is increasing by \$100,000. This increase is due to a reduction in the amount of revenue allocated to Public Health Services to provide laboratory, health education and epidemiology support staff budgeted in Public Health Services' Programs.

Fiscal Year 1991-92 Actual fee revenue was substantially underrealized due to: 1) the recession and a decreased demand for services such as building fees and permits; and 2) the inability to fully implement programs due to the hiring freeze. In addition, the cancellation of accruals for SLIAG revenue from FY 1990-91 and Prior Year Contract Revenue Accruals reduced the revenue by \$58,036. The Auditor and Controller required cancellations of accruals at this time to reflect only actual revenues from prior year.

Monitoring Well Fees have been broken out from Hazardous Materials Permit Fees for the first time in FY 1992-93 to more accurately identify this revenue source.

State Health Account Realignment revenue requires a match which results in 27.32 percent being applied to this program. The total Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of the required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Programs (MISP) funding did not require a match.

The net County cost for this program includes part of its Department Overhead and A-87 External costs.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Environmental Health Services</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Food Handling Estab Inspections	23,557	26,281	29,357	29,550	29,880
Land Use Projects (a)	7,301	5,623	4,582	5,200	4,600
Multi Family Housing Inspections	2,930	2,988	3,093	2,526	2,550
Public Pool Inspections (b)(e)	15,853	21,409	18,763	24,640	18,398
Hazardous Materials Inspections (b)	5,400	5,622	6,840	7,400	6,700
Medical Waste Inspections (b)(c)	N/A	N/A	433	500	600
Occupational Health Services	10,218	8,635	5,162	7,309	5,500
Vector Control Services	127,812	163,509	184,101	175,000	175,000
<b><u>EFFICIENCY</u></b>					
Food Handling Estab Inspections	\$ 80.83	\$ 91.04	\$ 92.02	\$ 80.97	\$ 90.41
Land Use Projects	\$184.78	\$281.01	\$307.49	\$303.87	\$306.28
Multi Family Housing Inspections (d)	\$101.14	\$117.81	\$ 97.66	\$139.36	\$118.46
Public Pool Inspections	\$ 45.61	\$ 40.97	\$ 41.17	\$ 35.60	\$ 41.99
Hazardous Materials Inspections	\$371.21	\$554.55	\$573.59	\$421.31	\$585.58
Medical Waste Inspections (c)	N/A	N/A	\$365.29	\$619.20	\$263.62
Occupational Health Services	\$ 55.92	\$ 90.07	\$165.24	\$106.41	\$155.09
Vector Control Services	\$ 11.53	\$ 16.80	\$ 15.02	\$ 15.70	\$ 15.80
<b><u>EFFECTIVENESS</u></b>					
Percent of Restaurants Scoring 90%	95.0%	93.5%	96.0%	92.0%	95.0%
Percent of Small Water Systems Samples Meeting State Bacteriological Standards	96.0%	97.0%	95.0%	92.0%	92.0%
Percent of Septic Tank Failures in Systems 10 Years or Older	85.0%	78.0%	94.0%	85.0%	85.0%
Response to Noise Complaints Within 3 Working Days	77.0%	83.0%	81.0%	80.0%	80.0%
Response to Vector Complaints Within 3 Working Days (b)	80.0%	68.0%	80.0%	80.0%	80.0%
Percent of Pool Inspections in Compliance with State Regulations	47.0%	60.9%	55.0%	60.0%	60.0%
Percent of Inspected Establishments in Substantial Compliance with State Standards for Hazardous Materials Requirements (no more than two violations)	99.0%	90.0%	67.0%	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) The budgeted workload measure is being reduced from four to three inspections per year.

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0952	Asst Dep Dir, Environmtl Hlth	1	1.00	1	1.00	\$64,296	\$64,056
2230	Dep Dir, Environmtl Hlth Svcs	1	1.00	1	1.00	82,560	82,248
2302	Admin Assistant III	3	3.00	3	3.00	135,900	131,688
2303	Admin. Assistant II	2	2.00	2	2.00	77,136	76,752
2304	Administrative Assistant I	5	5.00	5	5.00	164,160	163,200
2368	Admin. Svcs Manager I	1	1.00	1	1.00	49,980	48,744
2427	Assoc Systems Analyst	3	3.00	3	3.00	144,036	145,620
2493	Intermediate Account Clerk	3	3.00	3	3.00	57,924	57,384
2700	Intermediate Clerk Typist	51	48.50	51	48.50	942,258	943,422
2729	Office Support Secretary	0	0.00	1	1.00	0	20,172
2730	Senior Clerk	11	11.00	11	11.00	253,176	256,080
2745	Supervising Clerk	3	3.00	3	3.00	80,928	79,920
2756	Administrative Secretary I	9	9.00	8	8.00	185,976	164,352
2757	Admin. Secretary II	6	6.00	6	6.00	146,016	145,080
2758	Admin Secretary III	1	1.00	1	1.00	30,036	29,856
3008	Sr. Word Processor Operator	1	1.00	1	1.00	23,688	23,928
3009	Word Processor Operator	3	3.00	3	3.00	65,088	66,312
3114	Microcomputer Programmer	0	0.00	1	1.00	0	35,280
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	31,668	31,836
3120	Dept'l Computer Specialist III	2	2.00	2	2.00	80,904	82,560
3161	Supv. Industrial Hygienist	1	1.00	1	1.00	29,868	54,696
3163	Industrial Hygienist I	2	1.25	1	0.25	50,460	10,725
3615	Asst Civil Engineer	1	1.00	1	1.00	38,904	40,704
3692	Hydrogeologist	3	3.00	3	3.00	143,280	145,584
3710	Public Health Engineer	1	1.00	1	1.00	61,188	60,936
3857	Industrial Hygienist II	6	6.00	6	6.00	272,088	284,904
3860	Chf, Occupational/Radiol. Hlth	1	1.00	1	1.00	56,256	58,836
3888	Asst Noise Control Officer	1	1.00	1	1.00	38,616	38,472
4700	Chf, Env. Health Svcs.	2	2.00	2	2.00	107,328	106,896
4701	Senior Health Physicist	1	1.00	1	1.00	54,672	54,444
4707	Environ. Hlth Technician	6	6.00	6	6.00	121,320	121,608
4708	Asst. Chf, Comm. Food & Hsg	0	0.00	1	1.00	0	51,252
4711	Chief Vector Surv.&Ctrl	1	1.00	1	1.00	60,804	60,576
4735	Registered Env. Hlth Spec I	33	33.00	27	27.00	1,049,796	841,104
4740	Env. Hlth Land Use Spec II	19	19.00	17	16.17	665,760	588,402
4741	Env. Hlth Land Use Spec III	9	9.00	9	9.00	386,532	389,556
4742	Env. Hlth Land Use Spec IV	3	3.00	3	3.00	146,916	146,304
4745	Reg. Environ. Hlth Spec. II	28	28.00	28	28.00	1,024,128	1,035,216
4748	Asst Chief Haz Mat Mgmt	1	1.00	1	1.00	55,284	55,080
4751	Hazardous Materials Spec. I	10	10.00	10	10.00	318,000	322,200
4752	Hazardous Materials Spec. II	65	64.50	62	61.50	2,497,698	2,412,522
4753	Hazardous Materials Spec. III	24	24.00	24	24.00	1,054,080	1,088,640
4754	Hazardous Materials Spec. IV	5	5.00	5	5.00	256,740	249,600
4755	Registered Env. Hlth Spec III	10	10.00	10	10.00	432,840	439,560
4756	Chf, Hazardous Materials Mgt.	1	1.00	1	1.00	60,804	60,576
4757	Radiation Mgt Specialist	4	4.00	4	4.00	156,240	162,384
4758	Reg. Envir. Hlth Spec IV	3	3.00	3	3.00	146,916	133,560
4761	Vector Control Tech II	23	23.00	23	23.00	683,376	645,840
4762	Vector Ctrl Tech III	7	7.00	7	7.00	224,448	231,336
4766	Vector Ctrl Tech IV	4	4.00	4	4.00	149,088	151,008
4767	Sr Vector Ecologist	3	3.00	3	3.00	146,304	140,400
4769	Vector Surv. & Ctrl. Mgr	2	2.00	2	2.00	107,328	106,896
8805	Asst Chf Comm Food Hsg (4708)	1	1.00	0	0.00	87,372	0
8807	Microcomputer Programmer	1	1.00	0	0.00	34,572	0
9999	Extra Help	0	3.00	0	3.00	95,785	95,785
<b>Total</b>		<b>389</b>	<b>388.25</b>	<b>377</b>	<b>375.42</b>	<b>\$13,430,521</b>	<b>\$13,034,092</b>



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
	Salary Adjustments:					\$(11,066)	\$27,011
	Premium/Overtime Pay:					181,714	181,714
	Employee Benefits:					3,968,161	4,108,156
	Salary Savings:					(213,650)	(345,152)
	<b>Total Adjustments</b>					<b>\$3,925,159</b>	<b>\$3,971,729</b>
	<b>Program Totals</b>	<b>389</b>	<b>388.25</b>	<b>377</b>	<b>375.42</b>	<b>\$17,355,680</b>	<b>\$17,005,821</b>

PROGRAM: MATERNAL AND CHILD HEALTH

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41006

ORGANIZATION #: 6000

MANAGER: Nancy L. Bowen, M.D.

REFERENCE: 1992-93 Proposed Budget - Pg. 32-37 & 35-22

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,375,157	\$5,906,377	\$6,798,584	\$8,842,459	\$9,123,334	3.2
Services & Supplies	347,628	668,095	585,617	1,001,794	1,459,417	45.7
Other Charges	47,608	1,399,067	1,989,833	1,377,697	1,799,649	30.6
Fixed Assets	10,828	144,962	15,058	2,325	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$4,781,221</b>	<b>\$8,118,501</b>	<b>\$9,389,092</b>	<b>\$11,224,275</b>	<b>\$12,382,400</b>	<b>10.3</b>
<b>PROGRAM REVENUE</b>	<b>(4,280,810)</b>	<b>(5,892,140)</b>	<b>(7,748,294)</b>	<b>(8,330,707)</b>	<b>(9,099,278)</b>	<b>9.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$500,411</b>	<b>\$2,226,361</b>	<b>\$1,640,798</b>	<b>\$2,893,568</b>	<b>\$3,283,122</b>	<b>13.5</b>
<b>STAFF YEARS</b>	<b>126.56</b>	<b>159.85</b>	<b>154.71</b>	<b>196.08</b>	<b>205.31</b>	<b>4.7</b>

**PROGRAM DESCRIPTION**

The Maternal and Child Health (MCH) Program combines the previously separate Maternal Health and Child Health program budgets because these programs have merged into a program providing a continuum of preventive and early intervention services focused on low income women of childbearing age and their children from the prenatal to early childhood stages. The MCH program provides regional program coordination, clinic services, public health nursing, health education and nutrition services to reduce maternal and child morbidity, infant mortality, low birth weight, unplanned pregnancy, cervical cancer, and malnutrition. Key services provided include the following.

The Perinatal Care Network (PCN), a joint program of Public Health and Physical Health Services, is a public/private partnership designed to eliminate fragmentation of perinatal programs, coordinate public funds, and increase access to prenatal care. It is a collaborative effort, which integrates existing and new resources into an organized system to assist Medi-Cal eligible pregnant women to access early prenatal care. A continuum of care is provided through education and referral to other Maternal and Child Health programs and community services. Public Health nurses and social workers provide case management for PCN women identified with high risk health conditions and/or social problems.

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 for cervical dysplasia care.

Public Health Nursing services provide assessment, teaching, 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.

The Child Health and Disability Prevention (CHDP) Program (mandated program/mandated service level) provides 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.

Through the Child Health and Youth Clinics (CHYC) (mandated program/discretionary service level) the County 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.

The Women, Infants and Children (WIC) Program (discretionary program/mandated service level) is a special supplemental food and nutrition education program directed at financially eligible women and pre-school children throughout the county who are determined to be at nutritional risk.

**PROGRAM: MATERNAL AND CHILD HEALTH**

**DEPARTMENT: HEALTH SERVICES**

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The Outreach and Early Intervention Program (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, assessment, teaching, referral and follow-up for children and their families.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual expenditures for this program were underspent in an attempt to contain costs within anticipated revenue levels. This Program's reduced net County cost offsets other Realignment programs which were not able to adjust their expenditure level to compensate for the shortfalls in Realignment revenue.

The expenditures in Other Charges for FY 1991-92 includes slightly more than \$600,000 prior year expenses which are offset by prior year Tobacco Tax Unallocated Account revenue. The FY 1991-92 expenditures were within the budgeted level. Similarly, the Fixed Asset expenditure without prior year costs had little variance from the budgeted level.

For further information see the Explanation/Comment on Program Revenues which follows the Program Revenue by Source on subsequent pages.

**1992-93 OBJECTIVES****OBJECTIVES PREVIOUSLY CONTAINED IN THE MATERNAL HEALTH PROGRAM:**

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 provide assessment, teaching, referral and follow-up for maternal health problems through 19,000 Public Health Nurse contacts.
4. To continue to implement the AB3021 (Margolin) State mandate by recruiting providers into the PCN's Comprehensive Perinatal Services Program (CPSP), and by providing consultation and technical assistance to maintain the current 43 CPSP participants.
5. To provide outreach and perinatal education to 1,000 African-American women of childbearing age: 300 will be pregnant and 200 will be pregnant and substance using; to provide outreach and perinatal education to 625 Latino women of childbearing age; to provide outreach and follow-up to 800 Medi-Cal eligible women in East County; to provide prenatal care referral and/or education regarding importance of early prenatal care to 5,000 women of childbearing age.
6. To increase provider enrollment in the Perinatal Referral Service by 3%.
7. To increase provider enrollment in CPSP by 2%.
8. To continue to collect data for analysis and PCN program evaluation.

**OBJECTIVES PREVIOUSLY CONTAINED IN THE CHILD HEALTH PROGRAM:**

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 10,500 low-income women, infants and children monthly.
6. Provide assessment, teaching, 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Budget increased by \$1,158,125 over FY 1991-92. Direct program revenue increased by \$1,193,468, more than offsetting increased costs.

The Child Health component of this program's FY 1992-93 budgeted level increased only slightly over the previous year. Although there would appear to have been only minor changes, due to categorical funding in grant areas offsetting decreases in State Tobacco Tax and SLIAG subventions, program changes have been needed. Resources have been shifted to increase the Women, Infant and Children (WIC) Program where funding increased by \$250,886 over the previous budget

year and is expected to increase even more during FY 1992-93. In addition, Records and Statistics Trust Fund revenue which is restricted to specific types of activities has been budgeted to fund a much needed Infant Mortality Review program.

Other charges in FY 1992-93 provide \$37,050 for this program's share of debt services incurred for the purchase of the Department's mini-computer budgeted through SANCAL.

For further information see the Explanation/Comment on Program Revenues which follows the Program Revenue by Source on subsequent pages.

The activities of this program are summarized as follows:

1. Maternal Health Services [75.83 SY; E = \$4,705,410; R = \$3,124,184] 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 875 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 family planning services to 2.8% of the target population.
  - o Enroll providers into the PCN's Comprehensive Perinatal Services Program for Medi-Cal eligible women. (Welfare & Institutions Code, Sec. 14134.5[g]).
  - o Provide consultation to CPSP providers on State regulations and how to meet them.
  - o Provide outreach and perinatal education to 1,000 African-American women of childbearing age: 300 will be pregnant and 200 will be pregnant and substance using; to provide outreach and perinatal education to 625 Latino women of childbearing age; to provide outreach and follow-up to 800 Medi-Cal eligible women in East County; to provide prenatal care referral and/or education regarding importance of early prenatal care to 5,000 women of childbearing age.
2. Child Health and Disability Prevention (CHDP), CHDP Treatment Reimbursement, and Early Periodic Screening, Diagnosis and Treatment (EPSDT) [50.25 SY; E = \$3,905,594; R = \$3,013,064] 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 Coordinating 50,000 non-Medi-Cal health screenings.
  - o Coordinating 100,000 Medi-Cal private provider health screenings.
  - o Providing 60,000 Medi-Cal outreach contacts.
  - o Insuring that 87% of San Diego's first graders have a comprehensive health exam or waiver signed by their parent.
  - o Decreasing by 23.92 staff years as a result of the following actions: 5.00 staff years were transferred to the Maternal Health Program with the Prenatal Care Guidance Program; 19.65 staff years were moved to Public Health Nursing in activity #2 below; 0.77 staff years were adjusted between Public Health Programs; and 2.00 staff years Public Health Nurse II were added and 0.50 staff year Extra Help was deleted to reflect Board action from FY 1990-91 which had not been reflected in previous budget changes.
3. Child Health and Youth Clinics (CHYC) and Child Public Health Nursing Services [59.93 SY; E = \$3,073,358; R = \$2,371,096] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Providing periodic health assessments and health supervision for children who have special needs or are at high risk.

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- o Continuing to follow State Health and Safety Code 300-309.
  - o Providing 7,488 patient screenings in CHYC.
  - o Providing 30,000 Public Health Nursing home contacts.
  - o Inclusive of CHDP Public Health Nursing services for the first time in FY 1992-93. Previously included in activity #1 above.
  - o Increasing by 20.18 staff years as a result of the following: 0.50 staff year Senior Public Health Nurse was added in support of the Department of Social Services' Foster Care Family Preservation Project; 19.65 staff years were transferred from Activity #1 above; and 0.03 staff years was transferred from Activity #3 below.
4. Women, Infants and Children (WIC) [19.30 SY; E = \$698,038; R = \$590,934] including support personnel is:
- o Discretionary/Mandated Service Level.
  - o Providing a special supplemental food program directed at financially eligible individuals determined to be at nutritional risk.
  - o Implementing State Health and Safety Code, Sec. 311-319.
  - o Providing service and nutritional counseling to 7,000 women and children participants monthly.
  - o Increasing by 4.47 staff years as the result of 4.50 staff years being added to the WIC contract and 0.03 being transferred to Activity #2 above.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Grossmont Hospital Parentcare	\$0	\$2,832	\$2,832	\$0
Patient Fees	23,542	40,000	26,500	(13,500)
Return Check Fee	20	0	0	0
Miscellaneous Revenue	728	3,405	0	(3,405)
Medi-Cal	0	0	182,567	182,567
State-Medi-Cal (CHDP/EPSDT)	\$392,111	\$273,600	\$350,000	\$76,400
Patient Fees-Non Medi-Cal or CHDP	55	12,000	950	(11,050)
Records and Statistics Trust Fund Transfer for Infant Mortality Review	0	0	204,872	204,872
<b>Sub-Total</b>	<b>\$416,456</b>	<b>\$331,837</b>	<b>\$767,721</b>	<b>\$435,884</b>
<b>SUBVENTIONS:</b>				
State-Prenatal Care	\$206,966	\$156,583	\$206,966	\$50,383
State-Family Planning - Title XIX (Medi-Cal)	23,145	11,000	11,000	0
State-Maternal and Child Health Categorical Allotment - Title V	412,952	190,326	930,772	740,446
State-Family Planning	385,320	282,668	282,668	0
State-SLIAG	287,947	202,270	0	(202,270)
State-Tobacco Tax, Unallocated Account	2,869,380	3,429,711	2,522,835	(906,876)
State-Tobacco Tax, Health Education Account	0	0	394,571	394,571
State-Tobacco Tax, Prior Year	106,886	0	0	0
Prior Year, State Aid SLIAG, FY 1990-91	(312,912)	0	0	0
Prior Year, Other State Revenue	119,507	0	0	0
State-Child Health and Disability Prevention Program (CHDP)	\$726,157	\$768,199	\$726,157	\$(42,042)
State-Early Periodic Screening, Diagnosis and Treatment Contract (EPSDT)	654,012	573,641	656,602	82,961
State-Women, Infant and Children Program (WIC)	522,490	428,202	679,088	250,886
DSS Family Pres./Foster Care	53,601	74,444	95,932	21,488
<b>Sub-Total</b>	<b>\$6,055,451</b>	<b>\$6,117,044</b>	<b>\$6,506,591</b>	<b>\$389,547</b>
<b>GRANTS:</b>				
Federal - Family Planning - Title X	\$296,472	\$237,178	\$237,178	\$0
State OFP Family Planning Info & Ed	0	60,000	60,000	0
Prior Year Revenue	1,868	0	0	0
State Follow-up to High Risk Mothers & Infants	\$90,000	\$90,000	\$90,000	\$0
Packard Grant	0	43,999	0	(43,999)
State-AB 1733-Child Abuse Prevention	45,270	0	0	0
Black Infant Health	0	0	75,000	75,000
<b>Sub-Total</b>	<b>\$433,610</b>	<b>\$431,177</b>	<b>\$462,178</b>	<b>\$31,001</b>
<b>REALIGNMENT AND THE REVENUE IT REPLACED:</b>				
Health Account - Vehicle License Fees	\$2,090,989	\$0	\$2,631,420	\$2,631,420
State AB 8 (29.19% match requirement)	0	2,294,384	0	(2,294,384)
<b>Sub-Total</b>	<b>\$2,090,989</b>	<b>\$2,294,384</b>	<b>\$2,631,420</b>	<b>\$337,036</b>
<b>OTHER:</b>				
Options for Recovery	\$134,077	\$96,000	\$96,000	\$0
<b>Sub-Total</b>	<b>\$134,077</b>	<b>\$96,000</b>	<b>\$96,000</b>	<b>\$0</b>
<b>Total Direct Program Revenue</b>	<b>\$9,130,583</b>	<b>\$9,270,442</b>	<b>\$10,463,910</b>	<b>\$1,193,468</b>
Department Overhead and County External Overhead Allocation:	\$(1,382,289)	\$(939,735)	\$(1,364,632)	\$(424,897)
<b>Total</b>	<b>\$7,748,294</b>	<b>\$8,330,707</b>	<b>\$9,099,278</b>	<b>\$768,571</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GRANTS:				
State AB 8 (29.191% budgeted match)	\$0	\$678,401	\$0	\$(678,401)
State-Prenatal Care	46,981	27,084	48,876	21,792
State-EPSDT	95,284	9,236	95,284	86,048
Sub-Total	\$142,265	\$714,721	\$144,160	\$(570,561)
REALIGNMENT MATCH:				
Health Account - Vehicle License Fees	\$719,006	\$0	\$719,006	\$719,006
Sub-Total	\$719,006	\$0	\$719,006	\$719,006
GENERAL FUND SUPPORT COSTS:	\$779,527	\$2,178,847	\$2,419,956	\$241,109
Sub-Total	\$779,527	\$2,178,847	\$2,419,956	\$241,109
<b>Total</b>	<b>\$1,640,798</b>	<b>\$2,893,568</b>	<b>\$3,283,122</b>	<b>\$389,554</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual revenues for FY 1991-92 had only a slight variance from the FY 1991-92 Adopted level despite the Program reflecting a \$131,766 cancellation of accruals for SLIAG revenue from FY 1990-91. Estimates of eligible SLIAG reimbursements were overstated at the inception of the program due to the complexity of identifying eligible clients. The Auditor and Controller required cancellation of accruals at this time to reflect only actual revenues from prior year claims.

In addition, the Tobacco Tax (Unallocated Account) which shows underrealized by \$560,331 will be recorded in FY 1992-93 when year-end encumbrances are paid.

The major changes in the FY 1992-93 budgeted level of revenue are:

- 1) State Tobacco Tax from the Unallocated Account has been sharply reduced lowering the funding for the Child Health and Disability Program's Treatment Reimbursement.
- 2) Health Education Account funding implements the Comprehensive Perinatal Outreach Plan responding to the mandated reallocation of 33 percent of these funds to perinatal care programs.
- 3) State funding of the Maternal and Child Health Categorical Allotment has increased by \$740,446.

Most changes in budgeted revenue relate to changes required by the funding source. The major exceptions to this is the revenue budgeted from the Records and Statistics Trust Fund for the Infant Mortality Review and the addition of the Black Infant Health Project's component in Child Health (an on-going component remains in the Primary Care Program).

The total Health Account Realignment match requirement is \$4,403,290 which has been spread across Realignment programs with the exception of the County Medical Services and Mental Health Services Programs, and the Sheriff's Department. This treatment of required match is consistent with prior years in which AB-8 was matched at approximately this level and Medically Indigent Services Program (MISP) funding did not require a match.



PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Maternal Health</b>					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Enrolled Family Planning Patients	3,869	3,999	4,051	3,800	4,000
Family Planning Visits*	6,245	6,835	6,966	6,425	6,900
Cervical Dysplasia Visits	566	979	884	625	875
No. of Biopsies	344	687	645	380	640
Maternal Health PHN Contacts (Nursing)	28,717	** 23,215	24,511	*** 19,000	23,000
No. of Women Referred to OB Providers	N/A	N/A	1,863	N/A	2,000
No. of Women Referred to Expedited Medi-Cal	N/A	N/A	2,710	N/A	3,300
No. of Women Referred to Other Community Resources	N/A	N/A	1,702	N/A	2,000
No. of Street Outreach Contacts by Community Agencies	N/A	N/A	1,371	N/A	2,425
No. of Street Outreach Contacts by PCN Community Representatives	N/A	N/A	0	N/A	* 2,500
No. of DSS Referrals to PCG on Unborns	N/A	N/A	10,000	N/A	9,651
No. of Public Health Nurse Referrals	N/A	N/A	402	N/A	600
<b>EFFICIENCY</b>					
Cost per Family Planning Visit	\$ 91.73	\$ 95.16	\$ 88.07	\$ 95.00	\$ 88.00
Cost per Cervical Dysplasia Visit	\$205.92	\$184.14	\$205.88	\$200.00	\$206.00
Cost per PHN Contact (Nursing)	\$ 29.83	\$ 36.23	\$ 38.65	\$ 38.00	\$ 38.00
<b>EFFECTIVENESS</b>					
Percent of Population in Need Enrolled as County Family Planning Patients	3.0%	3.0%	2.8%	3.0%	2.8%
Percent of Dysplasia Patients Treated at a Pre-Cancer Stage	94.0%	98.0%	99.0%	85.0%	95.0%
Percent of Women Not Receiving Prenatal Care in San Diego County	N/A	** 10.47%	8.14%	N/A	7.99%
Percent of OB Providers Accepting Pregnant Medi-Cal Patients	N/A	57.0%	64.0%	N/A	67.0%
Percent of OB Providers Participating in Referral Service	N/A	32.0%	42.0%	N/A	45.0%
Percent of OB Providers Participating in CPSP	N/A	N/A	20.0%	N/A	22.0%

\* 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.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY B: Child Health</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Child Health and Youth Clinic Patients Screened (County)	5,474	7,417	8,857	8,355	9,500
Patient Visits (County)	5,594	7,844	9,713	9,190	10,450
PHN Child Health Contacts (Nursing)	38,083	40,883	40,850	27,800*	30,000
Medi-Cal CHDP Outreach Contacts	40,035	68,119	68,871	50,000	60,000
Women, Infants and Children Program Participants	6,000	6,000	7,000	7,000	10,500
Women, Infants and Children Program Vouchers Issued	66,880	69,240	94,862	84,000	126,000
Child Health and Disability Prevention Program Services (Health Assessments) 0 through 18 year olds, non-Medi-Cal	31,986	54,639	61,026	45,000	50,000
0 through 20 year old Medi-Cal	69,416	101,501	122,497	85,000	100,000
<b><u>EFFICIENCY</u></b>					
Child Health and Youth Clinics (CHYC) Average cost per patient visit - County	\$63.27	\$83.71	\$83.30	\$83.71	\$83.30
<b><u>EFFECTIVENESS</u></b>					
Percent CHDP Patients Identified with Health Problem or Referred Medi-Cal birth through 20 years old	16.0%	19.0%	24.6%	17.0%	17.0%
Non-Medi-Cal 0-19 years below 200% of poverty level	16.0%	** 38.0%	52.8%	25.0%	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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2302	Administrative Assistant III	2	2.00	2	2.00	\$90,600	\$87,792
2303	Administrative Assistant II	2	2.00	2	2.00	77,136	76,752
2359	Audio-Visual Specialist	0	0.50	0	0.50	16,134	16,614
2362	Perinatal Provider Netwrk Coord	1	1.00	1	1.00	46,368	48,252
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	41,844	40,140
2403	Accounting Technician	1	1.00	1	1.00	25,908	26,340
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2413	Analyst III	1	1.00	1	1.00	44,688	43,620
2493	Intermediate Account Clerk	3	3.00	4	4.00	57,924	76,512
2700	Intermediate Clerk Typist	28	25.33	29	26.33	492,176	512,236
2724	Senior Transcriber Typist	0	0.00	0	.08	0	2,185
2730	Senior Clerk	8	6.42	8	6.42	147,686	149,380
2745	Supervising Clerk	2	1.42	2	1.25	38,216	33,300
2756	Administrative Secretary I	1	0.75	1	0.83	15,498	17,120
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
2761	Group Secretary	1	1.00	1	1.00	24,876	25,260
4103	Public Health Nutrition Mgr.	2	2.00	2	2.08	70,296	75,950
4120	Coord. Child Hlth & Dis Prev.	1	1.00	1	1.00	51,936	53,940
4124	Chief, Maternal & Child Health	1	0.92	1	1.00	94,974	103,200
4192	Senior Physician	2	1.92	2	1.92	143,267	131,169
4193	Physician	4	0.75	0	0.00	49,194	0
4300	Asst Chief, Public Health Lab.	0	0.08	0	0.08	5,430	4,671
4315	Chf, Public Health Laboratory	0	0.08	0	0.08	5,430	5,409
4330	Laboratory Assistant	0	0.25	0	0.25	5,289	5,298
4346	Public Health Microbiologist	1	0.92	1	0.92	33,330	32,670
4348	Supv. PH Microbiologist	0	0.08	0	0.08	3,765	3,751
4351	Senior Lab Assistant	0	0.08	0	0.08	2,171	2,187
4353	Senior PH Microbiologist	0	0.17	0	0.17	6,812	6,786
4517	Certified Nurse Practitioner	7	5.25	7	5.25	229,887	231,777
4538	Staff Nurse II	10	9.08	9	8.58	347,928	346,402
4555	Asst Chief Nurse, Public Hlth	0	0.33	0	0.33	17,976	19,376
4560	Chief Nurse, Public Health	1	0.42	1	0.42	24,165	26,040
4565	Public Health Nurse II	66	56.67	67	58.25	2,314,720	2,347,242
4567	Senior Public Health Nurse	12	11.92	15	14.42	509,938	626,952
4570	Supervising Public Health Nurse	10	9.00	8	7.50	421,092	377,100
4615	Nurses Assistant	4	4.00	4	4.00	79,056	76,848
4625	Licensed Vocational Nurse	3	3.00	3	3.00	71,496	70,416
4768	Senior Dietitian	0	0.00	6	5.00	0	135,240
4770	Dietitian	4	3.50	0	0.00	111,300	0
4773	Nutrition Assistant	3	3.00	5	4.00	75,060	97,920
4805	Chief, Public Health Education	1	0.42	1	0.42	22,970	23,385
4815	Health Information Spec. I	1	0.50	1	0.50	15,870	15,648
4816	Health Information Spec. II	1	0.50	2	1.50	16,920	53,550
4821	Public Health Educator I	4	2.17	4	2.17	75,452	72,852
4822	Public Health Educator II	1	0.67	3	2.17	23,288	76,466
4824	Health Education Associate	1	0.50	1	0.50	14,526	14,466
4842	Supv. Health Information Spec.	0	0.42	0	0.67	17,080	27,992
4844	Supv. Public Health Educator	2	1.83	2	2.33	75,658	94,472
4911	Social Services Aid II	24	23.25	24	23.25	439,704	436,077
5255	Patient Svcs. Specialist II	1	1.00	1	1.00	27,204	27,300
5261	Social Worker V	1	1.50	1	1.50	52,722	53,478
9999	Extra Help/Rounding Adjustment	0	0.48	0	0.48	49,463	13,113
<b>Total</b>		<b>221</b>	<b>196.08</b>	<b>227</b>	<b>205.31</b>	<b>\$6,688,923</b>	<b>\$6,909,386</b>
<b>Salary Adjustments:</b>						<b>\$231,755</b>	<b>\$197,870</b>
<b>Premium/Overtime Pay:</b>						<b>6,424</b>	<b>6,424</b>
<b>Employee Benefits:</b>						<b>2,020,866</b>	<b>2,188,598</b>
<b>Salary Savings:</b>						<b>(105,509)</b>	<b>(178,944)</b>
<b>Total Adjustments</b>						<b>\$2,153,536</b>	<b>\$2,213,948</b>
<b>Program Totals</b>		<b>221</b>	<b>196.08</b>	<b>227</b>	<b>205.31</b>	<b>\$8,842,459</b>	<b>\$9,123,334</b>

**PROGRAM: RECORDS AND STATISTICS**

**DEPARTMENT: HEALTH SERVICES**

**PROGRAM #: 41002**  
**MANAGER: Donald G. Ramras, M.D.**

**ORGANIZATION #: 6000**  
**REFERENCE: 1992-93 Proposed Budget - Pg. 32-41**

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$276,437	\$309,306	\$369,805	\$316,136	\$381,956	20.8
Services & Supplies	347,718	458,953	492,901	564,045	564,795	0.1
Other Charges	2,470	4,473	2,470	2,470	2,470	0.0
Fixed Assets	3,348	11,487	8,821	8,000	27,144	239.3
<b>TOTAL DIRECT COST</b>	<b>\$629,973</b>	<b>\$784,219</b>	<b>\$873,997</b>	<b>\$890,651</b>	<b>\$976,365</b>	<b>9.6</b>
<b>PROGRAM REVENUE</b>	<b>(703,455)</b>	<b>(813,683)</b>	<b>(854,464)</b>	<b>(914,433)</b>	<b>(932,151)</b>	<b>1.9</b>
<b>NET GENERAL FUND CONTRIBUTION *</b>	<b>\$(73,482)</b>	<b>\$(29,464)</b>	<b>\$19,533</b>	<b>\$(23,782)</b>	<b>\$44,214</b>	<b>(285.9)</b>
<b>STAFF YEARS</b>	<b>10.30</b>	<b>11.27</b>	<b>12.17</b>	<b>12.91</b>	<b>12.42</b>	<b>(3.8)</b>

**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 70,000 birth and death records are expected to be processed in FY 1992-93. 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actuals show no significant variation from Budget.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The FY 1992-93 Budget was adjusted for slightly higher salary and benefit costs, funded the purchase of fixed assets and minor equipment in Change Letter #501 to automate portions of this activities functions and increased the use of categorical trust fund revenue for a portion of the Infant Mortality Review as authorized in Board Action of 4/28/92 and implemented in Budget Reduction Item #620.

Other charges in FY 1992-93 provide \$2,470 for this program's share of debt services incurred for the purchase of the Department's new mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

1. Vital Records and Statistics [12.42 SY; E = \$976,365; R = \$932,151] 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 Decreasing by 0.49 staff years in Extra Help.
  - o Storing current and prior year vital records.
  - o Processing 70,476 birth and death records.
  - o Providing 165,468 fee paid copies of vital records on file.
  - o Processing 133,776 letters and orders for vital records information.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Certified Copies - Births	\$325,883	\$340,370	\$340,370	0
Certified Copies - Deaths	837,986	783,048	783,048	0
Sub-Total Certified Copies	\$1,163,869	\$1,123,418	\$1,123,418	\$0
Permits for Disposal of Human Remains	\$110,525	\$140,868	\$140,868	\$0
Returned Check Fee	660	0	0	0
Transfer from Trust Fund	0	8,000	120,764	112,764
Sub-Total	\$111,185	\$148,868	\$261,632	\$112,764
<b>OTHER:</b>				
Other Miscellaneous	(33,816)	0	0	0
Sub-Total	\$(33,816)	\$0	\$0	\$0
Total Direct Program Revenue	\$1,241,238	\$1,272,286	\$1,385,050	\$112,764
Department Overhead and County External Overhead Allocation:	\$(386,774)	\$(357,853)	\$(452,899)	\$(95,046)
<b>Total</b>	<b>\$854,464</b>	<b>\$914,433</b>	<b>\$932,151</b>	<b>\$17,718</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$19,533	\$(23,782)	\$44,214	\$67,996
<b>Total</b>	<b>\$19,533</b>	<b>\$(23,782)</b>	<b>\$44,214</b>	<b>\$67,996</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

The fees collected for certified copies are set by the State of California. This program's revenues have in prior years exceeded the cost of the Program and resulted in a negative net County cost. There was no State increase to the fees for the FY 1992-93 Budget year and with increased salary and benefit costs, there is a slight budgeted net County cost associated with overheads as this Program's revenue continues to exceed its direct cost.

The increased budgeted revenue from the categorical trust fund is a result of FY 1992-93 Budget Reduction Item #620 which funded a portion of the Infant Mortality Review as authorized in Board action of 4/28/92.

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**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
FAX MACHINE	2	EACH	\$5,000
LASER PRINTERS	2	EACH	2,768
COMPUTER TERMINALS	12	EACH	16,608
PERSONAL COMPUTERS	2	EACH	2,768
<b>Total</b>			<b>\$27,144</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
NONE	0	N/A	\$0
<b>Total</b>			<b>\$0</b>

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Records and Statistics					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Births Registered	50,759	51,883	52,387	51,332	52,392
Deaths Registered	17,673	17,199	18,083	17,465	18,084
Certified Copies of Births	46,404	48,632	46,793	48,648	46,788
Certified Copies of Deaths	113,706	108,453	118,678	117,532	118,680
Mail (Letters, Orders, etc.)	144,030	145,861	133,778	124,116	133,776
<b>EFFICIENCY</b>					
Average cost per document processed	\$1.68	\$2.12	\$2.13	\$2.05	\$2.13
<b>EFFECTIVENESS</b>					
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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2304	Admin. Assistant I	1	1.00	1	1.00	\$32,832	\$32,640
2349	Biostatistician	0	0.00	1	1.00	0	35,376
2412	Analyst II	1	1.00	0	0.00	40,164	0
2700	Intermediate Clerk Typist	6	6.00	6	6.00	116,568	116,712
2730	Senior Clerk	3	2.42	3	2.42	55,622	56,260
2745	Supervising Clerk	2	1.33	2	1.33	35,968	35,520
4821	Public Health Educator I	0	0.08	0	0.08	2,902	2,802
4842	Supv. Health Info. Spec.	0	0.08	0	0.08	3,416	3,499
9999	Extra Help	0	1.00	0	0.51	9,581	9,581
<b>Total</b>		<b>13</b>	<b>12.91</b>	<b>13</b>	<b>12.42</b>	<b>\$297,053</b>	<b>\$292,390</b>
<b>Salary Adjustments:</b>						<b>\$(55,571)</b>	<b>\$11,123</b>
<b>Premium/Overtime Pay:</b>						<b>1,100</b>	<b>1,100</b>
<b>Employee Benefits:</b>						<b>77,333</b>	<b>83,752</b>
<b>Salary Savings:</b>						<b>(3,779)</b>	<b>(6,409)</b>
<b>Total Adjustments</b>						<b>\$19,083</b>	<b>\$89,566</b>
<b>Program Totals</b>		<b>13</b>	<b>12.91</b>	<b>13</b>	<b>12.42</b>	<b>\$316,136</b>	<b>\$381,956</b>

PROGRAM: SUPPORT SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92199  
MANAGER: William J. Burfitt

ORGANIZATION #: 6000  
REFERENCE: 1992-93 Proposed Budget - Pg. 32-42

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$3,858,005	\$4,563,366	\$5,066,528	\$5,594,564	\$5,471,766	(2.2)
Services & Supplies	1,806,738	1,188,289	850,153	1,715,104	1,445,774	(15.7)
Other Charges	33,140	118,903	89,838	29,640	29,640	0.0
Fixed Assets	92,583	169,299	31,372	3,435	8,001	132.9
<b>TOTAL DIRECT COST</b>	<b>\$5,790,466</b>	<b>\$6,039,857</b>	<b>\$6,037,891</b>	<b>\$7,342,743</b>	<b>\$6,955,181</b>	<b>(5.3)</b>
<b>PROGRAM REVENUE</b>	<b>(4,853,116)</b>	<b>(4,106,947)</b>	<b>(4,898,659)</b>	<b>(6,151,916)</b>	<b>(5,761,784)</b>	<b>(6.3)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$937,350</b>	<b>\$1,932,910</b>	<b>\$1,139,232</b>	<b>\$1,190,827</b>	<b>\$1,193,397</b>	<b>0.2</b>
<b>STAFF YEARS</b>	<b>106.84</b>	<b>107.97</b>	<b>119.60</b>	<b>133.19</b>	<b>129.75</b>	<b>(2.6)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual costs of Support Services are less than Budgeted due to cost control measures initiated due to anticipated Department revenue shortfalls.

**1992-93 OBJECTIVES**

1. To continue to provide necessary administrative and fiscal services to support 16 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 500,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues.
4. To process 13,200 storeroom issues and receipts.
5. Provide 24 hours of supervisory training to 100 employees annually including modules on handling change, conflict resolution and sexual harassment.

**1992-93 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. The FY 1992-93 Budget reductions, including 3.50 permanent staff years are the result of reduced Mental Health and CHIP Tobacco Tax revenue.

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 [20.27 SY; E = \$1,156,736; R = \$921,885] 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.
  - o Decreasing by 1.00 staff year Senior Clerk.
2. EDP Support Division [11.00 SY; E = \$814,894; R = \$691,414] is:
  - o Mandated/Discretionary Service Level.
  - o Providing EDP support to the Department's 16 direct service programs, as well as Departmental Administration and Support Services.
  - o Acting as liaison with County Department of Information Services.
  - o Decreasing 1.00 staff year Department Systems Programmer.
3. Fiscal Division [44.75 SY; E = \$2,286,800; R = \$1,901,389] 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 Decreasing by 1.00 staff year Senior Account Clerk and 0.50 staff year Intermediate Clerk Typist.

4. Personnel Division [24.25 SY; E = \$1,162,856; R = \$979,503] 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.

5. Pharmacy [18.48 SY; E = \$1,112,398; R = \$921,885] 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 500,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues during FY 1991-92.
- o Increasing by 0.06 staff year, showing an adjustment to Extra Help.

6. Supply Center [11.00 SY; E = \$421,497; R = \$345,708] 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.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES GENERATED BY SUPPORT SERVICES:</b>				
Medi-Cal Pharmaceuticals	\$27,367	\$923,000	\$923,000	\$0
Private Pay Pharmaceuticals	6,577	25,000	25,000	0
Sub-Total	\$33,944	\$948,000	\$948,000	\$0
<b>OTHER REVENUE FROM DIRECT PROGRAMS:</b>				
Charges/Contracts	\$1,454,596	\$1,435,890	\$1,349,396	\$(86,494)
Subventions/Grants	1,265,619	1,257,880	986,320	(271,560)
AB-8	0	439,692	0	(439,692)
Medically Indigent Services Program	0	669,051	0	(669,051)
Tobacco Tax	420,829	754,736	325,706	(429,030)
Other Revenue	141,157	646,667	85,269	(561,398)
Sub-Total	\$3,282,201	\$5,203,916	\$2,746,691	\$(2,457,225)
<b>REALIGNMENT:</b>				
All Realignment Accounts	\$1,582,514	\$0	\$2,067,093	\$2,067,093
Sub-Total	\$1,582,514	\$0	\$2,067,093	\$2,067,093
<b>Total</b>	<b>\$4,898,659</b>	<b>\$6,151,916</b>	<b>\$5,761,784</b>	<b>\$(390,132)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$1,139,232	\$1,190,827	\$1,193,397	\$2,570
<b>Total</b>	<b>\$1,139,232</b>	<b>\$1,190,827</b>	<b>\$1,193,397</b>	<b>\$2,570</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Support Services is funded both by revenue billed directly for pharmaceuticals and by its proportionate share of direct program revenues. The Pharmacy began billing for certain pharmaceuticals in FY 1991-92 and this revenue is expected to increase in FY 1992-93.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
MAILING SYSTEM	3	EACH	\$8,001
Total			\$8,001

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Cost
NONE	0	N/A	\$0
Total			\$0

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Support Services</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Claims and receiving reports processed	44,000	41,200	42,533	43,000	43,000
Number of employees, plus estimated new hires	3,000	3,304	2,443	3,150	2,700
Number of inpatient pharmacy doses dispensed, outpatient prescriptions, clinic issues	150,000	555,000	440,000	515,000	500,000
Supply Center issues and receipts	(a) 6,850	11,510	12,663	12,000	13,200
<b><u>EFFICIENCY</u></b>					
Unit cost per pharmacy prescription/issue (b)	\$10.50	\$ 4.76	\$ 6.87	\$ 5.73	\$ 8.00
Pharmacy prescriptions/issues per staff year	10,700:1	37,000:1	27,500:1	32,000:1	27,800:1
<b><u>EFFECTIVENESS</u></b>					
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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>DEPUTY DIRECTOR</u>							
2232	Dep. Director, Management Svcs.	1	1.00	1	1.00	\$68,702	\$68,964
2370	Admin. Services Manager III	1	1.00	1	1.00	60,652	56,436
2730	Senior Clerk	1	1.00	0	0.00	23,016	0
2757	Admin. Secretary II	1	1.00	1	1.00	24,336	24,180
2758	Administrative Secretary III	1	1.00	1	1.00	30,036	29,856
	Subtotal	5	5.00	4	4.00	\$206,742	\$179,436
<u>ADMINISTRATION DIVISION</u>							
2302	Administrative Assistant III	1	1.00	1	1.00	\$45,300	\$43,896
2303	Administrative Assistant II	1	1.00	1	1.00	38,568	38,376
2304	Admin. Assistant I	1	1.00	1	1.00	32,832	32,640
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,208	50,796
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2413	Analyst III	3	3.00	3	3.00	134,064	130,860
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
3008	Senior Word Processor Operator	1	1.00	1	1.00	23,688	23,928
3009	Word Processor Operator	1	1.00	1	1.00	21,696	22,104
3039	Mail Clerk Driver	5	4.00	5	4.00	84,192	81,504
3074	Senior Mail Clerk Driver	1	1.00	1	1.00	24,120	24,036
	Subtotal	17	16.00	17	16.00	\$517,848	\$511,980
<u>SUPPLY CENTER</u>							
2403	Accounting Technician	1	1.00	1	1.00	\$25,908	\$26,340
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,616	38,256
2510	Senior Account Clerk	1	1.00	1	1.00	22,884	23,628
2610	Buyer II	1	1.00	1	1.00	33,216	33,072
2662	Pharmacy Storekeeper	1	1.00	1	1.00	24,300	24,192
2664	Pharmacy Stock Clerk	4	4.00	4	4.00	81,888	83,616
3050	Offset Equipment Operator	1	1.00	1	1.00	23,496	23,148
	Subtotal	11	11.00	11	11.00	\$250,308	\$252,252
<u>EDP DIVISION</u>							
2423	Dept. Systems Programmer	1	1.00	0	0.00	\$38,160	\$0
2426	Assistant Systems Analyst	1	1.00	1	1.00	40,620	41,436
2427	Associate Systems Analyst	4	4.00	4	4.00	192,048	194,160
2472	EDP Operations Manager	1	1.00	1	1.00	62,220	64,908
2499	Principal Systems Analyst	1	1.00	1	1.00	59,184	51,252
2525	Senior Systems Analyst	1	1.00	1	1.00	54,960	54,744
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,428	19,452
3020	Computer Operator	1	1.00	1	1.00	22,104	25,428
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	31,668	31,836
	Subtotal	12	12.00	11	11.00	\$520,392	\$483,216
<u>FISCAL DIVISION</u>							
2403	Accounting Technician	2	2.00	2	2.00	\$51,816	\$52,680
2405	Assistant Accountant	2	1.00	2	1.00	27,468	30,168
2413	Analyst III	1	1.00	1	1.00	44,688	43,620
2425	Associate Accountant	11	11.00	11	11.00	397,056	401,412
2430	Cashier	6	6.00	6	6.00	128,448	128,160
2493	Intermediate Account Clerk	7	6.00	7	6.00	115,848	114,768
2500	Junior Accountant	1	1.00	1	1.00	26,412	27,624
2505	Senior Accountant	7	7.00	7	7.00	312,060	315,252
2510	Senior Account Clerk	5	5.00	4	4.00	114,420	94,512
2536	Health Svcs Finance Officer	1	1.00	1	1.00	57,708	57,480
2700	Intermediate Clerk Typist	4	3.00	3	2.50	58,284	48,630
2745	Supervising Clerk	1	1.00	1	1.00	26,976	26,640



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2756	Admin. Secretary I	1	1.00	1	1.00	20,664	20,544
2760	Stenographer	1	0.00	1	0.00	0	0
	Subtotal	50	46.00	48	44.50	\$1,381,848	\$1,361,490

## PERSONNEL DIVISION

2312	Dept Personnel & Training Admn.	1	1.00	1	1.00	\$57,708	\$57,480
2320	Personnel Aide	2	2.00	3	3.00	55,464	82,836
2328	Dept Personnel Officer II	3	3.00	3	3.00	130,392	124,920
2330	Dept Personnel Officer I	1	1.00	1	1.00	42,012	36,372
2356	Video Production Coordinator	1	1.00	1	1.00	38,436	38,268
2359	Audio-Visual Specialist	1	1.00	1	1.00	32,268	33,228
2494	Payroll Clerk	6	6.00	5	5.00	121,968	100,680
2511	Senior Payroll Clerk	5	5.00	5	5.00	124,380	122,520
2700	Intermediate Clerk Typist	2	1.00	2	1.00	19,428	19,452
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2745	Supervising Clerk	1	1.00	1	1.00	26,976	26,640
2761	Group Secretary	1	1.00	1	1.00	24,876	25,260
	Subtotal	25	24.00	25	24.00	\$696,924	\$690,936

## DHS PHARMACY

2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$19,428	\$19,452
2757	Administrative Secretary II	1	1.00	1	1.00	24,336	24,180
4245	Chief Pharmacist	1	1.00	1	1.00	58,320	63,900
4250	Pharmacist	6	6.00	6	6.00	315,936	345,312
4255	Pharmacist Assistant	6	6.00	6	6.00	136,800	134,784
4260	Pharmacy Technician	2	2.00	2	2.00	54,336	54,336
7516	Delivery Vehicle Driver	1	1.00	1	1.00	22,260	21,924
	Subtotal	18	18.00	18	18.00	\$631,416	\$663,888
9999	Extra Help	0	1.19	0	1.25	14,918	14,385
	Subtotal		1.19		1.25	\$14,918	\$14,385
	<b>Total</b>	<b>138</b>	<b>133.19</b>	<b>134</b>	<b>129.75</b>	<b>\$4,220,396</b>	<b>\$4,157,583</b>

<b>Salary Adjustments:</b>						\$67,514	\$19,287
<b>Premium/Overtime Pay:</b>						25,200	25,200
<b>Employee Benefits:</b>						1,348,223	1,386,391
<b>Salary Savings:</b>						(66,769)	(116,695)
<b>Total Adjustments</b>						<b>\$1,374,168</b>	<b>\$1,314,183</b>

<b>Program Totals</b>		<b>138</b>	<b>133.19</b>	<b>134</b>	<b>129.75</b>	<b>\$5,594,564</b>	<b>\$5,471,766</b>
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PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92196

ORGANIZATION #: 6000

MANAGER: J. William Cox, M.D., Ph.D.

REFERENCE: 1992-93 Proposed Budget - Pg. 32-31

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,861,556	\$1,887,493	\$2,089,810	\$2,337,245	\$2,274,175	(2.7)
Services & Supplies	419,967	414,820	328,045	251,119	251,119	0.0
Other Charges	16,457	15,788	14,820	14,820	14,820	0.0
Fixed Assets	10,253	24,978	3,506	3,500	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$2,308,233</b>	<b>\$2,343,079</b>	<b>\$2,436,181</b>	<b>\$2,606,684</b>	<b>\$2,540,114</b>	<b>(2.6)</b>
<b>PROGRAM REVENUE</b>	<b>(1,934,581)</b>	<b>(1,766,088)</b>	<b>(1,962,825)</b>	<b>(2,121,268)</b>	<b>(2,035,491)</b>	<b>(4.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$373,652</b>	<b>\$576,991</b>	<b>\$473,356</b>	<b>\$485,416</b>	<b>\$504,623</b>	<b>4.0</b>
<b>STAFF YEARS</b>	<b>29.38</b>	<b>36.25</b>	<b>32.09</b>	<b>34.42</b>	<b>33.42</b>	<b>(2.9)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual Costs of Department Administration is slightly below 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.

**1992-93 OBJECTIVES**

1. To provide direction to the Department and the 16 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.

**1992-93 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 = \$559,203; R = \$458,546] 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 Established by County Administrative Code, Article XV, Section 231.
2. Office of AIDS Coordination [1.00 SY; E = \$73,675; 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 [13.00 SY; E = \$932,865; R = \$774,388] 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 Includes the deletion of one position and 1.00 Staff Year Senior Accountant.
4. Public Health General Administration [5.00 SY; E = \$398,742; R = \$326,968] 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.

5. Planning, Policy and Development [6.00 SY; E = \$390,495; R = \$320,206] 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; systems and organization development; and oversight on special projects of the Director's office. Functional activities include: Legislation & Government relations, contracting, planning and systems redesign.
6. Alcohol & Drug Services [2.00 SY; E = \$185,134; R = \$155,383] 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.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
OTHER:				
Charges	\$586,903	\$585,311	\$570,587	\$(14,724)
Subventions/Grants	510,655	512,748	417,062	(95,686)
AB-8	0	179,231	0	(179,231)
Medically Indigent Services Program	0	272,725	0	(272,725)
Tobacco Tax	169,797	307,653	137,724	(169,929)
Other Revenue	56,954	263,600	36,056	(227,544)
Sub-Total	\$1,324,309	\$2,121,268	\$1,161,429	\$(959,839)
REALIGNMENT:				
All Realignment Accounts	\$638,516	\$0	\$874,062	\$874,062
Sub-Total	\$638,516	\$0	\$874,062	\$874,062
Total	\$1,962,825	\$2,121,268	\$2,035,491	\$(85,777)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$473,356	\$485,416	\$504,623	\$19,207
Sub-Total	\$473,356	\$485,416	\$504,623	\$19,207
Total	\$473,356	\$485,416	\$504,623	\$19,207

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Department Administration is funded through its proportionate share of direct program revenue.

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
ACTIVITY A: Department Administration					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>	N/A	N/A	N/A	N/A	N/A
<u>EFFICIENCY</u>	N/A	N/A	N/A	N/A	N/A
<u>EFFECTIVENESS</u>	N/A	N/A	N/A	N/A	N/A

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>DHS GENERAL ADMINISTRATION - DIRECTOR'S OFFICE</b>							
2126	Director, Health Services	1	1.00	1	1.00	\$132,408	\$131,892
2270	Asst. Director, Health Svcs.	1	1.00	1	1.00	88,680	88,344
2324	Dept. Public Affairs Officer	1	1.00	1	1.00	45,252	45,072
2414	Analyst IV	1	1.00	1	1.00	52,356	52,152
2758	Administrative Secretary III	1	1.00	1	1.00	30,036	29,856
2759	Administrative Secretary IV	1	1.00	1	1.00	33,252	33,132
	Sub-Total	6	6.00	6	6.00	\$381,984	\$380,448
<b>DHS OFFICE OF AIDS COORDINATION</b>							
0970	Chief, Office of AIDS Coord.	1	1.00	1	1.00	\$57,120	\$56,892
	Sub-Total	1	1.00	1	1.00	\$57,120	\$56,892
<b>DHS PHYSICAL HEALTH SERVICES GENERAL ADMINISTRATION</b>							
0305	Asst Dep Dir, Physical Hlth Svcs	2	2.00	2	2.00	\$113,544	\$113,088
2130	Medical Director, Health Svcs.	1	1.00	1	1.00	104,796	104,400
2223	Dep. Dir. Phys. Hlth. Svcs.	1	1.00	1	1.00	92,280	91,932
2370	Administrative Svcs. Mgr. III	1	1.00	1	1.00	57,144	56,436
2410	Legislative Analyst	1	1.00	1	1.00	46,356	40,140
2412	Analyst II	1	1.00	1	1.00	40,164	40,560
2413	Analyst III	1	1.00	1	1.00	44,688	43,620
2505	Senior Accountant	1	1.00	0	0.00	44,580	0
2730	Senior Clerk	1	1.00	1	1.00	23,016	23,280
2757	Admin. Secretary II	2	2.00	2	2.00	48,672	48,360
2758	Administrative Secretary III	1	1.00	1	1.00	30,036	29,856
4107	Hlth. Planning & Prog. Spec.	1	1.00	1	1.00	54,960	54,744
	Sub-Total	14	14.00	13	13.00	\$700,236	\$646,416
<b>DHS PLANNING, POLICY AND DEVELOPMENT</b>							
2227	Dep Dir, Plng/Policy/Develop.	1	1.00	1	1.00	\$69,430	\$69,696
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,208	50,796
2414	Analyst IV	1	1.00	1	1.00	52,356	52,152
2622	Procurement Contracting Officer	1	1.00	1	1.00	41,292	43,212
2729	Office Support Secretary	0	0.00	1	1.00	0	20,172
2758	Admin. Secretary III	1	1.00	1	1.00	30,036	29,856
2761	Group Secretary	1	1.00	0	0.00	24,876	0
	Sub-Total	6	6.00	6	6.00	\$268,198	\$265,884
<b>DHS PUBLIC HEALTH GENERAL ADMINISTRATION</b>							
0951	Asst Dep Dir, Public Hlth Svcs	1	1.00	1	1.00	\$70,188	\$69,924
2221	Dep Dir, Public Health Svcs	1	1.00	1	1.00	112,068	111,636
2304	Administrative Assistant I	1	1.00	1	1.00	32,832	32,640
2305	Chief, Administrative Svcs (T)	1	1.00	1	1.00	52,356	47,592
2758	Administrative Secretary III	1	1.00	1	1.00	30,036	29,856
	Sub-Total	5	5.00	5	5.00	\$297,480	\$291,648
<b>DHS ALCOHOL &amp; DRUG ABUSE SERVICES</b>							
2222	Dep Dir Alcohol & Drug Svcs	1	1.00	1	1.00	\$63,170	\$63,408
2758	Administrative Secretary III	1	1.00	1	1.00	30,036	29,856
	Sub-Total	2	2.00	2	2.00	\$93,206	\$93,264
9999	Extra Help	0	0.42	0	0.42	\$6,847	\$6,847

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
	Sub-Total		0.42		0.42	\$6,847	\$6,847
	Total	34	34.42	33	33.42	\$1,805,071	\$1,741,399
	Salary Adjustments:					\$(23,793)	\$(2,135)
	Premium/Overtime Pay:					7,200	7,200
	Employee Benefits:					577,810	576,212
	Salary Savings:					(29,043)	(48,501)
	Total Adjustments					\$532,174	\$532,776
	Program Totals	34	34.42	33	33.42	\$2,337,245	\$2,274,175



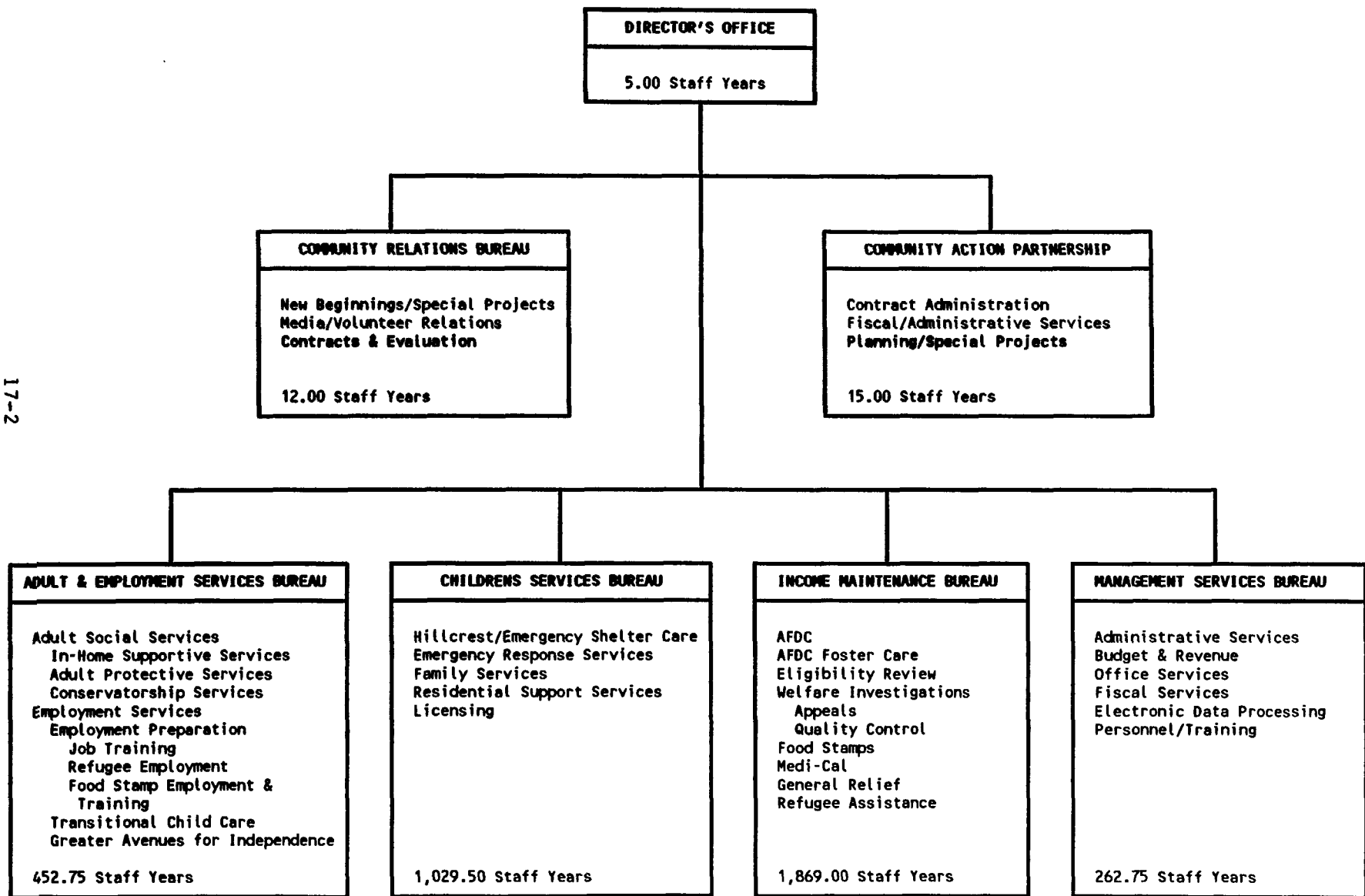
DEPARTMENT OF SOCIAL SERVICES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Adult Social Services	\$12,417,402	\$14,642,820	\$71,068,111	\$16,072,735	\$75,179,394	59,106,659	367.7
Employment Services	24,960,924	22,566,453	18,683,208	20,122,013	20,064,608	(57,405)	(0.3)
Childrens Svcs Bureau	41,267,793	44,256,188	45,013,595	49,953,923	50,938,237	984,314	2.0
Community Action Ptnrshp	7,048,531	7,129,777	7,011,597	7,064,733	7,308,757	244,024	3.5
<b>Income Maintenance Bureau</b>							
Aid to Families with Dependent Children	366,149,912	419,010,788	458,480,291	470,183,600	470,475,398	291,798	0.1
Aid to Families with Dependent Children- Foster Care	66,985,930	77,006,165	83,793,626	80,429,836	75,769,168	(4,660,668)	(5.8)
Eligibility Review	3,160,390	3,403,226	4,020,323	3,860,834	5,760,890	1,900,056	49.2
Food Stamp Admin	14,959,572	78,784,564	119,160,849	112,484,545	112,473,336	(11,209)	(0.0)
General Relief	18,422,631	25,988,936	25,694,000	28,986,456	22,203,259	(6,783,197)	(23.4)
Medi-Cal	11,217,088	14,993,662	17,136,418	18,570,103	18,189,093	(381,010)	(2.1)
Refugee Assistance	4,720,669	2,682,998	1,557,432	1,925,639	1,915,307	(10,332)	(0.5)
Management Svcs Bureau	9,800,450	10,504,288	10,238,691	10,740,646	11,440,147	699,501	6.5
Department Admin	1,304,387	1,261,363	1,727,336	1,385,215	1,454,939	69,724	5.0
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TOTAL DIRECT COST	\$582,415,679	\$722,231,228	\$863,585,477	\$821,780,278	\$873,172,533	\$51,392,255	6.3
PROGRAM REVENUE	(530,593,158)	(663,517,265)	(810,550,314)	(754,559,464)	(822,209,711)	(67,650,247)	9.0
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NET GENERAL FUND COST	\$51,822,521	\$58,713,963	\$53,035,163	\$67,220,814	\$50,962,822	\$(16,257,992)	(24.2)
STAFF YEARS	3,313.25	3,384.00	3,356.50	3,582.75	3,646.00	63.25	1.8

**DEPARTMENT OF SOCIAL SERVICES**  
 (Headquarters Location: James R. Mills Building, 1255 Imperial Avenue)

**FY 1992-93 FINAL PROGRAM BUDGET**

17-2



PROGRAM #: 27004  
MANAGER: T. SCHWENDORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-11

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$6,740,991	\$7,468,968	\$7,265,936	\$7,298,550	\$7,415,726	1.6
Services & Supplies	675,356	860,986	686,798	767,065	763,668	(0.4)
IHSS Contract	4,986,659	6,312,866	63,115,377	8,007,120	67,000,000	736.8
Fixed Assets	14,396	0	0	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$12,417,402</b>	<b>\$14,642,820</b>	<b>\$71,068,111</b>	<b>\$16,072,735</b>	<b>\$75,179,394</b>	<b>367.7</b>
<b>PROGRAM REVENUE</b>	<b>(8,406,617)</b>	<b>(9,575,582)</b>	<b>(67,264,494)</b>	<b>(12,012,371)</b>	<b>(71,430,590)</b>	<b>494.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$4,010,785</b>	<b>\$5,067,238</b>	<b>\$3,803,617</b>	<b>\$4,060,364</b>	<b>\$3,748,804</b>	<b>(7.7)</b>
<b>STAFF YEARS</b>	<b>193.50</b>	<b>200.00</b>	<b>176.25</b>	<b>183.00</b>	<b>183.00</b>	<b>0.0</b>

**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, Mental Health Trust Funds (previously Short-Doyle), and Medicaid funds through an interdepartmental agreement with the county Department of Health Services.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and benefits are \$32,614 less than the budget due to the hiring freeze County-wide, during the final months of FY 91-92.

IHSS Contract expenditures include the Individual Care Provider payments (\$58,992,880) that were added to this budget as a part of the realignment of programs between the State and Counties.

**1992-93 OBJECTIVES**

1. To make initial contact within seven days, on In-Home Supportive Services referrals, at least 90% 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 5 days upon assignment of a case to Conservatorship, at least 90% of the time.
4. To ensure provision of In-Home Supportive Services to 15,128 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Adult Social Services Administration [2.00 SY; E = \$120,044; R = \$84,031] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for operating Adult Services programs with expenditures of \$75,179,394 and for managing 183 staff years.
2. In-Home Supportive Services (IHSS) Case Management, & Program Operations [101.00 SY; E = \$4,262,432; R = \$3,304,566] 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 15,128 cases from the 14,297 1991-92 actual cases.
3. In-Home Supportive Services (IHSS) Contract Management Staff [8.00 SY; E = \$349,661; R = \$308,360] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for monitoring the IHSS contract providing 667,064 hours of service to IHSS recipients this fiscal year.
4. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments [0.00 SY; E = \$67,000,000; R = \$65,647,338] is:
  - o Mandated/Mandated Service Level.
  - o Providing 667,064 hours of service this fiscal year to IHSS recipients by contracted homemakers and an estimated 11,293,177 hours of service to IHSS recipients through independent providers.
  - o Budgeting for a County match of \$1,811,248. This includes matching funds required for independent provider expenditures which are paid directly by the State through the State's computerized payroll system.

- In Home Support Services Independent Provider program (\$58,992,880) is now included in the Department's budget increase to effectively monitor and manage "Realignment" revenue.
5. Adult Protective Services (APS) [21.00 SY; E = \$995,710; R = \$887,294] including support personnel is:
- Mandated/Discretionary Service Level.
  - Responsible for providing services such as crisis intervention, case management, and counseling for neglected, exploited, or abused adults.
  - Reclassifying 3.00 SY Social Services Aides II to Protective Services Assistants.
6. Conservatorship Services [51.00 SY; E = \$2,451,547; R = \$1,199,001] including support personnel is:
- Mandated/Discretionary Service Level.
  - 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.
  - Reclassifying 6.00 SY Social Services Aides II to Protective Services Assistants.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANT:</b>				
County Services Block Grant (CSBG) (25% match required)	\$3,355,379	\$4,345,576	\$4,141,932	(203,644)
* Short-Doyle (10% match required)	0	986,790	0	(986,790)
**In-Home Supportive Services (IHSS) (match required)	41,414,941	6,195,872	43,550,000	37,354,128
Non-Medical Out-of-Home Care	30,233	23,866	23,807	(59)
Health Resource & Service Admin. Admin. Grant (HRSA)	70,427	62,502	61,908	(594)
Conservatorship Medicaid	415,770	397,765	315,187	(82,578)
Sub-Total	\$45,286,750	\$12,012,371	\$48,092,834	\$36,080,463
<b>REALIGNMENT:</b>				
Social Services Trust Fund - Sales Tax	\$20,737,326	\$0	22,097,338	22,097,338
Mental Health Trust Fund	1,240,418	0	1,240,418	1,240,418
Sub-Total	\$21,977,744	\$0	\$23,337,756	\$23,337,756
<b>Total</b>	<b>\$67,264,494</b>	<b>\$12,012,371</b>	<b>\$71,430,590</b>	<b>\$59,418,219</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REVENUE MATCH:</b>				
County Services Block Grant (CSBG)	\$664,876	\$1,427,135	\$681,467	(745,668)
Short-Doyle	0	108,176	137,824	29,648
In-Home Supportive Services (IHSS)	1,811,248	1,811,248	1,811,248	0
Sub-Total	\$2,476,124	\$3,346,559	\$2,630,539	\$(716,020)
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support County	\$1,327,493	\$713,805	\$1,118,265	404,460
Sub-Total	\$1,327,493	\$713,805	\$1,118,265	\$404,460
<b>Total</b>	<b>\$3,803,617</b>	<b>\$4,060,364</b>	<b>\$3,748,804</b>	<b>\$(311,560)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual for Conservatorship Medicaid is more than budget due to more Medicaid units claimed and an increase in unit claim reimbursement.

State/local program realignment replaced categorical State Revenue with a share of the increased Sales Tax revenue.

\* Funding for Short-Doyle was replaced by Local Mental Health Trust Funds.

\*\* All In-Home Support Services expenditures and revenue is now included in the County budget to ensure that "Realignment" (AB 948) revenues are effectively monitored and managed.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

Realignment replaced Short-Doyle with the Mental Health Trust Fund; additional cost of Conservatorship Program is now in County cost support program.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD (monthly)</u>					
IHSS individual provider cases	9,657	11,086	12,151	12,267	13,073
IHSS cases served by contract	2,165	2,128	1,842	1,889	2,055
IHSS total cases	11,822	13,214	14,297	14,156	15,128
Adults provided protective services	1,690	1,566	934	898	946
Adults provided conservatorship services	1,693	1,759	1,799	1,840	1,725
Total AIDS cases included in IHSS, APS, Conservatorship	352	358	350	300	325
<u>EFFICIENCY</u>					
IHSS total cases per Social Worker	232	267	292	295	309
Adult Protective cases per Social Worker	77	71	85	81	86
Conservatorship Cases per Social Worker	60	55	56	58	54
<u>EFFECTIVENESS</u>					
To make initial contact within 7 days of IHSS referral	95%	95%	90%	95%	90%
To make initial contact within 5 days of APS referral	80%	94%	80%	75%	75%
To make initial contact within 5 days, upon assignment of a case to Conservatorship	90%	100%	100%	N/A	90%

DISCUSSION:

Total IHSS cases increased 8.2% between FY 90-91 and 91-92. IHSS cases per Social Worker in 91-92 increased 25.9% over the 1989-90 levels as staff attempted to serve the demand without additional staff.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>Adult Social Services Administration</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	1	1.00	\$56,342	\$59,484
2757	Admin Sec II	1	1.00	1	1.00	25,572	25,475
	Sub-Total	2	2.00	2	2.00	\$81,914	\$84,959
<u>In-Home Supportive Services Case Mgmt</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,108	\$46,162
5244	Program Specialist	1	1.00	1	1.00	41,333	41,843
5270	Social Work Supv	6	6.00	6	6.00	230,136	224,273
5260	Social Worker III	49	49.00	49	49.00	1,604,944	1,600,341
5222	Eligibility Supv	1	1.00	1	1.00	30,085	29,964
5221	Eligibility Technician	5	5.00	5	5.00	118,827	119,538
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2730	Senior Clerk	4	4.00	4	4.00	92,343	94,251
4911	Soc Svcs Aide II	1	1.00	1	1.00	19,808	19,733
2493	Intermediate Acct Clerk	4	4.00	4	4.00	75,155	75,073
2700	Intermediate Clerk Typist	28	28.00	28	28.00	562,997	567,982
	Sub-Total	101	101.00	101	101.00	\$2,849,623	\$2,846,929
<u>In-Home Supportive Services Contract Mgt</u>							
5287	Soc Svcs Admin I	1	1.00	1	1.00	\$44,099	\$43,931
2412	Analyst II	3	3.00	3	3.00	126,045	116,970
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2493	Inter Acct Clerk	1	1.00	1	1.00	18,090	18,092
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,508	41,340
	Sub-Total	8	8.00	8	8.00	\$253,774	\$244,282
<u>Adult Protective Services</u>							
5259	Protective Services Supv	3	3.00	3	3.00	\$131,968	\$131,616
5258	Sr Protective Svcs Worker	6	6.00	6	6.00	229,230	228,378
5257	Protective Services Worker	5	5.00	5	5.00	173,455	168,271
4911	Soc Svcs Aide II	3	3.00	0	0.00	57,687	0
4913	Protective Svcs Assistant	0	0.00	3	3.00	0	61,755
2700	Intermediate Clerk Typist	4	4.00	4	4.00	80,841	79,978
	Sub-Total	21	21.00	21	21.00	\$673,181	\$669,998
<u>Conservatorship Services</u>							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$51,102	\$50,907
4108	Mental Health Program Mgr	1	1.00	1	1.00	47,610	45,089
5244	Program Specialist	1	1.00	1	1.00	42,015	41,843
5259	Protective Svcs Supervisor	4	4.00	4	4.00	176,160	175,488
5258	Sr Protective Svcs Worker	4	4.00	4	4.00	152,820	152,252
5257	Protective Services Worker	28	28.00	28	28.00	960,575	965,247
4911	Soc Svcs Aide II	6	6.00	0	0.00	114,043	0
4913	Protective Svcs Assistant	0	0.00	6	6.00	0	125,133
2903	Legal Procedures Clk I	2	2.00	2	2.00	42,832	42,678
2700	Intermediate Clerk Typist	4	4.00	4	4.00	82,035	82,680
	Sub-Total	51	51.00	51	51.00	\$1,669,192	\$1,681,317
<b>Total</b>		<b>183</b>	<b>183.00</b>	<b>183</b>	<b>183.00</b>	<b>\$5,527,684</b>	<b>\$5,527,485</b>



## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
	Salary Adjustments:					\$(39)	\$(0)
	Bilingual Pay:					16,840	16,840
	Premium/Overtime Pay:					3,985	3,985
	Employee Benefits:					1,947,330	2,004,736
	Salary Savings:					(197,250)	(137,320)
<b>Total Adjustments</b>						<b>\$1,770,866</b>	<b>\$1,888,241</b>
<b>Program Totals</b>		<b>183</b>	<b>183.00</b>	<b>183</b>	<b>183.00</b>	<b>\$7,298,550</b>	<b>\$7,415,726</b>

PROGRAM: EMPLOYMENT SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27008  
MANAGER: T. SCHMEND

ORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-18

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$10,392,035	\$10,624,900	\$9,755,928	\$10,630,887	\$10,571,430	(0.6)
Services & Supplies	2,069,611	1,370,089	950,801	1,125,448	1,121,500	(0.4)
Contracts	5,530,223	3,954,827	3,277,878	3,034,053	3,138,053	3.4
Other Charges	6,894,941	6,616,637	4,698,601	5,331,625	5,233,625	(1.8)
Fixed Assets	74,114	0	0	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$24,960,924</b>	<b>\$22,566,453</b>	<b>\$18,683,208</b>	<b>\$20,122,013</b>	<b>\$20,064,608</b>	<b>(0.3)</b>
<b>PROGRAM REVENUE</b>	<b>(24,608,542)</b>	<b>(21,887,906)</b>	<b>(17,984,254)</b>	<b>(19,757,391)</b>	<b>(19,687,584)</b>	<b>(0.4)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$352,382</b>	<b>\$678,547</b>	<b>\$698,954</b>	<b>\$364,622</b>	<b>\$377,024</b>	<b>3.4</b>
<b>STAFF YEARS</b>	<b>323.25</b>	<b>302.00</b>	<b>244.00</b>	<b>268.50</b>	<b>266.75</b>	<b>(0.7)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Positions were held open, and contracts reduced to maintain expenditures within available revenue.

Actual participant benefits (other charges) were lower than anticipated primarily in the new Transitional Child Care program.

**1992-93 OBJECTIVES**

1. To place 2,508 GAIN participants in unsubsidized employment during FY 92-93.
2. To develop and maintain sufficient training sites to accommodate 19,354 Work Experience clients assigned to job sites annually.
3. To realize an annual value equivalent of \$3,309,100 for hours worked by Work Experience participants.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

Net decrease of 1.75 SY due to the transfer of 2.00 SY to the Children Services Program and the addition of 0.25 SY due to a mid-year addition for the Youth Development Demonstration on 2/11/92 (1).

1. Employment Preparation Division Administration [0.00 SY; E = \$0; R = \$0] including support personnel is:
  - o Eliminated due to the decrease of 2.00 SY (Assistant Deputy Director, Social Services and Administrative Secretary II) due to the transfer to the Childrens Services Program.
2. Job Training [8.25 SY; E = \$618,031; R = \$574,831] 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 Addition of 0.25 staff year and \$8,339 in Services and Supplies and \$6,000 in contracts increases approved by the Board on February 11, 1992 [1] for a Youth Development Demonstration Project.
  - o Prepared to enroll 215 clients during the year.
3. Refugee Employment Services [6.50 SY; E = \$305,767; R = \$305,767] 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 Prepared to serve 201 refugee clients during the year.
4. Refugee Employment Contract Management [2.00 SY; E = \$682,494; R = \$682,494] 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 2,413 client months of service through employment services contracts.
5. Food Stamp Employment and Training (FSE&T) [45.00 SY; E = \$2,025,759; R = \$1,691,935] 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 Prepared to provide services to 27,774 clients during the year.
6. Greater Avenues for Independence (GAIN) [194.00 SY; E = \$14,539,936; R = \$14,539,936] 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 Prepared to register 13,566 clients during the year.
  - o Reclassifying 1.00 SY Social Services Administrator IV to Assistant Deputy Director, Social Services in GAIN Operations.
7. Transitional Child Care (TCC) [11.00 SY; E = \$1,892,621; R = \$1,892,621] 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.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Job Training (JTPA)	\$305,825	\$464,272	\$462,471	(1,801)
Refugee Employment Services (RES)	584,999	996,623	977,398	(19,225)
Refugee Social Services	36,247	62,519	61,925	(594)
Food Stamp Employment & Training (FSE&T) (match required)	882,960	1,013,389	786,388	(227,001)
Greater Avenues for Independence (GAIN)	12,836,767	15,395,146	13,447,002	(1,948,144)
Transitional Child Care Admin.	1,279,310	1,825,442	1,822,201	(3,241)
Youth Services Demonstration Grant	0	0	25,000	25,000
Sub-Total	\$15,926,108	\$19,757,391	\$17,582,385	\$(2,175,006)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$2,058,146	\$0	\$2,105,199	2,105,199
Sub-Total	\$2,058,146	\$0	\$2,105,199	\$2,105,199
<b>Total</b>	<b>\$17,984,254</b>	<b>\$19,757,391</b>	<b>\$19,687,584</b>	<b>\$(69,807)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Food Stamp Employment & Training	\$647,680	\$321,422	\$333,824	12,402
Sub-Total	\$647,680	\$321,422	\$333,824	\$12,402
GENERAL FUND SUPPORT COSTS:				
GR Grant Diversion Project	51,274	43,200	43,200	0
Sub-Total	\$51,274	\$43,200	\$43,200	\$0
<b>Total</b>	<b>\$698,954</b>	<b>\$364,622</b>	<b>\$377,024</b>	<b>\$12,402</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

State/local program realignment replaced State revenue with a share of the increased Sales Tax revenues.

1991-92 revenue actual is less than budget due to savings achieved by holding positions vacant due to the County's hiring freeze.

FSE&T match reflects a lower Federal allocation than anticipated and the need to provide more County matching funds to provide General Relief Work Project Support.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u>					
<u>Job Training Program</u>					
Clients enrolled (annual)	287	274	215	183	215
Jobs developed in private sector (annual)	2,428	1,569	1,357	900	1,357
<u>Refugee Employment Services (RES)</u>					
Clients served directly (annual)	197	134	218	111	201
<u>Work Experience (FSET &amp; GAIN PREP)</u>					
Clients referred (unduplicated/annual)	16,392	22,603	24,642	22,547	27,774
Clients assigned (unduplicated/annual)	9,143	14,183	14,863	10,650	19,354
<u>Greater Avenues for Independence (GAIN)</u>					
Carryover participants	13,829	20,097	6,579	7,535	8,000
New participants registered (annual)	29,010	26,883	12,488	9,816	13,566
Total program participants served (annual)	42,839	46,980	19,513	17,351	21,566
Average participants served (monthly)	16,279	9,720	7,010	7,638	7,626
<u>Transitional Child Care</u>					
Eligibility determinations (monthly)	36	46	49	65	49
Cases Supervised (monthly)	85	264	344	312	347
Transitional Child Care Children (monthly)	78	402	476	468	469
<u>EFFICIENCY (Annual)</u>					
Clients per job training worker	41	56	72	61	75
Jobs developed per job training worker	347	321	452	300	452
Clients per refugee counselor	49	37	73	37	67
Clients referred per work experience worker	656	1,076	795	773	896
GAIN participants per social worker (annual)	297	367	222	187	232
Transitional Child Care determinations per benefit analyst (monthly)	N/A	18	12	11	12
Transitional Child Care granted caseload (monthly) per benefit analyst	N/A	106	86	52	86

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>EFFECTIVENESS</b>					
Job Training clients employed	242	437	183	183	183
Refugee clients employed	74	43	40	40	40
Dollar value of work experience hours worked	\$1,530,561	\$1,280,453	\$2,685,117	\$1,626,173	\$3,309,100
Work experience hours worked	320,454	301,283	542,483	382,629	663,972
GAIN participants employed	7,929	6,716	2,269	1,634	2,508
GAIN Program AFDC savings	\$22.2M	\$23.4M	\$7.0M	\$5.4M	\$7.74M

**DISCUSSION:****Greater Avenues for Independence (GAIN)**

The FY 91-92 actuals were less than previous years because on July 1, 1991, the State Department of Social Services revised the definition of GAIN participants. This substantially reduced the FY 91-92 actuals and projected indicators.

The projected budget for total GAIN program participants served is anticipated to increase 10.5% over actuals due to increased intakes.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>Employment Preparation Division</u>							
0360	Asst Dep Dir, Soc Svcs	1	1.00	0	0.00	\$57,974	\$0
2757	Admin Sec II	1	1.00	0	0.00	25,572	0
	Sub-Total	2	2.00	0	0.00	\$83,546	\$0
<u>Job Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,351	\$46,162
5270	SW Supervisor	1	1.00	1	1.00	38,356	33,228
5260	Social Worker III	3	3.00	3	3.00	99,168	98,787
5221	Eligibility Technician	1	1.00	1	1.00	19,298	23,949
2493	Intermediate Acct Clerk	1	1.00	1	1.00	20,885	20,797
2700	Intermediate Clerk	1	1.00	1	1.00	18,750	20,670
9999	Extra Help	0	0.00	1	0.25	0	9,903
	Sub-Total	8	8.00	9	8.25	\$242,808	\$253,496
<u>Refugee Employment Services</u>							
2413	Analyst III	1	1.00	1	1.00	\$46,351	\$46,162
5270	SW Supervisor	1	0.50	1	0.50	19,032	16,835
5260	Social Worker III	3	3.00	3	3.00	95,654	96,776
2700	Intermediate Clerk	2	2.00	2	2.00	39,689	41,340
	Sub-Total	7	6.50	7	6.50	\$200,726	\$201,113
<u>Refugee Employment Contract Mgmt</u>							
2413	Analyst III	1	1.00	1	1.00	\$46,351	\$46,162
2700	Intermediate Clerk	1	1.00	1	1.00	20,754	20,670
	Sub-Total	2	2.00	2	2.00	\$67,105	\$66,832
<u>Food Stamp Employment &amp; Training</u>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,351	\$46,162
5287	Soc Svcs Admin I	1	1.00	1	1.00	44,099	43,931
5244	Program Specialist	1	1.00	1	1.00	42,015	41,843
5270	Social Work Supervisor	3	3.00	3	3.00	106,934	114,627
5260	Social Worker III	31	31.00	31	31.00	928,732	967,258
2700	Intermediate Clerk	8	8.00	8	8.00	151,067	156,734
	Sub-Total	45	45.00	45	45.00	\$1,319,198	\$1,370,555
<u>GAIN Administration</u>							
0969	GAIN Coordinator	1	1.00	1	1.00	\$63,116	\$62,866
2757	Admin Sec II	1	1.00	1	1.00	23,922	24,602
	Sub-Total	2	2.00	2	2.00	\$87,038	\$87,468
<u>GAIN Support</u>							
5296	Soc Svcs Admin IV	1	1.00	1	1.00	\$56,342	\$48,768
5288	Soc Svcs Admin II	1	1.00	1	1.00	46,351	46,162
2413	Analyst III	3	3.00	3	3.00	132,354	188,222
5244	Program Specialist	2	2.00	2	2.00	84,030	83,686
2412	Analyst II	3	3.00	3	3.00	130,381	125,529
2757	Admin Sec II	1	1.00	1	1.00	23,922	24,603
2730	Senior Clerk	1	1.00	1	1.00	23,801	22,608
2700	Intermediate Clerk	4	4.00	4	4.00	80,071	77,968
	Sub-Total	16	16.00	16	16.00	\$577,252	\$617,546
<u>GAIN Operations</u>							
0360	Asst Dep Dir, Soc Svcs	0	0.00	1	1.00	\$0	\$48,798
5296	Soc Svcs Admin IV	1	1.00	0	0.00	56,342	0
5287	Soc Svcs Admin I	6	6.00	6	6.00	264,594	263,586
5244	Program Specialist	2	2.00	2	2.00	84,030	83,686
5270	Soc Work Supv	13	13.00	13	13.00	498,628	496,717



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
5260	Soc Worker III	121	93.00	121	93.00	3,017,471	2,994,303
2757	Admin Sec II	1	1.00	1	1.00	23,921	24,602
2745	Supervising Clerk	1	1.00	1	1.00	27,887	24,167
2730	Senior Clerk	8	8.00	8	8.00	190,409	180,864
2493	Intermediate Acct Clk	12	12.00	12	12.00	244,678	242,777
2700	Intermediate Clerk	39	39.00	39	39.00	780,690	760,188
	Sub-Total	204	176.00	204	176.00	\$5,188,650	\$5,119,688
<b>Transitional Child Care</b>							
5244	Program Specialist	1	1.00	1	1.00	\$38,207	\$42,163
5222	Eligibility Supervisor	1	1.00	1	1.00	28,559	29,927
5221	Eligibility Technician	6	6.00	6	6.00	136,686	143,531
2700	Intermediate Clerk	3	3.00	3	3.00	55,069	59,922
	Sub-Total	11	11.00	11	11.00	\$258,521	\$275,543
<b>Total</b>		<b>297</b>	<b>268.50</b>	<b>296</b>	<b>266.75</b>	<b>\$8,024,844</b>	<b>\$7,992,241</b>
<b>Salary Adjustments:</b>						<b>\$(9,236)</b>	<b>\$(0)</b>
<b>Bilingual Pay:</b>						<b>30,660</b>	<b>30,660</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>2,746,219</b>	<b>2,762,832</b>
<b>Salary Savings:</b>						<b>(161,600)</b>	<b>(214,303)</b>
<b>Total Adjustments</b>						<b>\$2,606,043</b>	<b>\$2,579,189</b>
<b>Program Totals</b>		<b>297</b>	<b>268.50</b>	<b>296</b>	<b>266.75</b>	<b>\$10,630,887</b>	<b>\$10,571,430</b>

PROGRAM #: 27001  
MANAGER: I. JOHNSONORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-14

**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). The Family Preservation Program is piloting an intensive service alternative to out-of-home care (W&I Code, Sections 11400, 16500.5, 16500.7, 16501). 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 the authority to license foster care homes to the San Diego County Department of Social Services.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$35,643,982	\$35,918,595	\$38,727,539	\$40,184,766	\$41,784,378	4.0
Services & Supplies	4,227,872	4,139,191	3,719,425	4,151,793	4,286,624	3.2
Support & Care	19,901	3,038,705	1,322,473	2,996,446	2,075,239	(30.7)
Contracts	1,267,760	1,159,697	1,205,416	2,536,062	2,762,846	8.9
Fixed Assets	108,278	0	38,742	84,856	29,150	(65.6)
<b>TOTAL DIRECT COST</b>	<b>\$41,267,793</b>	<b>\$44,256,188</b>	<b>\$45,013,595</b>	<b>\$49,953,923</b>	<b>\$50,938,237</b>	<b>2.0</b>
<b>PROGRAM REVENUE</b>	<b>(38,423,786)</b>	<b>(40,478,679)</b>	<b>(41,664,265)</b>	<b>(44,206,408)</b>	<b>(46,220,702)</b>	<b>4.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,844,007</b>	<b>\$3,777,509</b>	<b>\$3,349,330</b>	<b>\$5,747,515</b>	<b>\$4,717,535</b>	<b>(17.9)</b>
<b>STAFF YEARS</b>	<b>1,041.50</b>	<b>961.50</b>	<b>954.50</b>	<b>990.50</b>	<b>1,025.50</b>	<b>3.5</b>

**PROGRAM DESCRIPTION**

Protective services for children are required under provisions of Federal and State law. The Department of Social Services is the agency designated by State law to provide for the protection of minors by preserving and strengthening family ties whenever possible or removing the child from the custody of his or her parents only when necessary for the child's welfare. When removal of the child from his or her own family is necessary, reunification of the child with his or her family is the primary objective. If reunification is not possible or likely, a permanent alternative is developed.

When carrying out these mandates under the law, the Department receives and investigates complaints of child abuse and neglect. Upon a determination that a child has been physically or sexually abused, neglected, exploited, or has no permanent home or family to care for and support the child, protective services are provided. The Department provides a range of support and remedial services for children and their families. These services are provided in the following categories:

Emergency Response Services provides three distinct services: First, it provides 24-hour screening and response via the Child Abuse Hotline where a team of Social Workers is available to respond immediately to those referrals where the reported victim is in imminent danger. Second, it provides investigations and assessment of referrals concerning children who are in protective custody or who may require protective services 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 forty-five days to resolve identified protective issues.

Emergency Shelter Care consists of both residential and treatment services that are provided for children taken into protective custody. Emergency shelter care is provided on a 24-hours per day/seven days per week basis at Hillcrest Receiving Home, Casa de Amparo, in private State-licensed group homes and in specialized foster care homes. Hillcrest Receiving Home is the County owned and operated receiving facility which temporarily houses and treats abused, neglected and abandoned children until such time they can be released to a parent or relative or placed in a State-licensed nonrelative foster family or private group home. Hillcrest Receiving Home will remain in operation until the A.B. and Jesse Polinsky Center for Children is opened by the County. Casa de Amparo provides similar temporary shelter care and treatment services for children brought into protective custody from North County Law enforcement jurisdictions.

Intensive Family Preservation Services is a two year demonstration project designed by the Department 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 through an advance of State AFDC-Foster Care funds.

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 is intended to stabilize the family and to improve home conditions so that the child is no longer endangered. Family Reunification Services are provided when a child has been removed from his or her own home. This service is intended to assist parents to resolve the issues that caused the out-of-home placement and allow for the safe return of the child to his or her own home at the earliest possible date. Sexual abuse and medically fragile cases are served by specialized Family Service units. Permanent Placement Services 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. Adoption services are provided under a contract with the State of California. In accordance with the terms of the contract, adoption services include recruitment of potential adoptive families, background investigations on applicant families, evaluation studies for independent adoptions, counseling for birth parents on parenting options, matching adoptive children with available families and authorizing financial assistance to adoptive families. That assistance is funded by the Income Maintenance Bureau.

Residential Support Services includes supervision of children in residential treatment in State-licensed foster family agencies or private group homes. Program development and monitoring of these residential programs is also provided. Transportation and supervised visits between parents and children are provided when necessary by Protective Service Aides.

Foster Care Licensing is a service provided under a contract with the State of California. In accordance with the terms of the contract, licensing services include foster home development, issuance of licenses, evaluation and monitoring of licensed homes and investigation of community complaints.

Child Development Services includes child care in support of protective services, provided through a contract with the State Department of Education. Respite child care provides a resource for risk intervention and the prevention of child abuse and neglect.

Family Support Services includes services such as drug testing, individual and group counseling, and psychological evaluations that are ordered by the juvenile court. In addition to those services ordered by the juvenile court, the Department provides home based support services in the following categories: Teaching and Demonstrating Homemakers, Parent Aides, In-Home Family Counselors, In-Home Emergency Caretakers, and Transitional Residential Services.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual staff years and Salaries & Benefits expenditures fell below budgeted levels due to the County's hiring freeze during the final months of FY 91-92.

Services and Supplies increased due primarily to the additions of staff for Hillcrest Receiving Home and Emergency Services, and the costs of operating additional cellular phones to increase the efficiency of initial investigations of child abuse and neglect.

**1992-93 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 280 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 35 per month.

**1992-93 SUB PROGRAM ACTIVITIES**

This program includes a net increase of 35.00 SY due to the following: 26.00 SY increase for the Hillcrest Receiving Home and Emergency Response Services, 2.00 SY transferred from the Adult and Employment Services Bureau, and an increase of 7.00 SY due to the full year operation of the Family Preservation Program.

Support and Care decreased from 1991-92 budgeted levels due to Childrens Services efforts to control the costs of counseling, drug testing and psychological evaluations.

Contracts have increased by \$226,784 primarily as the result of decreasing Family Preservation contracts and adding \$500,000 for training contracts with SDSU.

The activities of this program are summarized as follows:

1. Emergency Response Services [414.00 SY; E = \$18,910,885; R = \$15,276,584] 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 3.00 SY Intermediate Clerks to Record Clerks.
  - o Increasing 6.00 SY due to the addition of 2.00 SY Protective Service Workers to answer calls at Hillcrest, 1.00 SY Protective Service Supervisor to supervise IRS and 3.00 SY Intermediate Clerk typists to fax referrals from regional offices.
  - o Projecting to serve 5,175 children monthly.
2. Hillcrest/Emergency Shelter Care [74.50 SY; E = \$3,049,060; R = \$2,767,296] 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 15.00 SY Child Care Workers and 3.00 SY Sr Child Care Workers due to increased workload and 2.00 SY custodians to provide positions for staff previously transferred from General Services.
  - o Planning to serve a total of 480 children each month at Hillcrest Receiving Home.

3. Intensive Family Preservation [23.00 SY; E = \$1,800,078; R = \$2,341,758\*\*] is:
- o Discretionary/Discretionary Service Level.
  - o Responsible for providing intensive 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 7.00 SY including 1.00 SY Intermediate Account Clerk, 1.25 SY Intermediate Clerks, 1.75 SY Protective Service Assistants, 2.25 SY Sr Protective Services Workers, and .75 SY Protective Service Supervisor.
- \*\* Expenditures from the Probation and Health Departments will be charged against the revenue shown.
4. Family Services [389.00 SY; E = \$18,174,669; R = \$17,952,879] 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 Intermediate Clerk to Legal Procedures Clerk I and 1.00 SY Social Services Aide to Protective Services Assistant.
  - o Increasing 2.00 SY to reflect the transfer of 1.00 SY Assistant Deputy Director and 1.00 SY Administrative Secretary II from the Adult and Employment Services Bureau.
  - o Projecting to serve 7,150 children per month in Family Maintenance/Reunification/Permanent Placement Services.
  - o Planning to place 38 children in adoptive homes monthly.
5. Residential Support Services [100.00 SY; E = \$4,495,383; R = \$3,690,103] 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 Reclassifying 32.00 SY Social Services Aides to Protective Services Assistants.
6. Foster Care Licensing [25.00 SY; E = \$1,123,846; R = \$1,055,209] including support personnel is:
- o Discretionary/Mandated Service Level.
  - o Responsible for providing Foster Care licensing, and monitoring Child Development Services.
  - o Reclassifying 2.00 SY Social Workers III to Protective Services Workers.
  - o Projecting a workload of 365 monthly foster licensing actions.
7. Child Development Services [0.00 SY; E = \$839,077; R = \$733,745] is:
- o Discretionary/Mandated Service Level.
  - o Responsible for providing, under contract with the Department of Education, child care to support protective services.
  - o Planning to provide 500,000 hours of child care to eligible families.

8. Family Support Services [0.00 SY; E = \$2,545,239; R = \$2,403,128] is:

- o Mandated/Discretionary Service Level.
- o Supportive services required as part of a family's reunification plan, including drug testing, counseling, psychological evaluation, parent aides and homemaker services.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Child Welfare Services (match required)*	\$30,240,292	\$35,946,486	\$31,444,432	(4,502,054)
County Services Block Grant	450,000	450,000	402,245	(47,755)
Refugee Unaccompanied Minor	1,689	18,424	18,249	(175)
Refugee Social Services	1,979	28,644	28,376	(268)
Foster Care Licensing Contract	1,107,817	967,500	1,055,209	87,709
Adoptions Contract	3,085,704	3,182,551	3,138,884	(43,667)
Department of Education Child Care (Maintenance of effort required)**	614,137	746,360	733,851	(12,509)
Independent Living Skills Contract	527,347	458,213	424,903	(33,310)
Adoption Fees	71,272	87,508	86,676	(832)
Family Preservation	719,080	2,112,778	2,341,758	228,980
Specialized Foster Care Grant	275,763	207,944	261,320	53,376
Miscellaneous Grants	0	0	132,970	132,970
Federal Grants - Aids	48,959	0	0	0
Sub-Total	\$37,144,039	\$44,206,408	\$40,068,873	\$(4,137,535)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	4,520,226	\$0	6,151,829	6,151,829
Sub-Total	\$4,520,226	\$0	\$6,151,829	\$6,151,829
<b>Total</b>	<b>\$41,664,265</b>	<b>\$44,206,408</b>	<b>\$46,220,702</b>	<b>\$2,014,294</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
REVENUE MATCH:				
Child Welfare Services (\$ match required)	\$3,124,334	\$4,177,608	\$3,130,606	(1,047,002)
County Services Block Grant	89,169	150,000	71,613	(78,387)
Dept. of Education Contract (Maintenance of Effort)	105,332	105,332	105,332	0
Sub-Total	\$3,318,835	\$4,432,940	\$3,307,551	\$(1,125,389)
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increases	0	1,098,129	1,293,538	195,409
Court Ordered Services, County Cost	30,495	216,446	116,446	(100,000)
Sub-Total	\$30,495	\$1,314,575	\$1,409,984	\$95,409
<b>Total</b>	<b>\$3,349,330</b>	<b>\$5,747,515</b>	<b>\$4,717,535</b>	<b>(1,029,980)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

1991-92 actual is lower than budget due to underspending in Child Welfare Services programs due to the County's hiring freeze.

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 in FY 91-92 increased the County share of Child Welfare Service funding from a fixed match amount to 30% of the non-federal share of expenditures. This change was not reflected in the original FY 91-92 Budget but is reflected in the FY 91-92 actual revenue amounts.

**EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:**

\* Child Welfare Services revenues require a match equal to 30% of the non-federal share of expenditures.

\*\* Department of Education Contract requires an initial County maintenance of effort expenditure of \$105,332.

Unfunded salary increases result from the State's decision to withhold funding for increases in the fiscal year in which they occurred.



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FIXED ASSETS

Item	Quantity	Unit	Total Cost
Desk	6		\$3,600
Typewriter	3		1,800
Fax Machines	2		4,000
Cellular Phone	25		18,750
Camcorder	1		1,000
<b>Total</b>			<b>\$29,150</b>

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD (monthly)</u>					
Children admitted to Hillcrest Receiving Home	530	463	444	520	480
Number of children served by Emergency Response workers	5,553	5,205	4,873	5,550	5,175
Children placed in adoptive homes	32	38	52	38	38
Foster Home License actions	N/A	362	364	365	365
Children receiving Family Maintenance/Reunification or Permanent Placement Services	7,516	7,208	7,128	7,508	7,150
<u>EFFICIENCY</u>					
Children per emergency response worker	20.1	25.8	24.7	21.3	23.2
Children supervised per continuing protective services worker	35.2	35.1	34.7	36.1	32.0
Adoptive applicants served per adoption protective services worker	40.0	38.0	39.0	38.0	38.0
License actions per social worker	35.2	35.0	28.0	30.0	30.0
<u>EFFECTIVENESS</u>					
Average length of stay in Hillcrest Receiving Home	3.4 days	2.9 days	3.65 days	4.0 days	4.0 days
Percent of children directed to Emergency Shelter Care Unit	50%	50%	36%	50%	50%
Percent of referrals served and closed by Emergency Response staff within 24 hours	63%	63%	63%	50%	50%
Number of children maintained in their own homes with supervision (monthly)	2,445	2,333	2,303	2,350	2,375
Number of cases closed due to successful achievement of goals (monthly)	290	263	248	307	280
Number of applicants provided with licensing orientation (monthly)	440	291	127	150	150

**DISCUSSION**

The workload actual was below budget since an average of 36 positions remained vacant during FY 91-92 due to the hiring freeze. This resulted in fewer workers to serve children.

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	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
<b>Emergency Response Services</b>							
0360	Asst Dep Dir, Soc Svcs	3	3.00	3	3.00	\$175,826	\$175,705
5289	Soc Svcs Admin III	7	7.00	7	7.00	381,966	336,408
5244	Program Specialist	8	8.00	8	8.00	318,222	326,448
5259	Prot Svc Supv	31	31.00	32	32.00	1,363,732	1,391,170
5258	Sr Prot Svc Worker	33	33.00	33	33.00	1,248,296	1,240,689
5257	Prot Svc Worker	227	227.00	229	229.00	7,418,998	7,462,357
2425	Assoc Accountant	1	1.00	1	1.00	37,260	37,125
2726	Principal Clerk II	1	1.00	1	1.00	35,060	34,931
2745	Supv Clerk	3	3.00	3	3.00	79,933	79,705
2757	Admin Sec II	3	3.00	3	3.00	74,974	75,823
2756	Admin Sec I	7	7.00	7	7.00	145,716	148,742
2730	Senior Clerk	11	11.00	11	11.00	250,461	250,347
2903	Legal Proc Clerk I	3	3.00	3	3.00	61,385	61,235
2714	Inter Trans Typist	3	3.00	3	3.00	58,176	60,802
2715	Records Clerk	11	11.00	14	14.00	197,593	288,223
2493	Inter Acct Clerk	1	1.00	1	1.00	20,885	18,162
2700	Inter Clerk Typist	50	50.00	50	50.00	993,519	989,233
3039	Mail Clerk Driver	5	5.00	5	5.00	104,937	103,570
	Sub-Total	408	408.00	414	414.00	\$12,966,939	\$13,080,675
<b>Hillcrest/Emergency Shelter Care</b>							
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$51,019	\$50,907
5244	Program Specialist	1	1.00	1	1.00	36,379	40,423
5259	Prot Svc Supv	6	6.00	6	6.00	241,524	263,095
5258	Sr Prot Svc Worker	1	1.00	1	1.00	38,205	38,063
5257	Prot Svc Worker	8	8.00	8	8.00	271,190	276,394
4407	Recreational Therapist	1	1.00	1	1.00	27,718	27,720
5089	Sr Child Care Worker	5	5.00	8	8.00	103,324	164,146
5072	Child Care Worker	16	16.00	31	31.00	326,568	605,401
2730	Senior Clerk	1	1.00	1	1.00	22,260	23,303
2756	Admin Sec I	1	1.00	1	1.00	22,148	22,051
2700	Intermediate Clerk Typist	8	7.50	8	7.50	154,195	154,265
7031	Custodian	0	0.00	2	2.00	0	31,644
9999	Temp & Seasonal	6	6.00	6	6.00	71,635	71,635
	Sub-Total	55	54.50	75	74.50	\$1,366,165	\$1,769,047
<b>Family Services</b>							
0360	Asst Dep Dir, Soc Svc	2	2.00	3	3.00	\$110,380	\$167,705
5289	Soc Svcs Admin III	9	9.00	9	9.00	464,087	458,163
5087	Sr Clinical Psych	1	1.00	1	1.00	48,128	47,941
5045	Clinical Psych	2	2.00	2	2.00	83,088	86,649
5244	Program Specialist	4	4.00	4	4.00	165,771	167,091
2302	Admin Asst III	1	1.00	1	1.00	46,351	46,162
2303	Admin Asst II	1	1.00	1	1.00	39,727	36,381
5259	Prot Svc Supv	34	34.00	34	34.00	1,478,226	1,484,390
5258	Sr Prot Svc Worker	32	32.00	32	32.00	1,221,258	1,212,445
5257	Prot Svc Worker	204	204.00	204	204.00	6,865,609	6,905,766
2726	Principal Clerk II	1	1.00	1	1.00	34,236	34,931
2745	Supervising Clerk	2	2.00	2	2.00	55,774	55,538
2757	Admin Sec II	1	1.00	2	2.00	24,010	50,593
2756	Admin Sec I	8	8.00	8	8.00	167,242	171,311
2730	Senior Clerk	6	6.00	6	6.00	139,409	142,899
2650	Stock Clerk	2	2.00	2	2.00	37,756	37,340
4911	Soc Svcs Aide II	2	1.00	0	0.00	20,529	0
4913	Prot Svc Asst	0	0.00	1	1.00	0	17,149
2906	Legal Proc Clk III	1	1.00	1	1.00	27,331	27,227
2907	Legal Proc Clk II	2	2.00	2	2.00	48,158	48,150
2903	Legal Proc Clk I	9	9.00	10	10.00	183,602	204,314
2760	Stenographer	1	1.00	1	1.00	19,858	22,841
2714	Inter Trans Typist	2	2.00	2	2.00	41,777	38,792

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2700	Inter Clerk Typist	61	61.00	60	60.00	1,195,964	1,196,435
	Sub-Total	388	387.00	389	389.00	\$12,518,271	\$12,660,213
<b>Residential Support Services</b>							
0360	Asst Dep Dir, Soc Svc	2	2.00	2	2.00	\$119,404	\$118,956
5289	Soc Svcs Admin III	1	1.00	1	1.00	51,102	50,907
5259	Prot Svc Supv	3	3.00	3	3.00	132,120	131,616
5244	Program Specialist	2	2.00	2	2.00	81,741	78,224
5270	Social Work Supervisor	3	3.00	3	3.00	120,600	114,627
5268	Sr Prot Svc Worker	4	4.00	4	4.00	152,820	152,252
5257	Prot Svc Worker	28	28.00	28	28.00	892,141	948,286
4911	Soc Svcs Aide II	32	32.00	0	0.00	656,928	0
4913	Prot Svc Asst	0	0.00	32	32.00	0	639,054
2757	Admin Sec II	2	2.00	2	2.00	47,718	49,442
2756	Admin Sec I	1	1.00	1	1.00	21,256	22,051
2730	Senior Clerk	2	2.00	2	2.00	47,808	47,898
2650	Stock Clerk	1	1.00	1	1.00	19,646	19,812
2700	Inter Clerk Typist	20	19.00	20	19.00	365,480	366,275
	Sub-Total	101	100.00	101	100.00	\$2,708,764	\$2,739,400
<b>Family Preservation Program</b>							
5259	Prot Svc Supv	4	3.25	4	4.00	\$121,213	\$175,488
5258	Sr Prot Svc Wkr	8	5.75	8	8.00	186,435	289,546
4913	Prot Svc Asst	6	4.25	6	6.00	78,304	127,077
2493	Inter Acct Clerk	2	1.00	2	2.00	17,908	36,184
2700	Inter Clerk Typist	3	1.75	3	3.00	30,976	54,988
	Sub-Total	23	16.00	23	23.00	\$434,836	\$683,283
<b>Licensing</b>							
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,351	\$46,162
5270	Soc Work Supv	2	2.00	2	2.00	76,712	76,418
5260	Social Worker III	15	15.00	13	13.00	495,840	427,294
5257	Prot Svc Worker	0	0.00	2	2.00	0	61,707
5221	Eligibility Tech	1	1.00	1	1.00	24,041	23,949
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2576	Admin Sec I	1	1.00	1	1.00	22,148	19,167
2700	Inter Clerk Typist	4	4.00	4	4.00	82,607	80,283
	Sub-Total	25	25.00	25	25.00	\$771,731	\$758,929
<b>Total</b>		<b>1,000</b>	<b>990.50</b>	<b>1,027</b>	<b>1,025.50</b>	<b>\$30,766,706</b>	<b>\$31,691,547</b>
<b>Bilingual Pay:</b>						<b>\$49,250</b>	<b>\$49,250</b>
<b>Premium/Overtime Pay:</b>						<b>180,910</b>	<b>180,910</b>
<b>Employee Benefits:</b>						<b>9,989,673</b>	<b>10,700,610</b>
<b>Salary Savings:</b>						<b>(801,773)</b>	<b>(837,939)</b>
<b>Total Adjustments</b>						<b>\$9,418,060</b>	<b>\$10,092,831</b>
<b>Program Totals</b>		<b>1,000</b>	<b>990.50</b>	<b>1,027</b>	<b>1,025.50</b>	<b>\$40,184,766</b>	<b>\$41,784,378</b>

PROGRAM: COMMUNITY ACTION PARTNERSHIP

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27017  
MANAGER: G. Tate

ORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-15

**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, Social Services Trust Funds, and County General Funds to provide necessary social services to the County's poor and disadvantaged.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$632,629	\$750,984	\$728,519	\$777,413	\$754,731	(2.9)
Services & Supplies	18,624	21,960	18,069	16,911	23,351	38.1
Contracts	6,396,676	6,356,833	6,260,491	6,265,891	6,528,375	4.2
Fixed Assets	602	0	4,518	4,518	2,300	(49.1)
<b>TOTAL DIRECT COST</b>	<b>\$7,048,531</b>	<b>\$7,129,777</b>	<b>\$7,011,597</b>	<b>\$7,064,733</b>	<b>\$7,308,757</b>	<b>3.5</b>
<b>PROGRAM REVENUE</b>	<b>(5,483,919)</b>	<b>(4,557,417)</b>	<b>(4,874,307)</b>	<b>(5,008,263)</b>	<b>(5,252,287)</b>	<b>4.9</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,564,612</b>	<b>\$2,572,360</b>	<b>\$2,137,290</b>	<b>\$2,056,470</b>	<b>\$2,056,470</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>14.25</b>	<b>17.00</b>	<b>14.50</b>	<b>15.00</b>	<b>15.00</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual Salaries and Benefits were less than budgeted due to an overestimation of the Deputy Director's salary in the Budget.

**1992-93 OBJECTIVES**

1. To develop a Local Plan for the 1991-92 Community Services Block Grant Program.
2. To administer 90 contracts for a variety of community social services.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Program Administration [15.00 SY; E = \$780,382; R = \$780,382] including support personnel is:
  - o Mandated Activity/Discretionary Service Level.
  - o Responsible for the administration of 90 contract projects that will serve 9,402 clients monthly.
2. Contract Services [0.00 SY; E = \$6,528,375; R = \$4,471,905] 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 as 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 9,402 clients each month.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Community Services Block Grant	\$1,944,397	\$1,730,446	\$1,819,913	89,467
Assembly Bill 90	0	898,398	0	(898,398)
Assembly Bill 1733	464,851	538,477	516,938	(21,539)
Senate Bill 1246	450,499	486,062	506,062	20,000
City of San Diego	132,755	123,750	127,480	3,730
Fed. Homeless Grant	301,898	279,380	295,748	16,368
Dispute Resolution	325,555	336,000	386,000	50,000
Assembly Bill 2994	396,916	475,750	505,750	30,000
Challenge Grant	0	15,000	5,000	(10,000)
Youth Self-Sufficiency Grant	79,592	125,000	104,398	(20,602)
Sub-Total	\$4,096,463	\$5,008,263	\$4,267,289	\$(740,974)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	777,844	0	989,998	989,998
Sub-Total	\$777,844	\$0	\$989,998	\$989,998
<b>Total</b>	<b>\$4,874,307</b>	<b>\$5,008,263</b>	<b>\$5,257,287</b>	<b>\$249,024</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
**Board Directed General Fund Contracts	\$1,531,816	\$1,450,996	\$1,450,996	0
Board Supplantation of AB90 Revenues	605,474	605,474	605,474	0
GENERAL FUND SUPPORT COSTS:				
Unfunded Salary Increase	0	0	0	0
Sub-Total	\$2,137,290	\$2,056,470	\$2,056,470	\$0
<b>Total</b>	<b>\$2,137,290</b>	<b>\$2,056,470</b>	<b>\$2,056,470</b>	<b>0</b>

\*\* 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 General Revenue funds. In FY 91-92, the Board reduced that replacement funding and other General Revenue juvenile diversion funding by a total of \$650,000.

State/Local Program Realignment replaced categorical State revenue for AB90 programs in FY 91/92 with a share of the increased Sales Tax revenue, which is deposited into the Social Services Trust Fund. In addition the responsibility for Youth Services Bureaus, which were previously funded by the California Youth Authority, was transferred to counties and required to be funded from the Social Services Trust Fund.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Personal Computer	1		\$2,300
<b>Total</b>			<b>\$2,300</b>



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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<hr/>					
<u>WORKLOAD</u>					
Projects supervised	81	80	98	92	90
<u>EFFICIENCY</u>					
Projects supervised per contract specialist	27:1	27:1	22:1	27:1	20:1
<u>EFFECTIVENESS</u>					
Number of clients served by contract services (monthly)	7,750	8,400	10,332	8,400	9,402

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2292	Deputy Dir., CAP	1	1.00	1	1.00	\$77,802	\$70,281
0360	Asst Deputy Director	1	1.00	1	1.00	49,470	49,294
5260	Social Worker III	2	2.00	2	2.00	66,112	65,858
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
2412	Analyst II	2	2.00	2	2.00	84,030	83,686
2411	Analyst I	2	2.00	2	2.00	68,708	61,326
2505	Senior Accountant	1	1.00	1	1.00	45,252	45,081
2425	Assoc Accountant	1	1.00	1	1.00	37,260	37,125
2403	Accounting Tech	1	1.00	1	1.00	26,760	26,665
2758	Admin Sec III	1	1.00	1	1.00	26,743	27,726
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2760	Stenographer	1	1.00	1	1.00	19,858	19,860
<b>Total</b>		<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>\$572,378</b>	<b>\$557,013</b>
<b>Salary Adjustments:</b>						(568)	0
<b>Bilingual Pay:</b>						0	0
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						221,555	213,068
<b>Salary Savings:</b>						(15,952)	(15,350)
<b>Total Adjustments</b>						<b>\$205,035</b>	<b>\$197,718</b>
<b>Program Totals</b>		<b>15</b>	<b>15.00</b>	<b>15</b>	<b>15.00</b>	<b>\$777,413</b>	<b>\$754,731</b>

## PROGRAM: AID TO FAMILIES WITH DEPENDENT CHILDREN

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24001  
MANAGER: J. ZINSERORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-12

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$18,822,260	\$22,494,632	\$25,313,838	\$26,220,355	\$26,847,943	2.4
Services & Supplies	2,254,288	3,339,534	3,153,425	3,630,985	3,623,344	(0.2)
Support & Care	345,073,364	393,176,622	429,945,556	439,973,044	439,973,044	0.0
Fixed Assets	0	0	67,472	359,216	31,067	(91.4)
<b>TOTAL DIRECT COST</b>	<b>\$366,149,912</b>	<b>\$419,010,788</b>	<b>\$458,480,291</b>	<b>\$470,183,600</b>	<b>\$470,475,398</b>	<b>0.1</b>
<b>PROGRAM REVENUE</b>	<b>(342,144,338)</b>	<b>(391,088,606)</b>	<b>(443,515,586)</b>	<b>(438,710,652)</b>	<b>(454,900,719)</b>	<b>3.7</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$24,005,574</b>	<b>\$27,922,182</b>	<b>\$14,964,705</b>	<b>\$31,472,948</b>	<b>\$15,574,679</b>	<b>(50.5)</b>
<b>STAFF YEARS</b>	<b>698.00</b>	<b>775.75</b>	<b>809.25</b>	<b>866.25</b>	<b>864.50</b>	<b>(0.2)</b>

## 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.

1991-92 BUDGET TO ACTUAL COMPARISON

The FY 91-92 actual Support and Care expenditure was less than the budgeted amount due to lower paid caseload growth than anticipated. FY 91-92 Staff Years and administrative costs were less than budgeted due to the lower than expected caseload growth, and the County's hiring freeze during the final months of FY 91-92.

1992-93 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.

1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Aid to Families with Dependent Children [864.50 SY; E = \$470,475,398; R = \$454,900,719] 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 Responsible for providing assistance to over 63,000 San Diego County families each month in FY 92-93.
- o Decreasing 1.75 Staff Years as follows:

- (1.25) SY for Personal Computers.

<u>Classification</u>	<u>Staff Years</u>
Intermediate Clerk	(1.25)

- (0.50) SY for Lap Top Personal Computers.

<u>Classification</u>	<u>Staff Years</u>
Intermediate Clerk	(0.50)

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
State AFDC Administrative Reimbursement (35% of cost, previously 25%)	\$9,987,157	\$7,552,639	\$10,675,825	\$3,123,186
Federal AFDC Administrative Reimbursement (50% of cost)	14,267,368	15,105,278	15,251,177	145,899
State AFDC Aid Payments Reimbursement (47.5% of cost, previously 45.15%)	205,742,953	198,649,608	208,987,196	10,337,588
Federal AFDC Aid Payments Reimbursement (50% of cost)	213,518,108	217,403,127	219,986,521	2,583,394
Sub-Total	\$443,515,586	\$438,710,652	\$454,900,719	\$16,190,067
<b>Total</b>	<b>\$443,515,586</b>	<b>\$438,710,652</b>	<b>\$454,900,719</b>	<b>\$16,190,067</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REVENUE MATCH:</b>				
Administrative cost match (15% required, previously 25%)	\$4,280,210	\$7,552,639	\$4,575,353	(2,977,286)
Aid payment match (2.5% required, previously 5.44%)	10,684,495	23,920,309	10,999,326	(12,920,983)
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$14,964,705	\$31,472,948	\$15,574,679	\$(15,898,269)
<b>Total</b>	<b>\$14,964,705</b>	<b>\$31,472,948</b>	<b>\$15,574,679</b>	<b>\$(15,898,269)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

The State's realignment of social services programs increased the State's share of reimbursement for Aid to Families with Dependent Children (AFDC) programs. Total AFDC administrative cost reimbursement increased from 75% to 85%; the AFDC Aid payment reimbursement increased from 94.5% to 97.5%.

Realignment occurred after the finalization of the County's FY 91-92 budget. The revised sharing reimbursement ratios are therefore reflected in the 1991-92 Actual amounts, but not the 1991-92 Budget.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The State's realignment of social services programs decreased the County cost match requirements in AFDC. The AFDC Administrative cost match decreased from 25% County cost match to 15%; the AFDC Aid payment match decreased from 5.44% County cost match to 2.5%.

Additionally, lower than anticipated paid caseload growth resulted in lower than budgeted total program costs.

**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Personal Computer System - low end	7		\$12,124
Laser Printer	4		6,280
Spooler	4		2,164
Modem	4		432
Lap Top Computer	2		6,496
Notebook Computer	1		2,383
Fax/Modem	11		1,188
<b>Total</b>			<b>\$31,067</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u>					
Preapplication	3,757	4,047	3,529	4,565	3,787
Eligibility determination	2,731	3,363	3,366	3,867	3,361
Cases supervised	45,070	52,066	58,829	60,953	63,007
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	117.8	118.9	123.6	120.5	121.8
<u>EFFECTIVENESS</u>					
Percentage of benefits paid with no dollar errors *	95.2%	95.4%	97.3%	96.0%	96.0%
Percentage of applications certified within 45 calendar days	90.0%	91.3%	95.7%	100%	100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility certification	60.0%	57.6%	68.4%	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 96% or the national average, whichever is less.

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0360	Assistant Deputy Director	1.75	1.75	1.75	1.75	\$95,613	\$100,102
5289	Soc Svcs Admin III	4.75	4.75	4.75	4.75	242,231	239,554
5288	Soc Svcs Admin II	6.25	6.25	6.25	6.25	280,086	288,511
5287	Soc Svcs Admin I	.50	.50	.50	.50	21,935	21,608
2412	Analyst II	1.00	1.00	1.00	1.00	36,379	39,146
5148	Program Assistant	5.50	5.50	5.50	5.50	217,202	218,118
5222	Eligibility Supv	81.25	81.25	81.25	81.25	2,334,140	2,358,908
2745	Supervising Clerk	4.75	4.75	4.75	4.75	129,089	130,228
5221	Eligibility Tech	587.75	587.75	587.75	587.75	13,059,870	13,279,618
2757	Admin Secretary II	2.00	2.00	2.00	2.00	47,802	47,111
2730	Senior Clerk	12.50	12.50	12.50	12.50	286,689	289,816
2756	Admin Secretary I	4.75	4.75	4.75	4.75	102,189	101,598
2650	Stock Clerk	2.00	2.00	2.00	2.00	37,661	37,861
2700	Intermediate Clerk Typist	134.25	134.25	134.25	132.50	2,608,510	2,599,002
4911	Social Svcs Aid II	4.00	4.00	4.00	4.00	78,471	77,456
2709	Department Clerk	2.00	2.00	2.00	2.00	31,720	31,644
9999	Extra Help	11.25	11.25	11.25	11.25	166,633	166,633
<b>Total</b>		<b>866.25</b>	<b>866.25</b>	<b>866.25</b>	<b>864.50</b>	<b>\$19,776,220</b>	<b>\$20,026,914</b>
<b>Salary Adjustments:</b>						<b>\$(209,935)</b>	<b>\$0</b>
<b>Bilingual Pay:</b>						<b>86,509</b>	<b>82,043</b>
<b>Premium/Overtime Pay:</b>						<b>79,659</b>	<b>75,115</b>
<b>Employee Benefits:</b>						<b>6,768,595</b>	<b>7,208,144</b>
<b>Salary Savings:</b>						<b>(280,693)</b>	<b>(544,273)</b>
<b>Total Adjustments</b>						<b>\$6,444,135</b>	<b>\$6,821,029</b>
<b>Program Totals</b>		<b>866.25</b>	<b>866.25</b>	<b>866.25</b>	<b>864.50</b>	<b>\$26,220,355</b>	<b>\$26,847,943</b>



PROGRAM #: 24002  
MANAGER: J. ZINSERORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-13

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,373,657	\$1,536,882	\$1,582,114	\$1,933,531	\$2,025,403	4.8
Services & Supplies	158,842	228,164	196,785	274,551	273,335	(0.4)
Support & Care	65,453,431	75,241,119	82,014,727	78,186,291	73,470,430	(6.0)
Fixed Assets	0	0	0	35,463	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$66,985,930</b>	<b>\$77,006,165</b>	<b>\$83,793,626</b>	<b>\$80,429,836</b>	<b>\$75,769,168</b>	<b>(5.8)</b>
<b>PROGRAM REVENUE</b>	<b>(61,299,175)</b>	<b>(71,396,637)</b>	<b>(61,504,725)</b>	<b>(73,793,823)</b>	<b>(55,369,949)</b>	<b>(25.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$5,686,755</b>	<b>\$5,609,528</b>	<b>\$22,288,901</b>	<b>\$6,636,013</b>	<b>\$20,399,219</b>	<b>207.4</b>
<b>STAFF YEARS</b>	<b>51.25</b>	<b>53.00</b>	<b>50.50</b>	<b>65.50</b>	<b>65.50</b>	<b>0.0</b>

**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.

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**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 91-92 actual expenditures for Support and Care exceeded budgeted levels due to higher than anticipated case costs, and higher than anticipated paid caseload growth.

Actual staff years and Salaries & Benefits expenditures fell below budgeted levels due to the County's hiring freeze during the final months of FY 91-92.

**1992-93 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 65% of the AFDC-FC cases.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. AFDC Foster Care [65.50 SY; E = \$75,769,168; R = \$55,369,949] 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 7,500 children in FY 92-93.
  - o Decreasing \$4,715,861 in Support and Care costs as follows:
    - (\$1,800,000) in County Treasurer Foster Care Payments reflecting ongoing reductions in expenditures achieved by the Department of Social Services.
    - (\$2,915,861) to fund Probation's Rancho del Rayo Youth Honor Camp. These savings will be realized by placing children in Rancho del Rayo in lieu of longer stays in more expensive facilities.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
State Administrative Reimbursement (35% of cost, previously 25%)	\$622,614	\$560,886	\$804,559	\$243,673
State Aid Payments Reimbursement	27,192,096	59,930,079	24,792,049	(35,138,030)
Federal Administrative Reimbursement (50% of cost)	889,450	1,121,773	1,149,368	27,595
Federal Aid Payments Reimbursement	19,915,647	12,121,085	17,695,230	5,574,145
Revenue and Recovery Collections (for Children in Court Ordered Placement)	123,639	60,000	60,000	0
Sub-Total	\$48,743,446	\$73,793,823	\$44,501,206	\$(29,292,617)
REALIGNMENT: Social Services Trust Fund - Sales Tax	\$12,761,279	\$0	10,868,743	10,868,743
Sub-Total	\$12,761,279	\$0	\$10,868,743	\$10,868,743
<b>Total</b>	<b>\$61,504,725</b>	<b>\$73,793,823</b>	<b>\$55,369,949</b>	<b>\$(18,423,874)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
REVENUE MATCH:				
Administrative cost match (15% required, previously 25%)	\$266,835	\$560,886	\$344,811	(216,075)
Aid payment match	20,391,832	2,714,022	18,726,303	16,012,281
Care of Court Wards/Emergency Shelter Care	1,630,234	3,361,105	1,328,105	(2,033,000)
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$22,288,901	\$6,636,013	\$20,399,219	\$13,763,206
<b>Total</b>	<b>\$22,288,901</b>	<b>\$6,636,013</b>	<b>\$20,399,219</b>	<b>13,763,206</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

Federal Aid Payment reimbursement increased, above the level of unexpected caseload growth, due to the POEM (Presumption of Eligibility Model) project which maximized the number of cases eligible for Federal participation. Cases with Federal participation require only half the County cost match required for cases which do not have Federal participation.

The State's realignment of social services programs increased the State's share of reimbursement for Foster Care administrative costs from 25% to 35%.

Realignment decreased the State's share of reimbursement for Foster Care Aid Payments from 95% of the non-Federal costs to 40% of the non-Federal costs; and for Aid to Adoptive Children/Parents Aid Payments from 100% of the non-Federal costs to 75% of the non-Federal costs.

Realignment occurred after the finalization of the County's FY 91-92 budget. The revised sharing reimbursement ratios are therefore reflected in the 1991-92 Actual amounts, but not the 1991-92 Budget.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The State's realignment of social services programs decreased the County administrative cost match requirements for Foster Care from 25% County cost match to 15%.

Realignment increased the County's cost match for Foster Care Aid Payments from 5% of the non-Federal costs to 60% of the non-Federal costs; and for Aid to Adoptive Children/Parents Aid Payments from 0% of costs to 25% of the non-Federal costs.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u> (monthly)					
Eligibility determinations	672	645	561	639	504
Cases supervised	6,576	7,283	7,662	8,010	7,594
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	213.6	232.5	251.5	190.6	184.0
<u>EFFECTIVENESS</u>					
Percentage of eligibility determinations within 1 day of receipt of foster care referral	100%	100%	100%	100%	100%
Percentage of federally eligible children	66.2%	66.4%	66.8%	50.0%	65.0%

**REMARKS:**

The State's realignment of social services programs completely restructured the fiscal responsibility for the Foster Care program. The County's proportional share of aid payments increased twelve-fold in some sub-programs (up to 60% County share), and from 0% up to as much as 25% in other sub-programs, while the proportional share of administrative costs decreased by 40%.

These changes in funding share, and increased emphasis on family preservation and maintenance, require extensive administrative and staff attention. Projects like POEM (Presumption Of Eligibility Model), which maximize Federal Aid Payment revenue thus minimizing County cost contribution, require extensive case review and increased staff time. This increased attention results in lower apparent efficiency levels, but actually increases the effectiveness of each County General Fund dollar spent.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
5289	Soc Svcs Admin III	.25	.25	.25	.25	\$12,749	\$12,608
5288	Soc Svcs Admin II	.25	.25	.25	.25	11,203	11,541
5248	Program Assistant	1.00	1.00	1.00	1.00	39,491	39,658
5222	Eligibility Supervisor	5.75	5.75	5.75	5.75	165,185	166,938
5221	Eligibility Technician	44.75	44.75	44.75	44.75	994,351	1,011,081
2730	Senior Clerk	.50	.50	.50	.50	11,468	11,593
2757	Admin Secretary II	.25	.25	.25	.25	5,975	5,889
5756	Admin Secretary I	.25	.25	.25	.25	5,378	5,347
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,830	18,931
2700	Intermediate Clerk Typist	11.50	11.50	11.50	11.50	223,448	225,138
<b>Total</b>		<b>65.50</b>	<b>65.50</b>	<b>65.50</b>	<b>65.50</b>	<b>\$1,488,078</b>	<b>\$1,508,724</b>
<b>Salary Adjustments:</b>						<b>(58,570)</b>	<b>0</b>
<b>Bilingual Pay:</b>						<b>6,587</b>	<b>6,204</b>
<b>Premium/Overtime Pay:</b>						<b>6,065</b>	<b>5,680</b>
<b>Employee Benefits:</b>						<b>512,527</b>	<b>545,793</b>
<b>Salary Savings:</b>						<b>(21,156)</b>	<b>(40,998)</b>
<b>Total Adjustments</b>						<b>\$445,453</b>	<b>\$516,679</b>
<b>Program Totals</b>		<b>65.50</b>	<b>65.50</b>	<b>65.50</b>	<b>65.50</b>	<b>\$1,933,531</b>	<b>\$2,025,403</b>

## PROGRAM: ELIGIBILITY REVIEW

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 21004  
MANAGER: J. ZINSERORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-17

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,890,125	\$3,072,823	\$3,685,205	\$3,515,386	\$4,931,991	40.3
Services & Supplies	270,265	330,403	335,118	342,664	611,699	78.5
Fixed Assets	0	0	0	2,784	217,200	7,701.7
<b>TOTAL DIRECT COST</b>	<b>\$3,160,390</b>	<b>\$3,403,226</b>	<b>\$4,020,323</b>	<b>\$3,860,834</b>	<b>\$5,760,890</b>	<b>49.2</b>
<b>PROGRAM REVENUE</b>	<b>(2,406,884)</b>	<b>(2,600,412)</b>	<b>(3,478,136)</b>	<b>(2,941,622)</b>	<b>(4,902,194)</b>	<b>66.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$753,506</b>	<b>\$802,814</b>	<b>\$542,187</b>	<b>\$919,212</b>	<b>\$858,696</b>	<b>(6.6)</b>
<b>STAFF YEARS</b>	<b>78.75</b>	<b>76.75</b>	<b>86.00</b>	<b>81.75</b>	<b>117.75</b>	<b>44.0</b>

**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.

1991-92 BUDGET TO ACTUAL COMPARISON

The FY 91-92 actual Salaries and Benefits and staffing levels are higher than budgeted levels because of Welfare Investigation positions added by the Board on March 3, 1992 [32].

1992-93 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 \$357,802 per month in misspent dollars.
3. To identify for collection through overpayment specialist activity, an average of \$650,000 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 \$5,000 in overpayments each month through the Asset Match Program.
6. To save, through General Relief Fraud Prevention, \$31,564 per month in misspent County dollars.

1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Quality Control [24.00 SY; E = \$946,164; R = \$805,132] 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 Increasing by 5.00 SY as follows:
    - 1.00 SY in the Baseline Budget transferred from General Relief (Program #24004).
 

<u>Classification</u>	<u>Staff Years</u>
Eligibility Control Wkr	1.00
    - 4.00 SY in the Baseline Budget transferred from Medi-Cal Administration (Program #24009).
 

<u>Classification</u>	<u>Staff Years</u>
Eligibility Control Supv	1.00
Eligibility Control Wkr	3.00
2. Welfare Investigations [73.25 SY; E = \$3,694,416; R = \$3,143,742] including support personnel is:
  - o Mandated Activity/Discretionary Service Level.
  - o To investigate allegations of welfare fraud and engage in fraud prevention activities.
  - o Increasing by 31.00 SY to increase the emphasis on prevention and detection of Welfare Fraud.
    - | <u>Classification</u>    | <u>Staff Years</u> |
|--------------------------|--------------------|
| Sr Field Investigator    | 4.00               |
| Field Investigator       | 21.00              |
| Intermediate Clerk       | 3.00               |
| Intermediate Account Clk | 1.00               |
| Word Processor Operator  | 2.00               |
3. Appeals [20.50 SY; E = \$1,120,310; R = \$953,320] including support personnel is:
  - o Mandated Activity/Mandated Service Level.
  - o To represent the County at State hearings on client eligibility for assistance.
  - o Remaining at the same staffing level as FY 91-92.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>MISC:</b>				
State AFDC Administrative Reimbursement (35% of cost, previously 25%)	\$1,024,771	\$844,212	\$1,763,292	919,080
State CMS Administrative Reimbursement (100% of cost)	0	95,464	0	(95,464)
Federal AFDC Administrative Reimbursement (50% of cost)	1,463,958	1,688,423	2,518,986	830,563
State Food Stamp Reimbursement (35% of cost, previously 25%)	105,000	75,000	105,000	30,000
Federal Food Stamp Reimbursement (50% of cost)	150,000	150,000	150,000	0
State Medi-Cal Administrative Reimbursement (100% of cost)	642,177	88,524	290,000	201,476
Sub-Total	\$3,385,906	\$2,941,623	\$4,827,278	\$1,885,655
<b>REALIGNMENT:</b>				
Health Account - Sales Tax	\$92,230	\$0	\$74,916	74,916
Sub-Total	\$92,230	\$0	\$74,916	\$74,916
<b>Total</b>	<b>\$3,478,136</b>	<b>\$2,941,623</b>	<b>\$4,902,194</b>	<b>\$1,960,571</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>REVENUE MATCH:</b>				
AFDC Administration (15% of cost, previously 25%)	\$439,187	\$844,212	\$755,696	(88,516)
Food Stamp Admin. (15% of cost, previously 25%)	45,000	75,000	45,000	(30,000)
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Relief	58,000	0	58,000	58,000
Sub-Total	\$542,187	\$919,212	\$858,696	\$(60,516)
<b>Total</b>	<b>\$542,187</b>	<b>\$919,212</b>	<b>\$858,696</b>	<b>(60,516)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

The State's realignment of social services programs increased the State's share of reimbursement for AFDC and Food Stamp administrative costs from 25% to 35%.

Realignment eliminated State CMS Administrative Reimbursement, intending that it be replaced with funds from the Realignment Health Account - Sales Tax.

Realignment occurred after the finalization of the County's FY 91-92 budget. The revised sharing reimbursement ratios are therefore reflected in the 1991-92 Actual amounts, but not the 1991-92 Budget.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The State's realignment of social services programs decreased the County administrative cost match requirements for AFDC and Food Stamps from 25% County cost match to 15%.

The Welfare Investigations sub-program investigates allegations of welfare fraud and engages in fraud prevention activities in the 100% County funded General Relief Program (#24004). These activities are funded from County General Funds.



**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Desk	29		\$17,400
Electric Typewriter	3		1,800
<b>Total</b>			<b>\$19,200</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
Car	15		\$187,500
Cellular Phone	15		10,500
<b>Total</b>			<b>\$198,000</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD (monthly)</u>					
State/County hearing issues	772.5	796.6	878.7	770	880
Field Investigations completed	104	86.5	58.3	90	153
Total Prevention investigations completed	809	844	808	800	1,715
Asset match investigations completed	20	7.4	6	20	5
Quality control audits completed	176.4	217.2	205.8	310	249
<u>EFFICIENCY</u>					
Appeals issues per staff year	659	684.8	766.8	660	812
Investigations per staff year	423.7	538.4	491.8	400	494
Field investigations per staff year	122.9	112.6	75.8	108	108
Total prevention investigations per staff year	761.9	912.4	873.1	722	722
Quality control audits per staff year	171.8	176.5	166.8	233	191
<u>EFFECTIVENESS</u>					
Percentage of Appeal issues resolved without hearing	89.3%	88.9%	87.3	85.0%	85.0%
Dollars saved due to Fraud Prevention program (monthly)	\$172,514	\$172,750	\$168,561	\$173,000	\$357,802
Overpaid dollars identified for collection by overpayment specialist activity (monthly)	\$652,324	\$631,464	\$650,574	\$615,000	\$650,000
Percentage of State hearing decisions implemented within 30 days of receipt	74.1%	86.7%	80.4%	90.0%	90.0%
Overpayments discovered by asset match (monthly)	\$35,520	\$26,609	\$5,296	\$30,000	\$5,000
Dollars saved due to GR Fraud Prevention (monthly)	\$12,978	\$16,171	\$14,898	\$20,000	\$31,564

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>Quality Control</u>							
0360	Assistant Deputy Director	.25	.25	.25	.25	\$13,659	\$14,300
5288	Soc Svcs Admin II	.50	.50	.50	.50	22,407	23,081
5287	Soc Svcs Admin I	1.00	1.00	1.00	1.00	43,870	43,216
5233	Eligibility Control Supv	1.00	1.00	2.00	2.00	29,741	60,844
2757	Admin Secretary II	.25	.25	.25	.25	5,975	5,889
2761	Group Secretary	.50	.50	.50	.50	11,463	11,464
5225	Eligibility Control Worker	12.00	12.00	16.00	16.00	297,515	392,314
2493	Intermediate Account Clerk	1.00	1.00	1.00	1.00	20,885	20,797
2730	Senior Clerk	.50	.50	.50	.50	11,468	11,593
2700	Intermediate Clerk Typist	2.00	2.00	2.00	2.00	38,860	39,154
	Sub-Total	19	19.00	24	24.00	\$495,843	\$622,652
<u>Welfare Investigations</u>							
5289	Soc Svcs Admin III	1.00	1.00	1.00	1.00	\$50,996	\$50,432
5287	Soc Svcs Admin I	1.00	1.00	1.00	1.00	43,870	43,215
5717	Sr Field Investigator	4.00	4.00	8.00	8.00	162,850	300,520
5719	Field Investigator	25.50	25.50	47.00	46.50	913,173	1,567,661
5221	Eligibility Technician	1.00	1.00	1.00	1.00	22,220	22,594
2730	Senior Clerk	1.00	1.00	1.00	1.00	22,935	23,184
2756	Admin Secretary I	1.00	1.00	1.00	1.00	21,514	21,389
2714	Intermediate Trans Typist	2.00	2.00	2.00	2.00	42,553	40,452
2700	Intermediate Clerk Typist	6.00	5.75	9.00	8.75	111,724	164,853
2493	Intermediate Account Clerk	0.00	0.00	1.00	1.00	0	17,551
3009	Word Processor Operator	0.00	0.00	2.00	2.00	0	40,032
	Sub-Total	43	42.25	74	73.25	\$1,391,835	\$2,291,883
<u>Appeals</u>							
5288	Soc Svcs Admin II	.50	.50	.50	.50	\$22,407	\$23,081
5287	Soc Svcs Admin I	2.00	2.00	2.00	2.00	87,741	86,431
5248	Program Assistant	14.00	14.00	14.00	14.00	552,878	555,209
2761	Group Secretary	.50	.50	.50	.50	11,463	11,465
2730	Senior Clerk	.50	.50	.50	.50	11,466	11,593
2700	Intermediate Clerk Typist	3.00	3.00	3.00	3.00	58,291	58,732
	Sub-Total	21	20.50	21	20.50	\$744,246	\$746,511
	<b>Total</b>	<b>83</b>	<b>81.75</b>	<b>119</b>	<b>117.75</b>	<b>\$2,631,924</b>	<b>\$3,661,046</b>
	<b>Salary Adjustments:</b>					<b>\$(19,708)</b>	<b>\$(12,409)</b>
	<b>Bilingual Pay:</b>					<b>1,913</b>	<b>31,737</b>
	<b>Premium/Overtime Pay:</b>					<b>1,762</b>	<b>7,523</b>
	<b>Employee Benefits:</b>					<b>937,038</b>	<b>1,319,757</b>
	<b>Salary Savings:</b>					<b>(37,543)</b>	<b>(75,663)</b>
	<b>Total Adjustments</b>					<b>\$883,462</b>	<b>\$1,270,945</b>
	<b>Program Totals</b>	<b>83</b>	<b>81.75</b>	<b>119</b>	<b>117.75</b>	<b>\$3,515,386</b>	<b>\$4,931,991</b>

## PROGRAM: FOOD STAMP ASSISTANCE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24007  
MANAGER: J. ZINSERORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-19

**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)

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$3,744,054	\$4,327,918	\$4,936,198	\$5,122,240	\$5,148,314	0.5
Services & Supplies	390,687	642,519	614,708	679,041	676,034	(0.4)
Support Care	10,824,831	73,814,127	113,609,943	106,648,988	106,648,988	0.0
Fixed Assets	0	0	0	34,276	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$14,959,572</b>	<b>\$78,784,564</b>	<b>\$119,160,849</b>	<b>\$112,484,545</b>	<b>\$112,473,336</b>	<b>(0.0)</b>
<b>PROGRAM REVENUE</b>	<b>(13,925,886)</b>	<b>(77,476,034)</b>	<b>(118,328,213)</b>	<b>(111,025,656)</b>	<b>(111,599,684)</b>	<b>0.5</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,033,686</b>	<b>\$1,308,530</b>	<b>\$832,636</b>	<b>\$1,458,889</b>	<b>\$873,652</b>	<b>(40.1)</b>
<b>STAFF YEARS</b>	<b>139.75</b>	<b>149.25</b>	<b>157.75</b>	<b>162.00</b>	<b>162.00</b>	<b>0.0</b>

## 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 households 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 91-92 actual expenditures for Support and Care exceeded budgeted levels due to higher than anticipated paid caseload growth. This reflects the nationwide growth trend in this program.

Actual staff years and Salaries & Benefits expenditures fell below budgeted levels due to the County's hiring freeze during the final months of FY 91-92.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Food Stamps [162.00 SY; E = \$112,473,336; R = \$111,599,684] 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 58,000 San Diego County families and individuals each month in FY 92-93. (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 Reclassifying 1.00 SY Analyst III to Social Services Administrator II.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
State Administrative Reimbursement (35% of cost, previously 25%)	\$1,942,817	\$1,458,889	\$2,038,522	\$579,633
Federal Administrative Reimbursement (50% of cost)	2,775,453	2,917,779	2,912,174	(5,605)
Federal Aid Payments Reimbursement	113,609,943	106,648,988	106,648,988	0
Sub-Total	\$118,328,213	\$111,025,656	\$111,599,684	\$574,028
<b>Total</b>	<b>\$118,328,213</b>	<b>\$111,025,656</b>	<b>\$111,599,684</b>	<b>\$574,028</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
REVENUE MATCH: Administrative Cost Match (15% required, previously 25%)	\$832,636	\$1,458,889	\$873,652	\$(585,237)
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$832,636	\$1,458,889	\$873,652	\$(585,237)
<b>Total</b>	<b>\$832,636</b>	<b>\$1,458,889</b>	<b>\$873,652</b>	<b>\$(585,237)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost. Food Stamp Aid Payments are 100% revenue offset.

The State's realignment of social services programs increased the State's share of reimbursement for Food Stamp administrative costs from 25% to 35%. Realignment occurred after the finalization of the County's FY 91-92 budget. The revised sharing reimbursement ratio is therefore reflected in the 1991-92 Actual amounts, but not the 1991-92 Budget.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The State's realignment of social services programs decreased the County administrative cost match requirements for Food Stamps from 25% County cost match to 15%.

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u>					
Preapplications	3,339	3,865	3,641	4,423	3,619
Eligibility determinations	2,370	2,651	2,693	2,889	2,619
Cases supervised	7,313	9,502	11,483	12,650	12,785
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	144.8	166.7	170.3	203.7	194.1
<u>EFFECTIVENESS</u>					
Percentage of benefits issued with no dollar errors *	83.3%	86.4%	91.0%	88.2%	88.2%
Percentage of applications certified within 30 calendar days	79.0%	91.9%	91.9%	100%	100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility determination	60.0%	70.4%	78.3%	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 88.2%.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0360	Assistant Deputy Director	1.25	1.25	1.25	1.25	\$68,295	\$71,502
5289	Social Services Admin III	2.25	2.25	2.25	2.25	114,741	113,472
5288	Social Services Admin II	2.00	2.00	3.00	3.00	89,628	138,486
5287	Social Services Admin I	.25	.25	.25	.25	10,968	10,804
2413	Analyst III	1.00	1.00	0	0	41,640	0
5248	Program Assistant	2.25	2.25	2.25	2.25	88,855	89,230
5222	Eligibility Supervisor	12.50	12.50	12.50	12.50	359,099	362,909
2745	Supervising Clerk	1.00	1.00	1.00	1.00	27,177	27,416
5221	Eligibility Technician	100.25	100.25	100.25	100.25	2,227,567	2,265,047
2757	Administrative Secretary II	.25	.25	.25	.25	5,975	5,889
2730	Senior Clerk	2.75	2.75	2.75	2.75	63,072	63,760
2756	Administrative Secretary I	2.75	2.75	2.75	2.75	59,162	58,820
2650	Stock Clerk	1.50	1.50	1.50	1.50	28,245	28,396
2700	Intermediate Clerk	22.75	22.75	22.75	22.75	442,038	445,382
4911	Social Services Aid II	4.00	4.00	4.00	4.00	78,471	77,455
9999	Extra Help	5.25	5.25	5.25	5.25	77,762	77,762
<b>Total</b>		<b>162</b>	<b>162.00</b>	<b>162</b>	<b>162.00</b>	<b>\$3,782,695</b>	<b>\$3,836,330</b>
<b>Salary Adjustments:</b>						61,571	0
<b>Bilingual Pay:</b>						14,756	15,343
<b>Premium/Overtime Pay:</b>						13,587	14,047
<b>Employee Benefits:</b>						1,303,376	1,386,829
<b>Salary Savings:</b>						(53,745)	(104,235)
<b>Total Adjustments</b>						<b>\$1,339,545</b>	<b>\$1,311,984</b>
<b>Program Totals</b>		<b>162</b>	<b>162.00</b>	<b>162</b>	<b>162.00</b>	<b>\$5,122,240</b>	<b>\$5,148,314</b>



PROGRAM: GENERAL RELIEF

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24004  
MANAGER: J. ZINSER

ORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-20

**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."

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,420,652	\$2,856,356	\$3,069,302	\$3,922,439	\$3,986,742	1.6
Services & Supplies	302,662	424,052	381,879	547,006	536,237	(2.0)
Contracts	142,657	172,494	181,129	180,000	180,000	0.0
Support & Care	15,556,660	22,536,034	22,061,690	24,301,633	17,500,280	(28.0)
Fixed Assets	0	0	0	35,378	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$18,422,631</b>	<b>\$25,988,936</b>	<b>\$25,694,000</b>	<b>\$28,986,456</b>	<b>\$22,203,259</b>	<b>(23.4)</b>
<b>PROGRAM REVENUE</b>	<b>(792,421)</b>	<b>(2,268,611)</b>	<b>(3,246,561)</b>	<b>(2,291,310)</b>	<b>(3,410,000)</b>	<b>48.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$17,630,210</b>	<b>\$23,720,325</b>	<b>\$22,447,439</b>	<b>\$26,695,146</b>	<b>\$18,793,259</b>	<b>(29.6)</b>
<b>STAFF YEARS</b>	<b>90.25</b>	<b>98.50</b>	<b>98.00</b>	<b>129.50</b>	<b>128.50</b>	<b>(0.8)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 91-92 actual expenditure and staffing fell below budgeted levels because paid caseload growth was less than anticipated, actually declining during the second half of the Fiscal Year, and due to the County's hiring freeze during the final months of FY 91-92.

**1992-93 OBJECTIVES**

1. To complete at least 95% of renewals due each month.
2. To make 90% of the eligibility determinations within ten working days of the intake interview.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. General Relief [128.50 SY; E = \$22,203,259; R = \$3,410,000] 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 approximately 5,200 individuals each month in FY 92-93.
  - o Decreasing 1.00 Staff Year as follows:
    - 1.00 SY in the Baseline Budget transferred to Eligibility Review (Program #21004).

<u>Classification</u>	<u>Staff Years</u>
Eligibility Control Wkr	(1.00)
  - o Decreasing a total of \$6,801,353 in Support and Care costs as follows:
    - (\$996,873) reflecting continuation of savings realized in FY 91-92.
    - (\$5,804,480) based on the Board's earlier action (January 14, 1992 [2]) limiting General Relief Eligibility for employable adults. This reduction assumes limited eligibility will be implemented effective August 1, 1992.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
SSI Reimbursement	\$2,557,035	\$1,741,310	\$2,860,000	\$1,118,690
Collection of Aid Payments	689,526	550,000	550,000	0
Sub-Total	\$3,246,561	\$2,291,310	\$3,410,000	\$1,118,690
<b>Total</b>	<b>\$3,246,561</b>	<b>\$2,291,310</b>	<b>\$3,410,000</b>	<b>\$1,118,690</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Administration	\$3,632,310	\$4,684,823	\$4,702,979	\$18,156
Aid Payments	18,815,129	22,010,323	14,090,280	(7,920,043)
Sub-Total	\$22,447,439	\$26,695,146	\$18,793,259	\$(7,901,887)
<b>Total</b>	<b>\$22,447,439</b>	<b>\$26,695,146</b>	<b>\$18,793,259</b>	<b>\$(7,901,887)</b>

## 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. 1991-92 Actual SSI Reimbursement was higher than anticipated due to the success of the Department of Social Services' SSI Advocacy Project.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u>					
Preapplication	2,829	3,201	2,788	3,285	2,908
Eligibility determinations	1,976	1,918	1,834	1,960	1,860
Cases supervised	4,750	6,419	6,076	7,539	5,194
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	162.7	181.4	167.2	155.9	121.5
<u>EFFECTIVENESS</u>					
Percentage of renewals completed by end of certification period	93.0%	95.0%	79.7%	95.0%	95.0%
Percentage of eligibility determinations within ten days of intake interview	95.0%	90.0%	91.4%	90.0%	90.0%

REMARKS:

Cases per Eligibility Technician is projected at lower than historical levels to focus staff and administrative attention in this 100% County funded program. This focused attention has been found to provide increased control over both the level of caseload growth, and the accuracy of eligibility and grant level determinations.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
5289	Social Services Admin III	.75	.75	.75	.75	\$38,247	\$37,824
5288	Social Services Admin II	2.25	2.25	2.25	2.25	100,831	103,865
5244	Program Specialist	1.00	1.00	1.00	1.00	42,015	41,843
5222	Eligibility Supervisor	10.50	10.50	10.50	10.50	301,643	304,844
5225	Eligibility Ctrl Worker	1.00	1.00	0.00	0.00	24,793	0
2745	Supervising Clerk	.50	.50	.50	.50	13,588	13,708
5221	Eligibility Technician	83.50	83.50	83.50	83.50	1,855,380	1,886,598
2730	Senior Clerk	2.25	2.25	2.25	2.25	51,604	52,166
2756	Administrative Secretary I	.50	.50	.50	.50	10,757	10,695
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,830	18,930
2700	Intermediate Clerk	21.25	21.25	21.25	21.25	412,893	416,016
4911	Social Services Aid II	2.00	2.00	2.00	2.00	39,235	38,728
2709	Department Clerk	1.50	1.50	1.50	1.50	23,790	23,733
9999	Extra Help	1.50	1.50	1.50	1.50	22,218	22,218
<b>Total</b>		<b>130</b>	<b>129.50</b>	<b>129</b>	<b>128.50</b>	<b>\$2,955,824</b>	<b>\$2,971,168</b>
<b>Salary Adjustments:</b>						(31,136)	0
<b>Bilingual Pay:</b>						12,437	12,171
<b>Premium/Overtime Pay:</b>						11,452	11,143
<b>Employee Benefits:</b>						1,015,849	1,072,957
<b>Salary Savings:</b>						(41,987)	(80,697)
<b>Total Adjustments</b>						<b>\$966,615</b>	<b>\$1,015,574</b>
<b>Program Totals</b>		<b>130</b>	<b>129.50</b>	<b>129</b>	<b>128.50</b>	<b>\$3,922,439</b>	<b>\$3,986,742</b>

PROGRAM: MEDI-CAL ADMINISTRATION

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24009  
MANAGER: J. ZINSER

ORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-22

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$9,959,017	\$12,983,474	\$15,188,301	\$16,247,538	\$15,977,924	(1.7)
Services & Supplies	979,367	1,927,516	1,891,860	2,160,777	2,126,169	(1.6)
Other Charges	100,072	82,672	56,257	85,000	85,000	0.0
Fixed Assets	178,632	0	0	76,788	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$11,217,088</b>	<b>14,993,662</b>	<b>\$17,136,418</b>	<b>\$18,570,103</b>	<b>\$18,189,093</b>	<b>(2.1)</b>
<b>PROGRAM REVENUE</b>	<b>(11,217,088)</b>	<b>(14,993,052)</b>	<b>(17,136,418)</b>	<b>(18,570,103)</b>	<b>(18,189,093)</b>	<b>(2.1)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$610</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>371.75</b>	<b>447.75</b>	<b>485.50</b>	<b>515.50</b>	<b>509.50</b>	<b>(1.2)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 91-92 actual expenditures and staffing fell below budgeted levels because caseload growth was less than anticipated, and due to the County's hiring freeze during the final months of FY 91-92.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Medi-Cal Administration [509.50 SY; E = \$18,189,093; R = \$18,189,093] 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 54,000 San Diego county individuals and families each month in FY 92-93.
- o Reclassifying 1.00 SY Senior Clerk to Administrative Secretary I.
- o Decreasing 5.00 SY in the Baseline Budget as follows:

- Transfer 2.00 SY to Management Services (Program #92101).

<u>Classification</u>	<u>Staff Years</u>
Assistant Deputy Director	(1.00)
Administrative Secretary II	(1.00)

- Transfer 4.00 SY to Eligibility Review (Program #21004)

<u>Classification</u>	<u>Staff Years</u>
Eligibility Control Supervisor	(1.00)
Eligibility Control Worker	(3.00)

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
State Administrative Reimbursement	\$16,460,698	\$17,928,231	\$17,966,199	\$37,968
State Special Circumstances Reimbursement	56,257	85,000	85,000	0
Hospital Council Contract	619,463	556,872	137,894	(418,978)
Sub-Total	\$17,136,418	\$18,570,103	\$18,189,093	\$(381,010)
Total	\$17,136,418	\$18,570,103	\$18,189,093	\$(381,010)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

The Medi-Cal program is 100% revenue-offset.

Hospital Council Contract revenue is projected at lower than historical levels due to anticipated changes in Federal regulations regarding the receipt of this type of revenue. Subsequent information indicates that these changes will not occur. Reductions in the budgeted Hospital Council Contract revenue were offset on a dollar-for-dollar basis by State Administrative Reimbursement, and result in no change in General Fund Contribution.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:



PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u>					
Preapplications	4,867	5,041	4,369	4,996	4,677
Eligibility determinations	6,016	6,981	7,912	8,392	9,402
Cases supervised	27,130	41,291	48,855	56,197	54,662
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	155.0	184.8	190.1	209.4	206.9
<u>EFFECTIVENESS</u>					
Percentage of cases with no errors	97.1%	85.4%	85.3%	97.0%	97.0%
Percentage of applications (other than disability pending) certified within 45 calendar days	98.0%	75.6%	78.8%	100%	100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility certification	60.0%	69.6%	75.1%	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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0360	Assistant Deputy Director	1.50	1.50	0.50	0.50	\$81,954	\$28,601
5289	Social Services Admin III	4.50	4.50	4.50	4.50	229,482	226,945
5288	Social Services Admin II	4.00	4.00	4.00	4.00	179,255	184,648
5287	Social Services Admin I	3.25	3.25	3.25	3.25	142,578	140,451
2412	Analyst II	1.00	1.00	1.00	1.00	36,379	39,147
5248	Program Assistant	5.25	5.25	5.25	5.25	207,329	208,203
5233	Eligibility Ctrl Supervisor	1.00	1.00	0.00	0.00	29,741	0
5225	Eligibility Ctrl Worker	3.00	3.00	0.00	0.00	74,379	0
5222	Eligibility Supervisor	41.50	41.50	41.50	41.50	1,192,207	1,204,858
2745	Supervising Clerk	2.00	2.00	2.00	2.00	54,353	54,833
5221	Eligibility Technician	337.00	337.00	337.00	337.00	7,488,182	7,614,174
2730	Senior Clerk	7.75	7.75	6.75	6.75	177,747	156,501
2757	Administrative Secretary II	1.00	1.00	0.00	0.00	23,901	0
2756	Administrative Secretary I	2.25	2.25	3.25	3.25	48,405	69,513
2650	Stock Clerk	2.50	2.50	2.50	2.50	47,076	47,327
2700	Intermediate Clerk	92.50	92.50	92.50	92.50	1,797,297	1,810,893
4911	Social Services Aid II	4.00	4.00	4.00	4.00	78,471	77,455
9999	Extra Help	1.50	1.50	1.50	1.50	22,218	22,218
<b>Total</b>		<b>515.50</b>	<b>515.50</b>	<b>509.50</b>	<b>509.50</b>	<b>\$11,910,954</b>	<b>\$11,885,767</b>
<b>Salary Adjustments:</b>						290,771	0
<b>Bilingual Pay:</b>						50,044	48,256
<b>Premium/Overtime Pay:</b>						46,081	44,180
<b>Employee Benefits:</b>						4,119,151	4,323,153
<b>Salary Savings:</b>						(169,463)	(323,432)
<b>Total Adjustments</b>						<b>\$4,336,584</b>	<b>\$4,092,157</b>
<b>Program Totals</b>		<b>515.50</b>	<b>515.50</b>	<b>509.50</b>	<b>509.50</b>	<b>\$16,247,538</b>	<b>\$15,977,924</b>

PROGRAM: REFUGEE ASSISTANCE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24008  
MANAGER: J. ZINSER

ORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-23

**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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$498,370	\$449,494	\$379,708	\$685,028	\$675,076	(1.5)
Services & Supplies	111,063	66,731	47,735	85,928	85,548	(0.4)
Support & Care	4,111,236	2,166,773	1,129,989	1,154,683	1,154,683	0.0
Fixed Assets	0	0	0	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$4,720,669</b>	<b>2,682,998</b>	<b>\$1,557,432</b>	<b>\$1,925,639</b>	<b>\$1,915,307</b>	<b>(0.5)</b>
<b>PROGRAM REVENUE</b>	<b>(4,683,905)</b>	<b>(2,673,779)</b>	<b>(1,557,432)</b>	<b>(1,925,639)</b>	<b>(1,915,307)</b>	<b>(0.5)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$36,764</b>	<b>\$9,219</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>STAFF YEARS</b>	<b>18.50</b>	<b>15.50</b>	<b>12.25</b>	<b>20.50</b>	<b>20.50</b>	<b>0.0</b>

**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 2.5% (previously 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 beginning in FY 91-92. This program now includes only administrative costs and the 8 month Refugee Cash Assistance cases.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 91-92 actual expenditures and staffing fell below budgeted levels because paid caseloads were less than anticipated, and due to the County's hiring freeze during the final months of FY 91-92.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Refugee Assistance [20.50 SY; E = \$1,915,307; R = \$1,915,307] including support personnel is:
  - o Mandated Activity/Mandated Service Level.
  - o Providing cash assistance to all eligible refugees.
  - o Providing assistance to nearly 300 San Diego County refugee families in FY 92-93.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Federal Administrative Reimbursement	\$427,443	\$770,956	\$760,624	(10,332)
Federal Aid Payments Reimbursement	1,129,989	1,154,683	1,154,683	0
Sub-Total	\$1,557,432	\$1,925,639	\$1,915,307	\$(10,332)
<b>Total</b>	<b>\$1,557,432</b>	<b>\$1,925,639</b>	<b>\$1,915,307</b>	<b>\$(10,332)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Net County Cost of Aid Payments	\$0	\$0	\$0	0
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES:

The Refugee Assistance Program is 100% revenue offset.

## EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD</u>					
Preapplications	170	150	170	80	160
Eligibility determinations	150	130	151	60	140
Cases supervised	841	654	611	400	650
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	101.8	94.3	113.7	72.0	126.7
<u>EFFECTIVENESS</u>					
Percentage of applications certified within 45 calendar days	90.0%	100%	97.7%	100%	100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility determination	90.0%	90.0%	92.7%	90.0%	90.0%

REMARKS:

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0360	Assistant Deputy Director	.25	.25	.25	.25	\$13,659	\$14,300
5289	Soc Svcs Admin III	.50	.50	.50	.50	25,498	25,216
5288	Soc Svcs Admin II	.25	.25	.25	.25	11,203	11,541
5248	Program Assistant	1.00	1.00	1.00	1.00	39,491	39,658
5222	Eligibility Supervisor	1.25	1.25	1.25	1.25	35,910	36,291
2745	Supervising Clerk	.75	.75	.75	.75	20,383	20,562
5221	Eligibility Technician	8.25	8.25	8.25	8.25	183,316	186,400
2757	Admin Sec II	.25	.25	.25	.25	5,975	5,889
2730	Senior Clerk	1.25	1.25	1.25	1.25	28,669	28,982
2756	Admin Sec I	.50	.50	.50	.50	10,757	10,695
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,830	18,931
2700	Intermediate Clerk Typist	5.00	5.00	5.00	5.00	97,151	97,886
9999	Extra Help	.25	.25	.25	.25	3,703	3,702
<b>Total</b>		<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>\$494,545</b>	<b>\$500,053</b>
<b>Salary Adjustments:</b>						21,086	0
<b>Bilingual Pay:</b>						1,214	1,942
<b>Premium/Overtime Pay:</b>						1,118	1,778
<b>Employee Benefits:</b>						174,116	184,975
<b>Salary Savings:</b>						(7,051)	(13,672)
<b>Total Adjustments</b>						<b>\$190,483</b>	<b>\$175,023</b>
<b>Program Totals</b>		<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>\$685,028</b>	<b>\$675,076</b>

## PROGRAM: MANAGEMENT SERVICES

## DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 92101  
MANAGER: J. SHEPARDORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-21

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$8,244,777	\$9,089,851	\$9,065,341	\$9,592,815	\$9,948,028	3.7
Services & Supplies	910,615	1,136,502	972,995	1,113,921	1,270,284	14.0
Fixed Assets	645,058	277,935	200,355	33,910	221,835	554.2
<b>TOTAL DIRECT COST</b>	<b>\$9,800,450</b>	<b>\$10,504,288</b>	<b>\$10,238,691</b>	<b>\$10,740,646</b>	<b>\$11,440,147</b>	<b>6.5</b>
<b>PROGRAM REVENUE</b>	<b>(7,905,443)</b>	<b>(8,560,128)</b>	<b>(8,581,326)</b>	<b>(8,547,435)</b>	<b>(9,848,368)</b>	<b>15.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,895,007</b>	<b>\$1,944,160</b>	<b>\$1,657,365</b>	<b>\$2,193,211</b>	<b>\$1,591,779</b>	<b>(27.4)</b>
<b>STAFF YEARS</b>	<b>272.50</b>	<b>264.00</b>	<b>247.75</b>	<b>266.75</b>	<b>268.50</b>	<b>0.7</b>

**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, community relations 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.



**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual Salaries and Benefits are lower than budgeted as the result of salary savings due to the County hiring freeze during the final months of FY 91-92.

Computer equipment authorized in other program is purchased through this program to maintain centralized management and control.

**1992-93 OBJECTIVES**

1. Complete the development of the Automated Eligibility System Phase II to provide Benefit Analysts an automated renewal process, and the ability to submit transactions for future month processing.
2. Complete the implementation of the San Diego developed Adult Protective System (APS) on-line system to assist adult protective workers in managing their caseloads.
3. Complete the implementation of the Regional Justice Information System (REJIS) interface to allow downloading of Social Services Reporting System (SSRS) information to REJIS and printing of minute orders and court schedules in Childrens Services Bureau (CSB) offices.
4. Develop and implement policies and procedures to ensure the security of computer systems within the Department.
5. Develop and implement a Fraud Referral and Tracking System (FRATS) to allow on-line fraud referrals by Benefit Analysts, tracking of referrals, and enhanced communication among Benefit Analysts and Appeals and District Attorney investigative staff.
6. Develop and implement a bar coding system to ensure accountability and confidentiality for case files.
7. Develop and implement an on-line claim processing system for the Childrens Services Bureau for court-ordered services.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

Net increase of 1.75 SY due to the following; decrease of 1.00 staff year due to the transfer of one Administrative Secretary III to the Department Administration/Community Relations; addition of 2.00 staff years due to the transfer of an Assistant Deputy Director, Social Services and an Administrative Secretary II from the Medi-Cal Program; addition of 1.00 staff year (Social Services Administrator III) in Community Relations Administration and the decrease of 0.25 Intermediate Clerk Typist in the Personnel Division.

1. Support Services [4.00 SY; E = \$252,527; R = \$217,390] 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.
2. Word Processing [65.00 SY; E = \$2,457,821; R = \$2,115,840] 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 Reclassifying 8.00 SY Sr. Word Processing Operators to Sr. Transcriber Typists and 1.00 SY Principal Clerk I to Principal Clerk II.
  - o Increase of \$32,260 in fixed assets to replace outdated word processing equipment and an increase of \$2,924 for additional software and minor equipment for this equipment.
3. Office Services [45.00 SY; E = \$1,518,447; R = \$1,307,170] 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 1.00 SY Sr. Clerk to Storekeeper II.

- o Increase of \$75,000 in fixed assets for a bar coding system to track and control the location of client case files.
  - o Expected to process 825,000 case records.
4. Fiscal Services [71.00 SY; E = \$2,620,251; R = \$2,255,672] including support personnel is:
- o Mandated/Discretionary Service Level.
  - o Responsible for department-wide accounting services, managing conservatee funds, accounting for Child Support collections, and preparing assistance and administrative revenue claims.
  - o Reclassifying 1.00 SY Sr. Account Clerk to Dept. Computer Specialist II.
  - o Expected to process 300,000 financial transactions.
5. Personnel and Training [45.50 SY; E = \$2,143,675; R = \$1,845,404] including support personnel is:
- o Mandated/Discretionary Service Level.
  - o Responsible for department-wide personnel and payroll services and training coordination and providing in-house training for Eligibility Technicians and Social Worker staff.
  - o Deleting 0.25 SY Intermediate Clerk to offset cost of personal computers (\$3,464 in fixed assets and \$1,023 for software).
  - o Reclassifying 7.00 SY Eligibility Training Specialists to Social Services Trainers.
  - o Expected to provide personnel, payroll and training services for an average of 3,646 employees.
6. Budget and Revenue [5.00 SY; E = \$320,415; R = \$275,832] 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.
7. Electronic Data Processing [23.00 SY; E = \$1,497,178; R = \$1,288,861] including support personnel is:
- o Mandated/Discretionary Service Level.
  - o Responsible for developing, coordinating and implementing Departmental record automation efforts.
  - o Expected to complete 1,550 service requests.
  - o Increasing of \$88,000 in fixed assets to fund communication costs for the new Logan Heights District Office.
  - o Increasing \$7,178 for two lap top computers (\$6,496) and software (\$682) for use by System Analysts who are on call for emergencies.
  - o Increasing \$13,610 for 5 computers and one laser printer (\$13,205) and software (\$405) to be used for replacements of existing equipment which have excessive maintenance costs.
8. Community Relations/Media Inquiry/Volunteer Relations [5.00 SY; E = \$324,166; R = \$279,062] 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 in 2.00 SY including 1.00 Assistant Deputy Director, Social Services and 1.00 SY Administrative Secretary II from the Medi-Cal Program.
  - o Addition of 1.00 SY Social Service Administrator III and \$147,153 increase in Services and Supplies for the New Beginnings Program as approved by the Board on November 5, 1991 [7].
  - o Increase of \$3,410 in fixed assets for a computer system and \$600 for software for the New Beginnings program which is fully funded by a Federal grant.
  - o Reclassifying 1.00 SY Sr. Clerk to Administrative Secretary III and transfer to Department Administration/Community Relations.

- o Expected to obtain 600,000 volunteer hours donated.

9. Evaluation and Contracting [5.00 SY; E = \$305,667; R = \$263,137] 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.
- o Reclassifying 1.00 SY Analyst II to Analyst III.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Foster Home License Contracts	\$74,953	\$79,535	\$89,735	\$10,200
Adoptions Service Contract	208,652	259,162	264,379	5,217
Refugee Social Services	2,587	9,010	7,679	(1,331)
Child Welfare Services (match required)	1,886,517	2,728,985	2,503,329	(225,656)
County Services Block Grant (25% match required)	257,465	394,230	324,139	(70,091)
Short-Doyle (Trust Fund, previously 10% match required)	0	81,622	0	(81,622)
Refugee Targeted Assistance Program (RTAP)	39,580	77,972	83,118	5,146
RETC Contract Administration	13,167	26,567	26,819	252
AFDC Administration (25% match required)	2,143,480	1,563,225	2,307,852	744,627
Medi-Cal Program Administration	1,451,146	1,224,384	1,615,435	391,051
Food Stamp Program Admin. (25% match required)	878,040	753,336	833,304	79,968
Refugee Aid Administration	25,758	80,140	65,517	(14,623)
Dept. of Education Contract Administration	6,471	2,479	2,399	(80)
Food Stamp Employment & Training (match required)	100,681	82,264	65,651	(16,613)
Job Clubs				
Greater Avenues to Independence	703,914	802,327	846,434	44,107
Independent Living Skills Contract	33,381	37,668	33,583	(4,085)
Hospital Council Contract	41,912	53,627	11,727	(41,900)
Adoption Fees	4,822	7,194	7,371	177
Tran. Child Care Admin.	15,412	28,028	28,718	690
Misc. (HRSA, SAVE, IRCA)	189,102	151,916	90,823	(61,093)
Family Preservation	46,977	86,671	133,991	47,320
Specialized Foster Care Grant	12,469	17,093	22	(17,071)
Conservatorship Medicaid	28,130	0	26,803	26,803
New Beginnings Grant	5,322	0	200,000	200,000
Sub-Total	\$8,169,938	\$8,547,435	\$9,568,828	\$1,021,393
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$411,388	\$0	\$279,540	279,540
Sub-Total	\$411,388	\$0	\$279,540	\$279,540
<b>Total</b>	<b>\$8,581,326</b>	<b>\$8,547,435</b>	<b>\$9,848,368</b>	<b>\$1,300,933</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
REVENUE MATCH:				
Child Welfare Services (\$ match required)	\$198,388	\$348,087	\$250,285	(97,802)
County Services Block Grant (25% of cost)	51,017	131,410	65,178	(66,232)
Short-Doyle (10% of cost)	0	9,013	0	(9,013)
AFDC Administration (25% of cost)	857,484	916,813	816,882	(99,931)
Food Stamp Program (25% of cost)	139,201	166,416	136,368	(30,048)
Food Stamp Employment & Training	69,447	26,429	28,028	1,599
Greater Avenues to Independence	0	0	0	0
Sub-Total	\$1,315,537	\$1,598,168	\$1,296,741	\$(301,427)
GENERAL FUND SUPPORT COSTS:				
County Cost Programs	341,828	595,043	295,038	(300,005)
Sub-Total	\$341,828	\$595,043	\$295,038	\$(300,005)
<b>Total</b>	<b>\$1,657,365</b>	<b>\$2,193,211</b>	<b>\$1,591,779</b>	<b>\$(601,432)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES:**

State/local program realignment replaced categorical State revenue with a share of the increased Sales Tax revenues.

Increase revenue from a New Beginnings Grant as a result of a Board approved mid-year addition.

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 Program costs include the cost to administer County funded programs such as General Relief.

## FIXED ASSETS

Item	Quantity	Unit	Total Cost
Communications Equipment	1	lot	\$88,000
Printer, Laser	4		9,312
Spooler	4		2,164
Bar Code System	1	lot	75,000
Lap Top Personal Computer	2		6,496
Personal Computer (low-end)	18		31,176
Printer, Laser	1		1,570
Equipment Internal to a PC	1		108
Personal Computer (high-end)	2		4,220
Printer, Laser	1		2,165
Equipment Internal to a PC	1		1,624
<b>Total</b>			<b>\$221,835</b>

## PROGRAM: MANAGEMENT SERVICES

DEPARTMENT: SOCIAL SERVICES

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<u>WORKLOAD (ANNUAL)</u>					
<u>General Services</u>					
Case records processed	750,700	798,000	807,000	825,000	825,000
Printing impressions	44,000,000	47,600,000	50,000,000	48,000,000	51,000,000
<u>Public Media/Volunteer Relations</u>					
Volunteer hours donated	303,906	418,721	531,000	450,000	600,000
Value of donated time	\$7,000,000	\$10,370,393	\$12,500,000	\$10,000,000	\$13,000,000
Speaking requests filled/audience	277/11,241	191/8,670	184/6,226	350/15,000	150/5,250
<u>Personnel/Payroll</u>					
Significant personnel activities	3,496	3,485	3,356	3,690	3,646
<u>Training</u>					
Hours of staff training provided	175,086	114,132	90,292	160,000	93,000
<u>Fiscal Services</u>					
Financial transactions	303,411	323,087	286,877	330,000	300,000
<u>Budget and Revenue</u>					
Management reports prepared	16	16	16	16	16
<u>Evaluations and Contracts</u>					
Contracts negotiated	13	9	18	18	8
Program evaluations conducted	1	1	0	1	2
Systems studies conducted	6	3	1	4	4
Legislation analyzed, number of bills	220	193	197	200	200
<u>Electronic Data Processing</u>					
Service requests completed	720	821	0	1,000	0
Applications Service Requests	0	0	412	278	420
Hardware Service Requests	0	0	567	407	580
Systems & PC Service Requests	0	0	170	93	170
Telephone & Voice Mail Svc Requests	0	0	350	222	380

## PERFORMANCE INDICATORS

1989-90  
Actual1990-91  
Actual1991-92  
Actual1991-92  
Budget1992-93  
BudgetDISCUSSIONTraining

Actuals for hours of staff training provided were less than budgeted due to fewer Benefit Analyst (Eligibility Technician) and Protective Service Worker induction classes.

Fiscal

Actuals for financial transactions are less than budget due to vacancies caused by the County hiring freeze which resulted in delays in processing transactions.

EDP

The "Service Requests Completed" indicator has been split into four indicators which are better measures of performance.

Actuals have increased in all service requests due to better documentation of work performed and increase of work requests.



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>Support Services Division</u>							
2412	Admin Svcs Manager II	1	1.00	1	1.00	\$ 54,957	\$ 54,747
2610	Buyer II	1	1.00	1	1.00	33,214	33,074
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
3643	Assoc Mech Engineer	1	1.00	1	1.00	42,935	44,110
	Sub-Total	4	4.00	4	4.00	\$177,457	\$178,093
<u>Word Processing</u>							
2125	Principal Clerk I	1	1.00	0	0.00	\$ 31,583	\$ 0
2726	Principal Clerk II	0	0.00	1	1.00	0	34,822
3010	WP Center Supervisor	5	5.00	5	5.00	146,387	150,055
3008	Sr WP Operator	12	11.50	4	3.50	276,803	89,442
3009	WP Operator	41	40.50	41	40.50	929,290	925,235
2730	Sr Clerk	1	1.00	1	1.00	24,032	23,949
2724	Sr Trans Typist	1	1.00	9	9.00	26,411	211,265
2417	Intermediate Trans Typist	4	4.00	4	4.00	88,687	89,200
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,125	20,670
	Sub-Total	66	65.00	66	65.00	\$1,541,318	\$1,544,638
<u>Office Services Section</u>							
2304	Admin Asst I	1	1.00	1	1.00	\$ 30,665	\$ 30,663
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2730	Senior Clerk	4	4.00	3	3.00	89,937	71,360
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	50,329	50,844
3050	Offset Equipment Oper	2	2.00	2	2.00	46,239	46,314
2650	Stock Clerk	1	1.00	1	1.00	19,896	19,812
2700	Intermediate Clerk Typist	27	27.00	27	27.00	545,803	546,649
6200	Building Maint Eng Asst	2	2.00	2	2.00	59,635	61,834
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	40,726	39,498
3051	Reprographics Tech	3	3.00	3	3.00	55,541	61,164
2658	Storekeeper II	0	0.00	1	1.00	0	23,391
	Sub-Total	45	45.00	45	45.00	\$966,658	\$979,298
<u>Fiscal Services Division</u>							
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$ 55,505	\$ 55,289
2505	Senior Accountant	3	3.00	3	3.00	90,504	123,469
2425	Associate Accountant	5	5.00	5	5.00	170,802	171,033
2730	Sr Clerk	1	1.00	1	1.00	24,032	23,949
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2500	Jr Accountant	1	1.00	1	1.00	30,041	29,920
2403	Accounting Tech	6	6.00	6	6.00	156,965	156,506
2510	Sr Account Clerk	13	13.00	12	12.00	308,482	283,481
2493	Intermediate Account Clerk	34	34.00	34	34.00	682,869	688,125
2700	Intermediate Clerk Typist	6	6.00	6	6.00	117,390	121,319
3119	Dept Computer Spec	0	0.00	1	1.00	0	31,283
	Sub-Total	71	71.00	71	71.00	\$1,664,477	\$1,712,143
<u>Personnel &amp; Training Division</u>							
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	\$ 59,203	\$ 58,986
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2757	Admin Secretary II	1	1.00	1	1.00	22,948	24,011
	Sub-Total	3	3.00	3	3.00	\$106,183	\$106,946

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>Personnel &amp; Payroll Section</u>							
2328	Dept Personnel Officer II	5	5.00	5	5.00	\$229,325	\$224,565
2330	Dept Personnel Officer I	1	1.00	1	1.00	37,552	39,300
2363	Personnel Research Psych	1	1.00	1	1.00	50,273	51,995
2745	Supervising Clerk	1	1.00	1	1.00	24,991	26,135
2320	Personnel Aide	1	1.00	1	1.00	27,733	27,623
2511	Sr Payroll Clerk	5	5.00	5	5.00	120,717	122,602
2494	Payroll Clerk	6	6.00	6	6.00	119,081	124,139
2700	Intermediate Clerk Typist	2	2.00	2	1.75	40,266	33,717
9999	Temporary Extra Help	1	.25	1	.25	8,000	8,000
	Sub-Total	23	22.25	23	22.00	\$657,938	\$658,076
<u>Training Section</u>							
2308	Dept Training Admin	1	1.00	1	1.00	\$ 51,102	\$ 50,907
5287	Soc Svc Admin I	1	1.00	1	1.00	44,099	43,931
2365	Staff Devel Spec	4	3.50	4	3.50	135,166	135,106
5259	Protective Svcs Supervisor	2	2.00	2	2.00	88,080	87,744
2320	Personnel Aide (Trn Aide)	1	1.00	1	1.00	0	27,623
5226	Eligibility Training Spec	8	7.00	0	0.00	204,391	0
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2700	Intermediate Clerk Typist	4	4.00	4	4.00	83,016	73,667
5234	Social Svc Trainer	0	0.00	8	7.00	0	224,476
	Sub-Total	22	20.50	22	20.50	\$629,886	\$667,403
<u>Budget and Revenue Division</u>							
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$ 57,705	\$ 57,483
2413	Analyst III	3	3.00	3	3.00	137,386	138,486
2757	Admin Sec II	1	1.00	1	1.00	22,148	22,151
	Sub-Total	5	5.00	5	5.00	\$217,239	\$218,120
<u>Electronic Data Processing Division</u>							
2471	EDP Systems Manager	1	1.00	1	1.00	\$ 65,164	\$ 64,917
2499	Principal Systems Analyst	1	1.00	1	1.00	59,184	58,943
2525	Sr Systems Analyst	3	3.00	3	3.00	153,088	164,241
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	54,957	54,747
2427	Associate Systems Analyst	9	9.00	9	9.00	406,355	408,562
2428	System Supp Analyst-Trne	1	1.00	1	1.00	29,796	29,730
2303	Administrative Assistant II	1	1.00	1	1.00	42,015	41,843
2756	Administrative Secretary I	1	1.00	1	1.00	23,920	22,051
2485	Distrib Network Tech II	3	3.00	3	3.00	79,044	80,092
2486	Distrib Network Tech III	1	1.00	1	1.00	27,071	30,470
3199	Dept Computer Spec II	1	1.00	1	1.00	35,414	31,299
	Sub-Total	23	23.00	23	23.00	\$976,008	\$986,895
<u>Community Relations Media Inquiry/ Volunteer Relations</u>							
0360	Asst Dep Dir, Social Svcs	0	0.00	1	1.00	\$ 0	\$ 57,753
2757	Admin Secretary II	0	0.00	1	1.00	0	22,151
8801	Soc Svc Admin III	0	0.00	1	1.00	0	41,894
5248	Program Assistant	1	1.00	1	1.00	40,011	39,861
2337	Public Information Spec	1	1.00	1	1.00	38,095	37,960
2730	Senior Clerk	1	1.00	0	0.00	24,032	0
	Sub-Total	3	3.00	5	5.00	\$102,138	\$199,619

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>Evaluation and Contracting Division</u>							
2367	Principal Admin Analyst	1	1.00	1	1.00	\$52,355	\$ 52,157
2413	Analyst III	2	2.00	3	3.00	92,702	134,167
2412	Analyst II	1	1.00	0	0.00	46,351	0
2757	Admin Sec II	1	1.00	1	1.00	23,698	25,024
	Sub-Total	5	5.00	5	5.00	\$215,106	\$211,348
<b>Total</b>		270	266.75	272	268.50	\$7,254,408	\$7,462,579
<b>Bilingual Pay:</b>						33,800	33,800
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						2,500,087	2,652,348
<b>Salary Savings:</b>						(195,480)	(200,699)
<b>Total Adjustments</b>						\$2,338,407	\$2,485,449
<b>Program Totals</b>		270	266.75	272	268.50	\$9,592,815	\$9,948,028

PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 93101  
MANAGER: C. STEPPE

ORGANIZATION #: 3900  
REFERENCE: 1992-93 Proposed Budget - Pg. 59-16

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,288,225	\$1,232,350	\$1,648,427	\$1,309,766	\$1,375,651	5.0
Services & Supplies	16,162	29,013	78,909	75,449	79,288	5.1
<b>TOTAL DIRECT COST</b>	<b>\$1,304,387</b>	<b>\$1,261,363</b>	<b>\$1,727,336</b>	<b>\$1,385,215</b>	<b>\$1,454,939</b>	<b>5.0</b>
<b>PROGRAM REVENUE</b>	<b>(1,027,724)</b>	<b>(1,027,908)</b>	<b>(1,431,483)</b>	<b>(1,102,152)</b>	<b>(1,228,643)</b>	<b>11.5</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$276,663</b>	<b>\$233,455</b>	<b>\$295,853</b>	<b>\$283,063</b>	<b>\$226,296</b>	<b>(20.1)</b>
<b>STAFF YEARS</b>	<b>20.00</b>	<b>23.00</b>	<b>20.25</b>	<b>18.00</b>	<b>19.00</b>	<b>5.6</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and Benefits were over budget due to the need to hire temporary expert staff for special projects.

**1992-93 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.
7. Implement an internal security function to deter and detect employee fraud.
8. To maintain an aggressive welfare fraud prevention and detection program.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Department Administration [19.00 SY; E = \$1,454,939; R = \$1,228,643] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for the administration of the Department's other programs.
  - o Transfer of one Administrative Secretary III into this program/Community Relations Bureau from Management Services; reclassification of one Administrative Assistant III to Principal Administrative Analyst in the Income Maintenance Bureau.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Foster Home Lic. Contracts	\$13,430	\$10,258	\$11,412	\$1,154
Adoptions Service Contract	37,387	33,424	33,623	199
Refugee Social Services	463	1,162	977	(185)
Child Welfare Services (30% of Non Fed cost previously match)*	338,034	351,956	326,013	(25,943)
County Services Block Grant (30% of Non Fed cost, previously 25% match)	46,133	50,843	49,113	(1,730)
Short-Doyle (trust fund, previously 10% match)	0	10,527	0	(10,527)
Ref. Employment Services	7,092	10,056	10,571	515
RETC Contract Administration	2,359	3,426	3,411	(15)
AFDC Administration (15% of cost, previously 25% match)	327,776	196,263	291,929	95,666
Medi-Cal Program Administration	210,023	153,279	187,816	34,537
Food Stamp Program Administration (15% of cost, previously 25% match)	204,786	102,709	103,498	789
Refugee Aid Administration	4,595	10,336	8,332	(2,004)
Department of Education (maint. of effort required)**	1,160	320	305	(15)
Food Stamp Empl. & Training (match required)	18,040	10,609	8,350	(2,259)
Greater Avenues to Independence (GAIN) (15% of Non Fed match)	83,262	103,476	115,387	11,911
Independent Living Grant	5,981	4,858	4,271	(587)
Hospital Council Contract	7,510	6,916	1,491	(5,425)
Adoption Fees	864	928	937	9
Tran. Child Care Admin.	2,762	3,615	3,652	37
Spec. Foster Care Grant	2,234	2,205	3	(2,202)
Family Preservation	8,418	11,176	17,041	5,865
Conservatorship Medicaid	5,041	0	3,409	3,409
Misc. (HRSA, SAVE, IRCA)	30,419	23,810	11,551	(12,259)
<b>Sub-Total</b>	<b>\$1,357,769</b>	<b>\$1,102,152</b>	<b>\$1,193,092</b>	<b>\$90,940</b>
<b>REALIGNMENT:</b>				
Social Services Trust Fund - Sales Tax	\$73,714	\$0	\$35,551	\$35,551
<b>Sub-Total</b>	<b>\$73,714</b>	<b>\$0</b>	<b>\$35,551</b>	<b>\$35,551</b>
<b>Total</b>	<b>\$1,431,483</b>	<b>\$1,102,152</b>	<b>\$1,228,643</b>	<b>\$126,491</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Child Welfare Services	\$35,548	\$44,893	\$31,831	\$(13,062)
County Services Block Grants	9,141	16,949	8,289	(8,660)
Short-Doyle	0	1,162	0	(1,162)
AFDC Administration	153,648	112,895	102,310	(10,585)
Food Stamp Admin.	24,943	27,013	17,343	(9,670)
Food Stamp Empl. & Training	12,444	3,409	3,565	156
Greater Avenues to Independence (GAIN)	0	0	0	0
<b>Sub-Total</b>	<b>\$235,724</b>	<b>\$206,321</b>	<b>\$163,338</b>	<b>\$(42,983)</b>
County Cost Program Support	60,129	76,742	62,958	(13,784)
<b>Sub-Total</b>	<b>\$60,129</b>	<b>\$76,742</b>	<b>\$62,958</b>	<b>\$(13,784)</b>
<b>Total</b>	<b>\$295,853</b>	<b>\$283,063</b>	<b>\$226,296</b>	<b>\$(56,767)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES:**

The 1991-92 revenue actual was higher than budget due to higher than anticipated State allocations.

State/Local Program "Realignment" replaced categorical State revenue with a share of the increased Sales Tax revenue, which is deposited in the Social Services Trust Fund.

Miscellaneous revenue includes 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 and Conservatorship Medicaid funding.

**EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:**

County Cost Program Support costs include the cost to administer County funded programs such as General Relief.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>DSS Director's Office</u>							
2121	Director, Soc Svcs	1	1.00	1	1.00	\$111,778	\$111,352
2225	Asst Dir, Soc Svcs	1	1.00	1	1.00	88,675	91,350
0360	Asst Deputy Director	1	1.00	1	1.00	68,581	68,319
2759	Admin. Sec. IV	1	1.00	1	1.00	33,076	33,135
2758	Admin. Sec III	1	1.00	1	1.00	28,138	29,449
	Sub-Total	5	5.00	5	5.00	\$330,248	\$333,605
<u>Income Maintenance Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$73,086	\$73,559
2302	Admin Assistant III	1	1.00	0	0.00	46,351	0
2302	Prin Admin Analyst	0	0.00	1	1.00	0	46,162
2758	Admin Secretary III	1	1.00	1	1.00	30,900	30,774
	Sub-Total	3	3.00	3	3.00	\$150,337	\$150,495
<u>Childrens Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$76,602	\$90,349
2367	Prin Admin Analyst	1	1.00	1	1.00	52,355	52,157
2303	Admin Assistant II	1	1.00	1	1.00	39,727	36,381
2758	Admin Secretary III	1	1.00	1	1.00	30,900	30,774
	Sub-Total	4	4.00	4	4.00	\$199,584	\$209,661
<u>Employment Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$76,602	\$77,110
2367	Prin Admin Analyst	1	1.00	1	1.00	46,351	46,162
2758	Admin Secretary III	1	1.00	1	1.00	27,969	29,278
	Sub-Total	3	3.00	3	3.00	\$150,922	\$152,550
<u>Management Services Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$78,113	\$80,305
2758	Admin Secretary III	1	1.00	1	1.00	28,084	27,828
	Sub-Total	2	2.00	2	2.00	\$106,197	\$108,133
<u>Community Relations Bureau</u>							
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$68,248	\$67,963
2758	Admin Secretary III	0	0.00	1	1.00	0	23,949
	Sub-Total	1	1.00	2	2.00	\$68,248	\$91,912
<b>Total</b>		<b>18</b>	<b>18.00</b>	<b>19</b>	<b>19.00</b>	<b>\$1,005,536</b>	<b>\$1,046,356</b>
<b>Bilingual Pay:</b>						<b>\$1,000</b>	<b>\$1,000</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>341,895</b>	<b>355,470</b>
<b>Salary Savings:</b>						<b>(38,665)</b>	<b>(27,175)</b>
<b>Total Adjustments</b>						<b>\$304,230</b>	<b>\$329,295</b>
<b>Program Totals</b>		<b>18</b>	<b>18.00</b>	<b>19</b>	<b>19.00</b>	<b>\$1,309,766</b>	<b>\$1,375,651</b>



# COMMUNITY SERVICES

**AGRICULTURE/WEIGHTS & MEASURES**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>Agriculture/Weights &amp; Measures</b>	\$4,554,620	\$4,549,499	\$5,119,690	\$5,366,848	\$5,395,249	\$28,401	0.5
<b>TOTAL DIRECT COST</b>	\$4,554,620	\$4,549,499	\$5,119,690	\$5,366,848	\$5,395,249	\$28,401	0.5
<b>PROGRAM REVENUE</b>	(2,225,492)	(2,673,218)	(3,230,785)	(2,719,191)	(2,929,088)	(209,897)	7.7
<b>NET GENERAL FUND COST</b>	\$2,329,128	\$1,876,281	\$1,888,905	\$2,647,657	\$2,466,161	\$(181,496)	(6.9)
<b>STAFF YEARS</b>	100.14	102.9	109.70	119.00	114.00	(5.00)	(4.2)

# DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES	
ADMINISTRATION	
	<u>SY</u>
Agricultural Commissioner/Sealer	1.0
Administrative Secretary III	1.0
Administrative Secretary II	<u>1.0</u>
	3.0

ENFORCEMENT DIVISION	ADMINISTRATIVE SERVICES	SERVICES DIVISION
<u>SY</u>	<u>SY</u>	<u>SY</u>
Assistant Ag. Commissioner/Sealer	Admin. Services Mngr II	Chief Agricultural Services
1.0	1.00	1.0
1.0	Ag. Prog. Develmnt Spec.	1.0
	1.00	
	2.00	1.0

PESTICIDE USE ENFORCEMENT	
	<u>SY</u>
Deputy Ag. Comm. & Sealer	1.0
Sup Ag/Standards Inspector	2.0
Sr. Ag/Standards Inspector	14.0
Senior Clerk	1.0
Intermediate Clerk	1.0
Senior Field Investigator	<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	3.0
Senior Clerk	1.0
Intermediate Clerk	<u>1.0</u>
	21.0

WEIGHTS AND MEASURES	
	<u>SY</u>
Sup Ag/Standards Inspector	2.0
Sr. Ag/Standards Inspector	8.0
Ag/Standards Inspector	3.0
Senior Clerk	<u>2.0</u>
	15.0

FRUIT & VEGETABLE QUALITY CONTROL	
	<u>SY</u>
Deputy Comm./Sealer	1.0
Sr. Ag/Standards Inspector	1.0
Produce Inspector	<u>2.25</u>
	4.25

CLERICAL SERVICES	
	<u>SY</u>
Supervising Clerk	1.0
Accounting Technician	1.0
Senior Account Clerk	1.0
Senior Payroll Clerk	1.0
Senior Clerk	<u>2.0</u>
	6.0

WATERSHED RESOURCES MANAGEMENT	
	<u>SY</u>
Watershed Manager	1.0
Sr. Ag/Standards Inspector	1.0
Extra Help	<u>2.0</u>
	4.0

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	1.0
Agricultural Technician	<u>1.0</u>
	2.0

COMPUTER SERVICES	
	<u>SY</u>
Dept. Computer Spec II	1.0
Word Processing Operator	<u>1.0</u>
	2.0

PEST DETECTION/MANAGEMENT	
	<u>SY</u>
Deputy Ag/Comm. & Sealer	1.0
Senior Clerk	1.0
PEST DETECTION	
Sr. Ag. Technician	2.0
Agricultural Technician	11.0
Ag. Technician Aide	7.5
PEST MANAGEMENT	
Sr. Agricultural Technician	1.0
Agricultural Technician	<u>5.0</u>
	28.5

AFRICANIZED HONEY BEE	
	<u>SY</u>
AHB Coordinator	<u>.25</u>
	.25

ENVIRONMENTAL ISSUES	
	<u>SY</u>
Environmental Mgmt. Spec.	1.0
	<u>1.0</u>

18-2

**AUTHORITY:** The establishment of a Department of Agriculture, Weights and Measures within the county was developed for the purpose of carrying out Division 2, Chapters 1 and 2, of the Food and Agriculture Code. Sections 176.1, 176.2, 176.2a, 176.3 in the San Diego Administrative Code and sections 12006 and 12012 of the California Business and Professions Code.

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.

The Watershed Management Policy was adopted by the Board of Supervisors on September 28, 1982, (No. 8). Adoption of this policy provided for coordinated countywide planning in prescribed burning; continuous effort by this Department in coordinating prescribed burning on all lands in this County; full cost recovery as a means of funding this program; and continuous research and demonstrations through linkage with the University of California through the University Cooperative Extension.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$3,681,902	\$4,035,608	\$4,553,061	\$4,841,196	\$4,887,318	1.0
Services & Supplies	443,694	478,903	499,158	498,266	478,731	(3.9)
Other Charges	1,071	0	0	21,000	21,000	0.0
Fixed Assets	162,098	34,988	66,959	6,386	8,200	28.4
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	??
Operating Transfers	265,855	0	512	0	0	??
<b>TOTAL DIRECT COST</b>	<b>\$4,554,620</b>	<b>\$4,549,499</b>	<b>\$5,119,690</b>	<b>\$5,366,848</b>	<b>\$5,395,249</b>	<b>0.5</b>
<b>PROGRAM REVENUE</b>	<b>(2,225,492)</b>	<b>(2,673,218)</b>	<b>(3,230,785)</b>	<b>(2,719,191)</b>	<b>(2,929,088)</b>	<b>7.7</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,329,128</b>	<b>\$1,876,281</b>	<b>\$1,888,905</b>	<b>\$2,647,657</b>	<b>\$2,466,161</b>	<b>(6.9)</b>
<b>STAFF YEARS</b>	<b>100.14</b>	<b>102.90</b>	<b>109.70</b>	<b>119.00</b>	<b>114.00</b>	<b>(4.2)</b>

**PROGRAM DESCRIPTION**

The Department of Agriculture, Weights and Measures 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. San Diego County produces food and flower crops valued at over 1 billion dollars (1991); has an excess of 4,500 locations which sell gasoline and other petroleum products; has approximately 266 licensed weighing locations; has over 64,000 acres under the Watershed Management Program; and, receives over 3,500 complaints for animal damage control.

To accomplish tasks mandated and otherwise, the Department possesses two offices to serve growers, industry and the public: one in Vista servicing the North Coastal and inland areas; and, one in San Diego to service the central and southern coastal and inland areas. The Department's staff provides a variety of services and functions including, but not limited to the following:

- ◆ Excluding, detecting and eradicating pests unknown or of limited distribution in the State.
- ◆ Regulating Pesticide Use and Worker health and Safety laws and regulations.
- ◆ Enforcing fruit, nut, honey, vegetable and egg standards.
- ◆ Enforcing nursery, seed and apiary laws and regulations.
- ◆ Compilation of agricultural statistics and producing an annual crop report.
- ◆ Implementation of bio-rational practices such as integrated pest management and biological control.
- ◆ Participation in programs that implement the Endangered Species Act.
- ◆ Implementation of the Agricultural Enterprises program to reduce conflict between urban and agricultural neighbors.
- ◆ Inspection of petroleum products for quality and advertising requirements.
- ◆ Enforcement of the Fair Packaging and Labeling Act.
- ◆ Enforcement of weighmaster laws and regulations.
- ◆ Inspection of weighing and measuring devices for accuracy and compliance with code regulations.
- ◆ Enforcement of the watershed management policy, coordinating prescribed burns.
- ◆ Participation in a cooperative animal damage control program with state and federal governments.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Estimated actual salary and benefits 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 actual for fixed assets were lower than budgeted level due to reallocation of money from vapor meter calibration equipment to purchase additional office automation equipment.

**1992-93 OBJECTIVES**

In furtherance of this department's mission, measures are being implemented to achieve several goals.

- o Ensure San Diego will "Bee Prepared" by hiring a Africanized Honey Bee Coordinator
- o Develop a county policy on indoor air quality with the Interagency Indoor Air Quality Technical Committee.
- o Implement regulatory requirements related to nonpoint source groundwater pollution regulations and land use planning.
- o Maximize fee generated revenues to offset net county cost.
- o Continue "100% Public Service Satisfaction" efforts including Cultural Diversity training.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration/Technical/Clerical/Indirect Support [24 SY; E = \$917,192; R = \$6,600] including support personnel involves the following:
  - o Mandated/Discretionary Service Level.
  - o Providing department-wide management, budgeting and finance activities, and secretarial support.
    - o Added 1.0 staff year for Agricultural Program Development Specialist.
  - o Payroll, purchasing, word processing activities, and automation/data processing interface.
    - o Added 1.0 staff year for Account Technician.
    - o Deleted 1.0 staff year for Intermediate Clerk.
  - o Watershed and clerical support.
  - o Agriculture/Weights and Measures support.
2. Enforcement/Services [88.00 SY; E = \$4,316,199; R = \$2,803,315]
  - o Mandated/Mandated Service Level.
  - o Pest exclusion activities.
  - o Pesticide use enforcement and worker health and safety programs.
    - o Deleted 1.0 staff year for Supervising Agricultural/Standards Inspector
    - o Deleted 1.0 staff year for Agricultural Standards Inspector II
  - o Seed, nursery, and apiary inspections.
  - o Enforcing fruit, nuts, honey, eggs and vegetable standards.
  - o Pest detection/eradication/control (including structural pest control) activities.
    - o Deleted 4.5 staff years for fruit fly monitoring
  - o Device inspection and consumer protection programs.
3. Watershed Management [2.00 SY; E = \$161,858; R = \$119,173]
  - o Discretionary/Mandated Service Level.
  - o Enforcement of Watershed Management Policy and coordinating prescribed burns.
  - o Cooperative animal damage control program.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Business License	\$13,127	\$6,380	\$10,000	\$3,620
Certified Producers	9,219	2,500	2,800	300
Farmers Market	385	120	200	80
Shipping Permit	111,804	62,691	62,691	0
AB 2187 Inventory Hazardous Materials	47,176	30,000	30,000	0
Imported Food Inspection	211,992	33,930	120,646	86,716
Vertebrate Bait Sales	56,396	97,000	50,000	(47,000)
Miscellaneous	5,850	0	0	0
Organic Foods Law	0	9711	9,711	0
Gypsy Moth Inspection	1,213	0	0	0
Sub-Total	\$457,162	\$242,332	\$286,048	\$43,716
<b>OTHER:</b>				
Road Fund (Plant Pests)	196,805	140,000	194,581	54,581
Airport Enterprise	17,723	20,000	27,600	7,600
Special Districts	7,881	18,000	24,910	6,910
Pesticide Residue Sampling	0	4,785	4,785	0
Border Contract	3,576	45,910	0	(45,910)
Miscellaneous (Fines & Forfeitures/Other)	10,461	0	0	0
Seed Agreement	2,797	0	0	0
Worker Health & Safety Inspection	0	24,550	24,550	0
Laboratory Fees	0	0	5,000	5,000
Agricultural Enterprises	775	0	0	0
Pesticide Disposal Day	47,175	0	0	0
Sub-Total	\$287,193	\$253,245	\$281,426	\$28,181
<b>LOCAL ASSISTANCE:</b>				
State Nursery Contract	\$29,918	\$48,625	\$48,625	\$0
State Egg Quality Control Contract	21,254	28,450	28,450	0
AB 3765 - Pesticide Use Enforcement	107,536	107,536	107,536	0
Detection Contract (Medfly, etc.)	824,226	830,048	746,423	(83,625)
Asian Gypsy Moth Inspection	0	0	36,175	36,175
Apiary Inspections	2,587	0	0	0
100% Pesticide Use Reporting	65,000	65,000	65,000	0
100% Pesticide Application Reporting	0	61,798	61,798	0
Integrated Pest Management (IPM) Contract	0	17,920	0	(17,920)
Sub-Total				
<b>SUBVENTION:</b>				
Gas Tax Subvention	\$894,107	\$431,147	\$595,702	\$164,555
Pesticide Dealers Tax	1,825	1,825	1,825	0
Pesticide Enforcement Mil Subvention	196,401	294,733	294,733	0
Salary Subvention	6,600	6,600	6,600	0
Sub-Total	\$2,149,454	\$1,893,682	\$1,992,867	\$99,185
<b>Weights &amp; Measures</b>				
<b>LOCAL ASSISTANCE:</b>				
Audit Kosher Food Records	\$7,525	\$7,560	\$7,560	\$0
Device Repairman	2,660	0	0	0
Sub-Total	10,185	7,560	7,560	0
<b>CHARGES:</b>				
Device Registration	181,925	164,805	216,310	51,505
Device Testing (Reinspection)	9,245	0	0	0
Sub-Total	191,170	164,805	216,310	51,505

**PROGRAM: Agriculture/Weights & Measures**

**DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES**

<b>OTHER:</b>				
Petroleum Products Inspection	25,704	25,704	25,704	0
Other Miscellaneous (Fines & Forfeitures/Other)	6,850	0	0	0
Enhancement of Quantity Control Program	12,341	12,690	0	(12,690)
<b>Sub-Total</b>	<b>44,895</b>	<b>38,394</b>	<b>25,704</b>	<b>(12,690)</b>
<b>Watershed Management</b>				
Grazing Land Fund	21,835	21,835	21,835	0
Department of The Interior	22,430	22,430	22,430	0
Miscellaneous	46,461	74,908	74,908	0
<b>Sub-Total</b>	<b>90,726</b>	<b>119,173</b>	<b>119,173</b>	<b>0</b>
<b>Total</b>	<b>3,230,785</b>	<b>2,719,191</b>	<b>2,929,088</b>	<b>209,897</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>1,888,905</b>	<b>2,647,657</b>	<b>2,466,161</b>	<b>(181,496)</b>
<b>Sub-Total</b>	<b>1,888,905</b>	<b>2,647,657</b>	<b>2,466,161</b>	<b>(181,496)</b>
<b>Total</b>	<b>1,888,905</b>	<b>2,647,657</b>	<b>2,466,161</b>	<b>(181,496)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

- ♦ Gas Tax subvention shows over realized revenue received in prior year. This subvention varies from year to year and is an unreliable source of revenue especially during fiscal uncertainty at the State level.
- ♦ Mexico has increased it's production of fruit and vegetables due to the change in economic climate and improved trade relationships with the United States. These factors have resulted in the increased importation of produce and a need for increased inspection services at the Otay Mesa Border Station.
- ♦ The present fiscal situation at the state level has resulted in the loss of several funding sources. The Border inspection contract and the Enhancement of Quality Control Program have been discontinued statewide. The allocation for Pest Detection Fruit Fly Monitoring has also been decreased by the State.
- ♦ Climatic variations and the drought condition have resulted in a decline in the rodent population and a subsequent decrease in vertebrate bait sales.
- ♦ Findings of Asian Gypsy Moth in Vancouver, British Columbia have prompted authorization by the United States Department of Agriculture, Forest Services for the expenditure of emergency funds. These monies are for the funding of eradication procedures and intensive surveys around high-risk West Coast Maritime ports.
- ♦ Device Registration fees have increased due to a clarification of existing law and Board approval to implement fees for rescheduling inspections and standby time.

**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Carat Mass Standards Set	1	unit	\$1,200
Microscope, Stereoscopic with Fiber Optics	1	unit	5,000
<b>Total</b>			<b>\$6,200</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
Phone Line	1	unit	\$2,000
<b>Total</b>			<b>\$2,000</b>



PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Exclusion/Detection/Eradication</b>					
<b><u>% OF RESOURCES:</u> 70%</b>					
<b><u>WORKLOAD</u></b>					
Terminal Inspections	129,499	162,406	182,540	190,000	190,000
Detection Servicing	323,302	343,083	310,203	375,350	280,000
<b><u>EFFICIENCY</u></b>					
Actual/mandated	100%	100%	83%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Rejections/intercepts	189	253	323	250	250
<b>ACTIVITY B: Regulation of Pesticides</b>					
<b><u>% OF RESOURCES:</u> 20%</b>					
<b><u>WORKLOAD</u></b>					
Pre-Application Site Insp.	365	223	107	500	300
Field Worker Safety Insp.	180	149	109	500	300
Grower Issued ID number	1,449	1,791	1,584	2,100	2,100
<b><u>EFFICIENCY</u></b>					
Actual/mandated	49%	37%	22%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Priority investigation	11	12	122	0	0
<b>ACTIVITY C: Enforcing Nursery Laws</b>					
<b><u>% OF RESOURCES:</u> 6%</b>					
<b><u>WORKLOAD</u></b>					
Inspections	1,296	1,271	1,414	1400	1,400
<b><u>EFFICIENCY</u></b>					
Actual/mandated	93%	91%	100%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Non-Compliances	53	14	20	35	35

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY D: Seed and Apiary</b>					
<b><u>% OF RESOURCES:</u></b>	4%				
<b><u>WORKLOAD</u></b>					
Lots inspected	466	655	417	750	500
Colonies Registered	12,100	14,924	14,950	15,000	15,000
<b><u>EFFICIENCY</u></b>					
Actual/mandated	100%	100%	100%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Rejections	5	6	4	0	0
<b>ACTIVITY E: Weighing &amp; Measuring</b>					
<b><u>% OF RESOURCES:</u></b>	50%				
<b><u>WORKLOAD</u></b>					
Device Inspections	17,304	15,156	22,522	16,000	16,000
<b><u>EFFICIENCY</u></b>					
Actual/mandated	86%	76%	100%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Retail scales % defective	10	16	11	15	15
Gasoline pumps % defective	12	9	7	10	10
<b>ACTIVITY F: QC/MM/PT</b>					
<b><u>% OF RESOURCES:</u></b>	25%				
<b><u>WORKLOAD</u></b>					
Establishments visited	2,536	2,437	3,021	3,000	3,000
<b><u>EFFICIENCY</u></b>					
Actual/mandated	85%	81%	100%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Notices of violation	400	224	331	0	0
Packages rejected	11,153	9,792	4,758	0	0
Fine obtained	\$63,176	\$57,344	\$32,755	\$10,000	\$10,000
Criminal complaints	27	17	4	20	10

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY G: Enforcing F,N,V&amp;E Stds.</b>					
<b><u>% OF RESOURCES:</u> 25%</b>					
<b><u>WORKLOAD</u></b>					
Ctns. inspected	11,015,661	12,123,935	18,117,018	15,000,000	15,000,000
Dzs. inspected	928,257	1,127,686	735,891	1,000,000	1,000,000
<b><u>EFFICIENCY</u></b>					
Actual/mandated	98%	92%	74%	100%	100%
<b><u>EFFECTIVENESS</u></b>					
Rejections (cns,dzns)	99,929	102,640	92,389	100,000	100,000
<b>ACTIVITY H: Watershed Management</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
Acres Managed	56,000	64,000	64,000	64,000	64,000
Reforestation	4,200	4,200	4,200	4,200	4,200
Weed Complaints	400	400	350	400	400
Animal Complaints	3,500	3,500	4,000	3,500	3,500
<b>ACTIVITY I: Grazing Land</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
Acres Grazed	103,000	103,000	103,000	103,000	103,000
\$/Animal Unit Month	\$1.54	\$1.86	\$1.81	\$1.92	\$1.92

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0255	Chief, Agricultural Services	1	1.00	1	1.00	\$54,615	\$54,976
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	83,202	81,598
2235	Asst. Agric. Comm/Sealer	1	1.00	1	1.00	69,385	66,483
2369	Admin. Services Manager II	1	1.00	1	1.00	54,957	54,747
2403	Accounting Technician	0	0.00	1	1.00	0	22,479
2510	Senior Account Clerk	1	1.00	1	1.00	22,073	23,171
2511	Senior Payroll Clerk	1	1.00	1	1.00	18,325	20,970
2700	Intermediate Clerk	3	3.00	2	2.00	59,381	37,832
2730	Senior Clerk	7	7.00	7	7.00	164,828	162,058
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2757	Administrative Secretary II	1	1.00	1	1.00	24,653	25,475
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
3009	Word Processor Operator	0	0.00	1	1.00	0	17,968
3030	Data Entry Operator	1	1.00	0	0.00	17,490	0
3119	Departmental Computer Spec II	1	1.00	1	1.00	29,867	30,663
3515	Environmental Management Spec	1	1.00	1	1.00	33,798	39,945
5377	Produce Inspector	0	0.00	3	2.25	0	56,310
5390	Agric. Standards Inspector II	1	1.00	0	0.00	27,112	0
5392	Agric. Standards Inspector	10	9.50	6	6.00	287,203	197,058
5393	Senior Agric. Standards Inspect	36	36.00	37	37.00	1,225,742	1,376,389
5394	Supv Agric. Standards Inspect	7	6.50	6	6.00	248,993	252,176
5397	Senior Agricultural Technician	3	3.00	3	3.00	88,998	88,632
5398	Agricultural Technician	19	18.50	19	18.00	468,665	433,357
5399	Agricultural Technician Aid	12	12.00	8	7.50	253,075	165,969
5408	Deputy Commissioner/Sealer	2	2.00	1	1.00	89,853	42,365
5409	Agric. Program Dev. Specialist	0	0.00	1	1.00	0	41,887
5410	Deputy Agric. Comm. & Sealer	2	2.00	3	3.00	91,039	145,050
5420	Plant Pathologist/Nematologist	1	1.00	1	1.00	37,729	39,110
5423	Supervising Entomologist	1	1.00	1	1.00	45,625	47,291
5450	Supv Plant Path/Nematologist	1	1.00	1	1.00	47,909	48,772
5453	Watershed Manager	1	1.00	1	1.00	42,519	42,365
5717	Senior Field Investigator	0	0.00	1	1.00	0	24,938
8801	Africanized Honey Bee Coord.	0	0.00	1	.25	0	13,771
9999	Extra Help	71	2.50	69	2.00	57,825	32,157
<b>Total</b>		<b>189</b>	<b>119.00</b>	<b>184</b>	<b>114.00</b>	<b>\$3,703,648</b>	<b>\$3,744,505</b>
<b>Salary Adjustments:</b>						<b>24,812</b>	<b>(3,901)</b>
<b>Premium/Overtime Pay:</b>						<b>17,540</b>	<b>17,540</b>
<b>Employee Benefits:</b>						<b>1,191,474</b>	<b>1,230,642</b>
<b>Salary Savings:</b>						<b>(96,278)</b>	<b>(101,468)</b>
<b>Total Adjustments</b>						<b>\$1,137,548</b>	<b>\$1,142,813</b>
<b>Program Totals</b>		<b>189</b>	<b>119.00</b>	<b>184</b>	<b>114.00</b>	<b>\$4,841,196</b>	<b>\$4,887,318</b>

AIR POLLUTION CONTROL

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Air Pollution Control	\$584,350	\$0	\$0	\$0	\$0	\$0	0
TOTAL DIRECT COST	\$584,350	\$0	\$0	\$0	\$0	\$0	0
PROGRAM REVENUE	(0)	(0)	(584,350)	(584,350)	(0)	584,350	(100.0)
NET GENERAL FUND COST	\$584,350	\$0	\$(584,350)	\$(584,350)	\$0	\$584,350	(100.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.00

PROGRAM: Air Pollution Control

DEPARTMENT: AIR POLLUTION CONTROL

PROGRAM #: 41010  
MANAGER: R. J. Somerville

ORGANIZATION #: 6710  
REFERENCE: 1992-93 Proposed Budget - Pg. 2-3

AUTHORITY: Mandated program to protect public health. Authority and responsibilities are contained in the California Health and Safety Code: Division 26, Air Resources and Federal Clean Air Act.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0
Other Charges	584,350	0	0	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$584,350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(584,350)</b>	<b>(584,350)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$584,350</b>	<b>\$0</b>	<b>\$(584,350)</b>	<b>\$(584,350)</b>	<b>\$0</b>	<b>(100.0)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0</b>

**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 1992-93.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Reimbursement of loan from General Fund	\$584,350	\$584,350	\$0	\$(584,350)
Sub-Total	\$584,350	\$584,350	\$0	\$(584,350)
Total	\$584,350	\$584,350	\$0	\$(584,350)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS: General Fund Support Costs	\$(584,350)	\$(584,350)	\$(0)	\$584,350
Sub-Total	\$(584,350)	\$(584,350)	\$0	\$584,350
Total	\$(584,350)	\$(584,350)	\$0	584,350

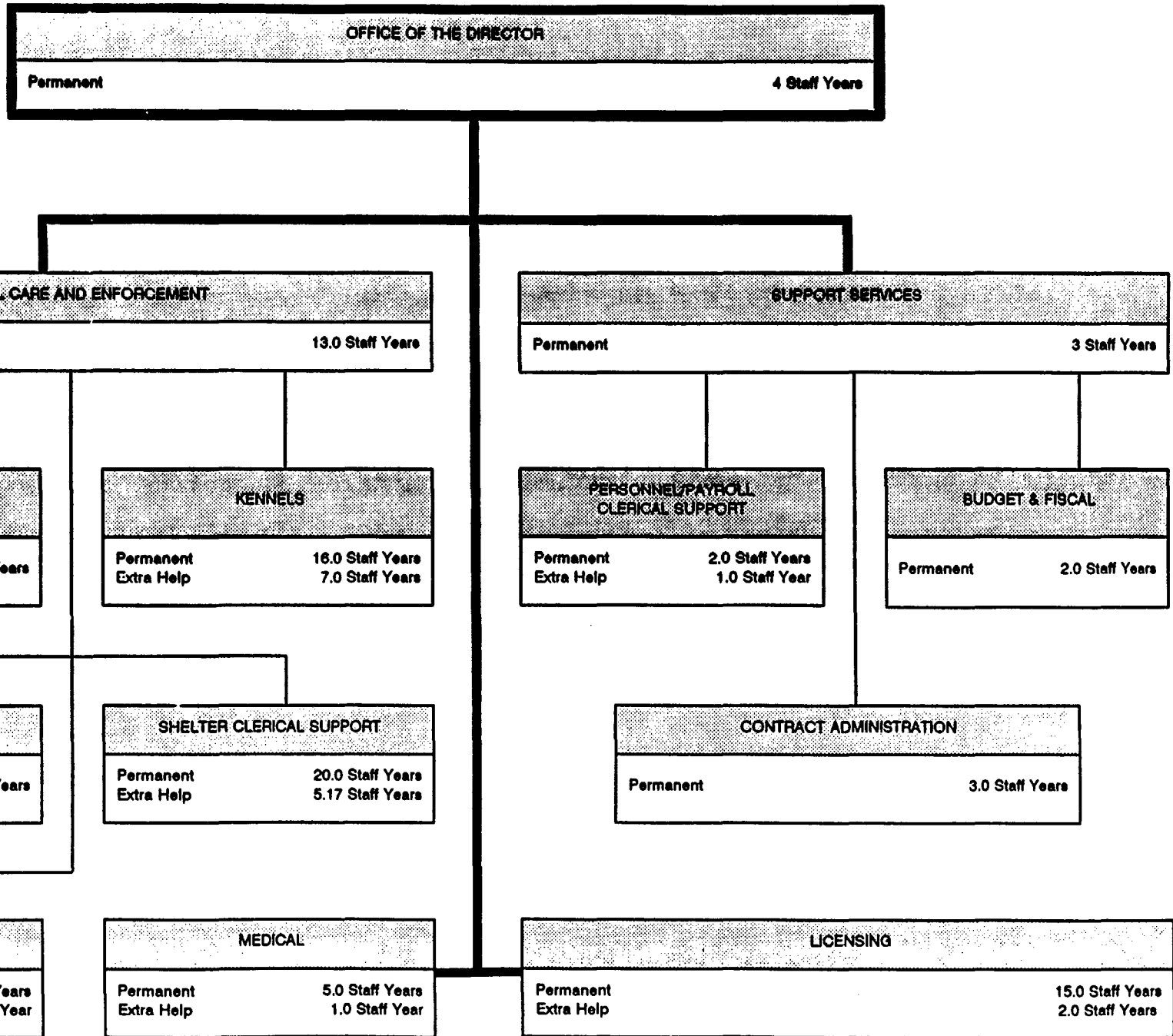
EXPLANATION/COMMENT ON PROGRAM REVENUES

**ANIMAL CONTROL**

	<b>1989-90 Actual</b>	<b>1990-91 Actual</b>	<b>1991-92 Actual</b>	<b>1991-92 Budget</b>	<b>1992-93 Budget</b>	<b>Change From 1991-92 Budget</b>	<b>% Change</b>
<b>Animal Regulation</b>	\$4,492,647	\$5,176,740	\$5,507,706	\$5,628,210	\$5,534,795	\$(93,415)	(1.7)
<b>Public Education/Spay Neuter</b>	\$0	\$0	\$0	\$0	\$60,000	\$60,000	100.0
<b>TOTAL DIRECT COST</b>	<b>\$4,492,647</b>	<b>\$5,176,740</b>	<b>\$5,507,706</b>	<b>\$5,628,210</b>	<b>\$5,594,795</b>	<b>\$(33,415)</b>	<b>(0.6)</b>
<b>PROGRAM REVENUE</b>	<b>(4,020,897)</b>	<b>(4,177,323)</b>	<b>(4,519,052)</b>	<b>(4,629,169)</b>	<b>(4,669,333)</b>	<b>(40,164)</b>	<b>0.9</b>
<b>NET GENERAL FUND COST</b>	<b>\$471,750</b>	<b>\$999,417</b>	<b>\$988,654</b>	<b>\$999,041</b>	<b>\$925,462</b>	<b>\$(73,579)</b>	<b>(7.4)</b>
<b>STAFF YEARS</b>	<b>150.00</b>	<b>145.7</b>	<b>143.75</b>	<b>158.5</b>	<b>153.00</b>	<b>(5.50)</b>	<b>(3.5)</b>



# Department of Animal Control



20-2

PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

ORGANIZATION #: 4300

MANAGER: Hector Cazares, Director, Acting

REFERENCE: 1992-93 Proposed Budget - Pg. 5-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,111,266	\$4,647,359	\$5,134,150	\$5,263,557	\$5,174,442	(1.7)
Services & Supplies	329,532	396,352	358,272	354,853	360,353	1.5
Other Charges	7,834	2,568	15,284	9,800	0	(100.0)
Fixed Assets	44,015	130,461	0	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$4,492,647</b>	<b>\$5,176,740</b>	<b>\$5,507,706</b>	<b>\$5,628,210</b>	<b>\$5,534,795</b>	<b>(1.7)</b>
<b>PROGRAM REVENUE</b>	<b>(4,020,897)</b>	<b>(4,177,323)</b>	<b>(4,519,052)</b>	<b>(4,629,169)</b>	<b>(4,609,333)</b>	<b>(0.4)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$471,750</b>	<b>\$999,417</b>	<b>\$988,654</b>	<b>\$999,041</b>	<b>\$925,462</b>	<b>(7.4)</b>
<b>STAFF YEARS</b>	<b>150.00</b>	<b>145.7</b>	<b>143.75</b>	<b>158.5</b>	<b>153.00</b>	<b>(3.5)</b>

**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

**1991-92 BUDGET TO ACTUAL COMPARISON**

In FY 1991-92, the Department's revenue and expenditure goals were closely met. In anticipation of realizing less city contract revenue than had been budgeted, several vacant positions were not filled. Not filling vacant positions resulted in salary and benefit savings of \$120,504. This savings was more than adequate to make up the Department's revenue shortfall of \$110,117. Through the Department's management of appropriations and revenue, the actual net general fund contribution of \$988,654 was less than the budgeted \$999,041.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. ADMINISTRATION/SUPPORT AND VOLUNTEER SERVICES/CONTRACT SUPERVISION [15.00 SY; E = \$702,919; R = \$93,268] 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 [59.00 SY; E = \$2,850,419; R = \$1,266,696] 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 [56.00 SY; E = \$1,427,977; R = \$1,139,934] 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 = \$149,440; R = \$203,340] 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 [17.00 SY; E = \$404,040; R = \$1,906,095] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FEES:</b>				
Animal Licenses	\$1,700,619	\$1,650,000	\$1,700,000	\$50,000
Kennel Licenses	10,260	10,600	10,600	0
Animal Control Fines	2,764	5,400	5,000	(400)
Animal Shelter Fees	174,008	166,663	174,305	7,642
Rabies Vaccination	37,595	24,365	32,000	7,635
Veterinarian Fees	75,277	21,850	55,000	33,150
Board Fees	67,077	60,000	63,000	3,000
Sub-Total	\$2,067,600	\$1,938,878	\$2,039,905	\$101,027
<b>CONTRACTS:</b>				
City Contracts	\$2,326,690	\$2,574,000	\$2,454,428	\$(119,572)
Other Misc. Government	20,033	40,882	25,000	(15,882)
Sub-Total	\$2,346,723	\$2,614,882	\$2,479,428	\$(135,454)
<b>OTHER MISC./TAXABLE:</b>				
Other Miscellaneous	\$98,948	\$70,689	\$80,689	\$10,000
Other Misc./Taxable	5,781	4,720	9,311	4,591
Sub-Total	\$104,729	\$75,409	\$90,000	\$14,591
<b>Total</b>	<b>\$4,519,052</b>	<b>\$4,629,169</b>	<b>\$4,609,333</b>	<b>\$(19,836)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$961,981	\$999,041	\$925,462	\$(73,579)
<b>Total</b>	<b>\$961,981</b>	<b>\$999,041</b>	<b>\$925,462</b>	<b>\$(73,579)</b>

## 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.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<b>ANIMAL HEALTH &amp; REGULATION</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
LICENSES SOLD	91,593	90,384	91,023	92,000	94,000
FIELD OFFICER/SERVICE REQUESTS	1:1,384	1:1,128	1:1,167	1:1,154	1:1,167
FIELD OFFICER/POPULATION RATIO	1:52,056	1:43,649	1:46,682	1:44,688	1:46,342
% OF ALTERED LICENSED DOGS	60%	61%	65%	N/A	64%
# OF ANIMALS EUTHANIZED	26,083	26,340	28,321	N/A	25,970
VOLUNTEER HOURS	N/A	4,979	10,423**	N/A	5,475

\*\* Includes community service workers' hours, which are not included in 92-93 budget due to the difficulty in estimating future levels of this type of assistance.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2112	Director of Animal Control	1	1.00	1	1.00	\$88,803	\$88,467
2216	Asst. Dir. of Animal Control	1	1.00	1	1.00	69,989	69,722
2302	Admin. Assistant III	1	1.00	1	1.00	45,521	46,162
2303	Admin. Assistant II	2	1.00	2	1.00	40,033	41,843
2369	Admin. Services Manager II	1	1.00	1	1.00	54,957	54,747
2403	Accounting Technician	2	2.00	2	2.00	52,997	48,120
2493	Intermediate Acct. Clerk	9	9.00	8	8.00	175,752	160,688
2510	Senior Account Clerk	2	2.00	2	2.00	44,994	45,889
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	25,056
2700	Intermediate Clerk	8	8.00	7	7.00	160,878	142,103
2730	Senior Clerk	3	3.00	3	3.00	69,813	70,671
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
2778	Animal Control Dispatcher	8	8.00	8	8.00	164,925	168,701
2779	Sr. Animal Control Dispatcher	1	1.00	1	1.00	23,946	23,846
3007	Junior Word Processor	1	1.00	1	1.00	20,310	21,250
3119	Dept. Computer Specialist II	1	1.00	1	1.00	33,233	37,563
4225	Veterinarian	3	2.00	3	2.00	92,702	92,324
5699	Animal Control Dist. Manager	4	4.00	4	4.00	147,436	162,024
5703	Animal Control Officer II	42	42.00	41	41.00	985,942	1,069,218
5704	Animal Control Officer I	25	25.00	24	24.00	498,403	531,295
5705	Animal Control Officer III	11	11.00	11	11.00	300,200	330,947
5708	Chief, Animal Control Oper.	1	1.00	1	1.00	44,743	49,151
5709	Animal Control Officer IV	8	8.00	8	8.00	248,028	274,040
5710	Veterinary Assistant	3	3.00	3	3.00	79,902	86,962
5711	Animal Licensing Supervisor	1	1.00	1	1.00	31,360	34,452
5884	Building Maintenance Engineer	1	0.50	0	0.00	13,417	0
6346	Coordinator, Volunteer Program	1	1.00	0	0.00	39,392	0
9999	Extra-Help	17	0.00	17	0.00	185,542	97,796
<b>Total</b>		<b>161</b>	<b>141.50</b>	<b>155</b>	<b>136.00</b>	<b>\$3,797,162</b>	<b>\$3,831,580</b>
<b>Salary Adjustments:</b>						<b>231,788</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>146,565</b>	<b>205,750</b>
<b>Employee Benefits:</b>						<b>1,302,427</b>	<b>1,349,497</b>
<b>Salary Savings:</b>						<b>(214,385)</b>	<b>(208,385)</b>
<b>Total Adjustments</b>						<b>\$1,466,395</b>	<b>\$1,346,862</b>
<b>Program Totals</b>		<b>161</b>	<b>141.50</b>	<b>155</b>	<b>136.00</b>	<b>\$5,263,557</b>	<b>\$5,178,442</b>

PROGRAM: Public Education Spay/Neuter

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31524

ORGANIZATION #: 4300

MANAGER: Hector Cazares, Director, Acting

REFERENCE: New

**AUTHORITY:** Sections 30503 and 31751 of the California Food and Agriculture Code requires that no public animal shelter, society for the prevention of cruelty to animals shelter, or humane shelter shall sell or give away any dog or cat that has not been spayed or neutered, unless a deposit for spaying or neutering the animal has been tendered to the shelter. Any dog or cat over six months of age at the time it is sold or given away by the shelter shall be spayed or neutered within 60 days, or the deposit shall be deemed unclaimed. Any deposit not claimed shall be used only for the following purposes: (a) a public education program to prevent overpopulation of dogs and cats; (b) A followup program to assure that animals sold or given away by the shelter are spayed or neutered; and, (c) a program to spay or neuter dogs and cats.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$4,000	100.0
Services & Supplies	0	0	0	0	56,000	100.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>100.0</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(60,000)</b>	<b>100.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

The Department of Animal Control, using Spay/Neuter Forfeiture monies, is attempting to reduce pet overpopulation through the following programs:

1. Coalition for Pet Population Control - This is a pet overpopulation information program and low cost spay/neuter referral service.
2. Public Education Program - Prints and distributes educational material informing the public about the spaying/neutering of pets to prevent pet overpopulation.
3. In-House Spay/Neuter Program - Provides in-house spay/neutering of animals that are being adopted from the Department.
4. Spay/Neuter Deposit Followup Program - A followup program to assure that animals adopted from the shelter are spayed or neutered.



**1991-92 BUDGET TO ACTUAL COMPARISON**

This program was not a budgeted program in FY 1991-92.

**1992-93 OBJECTIVES**

To reduce and prevent pet overpopulation by:

1. Providing the public with information about the importance of spaying and neutering their pets.
2. Providing a low cost spay/neuter referral service.
3. Conducting an in-house program to spay/neuter animals adopted from the Department.
4. Conducting a followup program to assure that adopted animals are spayed or neutered.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Coalition for Pet Population Control [0.00 SY; E= \$4,000; R=\$4,000]
  - o Discretionary/Mandated Service Level.
  - o Providing public education/information about pet overpopulation.
  - o Providing a low cost spay/neuter referral service.
2. Public Education [0.0 SY; E = \$20,000; R = \$20,000]
  - o Discretionary/Mandated Discretionary Service Level.
  - o Printing of public information brochures regarding spaying/neutering pets to prevent pet overpopulation.
3. In-House Spay/Neuter Program [0.0 SY; E = \$35,000; R = \$35,000]
  - o Discretionary/Mandated Service Level.
  - o Spay/neuter animals adopted from the Department.
4. Spay/Neuter Deposit Followup Program [0.0 SY; E = \$1,000; R = \$1,000]
  - o Discretionary/Mandated Service Level.
  - o A followup program to assure that animals adopted from the Department are spayed or neutered.

**PROGRAM REVENUE BY SOURCE**

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
FEES:				
Miscellaneous	0	0	60,000	60,000
Sub-Total	\$0	\$0	\$60,000	\$60,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$60,000</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

Revenue is derived from the Spay/Neuter Forfeiture Trust Fund whose expenditures are limited by State law to: (a) public education programs to prevent overpopulation of cats and dogs; (b) spay or neutering of cats and dogs; and, (c) follow up programs to assure that animals sold or given away by the Department of Animal Control are spayed or neutered.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY A:

Public Education Spay/Neuter

% OF RESOURCES: 100%WORKLOAD

NUMBER OF EDUCATIONAL MATERIALS PRINTED AND DISTRIBUTED	N/A	N/A	N/A	N/A	500,000
NUMBER OF ANIMALS SPAY/NEUTERED*	N/A	N/A	N/A	N/A	900
% OF ANIMALS ALTERED PRIOR TO ADOPTION	N/A	62.5%	76%	N/A	68%

\* Central Shelter In-House Spay/Neuter Program only

STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
9999	Extra Help	0	0.00	3	0.00	\$0	\$3,716
<b>Total</b>		<b>0</b>	<b>0.00</b>	<b>3</b>	<b>0.00</b>	<b>\$0</b>	<b>\$3,716</b>
<b>Salary Adjustments:</b>						\$0	
<b>Premium/Overtime Pay:</b>						0	
<b>Employee Benefits:</b>						0	\$284
<b>Salary Savings:</b>						(0)	
<b>Total Adjustments</b>						<b>\$0</b>	<b>\$284</b>
<b>Program Totals</b>		<b>0</b>	<b>0.00</b>	<b>3</b>	<b>0.00</b>	<b>\$0</b>	<b>\$4,000</b>

**CABLE TELEVISION (CATV)**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>Video Services</b>	\$766,654	\$411,643	\$511,537	\$596,191	\$706,603	\$110,412	18.5
<b>TOTAL DIRECT COST</b>	\$766,654	\$411,643	\$511,537	\$596,191	\$706,603	\$110,412	18.5
<b>PROGRAM REVENUE</b>	(825,561)	(798,878)	(1,321,230)	(506,800)	(706,603)	(199,803)	39.4
<b>FUND BALANCE CONTRIBUTION</b>	\$58,907	\$387,235	\$(490,307)	\$(89,391)	\$0	\$89,391	(100.0)
<b>NET GENERAL FUND COST</b>	\$0	\$0	\$(1,300,000)	\$0	\$0	\$0	0
<b>STAFF YEARS</b>	3.92	3.92	3.72	3.92	3.92	0.00	0.0

CABLE TELEVISION (CATV)

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<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	

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CATV Review Commission  
7 Positions  
0.00 Staff Years

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PROGRAM: Video Services

DEPARTMENT: CABLE TELEVISION (CATV)

PROGRAM #: 05970

ORGANIZATION #: 5970

MANAGER: Everett W. Knox, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 15-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$125,384	\$136,644	\$158,781	\$181,341	\$171,735	(5.3)
Services & Supplies	89,630	89,427	72,571	148,495	148,495	0.0
Other Charges	201,436	18,275	13,683	18,000	18,000	0.0
Fixed Assets	221,125	0	87,558	0	200,000	100.0
Operating Transfers	129,079	167,297	178,944	248,355	168,373	(32.2)
<b>TOTAL DIRECT COST</b>	<b>\$766,654</b>	<b>\$411,643</b>	<b>\$511,537</b>	<b>\$596,191</b>	<b>\$706,603</b>	<b>18.5</b>
<b>PROGRAM REVENUE</b>	<b>(825,561)</b>	<b>(798,878)</b>	<b>(1,321,230)</b>	<b>(506,800)</b>	<b>(706,603)</b>	<b>39.4</b>
<b>FUND BALANCE CONTRIBUTION</b>	<b>58,907</b>	<b>387,235</b>	<b>(490,307)</b>	<b>(89,391)</b>	<b>0</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$(1,300,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>3.92</b>	<b>3.92</b>	<b>3.72</b>	<b>3.92</b>	<b>3.92</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

A portion of the Cable TV Fund Balance was transferred to the General Fund. The General Fund did not contribute to the Video Services Program.

**1992-93 OBJECTIVES**

1. Activate the Government Access Channel over the Cox Cable San Diego system.
2. Develop Policies and Procedures for the Government Access Channel.
3. Produce quality videotaped productions of the Board of Supervisors meetings to cablecast on local systems.
4. Videotape special meetings, hearings, summits, State-of-the-County addresses and workshops held in the Board Chambers for cablecasting to local viewers.
5. Produce a variety of videotapes from training tapes to Public Service Announcements's for County departments, as requested, with priority given to the Board of Supervisors and CAO's office.
6. Process new and renewal license applications within an average period of two months.
7. Actively pursue the installation of electronic video arraignment equipment for the arraignment of prisoners between the courts and detention facilities countywide.
8. Resolve 100% of subscriber and non-subscriber complaints within one week of receipt.
9. Continue to maintain advisory role to Cable Television Review Commission, reviewing state and federal legislation relating to cable operators and subscribers.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Video Services [SY 3.92; E = \$706,603; R = \$706,603] 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 87,640 cable television systems subscribers in 1992-93.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>MISCELLANEOUS:</b>				
License Fees (9159)	\$1,185,641	\$506,800	\$706,603	\$199,803
Recovered Expenditures (9989)	13,104	0	0	0
Other Sales (9996)	0	0	0	0
Interest on Fund Balance	122,485	0	0	0
Sub-Total	\$1,321,230	\$506,800	\$706,603	\$199,803
<b>Total</b>	<b>\$1,321,230</b>	<b>\$506,800</b>	<b>\$706,603</b>	<b>\$199,803</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$(1,300,000)	\$0	\$0	\$0
<b>Total</b>	<b>\$(1,300,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The Actual 92-93 Revenue is anticipated to remain constant with the 91-92 Revenue.

**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Codec/Microwave Equipment	1	lot	\$100,000
Video Equipment	1	lot	100,000
<b>Total</b>			<b>\$200,000</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Video Services					
<b>% OF RESOURCES</b>	100%				
<b>WORKLOAD</b>					
Regular Meetings Involving Hearings	10	12	12	20	20
Complaints from Subscribers	92	100	112	125	125
Requests for Information	185	150	200	150	150
Number of Subscribers	71,368	81,948	79,673	72,795	87,640
Legislative Proposals Reviewed	12	12	16	15	15
License Applications and Transfer of Ownership	2	1	3	0	0
<b>EFFICIENCY</b>					
Number of Subscribers per Staff Year	23,790	23,789	79,673	24,265	87,640
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
<b>EFFECTIVENESS</b>					
Percent of Subscriber Complaints Resolved Within One Week After Receipt	95%	96%	95%	100%	100%
Percent of New Subscribers	9%	0%	10%	2%	10%
Percent of Complaints per Subscribers	0.1%	.1%	.1%	.1%	.1%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2311	CATV Review Officer	1	1.00	1	1.00	\$45,252	45,081
2302	Admin. Asst. III	1	1.00	1	1.00	43,192	35,270
2754	Board Secretary	1	1.00	1	1.00	28,700	28,390
0943	Student Worker III	2	.92	2	.92	16,963	15,810
0472	CATV Commission	7	0.00	7	0.00	6,600	6,600
<b>Total</b>		<b>12</b>	<b>3.92</b>	<b>12</b>	<b>3.92</b>	<b>\$140,707</b>	<b>\$131,151</b>
<b>Salary Adjustments:</b>						<b>1,870</b>	<b>1,684</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>38,764</b>	<b>38,900</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$40,634</b>	<b>\$40,584</b>
<b>Program Totals</b>		<b>12</b>	<b>3.92</b>	<b>12</b>	<b>3.92</b>	<b>\$181,341</b>	<b>\$171,735</b>

FARM AND HOME ADVISOR

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Farm & Home Advisor	\$222,705	\$262,210	\$290,729	\$299,440	\$281,917	\$(17,523)	(5.9)
TOTAL DIRECT COST	\$222,705	\$262,210	\$290,729	\$299,440	\$281,917	\$(17,523)	(5.9)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$222,705	\$262,210	\$290,729	\$299,440	\$281,917	\$(17,523)	(5.9)
STAFF YEARS	9.00	9.00	8.77	9.00	8.00	(1.00)	(11.1)

**DEPARTMENT OF FARM AND HOME ADVISOR**

(Headquarters Location: County Operations Center)

<b>FARM AND HOME ADVISOR #5050</b>		
County Director (University of California funded)	<u>POS</u> 1	<u>SY</u> 1.00

<b>SUPPORT STAFF #5050 (COUNTY)</b>		
	<u>POS</u>	<u>SY</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
Interm. Clerk Typist	<u>1</u>	<u>1.00</u>
Permanent Employees	8	8.00
<b>Total Employees</b>	<b>8</b>	<b>8.00</b>

<b>UNIVERSITY OF CALIFORNIA</b>					
<b>Direct Funding</b>			<b>Grant/Special Funding</b>		
	<u>POS</u>	<u>SY</u>		<u>POS</u>	<u>SY</u>
<b>ADVISORS</b>			<b>YOUTH AT RISK</b>		
Farm/Environmental Advisors	8	8.00	Site Coordinators	37	30
Marine Advisor	1	1.00	Para-professionals	3	3
Home Advisor	1	1.00	Clerical	2	1.10
Youth Advisory	2	2.00	RECLAIM WATER	3	2.50
<b>ADULT EFNEP</b>			PEST CONTROL	1	.75
Admin Assistant	1	1.00	NON-POINT WATER POLLUTION	2	2.00
Secretary	1	1.00	SUMMER INTERNS	2	2.00
Aides	5	5.00	BLIND READER SERVICE	1	1.00
<b>YOUTH EFNEP</b>			AG RESEARCH ASSOC.	1	.50
Staff Assistants	1	1.00			
Secretary	1	.50			
<b>CLERICAL</b>					
Secretary Small Farms	1	.25			
Secretary Marine Science	1	.50			
<b>Total</b>	<u>23</u>	<u>21.25</u>	<b>Total</b>	<u>52</u>	<u>42.85</u>

PROGRAM: Farm and Home Advisor Education Support

DEPARTMENT: FARM AND HOME ADVISOR

PROGRAM #: 45801  
MANAGER: B. Diane Wallace

ORGANIZATION #: 5050  
REFERENCE: 1992-93 Proposed Budget - Pg. 28-5

**AUTHORITY:** This program was developed for the purpose of carrying out Education Code Section 32330 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$203,570	\$239,788	\$275,096	\$279,643	\$262,120	(6.3)
Services & Supplies	17,218	22,422	15,633	19,797	19,797	0.0
Fixed Assets	2,201	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$222,989</b>	<b>\$262,210</b>	<b>\$290,729</b>	<b>\$299,440</b>	<b>\$281,917</b>	<b>(5.9)</b>
<b>PROGRAM REVENUE</b>	(0)	(0)	(0)	(0)	(0)	0.0
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$222,989</b>	<b>\$262,210</b>	<b>\$290,729</b>	<b>\$299,440</b>	<b>\$281,917</b>	<b>(5.9)</b>
<b>STAFF YEARS</b>	<b>9.00</b>	<b>9.00</b>	<b>8.77</b>	<b>9.00</b>	<b>8.00</b>	<b>(11.1)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals were consistent with the anticipated costs of administering this program.

**1992-93 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 and address environmental issues and concerns.
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, as well as migrant education. 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, alternative plantings, urban pest management and education programming for "Africanized Honey Bee Invasion."
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.
10. Address environmental concerns of non-point pollution endangered species, water quality, use of reclaimed water and sludge and recycling agricultural wastes.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administrative Services [8.00 SY; E = \$281,917; 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.
    - Paid staff supported by UCCE is 23
    - Paid staff supported by UCCE Grants is 52
  - o Utilize over 1841 unpaid volunteers in the following programs:
 

- 4-H Youth at Risk	1441
- Master Gardeners	120
- Ag Cooperators	82
- Consumer/Nutrition	36
- Marine Science	1
- EFNEP	161



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	\$0	\$0	\$0	\$0

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$290,729	\$299,440	\$281,917	\$(17,523)
Sub-Total	\$290,729	\$299,440	\$281,917	\$(17,523)
<b>Total</b>	\$290,729	\$299,440	\$281,917	(17,523)

EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
Information Dissemination

% OF RESOURCES: 100%

WORKLOAD

Number of Publications Distributed	399,200	399,200	400,498	400,498	400,498
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EFFICIENCY

Value of 220 hours donated per volunteer per year to 4-H programs	\$840,000	\$840,000	\$950,880	\$950,880	\$1,574,000
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EFFECTIVENESS

Distribution of requested materials	100%	100%	100%	100%	100%
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Grant Funding

For specific projects					\$630,315
- Reclaimed Water Use in Ag and Landscaping					
- Youth at Risk					
- Water Quality					
- Pesticide Reduction/Management					
- Africanized Honey Bee					

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2304	Administrative Assistant I	1	1.00	1	1.00	\$35,414	\$35,270
2757	Administrative Secretary II	1	1.00	1	1.00	24,054	25,164
2756	Administrative Secretary I	4	4.00	4	4.00	84,768	86,467
2700	Intermediate Clerk Typist	2	2.00	1	1.00	40,750	20,670
7510	Farm Advisor Field Assistant	1	1.00	1	1.00	23,548	23,466
9999	Temporary Extra Help	1	0.00	1	0.00	3,000	3,000
<b>Total</b>		10	9.00	9	8.00	\$211,534	\$194,037
<b>Salary Adjustments:</b>						0	(2)
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						68,109	68,085
<b>Salary Savings:</b>						(0)	(0)
<b>Total Adjustments</b>						\$68,109	\$68,083
<b>Program Totals</b>		10	9.00	9	8.00	\$279,643	\$262,120

**HOUSING & COMMUNITY DEVELOPMENT**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>DEVELOPMENT</b>	\$5,458,506	\$6,329,739	\$6,478,620	\$11,621,509	\$13,499,047	\$1,877,538	16.2
<b>TOTAL DIRECT COST</b>	\$5,458,506	\$6,329,739	\$6,478,620	\$11,621,509	\$13,499,047	\$1,877,538	16.2
<b>PROGRAM REVENUE</b>	(5,841,362)	(7,111,503)	(7,414,190)	(12,012,744)	(14,274,745)	(2,262,001)	18.8
<b>NET GENERAL FUND COST</b>	\$(382,856)	\$(781,764)	\$(935,570)	\$(391,235)	\$(775,698)	\$(384,463)	98.3
<b>STAFF YEARS</b>	81.63	88.40	86.3	90.00	90.00	0.00	0.0

**DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT  
ORGANIZATION CHART**

TOTAL PERMANENT STAFF = 90  
 STUDENT WORKERS = 7  
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 TOTAL STAFF = 97

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
47 Positions - 47 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	1.00
HOUSING SPEC II	1.00
ACCOUNTING TECH	1.00
INTER ACCT CLERK	4.00
PUBLIC INFORMATION SPECIALIST	1.00
19 POSITIONS - 19 STAFF YEARS	19.00

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

ORGANIZATION #: 5630

MANAGER: Gabriel G. Rodriguez

REFERENCE: 1992-93 Proposed Budget - Pg. 33-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,938,389	\$3,466,731	\$3,739,812	\$3,945,171	\$4,034,996	2.3
Services & Supplies	2,247,407	2,044,309	1,913,018	5,706,890	7,616,890	33.5
Other Charges	272,710	818,696	825,790	1,969,448	1,847,161	(6.2)
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$5,458,506</b>	<b>\$6,329,736</b>	<b>\$6,478,620</b>	<b>\$11,621,509</b>	<b>\$13,499,047</b>	<b>16.2</b>
<b>PROGRAM REVENUE</b>	<b>(5,841,362)</b>	<b>(7,111,503)</b>	<b>(7,414,190)</b>	<b>(12,012,744)</b>	<b>(14,274,745)</b>	<b>18.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(382,856)</b>	<b>\$(781,767)</b>	<b>\$(935,570)</b>	<b>\$(391,235)</b>	<b>\$(775,698)</b>	<b>98.3</b>
<b>STAFF YEARS</b>	<b>81.63</b>	<b>88.4</b>	<b>86.3</b>	<b>90.00</b>	<b>90.00</b>	<b>0.0</b>

#### 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, 6,800 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.

**1991-92 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 1992-93.

**1992-93 OBJECTIVES**Rental Assistance

1. Assist 7,300 low income households to live in affordable decent, safe and sanitary housing through the Department's Rental Assistance Programs.

Residential Rehabilitation

1. Rehabilitate 105 mobilehomes.
2. Rehabilitate 160 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 two housing developments through density bonus programs.

Community Development

1. Expend 90% of the total CDBG entitlement by July, 1993.

**1991-92 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Rental Assistance ( 62.6 SY; E = \$3,009,963; R = \$3,561,201) including support personnel is:
  - o Discretionary/Mandated Service Level.
  - o Providing rental assistance to 7,300 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 (14.65 SY; E = \$1,556,657; R = \$1,656,249) including support personnel is:
  - o Discretionary/Mandated Service Level.
  - o Rehabilitating 265 dwelling units.
3. Program Development (6.95 SY; E = \$4,315,532; R = \$4,369,163) 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 (5.8 SY; E = \$4,616,895; R = \$4,688,132) including support personnel is:
- o Discretionary/Mandated Service Level.
  - o Monitoring the progress and performance of 150 active CDBG projects.
  - o Planning and developing the Nineteenth-Year CDBG Application in cooperation with the Housing and Program Development Units, other County Departments, cooperating cities and public service agencies.
  - o Reviewing approximately 50 projects for inclusion in the Nineteenth-Year CDBG Application.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GRANT CONTRACTS:</b>				
Housing Authority	\$3,391,771	\$2,866,245	\$3,895,094	\$1,028,849
Community Development Block Grant	3,936,948	9,146,499	10,379,651	1,233,152
Sub-Total	\$7,328,719	\$12,012,744	\$14,274,745	\$2,262,001
<b>OTHER REVENUE:</b>				
Miscellaneous	\$85,471	\$0	\$0	\$0
Sub-Total	\$85,471	\$0	\$0	\$0
<b>Total</b>	<b>\$7,414,190</b>	<b>\$12,012,744</b>	<b>\$14,274,745</b>	<b>\$2,262,001</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$(935,570)	\$(391,235)	\$(775,698)	\$(384,463)
<b>Total</b>	<b>\$(935,570)</b>	<b>\$(391,235)</b>	<b>\$(775,698)</b>	<b>(384,463)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from the Housing Authority exceeded the budgeted amount by \$525,526. 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 1992-93.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Housing Assistance</b>					
<b><u>% OF RESOURCES:</u> 70%</b>					
<b><u>WORKLOAD</u></b>					
Households Receiving Assistance	5,783	6,175	6,825	6,800	7,300
<b><u>EFFECTIVENESS</u></b>					
% Authorized Units Under Lease	98%	97%	98%	98%	98%
<b><u>EFFICIENCY</u></b>					
Households Assisted per Staff Year	103	104	114	110	117
<b>ACTIVITY B: Residential Rehabilitation</b>					
<b><u>% OF RESOURCES:</u> 16%</b>					
<b><u>WORKLOAD</u></b>					
Units Rehabilitated	235	312	166	275	265
<b><u>EFFECTIVENESS</u></b>					
Total Dollars of Rehab Work Generated(millions)	\$1.20	\$1.38	\$1.46	\$1.50	\$2.50
<b><u>EFFICIENCY</u></b>					
Cost Per Unit Rehabilitated	\$1,886	\$1,242	\$2,881	\$2,100	\$1,962
<b>ACTIVITY C: Program Development</b>					
<b><u>% OF RESOURCES:</u> 8%</b>					
<b><u>WORKLOAD</u></b>					
Units in Process	2,923	2,837	2,823	2,500	2,900
<b><u>EFFECTIVENESS</u></b>					
Units Approved/Under Construction	863	693	240	300	200
<b><u>EFFICIENCY</u></b>					
Cost/Low Moderate Unit in Process	\$82	\$154	\$137	\$152	\$135
<b>ACTIVITY D: Community Development</b>					
<b><u>% OF RESOURCES:</u> 6%</b>					
<b><u>WORKLOAD</u></b>					
CDBG Projects in Process	345	350	269	300	300
<b><u>EFFECTIVENESS</u></b>					
Cumulative CDBG Entitlement Expended	92%	89%	90%	92%	92%
<b><u>EFFICIENCY</u></b>					
Cost/Low Moderate Unit in Process	\$712	\$154	\$137	\$137	\$133

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2278	Director, HCD	1	1.00	1	1.00	\$92,242	\$91,896
0979	Housing Development Mgr	1	1.00	1	1.00	64,324	65,353
0981	Housing Program Mgr	3	3.00	3	3.00	179,346	181,557
0984	Community Development Mgr	1	1.00	1	1.00	60,605	60,386
2337	Public Information Specialist	1	1.00	1	1.00	35,500	37,960
2403	Accounting Technician	1	1.00	1	1.00	26,760	26,665
2412	Analyst II	2	2.00	2	2.00	42,015	41,843
2413	Analyst III	3	3.00	3	3.00	180,095	180,329
2427	Associate Systems Analyst	1	1.00	1	1.00	37,896	49,673
2493	Interm Account Clerk	5	5.00	5	5.00	98,415	99,206
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	21,685
2525	Senior Systems Analyst	1	1.00	1	1.00	49,864	44,341
2700	Interm Clerk Typist	9	9.00	9	9.00	174,136	180,130
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2757	Admin Secretary II	2	2.00	2	2.00	47,720	49,754
2758	Admin Secretary III	1	1.00	1	1.00	30,900	30,774
3532	Principal Rehab Specialist	2	2.00	2	2.00	76,530	95,948
3548	Housing Program Analyst II	4	4.00	4	4.00	216,744	215,904
3826	Housing Rehab Spclst II	5	5.00	5	5.00	157,451	149,126
3827	Housing Rehab Spclst III	2	2.00	2	2.00	56,678	76,380
3828	Housing Prog Rev Coord	1	1.00	1	1.00	35,428	41,843
3829	Housing Aid	9	9.00	9	9.00	198,009	199,522
3830	Housing Specialist I	11	11.00	11	11.00	298,825	303,360
3831	Housing Specialist II	15	15.00	15	15.00	476,225	476,822
3832	Housing Specialist III	7	7.00	7	7.00	258,071	265,993
<b>Total</b>		<b>90</b>	<b>90.00</b>	<b>90</b>	<b>90.00</b>	<b>\$2,942,968</b>	<b>\$3,010,399</b>
<b>Salary Adjustments:</b>						<b>48,870</b>	<b>(177)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>953,333</b>	<b>1,024,774</b>
<b>Salary Savings:</b>						<b>0</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$1,002,203</b>	<b>\$1,024,597</b>
<b>Program Totals</b>		<b>90</b>	<b>90.00</b>	<b>90</b>	<b>90.00</b>	<b>\$3,945,171</b>	<b>\$4,034,996</b>

COUNTY LIBRARY

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Library Services	\$8,943,186	\$9,431,926	\$9,267,929	\$9,545,638	\$9,378,294	\$(167,344)	(1.8)
TOTAL DIRECT COST	\$8,943,186	\$9,431,926	\$9,267,929	\$9,545,638	\$9,378,294	\$(167,344)	(1.8)
PROGRAM REVENUE	(8,883,211)	(9,206,976)	(9,139,454)	(9,417,163)	(9,252,633)	164,530	(1.8)
NET GENERAL FUND COST	\$59,975	\$224,950	\$128,475	\$128,475	\$125,661	\$(2,814)	(2.2)
STAFF YEARS	196.95	199.19	186.01	199.17	195.00	(4.17)	(2.1)

**LIBRARY**  
 (Headquarters Location: County Operations Center)  
 1992-93 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

OPERATIONAL SERVICES	
	<u>STAFF YEARS</u>
Library Develop. Officer	1.00
Administrative Svcs. Mgr.	1.00
Librarian III	1.00
Principal Clerk	1.00
Personnel Aide	1.00
Senior Payroll Clerk	1.00
Senior Account Clerk	1.00
Word Processor	2.00
Intermediate Acct. Clerk	1.00
Intermediate Clerk Typist	<u>2.00</u>
TOTAL	12.00

PROFESSIONAL & SUPPORT SERVICES	
	<u>STAFF YEARS</u>
Principal Librarian	1.00
Coord. Adult Literacy	1.00
Librarian III	4.00
Carpenter	1.00
Librarian II	2.50
Librarian I	0.50
Library Technician IV	1.00
Graphic Artist	1.00
Library Technician III	1.00
Delivery Vehicle Driver	3.00
Library Technician II	7.65
Intermediate Clerk Typist	2.00
Library Technician I	4.50
Library Page	<u>1.95</u>
TOTAL	32.1

BRANCH OPERATIONS	
	<u>STAFF YEARS</u>
Principal Librarian	2.00
Librarian III	6.00
Librarian II	12.00
Librarian I	10.00
Library Technician IV	3.00
Bookmobile Driver	2.00
Library Technician III	18.67
Library Technician II	30.74
Intermediate Clerk Typist	2.50
Library Technician I	41.34
Library Substitutes	6.50
Library Page	12.15
Extra Help	<u>1.00</u>
TOTAL	147.90

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TOTAL POSITIONS      369  
 TOTAL STAFF YEARS    195.0  
 a:/budget92.org

PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803  
MANAGER: Sally B. Hazzard

ORGANIZATION #: 4950  
REFERENCE: 1992-93 Proposed Budget - Pg. 37-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$5,195,245	\$5,817,834	\$5,827,974	\$6,081,136	\$6,082,284	0.0
Services & Supplies	3,259,076	3,037,783	3,220,006	3,181,388	3,175,510	(0.2)
Other Charges	375,902	461,443	158,716	159,722	0	(100.0)
Fixed Assets	26,951	17,004	50,049	11,100	22,500	102.7
Vehicle/Comm. Equip.	76,161	55,232	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	(100.0)
Operating Transfers	9,851	42,630	11,184	112,292	98,000	(12.7)
<b>TOTAL DIRECT COST</b>	<b>\$8,943,186</b>	<b>\$9,431,926</b>	<b>\$9,267,929</b>	<b>\$9,545,638</b>	<b>\$9,378,294</b>	<b>(1.8)</b>
<b>PROGRAM REVENUE</b>	<b>(8,883,211)</b>	<b>(9,206,976)</b>	<b>(9,139,454)</b>	<b>(9,417,163)</b>	<b>(9,252,633)</b>	<b>(1.7)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$59,975</b>	<b>\$224,950</b>	<b>\$128,475</b>	<b>\$128,475</b>	<b>\$125,661</b>	<b>(2.2)</b>
<b>STAFF YEARS</b>	<b>196.95</b>	<b>199.19</b>	<b>186.01</b>	<b>199.17</b>	<b>195.00</b>	<b>(2.1)</b>

**PROGRAM DESCRIPTION**

The County Library is an essential County service that provides community based resources in recognition of the County's overall preventive strategies as they relate to improving the health and well being of citizens of San Diego County. The library's role in this strategy is to provide 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 1992-93 the County Library will operate thirty-one branches and two bookmobiles to serve 915,665 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
- children's story hours, puppet shows, and summer reading programs
- literacy coordination and networking and family reading
- Outreach Services
- talking books, cassettes and machines for the visually disabled
- Spanish, Vietnamese and other foreign language books and magazines
- social service and community agency referrals
- business and telephone directories
- stock and investment manuals
- reference and information research assistance
- Videocassettes and audio cassettes

A support and administration headquarters is located at the County Operations Center.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The actual cost for salaries and benefits was \$253,162 less than the 1991-92 budget as a result of holding positions open as they become vacant to help balance the budget. Services and Supplies were \$38,618 more than budget because Library materials were encumbered in FY 1990-91 but expended in FY 1991-92. \$142,722 was budgeted and expended in Other Charges in FY 1990-91 for the Library Services Construction Grant for the New El Cajon Library. \$42,791 of equipment for the new El Cajon Library was ordered and encumbered in 1990-91 but payment and delivery took place in 1991-92 resulting in these Fixed Asset expenditures showing in 1991-92. One Library Major Maintenance Project-Imperial Beach roof, heating and air-conditioning replacement project totalling \$112,292 was budgeted in FY 1991-92 but only \$11,184 was expended for roof replacement. \$98,000 for this project was re-budgeted in FY 1992-93.

**1992-93 OBJECTIVES**

1. Work with Friends of the Library groups, staff, and the public to develop a County Library Plan 2002, with recommendations to the Board of Supervisors by November, 1992, that will:
  - o Describe how the County Library currently does business, and identifies options for where it should go from here.
  - o Identify the use of volunteers to the maximum extent possible.
  - o Establish automation needs to strengthen and make more efficient operations in the Library branches.
  - o Propose an interim single shift in staffing Branch libraries in order to balance this years budget and allow time for volunteer recruitment and training.
  - o Identify short and long term courses of action to deal with County Library revenue shortfalls.
2.
  - o Monitor the California State Budget for any additional property tax shifts and the Public Library Fund that has been reduced the last three years by over 60%.
  - o Track the County Special District Augmentation Fund and any systematic changes that may affect this funding source.
  - o Seek alternate fund-raising/development methodologies.
  - o Enhance funding and revenue enhancement programs and monitoring.
3. Continue planning and design for new facility needs including: a) assist Poway with design for its library expansion; b) participate in San Marcos design process; c) work with Project Manager on the Lakeside Library expansion project that is funded by a Community Development Block Grant; d) provide liaison to the Friends of the Descanso Library construction project to build a new library; e) participate in design process for the Vista Library funded with State Bond Act funds; f) assist Del Mar in its decision making progress for a new library; g) work with friends groups, city representatives, and the community to resolve the Cardiff lease issue.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration [15.00 SY; E = \$855,941; R = \$855,941] 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 915,665 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, Development Officer, Fiscal/Accounting, Budgeting, Payroll, Personnel and General Clerical services to support 31 branches.
  - o Including \$22,500 in fixed assets to replace the copier at Library Headquarters.
  - o Providing for continued State Public Library Funding of \$204,000 in 1992-93.

- 
2. Professional and Technical Support Services [32.10 SY; E = \$1,876,532; R = \$1,830,871] including support personnel is:
- o Discretionary/Discretionary Service Level.
  - o Offset 97.6% by Program Revenue.
  - o Providing Children's Services, Outreach, and Adult Literacy Services.
  - o Providing Technical Services, Automation, Acquisitions.
  - o Including \$45,661 and 2.0 SY's of General Fund Support for the Adult Literacy Services Program.
3. Branch Operations [147.90 SY; E = \$6,645,821; R = \$6,565,821] including support staff is:
- o Discretionary/Discretionary Service Level.
  - o Offset 98.8% by Program Revenue.
  - o Providing Reference, Interlibrary Loans, Information Programs, operation of thirty-one branches and two bookmobiles for the unincorporated area and eleven cities.
  - o Including 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.
  - o Decreased by \$80,073 (3.0 SY) due to closure of the Governmental Reference Library, located at the County Administration Center, in FY 1992-92. This action also decreased the Book Budget by \$21,500.
  - o Deleting one Principal Librarian position (1 SY/\$50,232) as part of the mid-year adjustments to the FY 1991-92 Library Budget.
  - o Including \$110,000 in Services and Supplies for payment of Property Tax Administration costs to the General Fund.
  - o Including a \$35,000 U.S. Department of Education Title V Grant to acquire materials written in Spanish.
  - o Reducing Other Charges from \$159,722 to \$0, because the final Federal Construction Grant Payment of \$142,722 for the new El Cajon Library and the final payment of \$15,994 for Library Headquarters were both made in FY 1991-92.
  - o Including \$98,000 in Operating Transfers for replacement of the heating & air conditioning unit at the Imperial Beach Library.



PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
PROGRAM REVENUE				
Current Property Taxes	\$7,168,705	\$7,379,881	\$7,577,607	\$197,726
Taxes Other than Current Prop.	361,362	425,000	369,000	(56,000)
Special District Augmentation Fund	477,033	475,790	475,790	0
Use of Money and Property	30,714	94,000	44,000	(50,000)
Fund Balance	191,624	307,992	148,000	(159,992)
Public Library Fund	204,074	207,818	204,000	(3,818)
Aid from Other Gov't Agencies	41,660	75,100	61,000	(14,100)
Charges for Current Svcs.-Fines	278,632	200,000	254,000	54,000
Other Revenue	121,630	108,860	119,236	10,376
New El Cajon Lib.-LSCA Grant	142,722	142,722	-0-	(142,722)
Sub-Total	\$9,018,156	\$9,417,163	\$9,252,633	\$(164,530)
Total	\$9,018,156	\$9,417,163	\$9,252,633	\$(164,530)

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$128,475	\$128,475	\$125,661	\$(2,814)
Sub-Total	\$128,475	\$128,475	\$125,661	\$(2,814)
Total	\$128,475	\$128,475	\$125,661	(2,814)

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 1992-93 at \$475,790/year. Actual Library Fund Balance for FY 1991-92 was \$191,624 which was \$116,368 less than budgeted. The Budgeted Fund Balance for FY 1992-93 of \$148,000 is a decrease of \$159,922 from FY 1991-92. Public Library Fund Revenue decreased to \$207,818 (-35%) for 1991-92 due to additional State reductions to this fund. The final Library Services and Construction (LSCA) Grant payment for the New El Cajon Library (\$142,722) was realized in 1991-92.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTIONS:

The County Library Budget-General Fund Contribution for 1992-93 includes \$45,661 for continued support (2 SYs) of the Adult Literacy Program and \$80,000 to help offset a 48% decrease in State Public Library Funding in FY 1990-91 and FY 1991-92. The County-wide Rents & Leases Budget also includes \$14,500 of Lease cost for the Adult Literacy Program as a General Fund Contribution. The 1992-93 Budget General Fund Contribution is \$125,661, a decrease of \$2,814 from FY 1991-92.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Photo Copier	1	each	\$22,500
Total			\$22,500

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
Total			\$0

Replacement of the photocopier located at Library Headquarters (COC, Bldg 15). This is the only County Library photocopier that can handle sorting and duplexing and is used by all branch staff as well as staff at Library Headquarters.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Library Services					
<b>% OF RESOURCES: %</b>					
<u>WORKLOAD</u>					
Population	882,875	888,830	908,580	896,118	915,665
Information Units					
Circulation	2,916,228	2,786,741	2,965,274	2,938,059	2,977,000
Reference Questions	603,235	642,288	838,370	661,556	673,050
Program Audience	<u>106,739</u>	<u>83,125</u>	<u>73,323</u>	<u>95,023</u>	<u>85,095</u>
TOTAL:	3,626,202	3,512,154	3,876,967	3,694,638	3,735,145
Number of Volumes	963,376	941,249	938,904	985,000	982,000
Number of Titles	210,324	201,052	228,000	230,000	231,000
<u>EFFICIENCY</u>					
Information Units Per Staff Year	18,412	17,632	20,843	18,550	19,155
<u>EFFECTIVENESS</u>					
Circulation per Capita	3.30	3.14	3.26	3.28	3.25
Volumes per Capita	1.09	1.06	1.03	1.10	1.07

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2115	County Librarian	1	1.00	1	1.00	\$86,602	\$86,276
2205	Assistant County Librarian	1	1.00	1	1.00	67,591	67,338
4047	Development Officer	1	1.00	1	1.00	54,957	54,747
2369	Admin. Services Manager II	1	1.00	1	1.00	54,957	54,747
4048	Principal Librarian	4	4.00	3	3.00	180,732	129,169
4044	Coordinator, Adult Literacy	1	1.00	1	1.00	40,626	40,467
4023	Librarian III	13	11.17	13	11.00	417,018	410,395
4024	Librarian II	14	13.50	15	14.50	462,591	488,505
3817	Graphic Artist	1	1.00	1	1.00	32,810	32,697
2725	Principal Clerk	1	1.00	1	1.00	31,583	31,466
4025	Librarian I	18	11.50	17	10.50	354,792	321,561
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
5905	Carpenter	1	1.00	1	1.00	29,873	30,632
2745	Supervising Clerk	1	1.00	0	0.00	27,887	-0-
2320	Personnel Aide	1	1.00	1	1.00	27,733	24,386
4021	Library Technician IV	4	4.00	4	4.00	110,749	111,076
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	25,056
4005	Bookmobile Driver	2	2.00	2	2.00	49,222	48,522
2510	Senior Account Clerk	1	1.00	1	1.00	24,032	23,949
3009	Word Processor Operator	2	2.00	2	2.00	45,509	45,616
4020	Library Technician III	22	20.67	22	19.67	487,280	465,389
7516	Delivery Vehicle Driver	3	3.00	3	3.00	63,781	63,972
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,885	20,797
2700	Intermediate Clerk Typist	7	6.50	7	6.50	134,405	131,796
4015	Library Technician II	47	38.92	46	38.42	777,161	768,832
4016	Library Technician I	62	44.33	63	45.83	740,629	766,718
2709	Departmental Clerk	2	0.00	-0-	0.00	-0-	-0-
2710	Junior Clerk Typist	2	2.00	-0-	0.00	29,696	-0-
4037	Library Substitute	104	6.50	104	6.50	94,636	94,307
4035	Library Page	30	14.08	30	14.08	186,862	187,897
9999	Extra Help	25	1.00	25	1.00	17,500	17,500
<b>Total</b>		<b>375</b>	<b>199.17</b>	<b>369</b>	<b>195.00</b>	<b>\$4,708,156</b>	<b>\$4,574,587</b>
<b>Salary Adjustments:</b>						<b>\$(150,462)</b>	<b>\$47,226</b>
<b>Premium/Overtime Pay:</b>						<b>9,000</b>	<b>-0-</b>
<b>Employee Benefits:</b>						<b>1,622,050</b>	<b>1,568,079</b>
<b>Salary Savings:</b>						<b>(107,608)</b>	<b>(107,608)</b>
<b>Total Adjustments</b>						<b>\$1,372,980</b>	<b>\$1,507,697</b>
<b>Program Totals</b>		<b>375</b>	<b>199.17</b>	<b>369</b>	<b>195.00</b>	<b>\$6,081,136</b>	<b>\$6,082,284</b>

PROGRAM: Library Services-Contingency Reserve

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 45803

ORGANIZATION #: 5170

MANAGER: Sally B. Mazzard

REFERENCE: 1992-93 Proposed Budget — Pg. 37-9

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	
Operating Transfers	0	0	0	0	43,624	
<b>TOTAL DIRECT COST</b>	\$0	\$0	\$0	\$0	\$0	0.0
<b>PROGRAM REVENUE</b>	(0)	(0)	(0)	(0)	(43,624)	
<b>NET GENERAL FUND CONTRIBUTION</b>	\$0	\$0	\$0	\$0	\$0	0.0
<b>STAFF YEARS</b>	0.00	0.00	0.00	0.00	0.00	

**PROGRAM DESCRIPTION**

The FY 1992-93 County Library Contingency Reserve is budgeted at \$43,624. All available revenues for FY 1991-92 were appropriated in the Library Services Operating Program to cover projected expenses including negotiated Salary & Benefit increases.

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.

MEDICAL EXAMINER

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Decedent Investigation	\$3,427,557	\$3,642,038	\$3,586,268	\$3,767,648	\$3,611,444	\$(156,204)	(4.1)
TOTAL DIRECT COST	\$3,427,557	\$3,642,038	\$3,586,268	\$3,767,648	\$3,611,444	\$(156,204)	(4.1)
PROGRAM REVENUE	(201,583)	(202,891)	(161,537)	(200,326)	(200,326)	0	(0.0)
NET GENERAL FUND COST	\$3,225,974	\$3,439,147	\$3,424,731	\$3,567,322	\$3,411,118	\$(156,204)	(4.1)
STAFF YEARS	55.76	55.06	53.12	54.67	52.67	(2.00)	(3.7)

**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
Custodian	<u>1.00</u>
<b>Total</b>	<b>3.00</b>

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	<u>5.00</u>
<b>Total</b>	<b>6.00</b>

Forensic Pathology - 2753	
Performs autopsies and pathological examinations, determines cause of death, and testifies in court	
<u>Class</u>	<u>SY</u>
Supv. Deputy Medical Examiner	1.00
Deputy Medical Examiner II	4.00
Forensic Path. Fellow	<u>1.00</u>
<b>Total</b>	<b>6.00</b>

Investigation - 2752	
Investigate circumstances of death, protect property, locate and notify next of kin.	
<u>Class</u>	<u>SY</u>
Supv. Med. Exam. Invest.	1.00
Med. Examiner Investigator II	<u>14.00</u>
<b>Total</b>	<b>15.00</b>

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.	<u>6.00</u>
<b>Total</b>	<b>9.00</b>

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	1.00
Supervising Toxicologist	1.00
Toxicologist	4.00
Lab Assistant	1.00
Student Worker	<u>.67</u>
<b>Total</b>	<b>7.67</b>

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. Blackburne, M.D.

REFERENCE: 1992-93 Proposed Budget - Pg. 40-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,920,046	\$3,102,033	\$3,185,077	\$3,376,771	\$3,220,567	(4.6)
Services & Supplies	445,417	515,233	389,011	390,877	390,877	0.0
Other Charges	1,953	0	0	0	0	0.0
Fixed Assets	60,141	24,772	12,180	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$3,427,557</b>	<b>\$3,642,038</b>	<b>\$3,586,268</b>	<b>\$3,767,648</b>	<b>\$3,611,444</b>	<b>(4.1)</b>
<b>PROGRAM REVENUE</b>	<b>(201,583)</b>	<b>(202,891)</b>	<b>(161,537)</b>	<b>(200,326)</b>	<b>(200,326)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,225,974</b>	<b>\$3,439,147</b>	<b>\$3,424,731</b>	<b>\$3,567,322</b>	<b>\$3,411,118</b>	<b>(4.4)</b>
<b>STAFF YEARS</b>	<b>55.76</b>	<b>55.06</b>	<b>53.12</b>	<b>54.67</b>	<b>52.67</b>	<b>(3.7)</b>

**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 of the next of kin. The second phase of investigation is conducted by the Medical Examiner's medical staff. The pathologists perform 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.



**1991-92 BUDGET TO ACTUAL COMPARISON**

The actual expenditures in Salaries and Benefits were \$191,694, less than budgeted. This is primarily due to staff's cooperative efforts in participating with the VTO program, and delays in filling vacant positions. The actual expenditures in Services and Supplies were \$389,011 plus encumbered appropriations of \$73,707 to pay for committed obligations. Appropriations were transferred from Salaries and Benefits to cover anticipated overexpenditures which were effected by inflation. The expenditure of \$12,180 in Fixed Assets was a prior year encumbrance to purchase a photocopier. The actual revenues were underrealized by \$38,789. This is mainly due to decreases in embalming services and transport services. The decedents' families are now having the mortuaries perform the embalming, and more families are now favoring cremation for economic reasons. Revenues from transport services are continuously declining since fees are not collected for homicides, minors (14 years old and under), indigents, and Jane/John Does.

**1992-93 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 5 weeks.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administrative Services [10.68 SY; E = \$447,819; R = \$21,000] including support personnel is:
  - o Mandated Activity/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 [16.66 SY; E = \$956,245; R = \$0] including support personnel is:
  - o Mandated Activity/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 [25.33 SY; E = \$2,207,380; R = \$179,326] including support personnel is:
  - o Mandated Activity/Discretionary Service Level.
  - o Responsible for decedent handling, autopsy services, evidence documentation, embalming, histology, and toxicology.
  - o Coordinating training program with various hospitals.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Transportation Fees	\$107,361	\$118,326	\$118,326	\$0
Embalming Fees	21,939	54,000	54,000	0
Copies of Reports	26,100	21,000	21,000	0
Other Miscellaneous	6,137	7,000	7,000	0
Sub-Total	\$161,537	\$200,326	\$200,326	\$0
<b>Total</b>	<b>\$161,537</b>	<b>\$200,326</b>	<b>\$200,326</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$3,424,731</b>	<b>\$3,567,322</b>	<b>\$3,411,118</b>	<b>\$(156,204)</b>
Sub-Total	\$3,424,731	\$3,567,322	\$3,411,118	\$(156,204)
<b>Total</b>	<b>\$3,424,731</b>	<b>\$3,567,322</b>	<b>\$3,411,118</b>	<b>(156,204)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Overall, the actual revenues in 1991-92 were underrealized by \$38,789. There are no changes in revenue by source between 1991-92 Budget and 1992-93 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 upon 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 1991-92 are as follows:

Transportation Fees (\$107,361) - Revenues come from fees for transporting cases (bodies) from the place where 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 homicide, minor under 14 years old, indigent, or Jane/John Does.

Embalming Fees (\$21,939) - 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. Also, more families are now favoring cremation for economic reasons.

Copies of Reports (\$26,100) - 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 (\$6,137) - Revenues come from sale of pouches (body bags used to seal decomposed cases), and reimbursements for copies of computer files regarding cases.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
Decedent Investigation

% OF RESOURCES: 100%

WORKLOAD

Annual Case Load	7,939	7,768	8,133	8,500	8,500
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EFFICIENCY

Cases Per Staff Year	142	141	153	155	161
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Toxicology Case Backlog	7 weeks	6 weeks	5 weeks	6 weeks	5 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.	80%	81%	80%	80%	80%
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## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2180	County Medical Examiner	1	1.00	1	1.00	\$132,238	\$131,733
2281	Operations Administrator	1	1.00	1	1.00	71,898	68,279
2285	Chief Deputy Medical Examiner	1	1.00	1	1.00	79,859	114,864
2369	Admin. Services Manager II	1	1.00	1	1.00	51,203	46,162
2493	Intermediate Account Clerk	1	1.00	0	0.00	20,885	0
2700	Intermediate Clerk Typist	5	5.00	5	5.00	99,118	100,406
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2758	Administrative Secretary III	1	1.00	1	1.00	23,920	25,024
3118	Dept. Computer Specialist I	1	1.00	1	1.00	27,955	29,258
4157	Forensic Pathology Fellow	1	1.00	1	1.00	37,287	37,145
4159	Deputy Medical Examiner II	5	5.00	4	4.00	519,360	409,832
4160	Supv. Deputy Medical Examiner	0	0.00	1	1.00	0	102,458
4305	Toxicologist	4	4.00	4	4.00	184,428	183,744
4306	Supervising Toxicologist	1	1.00	1	1.00	52,406	52,200
4316	Chief, Toxicology Laboratory	1	1.00	1	1.00	60,605	60,386
4319	Senior Histology Technician	1	1.00	1	1.00	36,228	35,891
4330	Laboratory Assistant	1	1.00	1	1.00	21,284	22,065
4800	Autopsy Room Supervisor	1	1.00	1	1.00	44,595	46,673
4819	Senior Forensic Autopsy Asst.	2	2.00	2	2.00	75,276	75,002
4820	Forensic Autopsy Assistant	7	7.00	6	6.00	237,580	198,913
5740	Med. Exam. Investigator II	20	14.00	14	14.00	550,590	538,135
5792	Supervising M.E. Investigator	2	2.00	2	2.00	93,610	94,376
7031	Custodian	1	1.00	1	1.00	19,091	18,768
9999	Temporary Extra Help	1	0.67	1	0.67	8,890	8,890
<b>Total</b>		<b>61</b>	<b>54.67</b>	<b>53</b>	<b>52.67</b>	<b>\$2,472,338</b>	<b>\$2,424,153</b>
<b>Salary Adjustments:</b>						<b>54,734</b>	<b>502</b>
<b>Premium/Overtime Pay:</b>						<b>30,000</b>	<b>0</b>
Shift Premium						10,400	10,400
Standby						46,000	30,000
<b>Employee Benefits:</b>						<b>766,671</b>	<b>758,884</b>
<b>Salary Savings:</b>						<b>(3,372)</b>	<b>(3,372)</b>
<b>Total Adjustments</b>						<b>\$904,433</b>	<b>\$796,414</b>
<b>Program Totals</b>		<b>61</b>	<b>54.67</b>	<b>53</b>	<b>52.67</b>	<b>\$3,376,771</b>	<b>\$3,220,567</b>

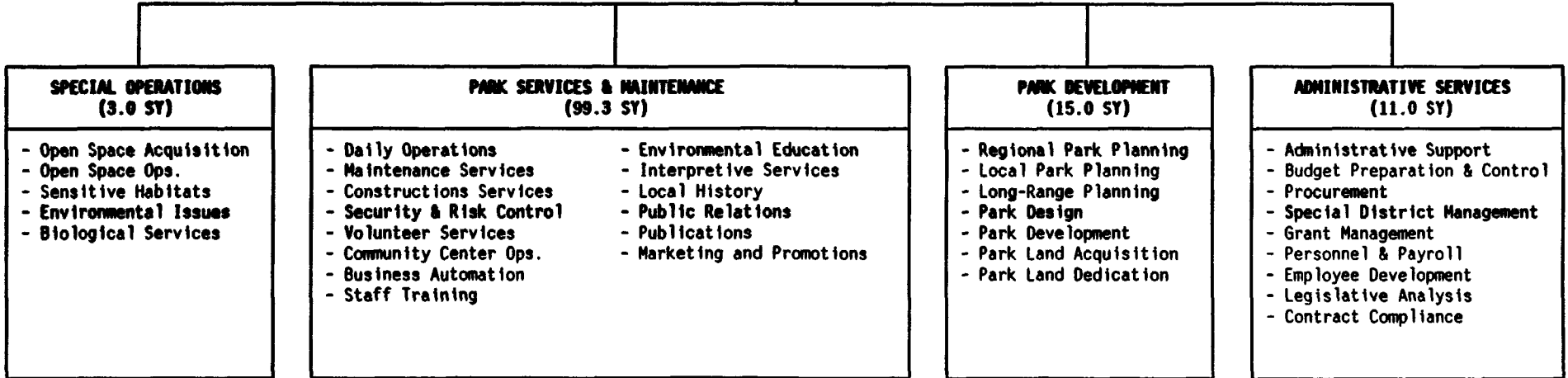
**PARKS AND RECREATION**

	<b>1989-90 Actual</b>	<b>1990-91 Actual</b>	<b>1991-92 Actual</b>	<b>1991-92 Budget</b>	<b>1992-93 Budget</b>	<b>Change From 1991-92 Budget</b>	<b>% Change</b>
<b>Parks and Recreation</b>	\$5,659,589	\$5,986,758	\$6,228,939	\$7,277,842	\$6,805,922	\$(471,920)	(6.5)
<b>Holmwood Canyon Debt Svc.</b>	221,990	221,990	0	0	0	0	0.0
<b>ParkLand Dedication Fund</b>	1,859,168	1,149,866	2,596,853	11,649,561	9,525,299	(2,124,262)	(18.2)
<b>Fish &amp; Wildlife Fund</b>	17,795	9,301	23,499	31,535	50,535	19,000	60.3
<b>TOTAL DIRECT COST</b>	<b>\$7,758,542</b>	<b>\$7,367,915</b>	<b>\$8,849,291</b>	<b>\$18,958,938</b>	<b>\$16,381,756</b>	<b>\$(2,577,182)</b>	<b>(13.6)</b>
<b>PROGRAM REVENUE</b>	<b>(11,978,207)</b>	<b>(12,836,769)</b>	<b>(13,576,348)</b>	<b>(14,475,768)</b>	<b>(12,224,684)</b>	<b>2,251,084</b>	<b>(15.6)</b>
<b>NET COST ALL FUNDS</b>	<b>\$(4,219,665)</b>	<b>\$(5,468,854)</b>	<b>\$(4,727,057)</b>	<b>\$4,483,170</b>	<b>\$4,157,072</b>	<b>\$(326,098)</b>	<b>(7.3)</b>
<b>STAFF YEARS</b>	<b>134.1</b>	<b>136.8</b>	<b>135.3</b>	<b>135.3</b>	<b>130.3</b>	<b>(5.00)</b>	<b>(3.7)</b>

**SAN DIEGO COUNTY  
PARKS AND RECREATION DEPARTMENT**

**Director  
(1.0 SY)**

**Assistant Director  
(1.0 SY)**



26-2

PROGRAM: Parks and Recreation

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45308  
MANAGER: Robert R. Copper

ORGANIZATION #: 5100  
REFERENCE: 1992-93 Proposed Budget - Pg. 46-1

AUTHORITY: Administrative Code Section 430

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,883,282	\$5,278,335	\$5,454,682	\$6,012,530	\$5,768,437	(4.1)
Services & Supplies	603,056	686,013	745,215	670,302	700,302	4.5
Other Charges	14,070	17,240	16,330	562,183	337,183	(40.0)
Fixed Assets	161,181	5,170	12,712	32,827	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(2,000)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$5,659,589</b>	<b>\$5,986,758</b>	<b>\$6,228,939</b>	<b>\$7,277,842</b>	<b>\$6,805,922</b>	<b>(6.5)</b>
<b>PROGRAM REVENUE</b>	<b>(2,406,491)</b>	<b>(2,698,794)</b>	<b>(2,739,947)</b>	<b>(2,793,137)</b>	<b>(2,650,355)</b>	<b>(5.1)</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,253,098</b>	<b>\$3,287,964</b>	<b>\$3,488,992</b>	<b>\$4,484,705</b>	<b>\$4,155,567</b>	<b>(7.3)</b>
<b>STAFF YEARS</b>	<b>134.10</b>	<b>136.8</b>	<b>135.3</b>	<b>135.3</b>	<b>130.3</b>	<b>(3.5)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 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 1991-92 were salary savings. Due to County budget constraints and CAO directive to reduce net costs, 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 and the general economic downturn.

**1992-93 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.

**1992-93 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 [13.00 SY; E = \$681,990; 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 [99.3 SY; E = \$4,690,612; R = \$2,367,059] 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 [ 15.00 SY; E = \$1,236,816; R = \$283,296] 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 = \$196,504; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Rents and Concessions	\$448,320	\$388,166	\$388,166	\$0
Plan Review Charges	12,837	26,200	26,200	0
Inter-Fund Charges, Capital Outlay Fund	416,977	280,509	281,471	962
Inter-Fund Charges, PLDO Fund	53,660	40,000	41,000	1,000
Inter-Fund Charges, Special Districts	111,636	117,538	199,294	81,756
User Fees, Park and Camping	1,038,946	1,121,524	1,094,024	(27,500)
User Fees, Lake Morena Water Surcharge	0	225,000	0	(225,000)
Misc.	0	0	0	0
<b>Sub-Total</b>	<b>\$2,082,376</b>	<b>\$2,198,937</b>	<b>\$2,030,155</b>	<b>\$(168,782)</b>
<b>OTHER:</b>				
Inter-Fund Transfer, Parkland Dedication Fund	\$562,000	\$562,000	\$562,000	\$0
Miscellaneous (pipeline)	18,250	0	0	0
Miscellaneous - other	768	0	0	0
<b>Sub-Total</b>	<b>\$581,018</b>	<b>\$562,000</b>	<b>\$562,000</b>	<b>\$0</b>
<b>GRANTS AND AID FROM OTHER AGENCIES:</b>				
State Grant	\$76,553	\$0	\$0	\$0
Federal Aid Rain Damage	0	0	0	0
Federal Aid - HUD	0	0	0	0
Aid From Other Gov't Agencies	0	0	26,000	26,000
Aid From Joint Powers Auth	0	32,200	32,200	26,000
<b>Sub-Total</b>	<b>\$76,553</b>	<b>\$32,200</b>	<b>\$58,200</b>	<b>\$52,000</b>
<b>Total</b>	<b>\$2,739,947</b>	<b>\$2,793,137</b>	<b>\$2,650,355</b>	<b>\$(116,782)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>NET COUNTY COST:</b>				
Net County Cost	\$3,488,992	\$4,488,455	\$4,155,567	\$(332,888)
<b>Sub-Total</b>	<b>\$3,488,992</b>	<b>\$4,488,455</b>	<b>\$4,155,567</b>	<b>\$(332,888)</b>
<b>Total</b>	<b>\$3,488,992</b>	<b>\$4,488,455</b>	<b>\$4,155,567</b>	<b>(332,888)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Parks and Recreation					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Parks - County Operated	66	70	69	69	69
Park acreage	21,376	30,870	31,912	30,800	32,000
<b>EFFICIENCY</b>					
Visitor Days/Field Staff	46,118	39,107	53,846	50,314	55,658
Active Projects/Project Staff	10	10	10	10	10
<b>EFFECTIVENESS</b>					
PLDO Permits Processed	46	54	27	50	30
Developer Impacts Evaluated	36	23	35	35	35
Site Plans & Record Drawings	34	43	60	30	60
Visitor Days	3,920,000	3,109,000	4,200,000	4,000,000	4,230,000

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$88,803	\$88,467
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	82,498	74,061
2302	Administrative Asst. III	1	1.00	1	1.00	42,015	46,162
2303	Administrative Asst. II	2	2.00	2	2.00	81,155	78,095
2306	Admin. Trainee/ Asst. I	1	1.00	0	0.00	32,382	0
2337	Public Info. Specialist	1	1.00	1	1.00	32,920	34,817
2365	Staff Dev. Specialist	1	1.00	1	1.00	35,428	36,381
2368	Administrative Svcs. Mgr I	1	1.00	1	1.00	52,355	52,157
2511	Senior Payroll Clerk	2	1.00	2	1.00	25,157	21,793
2655	Storekeeper III	1	1.00	1	1.00	28,785	28,667
2660	Storekeeper I	1	1.00	1	1.00	20,248	21,163
2700	Intermediate Clk Typist	6	6.00	6	6.00	123,510	123,153
2745	Supervising Clerk	1	1.00	1	1.00	27,437	27,769
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
3009	Word Processor Operator	1	1.00	1	1.00	23,834	23,739
3528	Chief, Park Development	1	1.00	1	1.00	54,957	54,747
3118	Dept. Computer Specialist I	1	.50	1	.50	12,397	13,154
3801	Drafting Tech. II	1	1.00	1	1.00	28,319	29,624
4000	Historian	1	.50	1	.50	15,418	15,660
5422	Horticulturist	1	1.00	1	1.00	32,703	28,327
5950	Plumber	0	0.00	1	1.00	0	31,014
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	54,957	54,747
6032	Equip. Operator I	1	1.00	1	1.00	29,760	29,544
6323	Asst. Park Project Mgr.	4	4.00	4	4.00	131,830	134,638
6324	Park Project Manager	7	7.00	6	6.00	304,468	257,958
6325	Senior Park Project Mgr.	4	3.00	4	3.00	135,464	136,196
6327	District Park Manager	5	5.00	5	5.00	212,321	209,359
6332	Park Ranger	28	27.50	27	27.00	791,224	761,819
6342	Senior Park Ranger	12	12.00	12	12.00	382,975	377,427
6343	Supervising Park Ranger	19	18.00	19	19.00	627,961	662,549
6345	Senior Park Maint Worker	1	1.00	1	1.00	30,222	29,857
6346	Coord, Volunteer & Pub Serv	1	1.00	1	1.00	43,156	42,993
6347	Park Maintenance Worker	18	18.00	17	17.00	459,139	438,811
6301	Div Chief, Park Special Ops	1	1.00	1	1.00	54,957	54,747
6350	Tree Crew Worker	1	1.00	0	0.00	22,520	0
6351	Sr. Tree Crew Worker	1	1.00	0	0.00	21,389	0
8803	Deputy Director	2	1.50	0	0.00	99,492	0
0735	Park Attendant	19	.70	19	.70	11,821	10,752
9999	Temporary Extra Help	28	6.60	28	6.60	100,746	107,134
<b>Total</b>		<b>180</b>	<b>135.30</b>	<b>173</b>	<b>130.30</b>	<b>\$4,385,623</b>	<b>\$4,168,255</b>
<b>Salary Adjustments:</b>						<b>12,009</b>	<b>(11,044)</b>
<b>Premium/Overtime Pay:</b>						<b>52,818</b>	<b>52,818</b>
<b>Night Duty Differential:</b>						<b>122,341</b>	<b>122,341</b>
<b>Employee Benefits:</b>						<b>1,543,918</b>	<b>1,527,967</b>
<b>Uniform Allowance:</b>						<b>21,000</b>	<b>21,000</b>
<b>Salary Savings:</b>						<b>(117,959)</b>	<b>(112,900)</b>
<b>Total Adjustments</b>						<b>\$1,634,127</b>	<b>\$1,600,182</b>
<b>Program Totals</b>		<b>180</b>	<b>135.30</b>	<b>173</b>	<b>130.30</b>	<b>\$6,019,750</b>	<b>\$5,768,437</b>

PROGRAM: Holmwood Canyon Debt Service

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 00000

ORGANIZATION #: 5100

MANAGER: Robert R. Copper

REFERENCE: 1992-93 Proposed Budget - Pg. 46-5

AUTHORITY: Board of Supervisors 6/11/85 (26) 10/15/85 (45)

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Other Charges	221,990	221,990	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$221,990</b>	<b>\$221,990</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND COST</b>	<b>\$221,990</b>	<b>\$221,990</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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. Due to budget constraints, the Holmwood Canyon payment was cut from the budget in FY1991-92. The grant/loan agreement offered the County the option of either repaying the grant funds or deeding the Holmwood Canyon to the State of California. The Coastal Conservancy has been notified that the County will not be repaying the grant and that the property is available for transfer to the State of California.

PROGRAM: Parks Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500  
MANAGER: Mr. Moel Parr

ORGANIZATION #: 5400  
REFERENCE: 1992-93 Proposed Budget - Pg. 46-9

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Other Charges	\$70,041	\$47,920	\$53,661	\$9,804,061	\$8,480,799	(13.5)
Operating Transfers	1,789,127	1,101,946	2,543,192	1,845,500	1,044,500	(43.4)
<b>TOTAL DIRECT COST</b>	<b>\$1,859,168</b>	<b>\$1,149,866</b>	<b>\$2,596,853</b>	<b>\$11,649,561</b>	<b>\$9,525,299</b>	<b>(18.2)</b>
Fund Balance Adjustments	0	32,220	0	0	0	0.0
Fees	1,902,917	1,363,957	862,504	1,618,152	782,228	(51.7)
Other Revenue	978,599	1,035,292	961,334	1,035,292	968,780	(6.4)
Fund Balance	6,662,871	7,685,219	8,966,822	8,996,117	7,774,291	(13.6)
<b>TOTAL FUNDING</b>	<b>\$9,544,387</b>	<b>\$10,116,688</b>	<b>\$10,790,660</b>	<b>\$11,649,561</b>	<b>\$9,525,299</b>	<b>(18.2)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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: 1992-93 Proposed Budget - Pg. 46-7

AUTHORITY: County Administrative Code Section 265 and Fish and Game Code Section 13100 et. seq.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
DIRECT COST						
Services & Supplies	\$216	\$132	\$743	\$1,535	\$1,535	0.0
Other Charges	17,579	9,169	22,756	30,000	49,000	63.3
TOTAL DIRECT COST	\$17,795	\$9,301	\$23,499	\$31,535	\$50,535	60.3
Fine & Miscellaneous Revenue	11,851	27,910	18,467	21,000	22,535	7.3
Fund Balance	5,944	-18,609	5,032	10,535	28,000	165.8
TOTAL FUNDING	\$17,795	\$9,301	\$23,499	\$31,535	\$50,535	60.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

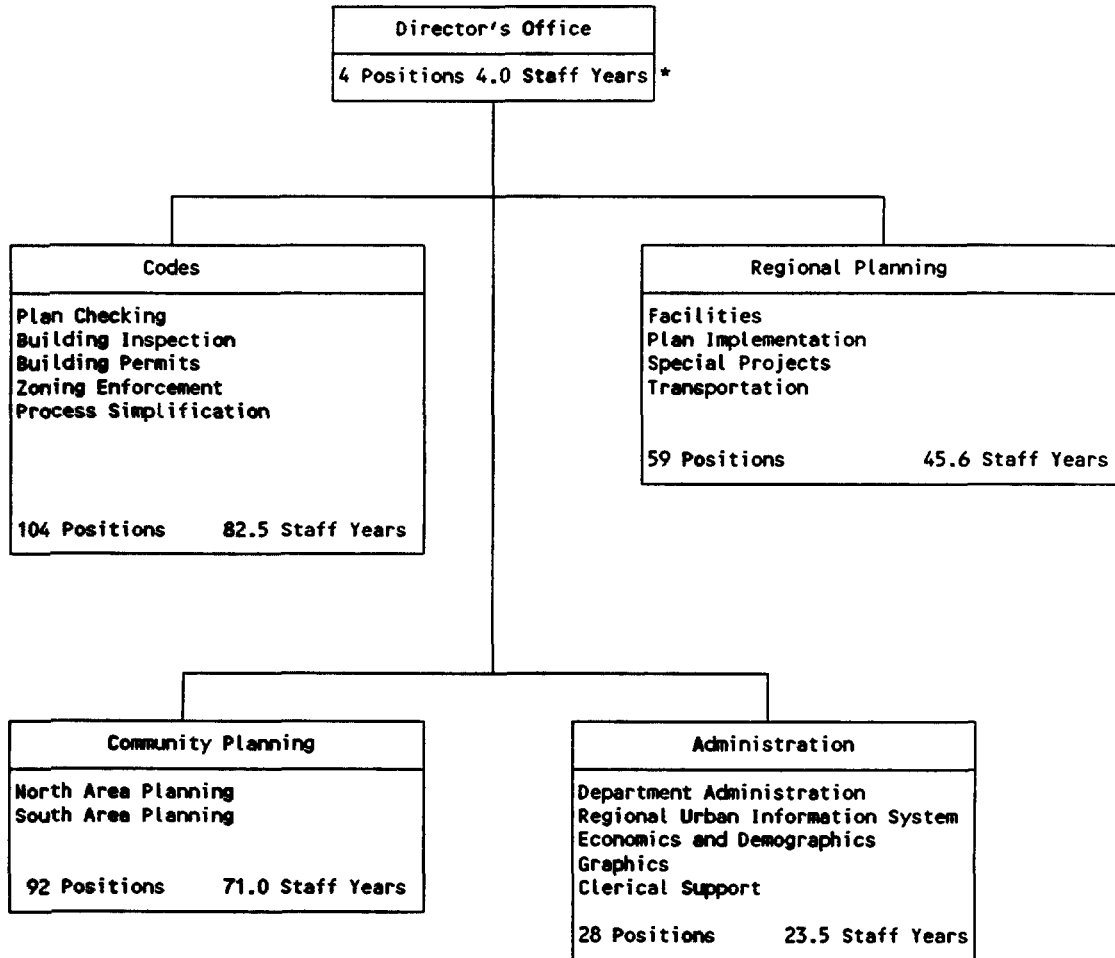
This program reflects the activities of the Fish and Game Fund. The Fish and Wildlife Advisory Commission reviews and approves project proposals financed by the Fish and Game Fund in accordance with the requirements of the Fish and Game Code. The Fish and Game Code requires the County to place fifty percent of the Fish and Game Code fines into 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

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
CODES	\$6,553,849	\$6,216,598	\$5,569,210	\$6,990,208	\$4,907,673	\$(2,082,535)	(29.8)
COMMUNITY PLANNING	4,129,921	4,947,997	4,733,517	5,786,612	4,261,125	(1,525,487)	(26.4)
REGIONAL PLANNING	2,072,859	2,549,449	2,684,562	3,035,020	2,853,484	(181,536)	(6.0)
ADMINISTRATION	1,386,223	1,295,917	1,277,331	1,432,361	1,477,905	45,544	3.2
TOTAL DIRECT COST	\$14,142,852	\$15,009,961	\$14,264,620	\$17,244,201	\$13,500,187	\$(3,744,014)	(21.7)
FUND BALANCE	(0)	(2,658,178)	(2,416,049)	(1,300,000)	(1,000,000)	300,000	(23.1)
PROGRAM REVENUE	(11,955,137)	(9,932,684)	(9,345,002)	(13,670,000)	(10,311,000)	3,359,000	(24.6)
NET GENERAL FUND COST	\$2,187,715	\$2,419,099	\$2,503,569	\$2,274,201	\$2,189,187	\$(85,014)	(3.7)
STAFF YEARS	282.0	285.9	238.4	283.8	222.6	(61.20)	(21.6)



PLANNING AND LAND USE  
FISCAL YEAR 1990-91



Department Totals

Positions = 283.0  
Staff Years = 222.6

\* Director's office is included in the Administration Program.

PROGRAM: CODES

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05669  
MANAGER: William T. Healy

ORGANIZATION #: 5650  
REFERENCE: 1992-93 Proposed Budget - Pg. 47-10

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."

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,962,392	\$5,111,070	\$4,531,959	\$5,851,908	\$4,246,173	(27.4)
Services & Supplies	1,184,983	966,133	658,039	998,300	658,500	(34.0)
Other Charges	0	0	0	0	0	0
Fixed Assets	365,420	139,395	38,196	139,500	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	500	3,000	500.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0
Operating Transfers	41,054	0	341,016	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$6,553,849</b>	<b>\$6,216,598</b>	<b>\$5,569,210</b>	<b>\$6,990,208</b>	<b>\$4,907,673</b>	<b>(29.8)</b>
<b>FUND BALANCE</b>	<b>(0)</b>	<b>(0)</b>	<b>(1,392,170)</b>	<b>(950,000)</b>	<b>(600,000)</b>	<b>(36.8)</b>
<b>PROGRAM REVENUE</b>	<b>(7,683,493)</b>	<b>(5,509,463)</b>	<b>(4,778,764)</b>	<b>(7,270,000)</b>	<b>(5,480,000)</b>	<b>(24.6)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(1,129,644)</b>	<b>\$707,135</b>	<b>\$(601,724)</b>	<b>\$(1,229,792)</b>	<b>\$(1,172,327)</b>	<b>(4.7)</b>
<b>STAFF YEARS</b>	<b>127.3</b>	<b>120.4</b>	<b>90.8</b>	<b>116.5</b>	<b>82.5</b>	<b>(29.2)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures were 20% below budgeted due to management efforts initiated in response to the building industry recession. Actual Program Revenues were 34% below budgeted, remaining at recession levels.

**1992-93 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 307 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.

**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.

**Building Permits:**

1. Increase utilization of BPIS computerized Permit Processing 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 a 80% resolution rate within 120 days for zoning cases and a 77% resolution rate within 120 days for building cases.
2. Maintain a productivity level of 25 zoning enforcement intake equivalent case units (ECUs) per officer per month and 75 building enforcement intake ESUs per technician per month.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows: Division Management/Support, Plan Check, Building Inspection, Building Permits, Zoning Enforcement and Process Simplification. The Codes Division is 100% offset by program revenues and department Fund Balance Designation. The changes to this program are; the reduction of 34.0 staff years and \$339,800 in Services and Supplies as a result of department-wide downsizing in response to the continuing building industry recession.

1. Division Management/Support [5.8 SY; E = \$485,774; R = \$608,000] is:
  - o Mandated/Discretionary Service Level.
2. Plan Check [21.5 SY; E = \$1,357,200; R = \$1,702,400] is:
  - o Mandated/Discretionary Service Level.
3. Building Inspection [29.0 SY; E = \$1,730,649; R = \$2,128,000] is:
  - o Mandated/Discretionary Service Level
4. Building Permits [10.7 SY; E = \$531,861; R = \$668,800] is:
  - o Mandated/Discretionary Service Level.

5. Zoning Enforcement [12.5 SY; E = \$645,294; R = \$790,400] is:
  - o Mandated/Discretionary Service Level.
  
6. Process Simplification [2.0 SY; E = \$123,862; R = \$182,400] is:
  - o Mandated/Discretionary Service Level.
  
7. Regional Urban Information System (RUIS) [1.0 SY; E = \$33,033; R = \$0] is:
  - o Discretionary/Discretionary Service Level.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Fees	\$4,778,764	\$7,270,000	\$5,480,000	\$(1,790,000)
Fund Balance	\$1,392,170	\$950,000	\$600,000	\$(350,000)
Sub-Total	\$6,170,934	\$8,220,000	\$6,080,000	\$(2,140,000)
<b>Total</b>	<b>\$6,170,934</b>	<b>\$8,220,000</b>	<b>\$6,080,000</b>	<b>\$(2,140,000)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS</b>				
Sub-Total	\$(601,724)	\$(1,229,792)	\$(1,172,327)	\$57,465
<b>Total</b>	<b>\$(601,724)</b>	<b>\$(1,229,792)</b>	<b>\$(1,172,327)</b>	<b>\$57,465</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 93-93 budgeted revenues are less than FY 91-92 due to the impact of the continuing building industry recession.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
			\$ 0
<b>Total</b>			<b>\$0</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
Communication Equipment	1	lot	\$3,000
<b>Total</b>			<b>\$3,000</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
PLAN CHECK					
<b>% OF RESOURCES: 28%</b>					
<u>WORKLOAD</u>					
# OF PLANS PER YEAR	4,248	3,281	2,596	3,800	2,340
<u>EFFICIENCY</u>					
# OF PLANS CHECKED PER ENGINEER	317	349	242	348	307
<u>EFFECTIVENESS</u>					
TURNAROUND TIME IN WEEK	3.0	2.0	2.0	2.0	2.0
# OF PLANS ESU'S TO CONTRACT	203	0	0	0	0
<b>ACTIVITY B:</b>					
BUILDING PERMITS COUNTER					
<b>% OF RESOURCES: 25%</b>					
<u>WORKLOAD</u>					
# OF CUSTOMERS PER YEAR	53,677	43,370	37,665	48,000	35,998
<u>EFFICIENCY</u>					
# OF CUSTOMERS SERVED PER TECH PER DAY	13.8	13.7	15.2	13.0	13.0
<u>EFFECTIVENESS</u>					
AVERAGE WAITING TIME PER CUSTOMER (Minutes)	12.8	8.2	6.6	10.0	10.0
<b>ACTIVITY C:</b>					
BUILDING INSPECTION					
<b>% OF RESOURCES: 29%</b>					
<u>WORKLOAD</u>					
# OF CALLS PER YEAR	54,486	45,965	34,925	53,000	33,950
<u>EFFICIENCY</u>					
# OF CALLS PER BI PER DAY	8.6	8.3	8.3	8.4	8.4
<u>EFFECTIVENESS</u>					
AVG MINUTES PER CALL	14.7	14.5	15.0	15.0	15.0

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY D:</b>					
<b>ZONING/BUILDING ENFORCEMENT</b>					
<b>% OF RESOURCES:</b>	14%				
<b>ZONING WORKLOAD</b>					
AVERAGE CASES WORKED (MONTH)		1,237	1,207	1,400	1,042
<b>EFFICIENCY</b>					
CASES (ECU'S) WORKED PER INVESTIGATOR		14.1	18.0	15.0	15.0
<b>EFFECTIVENESS</b>					
RESOLUTION RATE (% Resolved in 120 days)		88.3	83.0	78.0	80.0
RESPONSE TIME (% Responded to in 5 working days)		90.6	93.0	80.0	85.0
<b>BUILDING WORKLOAD</b>					
AVERAGE CASES WORKED (MONTH)		837	1,012	600	1,218
<b>EFFICIENCY</b>					
CASES (ECU'S) WORKED PER INVESTIGATOR		23.3	27.0	25.0	25.0
<b>EFFECTIVENESS</b>					
RESOLUTION RATE (% Resolved in 120 days)		77.5	76.0	78.0	77.0
RESPONSE TIME (% Responded to in 5 working days)		90.6	93.0	80.0	85.0



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0968	Chief, Land Use	5	5.00	4	3.00	338,263	208,407
2288	Deputy Director	1	1.00	1	1.00	72,609	76,315
2303	Admin. Assistant II	2	1.50	1	0.00	59,530	0
2403	Accounting Technician	1	1.00	0	0.00	26,760	0
2430	Cashier	2	1.00	0	0.00	22,354	0
2494	Payroll Clerk	1	1.00	0	0.00	19,428	0
2525	Senior Systems Analyst	1	0.00	1	0.00	0	0
2700	Inter. Clerk Typist	13	11.00	8	7.00	216,217	143,961
2730	Senior Clerk	1	1.00	2	2.00	24,032	47,898
2745	Supervising Clerk	1	1.00	0	0.00	23,531	0
2758	Admin. Secretary III	2	1.00	2	1.00	30,900	26,754
2761	Group Secretary	1	1.00	0	0.00	22,331	0
3120	Dept Computer Specialist	1	1.00	0	0.00	37,371	0
3508	Associate Planner	3	3.00	3	3.00	110,991	106,324
3550	Senior Planner	2	2.00	2	1.00	89,543	43,199
3588	Code Enforcement Inspector II	9	9.00	8	4.5	281,793	158,070
3590	Supr. Code Enforcement Ofc	3	2.00	3	2.00	75,565	74,486
3643	Assoc. Mechanical Engineer	1	1.00	1	0.00	50,908	0
3650	Assoc. Structural Engineer	14	14.00	11	11.00	677,982	531,468
3661	Building Inspector II	24	23.00	23	22.00	901,523	869,466
3663	Fire Inspector	1	1.00	0	0.00	39,535	0
3664	Plans Examiner	4	2.00	4	2.00	87,212	75,108
3671	Chief, Fire Inspector	1	1.00	1	1.00	43,606	43,199
3673	Chief, Electrical Inspector	1	1.00	1	1.00	43,535	43,199
3674	Chief, Plumbing Inspector	1	1.00	1	1.00	43,606	43,199
3715	Supervising Building Inspector	4	4.00	4	4.00	178,520	177,812
3735	Sr. Structural Engineer	4	4.00	4	3.5	251,844	219,651
3833	Land Use Technician III	4	4.00	4	2.7	136,955	89,412
3834	Supervising Land Use Tech	2	2.00	2	2.00	72,096	75,254
3835	Land Use Technician II	14	13.00	11	7.00	376,188	208,513
3837	Land Use Aide	3	2.00	0	0.00	43,958	0
3838	Permit Process Coord.	1	1.00	1	.8	43,356	36,082
3835	Legal Assistant I	1	0.00	1	0.00	0	0
9999	Extra-Help	1	0.00	0	0.00	135,000	0
<b>Total</b>		<b>130</b>	<b>116.50</b>	<b>104</b>	<b>82.50</b>	<b>\$4,577,042</b>	<b>\$3,297,777</b>
<b>Salary Adjustments:</b>						<b>7,394</b>	<b>8,327</b>
<b>Premium/Overtime Pay:</b>						<b>70,000</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>1,347,119</b>	<b>1,026,037</b>
<b>Salary Savings:</b>						<b>(149,647)</b>	<b>(85,968)</b>
<b>Total Adjustments</b>						<b>\$1,274,866</b>	<b>\$948,396</b>
<b>Program Totals</b>		<b>130</b>	<b>116.50</b>	<b>104</b>	<b>82.50</b>	<b>\$5,851,908</b>	<b>\$4,246,173</b>

PROGRAM: COMMUNITY PLANNING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05660

ORGANIZATION #: 5650

MANAGER: Randall L. Hurlburt

REFERENCE: 1992-93 Proposed Budget - Pg. 47-11

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$3,675,000	\$4,379,141	\$4,218,441	\$5,101,282	\$3,697,125	(27.5)
Services & Supplies	419,091	562,292	515,225	575,330	564,000	(2.0)
Other Charges	0	0	0	0	0	0
Fixed Assets	35,830	6,564	(149)	110,000	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	0	0	0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0
Operating Transfers	0	0	0	0	0	0
<b>TOTAL DIRECT COST</b>	<b>\$4,129,921</b>	<b>\$4,947,997</b>	<b>\$4,733,517</b>	<b>\$5,786,612</b>	<b>\$4,261,125</b>	<b>(26.4)</b>
<b>FUND BALANCE</b>	(0)	(2,658,178)	(1,023,879)	(350,000)	(400,000)	14.3
<b>PROGRAM REVENUE</b>	<b>(3,739,899)</b>	<b>(3,867,713)</b>	<b>(3,868,887)</b>	<b>(5,900,000)</b>	<b>(4,200,000)</b>	<b>(28.8)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$390,022</b>	<b>\$(1,577,894)</b>	<b>\$(159,249)</b>	<b>\$(463,388)</b>	<b>\$(338,875)</b>	<b>(26.9)</b>
<b>STAFF YEARS</b>	<b>93.80</b>	<b>102.20</b>	<b>85.4</b>	<b>103.20</b>	<b>71.0</b>	<b>(31.2)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures were 18% below budgeted due to management efforts initiated in response to the building industry recession. Actual Program Revenues were 34% below budgeted due to impact of the building recession.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows: Division Management/Support, North, South and Regional Urban Information System. This program is 100% revenue offset by program revenues and department Fund Balance Designation. The changes to this program are; the reduction of 32.2 staff years and the elimination of two geographic sections as a result of department-wide downsizing in response to the continuing building industry recession.

1. Division Management/Support [28.5 SY; E = \$1,404,174; R = \$1,472,000] is:
  - o Mandated/Mandated Service Level.
2. North [22.0 SY; E = \$1,412,861; R = \$1,564,000] is:
  - o Mandated/Mandated Service Level.
3. South [19.5 SY; E = \$1,387,095; R = \$1,564,000] is:
  - o Mandated/Mandated Service Level.
4. Regional Urban Information System (RUIS) [1.0 SY; E = \$56,995; R = \$0] is:
  - o Discretionary/Discretionary Service Level.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
CHARGES FOR CURRENT SERVICES:				
Fees	\$3,868,887	\$5,900,000	\$4,200,000	\$(1,700,000)
Fund Balance	1,023,879	350,000	400,000	50,000
Sub-Total	\$4,892,766	\$6,250,000	\$4,600,000	\$(1,650,000)
<b>Total</b>	<b>\$4,892,766</b>	<b>\$6,250,000</b>	<b>\$4,600,000</b>	<b>\$(1,650,000)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$(159,249)	\$(463,388)	\$(338,875)	\$124,513
<b>Total</b>	<b>\$(159,249)</b>	<b>\$(463,388)</b>	<b>\$(338,875)</b>	<b>\$124,513</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 92-93 budgeted revenues are less than FY 91-92 due to the impact of the continuing building industry recession.

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<b>PRODUCTIVITY</b>					
TPM EQUIVALENTS PER STAFF YEAR	0	0	0	0	41
<b>ACTIVITY B:</b>					
<b>TURNAROUND TIME</b>					
<b>(DAYS)</b>					
1ST REVIEW - EIR	0	0	0	0	45
ALL OTHER	0	0	0	0	30
2ND REVIEW - ALL	0	0	0	0	21
3RD REVIEW - ALL	0	0	0	0	14

**ACTIVITY C:**

**OVERALL PROCESSING TIME**

Overall processing times are projected to be 20% to 30% less than standard milestones as a result of streamlining procedures adopted in August, 1992.

NOTE: Performance Indicators have recently been developed for Community Planning. Prior year data is not available.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0968	Chief, Land Use	4	4.00	2	2.00	255,335	138,938
2288	Deputy Director	1	1.00	1	1.00	76,610	76,315
2412	Analyst II	1	1.00	1	1.00	42,015	41,843
2427	Associate Sys. Analyst	1	1.00	0	0.00	43,174	0
2469	Dept. EDP Coord.	1	1.00	1	0.00	40,770	0
2510	Senior Account Clerk	1	1.00	1	1.00	20,262	23,949
2700	Inter. Clerk Typist	9	9.00	8	6.00	0	119,609
2725	Principal Clerk	1	1.00	0	0.00	30,903	0
2730	Senior Clerk	2	2.00	2	2.00	0	44,574
2740	Records Management Coord	0	0.00	1	1.00	0	27,769
2752	Planning Board Secretary	2	2.00	2	1.50	0	45,784
2757	Admin. Secretary II	1	1.00	1	0.00	25,572	0
2769	Commission Secretary	1	1.00	1	1.00	0	29,900
3008	Sr. Word Processor Operator	1	1.00	0	0.00	23,941	0
3009	Word Processor Operator	3	3.00	3	2.00	70,419	47,478
3051	Reprographics Technician	1	1.00	0	0.00	20,252	0
3504	Landscape Architect	2	1.00	2	1.50	39,128	53,012
3505	Landscape Architect II	0	0.00	1	0.50	0	20,759
3507	Assistant Planner	2	1.00	0	0.00	30,193	0
3508	Associate Planner	24	20.20	16	12.00	766,033	454,656
3514	Environmental Mgt Spec. III	3	3.00	4	3.00	133,689	136,862
3515	Environmental Mgt Spec. II	12	10.00	10	6.00	384,166	230,336
3547	Senior Landscape Architect	1	1.00	0	0.00	37,545	0
3550	Senior Planner	10	10.00	9	9.00	452,939	414,980
3551	Regional Planner	8	8.00	8	8.00	408,777	413,902
3711	Accoustical Engineer	1	1.00	1	1.00	50,908	50,737
3817	Graphic Artist	1	1.00	0	0.00	32,810	0
3833	Land Use Tech. III	4	3.00	3	2.00	99,009	69,356
3834	Land Use Tech. Supervisor	2	2.00	2	2.00	74,167	75,254
3835	Land Use Tech. II	14	12.00	11	7.00	353,657	207,929
9008	Plg Cmn & Brd of Plg & Zng Apls	0	0.00	0	0.00	43,300	43,300
9999	Extra-Help	1	0.00	1	0.50	96,000	88,500
<b>Total</b>		<b>115</b>	<b>103.20</b>	<b>92</b>	<b>71.00</b>	<b>\$3,651,574</b>	<b>\$2,855,742</b>
<b>Salary Adjustments:</b>						<b>46,282</b>	<b>10,138</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>1,188,640</b>	<b>911,163</b>
<b>Salary Savings:</b>						<b>(104,635)</b>	<b>(79,918)</b>
<b>Total Adjustments</b>						<b>\$1,130,287</b>	<b>\$841,383</b>
<b>Program Totals</b>		<b>115</b>	<b>103.20</b>	<b>92</b>	<b>71.00</b>	<b>\$4,781,861</b>	<b>\$3,697,125</b>

PROGRAM #: 05665  
MANAGER: Gerald HennansonORGANIZATION #: 5650  
REFERENCE: 1992-93 Proposed Budget - Pg. 47-12

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,741,416	\$2,068,100	\$2,354,206	\$2,476,920	\$2,461,494	(0.6)
Services & Supplies	322,455	479,119	287,029	453,100	371,990	(17.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	8,988	2,230	43,327	105,000	20,000	(81.0)
<b>TOTAL DIRECT COST</b>	<b>\$2,072,859</b>	<b>\$2,549,449</b>	<b>\$2,684,562</b>	<b>\$3,035,020</b>	<b>\$2,853,484</b>	<b>(6.0)</b>
<b>PROGRAM REVENUE</b>	<b>(529,786)</b>	<b>(530,828)</b>	<b>(673,568)</b>	<b>(500,000)</b>	<b>(625,000)</b>	<b>25.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,543,073</b>	<b>\$2,018,621</b>	<b>\$2,010,994</b>	<b>\$2,535,020</b>	<b>\$2,228,484</b>	<b>(12.1)</b>
<b>STAFF YEARS</b>	<b>39.60</b>	<b>42.90</b>	<b>43.4</b>	<b>45.10</b>	<b>45.6</b>	<b>1.1</b>

## PROGRAM DESCRIPTION

The Regional Planning Program includes five distinct "activity" levels: Activity One, Community Planning, includes Planning Group support, Community Plan Updates and general plan amendments and related environmental analysis. Activity Two, Policy and Ordinance Development, includes preparation of various codes, ordinances and policies to implement adopted plans and special programs, prepares and implements the Housing Element, and administers the Community Design Program and Historic Site Board. Activity Three, Special Projects and Transportation Planning, includes preparation of large specific plans, general plan amendments and related environmental studies, development of the Open Space Program and Mineral Plan, and organizes and manages special study areas. Implements the Circulation Element, reviews traffic studies and analyzes traffic forecasts, develops congestion management and traffic demand management programs. Activity Four, Facilities and General Plan Implementation, includes implementation of the Facilities Element and Growth Management Program and other special studies, preparation of a comprehensive update of the General Plan, coordinates and manages redevelopment projects, reviews annexations and incorporations and general plan conformity of public projects. Activity Five, Economics and demographics, 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The impact of this program on the General Fund was \$524,206 less than budgeted. This was due to a 12% savings in actual expenditures and an increase in actual revenues of 34%.

**1992-93 OBJECTIVES****1. REGIONAL PLANNING**

Overall workload in Regional Planning is directly proportional to the planning projects approved in the Work Program.

**2. Policy and Ordinance Development:**

- Continue implementation and support of Regional Plan programs, including Community Design Review and staffing Historic Site Board
- Housing Element Implementation
- Zoning and subdivision maintenance and revisions
- Special zoning and other ordinance studies to implement streamlining

**3. Special Projects and Transportation:****SPECIAL PROJECTS:**

- Continue work on several river projects (comprehensive plan for San Luis Rey River, support to the San Dieguito River JPA)
- Specific Plan for Santa Fe Valley 3,500 acres, funded by property owners
- East Otay Mesa, a 3,000 acre Specific Plan for industrial development along the Mexican border funded by the property owners
- Open Space and multiple species conservation planning program, a county-wide coordinated mapping and protection program funded by the county and other jurisdictions
- Complete Mineral Protection Plan

**TRANSPORTATION PLANNING:**

- Continue to provide support for the Bonsall Update and the Otay Ranch Project
- Traffic study reviews for Community Planning Projects
- Substantial effort will be made on East Otay Mesa (second border crossing and general circulation coordination with CALTRANS, City of San Diego and Otay Ranch)
- Continued coordination with CALTRANS on SR 125 and Congestion Management and with SANDAG on mid-county transportation will occur as well as development of traffic demand and CMP regulations and Regional Air Quality Strategy requirements
- Assist the Facilities Section in amending and updating the Circulation Element

**4. Facilities and General Plan Implementation:**

- Continue to implement the Public Facilities Element
- Projects of regional and community significance, including:
  - Growth management with emphasis placed on comprehensively updating the County General Plan
  - Coordination of the implementation of Proposition C with SANDAG
  - Upper San Diego River Improvement Project, a 500 acre Specific Plan and Redevelopment Project funded jointly by property owners and the County
  - I-15 freeway corridor planning, a 1,200 acre Specific Plan at intersection of Highway 76 and a 120 acre project at Champagne Blvd., funded by the property owners
  - Del Dios, a study of ways to resolve both zoning and health and safety problems in that community
  - Implementation of plan revisions for Riding and Hiking Trails
- Implementation of the Groundwater Ordinance by identifying, mapping and monitoring groundwater basins
- Government structures analysis (including incorporations and annexations), property tax negotiations, and general plan conformance review will continue at a reduced level

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows: Division Management/Support, Community Planning, Policy & Ordinance Development, Special Projects & Transportation Planning, Facilities & General Plan Amendments and Economic/Demographics. The changes to this program are: the addition of .2 Associate Planner and .3 Senior Transportation Specialist, the reduction of \$81,110 in Services and Supplies and the increase of \$125,000 in Program Revenue.

**1. Division Management/Support [11.0 SY; E = \$506,984; R = \$0] is:**

- o Mandated/Discretionary Service Level.



- o This is not a revenue generating activity.
2. Community Planning [6.0 SY; E = \$347,409; R = \$0] is:
- o Mandated/Discretionary Service Level.
  - o This is not a revenue generating activity.
3. Policy & Ordinance Development [7.5 SY; E = \$499,920; R = \$50,000] is:
- o Mandated/Discretionary Service Level.
  - o 10% offset by revenue.
4. Special Projects & Transportation Planning [10.1 SY; E = \$723,859; R = \$500,000] is:
- o Mandated/Discretionary Service Level.
  - o 75% offset by revenue.
5. Facilities & General Plan Amendments [7.5 SY; E = \$534,718; R = \$75,000] is:
- o Mandated/Discretionary Service Level.
  - o 14% offset by revenue.
6. Economic/Demographics [3.5 SY; E = \$240,594; R = \$0] is:
- o Mandated/Discretionary Service Level.
  - o This is not a revenue generating activity.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Fees	\$301,283	\$304,275	\$300,000	\$(4,275)
Sub-Total	\$301,283	\$304,275	\$300,000	\$(4,275)
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
Community Development Block Grant	\$103,872	\$100,000	\$125,000	\$25,000
Road Fund	71,222	50,000	80,000	30,000
State Funds - other	17,306	0	0	0
Fed Aid-HUD	69,523	0	100,000	100,000
Sub-Total	\$261,923	\$150,000	\$305,000	\$155,000
<b>OTHER REVENUE:</b>				
Other	\$110,362	\$45,725	\$20,000	\$(25,725)
Sub-Total	\$110,362	\$45,725	\$20,000	\$(25,725)
<b>Total</b>	<b>\$673,568</b>	<b>\$500,000</b>	<b>\$625,000</b>	<b>\$125,000</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$2,010,994	\$2,535,020	\$2,228,484	\$(306,536)
<b>Total</b>	<b>\$2,010,994</b>	<b>\$2,535,020</b>	<b>\$2,228,484</b>	<b>\$(306,536)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue projections are based on prior experience and estimated revenue offset workplan items.

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**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Office Automation - Computer Equipment	1	lot	\$20,000
<b>Total</b>			<b>\$20,000</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

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## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0967	Transportation Prog. Mgr.	1	1.00	1	0.00	69,728	0
0968	Chief, Land Use	3	3.00	3	3.00	195,654	208,407
2288	Deputy Director	1	1.00	1	1.00	76,610	76,315
2412	Analyst II	5	4.50	5	3.50	177,559	140,455
2414	Analyst IV	1	1.00	1	1.00	52,355	52,157
2700	Inter. Clerk Typist	0	0.00	3	3.00	0	58,846
2752	Planning Board Secretary	1	1.00	1	1.00	0	28,206
2757	Admin. Secretary II	1	1.00	1	1.00	25,572	22,151
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
2761	Group Secretary	2	2.00	0	0.00	44,662	0
3008	Sr. Word Processor Operator	0	0.00	1	1.00	0	25,602
3009	Word Processor Operator	2	2.00	2	2.00	45,053	45,949
3507	Assistant Planner	1	1.00	0	0.00	30,193	0
3508	Associate Planner	10	7.60	16	9.50	303,502	344,459
3514	Environmental Mgt Spec. III	2	2.00	1	1.00	86,481	46,162
3515	Environmental Mgt Spec II	0	0.00	2	0.50	0	16,776
3550	Senior Planner	5	5.00	7	6.00	226,287	261,912
3551	Regional Planner	3	3.00	3	3.00	152,631	148,647
3650	Associate Structural Eng	0	0.00	3	2.00	0	82,856
3655	Assoc. Transportation Spec	2	2.00	2	2.00	94,960	96,833
3690	Groundwater Geologist	2	2.00	2	2.00	108,116	110,176
3740	Senior Transportation Spec	0	0.00	1	0.30	0	17,032
3817	Graphic Artist	2	2.00	0	0.00	64,557	0
3835	Land Use Technician	0	0.00	1	1.00	0	28,058
3818	Graphic Supervisor	1	1.00	0	0.00	36,091	0
8805	Land Use Procedures Clk	1	1.00	0	0.00	19,439	0
8806	Dept. Records Manager	1	1.00	0	0.00	27,876	0
9999	Extra-Help	1	0.00	1	0.80	21,000	70,700
<b>Total</b>		<b>49</b>	<b>45.10</b>	<b>59</b>	<b>45.60</b>	<b>\$1,889,226</b>	<b>\$1,912,473</b>
<b>Salary Adjustments:</b>						<b>21,988</b>	<b>(18,136)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>610,468</b>	<b>618,284</b>
<b>Salary Savings:</b>						<b>(72,796)</b>	<b>(51,127)</b>
<b>Total Adjustments</b>						<b>\$559,660</b>	<b>\$549,021</b>
<b>Program Totals</b>		<b>49</b>	<b>45.10</b>	<b>59</b>	<b>45.60</b>	<b>\$2,448,886</b>	<b>\$2,461,494</b>

PROGRAM: ADMINISTRATION

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05651  
MANAGER: Phil Steed

ORGANIZATION #: 5650  
REFERENCE: 1992-93 Proposed Budget - Pg. 47-9

AUTHORITY: This program was developed to provide administrative support and management for the Department of Planning and Land Use.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,037,267	\$1,111,310	\$1,148,819	\$1,182,518	\$1,297,905	9.8
Services & Supplies	273,213	152,224	128,512	179,843	180,000	0.1
Other Charges	32,383	32,383	0	0	0	0.0
Fixed Assets	43,360	0	0	70,000	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$1,386,223</b>	<b>\$1,295,917</b>	<b>\$1,277,331</b>	<b>\$1,432,361</b>	<b>\$1,477,905</b>	<b>3.2</b>
<b>PROGRAM REVENUE</b>	<b>(1,959)</b>	<b>(24,680)</b>	<b>(23,783)</b>	<b>(0)</b>	<b>(6,000)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,384,264</b>	<b>\$1,271,237</b>	<b>\$1,253,548</b>	<b>\$1,432,361</b>	<b>\$1,471,905</b>	<b>2.8</b>
<b>STAFF YEARS</b>	<b>21.25</b>	<b>20.40</b>	<b>18.80</b>	<b>19.00</b>	<b>23.50</b>	<b>23.7</b>

**PROGRAM DESCRIPTION**

The administrative unit provides management for the overall policy, direction and operation of the Department as well as administrative, graphic, clerical services and other support 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

This program was under budget due to management efforts to reduce expenditures in response to the building industry recession.

**1992-93 OBJECTIVES**

1. Provide support to outplace 50 at risk people as the department continues its budget management efforts through the continuing recession.
2. Complete the migration of the RUIS Land Base and core maintenance from the mainframe to ARC INFO software which maintains the geographic mapping system.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows: Department Administration and Regional Urban Information System (RUIS). The changes to this program are; the reduction of 5.5 staff years as a result of department-wide downsizing, and the transfer-in of 10.0 department-wide support staffing to better reflect actual program activity.

1. Department Administration [22.5 SY; E = \$1,390,938; R = \$6,000] is:
  - o Discretionary/Discretionary Service Level.
2. Regional Urban Information System (RUIS) [1.00 SY; E = \$86,967; R = \$0] is:
  - o Discretionary/Discretionary Service Level.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Other Miscellaneous	23,783	0	6,000	6,000
Sub-Total	\$23,783	\$0	\$6,000	\$6,000
<b>Total</b>	<b>\$23,783</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$1,253,548	\$1,432,361	\$1,471,905	\$39,544
Sub-Total	\$1,253,548	\$1,432,361	\$1,471,905	\$39,544
<b>Total</b>	<b>\$1,253,548</b>	<b>\$1,432,361</b>	<b>\$1,471,905</b>	<b>\$39,544</b>

EXPLANATION/COMMENT ON PROGRAM REVENUES

## STAFFING SCHEDULE

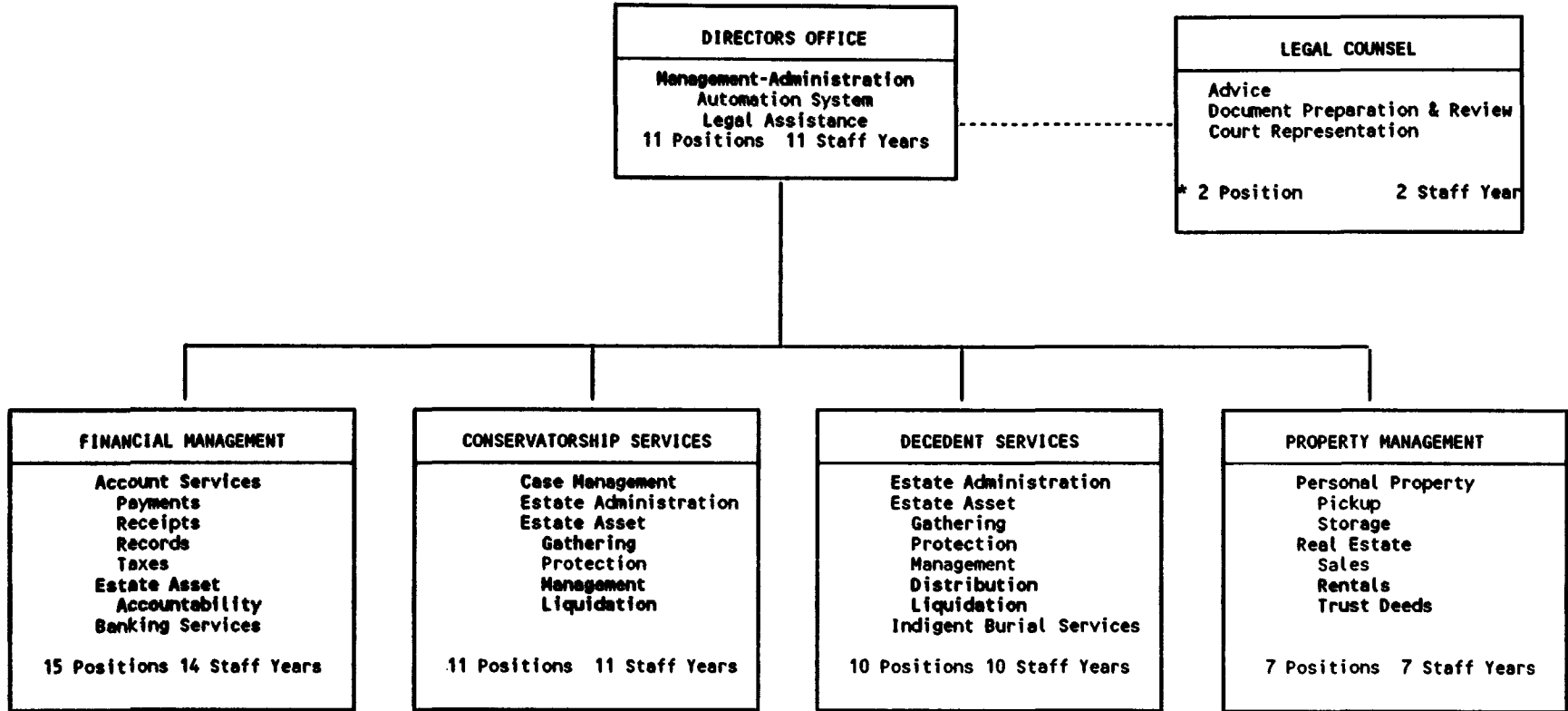
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0968	Chief, Land Use-RUIS	1	1.00	1	1.00	\$69,728	\$69,469
2137	Dir., Planning and Land Use	1	1.00	1	1.00	105,530	105,132
2268	Assistant Director	1	1.00	1	1.00	90,524	90,179
2288	Deputy Dir., Plng & Land Use	1	1.00	1	1.00	76,610	76,315
2302	Admin. Assistant III	1	1.00	1	1.00	46,351	46,162
2303	Admin. Assistant II	2	1.50	0	0.00	59,706	0
2369	Admin. Svs Manager II	1	1.00	1	1.00	54,957	57,483
2403	Accounting Technician	0	0.00	1	1.00	0	23,949
2412	Anaylst II	1	1.00	1	1.00	37,371	37,216
2413	Anaylst III	4	3.00	4	2.50	139,053	110,120
2426	Asst. Systems Analyst	1	1.00	1	1.00	37,371	36,381
2427	Associate Sys Analyst	0	0.00	1	1.00	0	44,011
2430	Cashier	0	0.00	2	1.00	0	20,670
2493	Intermediate Account Clerk	0	0.00	2	2.00	0	40,368
2494	Payroll Clerk	0	0.00	1	1.00	0	20,729
2511	Senior Payroll Clerk	1	1.00	0	0.00	25,157	0
2510	Senior Account Clerk	2	2.00	0	0.00	40,524	0
2525	Senior Systems Analyst	1	1.00	1	1.00	49,580	51,976
2725	Principal Clerk	0	0.00	1	1.00	0	30,908
2748	Supervising Clerk	1	1.00	1	0.00	23,531	0
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
3051	Reprographics Clerk	0	0.00	1	1.00	0	19,313
3817	Graphic Artist	0	0.00	3	3.00	0	94,354
4024	Librarian II	1	.50	1	0.00	17,264	0
9999	Extra - Help	1	0.00	0	0.00	10,500	0
<b>Total</b>		<b>22</b>	<b>19.00</b>	<b>28</b>	<b>23.50</b>	<b>\$914,657</b>	<b>\$1,005,509</b>
<b>Salary Adjustments:</b>						<b>16,577</b>	<b>983</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>278,773</b>	<b>318,572</b>
<b>Salary Savings:</b>						<b>(27,489)</b>	<b>(27,159)</b>
<b>Total Adjustments</b>						<b>\$267,861</b>	<b>\$292,396</b>
<b>Program Totals</b>		<b>22</b>	<b>19.00</b>	<b>28</b>	<b>23.50</b>	<b>\$1,182,518</b>	<b>\$1,297,905</b>



**PUBLIC ADMINISTRATOR**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>FIDUCIARY SERVICES</b>	\$1,719,064	\$2,030,134	\$2,096,758	\$2,241,621	\$2,250,361	\$8,740	0.4
<b>TOTAL DIRECT COST</b>	\$1,719,064	\$2,030,134	\$2,096,758	\$2,241,621	\$2,250,361	\$8,740	0.4
<b>PROGRAM REVENUE</b>	(2,199,934)	(2,220,506)	(2,130,989)	(2,258,283)	(2,176,153)	82,130	(3.6)
<b>NET GENERAL FUND COST</b>	\$(480,870)	\$(190,372)	\$(34,231)	\$(16,662)	\$74,208	\$90,870	545.4
<b>STAFF YEARS</b>	45.00	47.30	49.10	53.00	53.00	0.00	0.0

**PUBLIC ADMINISTRATOR**



\* Assigned to County Counsel

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,580,551	\$1,668,158	\$1,905,651	\$1,983,062	\$2,049,804	3.4
Services & Supplies	71,960	129,725	102,647	124,129	119,557	(3.7)
Other Charges						
Indigent Burials	64,533	74,139	81,815	112,500	81,000	(28.0)
Automation System	0	0	0	0	0	0.0
Exp App to Pr. Yrs OC	2,020	41,561	169	0	0	0.0
Fixed Assets	0	116,551	6,476	21,930	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$1,719,064</b>	<b>\$2,030,134</b>	<b>\$2,096,758</b>	<b>\$2,241,621</b>	<b>\$2,250,361</b>	<b>0.4</b>
<b>PROGRAM REVENUE</b>	<b>(2,199,934)</b>	<b>(2,220,506)</b>	<b>(2,130,989)</b>	<b>(2,258,283)</b>	<b>(2,176,153)</b>	<b>(3.6)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(480,870)</b>	<b>\$(190,372)</b>	<b>\$(34,231)</b>	<b>\$(16,662)</b>	<b>\$74,208</b>	<b>545.4</b>
<b>STAFF YEARS</b>	<b>45.00</b>	<b>47.30</b>	<b>49.10</b>	<b>53.00</b>	<b>53.00</b>	<b>0.0</b>

**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) acts as conservator of the person to provide case management services; and (5) 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. Similarly, 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 \$17 million.

**1991-92 BUDGET TO ACTUAL COMPARISON**

This department ended the fiscal year with revenue exceeding expenses by \$ 34,231. This resulted mainly from under estimation of the interest rate spread between the County Treasurer and private sector banking institutions.

**1992-93 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.

**1992-93 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 individual's lifestyles, 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. Many of these cases do not have adequate resources to offset the costs of case management.

The two major activities of this program are summarized below:

1. Decedent Services [ 25.83 SY; E = \$ 1,096,732; R = \$ 1,136,242] 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 without adequate revenue.
2. Conservatorship Services [ 27.17 SY; E = \$ 1,153,629; R = \$ 1,122,041] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Estate Administration Fees	\$1,078,046	\$1,075,570	\$1,075,570	\$0
Estate Legal Service Fees	348,726	595,130	513,000	(82,130)
Sub-Total	\$1,426,772	\$1,670,700	\$1,588,570	\$(82,130)
<b>OTHER REVENUE:</b>				
Pooled Estate Investment and Deposit Interest	\$694,912	\$558,383	\$558,383	\$0
Indigent Burial Cost Recovery & Miscellaneous	9,305	14,200	14,200	0
Banking Services	0	15,000	15,000	0
Sub-Total	\$704,217	\$587,583	\$587,583	\$0
<b>Total</b>	<b>\$2,130,989</b>	<b>\$2,258,283</b>	<b>\$2,176,153</b>	<b>\$(82,130)</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support Costs	\$(34,231)	\$(16,662)	\$74,208	\$90,870
Sub-Total	\$(34,231)	\$(16,662)	\$74,208	\$90,870
<b>Total</b>	<b>\$(34,231)</b>	<b>\$(16,662)</b>	<b>\$74,208</b>	<b>\$90,870</b>

**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 changes may have on the program.

The projections for Fiscal Year 1992-93 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.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Decedent Services</b>					
<b><u>% OF RESOURCES:</u></b>	51.2%				
<b><u>WORKLOAD</u></b>					
Total Cases	2,803	2,712	2,684	2,650	2,600
<b><u>EFFICIENCY</u></b>					
Productivity: Number of Cases per Staff Year	95	113	112	98	108
<b><u>EFFECTIVENESS</u></b>					
Average Open Time per case in months	13.8	15.6	14.4	14	14
<b>ACTIVITY B: Conservatorship Services</b>					
<b><u>% OF RESOURCES:</u></b>	48.8%				
<b><u>WORKLOAD</u></b>					
Total Cases	648	664	671	685	700
<b><u>EFFICIENCY</u></b>					
Productivity: Number of Cases per Staff Year	41	29	26	29	28
<b><u>EFFECTIVENESS</u></b>					
Average Open Time per case in Months	58	72	78	84	84

## STAFFING SCHEDULE

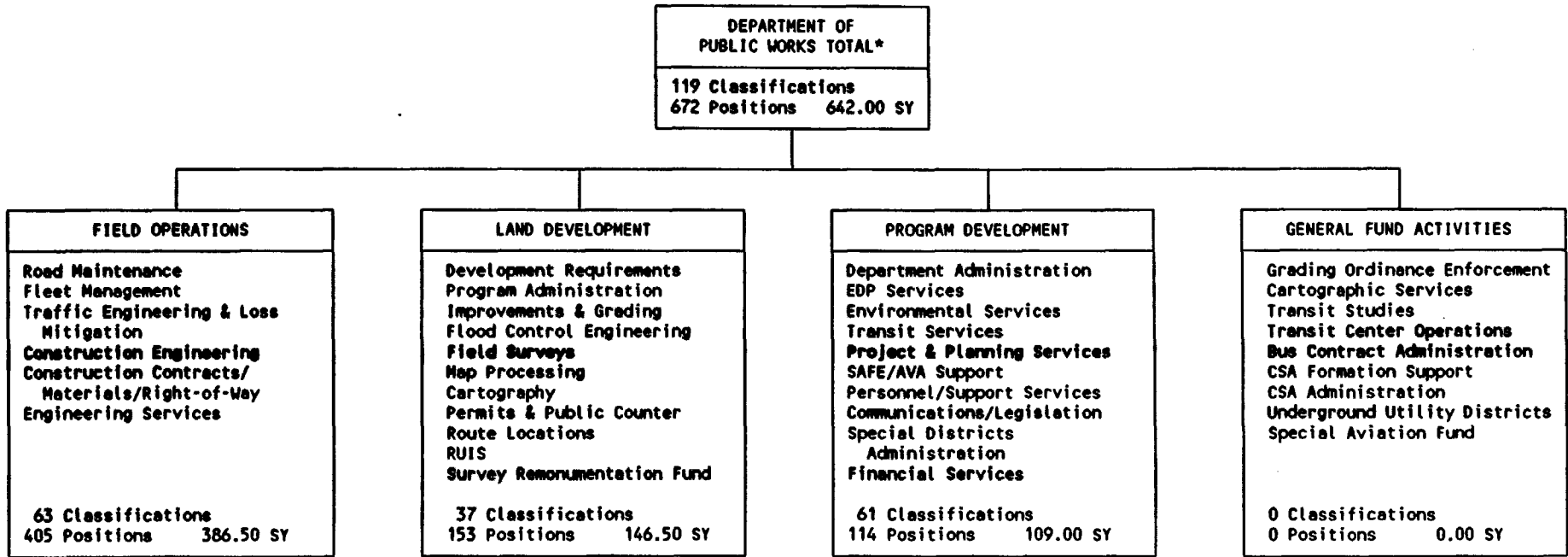
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2158	Public Administrator	1	1.00	1	1.00	\$71,068	\$70,803
2282	Asst. Public Administrator	1	1.00	1	1.00	49,487	49,294
2369	Administrative Svcs. Manager II	1	1.00	1	1.00	54,957	54,747
2403	Accounting Technician	2	2.00	2	2.00	53,380	53,330
2425	Associate Accountant	1	1.00	1	1.00	30,041	29,920
2493	Intermediate Acct Clerk	4	4.00	4	4.00	79,144	79,967
2502	Estate Tax Accountant	1	1.00	1	1.00	47,494	47,313
2510	Senior Account Clerk	3	3.00	3	3.00	69,066	69,880
2645	Senior Estate Mover	2	2.00	2	2.00	54,424	53,696
2671	Estate Mover	4	4.00	4	4.00	92,514	89,535
2700	Inter. Clerk Typist	4	4.00	4	4.00	78,676	80,145
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2758	Administrative Sec. III	1	1.00	1	1.00	28,784	28,419
2760	Stenographer	2	2.00	2	2.00	46,183	37,344
2775	Criminal Legal Sec. I	1	1.00	1	1.00	26,582	29,980
2776	Criminal Legal Sec. II	1	1.00	1	1.00	28,286	31,206
2777	Criminal Legal Sec. III	1	1.00	1	1.00	29,330	30,117
2906	Legal Proc. Clerk III	1	1.00	1	1.00	23,055	23,685
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	33,802	35,270
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	113,733	116,817
3935	Legal Assistant	1	1.00	1	1.00	25,745	26,922
3936	Legal Asst. II	1	1.00	1	1.00	27,998	28,749
5600	Dep Pub Admin/Guardian II	12	12.00	12	12.00	340,716	369,079
5604	Estate Assistant	2	2.00	2	2.00	45,264	47,569
5605	Estate Property Manager	1	1.00	1	1.00	34,217	35,790
9999	Temporary Extra Help	1	0.00	1	0.00	7,500	7,500
<b>Total</b>		<b>54</b>	<b>53.00</b>	<b>54</b>	<b>53.00</b>	<b>\$1,519,333</b>	<b>\$1,554,846</b>
<b>Salary Adjustments:</b>						<b>(3,993)</b>	<b>(6)</b>
<b>Premium/Overtime Pay:</b>						<b>3,680</b>	<b>3,680</b>
<b>Employee Benefits:</b>						<b>508,140</b>	<b>536,558</b>
<b>Salary Savings:</b>						<b>(44,098)</b>	<b>(45,274)</b>
<b>Total Adjustments</b>						<b>\$463,729</b>	<b>\$494,958</b>
<b>Program Totals</b>		<b>54</b>	<b>53.00</b>	<b>54</b>	<b>53.00</b>	<b>\$1,983,062</b>	<b>\$2,049,804</b>

PUBLIC WORKS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Field Operations	\$35,873,840	\$35,044,739	\$39,702,118	\$62,897,324	\$57,469,610	\$(5,427,714)	(8.6)
Land Development	6,691,376	7,652,019	8,009,981	9,274,198	8,830,876	(443,322)	(4.8)
Program Development	8,356,205	12,889,099	15,005,418	17,833,408	15,799,248	(2,034,160)	(11.4)
General Fund Activities	888,934	1,147,396	1,187,005	1,772,058	1,805,226	33,168	1.9
<b>TOTAL DIRECT COST</b>	<b>\$51,810,355</b>	<b>\$56,733,253</b>	<b>\$63,904,522</b>	<b>\$91,776,988</b>	<b>\$83,904,960</b>	<b>\$(7,872,028)</b>	<b>(8.6)</b>
<b>PROGRAM REVENUE</b>	<b>(51,505,571)</b>	<b>(56,395,695)</b>	<b>(63,583,666)</b>	<b>(91,475,562)</b>	<b>(83,688,135)</b>	<b>7,787,427</b>	<b>(8.5)</b>
<b>NET GENERAL FUND COST</b>	<b>\$304,784</b>	<b>\$337,558</b>	<b>\$320,856</b>	<b>\$301,426</b>	<b>\$216,825</b>	<b>\$(84,601)</b>	<b>(28.1)</b>
<b>STAFF YEARS</b>	<b>536.00</b>	<b>567.00</b>	<b>589.25</b>	<b>639.50</b>	<b>642.00</b>	<b>2.50</b>	<b>0.4</b>



**DEPARTMENT OF PUBLIC WORKS**  
 (Headquarters Location: County Operations Center)  
 FY 1992-93 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS \*



29-2

\* The Department of Public Works County Family of Funds Adopted Budget for FY 1992-93 includes Road Fund, Survey Remonumentation Fund, Special Aviation Fund, and Public Works General Fund. Eight 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 1992-93, as amended by Change Letters. These program budgets are comprised of Airports, Liquid Waste, County Transit, Solid Waste, County Service Districts, Flood Control District, Sanitation Districts and Sewer Maintenance District. Staff years for the Enterprise Funds, Airports, Liquid Waste and Solid Waste (Total of 304.50 SY), are shown in their respective program budgets.

The Department also prepares and administers an Equipment Internal Service Fund (ISF), a revolving fund to acquire, operate, maintain and dispose of Public Works equipment and fixed assets on behalf of the Department's operating funds (i.e. County Family of Funds and Enterprise Funds). Other budgets prepared by the Department include Independent Sanitation Districts, the Service Authority for Freeway Emergencies (SAFE) and Abandoned Vehicle Abatement (AVA). These budgets are administered by the County, but have independent governing boards.

PROGRAM: Field Operations

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 10000

ORGANIZATION #: 5769

MANAGER: Roger Walsh

REFERENCE: 1992-93 Proposed Budget - Pg. 52-7

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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$14,096,889	\$15,189,947	\$16,582,308	\$18,143,789	\$18,048,258	(0.5)
Services & Supplies	21,110,979	18,896,896	21,939,041	36,835,377	31,643,236	(14.1)
Other Charges	507,732	455,558	719,250	6,919,697	6,930,697	0.2
Fixed Assets	132,991	144,671	15,044	167,450	345,740	106.5
Operating Transfers	25,249	357,667	446,475	831,011	501,679	(39.6)
<b>TOTAL DIRECT COST</b>	<b>\$35,873,840</b>	<b>\$35,044,739</b>	<b>\$39,702,118</b>	<b>\$62,897,324</b>	<b>\$57,469,610</b>	<b>(8.6)</b>
<b>PROGRAM REVENUE</b>	<b>(35,873,840)</b>	<b>(35,044,739)</b>	<b>(39,702,118)</b>	<b>(62,897,324)</b>	<b>(57,469,610)</b>	<b>(8.6)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>336.00</b>	<b>340.25</b>	<b>352.25</b>	<b>385.50</b>	<b>386.50</b>	<b>0.3</b>

**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 available funds, 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 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 is 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 from the Road Fund. First priority is given to the maintenance of primary roads, with secondary emphasis on local access streets. Second priority is given to 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 road improvements, road permits, bridges and other County construction projects, and it provides staff support for enforcement of the County's Grading Ordinance and Watercourse Enforcement Ordinance.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures for Salaries and Benefits in 1991-92 were under budget by \$1,561,481 (1%) due to unfilled and underfilled positions, and staff participation in the Voluntary Time Off (VTO) program. Services and Supplies and Fixed Assets were under budget by \$14,896,336 (40%) and \$152,406 (91%), respectively, due to the postponement or cancellation of purchases and the carryover and reclassification of projects funded by Combined Road Plan (CRP). Other Charges were under budget by \$6,200,447 (90%) due to right-of-way acquisitions which were not completed in 1991-92, most of which have been rebudgeted in 1992-93. Operating transfers were \$364,536 (46%) under budget due to delays in completion of major maintenance projects that were to be performed by General Services and contractor delays in Capital Improvement Projects (Underground Storage Tanks). These projects have either been carried over into 1992-93 or cancelled.

1991-92 Actual Revenues were under-realized by \$23,193,206 (36%). This was primarily due to decreases in various accounts through which the Road Fund earns revenue by providing Services to Others (other Funds, County Departments, and Property Owners). No revenue was realized from the budgeted Combined Road Plan, as the transfer of funds to the County was not authorized by the State in 1991-92.

**1992-93 OBJECTIVES**

1. Continue implementation of the recommendations on road station consolidations and equipment/land surplusing.
2. Improve road conditions to move from a corrective mode to a preventive maintenance mode on 10% of the total County road mileage.
3. Continue collaborative process with DPLU to monitor grading and watercourse enforcement.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Road Maintenance [202.50 SY; E = \$18,456,008; R = \$18,456,008] including borrow-site operations, routine road maintenance activities and scheduled special road maintenance activities coordinated through two Divisional Field Headquarters and 11 Road Stations. This activity is:
  - o Mandated/Discretionary Service Level.
  - o Offset 100% by revenue.
  - o Unchanged with respect to staffing.
  - o Increasing \$1,910,507 in total expenditures.

There is no Net General Fund Contribution in this activity.
2. Construction Contracts/Materials/Right-of-Way [0.00 SY; E = \$27,181,298; R = \$27,181,298] 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 Decreasing \$7,444,802 in total expenditures.

There is no Net General Fund Contribution in this activity.
3. Construction Engineering [66.00 SY; E = \$3,767,622; R = \$3,767,622] 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 and for Watercourse Enforcement for the County Flood Control District. This activity is:
  - o Mandated/Discretionary Service Level with respect to inspection of improvement plans, permits, construction projects, and Watercourse Enforcement.
  - o Discretionary/Discretionary Service Level with respect to Grading Ordinance Enforcement.
  - o Offset 100% by revenue.
  - o Unchanged with respect to staffing.
  - o Decreasing \$92,850 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Traffic Engineering and Loss Mitigation [33.00 SY; E = \$2,706,646; R = \$2,706,646] 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 \$34,270 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Fleet Management (48.00 SY; E = \$2,851,022; R = \$2,851,022) including maintenance and management of all field equipment and vehicles coordinated through the Jamacha and San Marcos Divisional Headquarters and the Ramona Fleet Station. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Uncharged with respect to staff years.
- o Increasing \$87,551 in total expenditures.

There is no Net General Fund Contribution for this activity.

6. Engineering Services (37.00 SY; E = \$2,507,014; R = \$2,507,014) including general engineering design for all roads, bridges, and County projects, and design projects which resulted from Transnet (Prop. A) 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 subcontractors which are minority business enterprises, women business enterprises and small businesses. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 1.00 staff year for support to the Contracting Section.
- o Increasing \$146,150 in total expenditures.

There is no Net General Fund Contribution in this activity.

## PROGRAM REVENUE BY SOURCE

Source of Revenue *	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>TAXES:</b>				
Sales & Use Gas Tax-TDA	\$622,773	\$800,000	\$1,030,698	\$230,698
Transportation Sales Tax	3,224,307	22,197,250	15,465,520	(6,731,730)
Sub-Total	\$3,847,080	\$22,997,250	\$16,496,218	\$(6,501,032)
<b>LICENSES, PERMITS, RENTS AND CONCESSIONS:</b>				
Licenses & Permits	\$41,278	\$48,500	\$48,500	\$0
Rents & Concessions	98,231	38,000	45,000	7,000
Sub-Total	\$139,509	\$86,500	\$93,500	\$7,000
<b>INTERGOVERNMENTAL REVENUES:</b>				
State Highway Users Tax (2104)	\$22,297,644	\$22,700,000	22,900,000	200,000
State Highway Users Tax (2106)	1,666,896	1,950,000	1,750,000	(200,000)
Highway Use Tax-10 Yr. (2105)	7,373,465	7,894,000	9,142,214	1,248,214
State Construction Other	0	0	152,000	152,000
State Matching Funds	164,608	100,000	0	(100,000)
State Exchange Funds	676,784	145,541	0	(145,541)
CRP County Wide	0	2,773,216	0	(2,773,216)
Federal Aid Bridges/FHWA	0	186,750	0	(186,750)
Federal Aid Secondary Sys. (FAS)	2,989,326	0	0	0
Federal Aid Urban Highway (FAU)	1,247,210	0	0	0
Federal Forest Reserve	37,321	45,000	0	(45,000)
CDBG/HUD	249,930	540,000	950,000	410,000
Other Federal/State Aid	214,833	183,290	221,000	37,710
Sub-Total	\$36,918,017	\$36,517,797	\$35,115,214	\$(1,402,583)
<b>CHARGES FOR CURRENT SERVICES:</b>				
Fees & Services to Property Owners	\$1,543,808	\$5,592,873	\$5,158,980	\$(433,893)
Other Services to Government	531,365	1,024,463	269,000	(755,463)
Public Works General Fund	165,656	175,467	178,667	3,200
Other County Departments & Funds	4,752,461	5,595,598	5,816,317	220,719
Enterprise Funds	988,005	841,526	725,000	(116,526)
Sub-Total	\$7,981,295	\$13,229,927	\$12,147,964	\$(1,081,963)
<b>OTHER REVENUE/FUNDING SOURCES:</b>				
Sale of Fixed Assets	\$1,200	\$0	\$1,840,000	\$1,840,000
Other Sales	43,791	275,000	20,000	(255,000)
Other Revenues	(202,943)	0	0	0
Allocated Road Fund Revenues	(9,025,831)	(10,209,150)	(8,243,286)	1,965,864
Sub-Total	\$(9,183,783)	\$(9,934,150)	\$(6,383,286)	\$3,550,864
<b>Total</b>	<b>\$39,702,118</b>	<b>\$62,897,324</b>	<b>\$57,469,610</b>	<b>\$(5,427,714)</b>

\* No County match required for any revenue source.

## EXPLANATION/COMMENT ON PROGRAM REVENUES

In 1992-93 Gas Tax is expected to increase slightly, based on State Controller Projections and on actuals to date. Budgeted Transportation Sales Tax will decrease due to economic trends and due to fewer projects programmed for 1992-93. Revenue from grant sources is expected to be lower due to the exchange of CRP grant funds for State Transnet funds. Charges for Current Services are expected to be lower, primarily in the area of charges for inspection of development projects and permits. Inter-fund Charges are expected to be slightly higher due to increased work for the Internal Service fund and Special Districts. Other revenue is expected to increase due to the anticipated sale of the Poway Road station.

## FIXED ASSETS

Item	Quantity	Unit	Total Cost
Fax Machine	3	ea	\$3,000
Typewriter	1	ea	550
Desks (Rebudget from FY 1991-92)	5	ea	3,000
Fax Machine	1	ea	1,695
Arc Welder	1	ea	1,300
Washer W/Soap Injector	1	ea	1,500
Hedge Trimmer, Gas	1	ea	800
Sign Making System	1	ea	15,800
Equipment Lot	1	lot	5,000
Cellular Phones	5	ea	2,500
Computer Equipment (PC)	1	lot	213,450
Computer Equipment (Rebudget from FY 1991-92)	15	ea	16,500
Computer Equipment (Rebudget from FY 1991-92)	75	ea	77,250
Water Heater	6	ea	1,500
Oven	1	ea	500
Stove	1	ea	400
Slide Projector	1	ea	995
<b>Total</b>			<b>\$345,740</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: ROAD MAINTENANCE</b>					
<u>% OF RESOURCES:</u> 32.1%					
<u>WORKLOAD</u>					
Lane miles of road surface treatment	366	584	402	570	390
Miles of shoulder graded	N/A	534	361	600	663
Grading of unpaved roads (miles)	896	488	606	518	880
Pavement markings (miles of striping)	2,911	1,448	1,411	1,614	1,983
Number of trees trimmed	5,863	4,997	3,575	4,456	3,945
Miles of channels cleaned	7.79	10.7	5.08	9.76	8.46
Cubic yds. of digout/rebase	13,037	10,775	6,295	9,939	10,383
Miles of road maintained	1,852	1,861	1,868	1,854	1,876
<b>ACTIVITY B: CONSTRUCTION ENGINEERING</b>					
<u>% OF RESOURCES:</u> 6.6%					
<u>WORKLOAD</u>					
Ave. no. of projects under construction	28	18	21	23	23
Value of projects under construction	20,362,261	6,083,708	9,319,306	11,752,185	14,070,476
Value of projects completed	20,436,025	26,822,658	7,593,626	21,546,714	17,805,100
Public Works projects completed	32	31	32	32	30
No. of active subdivisions	256	284	302	270	272
No. of active permits	5,554	5,650	6,185	5,728	5,685
No. of subdivisions completed	41	66	45	54	47
Private project permits completed	2,412	1,994	2,299	2,465	2,203
Grading complaints investigated	433	327	339	376	355
Average response time in days	2.1	2.2	2.7	2.1	2.1
Watercourse complaints investigated	55	72	126	87	85
Average response time in days	2.3	2.7	2.3	2.3	2.2

N/A = Data Not Available

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY C:  
TRAFFIC ENGINEERING

% OF RESOURCES: 4.7%

WORKLOAD

No. of traffic signals installed	17	11	10	15	16
No. of traffic inquiries received	3,006	3,034	2,996	3,000	3,000
No. of accident reports reviewed	3,448	2,978	3,140	3,500	3,240
No. of serious injury/fatal accidents investigated	110	132	181	135	160
No. of responses to legal claims	100	76	86	100	100
No. of plans checked for traffic related impact	N/A	523	503	540	520
Traffic Advisory Committee agenda items	N/A	156	182	176	180

EFFICIENCY

No. of traffic studies conducted	1,275	1,449	1,170	1,400	1,200
Staff hours/accident report reviewed	0.2	0.1	0.1	0.2	0.1
Staff hrs/serious injury/fatal accidents investigated	10.2	18.7	20.0	18.3	20.2
Staff hours/response to claim	3.4	2.4	2.8	2.5	2.8
Staff hours/plans checked	N/A	7.7	8.0	7.4	7.4
Staff hours/TAC agenda items	N/A	32.8	27.8	32.8	27.8

EFFECTIVENESS

% of accidents reports reviewed within time goals	100	100	100	100	100
% of serious injury/fatal accidents investigated within time goal	95	98	97	95	97
% of response to claims prepared with time goals of County Counsel	97	97	97	97	97

N/A = Data Not Available



PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY D: FLEET MANAGEMENT</b>					
<b>% OF RESOURCES: 5.0%</b>					
<b>WORKLOAD</b>					
Equipment purchase specifications prepared	N/A	85	96	100	80
Preventive maintenance inspections performed	N/A	1,864	1,998	1,880	1,880
Bi-annual inspections of terminals performed	N/A	132	466	140	140
Smog inspections performed	N/A	85	170	90	90
No. of vehicles maintained and operated	N/A	727	765	832	832
No. of parts in stockroom inventory	N/A	88,859	83,520	83,800	83,600
<b>ACTIVITY E: ENGINEERING SERVICES</b>					
<b>% OF RESOURCES: 4.4%</b>					
<b>WORKLOAD</b>					
No. of bridges or major culverts designed	4	2	3	3	2
No. of traffic signals designed	9	5	10	11	7
<b>EFFECTIVENESS</b>					
% Design cost to construction	6%	6%	6%	6%	6%

N/A = Data Not Available

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0390	Deputy County Engineer	2	2.00	2	2.00	\$148,861	\$148,291
2210	Deputy Director, Public Works	1	1.00	1	1.00	79,041	78,739
2302	Administrative Assistant III	1	1.00	1	1.00	46,351	46,162
2303	Administrative Assistant II	2	2.00	2	2.00	79,842	81,434
2304	Administrative Assistant I	0	0.00	1	1.00	0	29,745
2411	Analyst I	1	1.00	1	1.00	29,845	29,730
2412	Analyst II	2	2.00	2	2.00	62,562	74,013
2416	Fuel Management Specialist	1	1.00	1	1.00	30,095	29,780
2424	Public Works Program Coord. I	1	1.00	1	1.00	48,665	47,600
2493	Intermediate Account Clerk	1	1.00	1	1.00	17,622	18,092
2510	Senior Account Clerk	1	1.00	1	1.00	24,032	23,949
2650	Stock Clerk	2	2.00	3	3.00	34,023	51,902
2655	Storekeeper III	0	0.00	1	1.00	0	24,190
2658	Storekeeper II	1	1.00	0	0.00	24,866	0
2660	Storekeeper I	3	3.00	3	3.00	61,813	66,149
2700	Intermediate Clerk Typist	5	5.00	5	5.00	97,687	98,277
2730	Senior Clerk	8	8.00	8	8.00	178,610	178,390
2745	Supervising Clerk	1	1.00	1	1.00	26,880	27,769
2756	Administrative Secretary I	2	2.00	2	2.00	38,736	39,493
2757	Administrative Secretary II	1	1.00	1	1.00	25,572	25,475
2758	Administrative Secretary III	1	1.00	1	1.00	30,005	30,774
3615	Assistant Engineer	19	19.00	19	19.00	793,739	781,320
3635	Civil Engineer	18	18.00	18	18.00	887,893	899,624
3695	Junior Engineer	8	8.00	8	8.00	274,982	283,979
3699	Chief, Safety & Loss Mitigation	1	1.00	1	1.00	58,151	59,368
3700	Principal Civil Engineer	5	5.00	5	5.00	336,086	336,626
3720	Senior Civil Engineer	14	14.00	14	14.00	807,870	829,043
3735	Senior Structural Engineer	1	1.00	1	1.00	62,961	62,723
3740	Senior Transportation Spec.	1	1.00	1	1.00	60,103	59,884
3750	Public Works Program Coord. II	1	1.00	1	1.00	60,114	48,513
3780	Assistant Surveyor	1	1.00	1	1.00	44,079	43,911
3795	Construction Technician	8	8.00	8	8.00	396,108	403,609
3800	Drafting Technician III	1	1.00	1	1.00	34,596	34,476
3810	Engineering Aide	2	2.00	2	2.00	43,043	46,551
3812	Engineering Technician III	20	20.00	20	20.00	781,507	776,099
3813	Engineering Technician II	10	10.00	11	11.00	320,219	348,940
3814	Engineering Technician I	5	5.00	5	5.00	142,412	145,025
3930	Litigation Investigator	1	1.00	1	1.00	46,987	46,814
5525	Associate Real Property Agent	1	1.00	1	1.00	41,420	41,262
5585	Supervising Real Property Agent	1	1.00	1	1.00	54,937	51,194
5761	Traffic Safety Investigator	2	2.00	2	2.00	88,588	88,268
5940	Painter	1	1.00	1	1.00	30,597	30,233
5970	Sign Painter	1	1.00	1	1.00	32,210	31,842
5999	Assistant Division Road Super.	3	3.00	3	3.00	157,065	156,471
6003	Right-of-Way/Utility Coord.	1	1.00	1	1.00	57,247	57,025
6005	Division Road Superintendent	3	3.00	3	3.00	169,026	161,052
6007	Road Maintenance Superintendent	1	1.00	1	1.00	39,254	65,835
6018	Preventative Maintenance Coord.	1	1.00	1	1.00	34,680	36,914
6019	Road Crew Supervisor	22	22.00	21	21.00	862,662	841,339
6023	Road Maintenance Worker	6	6.00	6	6.00	111,414	130,050
6026	Bridge Construction Worker II	4	4.00	4	4.00	139,425	138,298
6027	Bridge Construction Worker III	1	1.00	1	1.00	37,862	37,457
6028	Bridge Construction Supervisor	1	1.00	1	1.00	40,389	40,237
6032	Equipment Operator I	4	4.00	4	4.00	115,452	114,334
6035	Equipment Operator	109	109.00	109	109.00	3,012,215	3,248,221
6036	Senior Equipment Operator	21	21.00	21	21.00	624,057	690,136
6102	Chief, Fleet Operations	1	1.00	1	1.00	56,342	56,127
6108	Senior Equipment Mechanic	3	3.00	3	3.00	108,636	107,487
6110	Equipment Mechanic	18	18.00	18	18.00	601,370	605,047
6130	Equipment Shop Supervisor	3	3.00	3	3.00	118,459	122,167
6155	Road Equipment Specialist	1	1.00	1	1.00	43,531	43,369
6164	Traffic Signal Technician III	1	1.00	1	1.00	38,628	38,233
6180	Welder	3	3.00	3	3.00	101,571	100,413
7541	Const. & Services Worker I	1	1.00	0	0.00	18,203	0
9999	Extra Help	37	18.50	37	18.50	621,543	621,543

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
	<b>Total</b>	404	385.50	405	386.50	\$13,592,741	\$14,011,013
	<b>Salary Adjustments:</b>					378,484	(823,181)
	<b>Premium/Overtime Pay:</b>					223,000	223,000
	<b>Employee Benefits:</b>					4,541,784	5,213,221
	<b>Salary Savings:</b>					(592,220)	(575,795)
	<b>Total Adjustments</b>					\$4,551,048	\$4,037,245
	<b>Program Totals</b>	404	385.50	405	386.50	\$18,143,789	\$18,048,258

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000  
MANAGER: John S. Burke

ORGANIZATION #: 5771, 5821  
REFERENCE: 1992-93 Proposed Budget - Pg. 52-9

**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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$5,829,911	\$6,601,324	\$6,713,302	\$7,456,109	\$7,464,550	0.1
Services & Supplies	692,023	965,481	1,150,284	1,624,689	1,028,631	(36.7)
Other Charges	15,991	4,797	0	0	0	0.0
Fixed Assets	48,549	3,687	14,140	93,400	124,695	33.5
Operating Transfers	104,902	76,730	132,255	100,000	213,000	113.0
<b>TOTAL DIRECT COST</b>	<b>\$6,691,376</b>	<b>\$7,652,019</b>	<b>\$8,009,981</b>	<b>\$9,274,198</b>	<b>\$8,830,876</b>	<b>(4.8)</b>
<b>PROGRAM REVENUE</b>	<b>(6,691,376)</b>	<b>(7,652,019)</b>	<b>(8,009,981)</b>	<b>(9,274,198)</b>	<b>(8,830,876)</b>	<b>(4.8)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>122.25</b>	<b>128.75</b>	<b>132.00</b>	<b>146.50</b>	<b>146.50</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

The Land Development Program provides for eleven primary functions in the adopted budget for FY 1992-93: Development Requirements; Program Administration; Permit and Public Counter; Route Locations; Map Processing; Improvements and Grading; RUIS; Flood Control Engineering; Field Surveys; Cartography; and Survey Remonumentation. 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 review 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; maps and mapping/graphics to the public and all County departments; and support for RUIS to develop the base map module and land coordinates.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenditures were less than the 1991-92 budget by \$1,264,217 (13%). Salaries and Benefits were under budget by \$742,807 (9%) due to staff participation in the County's Voluntary Time Off (VTO) Program, and to several positions that were left unfilled and under-filled. Services and Supplies were under budget by \$474,405 (29%) primarily due to lower than anticipated expenditures for the Bridge and Thoroughfare Fee Consultant Contract. Fixed Assets were under budget by \$79,260 (84%) due to the purchasing freeze in response to the County's financial constraints. Operating Transfers were over budget by \$32,255 (32%) due to more work than anticipated for the Survey Remonumentation Fund.

**1992-93 OBJECTIVES**

1. Develop and implement a program to effectively cross-train Map Processing staff to ensure adequate counter coverage during staffing shortfalls.
2. Develop a long term funding mechanism for RUIS.
3. Complete Phase II of the Bridge and Major Thoroughfare Fee study through the second round of public review by the end of the 1992-93 fiscal year.
4. Implement the Board of Supervisors approved Project and Permit Processing (PAPP) project streamlining procedures.
5. Continue development of the County's Riding and Hiking Trails System.

**1992-93 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 Requirements [12.50 SY; E = \$774,004; R = \$774,004] including reviewing and conditioning of discretionary permits such as major and minor subdivisions, major use permits, rezone of land and vacation of rights-of-ways; representing the Department of Public Works for land use items scheduled before various boards such as the Board of Planning and Zoning Appeals, Planning and Environmental Review Board, Planning Commission and the Board of Supervisors; reviewing and conditioning proposed land development; assuring safe sight distance at both public and private road intersections; and assisting the public by answering questions concerning land development and discretionary permits. This activity is:
  - o Mandated/Discretionary Service Level.
  - o Offset 100% by revenue.
  - o Unchanged with respect to staff years.
  - o Increasing \$4,003 in total expenditures.

There is no Net General Fund Contribution in this activity.

2. Program Administration [14.50 SY; E = \$828,832; R = \$828,832] including project coordination and administration, responsibility for program budget preparation, fiscal analysis, expenditure and revenue control, cost accounting, word processing support, development of administrative reports and projects, and coordination with other Departments and County staff. This activity is:
  - o Mandated/Discretionary Service Level.
  - o Offset 100% by revenue.
  - o Unchanged with respect to staff years.
  - o Decreasing \$443,874 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Permits and Public Counter [10.00 SY; E = \$388,842; R = \$388,842] including providing mandatory support to the Department of Planning and Land Use; and providing staffing for indirect developer activities. This activity is:
  - o Mandated/Discretionary Service Level.
  - o Offset 100% by revenue.
  - o Unchanged with respect to staff years.
  - o Decreasing \$4,383 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Route Locations [9.00 SY; E = \$585,854; R = \$585,854] including providing traffic forecasts and various other traffic-related studies; and reviewing developer projects with respect to roads, bike lanes and trails. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$4,966 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Map Processing [17.00 SY; E = \$1,045,836; R = \$1,045,836] including map processing of Subdivision, Parcel and Record of Survey Maps for conformance with the State Subdivision Map Act, State Land Surveyors Act, San Diego County Subdivision Ordinance and the project conditions of approval; providing public/professional information regarding the land development process and general questions regarding land surveying; and providing staffing support to the General Fund Activity Program. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Decreasing \$15,057 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Improvements and Grading [7.00 SY; E = \$435,569; R = \$435,569] including engineering plan checks of road and flood control items on TMs, TPMs, curb grades, watercourse and various grading permits to protect public and private property from flood hazards; and performing field reviews to determine necessary street and flood control improvements. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Decreasing \$2,226 in total expenditures.

There is no Net General Fund Contribution in this activity.

7. Regional Urban Information System (RUIS) [4.00 SY; E = \$535,273; R = \$535,273] including developing and maintaining the base map module and land coordinates for the RUIS landbase. This activity is:

- o Discretionary/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$113,570 in total expenditures.

There is no Net General Fund Contribution in this activity.

8. Flood Control Engineering [15.00 SY; E = \$1,007,066; R = \$1,007,066] 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 Unchanged with respect to staff years.
- o Increasing \$59,610 in total expenditures.

There is no Net General Fund Contribution in this activity.

9. Field Surveys [26.50 SY; E = \$1,583,538; R = \$1,583,538] including performing all field, design, construction, property, as-built and photogrammetric surveys; and maintaining the County's vertical control network (benchmark), horizontal control network (Cal Coordinate Sys) and County Base Map System. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Decreasing \$231,487 in total expenditures.

There is no Net General Fund Contribution in this activity.

10. Cartography [31.00 SY; E = \$1,446,062; R = \$1,446,062] including providing multi-purpose mapping, graphics, typesetting, photo-reproduction and blue-line support services to the public and all County Departments. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Decreasing \$28,444 in total expenditures.

There is no Net General Fund Contribution in this activity.

11. Survey Remonumentation Fund [0.00 SY; E = \$200,000; R = \$200,000] including preserving and maintaining boundary control monumentation in the County. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing \$100,000 in total expenditures.

## PROGRAM REVENUE BY SOURCE

Source of Revenue *	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>TAXES AND INTERGOVERNMENTAL REVENUES:</b>				
Transportation Sales Tax	\$241,681	\$0	\$232,613	\$232,613
Interest on Developers' Deposits	1,074,305	1,200,000	1,200,000	0
Other Governmental Agencies	53,334	30,000	30,000	0
Sub-Total	\$1,369,320	\$1,230,000	\$1,462,613	\$232,613
<b>CHARGES FOR SERVICES:</b>				
Fees/Services to Property Owners	\$2,511,150	\$4,056,315	\$3,258,200	\$(798,115)
Survey Monument Preservation	104,949	100,000	100,000	0
Public Works General Fund	256,098	263,549	123,525	(140,024)
Other County Departments and Funds	1,903,508	2,379,416	2,185,398	(194,018)
Enterprise Funds	1,078,305	191,000	523,000	332,000
Sub-Total	\$5,854,010	\$6,990,280	\$6,190,123	\$(800,157)
<b>OTHER REVENUE/FUNDING SOURCES:</b>				
Operating Transfers (SRF)	\$132,849	\$100,000	\$200,000	\$100,000
Taxable Sales	(15,821)	60,000	100,000	40,000
Fund Balance	27,306	0	100,000	100,000
Allocated Road Fund Revenues	642,317	893,918	778,140	(115,778)
Sub-Total	\$786,651	\$1,053,918	\$1,178,140	\$124,222
<b>Total</b>	<b>\$8,009,981</b>	<b>\$9,274,198</b>	<b>\$8,830,876</b>	<b>\$(443,322)</b>

\* No County match required for any revenue source.

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are estimated to decrease overall for FY 1992-93 by \$443,322 or (4%) due to an anticipated decrease in development related activities. Services to Property Owners is projected lower due to the downturn in development activities. Revenues from Other County Departments and Funds, and the County's General Fund are decreasing as a result of the financial constraints the County is experiencing.

As in past years, Interest on Developers' Deposits is used to offset indirect program costs. In adopting this budget, the Board of Supervisors ratifies and approves the use of developer interest revenue for such purpose.



## FIXED ASSETS

Item	Quantity	Unit	Total Cost
Fax Machine	1	ea	\$2,000
Magnetic Locator	3	ea	2,400
Automatic Level Set	3	ea	6,000
Handpack Radio System	2	ea	3,000
Radio, 2-Way	2	ea	4,000
Computer Equipment	1	lot	46,500
Computer Equipment (Rebudget from FY 1991-92)	10	ea	12,100
Computer Equipment (Rebudget from FY 1991-92)	20	ea	20,000
Computer Equipment (Rebudget from FY 1991-92)	5	ea	8,200
Computer Equipment (Rebudget from FY 1991-92)	10	ea	6,000
Computer Equipment (Rebudget from FY 1991-92)	15	ea	13,500
Camera, Still Video	1	ea	995
<b>Total</b>			<b>\$124,695</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: DEVELOPMENT REQUIREMENTS</b>					
<b><u>% OF RESOURCES:</u></b>	8.8%				
<b><u>WORKLOAD</u></b>					
TM's Conditioned	289	209	174	250	200
TPM's Conditioned	554	548	429	550	500
<b><u>EFFICIENCY</u></b>					
Cost/TM Conditioned	\$1,028	\$2,177	\$2,140	\$1,400	\$1,890
Cost/TPM Conditioned	\$240	\$513	\$515	\$450	\$475
<b>ACTIVITY B: ROUTE LOCATIONS</b>					
<b><u>% OF RESOURCES:</u></b>	6.6%				
<b><u>WORKLOAD</u></b>					
Traffic EIR Reviewed	109	104	82	100	100
Route Location Studies Completed	0	1	1	1	2
Special Studies Completed	27	20	28	30	30
Recorded Official Centerline Studies	0	0	0	3	1
Building Permits Reviewed	1,247	619	478	1,000	600
<b>ACTIVITY C: MAP PROCESSING</b>					
<b><u>% OF RESOURCES:</u></b>	11.8%				
<b><u>WORKLOAD</u></b>					
Final Subdivision Maps Processed	59	48	50	55	40
Final Parcel Maps Processed	182	163	146	225	140
Records of Survey Examined	535	505	482	500	500
<b><u>EFFICIENCY</u></b>					
Cost/Final Subdivision Map	\$4,773	\$5,958	\$6,855	\$6,500	\$6,500
Cost/Final Parcel Map	\$1,453	\$1,730	\$1,760	\$2,000	\$2,000
<b>ACTIVITY D: RUIS</b>					
<b><u>% OF RESOURCES:</u></b>	6.1%				
<b><u>WORKLOAD</u></b>					
Modules Planned Into Production	1	3	2	2	1

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY E: IMPROVEMENTS &amp; GRADING</b>					
<b><u>% OF RESOURCES:</u> 4.9%</b>					
<b><u>WORKLOAD</u></b>					
TM Improvement Plans Reviewed	265	278	287	275	280
TPM Improvement Plans Reviewed	330	416	459	410	450
Curb Grade Improvement Plans Reviewed	164	160	134	160	160
Major and Minor Grading Plans Reviewed	702	612	626	600	600
Road Permits Issued	2,950	2,752	2,753	3,000	3,000
Centerline Projects Processed	130	112	53	120	75
<b><u>EFFICIENCY</u></b>					
Cost/TM Plan Reviewed	\$656	\$320	\$200	\$350	\$200
Cost/TPM Plan Reviewed	\$318	\$320	\$150	\$325	\$175
<b><u>EFFECTIVENESS</u></b>					
Day/Initial Plan Check	12	12	12	12	12
<b>ACTIVITY F: FLOOD CONTROL ENGINEERING</b>					
<b><u>% OF RESOURCES:</u> 11.4%</b>					
<b><u>WORKLOAD</u></b>					
Bridge/Drainage Design Plans Reviewed	85	78	80	85	85
ALERT Storm/Data Stations Operated	54	56	56	55	55
USGS Water Level Gauges Maintained	17	17	17	16	16
Other Rain/Stream Gauges Maintained	68	65	70	70	70
Consultant Studies Administered	7	3	9	4	8
<b><u>EFFECTIVENESS</u></b>					
% of Gauges (Rain and Water Level) Maintained On-Line at All Times	90	95	97	98	97

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY G: FIELD SURVEYS</b>					
<b><u>% OF RESOURCES:</u> 20.2%</b>					
<b><u>WORKLOAD</u></b>					
Survey Monument Established	373	602	468	500	508
Photogrammetric Model Completed	100	88	119	100	100
<b><u>EFFICIENCY</u></b>					
Cost/Monument Established	\$263	\$240	\$279	\$250	\$250
<b>ACTIVITY H: CARTOGRAPHY</b>					
<b><u>% OF RESOURCES:</u> 16.4%</b>					
<b><u>WORKLOAD</u></b>					
Cartographic Map Changes Completed	15,069	12,487	14,506	20,000	12,000
Mapping & Graphic Requests Completed	17,976	15,523	14,783	13,000	14,500
Number of Public Contacts	15,289	12,361	11,379	13,000	13,000
<b><u>EFFICIENCY</u></b>					
Cost/Base Map Charges	\$13	\$8	\$10	\$10	\$10

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0390	Deputy County Engineer	1	1.00	1	1.00	\$73,214	\$72,934
2210	Deputy Director, Public Works	1	1.00	1	1.00	85,099	84,774
2303	Administrative Assistant II	3	3.00	3	3.00	108,739	111,406
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	34,614	35,530
2424	Public Works Program Coord. I	1	1.00	1	1.00	54,957	54,747
2700	Intermediate Clerk Typist	4	4.00	4	4.00	74,468	79,978
2730	Senior Clerk	1	1.00	1	1.00	20,805	20,806
2757	Administrative Secretary II	1	1.00	1	1.00	23,833	24,931
2761	Group Secretary	1	1.00	1	1.00	25,572	22,929
3009	Word Processor Operator	1	1.00	1	1.00	20,665	21,584
3518	Cartographer	1	1.00	1	1.00	48,658	48,483
3586	Chief, Mapping Section	1	1.00	1	1.00	53,591	53,390
3615	Assistant Engineer	12	12.00	12	12.00	522,670	513,003
3635	Civil Engineer	10	10.00	10	10.00	483,686	473,638
3654	Assistant Transportation Spec.	1	1.00	1	1.00	23,623	40,667
3655	Associate Transportation Spec.	1	1.00	1	1.00	38,870	43,692
3695	Junior Engineer	1	1.00	1	1.00	33,689	35,209
3700	Principal Civil Engineer	4	4.00	4	4.00	277,556	276,520
3705	Principal Land Surveyor	1	1.00	1	1.00	69,389	60,106
3720	Senior Civil Engineer	5	5.00	5	5.00	300,515	291,594
3728	Senior Land Surveyor	3	3.00	3	3.00	169,975	170,261
3779	Junior Surveyor	12	12.00	12	12.00	432,162	444,702
3780	Assistant Surveyor	13	13.00	13	13.00	558,893	565,573
3785	Land Surveyor	6	6.00	6	6.00	298,614	304,422
3800	Drafting Technician III	4	4.00	4	4.00	134,038	135,069
3801	Drafting Technician II	15	15.00	15	15.00	405,779	415,435
3803	Hydrographic Instrument Tech.	2	2.00	2	2.00	75,704	77,216
3805	Cartographic Reproduction Tech.	2	2.00	2	2.00	57,132	57,981
3810	Engineering Aide	4	4.00	4	4.00	94,027	97,734
3812	Engineering Technician III	4	4.00	4	4.00	158,651	153,287
3813	Engineering Technician II	8	8.00	8	8.00	251,965	255,145
3814	Engineering Technician I	8	8.00	8	8.00	227,453	226,583
3817	Graphic Artist	3	3.00	3	3.00	93,628	94,681
3818	Graphic Supervisor	1	1.00	1	1.00	34,393	35,955
3819	Mapping Supervisor	2	2.00	2	2.00	80,284	79,968
3881	Land Development Process Super.	1	1.00	1	1.00	50,931	38,187
9999	Extra Help	13	6.50	13	6.50	232,965	266,187
<b>Total</b>		<b>153</b>	<b>146.50</b>	<b>153</b>	<b>146.50</b>	<b>\$5,730,807</b>	<b>\$5,784,307</b>
<b>Salary Adjustments:</b>						<b>(43,894)</b>	<b>(158,655)</b>
<b>Premium/Overtime Pay:</b>						<b>54,000</b>	<b>54,000</b>
<b>Employee Benefits:</b>						<b>1,960,265</b>	<b>2,019,483</b>
<b>Salary Savings:</b>						<b>(245,069)</b>	<b>(234,585)</b>
<b>Total Adjustments</b>						<b>\$1,725,302</b>	<b>\$1,680,243</b>
<b>Program Totals</b>		<b>153</b>	<b>146.50</b>	<b>153</b>	<b>146.50</b>	<b>\$7,456,109</b>	<b>\$7,464,550</b>

PROGRAM: Program Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 30000

ORGANIZATION #: 5751

MANAGER: Sharon Jasek Reid

REFERENCE: 1992-93 Proposed Budget - Pg. 52-10

**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 455 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. Vehicle Code Section 22710 authorizes establishment of an Abandoned Vehicle Abatement (AVA) Program. The Department of Public Works also supplies staffing services to AVA.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,234,395	\$4,972,888	\$5,396,133	\$5,539,828	\$5,636,493	1.7
Services & Supplies	3,978,453	7,362,889	9,544,039	11,805,180	9,628,387	(18.4)
Fixed Assets	130,442	545,063	65,246	488,400	530,668	8.7
Cost Applied	0	(1,319)	0	0	0	0.0
Operating Transfers	12,915	9,578	0	0	3,700	100.0
<b>TOTAL DIRECT COST</b>	<b>\$8,356,205</b>	<b>\$12,889,099</b>	<b>\$15,005,418</b>	<b>\$17,833,408</b>	<b>\$15,799,248</b>	<b>(11.4)</b>
<b>PROGRAM REVENUE</b>	<b>(8,356,205)</b>	<b>(12,889,099)</b>	<b>(15,005,418)</b>	<b>(17,833,408)</b>	<b>(15,799,248)</b>	<b>(11.4)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>85.75</b>	<b>98.00</b>	<b>105.00</b>	<b>107.50</b>	<b>109.00</b>	<b>1.4</b>

**PROGRAM DESCRIPTION**

The Program Development Program provides for administration and operation of all department-wide support services. These include program administration, computer services, long-range planning, personnel and support services, communications and legislative analysis, and financial services. These services are provided to the Department Enterprise Funds in addition to the other Road Fund Programs. The Enterprise Funds reimburse the Road Fund for their allocated share of these support services.

Also operated and administered by Program Development are three activities which provide direct services: Environmental Services, Transit Services, and Special Districts Administration.

Program Development also provides staff support to the Service Authority for Freeway Emergencies (SAFE) and the Abandoned Vehicle Abatement (AVA) Program.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The total actual expenditures for FY 1991-92 were \$2,827,990 or 15.9% under budget. This was due primarily to savings from reduced A-87 external overhead costs and fixed assets which were not purchased due to the purchasing freeze.

**1992-93 OBJECTIVES**

1. Complete federal environmental review of 35 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 81 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Department Administration and External Support [8.50 SY; E = \$7,804,085; R = \$7,804,085] including responsibilities for departmental administration and management, and payments from the Road Fund to General Fund Departments included in the A-87 Cost Allocation Plan. This activity is:
  - o Mandated/Discretionary Service Level.
  - o Offset 100% by revenue.
  - o Increasing 1.00 staff year for the administration of SAFE and AVA.
  - o Decreasing \$1,815,861 in total expenditures.
  - o Responsible for Cost Allocation Plan payments to General Fund Department as follows:

<u>A-87 EXTERNAL COST ITEM</u>	<u>1991-92 Actual</u>	<u>1991-92 Budget</u>	<u>1992-93 Budget</u>
County Counsel (Liability Insurance)	\$ 947,973	\$ 947,973	\$1,466,681
County Counsel (Legal Service)	463,371	645,429	489,205
Liability Reserve	1,881,037	1,881,037	672,524
Auditor and Controller	485,353	499,456	499,035
General Services	451,492	1,430,350	1,785,080
Human Resources	222,359	222,359	271,710
Purchasing	86,419	86,419	115,152
DIS Data Processing/Communications	277,322	306,688	513,614
Equal Opportunity Management	19,449	19,449	22,272
Civil Service Commission	11,403	11,403	11,933
CAO	72,965	72,965	64,752
Retirement Office	0	2,835	1,884
A-87 Roll Forward Adjustment	2,642,016	2,642,036	1,542,511
Treasurer/Tax Collector	2,835	0	0
<b>Total</b>	<b>\$7,563,994</b>	<b>\$8,768,399</b>	<b>\$7,456,353</b>

There is no Net General Fund Contribution in this activity.

2. Computer Services [24.50 SY; E = \$3,090,314; R = \$3,090,314] including development and maintenance of EDP systems used department-wide; preparing input data, executing computer programs, and providing coordination and technical support to the users of various EDP systems, including the Fleet Management, Pavement Management, Permits Processing, Airports Lease Tracking and Budget Prep systems; providing department-wide office automation capabilities and training; providing support and training for the users of microcomputers; and performing various interdepartmental and inter-governmental coordination activities. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Decreasing \$466,790 in total expenditures.

There is no Net General Fund Contribution in this activity.

3. Environmental Services [8.50 SY; E = \$480,536; R = \$480,536] including assuring that all necessary environmental documents are prepared for most DPW projects and for all environmental-related permits, such as Fish and Game and Army Corps of Engineer permits. The unit also has responsibility for the Other Agency Review Program and for vegetation mapping for the County Open Space Program. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing 1.00 temporary staff year for work to be done on the County's Open Space Plan.
- o Increasing \$79,049 in total expenditures.

There is no Net General Fund Contribution in this activity.

4. Transit Services [8.00 SY; E = \$694,063; R = \$694,063] including contract administration of transit services in unincorporated areas; contract support and administration for commuter express; and development, operation, and maintenance of transit centers. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing 0.50 staff years in extra help.
- o Increasing \$97,408 in total expenditures.

There is no Net General Fund Contribution in this activity.

5. Project and Planning Services [5.00 SY; E = \$324,885; R = \$324,885] including the preparation and development of the DPW Detailed Work Program of public improvements, and the County's Regional Transportation Improvement Plan; responds to inquiries from the CAO, Board of Supervisors, and the public; prepares reports, special studies, and legislative analysis; develops and maintains the DPW Project Tracking System; coordinates the DPW telecommuting program; provides staff support to several advisory committees; and prepares project submittals and evaluations for Community Development Block Grant (CDBG) Funding. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$2,625 in total expenditures.

There is no Net General Fund Contribution in this activity.

6. Personnel and Support Services [23.00 SY; E = \$1,755,529; R = \$1,755,529] including personnel, payroll, training, safety, supply and printing functions. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$67,074 in total expenditures.

There is no Net General Fund Contribution in this activity.

7. Communications/Legislation [6.00 SY; E = \$287,524; R = \$287,524] including legislative analysis coordination, public information and newsletters, and Board letter processing and review for the department. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$10,162 in total expenditures.

There is no Net General Fund Contribution in this activity.



8. Special Districts Administration [9.50 SY; E = \$509,131; R = \$509,131] including administration and management of 81 County Service Areas (CSAs), Underground Utility Districts, Fire Districts and Lighting Districts; 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 \$26,262 in total expenditures.

There is no Net General Fund Contribution in this activity.

9. Financial Services [16.00 SY; E = \$853,181; R = \$853,181] including responsibilities for budget preparation, fiscal analysis, expenditure and revenue monitoring, conducting operational/management reviews, and hazardous materials management. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Unchanged with respect to staff years.
- o Increasing \$18,435 in total expenditures.

There is no Net General Fund Contribution in this activity.

## PROGRAM REVENUE BY SOURCE

Source of Revenue *	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>TAXES, FINES AND INTEREST:</b>				
Sales and Use Tax-TDA	\$0	\$33,812	\$33,992	\$180
Transportation Sales Tax	116,834	0	89,684	89,684
Fines & Forfeitures	102,386	920,400	120,400	(800,000)
Other Governmental Agencies	105,355	0	0	0
Interest on Deposits	394,001	1,200,000	600,000	(600,000)
Sub-Total	\$718,576	\$2,154,212	\$844,076	\$(1,310,136)
<b>CHARGES FOR CURRENT SERVICES:</b>				
Fees/Services to Property Owners	\$253,111	152,393	\$352,372	\$199,979
Public Works General Fund	220,958	477,236	275,048	(202,188)
Other County Departments & Funds	1,507,349	979,952	668,277	(311,675)
Enterprise Funds	2,336,263	2,113,783	2,636,239	522,456
Sub-Total	\$4,317,681	\$3,723,364	\$3,931,936	\$208,572
<b>OTHER REVENUE/FUNDING SOURCES:</b>				
Sale of Fixed Assets	\$21,132	\$0	\$0	\$0
Other Taxable Sales	10,439	12,000	10,000	(2,000)
Other Revenues	(59,349)	0	0	0
Fund Balance	1,613,425	2,628,600	3,548,090	919,490
Allocated Road Fund Revenues	8,383,514	9,315,232	7,465,146	(1,850,086)
Sub-Total	\$9,969,161	\$11,955,832	\$11,023,236	\$(932,596)
<b>Total</b>	<b>\$15,005,418</b>	<b>\$17,833,408</b>	<b>\$15,799,248</b>	<b>\$(2,034,160)</b>

\* No County match required for any revenue source.

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1992-93 budgeted revenue is \$2,034,160 or 11.4% less than FY 1991-92 budgeted revenue due primarily to Trial Court Funding legislation which reduced the amount allocated to the Road Fund from Vehicle Code fines and to the downturn in the economy which reduced revenue received from Interest on Deposits and Services to the General Fund and Services to Other Departments and Funds.

## FIXED ASSETS

Item	Quantity	Unit	Total Cost
Misc Office Equipment	1	lot	\$2,000
Duplication Equipment	1	ea	151,000
Light Table	1	ea	481
Misc Computer Equipment	1	lot	25,000
Vax Computer Equipment	1	lot	151,500
Computer Equipment (PC)	1	lot	110,267
Computer Equipment (Rebudget from FY 1991-92)	10	ea	4,250
Computer Equipment (Rebudget from FY 1991-92)	16	ea	22,000
Computer Equipment (Rebudget from FY 1991-92)	20	ea	25,000
Computer Equipment (Rebudget from FY 1991-92)	4	ea	7,000
Computer Equipment (Rebudget from FY 1991-92)	10	ea	17,500
Computer Equipment (Rebudget from FY 1991-92)	4	ea	14,000
Microscope (Rebudget from FY 1991-92)	1	ea	670
<b>Total</b>			<b>\$530,668</b>

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: TRANSIT OPERATIONS</b>					
<b><u>% OF RESOURCES:</u> 4.4%</b>					
<b><u>WORKLOAD</u></b>					
Transportation Studies	8	4	2	1	0
Contracts Managed	39	47	44	51	56
<b><u>EFFICIENCY</u></b>					
Operating Cost Per Passenger	\$2.57	\$2.46	\$2.68	\$2.75	\$2.68
Operating Cost Per Revenue Mile	\$1.42	\$1.89	\$2.14	\$2.04	\$2.20
<b><u>EFFECTIVENESS</u></b>					
Passengers Per Revenue Mile	0.70	0.77	1.25	0.74	0.82
Staff Years Per Transportation Study	0.13	0.15	0.00	0.25	0.00
<b>ACTIVITY B: SPECIAL DISTRICT ADMINISTRATION</b>					
<b><u>% OF RESOURCES:</u> 3.2%</b>					
<b><u>WORKLOAD</u></b>					
Assessment Districts in Process	6	5	7	8	8
Formations in Process	24	23	34	26	28
Special Districts Administered	77	75	80	80	83
Public's Requests	250	305	200	280	280
Street Lights Reported Out	848	827	912	800	900
<b><u>EFFICIENCY</u></b>					
Staff Years Per Formation in Process	0.03	0.02	.02	0.02	.02
Staff Years Per Special District Administered	0.05	0.04	.02	0.04	.02
Street Lights Responded to Within 10 Days	810	827	912	800	800
<b><u>EFFECTIVENESS</u></b>					
Special Districts Formed/Terminated/Annexed	7/0/1	3/2/1	5/2/2	2/2/0	2/0/0
Response to Public's Requests	250	305	200	280	280
Special Districts with Annual Workload	115	103	116	108	108

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY C: ENVIRONMENTAL SERVICES</b>					
<b>% OF RESOURCES: 3.0%</b>					
CDBG Federal Environmental Clearance Documents Prepared	N/A	N/A	38	35	35
Negative Declarations Obtained	N/A	N/A	11	10	10
Contracts Administered	N/A	N/A	16	15	15
Opportunities and Constraints Reports Prepared	N/A	N/A	9	15	10
Major Categorical Exceptions	N/A	N/A	18	15	20

N/A = Data Not Available

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0985	PW Policy & Resources Admin.	1	1.00	1	1.00	\$65,146	\$64,894
2113	Director, Public Works	1	1.00	1	1.00	105,899	105,507
2210	Deputy Director, Public Works	1	1.00	1	1.00	79,379	79,071
2211	Assistant Director, Public Works	1	1.00	1	1.00	94,748	89,973
2302	Administrative Assistant III	2	2.00	2	2.00	91,872	92,324
2303	Administrative Assistant II	6	6.00	6	6.00	226,530	234,672
2304	Administrative Assistant I	1	1.00	1	1.00	32,000	35,270
2312	Dept. Personal & Training Admin.	1	1.00	1	1.00	57,705	57,483
2320	Personnel Aide	1	1.00	1	1.00	24,031	27,035
2328	Dept. Personnel Officer II	1	1.00	1	1.00	46,351	46,162
2337	Public Information Specialist	4	4.00	4	4.00	136,855	142,802
2338	Public Works Safety Coordinator	1	1.00	1	1.00	42,015	41,843
2364	Senior Personnel Analyst	1	1.00	1	1.00	45,856	46,162
2367	Principal Admin. Analyst	2	2.00	2	2.00	92,702	98,319
2405	Assistant Accountant	1	1.00	1	1.00	30,836	32,285
2412	Analyst II	7	7.00	7	7.00	269,021	275,123
2413	Analyst III	3	3.00	3	3.00	133,744	138,486
2424	Public Works Program Coord. I	2	2.00	3	3.00	109,914	142,154
2425	Associate Accountant	1	1.00	1	1.00	32,257	33,306
2426	Assistant Systems Analyst	2	2.00	2	2.00	74,193	78,224
2427	Associate Systems Analyst	9	9.00	9	9.00	403,203	418,118
2471	EDP Systems Manager	1	1.00	1	1.00	65,164	64,917
2484	Distributed Network Tech. I	1	1.00	1	1.00	20,364	20,362
2485	Distributed Network Tech II	1	1.00	1	1.00	27,998	28,085
2487	EDP Distributed Network Coord.	1	1.00	1	1.00	49,864	49,673
2499	Principal Systems Analyst	1	1.00	1	1.00	52,412	51,261
2510	Senior Account Clerk	2	2.00	2	2.00	42,714	41,612
2511	Senior Payroll Clerk	2	2.00	2	2.00	46,986	50,112
2525	Senior Systems Analyst	2	2.00	2	2.00	109,914	109,494
2550	Chief, Public Works Rev & Budget	1	1.00	1	1.00	57,705	47,301
2650	Stock Clerk	1	1.00	1	1.00	19,755	19,812
2658	Storekeeper II	1	1.00	1	1.00	24,866	24,783
2660	Storekeeper I	1	1.00	1	1.00	22,580	21,045
2700	Intermediate Clerk Typist	2	2.00	2	2.00	36,061	38,300
2725	Principal Clerk I	1	1.00	1	1.00	27,355	30,677
2730	Senior Clerk	1	1.00	1	1.00	19,106	23,433
2745	Supervising Clerk	1	1.00	1	1.00	26,729	27,623
2756	Administrative Secretary I	2	2.00	2	2.00	42,383	42,069
2757	Administrative Secretary II	2	2.00	2	2.00	51,144	50,950
2759	Administrative Secretary IV	1	1.00	1	1.00	33,076	33,135
2769	Commission Secretary	1	1.00	1	1.00	28,138	28,794
3009	Word Processor Operator	1	1.00	1	1.00	19,297	21,836
3018	Computer Operations Specialist	1	1.00	1	1.00	28,198	26,922
3050	Offset Equipment Operator	1	1.00	1	1.00	23,494	23,157
3072	Senior Computer Operator	1	1.00	1	1.00	24,517	28,085
3073	Senior Offset Equip. Operator	1	1.00	1	1.00	25,911	25,554
3119	Departmental Computer Spec. II	2	2.00	2	2.00	61,330	61,326
3515	Environmental Mgmt. Spec. II	5	4.00	5	4.00	155,611	153,499
3516	Environmental Mgmt. Spec. I	1	1.00	1	1.00	26,981	32,078
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	44,934	51,805
3555	Chief, Special Districts Admin.	1	1.00	1	1.00	60,605	60,386
3635	Civil Engineer	2	2.00	2	2.00	91,025	100,995
3654	Assistant Transportation Spec.	1	1.00	1	1.00	43,551	43,389
3655	Associate Transportation Spec.	3	3.00	3	3.00	140,171	133,642
3700	Principal Civil Engineer	1	1.00	1	1.00	65,727	68,663
3740	Senior Transportation Spec.	2	2.00	2	2.00	119,780	119,768
3812	Engineering Technician III	1	1.00	1	1.00	34,596	34,476
3813	Engineering Technician II	1	1.00	1	1.00	34,596	34,476
4752	Hazardous Materials Spec. II	1	1.00	1	1.00	36,845	42,385
5920	Electrician	1	1.00	1	1.00	31,896	33,574
9999	Extra Help	10	5.50	10	6.00	182,897	239,312
<b>Total</b>		<b>113</b>	<b>107.50</b>	<b>114</b>	<b>109.00</b>	<b>\$4,250,533</b>	<b>\$4,417,979</b>

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b>Salary Adjustments:</b>						85,045	(72,083)
<b>Premium/Overtime Pay:</b>						16,000	16,000
<b>Employee Benefits:</b>						1,365,922	1,457,099
<b>Salary Savings:</b>						(177,672)	(182,502)
<b>Total Adjustments</b>						<b>\$1,289,295</b>	<b>\$1,218,514</b>
<b>Program Totals</b>		<b>113</b>	<b>107.50</b>	<b>114</b>	<b>109.00</b>	<b>\$5,539,828</b>	<b>\$5,636,493</b>

PROGRAM: General Fund Activities

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 5000

ORGANIZATION #: 5850, 5950

MANAGER: Granville M. Bowman

REFERENCE: 1992-93 Proposed Budget - Pg. 52-8

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Services & Supplies	\$875,953	\$1,147,396	\$1,187,005	\$1,765,458	\$1,782,426	1.0
Fixed Assets	12,981	0	0	6,600	22,800	245.5
<b>TOTAL DIRECT COST</b>	<b>\$888,934</b>	<b>\$1,147,396</b>	<b>\$1,187,005</b>	<b>\$1,772,058</b>	<b>\$1,805,226</b>	<b>1.9</b>
<b>PROGRAM REVENUE</b>	<b>(584,150)</b>	<b>(809,838)</b>	<b>(866,145)</b>	<b>(1,470,632)</b>	<b>(1,588,401)</b>	<b>8.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$304,784</b>	<b>\$337,558</b>	<b>\$320,860</b>	<b>\$301,426</b>	<b>\$216,825</b>	<b>(28.1)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

#### 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 in the Road Fund. 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 three major General Fund activities performed by Land Development staff in the Road Fund. 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 blueprints, 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. The third activity is the fixed asset replacement/enhancement of the County's ALERT Storm/Data System which provides for flood forecasting and issuance of flood evacuation bulletins through the Office of Disaster Preparedness, and Stormwater Quality monitoring equipment.

Program Development Support - There are three major General Fund activities performed by Program Development staff in the Road Fund. These activities are 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 transit studies and operation of transit centers. The second 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 third 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.

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.



**1991-92 BUDGET TO ACTUAL COMPARISON**

The total actual expenditures for FY 1991-92 were \$585,053 or 33.0% under budget. This was due primarily to no transit studies being conducted and to decreased demands for Special Districts services.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Field Operations Support [0.00 SY; E = \$178,667; R = \$24,000] including enforcement of the County Grading Ordinance. This activity is:

- o Discretionary/Discretionary Service Level.
- o Offset 13.4% by revenue.
- o Increasing \$3,200 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 \$154,667 in this activity, an increase of \$3,200 from the \$151,467 Net General Fund Contribution budgeted in FY 1991-92.

2. Land Development Support [0.00 SY; E = \$156,323; R = \$156,323] 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 and Stormwater Quality monitoring equipment. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Decreasing \$113,826 in total expenditures and decreasing \$113,826 in total revenues.
- o Decreasing 1.75 Road Fund SY equivalents for decreased work for mapping services to the public.

There is a Net General Fund Contribution of \$0 in this activity, no change from the \$0 Net General Fund Contribution budgeted in FY 1991-92.

3. Program Development Support [0.00 SY; E = \$806,843; R = \$744,685] including transit center operations; Bus Contract administration; transit center development studies; and formation and management of County Services Areas, Underground Utility Districts, and response 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 92.3% by revenue.
- o Decreasing \$156,835 in total expenditures and decreasing \$69,034 in total revenues.
- o Decreasing 0.90 Road Fund SY equivalents for General Fund jail and detention facility studies, Vanpool Administration and General Fund Transit Studies.

There is a Net General Fund Contribution of \$62,158 in this activity, a decrease of \$87,801 from the \$149,959 Net General Fund Contribution budgeted in FY 1991-92.

4. Special Aviation Fund (0.00 SY; E = \$663,393; R = \$663,393) facilitates a pass through of State funds and grants for airport and aviation purposes at County airports to the Airport Enterprise Fund. Funds are expended for rehabilitation contracts, operations, and maintenance purposes. This activity is:

- o Mandated/Discretionary Service Level.
- o Offset 100% by revenue.
- o Increasing \$300,629 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 *	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>TAXES AND USE OF PROPERTY:</b>				
Sales & Use Tax - TDA	\$481,393	\$564,772	\$654,376	\$89,604
Rents & Concessions	98,901	6,100	48,489	42,389
Sub-Total	\$580,294	\$570,872	\$702,865	\$131,993
<b>INTERGOVERNMENTAL REVENUES:</b>				
State Grant (Bike Lane Acct)	\$33,680	\$58,100	\$0	\$(58,100)
State Aid for Aviation	48,270	320,300	392,906	72,606
Sub-Total	\$81,950	\$378,400	\$392,906	\$14,506
<b>CHARGES FOR CURRENT SERVICES:</b>				
Fees & Services to Property Owners	\$47,619	\$159,010	\$59,000	\$(100,010)
Airport Enterprise Fund	0	31,700	47,800	16,100
Other County Departments & Funds	63,330	82,437	98,109	15,672
Services to Other Governments	3,425	20,000	10,000	(10,000)
Sub-Total	\$114,374	\$293,147	\$214,909	\$(78,238)
<b>OTHER REVENUE/FUNDING SOURCES:</b>				
Other Sales - Taxable	\$80,897	\$223,549	\$103,523	\$(120,026)
Other Revenues	8,630	0	0	0
Fund Balance	0	4,664	174,198	169,534
Sub-Total	\$89,527	\$228,213	\$277,721	\$49,508
<b>Total</b>	<b>\$866,145</b>	<b>\$1,470,632</b>	<b>\$1,588,401</b>	<b>\$117,769</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$320,860	\$301,426	\$216,825	\$(84,601)
Sub-Total	\$320,860	\$301,426	\$216,825	\$(84,601)
<b>Total</b>	<b>\$320,860</b>	<b>\$301,426</b>	<b>\$216,825</b>	<b>\$(84,601)</b>

\* No County match required for any revenue source.

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Total actual revenues were \$604,487 or 41.1% less than budget in FY 1991-92. The major decreases in revenues were due to the lack of transit studies being conducted which resulted in reduced Transportation Development Act revenues, fewer available state grants for airport rehabilitation projects, and fewer service requests from property owners. As expenditures are reduced, revenues are also impacted.

FY 1992-93 budgeted revenues are \$117,769 or 8.0% over last year's budget. This is due primarily to increased expenditures and revenues in the Special Aviation Fund for rehabilitation projects.

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FIXED ASSETS

Item	Quantity	Unit	Total Cost
ALERT Storm/Data System Gauge	3	ea	\$6,600
Storm Water Quality Sensor	2	ea	16,200
<b>Total</b>			<b>\$22,800</b>

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**PERFORMANCE INDICATORS**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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**ACTIVITY A:  
FIELD OPERATIONS****% OF RESOURCES:** 9.9%WORKLOAD

Grading Complaints Investigated	433	327	339	376	275
Average Response Time in Days	2.10	2.5	2.7	2.1	2.5

**ACTIVITY B:  
LAND DEVELOPMENT****% OF RESOURCES:** 8.7%WORKLOAD

Cartographic Map Changes Completed	15,069	12,487	14,506	20,000	12,000
Mapping and Graphic Requests Completed	17,976	15,523	14,783	13,000	14,500

EFFICIENCY

Cost/Base Map Change	\$13	\$8	\$10	\$10	\$10
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**ACTIVITY C:  
PROGRAM DEVELOPMENT****% OF RESOURCES:** 44.7%WORKLOAD

Transportation Studies Completed	8	4	0	0	1
Assessment Districts in Process	6	5	7	8	8
Formations in Process	24	23	34	26	28
Response to Citizen's Requests	250	305	200	280	280

EFFECTIVENESS

Special Districts Formed/Terminated	1/0	3/2	5/2	2/2	2/0
Assessment Districts Formed/Terminated	0/0	1/0	0/0	1/0	0/0

REGISTRAR OF VOTERS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Registration	\$1,038,855	\$723,552	\$1,015,779	\$1,506,270	\$1,109,969	\$(396,301)	(26.3)
Elections	3,345,284	4,378,125	3,958,808	3,841,853	3,508,394	(333,459)	(8.7)
Administration	196,562	254,393	324,853	327,932	423,098	95,166	29.0
<b>TOTAL DIRECT COST</b>	<b>\$4,580,701</b>	<b>\$5,356,070</b>	<b>\$5,299,440</b>	<b>\$5,676,055</b>	<b>\$5,041,461</b>	<b>\$(634,594)</b>	<b>(11.2)</b>
<b>PROGRAM REVENUE</b>	<b>(1,367,261)</b>	<b>(2,674,247)</b>	<b>(2,497,238)</b>	<b>(1,909,000)</b>	<b>(1,564,199)</b>	<b>344,801</b>	<b>(18.1)</b>
<b>NET GENERAL FUND COST</b>	<b>\$3,213,440</b>	<b>\$2,681,823</b>	<b>\$2,802,202</b>	<b>\$3,767,055</b>	<b>\$3,477,262</b>	<b>\$(289,793)</b>	<b>(7.7)</b>
<b>STAFF YEARS</b>	<b>92.95</b>	<b>82.51</b>	<b>79.37</b>	<b>92.00</b>	<b>87.98</b>	<b>(4.02)</b>	<b>(4.4)</b>

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
Inter Acct 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	7.0
Inter Clerk Typist	10.0
Data Entry Sup	1.0
Data Entry Op.	2.0
Extra Help	17.0

27 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
Extra Help	1.3

6 Positions    7 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 Pech 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	5.0
Extra Help	11.8

17 Positions    29 Staff Years

30-2

PROGRAM: Registration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04101  
MANAGER: Sally McKenna

ORGANIZATION #: 4230  
REFERENCE: 1992-93 Proposed Budget - Pg. 55-7

AUTHORITY: The Registration Program is authorized by the U.S. Constitution, the California State Constitution, the California Elections Code sections 300 - 828 and other California Statutes.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$733,182	\$510,870	\$477,908	\$986,943	\$771,134	(21.9)
Services & Supplies	274,654	175,885	478,785	498,303	292,557	(41.3)
Other Charges	5,010	24,354	41,491	21,024	46,278	120.1
Fixed Assets	26,009	12,443	17,595	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,038,855</b>	<b>\$723,552</b>	<b>\$1,015,779</b>	<b>\$1,506,270</b>	<b>\$1,109,969</b>	<b>(26.3)</b>
<b>PROGRAM REVENUE</b>	<b>(57,357)</b>	<b>(190,282)</b>	<b>(124,814)</b>	<b>(189,500)</b>	<b>(192,000)</b>	<b>1.3</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$981,498</b>	<b>\$533,270</b>	<b>\$890,965</b>	<b>\$1,316,770</b>	<b>\$917,969</b>	<b>(30.3)</b>
<b>STAFF YEARS</b>	<b>27.88</b>	<b>17.33</b>	<b>15.86</b>	<b>32.77</b>	<b>20.38</b>	<b>(37.8)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 32.3% savings in total cost between the 1991-92 Budget and Actual indicates continuing increased efficiency in the Registration program mainly due to automation, including the significant improvement in computer response time after the upgrade of the department computer.

**1992-93 OBJECTIVES**

Increase voter registration from 1,254,269 to 1,350,000 through voter outreach activities to reach eligible citizens and communities with low voter registration.

**1992-93 SUB PROGRAM ACTIVITIES**

The year round registration program summarized below reflects decreased costs for services and supplies. The decrease in Salaries and Benefits is due to an anticipated decrease in voter registrations and petitions activity requiring fewer temporary employees. The activities of this program are summarized as follows:

1. Registration of Eligible Population and Community Development [1.8 SY; E = \$102,987; R = \$20,000] including distribution and receipt of affidavits, is:
    - o Mandated/Mandated Service Level.
    - o Offset 19.4% by program revenue.
    - o Able to distribute 550,000 and receive 275,000 new affidavits of registration.
  
  2. Processing Affidavits [11.3 SY; E = \$646,528; R = \$160,000] 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 24.7% by program revenue. (NOTE: Since budget deliberations, it has been determined that the State will not provide reimbursement for residency verification and update this year.)
    - o Able to process 275,000 new affidavits, update 230,000 changes to voters' registrations after the November election and send Registration application cards to vacated addresses.
  
  3. Signature Verification [4.4 SY; E = \$251,746; R = \$0] including, verifying absentee ballot signatures \* and receiving and verifying petition signatures, is:
    - o Mandated/Mandated Service Level.
    - o Has no offsetting revenue.
    - o Able to verify 280,500 absentee signatures; receive 66,000 petition signatures; and verify 50,000 petition signatures.
  
  4. Public Record Activity [1.9 SY; E = \$108,708; 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 11.0% 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Candidate Signature Verification	\$16,581	\$0	\$0	\$0
Outreach and Community Development	18,304	20,000	20,000	0
Post Election Registration Verification	0	100,000	100,000	0
Recovered Postal Expenditures	78,429	57,500	60,000	2,500
Sale of Certified Copies of Affidavits of Registration	11,500	12,000	12,000	0
Sub-Total	\$124,814	\$189,500	\$192,000	\$2,500
Total	\$124,814	\$189,500	\$192,000	\$2,500

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$890,965	\$1,284,151	\$917,969	\$(366,182)
Sub-Total	\$890,965	\$1,284,151	\$917,969	\$(366,182)
Total	\$890,965	\$1,284,151	\$917,969	\$(366,182)

## 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 state mandate to verify the residency of non-voters following the General election was suspended for one year in August 1992 by the legislature and Governor. Therefore, the Registrar does not plan to conduct this activity this year. This will leave "deadwood" that would otherwise be eliminated on the files and cause expense in the future when mailings are made to voters who have moved.

The decrease in program revenue produced a higher 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 in 1991, making this the second budget to reflect that increase.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Registration</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
New Affidavits Processed	212,233	168,823	304,246	225,000	275,000
Voter File Changes/Cancellations	320,571	140,487	183,348	335,000	230,000
Petition & Absentee Sig Verifications	418,702	258,868	249,289	458,600	330,500
New Affs Processed & Change/Cancel	16.24 SY	8.99 SY	9.32 SY	18.40 SY	11.30 SY
Signature Verifications	6.38 SY	4.54 SY	3.57 SY	7.2 SY	4.4 SY
<b><u>EFFICIENCY</u></b>					
New Affs Processed & Change/Cancel	\$1.13	\$1.21	\$1.22	\$1.57	\$1.28
Signature Verifications	.56	.73	.82	.75	.76
SY/100,000 Registered Voter	2.4 SY	1.4 SY	1.3 SY	2.5 SY	1.5 SY
<b><u>EFFECTIVENESS</u></b>					
% of Eligible Voters Registered	75.4%	75.6%	73.5%	75.7%	71.6%
<b><u>Standardized Data Base</u></b>					
County Population	2,387,842	2,548,728	2,602,244	2,550,000	2,839,000
County Pop. Eligible to Register	1,574,911	1,587,504	1,707,245	1,599,000	1,780,000
Registered Voters	1,145,927	1,200,120	1,254,269	1,210,000	1,275,000

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2163	Registrar of Voters	0.10	0.10	0.00	0.00	\$8,057	\$0
2233	Asst Registrar of Voters	0.30	0.30	0.00	0.00	19,244	0
2302	Administrative Assistant III	0.10	0.10	0.00	0.00	4,635	0
2320	Personnel Aid	0.20	0.20	0.00	0.00	4,794	0
2425	Associate Accountant	0.10	0.10	0.00	0.00	3,645	0
2426	Assistant Systems Analyst	0.40	0.40	0.50	0.50	16,686	20,921
2427	Associate Systems Analyst	0.40	0.40	0.50	0.50	19,946	24,836
2525	Senior Systems Analyst	0.40	0.40	0.50	0.50	21,307	27,373
2650	Stock Clerk	0.35	0.35	0.00	0.00	6,403	0
2700	Intermediate Clerk Typist	3.30	3.30	6.00	6.00	65,264	125,556
2730	Senior Clerk	3.60	3.60	2.00	2.00	83,719	46,531
2745	Supervising Clerk	1.20	1.20	1.00	1.00	32,165	26,427
2756	Administrative Secretary I	0.20	0.20	0.00	0.00	4,218	0
3020	Computer Operator	0.60	0.60	1.00	1.00	15,125	25,432
3021	Election Processing Spvr	1.60	1.60	1.00	1.00	52,123	33,075
3030	Data Entry Operator	0.80	0.80	2.00	2.00	15,847	40,413
3035	Data Entry Supervisor	0.40	0.40	1.00	1.00	9,983	24,867
3050	Offset Equipment Operator	0.30	0.30	0.00	0.00	6,973	0
3072	Senior Computer Operator	0.40	0.40	0.50	0.50	11,279	14,042
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	45,479	46,162
3103	Election Technician Coord.	0.30	0.30	0.00	0.00	11,483	0
3104	Precinct Planning Tech I	1.00	1.00	0.00	0.00	21,302	0
3105	Precinct Planning Tech II	1.00	1.00	0.00	0.00	25,629	0
3106	Precinct Planning Tech III	0.50	0.50	0.00	0.00	15,669	0
3801	Drafting Technician II	0.50	0.50	0.00	0.00	15,305	0
3802	Drafting Technician I	0.50	0.50	0.00	0.00	13,206	0
9999	Non-Permanent	13.22	13.22	3.38	3.38	142,008	35,408
<b>Total</b>		<b>33</b>	<b>32.77</b>	<b>20</b>	<b>20.38</b>	<b>\$691,494</b>	<b>\$491,043</b>
<b>Salary Adjustments:</b>						<b>1,162</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>116,693</b>	<b>2,028</b>
<b>Employee Benefits:</b>						<b>195,759</b>	<b>283,710</b>
<b>Salary Savings:</b>						<b>(18,165)</b>	<b>(5,647)</b>
<b>Total Adjustments</b>						<b>\$295,449</b>	<b>\$280,091</b>
<b>Program Totals</b>		<b>33</b>	<b>32.77</b>	<b>20</b>	<b>20.38</b>	<b>\$986,943</b>	<b>\$771,134</b>

PROGRAM: Elections

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04102  
MANAGER: Ingrid Gonzales

ORGANIZATION #: 4230  
REFERENCE: 1992-93 Proposed Budget - Pg. 55-6

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,546,747	\$1,700,124	\$1,803,416	\$1,644,593	\$1,462,106	(11.1)
Services & Supplies	1,769,025	2,641,204	2,096,304	2,176,237	2,000,010	(8.1)
Other Charges	12,883	24,355	41,492	21,023	46,278	120.1
Fixed Assets	16,629	12,442	17,596	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$3,345,284</b>	<b>\$4,378,125</b>	<b>\$3,958,808</b>	<b>\$3,841,853</b>	<b>\$3,508,394</b>	<b>(8.7)</b>
<b>PROGRAM REVENUE</b>	<b>(1,321,878)</b>	<b>(2,483,965)</b>	<b>(2,372,424)</b>	<b>(1,719,500)</b>	<b>(1,372,199)</b>	<b>(20.2)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,023,406</b>	<b>\$1,894,160</b>	<b>\$1,586,384</b>	<b>\$2,122,353</b>	<b>\$2,136,195</b>	<b>0.7</b>
<b>STAFF YEARS</b>	<b>59.49</b>	<b>57.76</b>	<b>56.75</b>	<b>52.38</b>	<b>59.60</b>	<b>13.8</b>

**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 candidates' 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The variance between 1991-92 budgeted amounts and 1991-92 actual is due to costs incurred conducting three unanticipated and unbudgeted elections in the spring of 1992. This additional workload was more than offset by revenue, with a favorable net effect for the County. An additional cause for the variance was caused when more revenue from the Presidential Primary Election was realized than had been budgeted.

**1992-93 OBJECTIVES**

Increase handicapped accessible polls locations from the current 86% to 90% by the November 1992 Presidential General Election.

**1992-93 SUB PROGRAM ACTIVITIES**

The Elections Program summarized below reflects decreased costs over the past year due to one scheduled major election, rather than the three budgeted major elections in FY 1991-92. The major election program activities are summarized as follows:

1. Information to Candidates and Campaigns [13.2 SY; E = \$398,127; R = \$77,500] 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 19% by program revenue.
  - o Able to access all of the 161 local San Diego jurisdictions eligible to put candidates or issues on the ballot and maintain all campaign and candidate financial and disclosure materials.
2. Information to the Voter [11.9 SY; E = \$1,067,136; R = \$32,500] 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 3% by program revenue.
  - o Able to have printed and mailed 1,275,000 sample ballots and 330,000 absentee ballots to the voters.
3. Conduct of Elections [35.5 SY; E = \$2,043,131; R = \$1,257,000] 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 62% by program revenue.
  - o Able to supply and staff 1,750 polls locations; collect, process, and count 956,250 ballots; and canvass and certify the results of the election.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Ballot Pamphlet Claim	\$18,926	\$0	\$0	\$0
Election Services to Other Gov't. Agencies	1,650,894	1,212,000	705,199	(506,801)
Candidate Statements	34,139	35,000	32,500	(2,500)
Candidate Filing Fee	44,507	70,000	32,500	(37,500)
Non-Taxable Sales	32,600	38,000	15,000	(23,000)
Taxable Sales	38,102	35,000	30,000	(5,000)
Ballot Recount	0	0	0	0
Absentee Ballot Claim	54,837	300,000	550,000	250,000
Physically Handicapped Claim	12,419	7,500	7,000	(500)
Miscellaneous	0	0	0	0
Sub-Total	\$1,886,424	\$1,697,500	\$1,372,199	\$(325,301)
Total	\$1,886,424	\$1,697,500	\$1,372,199	\$(325,301)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$1,586,384	\$2,161,182	\$2,136,195	\$(24,987)
Sub-Total	\$1,586,384	\$2,161,182	\$2,136,195	\$(24,987)
Total	\$1,586,384	\$2,161,182	\$2,136,195	\$(24,987)

## EXPLANATION/COMMENT ON PROGRAM REVENUES

A revenue decrease will occur in FY 1992-93 in the Elections program due to the decrease from three major elections to one major election.\*

The overrealized revenue during FY 1991-92 for Election Services to Other Governmental Agencies made up for the loss of anticipated revenue from the state on the Registrar's estimated Absentee Ballot SB 90 claim. This claim and the Physically Handicapped claim have been de-funded for the current fiscal year by the Governor and Legislature. This action is being contested by the Secretary of State.

## \* 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	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Elections 04102					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Number Major Elections	7	2	3	3	1
Ballots Counted	869,260	758,826	659,380	900,200	956,250
Sample Ballots Issued	3,095,744	1,601,379	1,823,008	1,881,000	1,605,000
<b>EFFICIENCY</b>					
Net County Cost Per Reg. Voter	\$1.77	\$3.65	\$3.16	\$1.75	\$1.68
# SY's per 100,000 Reg. Voters	5.19 SY	4.81	4.52	4.43	4.83
<b>EFFECTIVENESS</b>					
% Voting, All Elections Combined	31.5%	52.1%	36.1%	53%	75%
<b>Standardized Data Base</b>					
Eligible Voter Population	1,574,911	1,587,504	1,707,245	1,599,000	1,780,000
Number Registered to Vote	1,145,927	1,200,120	1,254,269	1,210,000	1,275,000

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2163	Registrar of Voters	0.40	0.40	0.00	0.00	\$32,227	\$0
2233	Asst Registrar of Voters	0.30	0.30	0.00	0.00	19,244	0
2302	Administrative Assistant III	0.30	0.30	0.00	0.00	13,906	0
2320	Personnel Aid	0.30	0.30	0.00	0.00	7,192	0
2425	Associate Accountant	0.40	0.40	0.00	0.00	14,580	0
2426	Assistant Systems Analyst	0.60	0.60	0.50	0.50	25,029	20,922
2427	Associate Systems Analyst	0.60	0.60	0.50	0.50	29,918	24,837
2525	Senior Systems Analyst	0.60	0.60	0.50	0.50	31,961	27,374
2650	Stock Clerk	0.60	0.60	0.00	0.00	10,975	0
2700	Intermediate Clerk Typist	6.60	6.60	4.00	4.00	130,527	83,704
2730	Senior Clerk	7.20	7.20	10.00	10.00	167,439	232,655
2745	Supervising Clerk	2.40	2.40	3.00	3.00	64,331	79,282
2756	Administrative Secretary I	0.30	0.30	0.00	0.00	6,328	0
3020	Computer Operator	1.40	1.40	1.00	1.00	35,293	25,432
3021	Election Processing Spvr	2.40	2.40	3.00	3.00	78,184	99,225
3030	Data Entry Operator	1.20	1.20	0.00	0.00	23,771	0
3035	Data Entry Supervisor	0.60	0.60	0.00	0.00	14,975	0
3050	Offset Equipment Operator	0.70	0.70	1.00	1.00	16,271	23,157
3072	Senior Computer Operator	0.60	0.60	0.50	0.50	16,919	14,043
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	45,479	46,162
3103	Election Technician Coord.	0.60	0.60	1.00	1.00	22,964	38,130
3104	Precinct Planning Tech I	1.00	1.00	2.00	2.00	21,301	43,439
3105	Precinct Planning Tech II	1.00	1.00	2.00	2.00	25,628	52,298
3106	Precinct Planning Tech III	0.50	0.50	1.00	1.00	15,669	32,781
3801	Drafting Technician II	0.50	0.50	1.00	1.00	15,305	30,502
3802	Drafting Technician I	0.50	0.50	1.00	1.00	13,205	26,310
9999	Non-Permanent	19.78	19.78	26.60	26.60	244,583	338,933
<b>Total</b>		<b>52</b>	<b>52.38</b>	<b>60</b>	<b>59.60</b>	<b>\$1,143,204</b>	<b>\$1,239,186</b>
<b>Salary Adjustments:</b>						<b>\$1,965</b>	<b>\$(25)</b>
<b>Premium/Overtime Pay:</b>						<b>198,712</b>	<b>21,972</b>
<b>Employee Benefits:</b>						<b>331,425</b>	<b>239,920</b>
<b>Salary Savings:</b>						<b>(30,713)</b>	<b>(38,947)</b>
<b>Total Adjustments</b>						<b>\$501,389</b>	<b>\$222,920</b>
<b>Program Totals</b>		<b>52</b>	<b>52.38</b>	<b>60</b>	<b>59.60</b>	<b>\$1,644,593</b>	<b>\$1,462,106</b>



PROGRAM: Administration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 92101  
MANAGER: Judy Nelson

ORGANIZATION #: 4230  
REFERENCE: 1992-93 Proposed Budget - Pg. 55-5

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct programs including the Registrar of Voters.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$155,037	\$231,224	\$311,913	\$313,343	\$401,886	28.3
Services & Supplies	41,525	23,169	12,940	14,589	21,212	45.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$196,562</b>	<b>\$254,393</b>	<b>\$324,853</b>	<b>\$327,932</b>	<b>\$423,098</b>	<b>29.0</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$196,562</b>	<b>\$254,393</b>	<b>\$324,853</b>	<b>\$327,932</b>	<b>\$423,098</b>	<b>29.0</b>
<b>STAFF YEARS</b>	<b>5.58</b>	<b>7.42</b>	<b>6.77</b>	<b>6.85</b>	<b>8.00</b>	<b>16.8</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The difference between the 1991-92 budgeted amount and the 1991-92 actual amount in the Administration program is due to savings from a position being underfilled and an underspending on general office services and supplies.

**1992-93 OBJECTIVES**

Complete a standard employee interview rating system. Train department supervisors in use of the rating system.

Complete a comprehensive report on actual cost savings achieved from the automated signature retrieval system.

**1992-93 SUB PROGRAM ACTIVITIES**

The Overhead program reflects an increase in services and supplies due to returning the cost of general office supplies which are ordered by Administration but spread to the user programs to the Administration budget. It also reflects an increase in salaries and benefits due to Administration staffing being reflected totally in this program rather than being partially spread into the Registration and Elections programs.

1. Administration and Management of the Department [3.00 SY; E = \$218,964; 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 [5.00 SY; E = \$204,134; 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

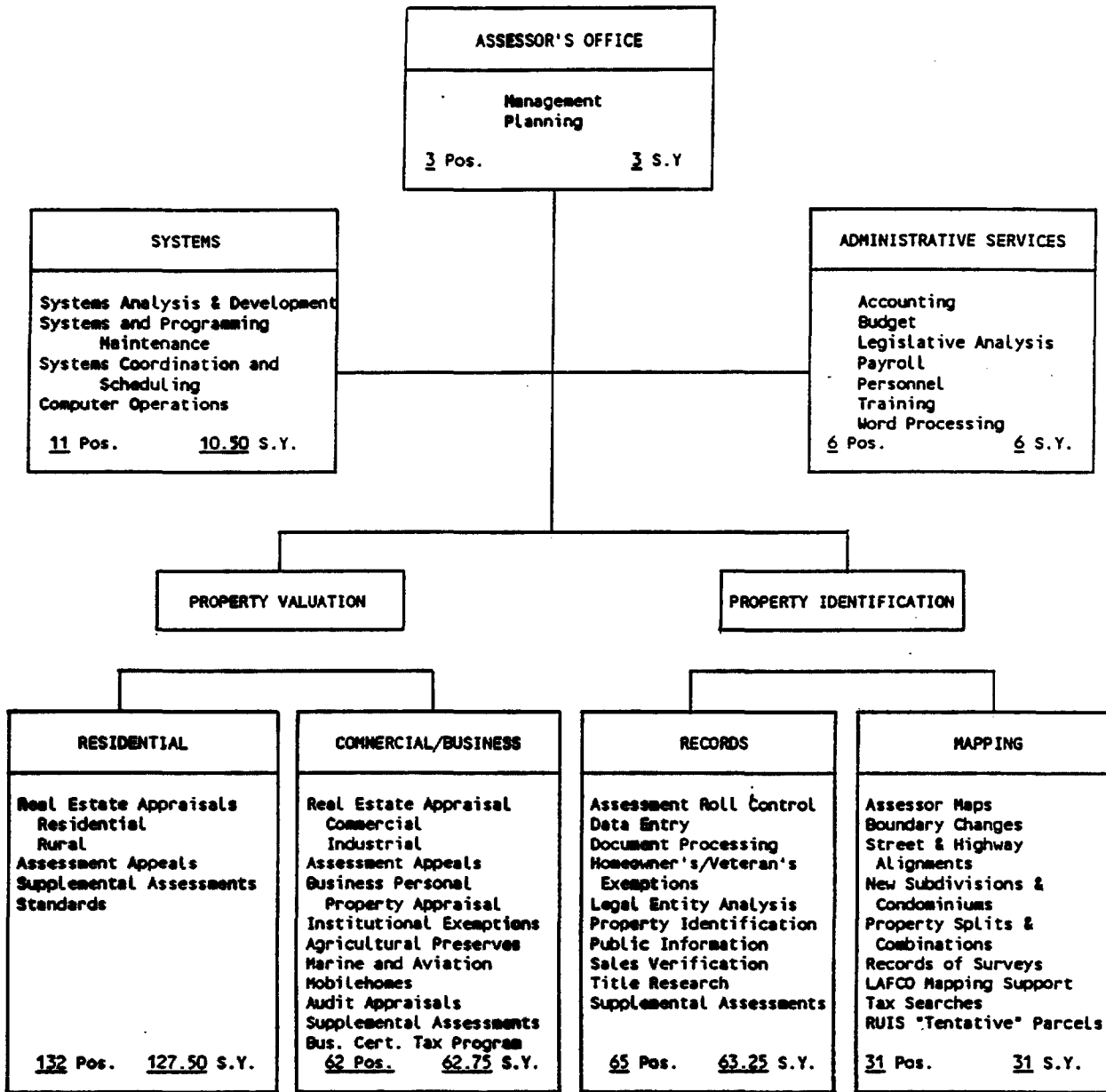
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2163	Registrar of Voters	0.50	0.50	1.00	1.00	\$40,284	\$77,193
2233	Assistant Registrar of Voters	0.40	0.40	1.00	1.00	25,659	61,469
2302	Administrative Assistant III	0.60	0.60	1.00	1.00	27,810	46,162
2320	Personnel Aid	0.50	0.50	1.00	1.00	11,986	26,325
2425	Associate Accountant	0.50	0.50	1.00	1.00	18,224	29,842
2493	Intermediate Acct Clerk	0.00	0.00	1.00	1.00	0	17,234
2494	Stock Clerk	0.05	0.05	0.00	0.00	915	0
2700	Intermediate Clerk Typist	1.10	1.10	0.00	0.00	21,713	0
2730	Senior Clerk	1.20	1.20	0.00	0.00	27,907	0
2745	Supervising Clerk	0.40	0.40	0.00	0.00	10,722	0
2756	Administrative Secretary I	0.50	0.50	1.00	1.00	10,546	21,983
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	30,900	30,774
3103	Election Technician Coord.	0.10	0.10	0.00	0.00	3,828	0
<b>Total</b>		<b>7</b>	<b>6.85</b>	<b>8</b>	<b>8.00</b>	<b>\$230,494</b>	<b>\$310,982</b>
<b>Salary Adjustments:</b>						<b>\$408</b>	<b>\$0</b>
<b>Premium/Overtime Pay:</b>						<b>25,191</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>63,617</b>	<b>101,125</b>
<b>Salary Savings:</b>						<b>(6,367)</b>	<b>(10,221)</b>
<b>Total Adjustments</b>						<b>\$82,849</b>	<b>\$90,904</b>
<b>Program Totals</b>		<b>7</b>	<b>6.85</b>	<b>8</b>	<b>8.00</b>	<b>\$313,343</b>	<b>\$401,886</b>

# GENERAL GOVERNMENT

**ASSESSOR**

	<b>1989-90 Actual</b>	<b>1990-91 Actual</b>	<b>1991-92 Actual</b>	<b>1991-92 Budget</b>	<b>1992-93 Budget</b>	<b>Change From 1991-92 Budget</b>	<b>% Change</b>
<b>Property Valuation/ Identification</b>	\$11,746,560	\$12,424,409	\$13,122,279	\$13,436,572	\$12,757,372	\$(679,200)	(5.1)
<b>Department Administration</b>	471,999	524,986	536,530	583,788	569,624	(14,164)	(2.4)
<b>TOTAL DIRECT COST</b>	<b>\$12,218,559</b>	<b>\$12,949,395</b>	<b>\$13,658,809</b>	<b>\$14,020,360</b>	<b>\$13,326,996</b>	<b>\$(693,364)</b>	<b>(5.0)</b>
<b>PROGRAM REVENUE</b>	<b>(1,427,695)</b>	<b>(10,639,111)</b>	<b>(4,438,462)</b>	<b>(4,979,257)</b>	<b>(4,878,090)</b>	<b>101,167</b>	<b>(2.0)</b>
<b>NET GENERAL FUND COST</b>	<b>\$10,790,864</b>	<b>\$2,310,284</b>	<b>\$9,220,347</b>	<b>\$9,041,103</b>	<b>\$8,448,906</b>	<b>\$(592,197)</b>	<b>(6.6)</b>
<b>STAFF YEARS</b>	317.88	309.88	306.14	316.25	318.25	2.00	0.6

**ASSESSOR DEPARTMENT  
FY 92-93 ADOPTED BUDGET**



**Note:** -The above positions and staff years represent permanent staffing only. Refer to the Program Budget Staffing Schedule regarding temporary seasonal help.

-The Business Certificate Tax Program was a FY 91-92 midyear transfer to the Assessor's Office from the Tax Collector and transferred 2 positions and 2.00 staff years to the Assessor's Office Commercial/Business Division.

-The CAO's FY 92-93 Proposed Budget includes a combined reduction of \$1.2 million. The staffing decreases related to this reduction are estimated to be over 30 permanent positions. These reductions will be specifically identified by division, quantity and classification title if the CAO's FY 92-93 Proposed Budget is adopted by the Board of Supervisors.

PROGRAM: Property Valuation/Identification

DEPARTMENT: ASSESSOR

PROGRAM #: 07100

ORGANIZATION #: 1150

MANAGER: Robert W. Frazier

REFERENCE: 1992-93 Proposed Budget - Pg. 7-8

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$10,868,879	\$11,726,263	\$12,605,874	\$12,940,778	\$12,261,578	(5.2)
Services & Supplies	577,063	604,952	497,848	495,794	495,794	0.0
Other Charges	15,009	0	0	0	0	??
Fixed Assets	285,609	93,194	18,557	0	0	??
<b>TOTAL DIRECT COST</b>	<b>\$11,746,560</b>	<b>\$12,424,409</b>	<b>\$13,122,279</b>	<b>\$13,436,572</b>	<b>\$12,757,372</b>	<b>(5.1)</b>
<b>PROGRAM REVENUE</b>	<b>(1,403,739)</b>	<b>(10,221,935)</b>	<b>(3,997,932)</b>	<b>(4,522,139)</b>	<b>(4,429,699)</b>	<b>(2.0)</b>
<b>NET GENERAL FUND CONTRIBUTIONS</b>	<b>\$10,342,821</b>	<b>\$2,202,474</b>	<b>\$9,124,347</b>	<b>\$8,914,433</b>	<b>\$8,327,673</b>	<b>(6.6)</b>
<b>STAFF YEARS</b>	<b>308.76</b>	<b>301.22</b>	<b>297.28</b>	<b>307.25</b>	<b>309.25</b>	<b>0.7</b>

**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).

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 overall salary and benefit actuals are less than 1991-92 budget due to staff turnover and unexpected retirements which resulted in salary savings associated the hiring of new staff. 1991-92 actuals for service and supplies are higher than budget as a result of prior year expenditures.supplies.

**1992-93 OBJECTIVES**

1. Continue to develop an expanded data base of the Assessor's records to be marketed to industry to increase program revenue.
2. Expand the in-office appraisal program to minimize appraisal staff travel time and further reduce private mileage reimbursement expenses.
3. Complete the computerization of the Assesment Appeal process. This computer application will encompass the Assessor's Office, Tax Collector's Office, Auditor & Controller and the Clerk of the Board.
4. Computerize the Reappraisal Exclusion for Senior's Program.
5. Continue the design of the delayed Cadastral Mapping Module with the County's Regional Urban Information System.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Property Valuation: [196.00 SY; E = \$8,953,083; R = \$3,097,869] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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 284 local taxing jurisdictions.
  - Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more than \$357 million annually for the County, which is our largest single source of discretionary revenue.
  - Responsible annually for determining and enrolling the market value of all real property upon a change in ownership and new construction.
  - Responsible annually for determining and enrolling the market value of all personal property for businesses, boats and aircraft, and certain mobile homes.
  - Responsible for providing property tax information and related services to the citizens of San Diego County. More than 235,000 public inquiries will be responded to by this program during 1992-93.
  - The 1992-93 budget reflects the mid year transfer of the Business Certificate Tax Program to the Assessor's Office from the Tax Collector. This includes the transfer of 1.00 Senior Account Clerk staff year, 1.00 Intermediate Account Clerk staff year and related revenue. The 1992-93 budget also includes the CAO's recommended reduction of \$716,414 which is shown as a negative salary adjustment.
2. Property Identification [113.25 SY; E = \$3,804,289; R = \$1,331,830] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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 284 local taxing jurisdictions.
  - Responsible, along with the efforts of the Tax Collector and Auditor's Office, for generating more that \$357 million annually for the County which is our largest single source of discretionary revenue.
  - Responsible for maintaining more than 25,300 assessor maps delineating over 801,300 parcels in San Diego County.
  - Responsible for providing property tax information and related services to the citizens of San Diego County. More than 358,540 public inquiries will be responded to by this program during 1992-93.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Witness Fees	\$0	\$1,500	\$1,500	\$0
Property Tax System Administration	3,179,553	3,225,042	3,233,769	8,727
Sale of Records	203,832	296,720	296,720	0
Supplemental Property Taxes (AB 2890)	566,839	998,877	825,360	(173,517)
Miscellaneous	11,690	0	0	0
Business Certif. Tax Program	36,018	0	72,350	72,350
<b>Sub-Total</b>	<b>\$3,997,932</b>	<b>\$4,522,139</b>	<b>\$4,429,699</b>	<b>\$(92,440)</b>
<b>Total</b>	<b>\$3,997,932</b>	<b>\$4,522,139</b>	<b>\$4,429,699</b>	<b>\$(92,440)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$9,124,347</b>	<b>\$8,914,433</b>	<b>\$8,327,673</b>	<b>\$(586,760)</b>
<b>Sub-Total</b>	<b>\$9,124,347</b>	<b>\$8,914,433</b>	<b>\$8,327,673</b>	<b>\$(586,760)</b>
<b>Total</b>	<b>\$9,124,347</b>	<b>\$8,914,433</b>	<b>\$8,327,673</b>	<b>\$(586,760)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 92-93 revenue changes for this program are due to decreases in Supplemental Property Tax Administration revenue over which the Assessor's Office has no control. FY 91-92 actuals are less than budget due to under realized revenue from school districts, cities and special districts for property tax administration (\$B 2557) and Supplemental Property Tax Administration (AB 2890).

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Property Valuation					
<b>% OF RESOURCES: 70%</b>					
<b>WORKLOAD</b>					
Reappraisals of Transferred Properties	94,672	99,516	115,008	90,000	100,000
New Construction Appraisals	56,430	59,396	27,042	35,000	27,000
Business Accounts	117,621	121,775	122,521	118,000	125,000
Assessment Appeals Cases	1,985	1,974	2,891	2,650	11,300
Business Audits	709	847	838	1,000	825
Boats/Aircraft Accounts on Assessment Roll	62,949	65,389	65,540	67,000	65,300
Leasing Accounts	22,753	23,535	28,993	25,000	26,000
Mobilehomes	8,974	9,833	10,346	10,000	10,400
Total Additional Assessed Value from Audits	\$192,376,612	\$396,699,600	\$327,994,100	\$195,000,000	\$450,000,000

**ACTIVITY B:**  
Property Identification**% OF RESOURCES: 30%**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>WORKLOAD</b>					
Documents Processed	136,245	134,842	134,206	112,000	138,000
Exemptions	383,701	391,452	397,736	396,000	403,000
Property Segregations, New Subs and Condos	20,111	17,659	15,233	14,000	12,000
Changes in Ownership to SPS	176,201	239,190	222,199	206,000	232,000
Total Taxable Parcels	765,711	776,727	785,449	786,000	795,000
TRA Boundary LAFCO and Board Reports	335	281	243	220	200
Homeowners' Claims Processed by Board Action in Lieu of routine processing	3,629	5,663	5,702	3,800	8,000
Property Boundary Research	28,917	27,627	21,542	20,000	23,000

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0211	Chief of Valuation	1	1.00	1	1.00	\$84,790	\$84,501
5514	Assessor Div. Chief II	3	3.00	3	3.00	189,487	184,259
5515	Assessor Div. Chief I	4	4.00	4	4.00	230,820	229,932
2499	Principal Systems Analyst	1	1.00	1	1.00	59,184	58,943
2525	Sr. Systems Analyst	2	2.00	2	2.00	99,315	109,494
2427	Associate Systems Analyst	4	4.00	4	4.00	199,043	194,044
2487	EDP Dist. Network Coord.	1	1.00	1	1.00	49,864	49,673
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	102,958	108,576
5513	Supervising Appraiser II	2	2.00	2	2.00	99,215	108,576
5512	Supervising Appraiser I	11	11.00	11	11.00	557,106	558,738
5516	Assessor's Field Asst.	1	1.00	1	1.00	42,029	45,896
5530	Audit Appraiser Spec.	2	2.00	2	2.00	87,992	79,296
5502	Appraiser IV	10	10.00	10	10.00	478,984	452,910
5526	Audit Appraiser III	9	9.00	9	9.00	390,799	383,911
5503	Appraiser III	26	26.00	26	26.00	1,133,643	1,132,617
3602	Asst. Div. Chief, Assessor	1	1.00	1	1.00	42,211	42,056
5527	Audit Appraiser II	4	4.00	4	4.00	157,465	158,592
5504	Appraiser II	56	54.00	56	54.00	2,020,254	2,006,163
5518	Property Assessment Spec. III	5	5.00	5	5.00	158,700	131,139
5517	Property Assessment Spec. II	12	12.00	12	12.00	332,014	317,403
2426	Asst. Systems Analyst	1	0.50	1	0.50	20,847	20,681
2432	Systems Support Analyst II	1	1.00	1	1.00	40,873	39,891
3820	Cadastral Supervisor	4	4.00	4	4.00	160,568	159,936
3823	Sr. Cadastral Technician	9	9.00	9	9.00	302,111	289,485
3822	Cadastral Technician	15	14.00	15	14.00	409,139	400,690
2725	Principal Clerk I	1	1.00	1	1.00	29,294	31,466
2514	Supervising Assm't. Clerk	6	6.00	6	6.00	177,425	170,127
3020	Computer Operator	1	1.00	1	1.00	25,530	25,432
2508	Sr. Assessment Clerk	27	24.75	27	24.75	601,846	593,201
3035	Data Entry Supv.	1	1.00	1	1.00	24,958	23,949
2510	Senior Account Clerk	0	0.00	1	1.00	0	23,949
3069	Sr. Data Entry Operator	2	2.00	2	2.00	44,666	44,514
3030	Data Entry Operator	6	6.00	6	6.00	122,226	120,780
2509	Assessment Clerk	69	67.75	69	67.75	1,422,590	1,396,870
2493	Interm. Account Clerk	0	0.00	1	1.00	0	18,092
9999	Seasonal - Extra Help	76	14.25	76	14.25	155,670	155,670
<b>Total</b>		<b>376</b>	<b>307.25</b>	<b>378</b>	<b>309.25</b>	<b>\$10,053,616</b>	<b>\$9,951,452</b>
<b>Salary Adjustments:</b>						<b>\$8,963</b>	<b>\$(716,414)</b>
<b>Premium/Overtime Pay:</b>						<b>45,100</b>	<b>45,100</b>
<b>Bilingual Pay:</b>						<b>0</b>	<b>7,800</b>
<b>Employee Benefits:</b>						<b>3,255,750</b>	<b>3,390,588</b>
<b>Salary Savings:</b>						<b>(422,651)</b>	<b>(416,948)</b>
<b>Total Adjustments</b>						<b>\$2,887,162</b>	<b>\$2,310,126</b>
<b>Program Totals</b>		<b>376</b>	<b>307.25</b>	<b>378</b>	<b>309.25</b>	<b>\$12,940,778</b>	<b>\$12,261,578</b>

PROGRAM: Department Administration

DEPARTMENT: ASSESSOR

PROGRAM #: 92101  
MANAGER: Robert W. Frazier

ORGANIZATION #: 1150  
REFERENCE: 1992-93 Proposed Budget — Pg. 7-7

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$444,531	\$503,952	\$528,365	\$574,773	\$560,609	(2.5)
Services & Supplies	26,123	21,034	8,165	9,015	9,015	0.0
Fixed Assets	1,345	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$471,999</b>	<b>\$524,986</b>	<b>\$536,530</b>	<b>\$583,788</b>	<b>\$569,624</b>	<b>(2.4)</b>
<b>PROGRAM REVENUE</b>	<b>(23,956)</b>	<b>(417,176)</b>	<b>(440,530)</b>	<b>(457,118)</b>	<b>(448,391)</b>	<b>(1.9)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$448,043</b>	<b>\$107,810</b>	<b>\$96,000</b>	<b>\$126,670</b>	<b>\$121,233</b>	<b>(4.3)</b>
<b>STAFF YEARS</b>	<b>9.12</b>	<b>8.66</b>	<b>8.86</b>	<b>9.00</b>	<b>9.00</b>	<b>0.0</b>

#### 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 departmental programs and services.
- Develop, prepare and administer the department's two programs and seven line item budgets.
- Provide financial management and maintain expenditure, inventory and staffing 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals are slightly less than 1991-92 budget due to the part-time employment of one staff member.

**1992-93 OBJECTIVES**

1. Conduct operational surveys to identify areas of cost savings and/or cost avoidance.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Department Administration: [9.00 SY; E = \$569,624; R = \$448,391] including support personnel is:
  - Mandated/Discretionary Service Level.
  - 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.
  - Responsible for providing administrative management and support to the Property Valuation/Identification Program.
  - Responsible for staff training and maintaining training records associated with the State Board of Equalization's required certification of appraisal staff.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
CHARGES:				
Supplemental Property Tax (AB 2890)	\$13,900	\$23,991	\$23,991	\$0
Property Tax System (SB 2557)	426,630	433,127	424,400	(8,727)
Sub-Total	\$440,530	\$457,118	\$448,391	\$(8,727)
Total	\$440,530	\$457,118	\$448,391	\$(8,727)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$96,000	\$126,670	\$121,233	\$(5,437)
Sub-Total	\$96,000	\$126,670	\$121,233	\$(5,437)
Total	\$96,000	\$126,670	\$121,233	(5,437)

## EXPLANATION/COMMENT ON PROGRAM REVENUES

There are no significant FY 92-93 revenue changes for this program. FY 91-92 actuals are less than budget due to under realized revenue from school districts, cities and special districts for Property Tax Administration (SB 2557) and Supplemental Property Tax Administration (AB 2890).

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0110	Assessor	1	1.00	1	1.00	\$97,977	\$97,602
0210	Chief Deputy Assessor	1	1.00	1	1.00	89,015	88,740
2369	Admin. Services Mgr. II	0	0.00	0	0.00	0	0
2759	Admin. Secretary IV	1	1.00	1	1.00	32,715	33,135
2758	Admin. Secretary III	1	1.00	1	1.00	28,676	30,009
2320	Personnel Aid	0	0.00	0	0.00	0	0
3009	Word Processor Operator	1	1.00	1	1.00	21,195	20,011
2494	Payroll Clerk	1	1.00	1	1.00	21,829	21,758
2304	Admin. Asst. I	1	1.00	1	1.00	33,759	33,622
5514	Assessor Div. Chief II	1	1.00	1	1.00	62,591	63,388
2510	Sr. Account Clerk	1	1.00	1	1.00	24,032	23,949
<b>Total</b>		<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>\$411,789</b>	<b>\$412,214</b>
<b>Salary Adjustments:</b>						<b>\$21,139</b>	<b>\$0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>141,845</b>	<b>148,395</b>
<b>Salary Savings:</b>						<b>(\$0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$162,984</b>	<b>\$148,395</b>
<b>Program Totals</b>		<b>9</b>	<b>9.00</b>	<b>9</b>	<b>9.00</b>	<b>\$574,773</b>	<b>\$560,609</b>

AUDITOR AND CONTROLLER

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Auditing	\$1,362,782	\$1,524,276	\$1,566,641	\$1,665,770	\$1,663,982	\$(1,788)	(0.1)
Fiscal Control	4,763,011	5,592,173	5,492,769	5,617,134	5,602,961	(14,173)	(0.3)
Department Overhead	1,322,688	1,317,836	1,326,270	1,484,025	1,505,280	21,255	1.4
<b>TOTAL DIRECT COST</b>	<b>\$7,448,481</b>	<b>\$8,434,285</b>	<b>\$8,385,680</b>	<b>\$8,766,929</b>	<b>\$8,772,223</b>	<b>\$5,294</b>	<b>0.1</b>
<b>PROGRAM REVENUE</b>	<b>(1,868,281)</b>	<b>(2,615,266)</b>	<b>(2,381,141)</b>	<b>(1,998,422)</b>	<b>(2,364,560)</b>	<b>(366,138)</b>	<b>18.3</b>
<b>NET GENERAL FUND COST</b>	<b>\$5,580,200</b>	<b>\$5,819,019</b>	<b>\$6,004,539</b>	<b>\$6,768,507</b>	<b>\$6,407,663</b>	<b>\$(360,844)</b>	<b>(5.3)</b>
<b>STAFF YEARS</b>	<b>195.25</b>	<b>196.50</b>	<b>187.00</b>	<b>198.00</b>	<b>202.00</b>	<b>4.00</b>	<b>2.0</b>



**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  
NCRWF Review/Accounting  
Single Audit Coordination  
34 Positions 33.00 Staff Years

**GENERAL ACCOUNTING**  
Accounts Receivable  
Appropriation Accounting Control  
ARMS Reports Issuance  
Cash Management  
Control Ledger Accuracy  
Cost Accounting Control  
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  
18 Positions 18.00 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

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PROGRAM: Auditing

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802

ORGANIZATION #: 1050

MANAGER: William J. Kelly (Acting)

REFERENCE: 1992-93 Proposed Budget - Pg. 8-5

**AUTHORITY:** This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,321,145	\$1,498,789	\$1,546,092	\$1,642,629	\$1,640,841	(0.1)
Services & Supplies	29,192	25,487	20,549	23,141	23,141	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	12,445	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,362,782</b>	<b>\$1,524,276</b>	<b>\$1,566,641</b>	<b>\$1,665,770</b>	<b>\$1,663,982</b>	<b>(0.1)</b>
<b>PROGRAM REVENUE</b>	<b>(127,252)</b>	<b>(179,122)</b>	<b>(198,268)</b>	<b>(130,492)</b>	<b>(130,911)</b>	<b>0.3</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,235,530</b>	<b>\$1,345,154</b>	<b>\$1,368,373</b>	<b>\$1,535,278</b>	<b>\$1,533,071</b>	<b>(0.1)</b>
<b>STAFF YEARS</b>	<b>29.50</b>	<b>30.50</b>	<b>29.25</b>	<b>30.00</b>	<b>30.00</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 Auditing Program was below budgeted levels due to the County-wide efforts to reduce costs. One Audit Manager position was unfilled during the fiscal year and several program positions were underfilled. Revenues exceeded budget due to mid-year audit requests by other governmental agencies and late payment for 1990-91 audits.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Audits [30.00 SY; E = \$1,663,982; R = \$130,911] 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 Reduced \$1,788 for 1992-93 due to normal fluctuations in salary and benefits related to retirement, step changes, and workers' compensation.
  - o Unchanged in staff years.

**PROGRAM REVENUE BY SOURCE**

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Fees for Auditing Services	\$65,914	\$66,152	\$72,921	\$6,769
Interfund Charges	132,354	64,340	57,990	(6,350)
Sub-Total	\$198,268	\$130,492	\$130,911	\$419
<b>Total</b>	<b>\$198,268</b>	<b>\$130,492</b>	<b>\$130,911</b>	<b>\$419</b>

**GENERAL FUND CONTRIBUTION DETAIL**

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$1,368,373	\$1,535,278	\$1,533,071	\$(2,207)
Sub-Total	\$1,368,373	\$1,535,278	\$1,533,071	\$(2,207)
<b>Total</b>	<b>\$1,368,373</b>	<b>\$1,535,278</b>	<b>\$1,533,071</b>	<b>\$(2,207)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES**

Revenues will increase slightly in 1992-93.

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PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A: Auditing

% OF RESOURCES: 100%

WORKLOAD

Number of Audits Schedule	127	129	127	125	125
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## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0310	Senior Auditor/Controller Mgr	1	1.00	1	1.00	\$66,751	\$63,388
0311	Auditor/Controller Mgr	2	2.00	2	2.00	104,712	104,314
2507	EDP Audit Specialist II	2	2.00	2	2.00	117,095	119,016
2506	EDP Audit Specialist I	3	3.00	3	3.00	144,930	151,287
2501	Senior Auditor/Accountant	6	6.00	6	6.00	262,096	261,669
2425	Associate Accountant	15	15.00	15	15.00	534,720	530,149
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,754	18,587
<b>Total</b>		<b>30</b>	<b>30.00</b>	<b>30</b>	<b>30.00</b>	<b>\$1,251,058</b>	<b>\$1,248,410</b>
<b>Salary Adjustments:</b>						<b>0</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>45,100</b>	<b>45,100</b>
<b>Employee Benefits:</b>						<b>394,975</b>	<b>393,972</b>
<b>Salary Savings:</b>						<b>(48,504)</b>	<b>(46,641)</b>
<b>Total Adjustments</b>						<b>\$391,571</b>	<b>\$392,431</b>
<b>Program Totals</b>		<b>30</b>	<b>30.00</b>	<b>30</b>	<b>30.00</b>	<b>\$1,642,629</b>	<b>\$1,640,841</b>

PROGRAM: Fiscal Control

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81801

ORGANIZATION #: 1050

MANAGER: William J. Kelly (Acting)

REFERENCE: 1992-93 Proposed Budget - Pg. 8-7

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,518,313	\$5,040,677	\$5,321,619	\$5,415,626	\$5,425,501	0.2
Services & Supplies	137,399	264,199	135,683	159,385	162,460	1.9
Other Charges	1,835	1,688	1,798	5,250	5,250	0.0
Fixed Assets	105,464	285,609	33,669	36,873	9,750	(73.6)
<b>TOTAL DIRECT COST</b>	<b>\$4,763,011</b>	<b>\$5,592,173</b>	<b>\$5,492,769</b>	<b>\$5,617,134</b>	<b>\$5,602,961</b>	<b>(0.3)</b>
<b>PROGRAM REVENUE</b>	<b>(1,741,029)</b>	<b>(2,436,143)</b>	<b>(2,182,873)</b>	<b>(1,867,930)</b>	<b>(2,233,649)</b>	<b>19.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,021,982</b>	<b>\$3,156,030</b>	<b>\$3,309,896</b>	<b>\$3,749,204</b>	<b>\$3,369,312</b>	<b>(10.1)</b>
<b>STAFF YEARS</b>	<b>132.75</b>	<b>134.50</b>	<b>129.75</b>	<b>133.50</b>	<b>137.50</b>	<b>3.0</b>

**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 \$11.2 billion annually. This system, implemented in 1974, is 18 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 15 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 Fiscal Control Program was below budget due to County-wide efforts to reduce costs. Additionally, several positions were underfilled or held vacant.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Revenue and Budget Management [10.00 SY; E = \$563,654; R = \$49,526] 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 Reduced \$14,207 from 1991-92 due to normal fluctuations in salaries and benefits related to retirement, step changes and workers' compensation as well as unspecified work related to County-wide reductions.
  - o 9% offset by program revenues.
2. Property Tax Services [21.50 SY; E = \$917,823; R = \$738,413] is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for preparation of property tax bills and apportionment of tax revenues.
  - o Reduced \$24,063 in salaries and benefits due to normal fluctuations related to retirement, step changes and workers' compensation as well as unspecified work related to County-wide reductions.
  - o Decreased \$36,873 for fixed assets with corresponding reductions in program revenue.
  - o 80% offset by program revenues.
3. Controller Branch Office [33.00 SY; E = \$1,213,277; R = \$877,288] is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for accounting services to several County departments, special districts and enterprise funds.
  - o Increased 3.00 staff years and \$131,205 for North County Recycling and Waste Reduction Facility contract review and Solid Waste accounting with corresponding revenue offsets.



- o Reduced \$27,274 for normal fluctuations in salaries and benefits related to retirement, step changes and workers' compensation as well as unspecified work related to County-wide reductions.
- o 72% offset by program revenues.

4. Probation Accounting [18.00 SY; E = \$582,349; 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 Increased 1.00 staff year and \$29,596 for mid-year approved position.
- o Reduced \$13,832 for normal fluctuations in salaries and benefits related to retirement, step changes, and workers' compensation as well as unspecified work related to County-wide reductions.

5. Other Fiscal Control Subactivities [55.00 SY; E = \$2,325,858; R = \$568,422] is:

- o Mandated/Discretionary Service Level.
- o Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
- o Reduced \$58,624 for normal fluctuations in salaries and benefits related to retirement, step changes, and workers' compensation as well as unspecified work related to County-wide reductions.
- o 24% offset by program revenue.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES AND FEES:</b>				
Fees for Various Accounting Services	\$1,319,643	\$1,035,023	\$1,197,468	\$162,445
Interfund Charges	863,230	832,907	1,036,181	203,274
Sub-Total	\$2,182,873	\$1,867,930	\$2,233,649	\$365,719
<b>Total</b>	<b>\$2,182,873</b>	<b>\$1,867,930</b>	<b>\$2,233,649</b>	<b>\$365,719</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND CONTRIBUTION:</b>	\$3,309,896	\$3,749,204	\$3,369,312	\$(379,892)
Sub-Total	\$3,309,896	\$3,749,204	\$3,369,312	\$(379,892)
<b>Total</b>	<b>\$3,309,896</b>	<b>\$3,749,204</b>	<b>\$3,369,312</b>	<b>\$(379,892)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues will increase in 1992-93 due to grant recovery, property tax collection fees, first time budgeting of revenue resulting from accounting work for redevelopment agencies, work for other governmental agencies and normal variations in A-87 cost recovery.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Fiscal Control</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Deposit Permit	22,669	23,555	24,099	24,000	24,000
Fixed Asset Property Numbers Processed	24,667	40,653	40,038	37,000	37,000
General Claims	170,171	183,097	179,808	175,000	175,000
Probation Account Transaction	347,414	446,769	480,101	455,000	497,948
Property Tax Services Transactions	3,136,318	3,582,129	3,582,066	3,767,600	4,565,600
Redevelopment Project Reports	38	41	41	42	45
Warrants Issued (County and School Districts)	3,121,331	3,110,018	3,017,032	3,200,000	3,200,000
Work Authorization Transactions	33,300	31,118	32,971	30,000	30,000

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0310	Senior Auditor/Controller Mgr	3	3.00	3	3.00	\$199,104	\$202,287
0311	Auditor/Controller Mgr	2	2.00	2	2.00	115,410	120,726
2496	Auditor/Controller Mgr. II	1	1.00	1	1.00	60,594	57,483
2415	Auditor/Controller Comp Spec	1	1.00	1	1.00	49,864	49,673
2429	Revenue & Budget Accountant	2	2.00	2	2.00	88,408	94,546
2412	Analyst III	3	3.00	3	3.00	138,307	138,486
2525	Senior Systems Analyst	1	1.00	1	1.00	54,957	54,747
2335	Compensation/Systems Coord.	2	2.00	2	2.00	99,728	99,346
2501	Senior Auditor/Accountant	15	15.00	16	16.00	677,313	710,679
2425	Associate Accountant	21	21.00	22	22.00	749,584	768,135
2480	A/C Payroll Technician	9	9.00	9	9.00	242,314	245,093
2403	Accounting Technician	17	17.00	20	19.00	443,895	498,116
2510	Senior Account Clerk	24	24.00	24	24.00	551,706	560,905
2730	Senior Clerk	2	2.00	2	2.00	47,722	47,050
2493	Intermediate Account Clerk	21	21.00	21	21.00	419,014	418,356
2700	Intermediate Clerk Typist	9	9.00	9	9.00	155,634	174,865
9999	Extra Help	13	.50	13	.50	11,688	11,688
<b>Total</b>		<b>146</b>	<b>133.50</b>	<b>151</b>	<b>137.50</b>	<b>\$4,105,242</b>	<b>\$4,252,181</b>
<b>Salary Adjustments:</b>						<b>0</b>	<b>(238,285)</b>
<b>Premium/Overtime Pay:</b>						<b>3,150</b>	<b>3,150</b>
<b>Employee Benefits:</b>						<b>1,449,291</b>	<b>1,553,529</b>
<b>Salary Savings:</b>						<b>(142,057)</b>	<b>(145,074)</b>
<b>Total Adjustments</b>						<b>\$1,310,384</b>	<b>\$1,173,320</b>
<b>Program Totals</b>		<b>146</b>	<b>133.50</b>	<b>151</b>	<b>137.50</b>	<b>\$5,415,626</b>	<b>\$5,425,501</b>

PROGRAM: Department Overhead

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101

ORGANIZATION #: 1050

MANAGER: William J. Kelly (Acting)

REFERENCE: 1992-93 Proposed Budget - Pg. 8-6

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,146,216	\$1,141,264	\$1,173,560	\$1,308,238	\$1,329,393	1.6
Services & Supplies	176,472	176,572	152,710	175,787	175,887	0.1
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,322,688</b>	<b>\$1,317,836</b>	<b>\$1,326,270</b>	<b>\$1,484,025</b>	<b>\$1,505,280</b>	<b>1.4</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,322,688</b>	<b>\$1,317,836</b>	<b>\$1,326,270</b>	<b>\$1,484,025</b>	<b>\$1,505,280</b>	<b>1.4</b>
<b>STAFF YEARS</b>	<b>33.00</b>	<b>31.50</b>	<b>28.00</b>	<b>34.50</b>	<b>34.50</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 Department Overhead Program was below budget due to County-wide efforts to reduce costs. Staffing costs were under budget levels: the Auditor and Controller position was vacant for two months; various positions were underfilled; and hiring was delayed for vacant position when the hiring freeze was not in effect.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration [34.50 SY; E = \$1,505,280; 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 \$21,255 for normal fluctuations in salaries and benefits related to retirement, step changes, and workers' compensation.
  - o Unchanged in staff years.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Not Applicable	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND CONTRIBUTION:	\$1,326,270	\$1,484,025	\$1,505,280	\$21,255
Sub-Total	\$1,326,270	\$1,484,025	\$1,505,280	\$21,255
<b>Total</b>	<b>\$1,326,270</b>	<b>\$1,484,025</b>	<b>\$1,505,280</b>	<b>\$21,255</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% offset by net County cost.

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PERFORMANCE INDICATORS

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	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A: Department Overhead

% OF RESOURCES: 100%

WORKLOAD

Total Pieces Processed for Controlled Mailing	4,836,368	5,158,799	4,929,609	5,388,484	5,388,484
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## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2106	Auditor and Controller	1	1.00	1	1.00	\$105,876	\$106,488
2203	Ass't Auditor/Controller	1	1.00	1	1.00	88,802	88,467
2204	Deputy Auditor/Controller	1	1.00	1	1.00	75,762	75,480
2369	Admin. Services Mgr. II	1	1.00	1	1.00	54,957	54,747
2302	Administrative Assistant III	1	1.00	1	1.00	44,264	44,427
2304	Administrative Assistant I	1	1.00	1	1.00	35,414	30,955
2725	Principal Clerk	1	1.00	1	1.00	31,583	31,466
2745	Supervising Clerk	1	1.00	1	1.00	25,222	26,375
2759	Administrative Secretary IV	1	1.00	1	1.00	30,752	32,179
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	25,705	25,602
3009	Word Processing Operator	3	3.00	3	3.00	68,054	68,116
3069	Senior Data Entry Operator	1	1.00	1	1.00	22,333	22,257
3076	Mail Processing Technician	3	3.00	3	3.00	62,497	63,956
3030	Data Entry Operator	4	4.00	4	4.00	80,978	81,602
2658	Storekeeper II	1	1.00	1	1.00	22,698	23,749
2730	Senior Clerk	3	3.00	3	3.00	71,069	69,302
2430	Cashier	1	1.00	1	1.00	22,354	22,280
2761	Group Secretary	1	1.00	1	1.00	22,925	25,475
2700	Intermediate Clerk Typist	7	7.00	7	7.00	135,368	137,168
9999	Extra Help	7	.50	7	.50	4,062	4,062
<b>Total</b>		<b>41</b>	<b>34.50</b>	<b>41</b>	<b>34.50</b>	<b>\$1,030,675</b>	<b>\$1,034,153</b>
<b>Salary Adjustments:</b>						<b>0</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>7,875</b>	<b>7,875</b>
<b>Employee Benefits:</b>						<b>310,785</b>	<b>330,185</b>
<b>Salary Savings:</b>						<b>(41,097)</b>	<b>(42,820)</b>
<b>Total Adjustments</b>						<b>\$277,563</b>	<b>\$295,240</b>
<b>Program Totals</b>		<b>41</b>	<b>34.50</b>	<b>41</b>	<b>34.50</b>	<b>\$1,308,238</b>	<b>\$1,329,393</b>

BOARD OF SUPERVISORS, DISTRICT 1

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
District #1	\$404,932	\$457,636	\$471,875	\$500,633	\$490,522	\$(10,111)	(2.0)
TOTAL DIRECT COST	\$404,932	\$457,636	\$471,875	\$500,633	\$490,522	\$(10,111)	(2.0)
PROGRAM REVENUE	(0)	(92)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$404,932	\$457,544	\$471,875	\$500,633	\$490,522	\$(10,111)	(2.0)
STAFF YEARS	7.70	6.79	6.91	8.75	8.75	0.00	0.0

PROGRAM: Legislative, District 1

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0010

MANAGER: Supervisor Brian Bilbray

REFERENCE: 1992-93 Proposed Budget - Pg. 9-5

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$391,519	\$437,445	\$463,280	\$485,633	\$475,522	(2.1)
Services & Supplies	9,785	11,519	8,595	15,000	15,000	0.0
Fixed Assets <sup>1</sup>	3,628	8,672	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$404,932</b>	<b>\$457,636</b>	<b>\$471,875</b>	<b>\$500,633</b>	<b>\$490,522</b>	<b>(2.0)</b>
<b>PROGRAM REVENUE</b>	(0)	(92)	(0)	(0)	(0)	(0.0)
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$404,932</b>	<b>\$457,544</b>	<b>\$471,875</b>	<b>\$500,633</b>	<b>\$490,522</b>	<b>(2.0)</b>
<b>STAFF YEARS</b>	<b>7.70</b>	<b>6.79</b>	<b>6.91</b>	<b>8.75</b>	<b>8.75</b>	<b>0.0</b>

<sup>1</sup> 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, children's issues, 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, the smallest of the five Board of Supervisors offices, 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; is a member of the State Air Resources Board; and, is president of the San Diego Council on Literacy.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,813	\$72,570
0372	Confidential Investigator I	6	1.75	6	1.75	46,174	40,869
0373	Confidential Investigator II	6	6.00	6	6.00	282,587	268,082
9999	Temporary Extra Help	2	0.00	2	0.00	0	0
<b>Total</b>		<b>15</b>	<b>8.75</b>	<b>15</b>	<b>8.75</b>	<b>\$401,574</b>	<b>\$381,521</b>
<b>Salary Adjustments:</b>						<b>\$(27,157)</b>	<b>\$(20,211)</b>
<b>Employee Benefits:</b>						<b>111,216</b>	<b>114,212</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$84,059</b>	<b>\$94,001</b>
<b>Program Totals</b>		<b>15</b>	<b>8.75</b>	<b>15</b>	<b>8.75</b>	<b>\$485,633</b>	<b>\$475,522</b>

**BOARD OF SUPERVISORS, DISTRICT 2**

	<b>1989-90 Actual</b>	<b>1990-91 Actual</b>	<b>1991-92 Actual</b>	<b>1991-92 Budget</b>	<b>1992-93 Budget</b>	<b>Change From 1991-92 Budget</b>	<b>% Change</b>
<b>District #2</b>	\$494,416	\$535,068	\$570,077	\$538,947	\$534,189	\$(4,758)	(0.9)
<b>TOTAL DIRECT COST</b>	\$494,416	\$535,068	\$570,077	\$538,947	\$534,189	\$(4,758)	(0.9)
<b>PROGRAM REVENUE</b>	(0)	(0)	(0)	(0)	(0)	0	0.0
<b>NET GENERAL FUND COST</b>	\$494,416	\$535,068	\$570,077	\$538,947	\$534,189	\$(4,758)	(0.9)
<b>STAFF YEARS</b>	9.92	9.94	9.77	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: 1992-93 Proposed Budget - Pg. 10-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$480,212	\$516,368	\$547,115	\$526,947	\$522,189	(0.9)
Services & Supplies	9,307	11,223	11,823	12,000	12,000	0.0
Fixed Assets <sup>1</sup>	4,897	7,477	11,139	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$494,416</b>	<b>\$535,068</b>	<b>\$570,077</b>	<b>\$538,947</b>	<b>\$534,189</b>	<b>(0.9)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$494,416</b>	<b>\$535,068</b>	<b>\$570,077</b>	<b>\$538,947</b>	<b>\$534,189</b>	<b>(0.9)</b>
<b>STAFF YEARS</b>	<b>9.92</b>	<b>9.94</b>	<b>9.77</b>	<b>10.00</b>	<b>10.00</b>	<b>0.0</b>

<sup>1</sup> 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget. 1991-92 fixed assets expenditures used funds carried over from prior year appropriations.

#### 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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,813	\$72,570
0372	Confidential Investigator I	0	0.00	0	0.00	0	0
0373	Confidential Investigator II	12	9.00	12	9.00	362,091	310,195
9999	Temporary Extra Help	4	0.00	4	0.00	0	0
<b>Total</b>		<b>17</b>	<b>10.00</b>	<b>17</b>	<b>10.00</b>	<b>\$434,904</b>	<b>\$382,765</b>
<b>Salary Adjustments:</b>						<b>\$(28,316)</b>	<b>\$18,186</b>
<b>Employee Benefits:</b>						<b>120,359</b>	<b>121,238</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$92,043</b>	<b>\$139,424</b>
<b>Program Totals</b>		<b>17</b>	<b>10.00</b>	<b>17</b>	<b>10.00</b>	<b>\$ 526,947</b>	<b>\$522,189</b>



**BOARD OF SUPERVISORS, DISTRICT 3**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
District #3	\$415,122	\$484,662	\$525,970	\$534,929	\$508,819	\$(26,110)	(4.9)
TOTAL DIRECT COST	\$415,122	\$484,662	\$525,970	\$534,929	\$508,819	\$(26,110)	(4.9)
PROGRAM REVENUE	(0)	(31)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$415,122	\$484,631	\$525,970	\$534,929	\$508,819	\$(26,110)	(4.9)
STAFF YEARS	8.10	8.18	8.69	10.50	10.00	(0.50)	(4.8)



PROGRAM: Legislative, District 3

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0030

MANAGER: Supervisor Susan Golding

REFERENCE: 1992-93 Proposed Budget - Pg. 11-3

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$362,027	\$440,294	\$503,229	\$519,054	\$498,328	(4.0)
Services & Supplies <sup>1</sup>	35,251	26,374	8,609	15,875	10,491	(33.9)
Other Charges	1,600	0	0	0	0	0.0
Fixed Assets <sup>2</sup>	16,244	17,994	14,132	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$415,122</b>	<b>\$484,662</b>	<b>\$525,970</b>	<b>\$534,929</b>	<b>\$508,819</b>	<b>(4.9)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(31)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$415,122</b>	<b>\$484,631</b>	<b>\$525,970</b>	<b>\$534,929</b>	<b>\$508,819</b>	<b>(4.9)</b>
<b>STAFF YEARS</b>	<b>8.10</b>	<b>8.18</b>	<b>8.69</b>	<b>10.50</b>	<b>10.00</b>	<b>(4.8)</b>

**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 92-93 are:<sup>3</sup>

- 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) hire new Sheriff's deputies to patrol the third supervisorial district;
  - b) further increase the number of jails beds by opening the East Mesa jail;
  - c) construct new courtroom space countywide; and,
  - d) build upon the nationally recognized "drug court."
- 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.

<sup>1</sup> 1990-91 services/supplies expenditures were greater than budgeted due to carry over of expenditures budgeted for the preceding year.

<sup>2</sup> 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget. 1992-93 fixed assets expenditures used funds carried over from prior year appropriations.

<sup>3</sup> These goals are for the first half of the fiscal year; a new supervisor will be elected to serve for the second half.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,813	\$72,570
0372	Confidential Investigator I	0	0.00	0	0.00	0	0
0373	Confidential Investigator II	12	9.00	12	9.00	325,563	332,952
9999	Temporary Extra Help	1	0.50	1	0.00	0	0
<b>Total</b>		14	10.50	14	10.00	\$398,376	\$405,522
<b>Salary Adjustments:</b>						\$10,813	\$(26,479)
<b>Employee Benefits:</b>						109,865	119,285
<b>Salary Savings:</b>						(0)	(0)
<b>Total Adjustments</b>						\$120,678	\$92,806
<b>Program Totals</b>		14	10.50	14	10.00	\$519,054	\$498,328

BOARD OF SUPERVISORS, DISTRICT 4

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
District #4	\$403,873	\$462,536	\$494,916	\$527,734	\$512,261	\$(15,473)	(2.9)
TOTAL DIRECT COST	\$403,873	\$462,536	\$494,916	\$527,734	\$512,261	\$(15,473)	(2.9)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$403,873	\$462,536	\$494,916	\$527,734	\$512,261	\$(15,473)	(2.9)
STAFF YEARS	7.16	7.97	8.55	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: 1992-93 Proposed Budget - Pg. 12-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$387,422	\$442,286	\$487,717	\$512,734	\$497,261	(3.0)
Services & Supplies	12,177	7,955	7,199	15,000	15,000	0.0
Fixed Assets <sup>1</sup>	4,274	12,295	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$403,873</b>	<b>\$462,536</b>	<b>\$494,916</b>	<b>\$527,734</b>	<b>\$512,261</b>	<b>(2.9)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$403,873</b>	<b>\$462,536</b>	<b>\$494,916</b>	<b>\$527,734</b>	<b>\$512,261</b>	<b>(2.9)</b>
<b>STAFF YEARS</b>	<b>7.16</b>	<b>7.97</b>	<b>8.55</b>	<b>10.00</b>	<b>10.00</b>	<b>0.0</b>

<sup>1</sup> 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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,813	\$72,570
0372	Confidential Investigator I	0	0.00	0	0.00	0	0
0373	Confidential Investigator II	12	8.00	12	8.00	284,272	326,771
9999	Temporary Extra Help	4	1.00	4	1.00	20,000	0
<b>Total</b>		<b>17</b>	<b>10.00</b>	<b>17</b>	<b>10.00</b>	<b>\$377,085</b>	<b>\$399,341</b>
<b>Salary Adjustments:</b>						<b>\$48,318</b>	<b>\$(17,661)</b>
<b>Employee Benefits:</b>						<b>87,331</b>	<b>115,581</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$135,649</b>	<b>\$97,920</b>
<b>Program Totals</b>		<b>17</b>	<b>10.00</b>	<b>17</b>	<b>10.00</b>	<b>\$512,734</b>	<b>\$497,261</b>

BOARD OF SUPERVISORS, DISTRICT 5

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
District #5	\$439,240	\$522,963	\$535,221	\$536,222	\$524,068	\$(12,154)	(2.3)
TOTAL DIRECT COST	\$439,240	\$522,963	\$535,221	\$536,222	\$524,068	\$(12,154)	(2.3)
PROGRAM REVENUE	(0)	(0)	(1)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$439,240	\$522,963	\$535,220	\$536,222	\$524,068	\$(12,154)	(2.3)
STAFF YEARS	9.86	8.98	8.86	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: 1992-93 Proposed Budget - Pg. 13-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$431,273	\$498,313	\$523,430	\$524,617	\$512,463	(2.3)
Services & Supplies	6,050	9,208	5,957	11,605	11,605	0.0
Fixed Assets <sup>1</sup>	1,917	15,442	5,834	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$439,240</b>	<b>\$522,963</b>	<b>\$535,221</b>	<b>\$536,222</b>	<b>\$524,068</b>	<b>(2.3)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$439,240</b>	<b>\$522,963</b>	<b>\$535,220</b>	<b>\$536,222</b>	<b>\$524,068</b>	<b>(2.3)</b>
<b>STAFF YEARS</b>	<b>9.86</b>	<b>8.98</b>	<b>8.86</b>	<b>10.00</b>	<b>10.00</b>	<b>0.0</b>

<sup>1</sup> 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget. 1992-93 fixed assets expenditures used funds carried over from prior year appropriations.

**PROGRAM DESCRIPTION**

The Fifth Supervisorial District includes five 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.

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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,813	\$72,570
0372	Confidential Investigator I	6	4.00	6	3.00	109,198	91,730
0373	Confidential Investigator II	6	5.00	6	6.00	224,503	241,935
9999	Extra Help	3	0.00	3	0.00	0	0
<b>Total</b>		<b>16</b>	<b>10.00</b>	<b>16</b>	<b>10.00</b>	<b>\$406,514</b>	<b>\$406,235</b>
<b>Salary Adjustments:</b>						<b>\$(636)</b>	<b>\$(19,958)</b>
<b>Employee Benefits:</b>						<b>118,739</b>	<b>126,186</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$118,103</b>	<b>\$106,228</b>
<b>Program Totals</b>		<b>16</b>	<b>10.00</b>	<b>16</b>	<b>10.00</b>	<b>\$524,617</b>	<b>\$512,463</b>

**BOARD OF SUPERVISORS, GENERAL OFFICE**

	<b>1989-90 Actual</b>	<b>1990-91 Actual</b>	<b>1991-92 Actual</b>	<b>1991-92 Budget</b>	<b>1992-93 Budget</b>	<b>Change From 1991-92 Budget</b>	<b>% Change</b>
<b>General Office</b>	\$130,272	\$111,400	\$122,381	\$118,250	\$124,414	\$6,164	5.2
<b>TOTAL DIRECT COST</b>	\$130,272	\$111,400	\$122,381	\$118,250	\$124,414	\$6,164	5.2
<b>PROGRAM REVENUE</b>	(8)	(0)	(0)	(0)	(0)	0	0.0
<b>NET GENERAL FUND COST</b>	\$130,264	\$111,400	\$122,381	\$118,250	\$124,414	\$6,164	5.2
<b>STAFF YEARS</b>	3.04	3.04	2.74	4.00	3.00	(1.00)	(25.0)



PROGRAM: Legislative, General Office

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

ORGANIZATION #: 0060

MANAGER: Vice Chair/Clerk of the Board

REFERENCE: 1992-93 Proposed Budget - Pg. 14-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$89,828	\$94,952	\$90,275	\$94,120	\$100,284	6.5
Services & Supplies	23,850	16,448	24,802	24,130	24,130	0.0
Fixed Assets	16,594	0	7,303	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$130,272</b>	<b>\$111,400</b>	<b>\$122,380</b>	<b>\$118,250</b>	<b>\$124,414</b>	<b>5.2</b>
<b>PROGRAM REVENUE</b>	<b>(8)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$130,264</b>	<b>\$111,400</b>	<b>\$122,380</b>	<b>\$118,250</b>	<b>\$124,414</b>	<b>5.2</b>
<b>STAFF YEARS</b>	<b>3.04</b>	<b>3.04</b>	<b>2.74</b>	<b>4.00</b>	<b>3.00</b>	<b>(25.0)</b>

**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

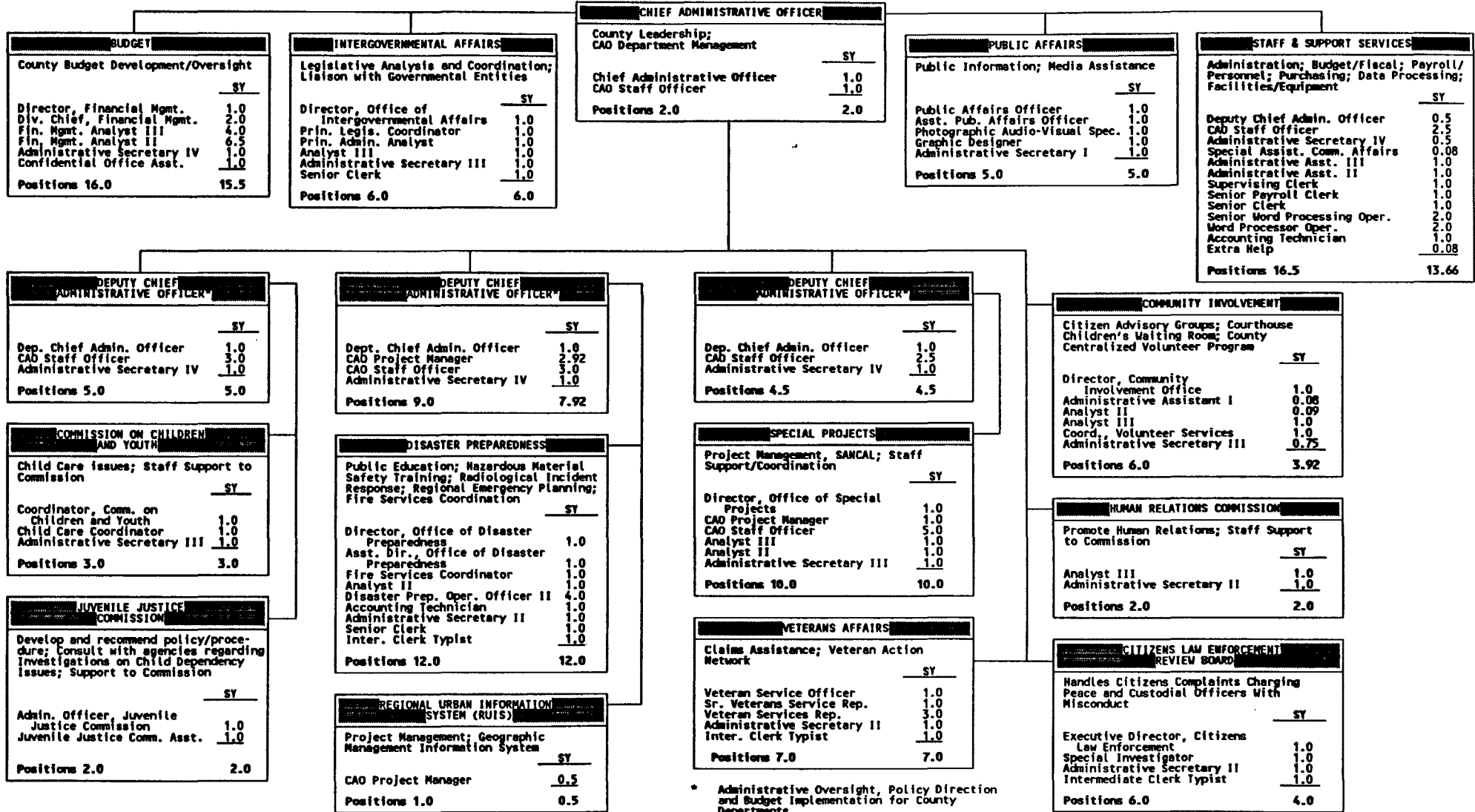
Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs <sup>1</sup>	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0372	Confidential Investigator I	2	2.00	2	2.00	\$53,272	\$45,500
0373	Confidential Investigator II	1	1.00	1	1.00	21,114	31,546
2730	Senior Clerk	1	1.00	1	0.00	20,805	0
9999	Extra Help	0	0.00	0	0.00	0	0
<b>Total</b>		<b>4</b>	<b>4.00</b>	<b>4</b>	<b>3.00</b>	<b>\$95,191</b>	<b>\$77,046</b>
<b>Salary Adjustments:</b>						<b>(33,376)</b>	<b>(5,090)</b>
<b>Employee Benefits:</b>						<b>32,305</b>	<b>28,329</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$(1,071)</b>	<b>\$23,239</b>
<b>Program Totals</b>		<b>4</b>	<b>4.00</b>	<b>4</b>	<b>3.00</b>	<b>\$94,120</b>	<b>\$100,285</b>

<sup>1</sup> In accordance with the Compensation Ordinance exception note, one of the four positions is unfunded, accomplished here through salary adjustment.

CHIEF ADMINISTRATIVE OFFICE

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Central County Administration	\$6,003,222	\$6,794,108	\$6,646,288	\$6,805,112	\$5,889,785	\$(915,327)	(13.5)
CAO Special Projects	1,166,962	1,135,306	1,213,626	1,023,108	969,765	(53,343)	(5.2)
Disaster Preparedness	520,230	586,202	590,307	655,322	645,378	(9,944)	(1.5)
Memberships, Audits & Other Charges	371,702	633,405	648,492	676,654	680,913	4,259	0.6
Regional Urban Information System (RUIS)	365,495	750,865	453,220	504,018	510,612	6,594	1.3
Citizens Law Enforcement Review Board	0	0	145,672	335,771	312,189	(23,582)	(7.0)
<b>TOTAL DIRECT COST</b>	<b>\$8,427,611</b>	<b>\$9,899,886</b>	<b>\$9,697,605</b>	<b>\$9,999,985</b>	<b>\$9,008,642</b>	<b>\$(991,343)</b>	<b>(9.9)</b>
<b>PROGRAM REVENUE</b>	<b>(1,070,774)</b>	<b>(1,235,486)</b>	<b>(1,692,146)</b>	<b>(1,332,536)</b>	<b>(1,244,702)</b>	<b>87,834</b>	<b>(6.6)</b>
<b>NET GENERAL FUND COST</b>	<b>\$7,356,837</b>	<b>\$8,664,400</b>	<b>\$8,005,459</b>	<b>\$8,667,449</b>	<b>\$7,763,940</b>	<b>\$(903,509)</b>	<b>(10.4)</b>
<b>STAFF YEARS</b>	<b>112.84</b>	<b>115.44</b>	<b>111.68</b>	<b>117.50</b>	<b>104.00</b>	<b>(13.50)</b>	<b>(11.5)</b>

# CHIEF ADMINISTRATIVE OFFICE



\* Administrative Oversight, Policy Direction and Budget Implementation for County Departments

39-2



PROGRAM: Central County Administration

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 80103  
MANAGER: David E. Janssen

ORGANIZATION #: 0200  
REFERENCE: 1992-93 Proposed Budget - Pg. 18-7

**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. On May 5, 1992 (1), the Board approved the response to the Grand Jury Report #2, "Families In Crisis" and directed the Chief Administrative Officer to implement actions indicated in the response. As a result, the Juvenile Justice Commission Office was established.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$5,004,586	\$5,680,402	\$5,770,345	\$5,718,644	\$4,887,722	(14.5)
Services & Supplies	886,223	1,082,450	857,521	1,058,273	995,968	(5.9)
Other Charges	0	713	0	3,000	3,000	0.0
Fixed Assets	112,413	30,543	18,422	25,195	3,095	(87.7)
<b>TOTAL DIRECT COST</b>	<b>\$6,003,222</b>	<b>\$6,794,108</b>	<b>\$6,646,288</b>	<b>\$6,805,112</b>	<b>\$5,889,785</b>	<b>(13.5)</b>
<b>PROGRAM REVENUE</b>	<b>(315,504)</b>	<b>(526,970)</b>	<b>(600,071)</b>	<b>(533,626)</b>	<b>(472,664)</b>	<b>(11.4)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$5,687,718</b>	<b>\$6,267,138</b>	<b>\$6,046,217</b>	<b>\$6,271,486</b>	<b>\$5,417,121</b>	<b>(13.6)</b>
<b>STAFF YEARS</b>	<b>89.31</b>	<b>91.98</b>	<b>88.64</b>	<b>89.50</b>	<b>77.50</b>	<b>(13.4)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 Actual costs vary from budget as follows:

- o Salaries and Benefits exceeded budget because salary savings were not realized.
- o Services and Supplies were under budget due to cost containment to reach the Chief Administrative Officer's reduction goal.
- o Fixed Assets were not purchased in order to realize savings.

**1992-93 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. Prepare a document to facilitate: a) increased policy dialogue between the Board of Supervisors and Departments; and b) increased focus on expenditures of program revenues, as well as general purpose revenues.
5. Secure enactment of the 1993 Board of Supervisors' legislative program.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Executive Office [32.08 SY; E = \$2,400,964; R = \$(176,665)] 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 net 5.17 SY (Assistant Chief Administrative Officer, CAO/ACAO Secretary, Deputy CAO, Special Assistant Community Affairs, Administrative Secretary IV and Temporary Extra Help).
  - o Offset 7% by revenue.
  - o Providing staff support to the Human Relations Commission, Commission on Children and Youth, Juvenile Justice Commission, Peak Hour Traffic Management and San Dieguito River Valley Regional Open Space Park Joint Powers Authority.
  - o Changing due to mid-year reduction in services and supplies, and staff.
2. Budget Office [15.50 SY; E = \$1,181,070; R = \$63,799] 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 3.75 SY (Financial Management Analyst II and III).
  - o Offset 5% 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 = \$1,038,979; 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 Remaining at FY 1991-92 staffing level.
  - o Able to prepare the County legislative program and positions on legislation.
  - o Changing due to increased employee benefit and contractual costs.
4. Office of Public Affairs [5.00 SY; E = \$328,855; 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 31% by revenue.
  - o Remaining at FY 1991-92 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 employee benefit costs and decrease in services and supplies.
5. Community Involvement Office [3.92 SY; E = \$236,106; 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 million volunteer hours at an estimated County cost avoidance of \$27,000,000.
  - o Providing safe environment for 5,664 children whose parents have business before the Court.
  - o Decreasing net 3.08 SY (Analyst II, Intermediate Clerk Typist, Administrative Assistant I and Administrative Secretary III).
  - o Changing in salaries and benefits due to staff reductions.
6. Veterans Affairs [7.00 SY; E = \$308,241; R = \$130,000] including providing direct services to the veteran population in San Diego County, is:
- o Discretionary Activity/Discretionary Service Level.
  - o Increasing 1.00 SY (Intermediate Clerk Typist).
  - o Serving a veteran population of approximately 270,000 persons.
  - o Offset 42% by revenue.
  - o Able to earn revenue based on staffing level and performance as ascertained in an annual audit by the State of California Department of Veterans Affairs.
  - o Changing due to increased cost of employee benefits and intra-departmental transfer of an Intermediate Clerk Typist position to this activity.
7. Administrative Services [8.00 SY; E = \$395,570; R = \$0] including support personnel is:
- o Discretionary Activity/Discretionary Service Level.
  - o Decreasing 1.00 SY (Word Processor Operator).
  - o Providing management, payroll, personnel, fiscal and purchasing support for 261 employees of the chief Administrative Officer, Equal Management Opportunity Office, Department of Human Resources and the San Dieguito JPA.
  - o Coordinating and developing the Chief Administrative Officer's department budget.
  - o Providing centralized data processing to all CAO activities and some departments.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Road Fund	\$72,965	\$72,965	\$64,752	\$(8,213)
Air Pollution Control District	12,852	12,852	12,966	114
Airport Enterprise Fund	2,613	2,613	2,423	(190)
Liquid Waste	9,243	9,243	8,209	(1,034)
Solid Waste	11,251	11,251	11,789	538
Library Fund	23,109	23,109	19,212	(3,897)
<b>Sub-Total</b>	<b>\$132,033</b>	<b>\$132,033</b>	<b>\$119,351</b>	<b>\$(12,682)</b>
<b>OTHER REVENUE:</b>				
AB 2890 Recovered Costs	\$1,704	\$3,000	\$2,220	\$(780)
Recovered Expenditures	3,766	0	0	0
Other Sales - Taxable	59	0	0	0
Other Miscellaneous	1,062	0	0	0
Jury or Witness Fees	41	0	0	0
<b>Sub-Total</b>	<b>\$6,632</b>	<b>\$3,000</b>	<b>\$2,220</b>	<b>\$(780)</b>
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer from CATV	\$102,200	\$102,200	\$102,200	\$0
<b>Sub-Total</b>	<b>\$102,200</b>	<b>\$102,200</b>	<b>\$102,200</b>	<b>\$0</b>
<b>INTERGOVERNMENTAL REVENUE:</b>				
State Aid for Veterans Affairs	\$136,708	\$100,000	\$130,000	\$30,000
State Grants - Other	75,185	115,152	36,000	(79,152)
Aid from Joint Powers Authority	80,021	81,241	82,893	1,652
Other - Federal Grants	18,133	0	0	0
Federal Aid - Housing and Comm. Dev.	46,875	0	0	0
Aid From Other Government Agencies	2,284	0	0	0
<b>Sub-Total</b>	<b>\$359,206</b>	<b>\$296,393</b>	<b>\$248,893</b>	<b>\$(47,500)</b>
<b>Total</b>	<b>\$600,071</b>	<b>\$533,626</b>	<b>\$472,664</b>	<b>\$(60,962)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
<b>Sub-Total</b>	<b>\$6,046,217</b>	<b>\$6,271,486</b>	<b>\$5,417,121</b>	<b>\$(854,365)</b>
<b>Total</b>	<b>\$6,046,217</b>	<b>\$6,271,486</b>	<b>\$5,417,121</b>	<b>\$(854,365)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in Program Revenues in 1992-93 are due to:

- o Interfund charges for professional and financial management services decreased due to staff reductions.
- o State Aid for Veterans Affairs increased \$30,000 mainly due to Medi-Cal Cost Avoidance efforts.
- o Other State Grants decreased because the contract for AB 1649 funds, Petroleum Violation Escrow Account (PVEA), expires in December 1992.

**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Hard Drive	1	ea.	\$400
Laser Jet Printer	1	ea.	\$2,695
<b>Total</b>			<b>\$3,095</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b><u>Executive and Administrative Services</u></b>							
0341	Special Asst. Comm. Affairs	1	1.00	1	0.08	\$73,376	\$6,162
0347	CAO Project Manager	3	2.50	3	2.50	215,543	187,930
0348	CAO Staff Officer	12	12.00	12	12.00	682,749	682,749
2104	Deputy Chief Admin. Officer	4	4.00	4	3.50	440,079	384,550
2109	Chief Admin. Officer	1	1.00	1	1.00	135,966	135,447
2206	Assist. Chief Admin. Officer	1	1.00	0	0.00	117,876	0
2302	Admin. Assistant III	1	1.00	1	1.00	46,351	46,162
2303	Admin. Assistant II	1	1.00	1	1.00	35,226	37,989
2403	Accounting Technician	1	1.00	1	1.00	18,907	23,259
2411	Analyst I	0	0.00	1	1.00	0	29,745
2412	Analyst II	0	0.00	1	1.00	0	34,434
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	25,056
2700	Intermediate Clerk Typist	1	0.75	0	0.00	13,449	0
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2745	Supervising Clerk	1	1.00	1	1.00	27,887	27,769
2755	CAO/ACAO Secretary	2	2.00	0	0.00	70,828	0
2759	Admin. Secretary IV	4	4.00	4	3.50	128,545	104,602
3008	Sr. Word Processor Operator	2	2.00	2	2.00	48,890	47,859
3009	Word Processor Operator	3	3.00	2	2.00	60,066	44,409
9999	Extra Help	1	1.00	1	0.08	60,000	11,556
Sub-Total		41	40.25	38	34.66	\$2,224,927	\$1,853,627
<b><u>Office of Intergovernmental Affairs</u></b>							
2276	Dir, Intergovt'l/Pub Affairs	1	1.00	1	1.00	81,323	81,013
2309	Principal Legislative Coord.	1	1.00	1	1.00	54,957	54,747
2367	Principal Admin. Analyst	1	1.00	1	1.00	47,613	52,157
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
2730	Senior Clerk	1	1.00	1	1.00	18,935	21,645
2758	Admin. Secretary III	1	1.00	1	1.00	28,838	30,176
Sub-Total		6	6.00	6	6.00	\$278,017	\$285,900
<b><u>Commission on Children and Youth</u></b>							
0350	Coord, Com. on Children & Youth	1	1.00	1	1.00	48,419	48,234
2300	Child Care Coordinator	1	1.00	1	1.00	43,792	44,829
2758	Admin. Secretary III	1	1.00	1	1.00	25,572	25,475
Sub-Total		3	3.00	3	3.00	\$117,783	\$118,538
<b><u>Human Relations Commission</u></b>							
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
2757	Admin. Secretary II	1	1.00	1	1.00	25,572	25,475
Sub-Total		2	2.00	2	2.00	\$71,923	\$71,637
<b><u>Office of Public Affairs</u></b>							
0349	Public Affairs Officer	1	1.00	1	1.00	68,179	67,923
2350	Asst. Public Affairs Officer	1	1.00	1	1.00	42,015	41,843
2357	Photographic Audio Visual Spec.	1	1.00	1	1.00	37,437	39,164
2756	Admin. Secretary I	1	1.00	1	1.00	22,148	22,051
3816	Graphic Designer	1	1.00	1	1.00	39,943	39,799
Sub-Total		5	5.00	5	5.00	\$209,722	\$210,780

STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<b><u>Budget Office</u></b>							
0359	Div. Chief, Financial Mgmt.	2	2.00	2	2.00	130,484	130,002
2161	Dir., Financial Management	1	1.00	1	1.00	86,907	86,569
2392	Financial Mgmt. Analyst II	9	9.00	8	6.50	444,472	371,398
2393	Financial Mgmt. Analyst III	5	5.00	4	4.00	285,806	230,092
2746	Confidential Office Assistant	1	1.00	1	1.00	17,963	20,480
2759	Administrative Secretary IV	1	1.00	1	1.00	33,251	33,135
9999	Extra Help	1	0.25	0	.00	5,500	0
Sub-Total		20	19.25	17	15.50	\$1,004,383	\$871,676
<b><u>Veterans Affairs</u></b>							
0351	Veteran Service Officer	1	1.00	1	1.00	55,207	54,999
2342	Senior Veteran Services Rep.	1	1.00	1	1.00	35,419	37,068
2353	Veterans Services Rep.	3	3.00	3	3.00	92,974	97,804
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,754	20,670
2757	Administrative Secretary II	0	0.00	1	1.00	0	15,706
Sub-Total		6	6.00	7	7.00	\$204,354	\$226,247
<b><u>Community Involvement Office</u></b>							
0358	Dir., Community Involvement	1	1.00	1	1.00	58,241	58,025
2304	Admin. Assistant I	1	1.00	1	0.08	34,450	5,811
2412	Analyst II	1	1.00	1	0.09	35,414	5,811
2413	Analyst III	1	1.00	1	1.00	43,156	42,993
2700	Intermediate Clerk Typist	1	1.00	0	0.00	18,271	0
2758	Admin. Secretary III	1	1.00	1	0.75	30,900	23,110
6344	Coord., Volunteer Services	1	1.00	1	1.00	30,429	31,509
Sub-Total		7	7.00	6	3.92	\$250,861	\$167,259
<b><u>Traffic Management</u></b>							
0347	CAO Project Manager	1	1.00	1	0.42	57,284	24,050
Sub-Total		1	1.00	1	0.42	\$57,284	\$24,050
<b>Total</b>		<b>91</b>	<b>89.50</b>	<b>85</b>	<b>77.50</b>	<b>\$4,419,254</b>	<b>\$3,829,714</b>
<b>Salary Adjustments:</b>						<b>\$34,065</b>	<b>\$(91,817)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>1,373,028</b>	<b>1,256,717</b>
<b>Salary Savings:</b>						<b>(109,521)</b>	<b>(106,892)</b>
<b>Total Adjustments</b>						<b>\$1,297,572</b>	<b>\$1,058,008</b>
<b>Program Totals</b>		<b>91</b>	<b>89.50</b>	<b>85</b>	<b>77.50</b>	<b>\$5,716,826</b>	<b>\$4,887,722</b>

PROGRAM: Office of Special Projects

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 87131  
MANAGER: Rich Robinson

ORGANIZATION #: 0200  
REFERENCE: 1992-93 Proposed Budget - Pg. 18-12

**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. 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. Court development projects were established on December 12, 1989 (77), when the Board determined that Vista would be the site for the North County Court expansion, and on February 11, 1992 (19), when the Board approved the issuance of a Request for Proposals for a Downtown Court/Office Building.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$693,321	\$778,169	\$743,315	\$744,111	\$685,668	(7.9)
Services & Supplies	473,641	357,137	470,311	278,997	284,097	1.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,166,962</b>	<b>\$1,135,306</b>	<b>\$1,213,626</b>	<b>\$1,023,108</b>	<b>\$969,765</b>	<b>(5.2)</b>
<b>PROGRAM REVENUE</b>	<b>(260,877)</b>	<b>(160,508)</b>	<b>(445,411)</b>	<b>(180,848)</b>	<b>(189,330)</b>	<b>4.7</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$906,085</b>	<b>\$974,798</b>	<b>\$768,215</b>	<b>\$842,260</b>	<b>\$780,435</b>	<b>(7.3)</b>
<b>STAFF YEARS</b>	<b>11.53</b>	<b>12.01</b>	<b>10.57</b>	<b>11.50</b>	<b>10.00</b>	<b>(13.0)</b>

**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. In addition, this Office carries out varied planning and development activities including management and support of Sale and Lease (SAL) projects, providing staff support to related committees, and performing 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.



**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals are lower than budgeted by \$74,045 due to appropriation of unanticipated revenue from SB 668 to fund work on the Downtown Court/Office Building Project, the Juvenile Dependency and Traffic/Small Claims Court Master Plan, and other court projects.

**1992-93 OBJECTIVES**

1. Provide continued staff support to solve the jail overcrowding problem by planning for major capital facilities and their operations.
2. Provide cost-effective court space expansion within available funding resources.
3. Manage the County's debt financing function through SANCAL and the Regional Building Authority.
4. Continue work on the Space Planning and Management Work program including a Facilities Master Plan, a space data base, and design standards for County facilities.
5. Conduct analyses related to the lease or purchase of County property and/or facilities.
6. Complete the acquisition process for a new Kearny Mesa Facility for Public Works and to allow consolidation of leases in that area.
7. Develop plans to maximize use/revenue potential of County properties. Provide liaison with City, Centre City Development Corporation, Port District and the Harbor View Community to ensure County's involvement in the Centre City planning process.
8. Initiate action on an acceptable land development and revenue generation plan for the Edgemoor property, and negotiate an acceptable specific plan amendment to the Santee Town Center Plan.
9. Conduct special analyses related to cities' redevelopment projects.
10. Provide staff support to the County Redevelopment Agency as needed to meet administrative requirements of State Redevelopment Law.
11. In cooperation with Airports Division, Department of Public Works, use redevelopment financing for major infrastructure improvements necessary to implement the Gillespie Field Master Plan.
12. Continue to provide support to the County's four largest unincorporated communities in the implementation of their revitalization plans and programs.
13. Provide staff support to the Criminal Justice Council and the San Diego County Regional Justice Facility Financing Agency.
14. Provide staff support to the Chief Administrative Office regarding selected criminal justice issues.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Office of Special Projects [10.00 SY; E = \$969,765; R = \$189,330] including support personnel is:
  - o Discretionary Activity/Discretionary Service Level.
  - o Responsible for managing the acquisition and development of detention and court facilities, County facility space planning, and various redevelopment and revitalization activities. These include jail and court space planning, the Space Management Work Program, Sale and Lease, Cedar Street/CAC Expansion, Edgemoor property development, the Gillespie Field Redevelopment Project, Unincorporated Area Revitalization, as well as administration of various criminal justice issues. The Office of Special Projects also manages the County's debt financing function (SANCAL).
  - o Changes to the 1992-93 Special Projects Program, as a result of budget constraints, include a reduction of 5.2% in total expenditures, elimination of 1.5 staff years, and the addition of new activities involving contract management and criminal justice issues.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Fines, Forfeitures & Penalties	\$201,923	\$0	\$0	\$0
Sub-Total	\$201,923	\$0	\$0	\$0
<b>INTERGOVERNMENTAL REVENUE:</b>				
Redevelopment Agency	\$13,818	\$20,000	\$10,000	\$(10,000)
State Grants - Other	17,064	0	0	0
Sub-Total	\$30,882	\$20,000	\$10,000	\$(10,000)
<b>CHARGES FOR CURRENT SERVICES:</b>				
Recovered Expenditures	\$625	\$0	\$120,000	\$120,000
Interfund Charges - Charges in Capital Outlay Fund	6,498	0	10,000	10,000
Sub-Total	\$7,123	\$0	\$130,000	\$130,000
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfers from the Edgemoor Fund	\$160,848	\$160,848	\$49,330	\$(111,518)
Operating Transfers from Capital Outlay Fund	44,635	0	0	0
Sub-Total	\$205,483	\$160,848	\$49,330	\$(111,518)
<b>Total</b>	<b>\$445,411</b>	<b>\$180,848</b>	<b>\$189,330</b>	<b>\$8,482</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$768,215	\$842,260	\$780,435	\$(61,825)
<b>Total</b>	<b>\$768,215</b>	<b>\$842,260</b>	<b>\$780,435</b>	<b>\$(61,825)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The increase is due to an expected funding advance from developers of the Downtown Court/Office Building Project.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$58,352	\$58,131
0348	CAO Staff Officer	6	6.00	5	5.00	308,436	258,490
2136	Dir., Office of Special Proj.	1	1.00	1	1.00	88,803	88,467
2412	Analyst II	1	1.00	1	1.00	30,694	32,506
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
9999	Temporary Extra Help	1	0.50	0	0.00	5,284	0
<b>Total</b>		<b>12</b>	<b>11.50</b>	<b>10</b>	<b>10.00</b>	<b>\$568,820</b>	<b>\$514,530</b>
<b>Salary Adjustments:</b>						(900)	0
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						194,045	186,379
<b>Salary Savings:</b>						(17,854)	(15,241)
<b>Total Adjustments</b>						<b>\$175,291</b>	<b>\$171,138</b>
<b>Program Totals</b>		<b>12</b>	<b>11.50</b>	<b>10</b>	<b>10.00</b>	<b>\$744,111</b>	<b>\$685,668</b>

PROGRAM: Office of Disaster Preparedness

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 31519  
MANAGER: Daniel J. Eberle

ORGANIZATION #: 0200  
REFERENCE: 1992-93 Proposed Budget - Pg. 18-9

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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$467,113	\$503,785	\$547,938	\$592,967	\$590,128	(0.5)
Services & Supplies	50,645	57,872	37,448	62,355	55,250	(11.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	2,472	24,545	4,921	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$520,230</b>	<b>\$586,202</b>	<b>\$590,307</b>	<b>\$655,322</b>	<b>\$645,378</b>	<b>(1.5)</b>
<b>PROGRAM REVENUE</b>	<b>(444,393)</b>	<b>(348,008)</b>	<b>(406,624)</b>	<b>(418,062)</b>	<b>(382,708)</b>	<b>(8.5)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$75,837</b>	<b>\$238,194</b>	<b>\$183,683</b>	<b>\$237,260</b>	<b>\$262,670</b>	<b>10.7</b>
<b>STAFF YEARS</b>	<b>12.00</b>	<b>11.53</b>	<b>11.40</b>	<b>12.00</b>	<b>12.00</b>	<b>0.0</b>

**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 seventeen (17) 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals are lower than budgeted by \$65,015 due to cost containment to reach the CAO's reduction goal.

**1992-93 OBJECTIVES**

1. Conduct a Train-the-Trainer course in earthquake preparedness for local Department of Defense/COMNAVBASE personnel.
2. Complete a draft Earthquake Advisory Response Plan for review by the Unified Disaster Council.
3. Develop a Unified San Diego County Emergency Services Organization Operational Area Emergency Response Plan.
4. Develop and adopt a San Diego County Regional Oil Spill Response Plan.
5. Conduct a County-wide Full Scale Emergency Exercise in April 1993.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

Actual Net Costs to the County are expected to increase by approximately 10.7% from the adopted 1991-92 budget due to the withdrawal of the City of San Diego from the Unified Disaster Council. The increase has been minimized by an increase in revenue from the San Onofre Nuclear Generating Station (SONGS) and an Oil Spill Grant from the State of California.

1. SONGS [1.00 SY; E = \$62,187; R = \$62,187] including planning for the San Onofre Nuclear Generating Station. This activity is:
  - o Mandated Activity/Mandated Service Level
  - o Offset 100% by revenue
  - o Remaining at 1991-92 staffing level.
2. HIRT (Hazardous Materials Incident Response Team) [1.00 SY; E = \$65,000; R = \$65,000] 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 1991-92 staffing level.
3. PLANNING [4.50 SY; E = \$231,496; R = \$127,760] 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 55% by revenue
  - o Remaining at FY 1991-92 staffing level.
  - o Reducing expenditures due to budget constraints.
4. OPERATIONS [4.50 SY; E = \$231,496; R = \$127,761] 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 55% by revenue

- o Remaining at FY 1991-92 staffing level.
  - o Reducing expenditures due to budget constraints.
5. FIRE SERVICES [1.00 SY; E = \$55,199; R = \$0] including coordinating fire services in the County and resolving fire protection issues. This activity is:
- o Discretionary Activity/Discretionary Service Level
  - o Remaining at FY 1991-92 staffing level.
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Civil Defense Cities (44% match required)	\$144,959	\$144,679	\$93,598	\$(51,081)
Sub-Total	\$144,959	\$144,679	\$93,598	\$(51,081)
<b>AID FROM OTHER GOV'T. AGENCIES:</b>				
Civil Defense Administration (44% match required)	\$189,799	\$192,388	\$164,110	\$(28,278)
Joint Powers Authority	70,877	70,995	65,000	(5,995)
Sub-Total	\$260,676	\$263,383	\$229,110	\$(34,273)
<b>OTHER REVENUE:</b>				
Recovered Expenditures	\$989	\$10,000	\$10,000	\$0
State Grants - Other	0	0	50,000	50,000
Sub-Total	\$989	\$10,000	\$60,000	\$50,000
<b>Total</b>	<b>\$406,624</b>	<b>\$418,062</b>	<b>\$382,708</b>	<b>\$(35,354)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$183,683	\$237,260	\$262,670	\$25,410
<b>Total</b>	<b>\$183,683</b>	<b>\$237,260</b>	<b>\$ 262,670</b>	<b>\$25,410</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Decreased revenue is caused by a vacant Disaster Preparedness Officer position.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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**ACTIVITY A:**  
Operations

**% OF RESOURCES:** 36.0%

**WORKLOAD**

Countywide Disaster Exercises	2	2	2	2	2
City Exercises	5	6	20	18	18
Emergency Training Sessions	65	100	88	85	75
Emergency/Incidents Response	68	75	50	75	45
Public Contact					
Videos Loaned	N/A	200	167	215	160
Phone Contacts	N/A	3,400	3,176	3,500	3,200
Brochures Mailed	N/A	500	3,006	1,500	2,500
Media Calls Received	N/A	45	154	65	100
Emergency Plans - new and revised*	N/A	100%	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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0380	Asst. Dir., Ofc/Disaster Prep.	1	1.00	1	1.00	\$49,117	\$48,941
2284	Dir, Ofc/Disaster Preparedness	1	1.00	1	1.00	70,852	70,573
2403	Accounting Technician	1	1.00	1	1.00	26,760	23,949
2412	Analyst II	1	1.00	1	1.00	40,263	41,843
2700	Inter. Clerk Typist	1	1.00	1	1.00	20,754	20,670
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2757	Admin. Secretary II	1	1.00	1	1.00	25,572	25,475
5865	Disaster Prep. Officer II	4	4.00	4	4.00	145,398	146,226
8801	Fire Services Coordinator	1	1.00	1	1.00	56,143	41,657
<b>Total</b>		<b>12</b>	<b>12.00</b>	<b>12</b>	<b>12.00</b>	<b>\$458,891</b>	<b>\$443,283</b>
<b>Salary Adjustments:</b>						<b>39</b>	<b>0</b>
<b>Other Extraordinary Pay:</b>						<b>13,500</b>	<b>13,500</b>
<b>Employee Benefits:</b>						<b>134,361</b>	<b>143,899</b>
<b>Salary Savings:</b>						<b>(13,824)</b>	<b>(10,554)</b>
<b>Total Adjustments</b>						<b>\$134,076</b>	<b>\$146,845</b>
<b>Program Totals</b>		<b>12</b>	<b>12.00</b>	<b>12</b>	<b>12.00</b>	<b>\$592,967</b>	<b>\$590,128</b>

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001  
MANAGER: David E. Janssen

ORGANIZATION #: 0200  
REFERENCE: 1992-93 Proposed Budget - Pg. 18-10

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	369,431	625,295	647,622	666,654	670,913	0.6
Other Charges	2,271	8,110	870	10,000	10,000	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$371,702</b>	<b>\$633,405</b>	<b>\$648,492</b>	<b>\$676,654</b>	<b>\$680,913</b>	<b>0.6</b>
<b>PROGRAM REVENUE</b>	<b>(50,000)</b>	<b>(200,000)</b>	<b>(240,000)</b>	<b>(200,000)</b>	<b>(200,000)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$321,702</b>	<b>\$433,405</b>	<b>\$408,492</b>	<b>\$476,654</b>	<b>\$480,913</b>	<b>0.9</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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) funding memberships in various organizations which will benefit the County and the citizens of San Diego County. This program requires no staff.

1991-92 BUDGET TO ACTUAL COMPARISON

The 1991-92 actuals are under budget due to:

- o Few requests for search and rescue reimbursements from other California counties.
- o Cost containment to reach the Chief Administrative Officer's reduction goal.

1992-93 OBJECTIVES

N/A

1992-93 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 1992-93 budget are due to the Board's mandate to reduce expenditures and increases in membership dues for CSAC and NACO.

Costs for this program are summarized as follows:

	1991-92 <u>Actual</u>	1991-92 <u>Budget</u>	1992-93 <u>Budget</u>	Change From 1991-92 <u>Budget</u>
<u>Services and Supplies</u>				
Independent Audit	\$ 396	\$ 95,000	\$ 95,000	\$ 0
Bond Consultant/Financial Services	0	11,000	0	(11,000)
California Urban Counties Caucus	16,667	40,000	40,000	0
California State Association of Counties (CSAC)	122,022	122,022	134,200	12,178
National Association of Counties (NACO)	25,662	25,662	31,740	6,078
San Diego Association of Governments (SANDAG)	85,999	88,500	92,789	4,289
Southern California Water Committee	10,000	10,000	10,000	0
Southern California Regional Association of Counties (SCRACS)	1,100	1,100	1,100	0
California, Arizona, Nevada Innovation Group (CCAN)	0	5,000	0	(5,000)
Watershed Fire Council of Southern California	600	650	600	(50)
Automated Regional Justice Information System	240,000	200,000	200,000	0
San Dieguito Joint Powers Authority	67,608	67,720	65,484	(2,236)
National Forum for Black Public Administrators	2,000	0	0	0
California Counties Foundation	10,800	0	0	0
CSAC Board of Equalization Lawsuit Assessment	6,768	0	0	0
Prior Year Expenses	58,000	0	0	0
Sub-Total	\$647,622	\$666,654	\$670,913	\$ 4,259
<u>Other Charges</u>				
Search and Rescue	\$ 870	\$ 10,000	\$ 10,000	\$ 0
Sub-Total	\$ 870	\$ 10,000	\$ 10,000	\$ 0
Total	\$648,492	\$676,654	\$680,913	\$ 4,259

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
FINES, FORFEITURES & PENALTIES: AB189 Criminal Justice Facilities	\$240,000	\$200,000	\$200,000	\$0
Sub-Total	\$240,000	\$200,000	\$200,000	\$0
Total	\$240,000	\$200,000	\$200,000	\$0

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$408,492	\$476,654	\$480,913	\$4,259
Sub-Total	\$408,492	\$476,654	\$480,913	\$4,259
Total	\$408,492	\$476,654	\$480,913	\$4,259

## 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  
MANAGER: David E. Janssen

ORGANIZATION #: 0200  
REFERENCE: 1992-93 Proposed Budget - Pg. 18-11

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$143	0	50,418	47,012	(6.8)
Services & Supplies	365,495	750,722	453,220	453,600	463,600	2.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$365,495</b>	<b>\$750,865</b>	<b>\$453,220</b>	<b>\$504,018</b>	<b>\$510,612</b>	<b>1.3</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$365,495</b>	<b>\$750,865</b>	<b>\$453,220</b>	<b>\$504,018</b>	<b>\$510,612</b>	<b>1.3</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.50</b>	<b>0.50</b>	<b>0.0</b>

**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. 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. RUIS is being developed in phases with core system scheduled for completion during 1992-93. Future design, development and implementation of department specific applications will be the responsibility of the participating 38 County/City departments under the overall coordination of the RUIS project.

1991-92 BUDGET TO ACTUAL COMPARISON

The actual expenditure in FY 1991-92 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.

1992-93 OBJECTIVES

1. Complete the Base Map Core System which will provide the functions required for maintenance of the geographical portion of the base map.
2. Develop the "on-line" component of the Core System which will provide the functions to maintain the tabular attribute portion of the base map.
3. Migrate base map maintenance to workstations running ARC/INFO software.
4. Provide maintenance and support for existing RUIS applications, including the Building Permit and Inspection System (BPIS), the Base Map and Survey Information System (BASIS), the Road Information Module (RIM), the Land Maintenance System (LAND), the Crime Reporting and Interactive Mapping Environment (CRIME), the Census Mapping System, and the Fire Demand Zone System.
5. Begin placement of addresses and Assessor Parcel numbers on the unincorporated area portion of the RUIS base map.
6. Convert the automated Regional Justice Information System (RUIS) geofile to a file based on the RUIS base map.

1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows: The thrust of the RUIS Project is toward automated mapping and mapping functions. Mapping functions and processes are a multi-million dollar activity in the County of San Diego.

1. Regional Urban Information Systems [0.50 SY; E = \$510,612; 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>	
Planning and Land Use (DPLU)	1. Staff Support	2.00	\$ 120,184	Fees
	2. Maintenance		74,900	Fees
	3. Operations		<u>459,607</u>	Fees
	Subtotal	2.00	\$ 654,691	Fees
Public Works	1. Staff Support	4.00	\$ 210,376	
	2. Maintenance		94,170	
	3. Operations		<u>241,438</u>	
	Subtotal	4.00	\$ 545,984	(1)

Assessor	1. Staff Support	3.00	\$ 112,500	
	2. Maintenance		8,840	
	3. Operations		<u>38,946</u>	
	Subtotal	3.00	\$ 160,286	(2)
Sheriff	1. Staff Support	0.40	\$ 30,000	
	2. Maintenance		43,880	
	3. Operations		<u>53,048</u>	
	Subtotal	0.40	\$ 126,928	(2)
Registrar	1. Staff Support	1.00	<u>\$ 5,000</u>	
	Subtotal	1.00	\$ 5,000	(2)
Marshal	1. Staff Support	0.20	<u>\$ 10,000</u>	
	Subtotal	0.20	\$ 10,000	(2)
Information Services	1. Staff Support	0.40	<u>\$ 30,633</u>	
	Subtotal	0.40	\$ 30,633	(2)
TOTAL DEPARTMENTAL COSTS		10.10	\$1,533,522	
DEVELOPMENT COST (CAO BUDGET)		<u>.50</u>	<u>\$ 510,612</u>	
TOTAL RUIS BUDGET		10.60	\$2,044,134	

(1) Funding for the Department of Public Works effort will be from internal overhead in the Land Development Division.

(2) Activities funded with the general fund.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
None				
<b>Total</b>	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$453,220	\$504,018	\$510,612	\$6,594
Sub-Total	\$453,220	\$504,018	\$510,612	\$6,594
<b>Total</b>	\$453,220	\$504,018	\$510,612	\$6,594

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.



STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0347	CAD Project Manager	1	0.50	1	0.50	\$34,372	\$36,992
<b>Total</b>		<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>\$34,372</b>	<b>\$36,992</b>
<b>Salary Adjustments:</b>						0	0
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						16,046	10,020
<b>Salary Savings:</b>						(0)	(0)
<b>Total Adjustments</b>						<b>\$16,046</b>	<b>\$10,020</b>
<b>Program Totals</b>		<b>1</b>	<b>0.50</b>	<b>1</b>	<b>0.50</b>	<b>\$50,418</b>	<b>\$47,012</b>

PROGRAM: Citizens Law Enforcement Review Board

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 13004  
MANAGER: James Hatcher

ORGANIZATION #: 0200  
REFERENCE: 1992-93 Proposed Budget - Pg. 18-8

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$60,877	\$174,440	\$227,384	30.4
Services & Supplies	0	0	71,967	107,497	84,805	(21.1)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	12,828	53,834	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,672</b>	<b>\$335,771</b>	<b>\$312,189</b>	<b>(7.0)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(40)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$145,632</b>	<b>\$335,771</b>	<b>\$312,189</b>	<b>(7.0)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>1.07</b>	<b>4.00</b>	<b>4.00</b>	<b>0.0</b>

**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 by the Board of Supervisors on May 21, 1991.

**1991-92 BUDGET TO ACTUAL COMPARISON**

1991-92 actuals are lower than budgeted due to the late hiring of staff (Executive Director was hired in January, 1992 and others in May, 1992), and the cost containment efforts to meet the Chief Administrative Officer's reduction goal.

**1992-93 OBJECTIVES**

1. Conduct orientation and training of Review Board per the requirements of the implementing ordinance.
2. Develop and receive Board of Supervisors approval of Rules and Regulations governing the conduct of business of the Review Board.
3. Implement the Rules and Procedures.
4. Complete Investigations and conduct Investigatory Hearings.

**1992-93 SUB PROGRAM ACTIVITIES**

1. Citizens Law Enforcement Review Board [4.00 SY; E = \$312,189; R = \$0] including support personnel is:
  - o Mandated Activity/Discretionary Service Level
  - o Changing due to an addition of an extra help; increased employee benefits; removal of one-time start-up costs from Services and Supplies, and no fixed assets are budgeted in FY 1992-93.
  - 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
None				
<b>Total</b>	\$0	\$0	\$0	\$0

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$145,632	\$335,771	\$312,189	\$(23,582)
Sub-Total	\$145,632	\$335,771	\$312,189	\$(23,582)
<b>Total</b>	\$145,632	\$335,771	\$312,189	\$(23,582)

## EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0375	Special Investigator	1	1.00	1	1.00	36,576	50,136
0447	Executive Officer	1	1.00	1	1.00	46,680	76,777
2700	Inter. Clerk Typist	1	1.00	1	1.00	17,490	17,968
2557	Administrative Secretary II	1	1.00	1	1.00	21,570	22,151
9999	Extra Help	2	0.00	2	0.00	0	15,000
<b>Total</b>		<b>6</b>	<b>4.00</b>	<b>6</b>	<b>4.00</b>	<b>\$122,316</b>	<b>\$182,032</b>
<b>Salary Adjustments:</b>						<b>\$20,025</b>	<b>\$0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>35,659</b>	<b>49,614</b>
<b>Salary Savings:</b>						<b>(3,560)</b>	<b>(4,262)</b>
<b>Total Adjustments</b>						<b>\$52,124</b>	<b>\$45,352</b>
<b>Program Totals</b>		<b>6</b>	<b>4.00</b>	<b>6</b>	<b>4.00</b>	<b>\$174,440</b>	<b>\$227,384</b>

CLERK OF THE BOARD OF SUPERVISORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
CLERK OF THE BOARD	\$1,467,504	\$1,462,904	\$1,459,880	\$1,626,397	\$1,517,330	\$(109,067)	(6.7)
TOTAL DIRECT COST	\$1,467,504	\$1,462,904	\$1,459,880	\$1,626,397	\$1,517,330	\$(109,067)	(6.7)
PROGRAM REVENUE	(106,831)	(165,925)	(121,799)	(125,071)	(125,982)	(911)	0.7
NET GENERAL FUND COST	\$1,360,673	\$1,296,979	\$1,338,081	\$1,501,326	\$1,391,348	\$(109,978)	(7.3)
STAFF YEARS	37.28	36.98	35.03	39.42	36.00	(3.42)	(8.7)

**CLERK OF THE BOARD OF SUPERVISORS 0130**

1992-93 Adopted Program Budget

ADMINISTRATION	
	Staff Years
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	
	Staff Years
Chief Deputy	1.0
<b>Agenda Section</b>	
Sr. Word Processing Operator	1.0
Word Processing Operator	3.0
Intermediate Clerk Typist	1.0
<b>Reporting Section</b>	
Board Operations Supervisor	1.0
Board Reporter	5.0
Intermediate Clerk Typist	2.0
<b>Communications Section</b>	
Board Operations Supervisor	1.0
Administrative Secretary II	1.0
Senior Clerk	1.0
Intermediate Clerk Typist	1.0
<b>Assessment Appeals Section</b>	
Board Operations Supervisor	1.0
Board Reporter	1.0
Senior Clerk	1.0
Intermediate Clerk Typist	1.0

FISCAL AND PUBLIC SERVICES DIVISION	
	Staff Years
Administrative Asst III	1.0
Accounting Technician	1.0
Payroll Clerk	1.0
<b>General Information/Reception</b>	
Senior Clerk	1.0
<b>Records Management Section</b>	
Board Operations Supervisor	1.0
Senior Clerk	1.0
Intermediate Clerk Typist	2.0
<b>Publications Section</b>	
Publications Supervisor	1.0
Publications Technician	1.0

PROGRAM: Reporting/Staff Services

DEPARTMENT: CLERK OF THE BOARD OF SUPERVISORS

PROGRAM #: 80102

ORGANIZATION #: 0130

MANAGER: Thomas J. Pastuszka

REFERENCE: 1992-93 Proposed Budget - Pg. 20-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,281,578	\$1,309,256	\$1,334,746	\$1,502,419	\$1,393,352	(7.3)
Services & Supplies	146,051	145,666	124,219	123,978	123,978	0.0
Fixed Assets	39,876	7,982	915	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,467,505</b>	<b>\$1,462,904</b>	<b>\$1,459,880</b>	<b>\$1,626,397</b>	<b>\$1,517,330</b>	<b>(6.7)</b>
<b>PROGRAM REVENUE</b>	<b>(106,831)</b>	<b>(165,925)</b>	<b>(121,799)</b>	<b>(125,071)</b>	<b>(125,982)</b>	<b>0.7</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,360,674</b>	<b>\$1,296,979</b>	<b>\$1,338,081</b>	<b>\$1,501,326</b>	<b>\$1,391,348</b>	<b>(7.3)</b>
<b>STAFF YEARS</b>	<b>37.28</b>	<b>36.98</b>	<b>35.03</b>	<b>39.42</b>	<b>36.00</b>	<b>(8.7)</b>

**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, Board of Supervisors Policy Manual and monitors the contract for publication and update of the County Code of Regulatory Ordinances and the Administrative Code.



**1991-92 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.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Agenda, minutes, statement of proceedings preparation [26.00 SY; E = \$1,092,478; R = \$90,707] 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 [10.00 SY; E = \$424,852; R = \$35,275] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Return Check Fee	10	0	0	0
Property Tax System Administration	16,460	17,000	17,000	0
Legal Serv-Other Govmt Agencies	289	1,800	1,800	0
Service to Property Owners	7,684	10,000	10,000	0
Charge in Air Pollution Control District	44,218	37,000	37,000	0
Other Services to Government	16,139	15,000	15,000	0
Other-Jury or Witness Fee				
Sub-Total	\$84,800	\$80,800	\$80,800	\$0
<b>RECOVERED EXPENDITURES</b>				
Recovered Expenditures AB 2890	16,903	29,771	26,016	(3,755)
Sub-Total	\$16,903	\$29,771	\$26,016	\$(3,755)
<b>OTHER REVENUE:</b>				
Rev App Pr Yr-Other Revenue	7,427	7,000	10,651	3,651
Other Sales Taxable	12,669	7,500	8,515	1,015
Sub-Total	\$20,096	\$14,500	\$19,166	\$4,666
<b>Total</b>	<b>\$121,799</b>	<b>\$125,071</b>	<b>\$125,982</b>	<b>\$911</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$1,338,081	\$1,501,326	\$1,391,348	\$(109,978)
<b>Total</b>	<b>\$1,338,081</b>	<b>\$1,501,326</b>	<b>\$1,391,348</b>	<b>\$(109,978)</b>

## 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. Total actual revenues collected by this department in FY91-92 have decreased.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Reporting/Staff Services					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Number of Agenda Items Prepared					
- Board of Supervisors	2,611	2,555	1,948	2,600	1,948
- Special Districts	219	322	320	350	320
- Assessment Appeals	1,985	1,174	2,443	2,650	11,095
- APCD Hearing Board	187	361	681	410	681
- Total Agenda Items	5,002	4,412	5,392	6,010	14,044
Number of AAB Applications Filed	1,985	1,974	2,892	3,450	11,200
Number of Proclamations Prepared	360	464	336	450	350
Number of Copies produced by Publications Section	7.4Mil	8.8Mil	5.5Mil.	7.5Mil	5.5Mil.
<u>EFFICIENCY</u>					
Number of Total Agenda Items Prepared per Total Department Staff Year	134	119	137	152	390
Number of AAB Applications Filed per Number of AAB Staff Years	397	394	723	766	2,800
Number of Agenda Items Indexed Filmed and Filed per Records Section Staff Year	754	1,026	1,348	1,397	2,340
<u>EFFECTIVENESS</u>					
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	96%	100%	100%	100%	100%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2110	Clerk of the B/S	1	1.00	1	1.00	\$70,804	\$63,980
2208	Asst. Clerk of the B/S	1	1.00	1	1.00	57,429	53,327
2927	Chief Dep. Clerk of B/S	1	1.00	1	1.00	51,102	45,350
2302	Administrative Assist. III	1	1.00	1	1.00	42,869	43,759
2913	Board Operations Supervisor	4	4.00	4	4.00	156,603	156,323
2902	Board Reporter	7	7.00	7	6.00	229,800	195,235
2759	Administrative Secretary IV	1	1.00	1	1.00	33,251	28,906
2716	Board Records Supervisor	1	1.00	1	0.00	27,242	0
2403	Accounting Technician	1	1.00	1	1.00	24,614	26,171
3008	Sr. Word Processor Operator	1	1.00	1	1.00	25,705	25,602
2730	Senior Clerk	4	4.00	4	4.00	90,189	93,557
2757	Administrative Secretary II	1	1.00	1	1.00	25,572	25,475
3009	Word Processor Operator	3	3.00	3	3.00	65,659	64,468
2494	Payroll Clerk	1	1.00	1	1.00	20,849	20,049
2700	Intermediate Clerk Typist	9	9.00	9	8.00	174,402	158,610
3067	Publications Supervisor	1	1.00	1	1.00	27,431	26,498
3048	Publications Technician	1	1.00	1	1.00	21,133	22,195
2710	Jr. Clerk Typist	1	.42	1	.00	6,143	0
9999	Extra Help	1	.00	1	.00	2,200	2,200
<b>Total</b>		<b>41</b>	<b>39.42</b>	<b>41</b>	<b>36.00</b>	<b>\$1,152,997</b>	<b>\$1,051,705</b>
<b>Salary Adjustments:</b>						<b>(10,807)</b>	<b>(4,034)</b>
<b>Pay - Boards, Commissions, Unclassified (AAB Hearing Boards)</b>						<b>18,200</b>	<b>18,200</b>
<b>Premium/Overtime Pay:</b>						<b>3,000</b>	<b>3,000</b>
<b>Employee Benefits:</b>						<b>371,631</b>	<b>355,106</b>
<b>Salary Savings:</b>						<b>(32,602)</b>	<b>(30,625)</b>
<b>Total Adjustments</b>						<b>\$349,422</b>	<b>\$341,647</b>
<b>Program Totals</b>		<b>41</b>	<b>39.42</b>	<b>41</b>	<b>36.00</b>	<b>\$1,502,419</b>	<b>\$1,393,352</b>

**COMMUNITY ENHANCEMENT PROGRAM**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>Community Enhancement</b>	\$1,425,933	\$1,837,142	\$1,736,921	\$1,721,740	\$1,689,640	\$(32,100)	(1.9)
<b>TOTAL DIRECT COST</b>	\$1,425,933	\$1,837,142	\$1,736,921	\$1,721,740	\$1,689,640	\$(32,100)	(1.9)
<b>PROGRAM REVENUE</b>	(0)	(0)	(0)	(0)	(0)	0	0.0
<b>NET GENERAL FUND COST</b>	\$1,425,933	\$1,837,142	\$1,736,921	\$1,721,740	\$1,689,640	\$(32,100)	(1.9)
<b>STAFF YEARS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.0



PROGRAM: Community Enhancement Program

DEPARTMENT: COMMUNITY ENHANCEMENT PROGRAM

PROGRAM #: 80203  
MANAGER: Manuel Lopez

ORGANIZATION #: 0250  
REFERENCE: 1992-93 Proposed Budget - Pg. 21-3

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	1,418,611	1,826,632	1,736,921	1,721,740	1,689,640	(1.9)
Operating Transfers	7,322	10,510	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,425,933</b>	<b>\$1,837,142</b>	<b>\$1,736,921</b>	<b>\$1,721,740</b>	<b>\$1,689,640</b>	<b>(1.9)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,425,933</b>	<b>\$1,837,142</b>	<b>\$1,736,921</b>	<b>\$1,721,740</b>	<b>\$1,689,640</b>	<b>(1.9)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures of \$1,736,921 for 1991-92 were more than budgeted (\$1,721,740), due to expenditures applicable to prior years.

**1992-93 OBJECTIVES**

To continue the support to various organizations for cultural and economic activities which contribute to tourism and economic development within San Diego County.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Community Enhancement [0.00 SY; E = \$1,689,640; R = \$0] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Decreased by \$32,100 from the 1991-92 budgeted amount.
  - o Grants to 113 organizations.



PROGRAM: Community Enhancement Program

<u>ORGANIZATION, PROJECTS OR EVENTS</u>	<u>1991-92 ADOPTED</u>	<u>1992-93 ADOPTED</u>
ACCOLADES '92	5,000	3,000
AFRICAN AMERICAN MUSEUM OF FINE ART	45,540	55,000
ALBA 80 SOCIETY	0	1,000
ALPHA PHI ALPHA - MLK CORONATION PAGEANT	5,000	5,000
ALPINE CHAMBER OF COMMERCE	10,000	10,000
AMERICA'S CUP ORGANIZING COMMITTEE	45,000	0
ANTIQUE GAS & STEAM ENGINE MUSEUM	21,000	21,000
BLACKFRIARS THEATRE	3,000	3,000
BONITA HISTORICAL MUSEUM	2,500	2,500
BORREGO SPRINGS COC	25,000	25,000
BORREGO SPRINGS COMMUNITY ASSOCIATION	17,000	17,000
BUENA VISTA AUDUBON SOCIETY	4,000	3,400
CABRILLO FESTIVAL	4,000	4,500
CALIFORNIA BALLET ASSOCIATION	5,000	5,000
CARLSBAD CONVIS	7,000	7,000
CENTRO CULTURAL DE LA RAZA	3,500	4,500
CHILDREN'S MUSEUM OF SAN DIEGO	23,000	23,000
CHINESE HISTORICAL SOCIETY	2,000	2,500
CITY OF CARLSBAD ARTS COMMISSION	0	500
CITY OF CHULA VISTA - TALLSHIP CALIFORNIAN COMBO	7,000	7,000
COMMUNITY ARTS ADVISORY COUNCIL	2,000	0
COMMUNITY INVOLVEMENT - COLUMBUS QUINCENTENARY	5,000	5,000
COUNCIL OF PILIPINO-AMERICAN ORGANIZATIONS	2,000	2,000
COUNCIL OF PILIPINO-AMERICAN ORGANIZATIONS	1,500	3,000
EAST COUNTY ECONOMIC DEVELOPMENT COUNCIL	15,000	15,000
EAST COUNTY PERFORMING ARTS CENTER	23,000	23,000
ENCINITAS COC	7,000	7,000
ENSEMBLE ARTS THEATRE	5,000	5,000
ESCONDIDO CONVIS	100,000	100,000
ESCONDIDO HISTORICAL SOCIETY	1,000	1,000
FALLBROOK ART ASSOCIATION	5,000	5,000
FALLBROOK COC	30,000	30,000
FALLBROOK HISTORICAL SOCIETY	0	1,000
FALLBROOK LAND CONSERVANCY	2,000	2,000
FALLBROOK MUSIC SOCIETY	5,000	5,000
FALLBROOK PLAYERS	1,000	1,000
FELICITA FOUNDATION FOR THE ARTS	7,500	7,500
FERN STREET CIRCUS AND PARADE	0	500
FORT GUIJARROS MUSEUM FOUNDATION	2,000	2,000
GASLAMP QUARTER THEATRE	2,500	2,500
GREATER SAN DIEGO CHAMBER OF COMERCE ECONOMIC RESEARCH BUREAU	30,000	30,000
HERITAGE OF THE AMERICAS MUSEUM	20,000	20,000
HISTORICAL SHRINE FOUNDATION - WHALEY HOUSE	4,000	4,000
I LOVE A CLEAN SAN DIEGO	6,000	6,000
IMPERIAL BEACH COC	7,000	7,000
INTERNATIONAL AEROSPACE HALL OF FAME	5,000	4,500
JULIAN CHAMBER OF COMMERCE	6,000	8,000
JULIAN HISTORIC DISTRICT ARCHITECTURAL	0	1,000
JULIAN HISTORICAL SOCIETY	0	1,000
JULIAN PIONEER MEMORIAL MUSEUM	4,000	4,000
KIDZARTZ	2,000	2,500
LA JOLLA CHAMBER MUSIC SOCIETY	5,000	5,000
LA JOLLA PLAYHOUSE	57,500	57,500
LAKESIDE CHAMBER OF COMMERCE	22,000	22,000
LINDA VISTA MULTI-CULTURAL FAIR	3,000	3,000
MAINLY MOZART	0	1,000
MALASHOCK DANCE AND COMPANY	1,000	1,500
MARITIME MUSEUM ASSOCIATION OF SAN DIEGO	0	3,000
MAYTIME BAND REVIEW	2,500	2,500
MINGEI INTERNATIONAL INC.	13,000	13,000
MOTHER GOOSE PARADE	12,000	12,000
MOUNTAIN EMPIRE HISTORICAL SOCIETY	3,500	2,500
MUSEUM OF PHOTOGRAPHIC ARTS	25,000	25,000
NORTH COUNTY TOURISM MARKETING	42,000	42,000
OCEAN BEACH MERCHANTS ASSOCIATION	5,000	5,000
OCEANSIDE ECONOMIC DEVELOPMENT COUNCIL	1,000	0
OCEANSIDE VISITOR INFORMATION CTR	12,200	12,200

PROGRAM: Community Enhancement Program

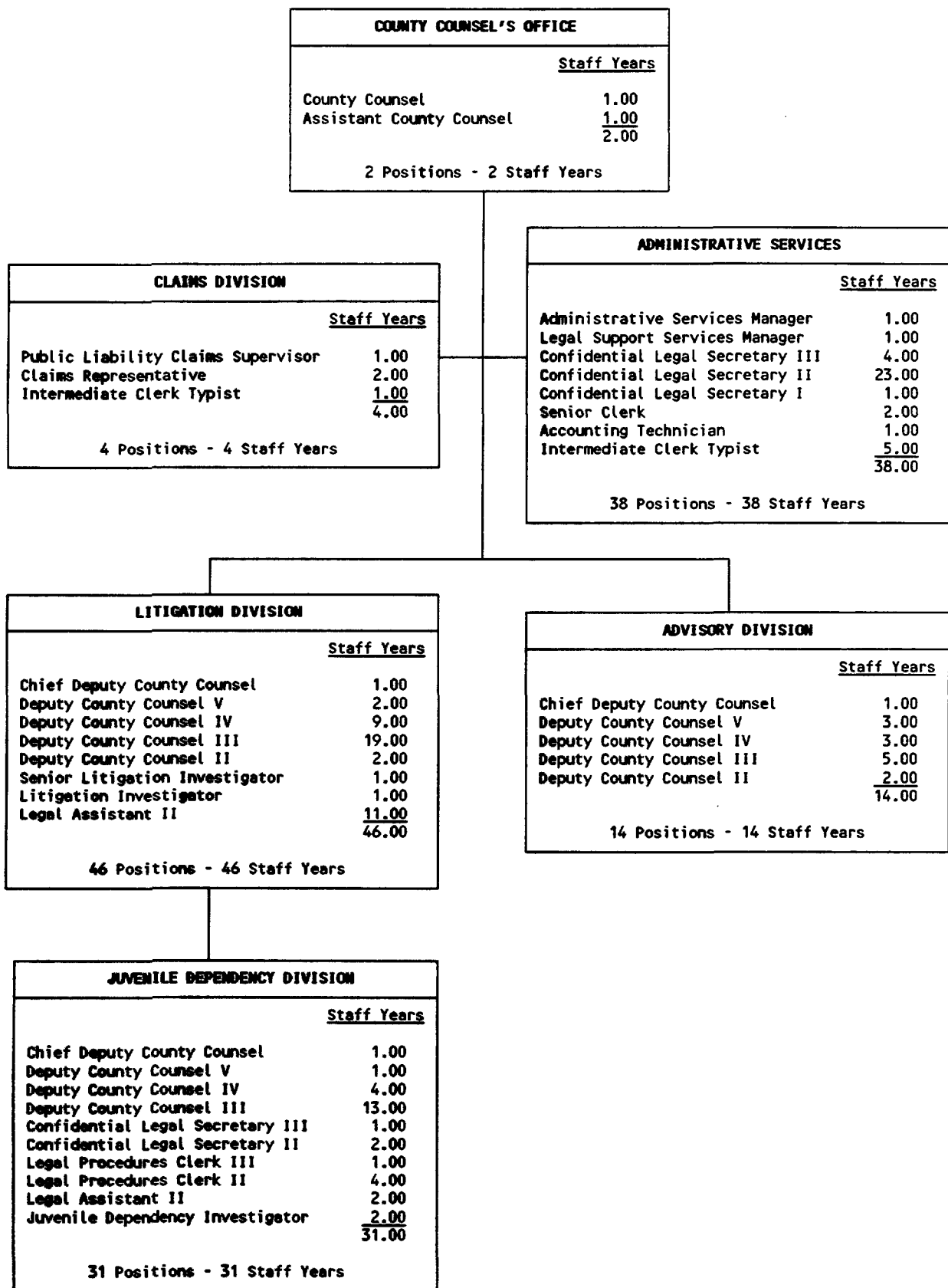
<u>ORGANIZATION, PROJECTS OR EVENTS</u>	<u>1991-92 ADOPTED</u>	<u>1992-93 ADOPTED</u>
OLD GLOBE THEATRE	18,000	18,000
PACIFIC BEACH TOWN COUNCIL	1,500	0
POWAY HISTORICAL & MEMORIAL SOCIETY	1,000	1,000
POWAY MIDLAND RAILROAD VOLUNTEERS	1,000	1,000
PUBLIC ARTS ADVISORY COUNCIL	47,500	47,500
QUAIL BOTANICAL GARDENS FOUNDATION	20,000	20,000
RAMONA COC	20,000	20,000
RAMONA PIONEER MUSEUM	15,000	15,000
RAMONA REVITALIZATION ASSOC.	5,000	5,000
RANCHO SANTA FE HISTORICAL SOCIETY	3,000	3,000
SAN DIEGO AEROSPACE MUSEUM	7,000	6,500
SAN DIEGO AUTOMOTIVE MUSEUM	0	1,500
SAN DIEGO BOWL GAME ASSOCIATION	45,000	45,000
SAN DIEGO CHINESE CENTER	3,000	3,500
SAN DIEGO CIVIC LIGHT OPERA - STARLIGHT	5,000	5,000
SAN DIEGO CONVIS	305,000	310,000
SAN DIEGO COUNTY ARCHAEOLOGICAL SOCIETY	4,000	3,000
SAN DIEGO ECONOMIC DEVELOPMENT CORP	30,000	30,000
SAN DIEGO HALL OF CHAMPIONS	10,000	9,500
SAN DIEGO HISTORICAL SOCIETY	13,500	15,000
SAN DIEGO MUSEUM OF ART	100,000	98,540
SAN DIEGO MUSEUM OF CONTEMPORARY ART	15,000	15,000
SAN DIEGO MUSEUM OF MAN	56,000	50,000
SAN DIEGO NATURAL HISTORY MUSEUM	62,000	61,000
SAN DIEGO OPERA ASSOCIATION	12,500	12,500
SAN DIEGO RAILROAD MUSEUM	30,000	30,500
SAN DIEGO REPERTORY THEATRE	5,000	6,000
SAN DIEGO SCOTTISH HIGHLAND GAMES	4,500	4,500
SAN DIEGO SPORTFISHING COUNCIL	5,000	5,000
SAN DIEGO SYMPHONY ORCHESTRA	30,000	29,500
SAN DIEGO THEATRE FOUNDATION	5,000	5,000
SAN DIEGO YOUTH SYMPHONY	5,000	5,000
SAN MARCOS COC - RENAISSANCE FAIRE	0	7,000
SAN MARCOS COC - TOURISM INFORMATION CENTER	7,000	0
SLEDGEHAMMER THEATRE	2,000	2,000
SOLANA BEACH COC	7,000	3,000
SOUTH COUNTY ECONOMIC DEVELOPMENT COUNCIL	5,000	5,500
SOUTHEAST COMMUNITY THEATRE	5,000	5,000
SPRING VALLEY CHAMBER OF COMMERCE	16,500	16,500
SPRING VALLEY HISTORICAL SOCIETY	5,000	5,000
SUSHI, INC.	5,000	5,000
THE SUPPORT CENTER OF SAN DIEGO	6,000	6,000
THREE'S COMPANY AND DANCERS	1,500	2,000
TRAVELERS AID SOCIETY OF SAN DIEGO	2,000	2,500
U.S. OPEN SANDCASTLE COMMITTEE	12,000	12,000
VALLEY CENTER CHAMBER OF COMMERCE	5,500	5,500
VISTA COC - RANCHO GUAJOME FUNDRAISER	1,000	1,000
VISTA COC - VISITORS & INFO CENTER	7,000	7,000
VISTA ECONOMIC DEVELOPMENT ASSOCIATION	1,000	1,000
VISTA TOWN CENTER ASSOCIATION	6,000	6,000
YOUNG AUDIENCES OF SAN DIEGO	3,000	3,000
TOTAL	\$ 1,721,740	\$ 1,689,640

COUNTY COUNSEL

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
County Counsel	\$11,635,475	\$16,476,862	\$15,142,737	\$13,809,554	\$13,236,277	\$(573,277)	(4.2)
TOTAL DIRECT COST	\$11,635,475	\$16,476,862	\$15,142,737	\$13,809,554	\$13,236,277	\$(573,277)	(4.2)
PROGRAM REVENUE*	(1,865,557)	(5,041,228)	(2,448,346)	(2,855,631)	(3,283,525)	(427,894)	15.0
NET GENERAL FUND COST	\$9,769,918	\$11,435,634	\$12,694,391	\$10,953,923	\$9,952,752	\$(1,001,171)	(9.1)
STAFF YEARS	142.00	142.00	131.26	144.00	135.00	(9.00)	(6.3)

\* These figures do not include revenue received or budgeted for legal services in the administration of estates, which for 1992-93 budget is \$595,130. These amounts appear in the Public Administrator's program budget and in County Counsel's line-item budget.

## OFFICE OF COUNTY COUNSEL



PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

PROGRAM #: 81101

ORGANIZATION #: 0300

MANAGER: Lloyd M. Harmon, Jr.

REFERENCE: 1992-93 Proposed Budget - Pg. 23-5

**AUTHORITY:** This program carries out the provisions of the Government Code (Section 27640-27645), the Education Code (Section 4011), and the County Charter (Section 704) 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$6,747,772	\$8,205,446	\$8,672,441	\$9,558,992	\$9,050,715	(5.3)
Services & Supplies	4,707,642	8,244,959	1,216,391	850,562	785,562	(7.6)
Other Charges	0	0	5,232,398	3,400,000	3,400,000	0.0
Fixed Assets	180,061	26,457	21,507	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$11,635,475</b>	<b>\$16,476,862</b>	<b>\$15,142,737</b>	<b>\$13,809,554</b>	<b>\$13,236,277</b>	<b>(4.2)</b>
<b>PROGRAM REVENUE*</b>	<b>(1,865,557)</b>	<b>(5,041,228)</b>	<b>(2,448,346)</b>	<b>(2,855,631)</b>	<b>(3,283,525)</b>	<b>15.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$9,769,918</b>	<b>\$11,435,634</b>	<b>\$12,694,391</b>	<b>\$10,953,923</b>	<b>\$9,952,752</b>	<b>(9.1)</b>
<b>STAFF YEARS</b>	<b>142.00</b>	<b>142.00</b>	<b>131.26</b>	<b>144.00</b>	<b>135.00</b>	<b>(6.3)</b>

**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.

\* These figures do not include revenue received or budgeted for legal services in the administration of estates, which for 1992-93 budget is \$595,130. These amounts appear in the Public Administrator's program budget and in County Counsel's line-item budget.

**1991-92 BUDGET TO ACTUAL COMPARISON**

One of the significant differences between 1991-92 budget to actual figures is in the salaries and benefits area. Due to the hiring freeze and freeze in promotions, we spent less than budgeted. In the services and supplies area and other charges area, claims payments and litigation expenses resulted in expenses in excess of budget. Less revenue was generated due to less staff available to produce revenues.

**1992-93 OBJECTIVES**

Automation efforts will improve clerical efficiency and case and assignment tracking.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Litigation [46.00 SY] including support personnel is:
  - o Mandated/Discretionary Service Level
  - o Reduced by 2.00 SY.
2. Advisory [14.00 SY] including support personnel is:
  - o Mandated/Discretionary Service Level
  - o Reduced by 2.00 SY.
3. Claims [4.00 SY] including support personnel is:
  - o Discretionary/Discretionary Service Level
  - o Unchanged in staffing level.
4. Juvenile Dependency Division [31.00 SY] including support personnel:
  - o Is Mandated/Discretionary Service Level
  - o Was implemented for the 1989-90 budget year
  - o Is Reduced by 2.00 SY
  - o Is to represent the Department of Social Services in its dependency program.
5. Administrative Services [40.00 SY] is:
  - o Mandated/Discretionary Service Level
  - o Reduced by 3.00 SY.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
License Fee - Freeway Call Box	\$4,130	\$0	\$0	\$0
Legal Services - Other Government Agencies	402,875	360,000	360,000	0
Legal Services - Administering Estates	348,726	595,130	595,130	0
Interfund Charges - Charges in Road Fund	1,418,475	1,818,365	2,341,568	523,203
Interfund Charges - Charge in APCD	65,296	286,692	144,450	(142,242)
Interfund Charges - Capital Outlay Fund	3,898	0	0	0
Charge in Airport Enterprise Fund	9,330	7,500	7,500	0
Charge in Liquid Waste Enterprise Fund	58,054	56,074	76,491	20,417
Charge in Transit Enterprise Fund	398	7,000	7,000	0
Charge in Solid Waste Enterprise Fund	304,560	190,000	213,990	23,990
Charge in Library Fund	4,005	5,000	7,526	2,526
Charges for Current Services, Prior Year	(17,750)	0	0	0
Sub-Total	\$2,601,997	\$3,325,761	\$3,753,655	\$427,894
<b>OTHER REVENUE:</b>				
Third Party Recoveries	\$106,214	\$0	\$0	\$0
AB 2890	45,420	80,000	80,000	0
Revenue App. Prior Year - Charges Current Service	0	0	0	0
Revenue App. Prior Year - Other Revenue	0	40,000	40,000	0
Recovered Expenditures	39,501	5,000	5,000	0
Other - Miscellaneous	3,940	0	0	0
Sub-Total	\$195,075	\$125,000	\$125,000	\$0
Total Revenue	\$2,797,072	\$3,450,761	\$3,878,655	\$427,894
<b>NON-PROGRAM REVENUE:</b>				
Legal Services to Public Administrator*	\$(348,726)	\$(595,130)	\$(595,130)	\$0
<b>Total</b>	<b>\$2,448,346</b>	<b>\$2,855,631</b>	<b>\$3,283,525</b>	<b>\$427,894</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
General Fund Support Costs:	\$12,694,391	\$10,953,923	\$9,952,752	\$(1,001,171)
Sub-Total	\$12,694,391	\$10,953,923	\$9,952,752	\$(1,001,171)
<b>Total</b>	<b>\$12,694,391</b>	<b>\$10,953,923</b>	<b>\$9,952,752</b>	<b>\$(1,001,171)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
Juvenile Dependency

% OF RESOURCES: 23.2%

WORKLOAD

Juvenile Dependency petitions filed	3,885	3,900	3,400	3,900	3,200
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ACTIVITY B:  
Litigation Division

% OF RESOURCES: 32.3%

WORKLOAD

Open litigation cases	4,000	4,000	3,200	4,000	2,500
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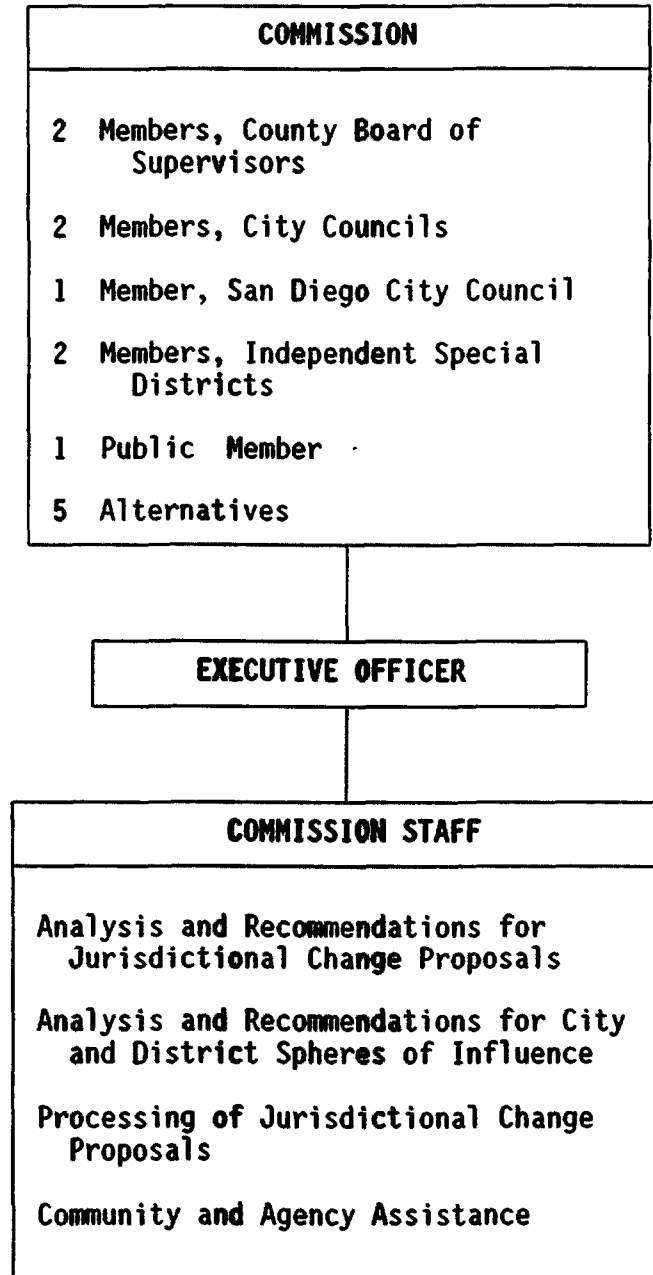
## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2302	Admin. Assistant III	1	1.00	0	0.00	\$42,140	\$0
2327	Claims Representative II	2	2.00	2	2.00	84,030	80,166
2369	Admin. Services Manager II	1	1.00	1	1.00	54,957	54,747
2403	Accounting Technician	1	1.00	1	1.00	26,231	26,665
2700	Intermediate Clerk Typist	7	7.00	6	6.00	132,627	112,848
2730	Senior Clerk	2	2.00	2	2.00	43,082	43,696
2771	Confidential Legal Sec. I	4	4.00	1	1.00	110,577	27,333
2772	Confidential Legal Sec. II	25	25.00	25	25.00	757,559	747,912
2773	Confidential Legal Sec. III	5	5.00	5	5.00	167,290	170,655
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	37,514	39,247
2906	Legal Procedures Clerk III	1	1.00	1	1.00	23,055	27,227
2907	Legal Procedures Clerk II	4	4.00	4	4.00	95,141	95,445
3900	Assistant County Counsel	1	1.00	1	1.00	78,853	96,381
3901	Chief Deputy County Counsel	3	3.00	3	3.00	290,250	289,143
3902	County Counsel	1	1.00	1	1.00	118,296	117,845
3905	Deputy County Counsel V	6	6.00	6	6.00	554,372	548,186
3906	Deputy County Counsel IV	16	16.00	16	16.00	1,317,421	1,308,320
3907	Deputy County Counsel III	39	39.00	37	37.00	2,832,035	2,669,208
3908	Deputy County Counsel II	5	5.00	4	4.00	292,193	205,258
3930	Litigation Investigator	1	1.00	1	1.00	46,987	46,814
3933	Sr. Litigation Investigator	1	1.00	1	1.00	50,446	50,258
3932	Pub. Liability Claims Supvr.	1	1.00	1	1.00	48,658	48,483
3936	Legal Assistant II	14	14.00	13	13.00	414,479	373,379
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	83,500	83,188
<b>Total</b>		<b>144</b>	<b>144.00</b>	<b>135</b>	<b>135.00</b>	<b>\$7,701,693</b>	<b>\$7,262,404</b>
<b>Salary Adjustments:</b>						<b>52,388</b>	<b>5,347</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>2,021,975</b>	<b>2,000,028</b>
<b>Salary Savings:</b>						<b>(217,064)</b>	<b>(217,064)</b>
<b>Total Adjustments</b>						<b>\$1,857,299</b>	<b>\$1,788,311</b>
<b>Program Totals</b>		<b>144</b>	<b>144.00</b>	<b>135</b>	<b>135.00</b>	<b>\$9,558,992</b>	<b>\$9,050,715</b>

LAFCO

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
LAFCO	\$399,183	\$494,537	\$488,526	\$521,337	\$538,966	\$17,629	3.4
TOTAL DIRECT COST	\$399,183	\$494,537	\$488,526	\$521,337	\$538,966	\$17,629	3.4
PROGRAM REVENUE	(98,135)	(118,123)	(140,556)	(166,312)	(193,970)	(27,658)	16.6
NET GENERAL FUND COST	\$301,048	\$376,414	\$347,970	\$355,025	\$344,996	\$(10,029)	(2.8)
STAFF YEARS	8.07	8.07	8.12	8.43	8.30	(0.13)	(1.5)

# LOCAL AGENCY FORMATION COMMISSION



PROGRAM: LAFCO

DEPARTMENT: LAFCO

PROGRAM #: 31007

ORGANIZATION #: 0220

MANAGER: Jane P. Merrill

REFERENCE: 1992-93 Proposed Budget - Pg. 36-1

AUTHORITY: The Local Agency Formation Commission is established by State law, the Cortese/Knox Local Government Reorganization Act of 1985 (Government Code Section 56000, et seq.) (formerly the Knox-Nisbet Act of 1963, Government Code Section 54773, et seq.).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$359,136	\$410,407	\$439,317	\$444,787	\$466,416	4.9
Services & Supplies	40,047	75,876	47,285	70,550	67,550	(4.3)
Fixed Assets	0	8,254	1,924	6,000	5,000	(16.7)
<b>TOTAL DIRECT COST</b>	<b>\$399,183</b>	<b>\$494,537</b>	<b>\$488,526</b>	<b>\$521,337</b>	<b>\$538,966</b>	<b>3.4</b>
<b>PROGRAM REVENUE</b>	<b>(98,135)</b>	<b>(118,123)</b>	<b>(140,556)</b>	<b>(166,312)</b>	<b>(193,970)</b>	<b>16.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$301,048</b>	<b>\$376,414</b>	<b>\$347,970</b>	<b>\$355,025</b>	<b>\$344,996</b>	<b>(2.8)</b>
<b>STAFF YEARS</b>	<b>8.07</b>	<b>8.07</b>	<b>8.12</b>	<b>8.43</b>	<b>8.30</b>	<b>(1.5)</b>

**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 with the goal of improving the efficiency and reducing the cost of providing urban services; and
6. to provide assistance to 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The FY 1991-92 actual total direct costs were 6% lower than budgeted. The decrease is related to expenditure reductions in services and supplies, and salaries and benefits.

Total actual expenses for salaries were 1% less than budgeted in FY 1991-92 because all LAFCO staff participated in the Voluntary Time Off (VTO) without pay program, a staff member did not accept a scheduled step increase, and a student worker position was not filled.

Total actual expenses for services and supplies were 33% less than the amount budgeted because of the elimination of outside legal counsel for the Encinitas lawsuit and reductions in travel, postage, special departmental, office equipment maintenance, computer training, replacement of minor equipment, and fixed assets.

Revenue from processing fees was 15% lower (\$25,756) than budgeted because fewer proposals were submitted to LAFCO than expected.

**1992-93 OBJECTIVES**

During 1992-93, the Commission will consider an estimated 75 proposals for jurisdictional changes and 15 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 Escondido and Chula Vista spheres in FY 1992-93 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, including resolution of the Chula Vista sphere study area; formation of the Otay Mesa East Sanitation District; formation of the Tecate Water District; consolidation of the Bueno Colorado Municipal Water District and Vista Irrigation District; and reorganization of a number of special districts in Julian.

An administrative project that will be completed in FY 1992-93 is a revenue/cost accounting and automation study. The purpose of the study is to develop a method to recover a significantly greater portion of LAFCO's budget from processing fees, and to operate more cost effectively by automating operational systems (i.e., intake of proposals, preparation of notices and filings, etc.).

**1992-93 SUB PROGRAM ACTIVITIES**

N/A

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FEES:</b>				
Processing Fees (1):				
Sub-Total	\$139,856	\$165,862	\$193,520	\$27,658
<b>OTHER:</b>				
Reimbursement by City of San Diego (2):				
Sub-Total	\$700	\$450	\$450	\$0
<b>Total</b>	<b>\$140,556</b>	<b>\$166,312</b>	<b>\$193,970</b>	<b>\$27,658</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$347,970	\$355,025	\$344,996	\$(10,029)
<b>Total</b>	<b>\$347,970</b>	<b>\$355,025</b>	<b>\$344,996</b>	<b>\$(10,029)</b>

## 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 1992-93 is 17% higher than that budgeted for FY 1991-92. This is based on a revised fee schedule. LAFCO adopted a revised fee schedule in May 1992 which increased most processing fees by at least 25%.

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FIXED ASSETS

Item	Quantity	Unit	Total Cost
AST Model 386SXW/color monitor	2	Unit	\$5,000
Total			\$5,000

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VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Cost
Total			\$0

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
Proposals & Spheres of Influence

% OF RESOURCES: 100%

WORKLOAD

Proposals (annexations, etc)	128	86	57	100	75
Sphere of influence actions	25	13	14	20	15



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0453	Executive Officer	1	1.00	1	1.00	\$80,621	\$84,173
0454	Asst. Exec. Officer	1	1.00	1	1.00	53,234	53,331
1010	Staff Analyst III	2	2.00	2	2.00	88,469	90,338
1000	Staff Analyst II	1	1.00	1	1.00	35,845	37,713
1016	Drafting Tech. I	1	0.50	1	0.50	12,544	13,188
1006	Admin. Secretary	1	1.00	1	1.00	31,586	31,699
1015	Admin. Aide	1	1.00	1	1.00	29,160	29,265
1003	Inter. Typist	1	0.62	1	0.62	13,185	13,864
1016	Student Worker III	1	0.31	1	0.18	5,236	3,030
0000	Commissioners	13	0.00	13	0.00	7,700	7,700
<b>Total</b>		<b>23</b>	<b>8.43</b>	<b>23</b>	<b>8.30</b>	<b>\$357,580</b>	<b>\$364,301</b>
<b>Salary Adjustments:</b>						0	0
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						87,207	102,115
<b>Salary Savings:</b>						(0)	(0)
<b>Total Adjustments</b>						<b>\$87,207</b>	<b>\$102,115</b>
<b>Program Totals</b>		<b>23</b>	<b>8.43</b>	<b>23</b>	<b>8.30</b>	<b>\$444,787</b>	<b>\$466,416</b>

RECORDER/COUNTY CLERK

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
COUNTY CLERK SERVICES	\$766,947	\$718,667	\$892,266	\$786,419	\$740,821	\$(45,598)	(5.8)
RECORDING SERVICES	\$1,339,014	\$1,492,332	\$1,746,099	\$1,548,199	\$1,956,863	\$408,664	26.4
MICROGRAPHICS	229,944	637,477	371,143	749,980	688,142	(61,838)	(8.3)
MODERNIZATION	1,255,055	2,830,289	2,799,491	1,307,235	1,166,332	(140,903)	(10.8)
DEPARTMENT OVERHEAD	304,458	351,809	399,169	439,971	454,866	14,895	3.4
TOTAL DIRECT COST	\$3,895,418	\$6,030,574	\$6,208,168	\$4,831,804	\$5,007,024	\$175,220	3.6
PROGRAM REVENUE	(6,447,976)	(7,093,418)	(8,942,128)	(5,764,954)	(6,921,593)	(1,156,639)	20.1
NET GENERAL FUND COST	\$(2,552,558)	\$(1,062,844)	\$(2,733,960)	\$(933,150)	\$(1,914,569)	\$(981,419)	105.2
STAFF YEARS	95.38	99.2	108.00	108.0	108.50	0.50	0.5

# RECORDER / COUNTY CLERK

F/Y 1992 - 1993

ADMINISTRATIVE DIVISION	
RECORDER / COUNTY CLERK	1.0
Chief Deputy	2.0
Ass. Chief Deputy Rec.	1.0
Administrative Secty. IV	<u>1.0</u>
Permanent	5.0

FISCAL / PAYROLL SERVICES	
Dept'l Program Analyst	1.0
Mgr. Receipts & Deposits	1.0
Sr. Account Clerk	2.0
Interm. Account Clerk	1.0
Interm. Clerk Typist	0.5
Dept. Personnel Off. II	1.0
Payroll Clerk	<u>1.0</u>
Permanent	7.5

DOCUMENTS EXAMINING	
Special Assistant	1.0
Principal Clerk	1.0
Legal Proc. Clk III	2.0
Legal Proc. Clk II	13.0
Legal Proc. Clk I	7.0
Junior Clerk	<u>2.0</u>
Permanent	26.0

MICROFILM PRODUCTION	
Microfilm Supervisor	1.0
Intermediate Clerk	3.0
Microfilm Operator	6.0
Photo Reduction Tech.	<u>2.0</u>
Permanent	12.0

DATA CONTROL	
Senior Index Clerk	1.0
Data Entry Operator	2.0
Intermediate Clerk	<u>2.0</u>
Permanent	5.0

INDEX DIVISION	
Index Clerk Supervisor	1.0
Senior Index Clerk	1.0
Index Clerk	<u>11.0</u>
Permanent	13.0

RECORDS DIVISION	
Supervising Clerk	1.0
Senior Clerk	1.0
Interm. Clerk	11.0
Junior Clerk	<u>4.0</u>
Permanent	17.0

COUNTY CLERK SERVICES	
Legal Procedure Clerk III	2.0
Legal Procedure Clerk II	1.0
Legal Procedure Clerk I	8.0
Admin. Secretary III	1.0
Admin. Secretary II	1.0
Intermediate Clerk	3.0
Account Tech.	1.0
Cashier	<u>1.0</u>
Permanent	18.0

INFORMATION SERVICES	
Recorder Info. Servs. Mgr.	1.0
Senior Systems Analyst	1.0
Assoc. Systems Analyst	1.0
Dept. Computer Specialist I	1.0
Dept. computer Specialist II	<u>1.0</u>
Permanent	5.0

PROGRAM: County Clerk Services

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31504  
MANAGER: Arnette J. Evans

ORGANIZATION #: 1500  
REFERENCE: 1992-93 Proposed Budget - Pg. 54-5

AUTHORITY: Government Code Section 28600 ET SEQ. Mandates all activities of the County Clerk.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$611,425	\$699,490	\$872,575	\$739,307	\$655,809	(11.3)
Services & Supplies	99,592	19,954	19,691	35,612	35,612	0.0
Other Charges	53,113	1,341	0	0	0	0.0
Fixed Assets	2,817	0	0	11,500	49,400	329.6
<b>TOTAL DIRECT COST</b>	<b>\$766,947</b>	<b>\$720,785</b>	<b>\$892,266</b>	<b>\$786,419</b>	<b>\$740,821</b>	<b>(5.8)</b>
<b>PROGRAM REVENUE</b>	<b>\$(694,740)</b>	<b>\$(672,444)</b>	<b>\$(972,389)</b>	<b>\$(921,582)</b>	<b>\$(1,043,132)</b>	<b>13.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$72,207</b>	<b>\$48,341</b>	<b>\$(80,123)</b>	<b>\$(135,163)</b>	<b>\$(302,311)</b>	<b>123.7</b>
<b>STAFF YEARS</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>20.00</b>	<b>19.00</b>	<b>(5.0)</b>

**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, registration of notaries public, process servers and professional photocopiers. Maintains rosters of qualified individuals performing these functions. Maintains roster of Public agencies, certificates for Judges and oath cards for county employees.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Actual expenditures in salary and benefits exceed budgeted expenditures by \$133,268 due to the retirement payoff of the former County Clerk and the shift of personnel after the transfer of the County Clerk functions to the County Recorder on August 23, 1991.

**1992-93 OBJECTIVES**

Provide for the issuance of marriage licenses and file fictitious business name statements in the most cost-effective manner.

**1992-93 SUB PROGRAM ACTIVITIES**

1. Marriage Licenses/Fictitious Names [17.00 SY; E = \$577,833; R = \$880,144] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Issuing marriage licenses to the public and files fictitious name statements.
  
2. Administrative Support [2.00 SY; E = \$162,988; R = \$162,988] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Providing administrative support for County Clerk Services.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Filing fees	\$582,399	\$584,387	\$627,395	\$43,008
Sub-Total	\$582,399	\$584,387	\$627,395	\$43,008
<b>LICENSES:</b>				
Marriage Licenses	\$384,992	\$325,695	\$366,337	\$40,642
Sub-Total	\$384,992	\$325,695	\$366,337	\$40,642
<b>OTHER REVENUE:</b>				
Micrographics Fee	0	11,500	49,400	37,900
Recording Fee	2,881	0	0	0
Prior Year Revenue	2,117	0	0	0
Sub-Total	\$4,998	\$11,500	\$49,400	\$37,900
<b>Total</b>	<b>\$972,389</b>	<b>\$921,582</b>	<b>\$1,043,132</b>	<b>\$121,550</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>NET GENERAL FUND COST:</b>				
General Fund	\$(80,123)	\$(135,163)	\$(302,311)	\$(167,148)
Sub-Total	\$(80,123)	\$(135,163)	\$(302,311)	\$(167,148)
<b>Total</b>	<b>\$(80,123)</b>	<b>\$(135,163)</b>	<b>\$(302,311)</b>	<b>(167,148)</b>

## 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	Total Cost
Computer Equipment Lot	1	lot	\$49,400
<b>Total</b>			<b>\$49,400</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
General Support

% OF RESOURCES: 100%

WORKLOAD

Marriage Licenses	23,929	24,204	23,688	24,200	24,200
Marriage Ceremonies Performed	n/a	n/a	3,250	2,100	2,100
Fictitious Business Names	36,431	33,992	29,013	35,500	34,000

EFFICIENCY

Licenses/Staff Year	3,028	2,952	4,737	4,000	3,025
Fictitious Business Names/ Staff Years	4,554	4,249	5,802	5,000	4,437

EFFECTIVENESS

n/a



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0130	County Clerk	1	1.00	0	0.00	\$76,117	\$0
0230	Chief Deputy County Clerk	1	1.00	1	1.00	69,687	69,426
2906	Legal Procedures Clerk III	2	2.00	2	2.00	54,074	54,454
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
2403	Accounting Technician	1	1.00	1	1.00	26,760	26,665
2757	Administrative Secretary II	1	1.00	1	1.00	25,572	25,475
2907	Legal Procedures Clerk II	1	1.00	1	1.00	18,589	22,439
2430	Cashier	1	1.00	1	1.00	19,556	20,428
2903	Legal Procedures Clerk I	8	8.00	8	8.00	164,988	168,141
2700	Intermediate Clerk Typist	3	3.00	3	3.00	57,940	59,602
<b>Total</b>		<b>20</b>	<b>20.00</b>	<b>19</b>	<b>19.00</b>	<b>\$544,183</b>	<b>\$477,404</b>
<b>Salary Adjustments:</b>						<b>(50,350)</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>17,500</b>	<b>17,500</b>
<b>Employee Benefits:</b>						<b>242,143</b>	<b>174,312</b>
<b>Salary Savings:</b>						<b>(14,169)</b>	<b>(13,407)</b>
<b>Total Adjustments</b>						<b>\$195,124</b>	<b>\$178,405</b>
<b>Program Totals</b>		<b>20</b>	<b>20.00</b>	<b>19</b>	<b>19.00</b>	<b>\$739,307</b>	<b>\$655,809</b>

PROGRAM: RECORDING SERVICES

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31526  
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500  
REFERENCE: 1992-93 Proposed Budget - Pg. 54-9

**AUTHORITY:**  
Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,261,816	\$1,396,693	\$1,616,761	\$1,441,832	\$1,850,496	28.3
Services & Supplies	76,199	95,639	109,544	106,367	106,367	0.0
Fixed Assets	999	0	19,794	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,339,014</b>	<b>\$1,492,332</b>	<b>\$1,746,099</b>	<b>\$1,548,199</b>	<b>\$1,956,863</b>	<b>26.4</b>
<b>PROGRAM REVENUE</b>	<b>(3,766,129)</b>	<b>(3,478,246)</b>	<b>(4,252,093)</b>	<b>(3,497,421)</b>	<b>(3,871,462)</b>	<b>10.7</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(2,427,115)</b>	<b>\$(1,985,914)</b>	<b>\$(2,505,994)</b>	<b>\$(1,949,222)</b>	<b>\$(1,914,599)</b>	<b>(1.8)</b>
<b>STAFF YEARS</b>	<b>50.87</b>	<b>48.70</b>	<b>47.50</b>	<b>47.50</b>	<b>62.50</b>	<b>31.6</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salaries and benefits costs exceeded budgeted amounts by \$174,929 due to a shift in staffing requirements from other programs. Overrealized revenue of approximately \$637,259 in recording fees and \$75,817 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.

**1992-93 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.
5. To examine and Record documents upon presentation.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Examining and Recording Documents [14.50 SY; E = \$478,651; R = 2,393,250] including support personnel is:
  - o Mandated/Mandated Service Level.
  - o Offset 100% by revenue.
  - o Able to examine and record 820,000 paid documents and 78,700 free documents for governmental agencies during the fiscal year.
  - o Able to determine fees for collection of \$104,430 for the Public Works Monument Preservation Survey Fund.
  - o Able to collect fees of \$9,797,659 in documentary transfer tax, a portion of which is retained by the County and the remainder is distributed to the cities.
2. Lien Notification [1.00 SY; E = \$28,234; R = \$28,234] 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 27,177 lien notifications per year.
3. Preliminary Notice Procedure [.5 SY; E = \$14,116 ; R = \$14,116 ] 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 [12.00 SY; E = \$362,311; R = \$362,311] 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 2,800,148 official index records received in FY 1991-92.
5. Microfilm Production [10.00 SY; E = \$312,960; R = \$312,960] 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 [24.50 SY; E = \$760,591; R = \$760,591] 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 \$200,742 for the County Battered Women's and Battered Children's funds, and \$275,260 for the State Department of Health and \$81,173 in Vital Records Improvement Project Funds in addition to County revenue for copy fees.
  - o Able to process approximately 230,700 real property copy requests annually and maintain same day copy service to customers.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Recording Fees	\$3,708,334	\$3,029,479	\$3,363,160	\$333,681
Copy Fees	543,759	467,942	508,302	40,360
Sub-Total	\$4,252,093	\$3,497,421	\$3,871,462	\$374,041
<b>Total</b>	<b>\$4,252,093</b>	<b>\$3,497,421</b>	<b>\$3,871,462</b>	<b>\$374,041</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS	\$(2,505,997)	\$(1,949,222)	\$(1,914,599)	\$34,623
Sub-Total	\$(2,505,997)	\$(1,949,222)	\$(1,914,599)	\$34,623
<b>Total</b>	<b>\$(2,505,997)</b>	<b>\$(1,949,222)</b>	<b>\$(1,914,599)</b>	<b>34,623</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

1991-92 Actual revenues shown here include prior year revenue offsetting prior year expenditures of \$41,599.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Recording, indexing and microfilm production					
<b>% OF RESOURCES: 66%</b>					
<b>WORKLOAD</b>					
Documents Recorded	748,986	794,575	845,042	780,000	780,000
<b>EFFICIENCY</b>					
Recording productivity ratio	138,398/1	183,363/1	187,787/1	175,323/1	173,333/1
<b>EFFECTIVENESS</b>					
Documents recorded Actual/Budget	100%	119%	108%	100%	100%
<b>ACTIVITY B:</b>					
Information retrieval					
<b>% OF RESOURCES: 34%</b>					
<b>WORKLOAD</b>					
Requests for information	401,369	400,500	400,500	400,000	410,000
<b>EFFICIENCY</b>					
Records retrieved ratio	28,669/1	28,600/1	28,600/1	28,600/1	27,500/1
<b>EFFECTIVENESS</b>					
Requests for information	100%	100%	100%	100%	100%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0251	Asst Chief Deputy Recorder	1	1.00	1	1.00	67,819	67,564
2725	Principal Clerk	1	1.00	1	1.00	\$31,583	\$31,466
3023	Index Clerk Supervisor	1	1.00	1	1.00	28,721	28,607
3045	Microfilm Supervisor	1	1.00	1	1.00	27,887	27,769
2745	Supervising Clerk	1	1.00	1	1.00	24,159	27,769
2906	Legal Procedures Clerk III	1	1.00	2	2.00	27,331	53,161
3024	Index Clerk	9	9.00	11	11.00	195,985	233,957
3053	Photo Reduction Technician	0	0.00	1	1.00	0	24,929
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2907	Legal Procedures Clerk II	7	7.00	7	7.00	165,077	164,666
2903	Legal Procedures Clerk I	6	6.00	7	7.00	121,730	142,668
3040	Microfilm Operator	4	4.00	5	5.00	85,597	106,016
2700	Intermediate Clerk Typist	12	11.50	16	15.50	224,743	303,484
3030	Data Entry Operator	0	0.00	2	2.00	0	39,866
2710	Junior Clerk Typist	3	3.00	6	6.00	45,978	93,989
<b>Total</b>		<b>48</b>	<b>47.50</b>	<b>63</b>	<b>62.50</b>	<b>\$1,070,642</b>	<b>\$1,369,860</b>
<b>Salary Adjustments:</b>						229	0
<b>Premium/Overtime Pay:</b>						25,000	25,000
<b>Employee Benefits:</b>						375,706	491,146
<b>Salary Savings:</b>						(29,745)	(35,510)
<b>Total Adjustments</b>						<b>\$371,190</b>	<b>\$480,636</b>
<b>Program Totals</b>		<b>48</b>	<b>47.50</b>	<b>63</b>	<b>62.50</b>	<b>\$1,441,832</b>	<b>\$1,850,496</b>

PROGRAM: MICROGRAPHICS

DEPARTMENT: RECORDER

PROGRAM #: 31501  
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500  
REFERENCE: 1992-93 Proposed Budget - Pg. 54-7

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$141,838	\$184,754	\$161,690	\$168,082	\$88,444	(47.4)
Services & Supplies	78,112	83,036	52,707	380,898	380,898	0.0
Fixed Assets	9,994	369,687	156,746	201,000	218,800	8.9
<b>TOTAL DIRECT COST</b>	<b>\$229,944</b>	<b>\$637,477</b>	<b>\$371,143</b>	<b>\$749,980</b>	<b>\$688,142</b>	<b>(8.2)</b>
<b>PROGRAM REVENUE</b>	<b>(922,020)</b>	<b>(731,236)</b>	<b>(575,809)</b>	<b>(771,336)</b>	<b>(688,167)</b>	<b>(10.8)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(692,076)</b>	<b>\$(93,759)</b>	<b>\$(204,666)</b>	<b>\$(21,356)</b>	<b>\$(25)</b>	<b>(99.9)</b>
<b>STAFF YEARS</b>	<b>5.86</b>	<b>6.96</b>	<b>6.00</b>	<b>6.00</b>	<b>3.00</b>	<b>(50.0)</b>

**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 service rendered for the public by County employees and contract personnel.



**1991-92 BUDGET TO ACTUAL COMPARISON**

Unexpended funds in services and supplies resulted from an expenditure freeze and the postponement of projects for the conversion of Official Records. 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.

**1992-93 OBJECTIVES**

1. Develop, initiate and manage the microfilming of all Real Property maps in the Recorder's possession.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Processing older records] [2.00 SY; E = \$67,291; R = \$67,291] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset by the Micrographics Fund.
  - o Able to perform all required functions on 1,296 master reels containing 2,853,600 images of recorded documents.
  - o Able to prepare 5,148 public access duplicate rolls of master microfilm containing 11,414,400 images of recorded documents.
2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE] [1.00 SY; E = \$620,851; R = \$620,876] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset by the Micrographics Fund.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Micrographic Fees	\$575,809	\$771,336	\$688,167	\$(83,169)
Sub-Total	\$575,809	\$771,336	\$688,167	\$(83,169)
<b>Total</b>	<b>\$575,809</b>	<b>\$771,336</b>	<b>\$688,167</b>	<b>\$(83,169)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$(204,666)	\$(21,356)	\$(25)	\$21,331
Sub-Total	\$(204,666)	\$(21,356)	\$(25)	\$21,331
<b>Total</b>	<b>\$(204,666)</b>	<b>\$(21,356)</b>	<b>\$(25)</b>	<b>21,331</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

1991-92 Actual revenues are \$386,667. An additional \$189,142 is shown as actual revenue to offset prior year expenditures in both services & supplies and fixed assets.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Office Equipment	1	lot	\$218,000
Microfilm Viewer	1	lot	800
<b>Total</b>			<b>\$218,800</b>

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

**PERFORMANCE INDICATORS**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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**ACTIVITY A:**

Microfilming older records and record documentation, editing, cleaning and duplicating produced microfilm reels

**% OF RESOURCES:** 100%**WORKLOAD**

Number of master reels released	0	0	1,296	1,200	1,340
Number of duplicate reels released	0	0	5,136	5,100	5,200
Number of images microfilmed	0	0	2,853,600	2,700,000	2,700,000

**EFFICIENCY**

n/a

**EFFECTIVENESS**

n/a

STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
3053	Photo Reduction Technician	2	2.00	1	1.00	\$50,548	\$26,955
3030	Data Entry Operator	2	2.00	0	0.00	39,094	0
3040	Microfilm Operator	1	1.00	1	1.00	22,354	22,280
2700	Intermediate Clerk Typist	1	1.00	1	1.00	18,442	17,968
<b>Total</b>		<b>6</b>	<b>6.00</b>	<b>3</b>	<b>3.00</b>	<b>\$130,438</b>	<b>\$67,203</b>
<b>Salary Adjustments:</b>						216	0
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						41,284	22,954
<b>Salary Savings:</b>						(3,856)	(1,713)
<b>Total Adjustments</b>						<b>\$37,644</b>	<b>\$21,241</b>
<b>Program Totals</b>		<b>6</b>	<b>6.00</b>	<b>3</b>	<b>3.00</b>	<b>\$168,082</b>	<b>\$88,444</b>

PROGRAM: MODERNIZATION

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31503  
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500  
REFERENCE: 1992-93 Proposed Budget - Pg. 54-8

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$384,740	\$574,649	\$814,971	\$914,203	\$783,200	(14.3)
Services & Supplies	300,163	404,960	325,497	265,032	265,032	0.0
Other Charges	0	0	0	20,000	0	(100.0)
Fixed Assets	570,152	1,850,680	1,659,023	108,000	118,100	9.4
<b>TOTAL DIRECT COST</b>	<b>\$1,255,055</b>	<b>\$2,830,289</b>	<b>\$2,799,491</b>	<b>\$1,307,235</b>	<b>\$1,166,332</b>	<b>(10.8)</b>
<b>PROGRAM REVENUE</b>	<b>(1,581,434)</b>	<b>( 2,693,982)</b>	<b>( 3,140,937)</b>	<b>( 1,260,442)</b>	<b>( 1,200,559)</b>	<b>(4.8)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(326,379)</b>	<b>\$136,307</b>	<b>\$(341,446)</b>	<b>\$46,793</b>	<b>\$(34,227)</b>	<b>(173.1)</b>
<b>STAFF YEARS</b>	<b>12.65</b>	<b>18.89</b>	<b>28.50</b>	<b>28.50</b>	<b>18.00</b>	<b>(36.8)</b>

**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.

**1991-92 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.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Systems Analysis [6.00 SY; E = \$466,693; R = \$483,806] 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 [4.00 SY; E = \$250,892; R = \$250,892] including support personnel is:
  - o Mandated/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 Providing personal computer training and assistance to department personnel.
3. Fee Collection [2.00 SY; E = \$155,994; R = \$155,994] including support personnel is:
  - o Mandated/Mandated Service Level.
  - o Offset 100% by Modernization Trust Fund.
  - o Able to collect fees for all department programs as well as \$104,430 for the Public Works Monument Preservation Survey fund and \$9,797,658 in documentary transfer tax for the County and Cities.
4. Examining and Recording Documents [6.00 SY; E = \$292,753; R = \$309,867] including support personnel is:
  - o Mandated/Mandated Service Level.
  - o Offset 100% by Modernization Trust Fund.
  - o Able to examine, determine fees and record documents presented for recording.
  - o Able to provide training for the automated recording system.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Modernization	\$3,140,937	\$1,260,442	\$1,200,559	\$(59,883)
Sub-Total	\$3,140,937	\$1,260,442	\$1,200,559	\$(59,883)
Total	\$3,140,937	\$1,260,442	\$1,200,559	\$(59,883)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS	\$(341,446)	\$(46,793)	\$(34,227)	\$12,566
Sub-Total	\$(341,446)	\$(46,793)	\$(34,227)	\$12,566
Total	\$(341,446)	\$(46,793)	\$(34,227)	12,566

## EXPLANATION/COMMENT ON PROGRAM REVENUES

1991-92 Actual revenues in this program exceed budgeted revenues due to revenues shown here offsetting expenditures of \$1,906,970 for prior year encumbrances in services/supplies and fixed assets.



**FIXED ASSETS**

Item	Quantity	Unit	Total Cost
Office Equipment	1	lot	\$3,000
Modular Furniture	1	lot	12,500
Modular Furniture	1	lot	45,000
Computer Equipment	1	lot	22,600
Computer Equipment	1	lot	35,000
<b>Total</b>			<b>\$118,100</b>

**VEHICLES/COMMUNICATION EQUIPMENT**

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2542	Recorder Information Svcs Mgr.	0	0.00	1	1.00	0	58,943
2526	Dept'l Program Analyst	0	0.00	1	1.00	0	50,713
2499	Principal System Analyst	1	1.00	0	0.00	\$59,184	\$0
2328	Dept. Personnel Officer II	1	0.50	1	1.00	19,878	37,216
2525	Senior System Analyst	1	1.00	1	1.00	48,765	54,747
2427	Associate System Analyst	1	1.00	1	1.00	49,864	49,673
3071	Senior Index Clerk	2	2.00	2	2.00	50,048	47,118
3118	Dept. Computer Specialist I	2	1.75	1	1.00	45,656	25,847
3119	Dept. Computer Specialist II	1	1.00	1	1.00	29,867	30,663
2907	Legal Procedures Clerk II	6	6.00	6	6.00	130,446	134,888
2906	Legal Procedures Clerk III	1	0.50	0	0.00	11,715	0
2903	Legal Procedures Clerk I	1	1.00	0	0.00	19,665	0
3040	Microfilm Operator	1	1.00	0	0.00	20,688	0
2493	Intermediate Account Clerk	1	1.00	1	1.00	17,622	20,797
2494	Payroll Clerk	1	0.75	1	1.00	13,888	21,758
2510	Senior Acct. Clerk	0	0.00	1	1.00	0	20,926
3024	Index Clerk	2	2.00	0	0.00	37,814	0
2430	Cashier	1	1.00	0	0.00	22,354	0
2700	Intermediate Clerk Typist	4	4.00	0	0.00	77,669	0
2710	Junior Clerk Typist	3	3.00	0	0.00	46,401	0
<b>Total</b>		<b>30</b>	<b>28.50</b>	<b>18</b>	<b>18.00</b>	<b>\$701,524</b>	<b>\$553,289</b>
<b>Salary Adjustments:</b>						<b>772</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>55,000</b>
<b>Employee Benefits:</b>						<b>224,891</b>	<b>188,394</b>
<b>Salary Savings:</b>						<b>(12,984)</b>	<b>(13,483)</b>
<b>Total Adjustments</b>						<b>\$212,679</b>	<b>\$229,911</b>
<b>Program Totals</b>		<b>30</b>	<b>28.50</b>	<b>18</b>	<b>18.00</b>	<b>\$914,203</b>	<b>\$783,200</b>

PROGRAM: DEPARTMENT OVERHEAD

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31502  
MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500  
REFERENCE: 1992-93 Proposed Budget - Pg. 54-6

AUTHORITY:

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$283,067	\$324,567	\$369,056	\$425,591	\$440,486	3.5
Services & Supplies	21,391	27,242	30,113	14,380	14,380	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$304,458</b>	<b>\$351,809</b>	<b>\$399,169</b>	<b>\$439,971</b>	<b>\$454,866</b>	<b>3.4</b>
<b>PROGRAM REVENUE</b>	<b>(178,393)</b>	<b>(189,954)</b>	<b>(900)</b>	<b>(235,755)</b>	<b>(118,273)</b>	<b>(49.8)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$126,065</b>	<b>\$161,855</b>	<b>\$398,269</b>	<b>\$204,216</b>	<b>\$336,593</b>	<b>64.8</b>
<b>STAFF YEARS</b>	<b>6.00</b>	<b>4.26</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.0</b>

PROGRAM DESCRIPTION

This program provides administrative services to the entire department. These services include office management, budgeting, fiscal control, statistics, purchasing and warehousing, special projects, community relations and inter-departmental communications; personnel, payroll, staff development and training.

**1991-92 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. 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.

**1992-93 OBJECTIVES**

N/A

**1992-93 SUB PROGRAM ACTIVITIES**

N/A

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
FEES:				
Micrographics fee	\$0	\$102,960	\$39,424	\$(63,536)
Modernization fee	900	132,795	78,849	(53,946)
Sub-Total	\$900	\$235,755	\$118,273	\$(117,482)
Total	\$900	\$235,755	\$118,273	\$(117,482)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$398,269	\$204,216	\$336,593	\$132,377
Sub-Total	\$398,269	\$204,216	\$336,593	\$132,377
Total	\$398,269	\$204,216	\$336,593	132,377

## 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. 1991-92 actuals do not reflect an accurate distribution of revenues between programs. For ease in budgeting, revenues to offset expenditures in the Overhead program are budgeted in the Recording Services program. Although General Fund support costs are reported for this program, it should be noted that the Recorder/County Clerk generates more than \$1.9 million to offset General Fund costs. These costs are reported for budgeting purposes only.

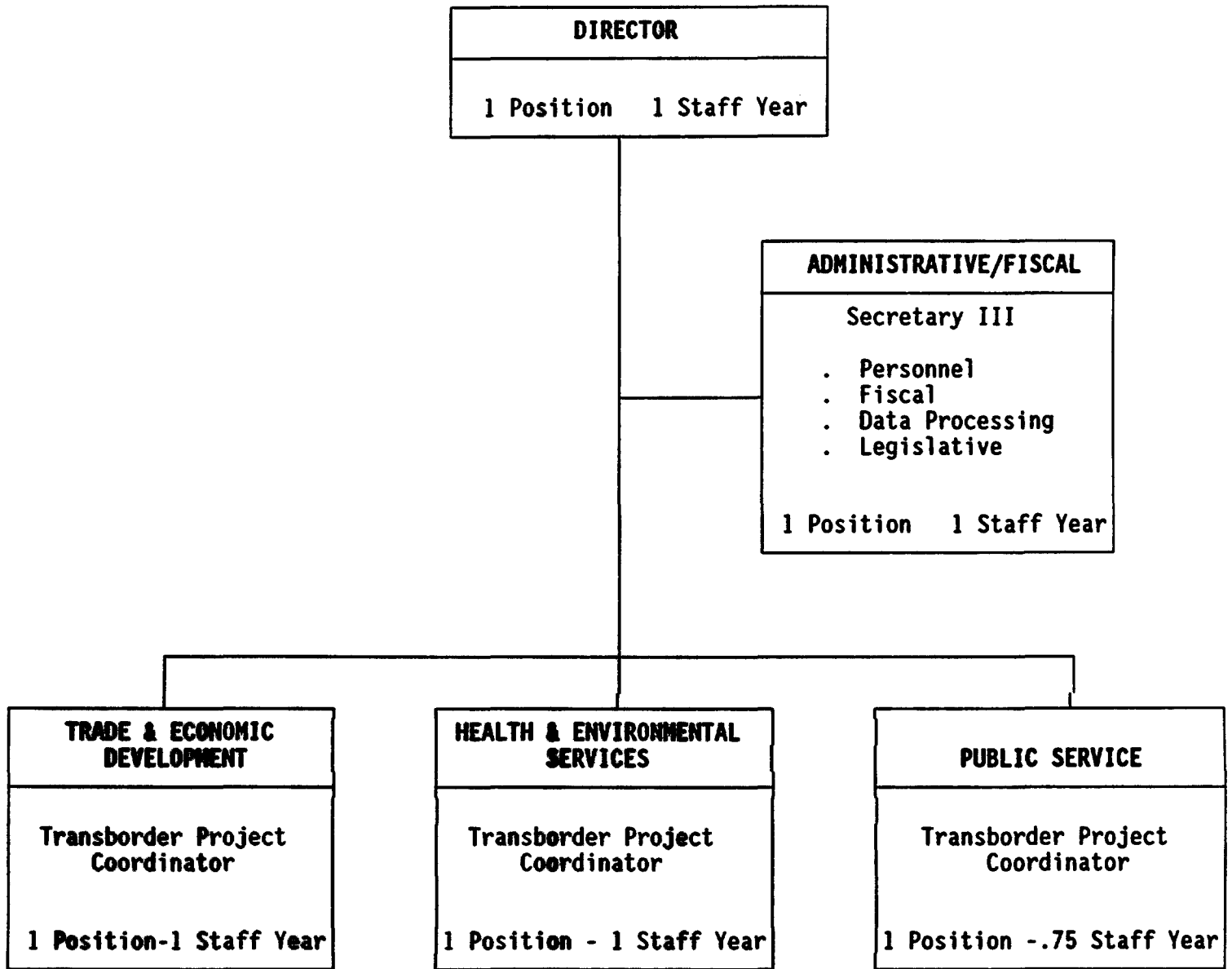
## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0150	Recorder	1	1.00	1	1.00	\$78,067	\$77,766
0250	Chief Deputy Recorder	1	1.00	1	1.00	71,585	71,304
0249	Special Assistant, Recorder	1	1.00	1	1.00	60,522	57,503
2491	Manager, Receipts & Deposits	1	1.00	1	1.00	46,982	23,949
3015	Chief, Recording Services	1	0.00	1	0.00	0	0
2759	Admin. Secretary IV	1	1.00	1	1.00	33,251	28,794
2510	Senior Account Clerk	1	1.00	1	1.00	24,032	23,949
9999	Temporary Extra Help	21	0.00	21	0.00	5,000	5,000
<b>Total</b>		<b>28</b>	<b>6.00</b>	<b>28</b>	<b>6.00</b>	<b>\$319,439</b>	<b>\$288,265</b>
<b>Salary Adjustments:</b>						<b>7,873</b>	<b>53,631</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>107,718</b>	<b>106,084</b>
<b>Salary Savings:</b>						<b>(9,439)</b>	<b>(7,494)</b>
<b>Total Adjustments</b>						<b>\$106,152</b>	<b>\$152,221</b>
<b>Program Totals</b>		<b>28</b>	<b>6.00</b>	<b>28</b>	<b>6.00</b>	<b>\$425,591</b>	<b>\$440,486</b>

TRANSBORDER AFFAIRS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Transborder Affairs	\$463,793	\$481,877	\$432,842	\$481,414	\$377,636	\$(103,778)	(21.6)
TOTAL DIRECT COST	\$463,793	\$481,877	\$432,842	\$481,414	\$377,636	\$(103,778)	(21.6)
PROGRAM REVENUE	(3,333)	(1,668)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$460,460	\$480,209	\$432,842	\$481,414	\$377,636	\$(103,778)	(21.6)
STAFF YEARS	7.00	7.00	4.75	4.75	4.75	0.00	0.0

# DEPARTMENT OF TRANSBORDER AFFAIRS





PROGRAM: Transborder Affairs

DEPARTMENT: TRANSBORDER AFFAIRS

PROGRAM #: 75101  
MANAGER: Augie Barena

ORGANIZATION #: 0601  
REFERENCE: 1992-93 Proposed Budget - Pg. 61-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$431,638	\$462,332	\$417,802	\$453,414	\$364,054	(19.7)
Services & Supplies	25,722	18,988	15,040	28,000	13,582	(51.5)
Other Charges	381	557	0	0	0	0.0
Fixed Assets	6,052	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$463,793</b>	<b>\$481,877</b>	<b>\$432,842</b>	<b>\$481,414</b>	<b>\$377,636</b>	<b>(21.6)</b>
<b>PROGRAM REVENUE</b>	<b>(3,333)</b>	<b>(1,668)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$460,460</b>	<b>\$480,209</b>	<b>\$432,842</b>	<b>\$481,414</b>	<b>\$377,636</b>	<b>(21.6)</b>
<b>STAFF YEARS</b>	<b>7.00</b>	<b>7.00</b>	<b>4.75</b>	<b>6.75</b>	<b>4.75</b>	

**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.

**1991-92 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 was received and used to defray General Fund costs.

**1992-93 OBJECTIVES**

1. To provide staff support for the Transborder Affairs Advisory Committee and the International Trade Commission and its subcommittees.
2. 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.
3. To coordinate and assist various County departments in carrying out their responsibilities when they are impacted by the U.S./Mexico border.
4. To develop policies and programs for the County on binational health and environmental matters relating to the U.S./Mexico border region.
5. To coordinate with the Office of Disaster Preparedness to establish emergency/disaster plans for the binational region.
6. To continue monitoring policy implication of the Immigration Reform and Control Act (IRCA) on County operations.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administrative Services [2.00 SY; E = \$109,250; 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 [1.00 SY; E = \$97,595; 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 [1.00 SY; E = \$97,595; R = \$0] including support personnel:
  - o Discretionary/Discretionary Service Level.
  - o Providing staff support to the International Trade Commission.
  - 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 [.75 SY; E = \$73,196; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Transfer from Cable TV	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$432,842	\$481,414	\$377,636	\$(103,778)
Sub-Total	\$432,842	\$481,414	\$377,636	\$(103,778)
<b>Total</b>	<b>\$432,842</b>	<b>\$481,414</b>	<b>\$377,636</b>	<b>(103,778)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

N/A

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**PERFORMANCE INDICATORS**1989-90  
Actual1990-91  
Actual1991-92  
Actual1991-92  
Budget1992-93  
Budget

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**ACTIVITY A:**

Transborder Activities

**% OF RESOURCES:** 100%**WORKLOAD**

Dept. Assistance & Intervention Service to the Public/Public Agencies	150	200	225	200	275
Policy Impact & Development Studies	35	50	55	50	50
Advisory Committee Meetings	35	50	30	50	40

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2277	Director	1	1.00	1	1.00	\$78,350	\$78,051
2130	Medical Director	1	0.50	0	0.00	0	0
0950	Project Coordinator	3	3.00	3	2.75	175,010	160,308
2414	Analyst IV	1	0.75	0	0.00	35,712	0
2413	Analyst III	0	0.00	0	0.00	0	0
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
9999	Extra Help	6	0.50	6	0.00	23,015	0
<b>Total</b>		<b>13</b>	<b>6.75</b>	<b>11</b>	<b>4.75</b>	<b>\$342,987</b>	<b>\$269,133</b>
<b>Salary Adjustments:</b>						<b>2,866</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>107,561</b>	<b>94,921</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$110,427</b>	<b>\$93,991</b>
<b>Program Totals</b>		<b>13</b>	<b>6.75</b>	<b>11</b>	<b>4.75</b>	<b>\$453,414</b>	<b>\$364,054</b>

TREASURER-TAX COLLECTOR

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
TAX COLLECTION	\$2,556,871	\$2,859,631	\$2,783,655	\$3,185,001	\$2,916,929	\$(268,072)	(8.4)
TREASURY	1,656,032	1,888,799	1,770,376	1,813,657	1,897,773	84,116	4.6
DEPARTMENT OVERHEAD	543,865	575,197	586,512	619,095	617,577	(1,518)	(0.3)
<b>TOTAL DIRECT COST</b>	<b>\$4,756,768</b>	<b>\$5,323,627</b>	<b>\$5,140,543</b>	<b>\$5,617,753</b>	<b>\$5,432,279</b>	<b>\$(185,474)</b>	<b>(3.3)</b>
PROGRAM REVENUE	(2,914,390)	(5,417,817)	(3,978,115)	(3,852,975)	(3,799,274)	53,701	(1.4)
<b>NET GENERAL FUND COST</b>	<b>\$1,842,378</b>	<b>\$(94,190)</b>	<b>\$1,162,428</b>	<b>\$1,764,778</b>	<b>\$1,633,005</b>	<b>\$(131,773)</b>	<b>(7.5)</b>
STAFF YEARS	99.87	111.28	96.24	120.25	116.25	(4.00)	(3.3)

TREASURER-TAX COLLECTOR DEPARTMENT  
HEADQUARTERS LOCATION: COUNTY ADMINISTRATION CENTER  
1992-93 FINAL PROGRAM BUDGET

TREASURER-TAX COLLECTOR - 1201	
	<u>Staff Years</u>
Treasurer-Tax Collector	1.0
Chief Deputy Treasurer	1.0
Chief Deputy Tax Collector	1.0
Administrative Secretary IV	1.0
<b>TOTAL</b>	<b>4.0</b>

ADMINISTRATIVE SERVICES - 1200/1201/1251	
Provides Budget/Fiscal, Payroll, Personnel, Purchasing and EDP support.	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Adm Svcs	1.0
Sr. Systems Analyst	1.0
Dept. EDP Coordinator	1.0
Dept. Computer Spec. I	1.0
Admin. Asst. I	1.0
Admin. Secy. III	1.0
Sr. Payroll Clerk	1.0
SUB TOTAL	7.0
Non-Permanent	0.42
<b>TOTAL</b>	<b>7.42</b>

TREASURY ACCOUNTING - 1211	
Provides Accounting support for the Pooled Money Fund and Retirement Portfolio.	
<u>Permanent</u>	<u>Staff Years</u>
Investment Manager	1.0
Asst. Investment Mgr.	2.0
Mgr. Receipts & Deposits	1.0
Tax Pmt. Processor	1.0
Senior Accountant	1.0
Associate Accountant	1.0
Accounting Technician	1.0
Sr. Account Clerk	1.0
Admin. Secy. II	1.0
Senior Cashier	1.0
Cashier	1.5
Int. Clerk Typist	1.0
<b>TOTAL</b>	<b>13.5</b>

SECURED TAXES - 1222/1231	
Provides for the collection of real property taxes.	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Secured Taxes	1.0
Tax Serv. Div. Chief	2.0
Asst. Div. Chief	2.0
Sr. Account Clerk	6.0
Admin. Secy. II	2.0
Int. Account Clerk	11.0
Int. Clerk Typist	10.0
SUB TOTAL	38.0
Non-Permanent	9.34
<b>TOTAL</b>	<b>47.34</b>

UNSECURED TAXES - 1261	
Provides for the collection of unsecured taxes and Business Certificate Taxes.	
<u>Permanent</u>	<u>Staff Years</u>
Mgr. Field Collections	1.0
Ast. Mgr. Field Collections	1.0
Field Investigator	6.0
Supervising Clerk	1.0
Senior Clerk	3.0
Admin. Secretary II	1.0
Sr. Account Clerk	3.0
Int. Account Clerk	4.0
Int. Clerk Typist	3.0
SUB TOTAL	23.0
Non-Permanent	1.0
<b>TOTAL</b>	<b>24.0</b>

RECEIPTS AND DEPOSITS - 1251	
Provides for the processing of tax payments and bank deposits.	
<u>Permanent</u>	<u>Staff Years</u>
Sr. Tax Pmt. Processor	1.0
Tax Payment Processor	4.0
Cashier	1.5
Photo Reduction Technician	1.0
Intermediate Clerk	1.0
SUB TOTAL	8.5
Non-Permanent	.33
<b>TOTAL</b>	<b>8.83</b>

BONDS - 1281	
Provides all services on assessment, improvement and General Obligation Bonds and Deferred Compensation Management.	
<u>Permanent</u>	<u>Staff Years</u>
Supervising Clerk	1.0
Sr. Account Clerk	1.0
Int. Account Clerk	3.0
<b>TOTAL</b>	<b>5.0</b>

TAX COLLECTION ACCOUNTING - 1271	
Provides accounting support for Tax Collection Services.	
<u>Permanent</u>	<u>Staff Years</u>
Senior Accountant	1.0
Accounting Technician	1.0
Senior Account Clerk	1.0
Int. Account Clerk	3.0
SUB TOTAL	6.0
Non-Permanent	.16
<b>TOTAL</b>	<b>6.16</b>



PROGRAM: Tax Collection

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07401  
MANAGER:

ORGANIZATION #: 1200  
REFERENCE: 1992-93 Proposed Budget - Pg. 62-6

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,069,362	\$2,333,186	\$2,350,509	\$2,826,433	\$2,649,857	(6.2)
Services & Supplies	332,923	396,314	338,230	267,072	267,072	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	154,586	130,131	94,916	91,496	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$2,556,871</b>	<b>\$2,859,631</b>	<b>\$2,783,655</b>	<b>\$3,185,001</b>	<b>\$2,916,929</b>	<b>(8.4)</b>
<b>PROGRAM REVENUE</b>	<b>(1,359,339)</b>	<b>(3,730,180)</b>	<b>(2,165,204)</b>	<b>(2,094,916)</b>	<b>(1,996,989)</b>	<b>(4.7)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,197,532</b>	<b>\$(870,549)</b>	<b>\$618,451</b>	<b>\$1,090,085</b>	<b>\$919,940</b>	<b>(15.6)</b>
<b>STAFF YEARS</b>	<b>74.92</b>	<b>86.30</b>	<b>73.18</b>	<b>93.33</b>	<b>89.33</b>	<b>(4.3)</b>

**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 1,386,700 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Direct costs were \$401,346 under budget. A savings of \$475,924 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 \$71,158 over the budgeted amount due to \$97,068 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 \$43,992. Fixed Asset expenditures were over budget due to the requirement to include prior year expenditures. Revenue exceeded budgeted level by 3.4%. The increase in revenue and decreased expenditures resulted in a Net General Fund Contribution reduction in this program of \$471,634.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Current Secured Tax Collection [45.54 SY; E = \$1,367,323; R = \$908,830] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset 66% 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 [25.53 SY; E = \$911,570; R = \$489,462] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset 54% by program 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 [18.26 SY; E = \$638,036; R = \$598,697] including support personnel is:
  - o Mandated/Discretionary Service Level.
  - o Offset 94% 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Delinquent Costs of Secured Property	\$754,278	\$675,958	\$690,335	\$14,377
Redemption Fees/Cost Recovery of Public Auctions	224,008	164,979	164,979	0
Returned Check Fees	11,438	22,000	22,000	0
Escheatment of Unclaimed Money	0	16,000	16,000	0
Other Miscellaneous Fees	22,122	10,000	10,000	0
SBB13 Recovery	253,946	447,280	370,994	(76,286)
Property Tax System Administration	649,268	658,429	658,429	0
Business Licenses	0	83,772	47,754	(36,018)
Aid From Other Gov't Agency	250,144	16,498	16,498	0
<b>Sub-Total</b>	<b>2,165,204</b>	<b>2,094,916</b>	<b>1,996,989</b>	<b>(97,927)</b>
<b>Total</b>	<b>\$2,165,204</b>	<b>\$2,094,916</b>	<b>\$1,996,989</b>	<b>\$(97,927)</b>

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Program Cost	\$618,451	\$1,090,085	\$919,940	\$170,145
<b>Sub-Total</b>	<b>\$618,451</b>	<b>\$1,090,085</b>	<b>\$919,940</b>	<b>\$170,145</b>
<b>Total</b>	<b>\$618,451</b>	<b>\$1,090,085</b>	<b>\$919,940</b>	<b>\$170,145</b>

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.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Current Secured Taxes</b>					
<b><u>% OF RESOURCES:</u> 47%</b>					
<b><u>WORKLOAD</u></b>					
Tax Bills and Statements	1,438,634	1,424,428	1,309,485	1,450,000	1,386,700
Tax Payments	1,724,422	1,689,666	1,648,274	1,715,000	1,650,000
Refunds	19,503	18,637	21,423	20,000	22,000
Service Requests	108,744	160,153	162,170	150,000	150,000
<b><u>EFFICIENCY</u></b>					
Payments/Staff Hour	22.15	18.44	29.12	18.18	25.00
Cost/Current Tax Bill Issued	1.66	2.48	2.06	2.74	2.20
<b><u>EFFECTIVENESS</u></b>					
Tax Charge Collected	96.91%	95.75%	95.29%	95.00%	95.00%
<b>ACTIVITY B: Prior Year Secured Taxes</b>					
<b><u>% OF RESOURCES:</u> 20%</b>					
<b><u>WORKLOAD</u></b>					
Prior Year Parcels	28,531	29,947	36,362	38,000	37,900
Prior Year Tax Payments	20,006	18,963	22,192	22,000	22,500
<b><u>EFFICIENCY</u></b>					
Prior Year Payments/Staff Hour	0.55	0.53	.62	0.59	.60
<b><u>EFFECTIVENESS</u></b>					
Prior Year Tax Charge Collected	59.39%	54.8%	49.6%	55.00%	50.0%
<b>ACTIVITY C: Unsecured Taxes</b>					
<b><u>% OF RESOURCES:</u> 33%</b>					
<b><u>WORKLOAD</u></b>					
Tax Bills Issued	120,493	121,493	130,961	124,339	131,543
Tax Bills Collected	115,857	117,538	127,396	119,080	120,000
<b><u>EFFICIENCY</u></b>					
Tax Payment/Staff Hour	2.59	2.26	3.54	2.05	3.45
Cost/Tax Bill Issued	\$11.03	\$7.23	\$12.01	\$11.75	\$11.50
Business Certificates Mailed	N/A	N/A	28,051	27,774	18,500
<b><u>EFFECTIVENESS</u></b>					
Tax Charge Collected	98.71%	98.97%	98.33%	97.00%	97.50%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$24,032	\$23,181
2430	Cashier	2	1.50	2	1.50	30,924	31,790
2449	Manager Field Collections	1	1.00	1	1.00	57,705	57,483
2450	Asst. Mgr. Field Collections	1	1.00	1	1.00	42,627	42,199
2454	Tax Services Division Chief	2	2.00	2	2.00	79,374	77,406
2455	Manager Secured Taxes	1	1.00	1	1.00	57,705	57,483
2456	Assistant Division Chief	2	2.00	2	2.00	67,744	67,482
2457	Tax Payment Processor	4	4.00	4	4.00	94,624	95,396
2458	Senior Tax Payment Processor	1	1.00	1	1.00	26,700	26,598
2469	Departmental EDP Coordinator	1	1.00	1	1.00	31,768	38,690
2493	Intermediate Account Clerk	20	19.00	18	18.00	391,161	360,291
2505	Senior Accountant	1	1.00	1	1.00	45,252	45,081
2510	Senior Account Clerk	11	11.00	11	10.00	249,144	239,490
2525	Senior Systems Analyst	1	1.00	1	1.00	54,957	54,747
2700	Intermediate Clerk Typist	16	15.00	16	14.00	275,604	263,096
2730	Senior Clerk	7	7.00	7	7.00	161,227	158,214
2745	Supervising Clerk	1	1.00	1	1.00	24,159	26,752
2757	Administrative Secretary II	3	3.00	3	3.00	69,167	72,646
3053	Photo Reduction Technician	1	1.00	1	1.00	25,274	24,929
3118	Dept. Computer Specialist I	1	1.00	1	1.00	25,162	25,847
5719	Field Investigator	7	7.00	7	6.00	242,795	199,068
9999	Extra Help	28	10.83	28	10.83	118,872	118,872
<b>Total</b>		<b>113</b>	<b>93.33</b>	<b>111</b>	<b>89.33</b>	<b>\$2,195,977</b>	<b>\$2,106,741</b>
<b>Salary Adjustments:</b>						<b>(331)</b>	<b>(76,286)</b>
<b>Premium/Overtime Pay:</b>						<b>30,600</b>	<b>30,600</b>
<b>Employee Benefits:</b>						<b>693,290</b>	<b>697,919</b>
<b>Salary Savings:</b>						<b>(93,103)</b>	<b>(109,117)</b>
<b>Total Adjustments</b>						<b>\$630,456</b>	<b>\$543,116</b>
<b>Program Totals</b>		<b>113</b>	<b>93.33</b>	<b>111</b>	<b>89.33</b>	<b>\$2,826,433</b>	<b>\$2,649,857</b>

PROGRAM: Treasury

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 07701  
MANAGER: Norman N. Ernst

ORGANIZATION #: 1200  
REFERENCE: 1992-93 Proposed Budget - Pg. 62-6

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$557,848	\$635,709	\$720,177	\$743,988	\$778,904	4.7
Services & Supplies	1,012,282	1,147,328	984,192	965,869	1,000,869	3.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	85,902	105,762	66,006	103,800	118,000	13.7
<b>TOTAL DIRECT COST</b>	<b>\$1,656,032</b>	<b>\$1,888,799</b>	<b>\$1,770,375</b>	<b>\$1,813,657</b>	<b>\$1,897,773</b>	<b>4.6</b>
<b>PROGRAM REVENUE</b>	<b>(1,555,051)</b>	<b>(1,687,637)</b>	<b>(1,812,911)</b>	<b>(1,758,059)</b>	<b>(1,802,285)</b>	<b>2.5</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$100,981</b>	<b>\$201,162</b>	<b>\$(42,536)</b>	<b>\$55,598</b>	<b>\$95,488</b>	<b>71.7</b>
<b>STAFF YEARS</b>	<b>15.98</b>	<b>16.32</b>	<b>16.14</b>	<b>18.50</b>	<b>18.50</b>	<b>0.0</b>

**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 3.0 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salary and Benefit Costs were \$23,811 under budgeted amounts. Service and Supplies Expenditures were \$18,323 over budget due to higher than anticipated banking costs, and the requirement to include prior year expenditures of \$215,849. Fixed Assets expenditures were \$37,794 under budget. Revenues exceeded budgeted amounts by \$54,852.

**1992-93 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Treasury [13.50 SY; E = \$1,743,940; R = \$1,756,485] 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 = \$153,833; R = \$45,800] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
Pooled Money Fund Service	\$1,771,422	\$1,747,159	\$1,746,385	\$(774)
Audit Fees Deferred Compensation	2,163	10,000	10,000	0
Audit Fees, Improvement Bonds	169	100	100	0
Miscellaneous	962	800	800	0
Collection Fees-Admin Costs	38,195	0	45000	45,000
Sub-Total	\$1,812,911	\$1,758,059	\$1,802,285	\$44,226
<b>Total</b>	<b>\$1,812,911</b>	<b>\$1,758,059</b>	<b>\$1,802,285</b>	<b>\$44,226</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
	\$(42,536)	\$55,598	\$95,488	\$39,890
Sub-Total	\$(42,536)	\$55,598	\$95,488	\$39,890
<b>Total</b>	<b>\$(42,536)</b>	<b>\$55,598</b>	<b>\$95,488</b>	<b>\$39,890</b>

## 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 1992-93 revenues reflects the relative increase in program operating expenditures.



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**FIXED ASSETS**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Total Cost</b>
Check Encoders	2	unit	\$5,600
Payment Processor Mini System	1	lot	80,000
Cellular Phone	1	unit	1,500
Portable Computer system	1	lot	6,800
Micro-Computer System	2	lot	13,600
LAN Laser Printer	1	unit	3,500
Controller Expansion	1	unit	7,000
<b>Total</b>			<b>\$118,000</b>

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**VEHICLES/COMMUNICATION EQUIPMENT**

<b>Item</b>	<b>Quantity</b>	<b>Unit</b>	<b>Cost</b>
<b>Total</b>			<b>\$0</b>

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Treasury					
<b>% OF RESOURCES: 92%</b>					
<b>WORKLOAD</b>					
Investment Transactions	4,846	5,809	5,232	5,430	5,300
Items Deposited	1,389,569	1,459,666	1,554,060	1,400,500	1,500,500
Deposit Permits Proofed	22,669	23,537	24,103	22,650	24,600
<b>EFFICIENCY</b>					
Unit Cost Per Item Deposited	\$0.14	\$0.16	\$0.17	\$0.18	\$0.18
<b>EFFECTIVENESS</b>					
Average Rate of Return to Investment Fund	9.54	9.37	8.80	8.50	8.00
<b>ACTIVITY B:</b>					
Improvement and General Obligation Bonds					
<b>% OF RESOURCES: 8%</b>					
<b>WORKLOAD</b>					
Bonds and Coupons Paid	15,455	10,579	29,499	12,000	32,000
Bonds Presented for Registration	N/A	N/A	72	60	60
Subdivision Maps Processed/Approved	N/A	N/A	176	150	150
<b>Deferred Compensation Accounts</b>					
County Plan	273	251	399	250	800
Hartford Plan	3,570	3,961	4,346	4,250	4,450

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$26,760	\$26,665
2425	Associate Accountant	1	1.00	1	1.00	37,260	37,125
2430	Cashier	2	1.50	2	1.50	31,916	29,237
2457	Tax Payment Processor	1	1.00	1	1.00	23,930	24,055
2490	Assistant Investment Manager	2	2.00	2	2.00	102,964	102,566
2491	Manager Receipts & Deposits	1	1.00	1	1.00	50,420	50,239
2492	Investment Manager	1	1.00	1	1.00	68,426	85,711
2493	Intermediate Account Clerk	3	3.00	3	3.00	59,963	57,922
2505	Senior Accountant	1	1.00	1	1.00	45,252	45,081
2510	Sr. Account Clerk	2	2.00	2	2.00	41,767	42,826
2513	Senior Cashier	1	1.00	1	1.00	24,673	24,577
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,754	19,089
2745	Supervising Clerk	1	1.00	1	1.00	26,231	27,431
2757	Administrative Secretary II	1	1.00	1	1.00	18,237	25,475
<b>Total</b>		<b>19</b>	<b>18.50</b>	<b>19</b>	<b>18.50</b>	<b>\$578,553</b>	<b>\$597,999</b>
<b>Salary Adjustments:</b>						76	0
<b>Premium/Overtime Pay:</b>						0	0
<b>Employee Benefits:</b>						180,483	195,933
<b>Salary Savings:</b>						(15,124)	(15,028)
<b>Total Adjustments</b>						<b>\$165,435</b>	<b>\$180,905</b>
<b>Program Totals</b>		<b>19</b>	<b>18.50</b>	<b>19</b>	<b>18.50</b>	<b>\$743,988</b>	<b>\$778,904</b>

PROGRAM: Department Overhead

DEPARTMENT: TREASURER-TAX COLLECTOR

PROGRAM #: 92101  
MANAGER: Ray W. Rainer

ORGANIZATION #: 1200  
REFERENCE: 1992-93 Proposed Budget - Pg. 62-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$512,127	\$548,393	\$567,087	\$579,545	\$578,027	(0.3)
Services & Supplies	31,738	26,804	19,425	39,550	39,550	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$543,865</b>	<b>\$575,197</b>	<b>\$586,512</b>	<b>\$619,095</b>	<b>\$617,577</b>	<b>(0.2)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$543,865</b>	<b>\$575,197</b>	<b>\$586,512</b>	<b>\$619,095</b>	<b>\$617,577</b>	<b>(0.2)</b>
<b>STAFF YEARS</b>	<b>8.97</b>	<b>8.66</b>	<b>6.62</b>	<b>8.42</b>	<b>8.42</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

To provide management and administrative direction for Tax Collection, Treasury, and Retirement Administration programs.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Salary and Benefit costs were \$12,458 under budget. Services and Supplies expenditures were \$20,125 under budgeted appropriations.

**1992-93 SUB PROGRAM ACTIVITIES**

This is a single activity program and summarized as follows:

1. Department Overhead [8.42 SY; E = \$617,557; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
PROGRAM COSTS:	\$586,512	\$619,095	\$617,577	\$(1,518)
Sub-Total	\$586,512	\$619,095	\$617,577	\$(1,518)
Total	\$586,512	\$619,095	\$617,577	\$(1,518)

## EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% offset by net County cost.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0185	Treasurer-Tax Collector	1	1.00	1	1.00	\$92,317	\$91,971
0270	Chief Deputy Tax Collector	1	1.00	1	1.00	80,143	79,909
0280	Chief Deputy Treasurer	1	1.00	1	1.00	80,143	79,909
2304	Admin Asst I	1	1.00	1	1.00	31,245	32,690
2369	Admin Services Manager II	1	1.00	1	1.00	54,957	54,747
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	19,033
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
2759	Administrative Secretary IV	1	1.00	1	1.00	33,251	33,135
9999	Extra Help	1	.42	1	.42	4,800	4,800
<b>Total</b>		<b>9</b>	<b>8.42</b>	<b>9</b>	<b>8.42</b>	<b>\$432,913</b>	<b>\$426,968</b>
<b>Salary Adjustments:</b>						<b>(398)</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>147,030</b>	<b>151,059</b>
<b>Salary Savings:</b>						<b>0</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$146,632</b>	<b>\$151,059</b>
<b>Program Totals</b>		<b>9</b>	<b>8.42</b>	<b>9</b>	<b>8.42</b>	<b>\$579,545</b>	<b>\$578,027</b>

# SUPPORT SERVICES



**CAPITAL ASSET LEASING (SANCAL)**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
<b>Capital Asset Leasing</b>	\$1,789,274	\$6,107,791	\$6,366,994	\$6,410,864	\$5,713,967	\$(696,897)	(10.9)
<b>TOTAL DIRECT COST</b>	\$1,789,274	\$6,107,791	\$6,366,994	\$6,410,864	\$5,713,967	\$(696,897)	(10.9)
<b>PROGRAM REVENUE</b>	(0)	(0)	(200,000)	(0)	(0)	0	0.0
<b>NET GENERAL FUND COST</b>	\$1,789,274	\$6,107,791	\$6,166,994	\$6,410,864	\$5,713,967	\$(696,897)	(10.9)
<b>STAFF YEARS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: Capital Asset Leasing (SANCAL)

DEPARTMENT: CAPITAL ASSET LEASING (SANCAL)

PROGRAM #: 00001

ORGANIZATION #: 5200

MANAGER: Peggy Goldstein, Debt Finance Manager

REFERENCE: 1992-93 Proposed Budget - Pg. 17-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	2,166,257	6,107,791	6,366,994	6,410,864	5,713,967	(10.9)
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(376,983)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,789,274</b>	<b>\$6,107,791</b>	<b>\$6,366,994</b>	<b>\$6,410,864</b>	<b>\$5,713,967</b>	<b>(10.9)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(200,000)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,789,274</b>	<b>\$6,107,791</b>	<b>\$6,166,994</b>	<b>\$6,410,864</b>	<b>\$5,713,967</b>	<b>(10.9)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**1991-92 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.

**1992-93 OBJECTIVES**

The following lease payments will be made from this budget unit in 1991-92.

<u>FINANCING</u>	<u>LEASE PAYMENT DATES</u>		
1984 Equipment Issue		\$1,161,923	July '92/Jan.'93
1987 Equipment Issue		1,862,648	July '92/Jan.'93
1990 East Mesa Refin.		2,411,564	Oct/'92
1989 Capital Issue (Equip.)		<u>277,832</u>	July '92/Jan.'93
		<b>\$5,713,967</b>	

**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

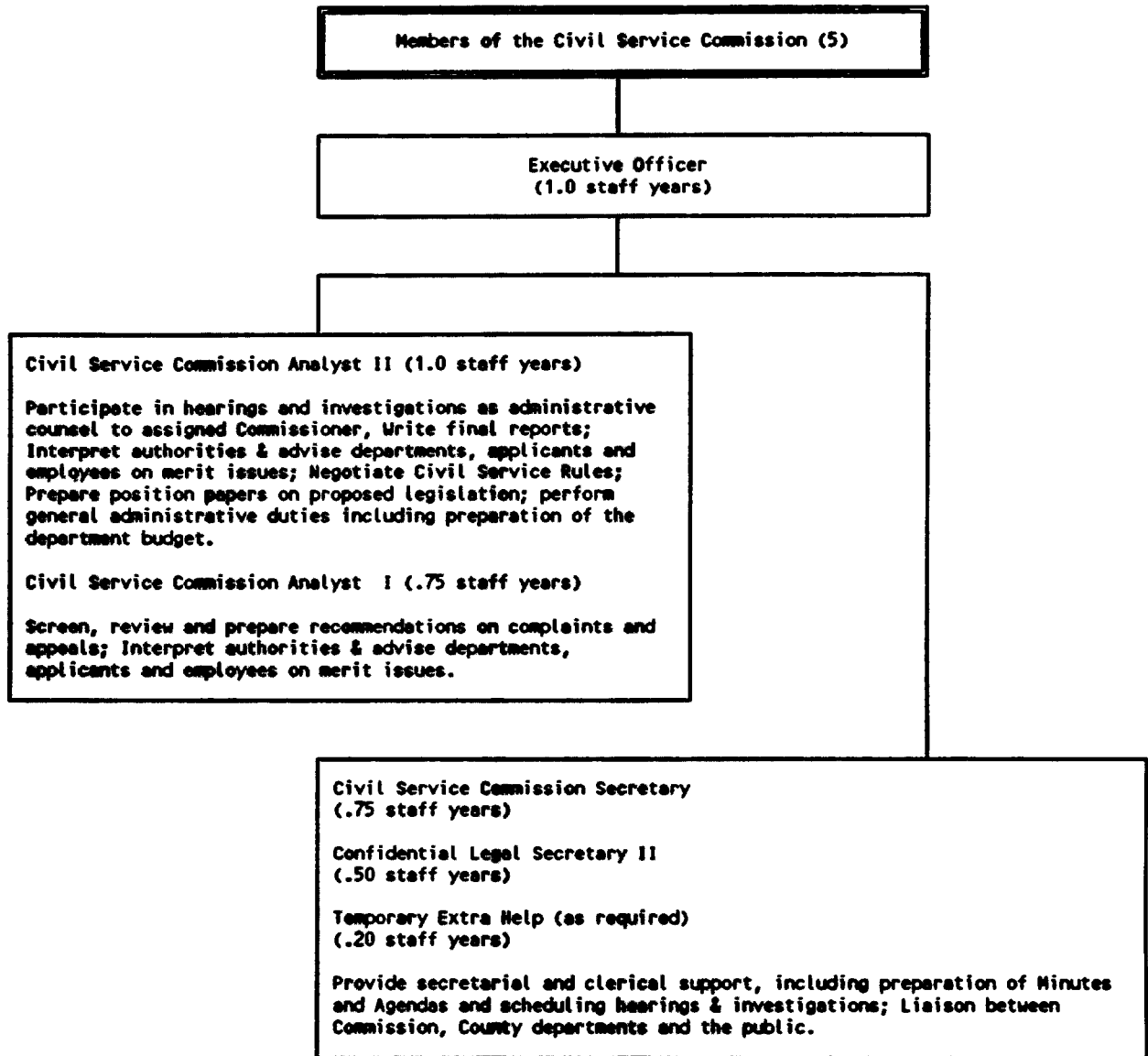
**ANNUAL DEBT SERVICE COMMITMENT (COUNTY LEASE PAYMENTS)  
(1,000)**

<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>
<b>TOTAL</b>	<b>\$14,006</b>	<b>\$13,734</b>	<b>\$17,639</b>	<b>\$15,969</b>	<b>\$15,326</b>

CIVIL SERVICE COMMISSION

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
PERSONNEL SERVICES	\$259,274	\$253,227	\$259,072	\$296,950	\$284,846	\$(12,104)	(4.1)
TOTAL DIRECT COST	\$259,274	\$253,227	\$259,072	\$296,950	\$284,846	\$(12,104)	(4.1)
PROGRAM REVENUE	(25,491)	(19,145)	(23,063)	(20,968)	(22,663)	(1,695)	8.1
NET GENERAL FUND COST	\$233,783	\$234,082	\$236,009	\$275,982	\$262,183	\$(13,799)	(5.0)
STAFF YEARS	4.50	4.50	4.20	4.20	4.20	0.00	0.0

**ORGANIZATION CHART OF THE CIVIL SERVICE COMMISSION**



**6 Positions**

**4.20 Staff Years**

PROGRAM: Personnel Services

DEPARTMENT: CIVIL SERVICE COMMISSION

PROGRAM #: 81201  
MANAGER: LARRY COOK

ORGANIZATION #: 0450  
REFERENCE: 1992-93 Proposed Budget - Pg. 19-1

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AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

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	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$248,041	\$240,268	\$237,476	\$287,306	\$276,402	(3.8)
Services & Supplies	11,233	12,959	20,863	8,444	8,444	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	733	1,200	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$259,274</b>	<b>\$253,227</b>	<b>\$259,072</b>	<b>\$296,950</b>	<b>\$284,846</b>	<b>(4.1)</b>
<b>PROGRAM REVENUE</b>	<b>(25,491)</b>	<b>(19,145)</b>	<b>(23,063)</b>	<b>(20,968)</b>	<b>(22,663)</b>	<b>8.1</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$233,783</b>	<b>\$234,082</b>	<b>\$236,009</b>	<b>\$275,982</b>	<b>\$262,183</b>	<b>(5.0)</b>
<b>STAFF YEARS</b>	<b>4.50</b>	<b>4.50</b>	<b>4.20</b>	<b>4.20</b>	<b>4.20</b>	<b>0.0</b>

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**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

As a result of maintaining one vacant position, this department returned \$39,973 to the General Fund, 14% of the budgeted General Fund contribution. Performance indicators show a reduction in Commissioner assignments, with an increase in matters resolved at the staff level.

**1992-93 OBJECTIVES**

All mandated requirements for hearings and investigations will be met.

**1992-93 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
OTHER:				
ROAD FUND	\$11,403	\$11,393	\$11,933	\$540
APCD	3,837	1,823	2,382	559
LIBRARY	4,099	4,293	4,104	(189)
AIRPORT/LIQUID/SOLID	3,724	3,459	4,244	785
OTHER MISCELLANEOUS	0	0	0	0
Sub-Total	\$23,063	\$20,968	\$22,663	\$1,695
Total	\$23,063	\$20,968	\$22,663	\$1,695

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$236,009	\$275,982	\$262,183	\$(13,799)
Sub-Total	\$236,009	\$275,982	\$262,183	\$(13,799)
Total	\$236,009	\$275,982	\$262,183	(13,799)

## EXPLANATION/COMMENT ON PROGRAM REVENUES



## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY A:

## KEY WORKLOAD INDICATORS

% OF RESOURCES: 100%WORKLOAD

COMMISSION HEARINGS	48	44	32	50	37
COMMISSION INVESTIGATIONS	12	9	8	12	8
STAFF REVIEW	300	306	409	310	338

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	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 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	71,618	71,348
2406	COMMISSION ANALYST II	0	0.00	1	1.00	0	42,479
2407	COMMISSION ANALYST I	0	0.00	1	.75	0	27,253
2412	ANALYST II	2	1.75	0	0.00	74,156	0
2753	CSC SECRETARY	1	.83	1	.75	30,333	23,640
2772	CONFIDENTIAL LEGAL SECRETARY	1	.50	1	.50	15,866	16,107
9999	EXTRA HELP	1	.12	1	.20	3,500	3,500
<b>Total</b>		<b>16</b>	<b>4.20</b>	<b>16</b>	<b>4.20</b>	<b>\$221,123</b>	<b>\$209,977</b>
<b>Salary Adjustments:</b>						<b>(2,617)</b>	<b>(2,202)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>68,800</b>	<b>68,627</b>
<b>Salary Savings:</b>						<b>(0)</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$66,183</b>	<b>\$66,425</b>
<b>Program Totals</b>		<b>16</b>	<b>4.20</b>	<b>16</b>	<b>4.20</b>	<b>\$287,306</b>	<b>\$276,402</b>

**ELECTRONIC SYSTEMS AND EQUIPMENT**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Communications Equipment	\$3,476,104	\$3,193,668	\$2,803,687	\$2,342,911	\$2,342,911	\$0	0.0
Telephone Utilities	7,201,577	9,316,414	7,691,491	6,536,478	6,536,478	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$10,677,681</b>	<b>\$12,510,082</b>	<b>\$10,495,178</b>	<b>\$8,879,389</b>	<b>\$8,879,389</b>	<b>\$0</b>	<b>0.0</b>
<b>PROGRAM REVENUE</b>	<b>(213,863)</b>	<b>(684,099)</b>	<b>(438,151)</b>	<b>(41,832)</b>	<b>(41,832)</b>	<b>0</b>	<b>0.0</b>
<b>NET GENERAL FUND COST</b>	<b>\$10,463,818</b>	<b>\$11,825,983</b>	<b>\$10,057,027</b>	<b>\$8,837,557</b>	<b>\$8,837,557</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>



PROGRAM: Communications Equipment

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

ORGANIZATION #: 0800

MANAGER: Everett M. Knox, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 25-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Services & Supplies	\$16,884	\$14,329	\$14,671	\$0	\$0	0.0
Other Charges	3,038,531	2,821,472	2,342,910	2,342,911	2,342,911	0.0
Fixed Assets	420,689	357,867	446,106	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$3,476,104</b>	<b>\$3,193,668</b>	<b>\$2,803,687</b>	<b>\$2,342,911</b>	<b>\$2,342,911</b>	<b>0.0</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(9,595)</b>	<b>(199,543)</b>	<b>(0)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,476,104</b>	<b>\$3,184,073</b>	<b>\$2,604,144</b>	<b>\$2,342,911</b>	<b>\$2,342,911</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Fixed Assets totaling \$446,106 and Services and Supplies of \$14,671 were transferred during FY 91/92 for acquisition of communications equipment.

The only lease payment left in the Communications Equipment Budget is for the SanConTel Telephone System in the amount of \$2,342,911.

**1992-93 OBJECTIVES**

1. Pay lease purchase obligations as they become due.
2. Acquire approved communications fixed assets equipment.

**1992-93 SUB PROGRAM ACTIVITIES**

1. Communications Equipment [ SY 0.00; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
AB75 Capital Outlay (9515)	\$127,439	\$0	\$0	\$0
Aid From City of San Diego (9741)	48,452	0	0	0
Miscellaneous Revenue (9989)	7,952	0	0	0
Operating Transfers (9805)	15,700	0	0	0
Sub-Total	\$199,543	\$0	\$0	\$0
<b>Total</b>	<b>\$199,543</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$2,604,144	\$2,342,911	\$2,342,911	\$0
Sub-Total	\$2,604,144	\$2,342,911	\$2,342,911	\$0
<b>Total</b>	<b>\$2,604,144</b>	<b>\$2,342,911</b>	<b>\$2,342,911</b>	<b>\$0</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Actual revenue is the result of Board-approved transfers during FY 91/92 for communications equipment.

PROGRAM: Telephone Utilities

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 82305

ORGANIZATION #: 0800

MANAGER: Everett W. Knox, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 25-6

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Services & Supplies	\$6,548,310	\$7,097,247	\$7,105,839	\$6,833,798	\$6,833,798	0.0
Fixed Assets	936,669	2,556,451	965,774	0	0	0.0
Less Reimbursements	(286,402)	(337,284)	(380,122)	(297,320)	(297,320)	0.0
<b>TOTAL DIRECT COST</b>	<b>\$7,198,577</b>	<b>\$9,316,414</b>	<b>\$7,691,491</b>	<b>\$6,536,478</b>	<b>\$6,536,478</b>	<b>0.0</b>
<b>PROGRAM REVENUE</b>	<b>(213,863)</b>	<b>(674,504)</b>	<b>(238,608)</b>	<b>(41,832)</b>	<b>(41,832)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,984,714</b>	<b>\$8,641,910</b>	<b>\$7,452,883</b>	<b>\$6,494,646</b>	<b>\$6,494,646</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

All County telephone utility costs are budgeted and paid under the program. The program is administered by the Department of Information Services, Telecommunications Program. Under the guidance of Telecommunications, PacBell, AT&T and other vendors' charges are monitored, authorized and paid.



**1991-92 BUDGET TO ACTUAL COMPARISON**

An additional \$272,041 was transferred to Services and Supplies increasing the total amount to \$7,105,839. This was due to Board-approved mid-year projects and contingency funding.

The \$965,774 in fixed assets is due to mid-year Board-approved transfers and remaining prior year projects not yet completed.

**1992-93 OBJECTIVES**

To manage the County telephone system.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Telephone Utilities [SY 0; E = \$6,536,478; R = \$41,832] is:
  - o Discretionary/Discretionary Service Level
  - o Responsible to fund the Countywide telephone system.
  - o Responsible for providing system expansion and upgrade.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Other Government Agencies (9746)	\$1,760	\$2,100	\$1,670	\$(430)
License Fee (9694)	5,885	7,000	7,000	0
Other Revenue	16,452	32,732	33,162	430
SanCal Proceeds	214,416	0	0	0
Sub-Total	\$238,513	\$41,832	\$41,832	\$0
<b>Total</b>	<b>\$238,513</b>	<b>\$41,832</b>	<b>\$41,832</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$7,452,883	\$6,536,478	\$6,536,478	\$0
Sub-Total	\$7,452,883	\$6,536,478	\$6,536,478	\$0
<b>Total</b>	<b>\$7,452,883</b>	<b>\$6,536,478</b>	<b>\$6,536,478</b>	<b>\$0</b>

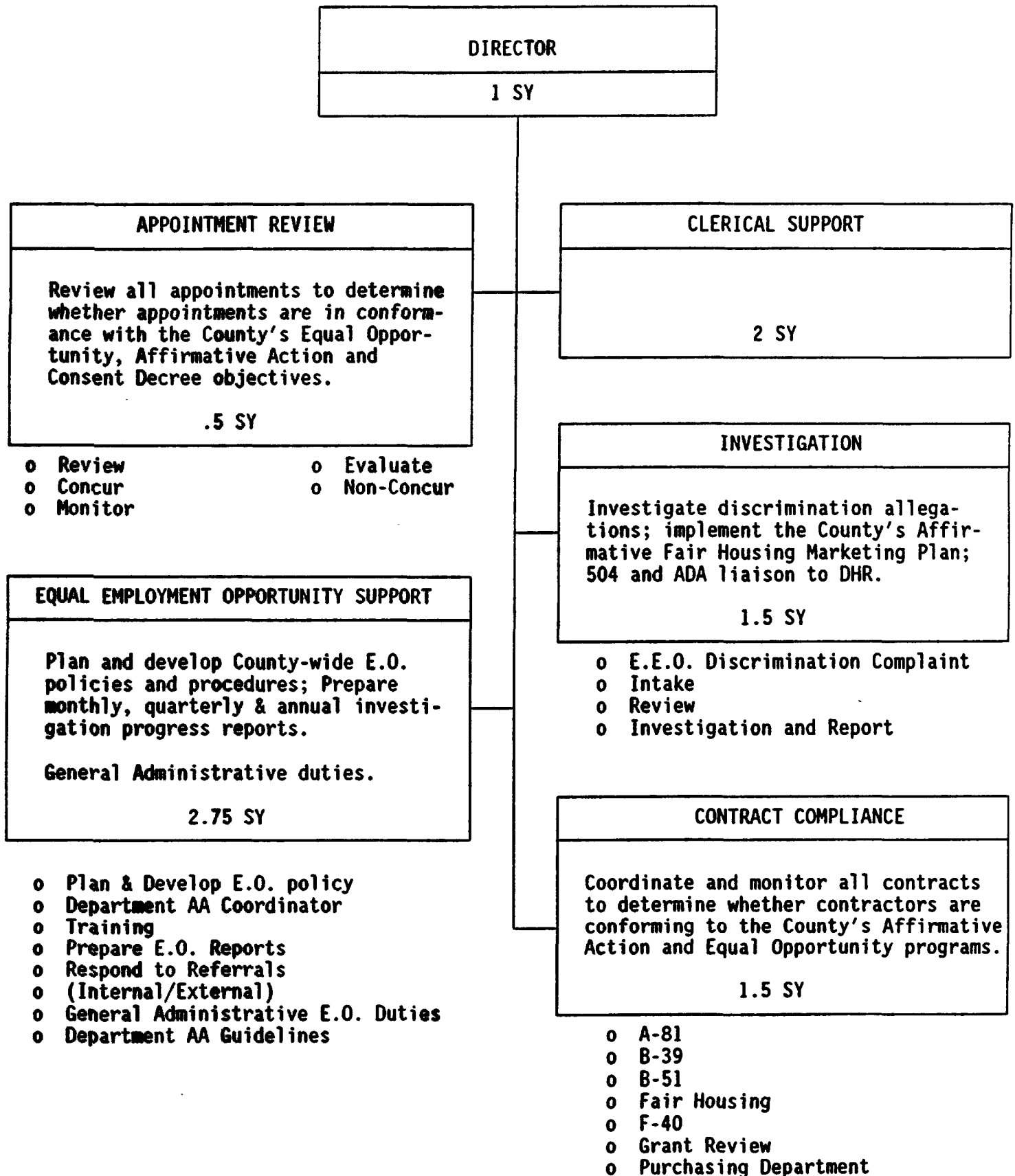
## EXPLANATION/COMMENT ON PROGRAM REVENUES

SanCal proceeds of \$214,416 were the result of mid-year transfers for telephone projects funded by SanCal.

EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Management Office	\$457,002	\$511,972	\$550,178	\$568,642	\$531,359	\$(37,283)	(6.6)
TOTAL DIRECT COST	\$457,002	\$511,972	\$550,178	\$568,642	\$531,359	\$(37,283)	(6.6)
PROGRAM REVENUE	(45,410)	(60,872)	(69,933)	(57,735)	(57,735)	0	0.0
NET GENERAL FUND COST	\$411,592	\$451,100	\$480,245	\$510,907	\$473,624	\$(37,283)	(7.3)
STAFF YEARS	11.00	11.00	9.80	10.00	9.25	(0.75)	(7.5)

# EQUAL OPPORTUNITY MANAGEMENT OFFICE



PROGRAM: Equal Opportunity Management Office

DEPARTMENT: EQUAL OPPORTUNITY MANAGEMENT OFFICE

PROGRAM #: 81206

ORGANIZATION #: 0210

MANAGER: Victor A. Nieto

REFERENCE: 1992-93 Proposed Budget - Pg. 26-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$430,080	\$492,295	\$527,079	\$547,848	\$515,786	(5.9)
Services & Supplies	21,152	19,677	18,367	15,573	15,573	0.0
Fixed Assets	5,770	0	4,732	5,221	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$457,002</b>	<b>\$511,972</b>	<b>\$550,178</b>	<b>\$568,642</b>	<b>\$531,359</b>	<b>(6.6)</b>
<b>PROGRAM REVENUE</b>	<b>(45,410)</b>	<b>(60,872)</b>	<b>(69,933)</b>	<b>(57,735)</b>	<b>(57,735)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$411,592</b>	<b>\$451,100</b>	<b>\$480,245</b>	<b>\$510,907</b>	<b>\$473,624</b>	<b>(7.3)</b>
<b>STAFF YEARS</b>	<b>11.00</b>	<b>11.00</b>	<b>9.80</b>	<b>10.00</b>	<b>9.25</b>	<b>(7.5)</b>

**PROGRAM DESCRIPTION**

Consent Decree order and Federal law require that affirmative action be taken to assure that minorities, disabled 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 Governments require that construction projects financed by their Public Works Program provide for the utilization of Minority and Women Business Enterprises (M/WBE) contractors. The County's M/WBE 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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

As a result of vacancies within the department, a savings of salaries and employee benefits in the amount of \$18,464 resulted.

**1992-93 Objectives****1. Appointment Review**

EOMO will process approximately 6,420 appointments, 1,900 dispositions of examinations, 113 reclassifications and 360 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.

Work with County Counsel to upgrade the parity levels for the Consent Decree protected groups to their respective 1990 census levels.

Institute a new promotional exam review process with the Affirmative Action Manager of DHR.

**2. Investigation and Training**

The number of discrimination complaints filed both internally and externally and decrease the number of cases requiring investigation should remain at approximately 100+ this year.

Resolve all internal complaints within a 4 month time period.

Improve employees knowledge of EOMO's functions by publishing an information brochure.

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 80+ 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 32 vendors and MWBEs for on-site visits per year.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

**1. Equal Opportunity Management [9.25 SY; E = \$531,359; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
Federal Aid - Community Development Block Grant	\$33,799	\$20,000	\$20,000	\$0
Aid from other Government Agencies	0	1,601	1,601	0
Sub-Total	\$33,799	\$21,601	\$21,601	\$0
<b>CHARGES FOR CURRENT SERVICES:</b>				
Road Fund	\$19,449	\$19,449	\$19,449	\$0
Air Pollution Control District	3,435	3,435	3,435	0
Airport Enterprise Fund	698	698	698	0
Liquid Waste Enterprise Fund	2,468	2,468	2,468	0
Solid Waste Enterprise Fund	3,187	3,187	3,187	0
Library Fund	6,897	6,897	6,897	0
Sub-Total	\$36,134	\$36,134	\$36,134	\$0
<b>OTHER REVENUE:</b>				
Revenue Appropriations Prior Year - Charges Current Services	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$69,933</b>	<b>\$57,735</b>	<b>\$57,735</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$480,245	\$510,907	\$473,624	\$(37,283)
Sub-Total	\$480,245	\$510,907	\$473,624	\$(37,283)
<b>Total</b>	<b>\$480,245</b>	<b>\$510,907</b>	<b>\$473,624</b>	<b>\$(37,283)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted program revenue from charges for current services will remain constant with previous year. Aid from Other Governmental Agencies is also expected to remain constant with Community Development Block Grant (CDBG) funds received as a result of an agreement between EOMO and the Department of Housing and Community Development (HCD). These revenues will be used to offset net county costs.

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A: Equal Opportunity/Affirmative Action

% OF RESOURCES: 100%

WORKLOAD

Appointment Review	6,032	5,304	2,520	5,551	6,420
Investigation	422	509	450	464	464

EFFECTIVENESS

Appointment Review

In FY 1991-92, EOMO processed 2,520 appointments, and 120 reasons for non-selection.<sup>1</sup>

In FY 1992-93, EOMO anticipates processing 6,420 appointments and 340 reasons for non-selection.

Investigations

In FY 1991-92, EOMO handled 58 formal complaints, 39 short complaints, and 450 requests for information.

In FY 1992-93, EOMO anticipates handling 75 formal complaints, 34 short complaints, and 400 requests for information.

Contract Compliance

Contract awards for FY 91-92 totaled \$109,645,983, with MBE's awarded \$21,613,177 (19.7%).

In FY 92-93, EOMO will work to increase MBE contract participation to 30% and perform on-site visits of MBE firms, vendors and work-sites to confirm MBE 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 91-92, 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.

In FY 92-93, it is anticipated that these numbers will remain approximately the same.

Employment

In FY 1991-92, the County of San Diego reached a diverse ethnic workforce representation of 9.5% Blacks, 15.9% Mexican-Americans, 10.3% Asians, 1% American Indians, 63.3% Caucasians, and 58.6% females.

<sup>1</sup> These figures decreased because of the County-wide hiring freeze in effect from December 1991 through June 1992.



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2283	Director	1	1.00	1	1.00	\$66,819	\$66,567
2401	Equal Opportunity Officer II	5	5.00	5	5.00	209,393	208,478
2402	Equal Opportunity Officer I	1	1.00	1	1.00	35,414	35,270
2419	Principal Opportunity Officer	1	1.00	1	0.25	48,658	12,260
2757	Administrative Secretary II	1	1.00	1	1.00	24,421	25,475
2758	Administrative Secretary III	1	1.00	1	1.00	28,515	29,841
9999	Temporary Extra Help	5	0.00	5	0.00	1,500	1,500
<b>Total</b>		<b>15</b>	<b>10.00</b>	<b>15</b>	<b>9.25</b>	<b>\$414,720</b>	<b>\$379,391</b>
<b>Salary Adjustments:</b>						<b>6,726</b>	<b>9,630</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>126,402</b>	<b>126,765</b>
<b>Salary Savings:</b>						<b>0</b>	<b>(0)</b>
<b>Total Adjustments</b>						<b>\$133,128</b>	<b>\$136,395</b>
<b>Program Totals</b>		<b>15</b>	<b>10.00</b>	<b>15</b>	<b>9.25</b>	<b>\$547,848</b>	<b>\$515,786</b>

**EQUIPMENT ACQUISITION**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Vehicular Equipment	\$3,546,424	\$3,771,572	\$3,062,402	\$3,934,931	\$6,535,086	\$2,600,155	66.1
TOTAL DIRECT COST	\$3,546,424	\$3,771,572	\$3,062,402	\$3,934,931	\$6,535,086	\$2,600,155	66.1
PROGRAM REVENUE	(225,000)	(150,000)	(1,059,864)	(150,000)	(4,756,900)	(4,606,900)	3,071.3
NET GENERAL FUND COST	\$3,321,424	\$3,621,572	\$2,002,538	\$3,784,931	\$1,778,186	\$(2,006,745)	(53.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.00



PROGRAM: Vehicular Equipment

DEPARTMENT: EQUIPMENT ACQUISITION

PROGRAM #: 86404

ORGANIZATION #: 5600

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 27-5

AUTHORITY: This program implements 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 purpose funds.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	18,091	0	0	0	0.0
Vehicle Lease Purchases	1,445,539	1,185,154	777,463	1,087,531	973,186	(10.5)
Fixed Assets	2,100,885	2,568,327	2,284,939	2,847,400	5,561,900	95.3
<b>TOTAL DIRECT COST</b>	<b>\$3,546,424</b>	<b>\$3,771,572</b>	<b>\$3,062,402</b>	<b>\$3,934,931</b>	<b>\$6,535,086</b>	<b>66.1</b>
PROGRAM REVENUE	(225,000)	(150,000)	(1,059,864)	(150,000)	(4,756,900)	3,071.3
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,321,424</b>	<b>\$3,621,572</b>	<b>\$2,002,538</b>	<b>\$3,784,931</b>	<b>\$1,778,186</b>	<b>(53.0)</b>
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program consolidates all County department replacement vehicles to be purchased with General Fund monies, including vehicles purchased on a lease purchase basis. The vehicles selected for replacement are recommended by the Fleet Operations Division of the Department of General Services. Replacement criteria is based on maximum vehicle usage limits. Also managed in this program budget is the acquisition of additional new vehicles, funds for which are initially approved in the individual requesting department budgets. Once approved, the funds are subsequently transferred to the Vehicular Equipment Budget.

1991-92 BUDGET TO ACTUAL COMPARISON

FY91-92 actual expenditures were \$1,782,393 lower than budgeted due to the net effect of mid-year increases to expenditure and revenue appropriations, transfers of appropriations to General Fund balance, the reflection of prior-year 1990-91 appropriations and expenditures, and rebudgeting of appropriations to the 1992-93 fiscal year.

Budgeted fixed asset appropriations of \$2,847,400 were supplemented with mid-year appropriations totaling \$4,667,186 for additional vehicles, including East Mesa prison vehicles and replacement vehicles. Total appropriations were \$7,514,586. Of this amount: (1) \$1,988,906 was returned to General Fund balance mid-year at the direction of the Board of Supervisors to help alleviate the County's serious fiscal situation; (2) The Board directed lease purchase of previously-approved non-patrol vehicles instead of outright purchase. \$3,200,000 appropriated mid-year for vehicle lease purchases, along with offsetting revenue from a third-party financing source, was subsequently rebudgeted to 1992-93; (3) \$909,864 was spent on additional East Mesa prison vehicles, primarily for 4 prisoner transportation buses. These vehicles were offset by one-time revenues from AB189, COF, and SANCAL; (4) \$307,337 was frozen by the Auditor due to non-realization of appropriated mid-year revenues for vehicles; and (5) the remaining appropriations were either spent or encumbered for outright acquisition of 62 patrol sedans, two 4x4 patrols and three non-patrol law enforcement vehicles. In addition, \$1,362,279 was also spent from prior-year budgeted encumbrances for vehicles ordered in FY90-91 but not delivered and paid for until FY91-92.

Appropriations of \$1,087,531 were budgeted for vehicle lease purchases, both existing obligations and an anticipated new one. Of this amount: (1) \$777,463 in lease payments was made on an existing vehicle lease of 287 vehicles. Of that total, 254 vehicles were paid off and clear titles obtained in FY91-92; (2) \$259,844 was returned to General Fund balance mid-year at the direction of the Board of Supervisors to help alleviate the County's serious fiscal situation; and (3) \$50,244 designated primarily for contingency buy-outs of wrecked lease purchase vehicles was returned to General Fund balance at year-end.

Revenue of \$150,000 from the auction sales of older, worn vehicles was realized as budgeted. Unbudgeted one-time mid-year revenues of \$909,864 were received from AB189, COF operating transfers, and SANCAL to offset the cost of additional vehicles for the East Mesa Prison. A mid-year revenue appropriation of \$3,200,000 which was received to offset the lease-purchase of vehicles from a third-party financing source was subsequently rebudgeted to FY92-93.

1992-93 OBJECTIVES

1. To pay ongoing vehicle lease purchase obligations as they become due.
2. To acquire replacement and additional vehicles as authorized in the budget and mid-year.

1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Vehicular Equipment [0.0 SY; E = \$6,535,086; R = \$(4,756,900)] is:
  - o Discretionary/Discretionary Service Level
  - o Acquiring vehicles for elected officials and County departments whose duties are both mandated and discretionary in nature.
  - o Decreasing \$2,006,745 in net County costs due to lease purchase instead of outright acquisition of non-patrol vehicles in 1992-93 and terminating payments on prior-year vehicle lease purchases.
  - o Budgeted for 1992-93 Lease Purchase Obligations of:

<u>Fiscal Year Incurred (Lessor)</u>	<u>No. of Vehicles</u>	<u>FY92-93 Obligation</u>
1985-86 (Maryland Nat'l/Ford Credit)	33	72,373*
1992-93 (G. E. Capital)	204	845,813**
Contingency Costs (e.g. required buy-outs of damaged vehicles)	_____	<u>55,000</u>
Total	237	\$973,186

\*Final lease purchase payments to be made in 1992-93.  
 \*\*Estimated debt service.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FINES, FORFEITURES &amp; PENALTIES:</b>				
AB189 Criminal Justice Facilities (9176)	\$45,864	\$0	\$0	\$0
Sub-Total	\$45,864	\$0	\$0	\$0
<b>OTHER REVENUE:</b>				
COF Operating Transfer (9805)	\$64,000	\$0	\$0	\$0
SANCAL Reimbursements (9949)	\$800,000	\$0	\$0	\$0
Proceeds - Long Term Debt (9964)	\$0	\$0	\$4,436,900	\$4,436,900
Sale of Fixed Assets (9993)	\$150,000	\$150,000	\$320,000	\$170,000
Sub-Total	\$1,014,000	\$150,000	\$4,756,900	\$4,606,900
<b>Total</b>	<b>\$1,059,864</b>	<b>\$150,000</b>	<b>\$4,756,900</b>	<b>\$4,606,900</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$2,002,538	\$3,784,931	\$1,778,186	\$(2,006,745)
<b>Total</b>	<b>\$2,002,538</b>	<b>\$3,784,931</b>	<b>\$1,778,186</b>	<b>\$(2,006,745)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

1991-92 Actual revenues consisted of \$150,000 from auction sales of older, worn vehicles and also the use of one-time mid-year revenues of \$909,864 from AB189 Criminal Justice Funds, Capital Outlay Fund (COF) operating transfers, and the San Diego County Capital Asset leasing Corporation (SANCAL) to offset the cost of purchasing additional vehicles for the East Mesa Prison.

1992-93 Budget revenues consist of \$320,000 from the auction sale of older, worn vehicles, including \$170,000 from the scheduled fleet reduction of 170 vehicles; and \$4,436,900 from a third-party financing source to acquire 204 non-patrol vehicles, one lot miscellaneous law enforcement vehicles, and one lot industrial equipment on a lease purchase basis over a 66-month period.

## FIXED ASSETS

Item	Quantity	Unit	Total Cost
<hr/>			
<hr/>			
Total			

## VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Cost
Patrol Sedans	50	\$17,400	\$870,000
4 x 4 Patrols	10	25,500	255,000
Undercover Sedans (Lease Purchase)	15	15,500	232,500
Misc. Law Enforcement Vehicles (Lease Purchase)	Lot	0	24,400
Vans/Trucks (Lease Purchase)	40	16,500	660,000
Ambulances (Lease Purchase)	4	80,000	320,000
Misc. Lease Purchase Vehicles	Lot	0	3,200,000
<hr/>			
Total			\$5,561,900

DEPARTMENT OF GENERAL SERVICES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Architecture	\$1,688,894	\$1,900,624	\$2,046,053	\$1,994,475	\$1,684,470	\$(310,005)	(15.5)
Facilities Services	13,856,311	14,818,410	15,643,645	16,356,584	15,129,609	(1,226,975)	(7.5)
Fleet Equipment & Operations	5,293,570	6,033,935	6,058,509	5,820,200	6,225,376	405,176	7.0
Printing Services	(136,217)	(191,603)	(90,293)	(229,696)	(168,225)	61,471	(26.8)
Mail Services	499,278	563,452	906,404	568,266	550,643	(17,623)	(3.1)
Real Property Mgmt.	1,386,469	1,572,227	1,745,094	1,965,774	1,742,405	(223,369)	(11.4)
Records Management	347,692	419,432	473,335	437,864	377,637	(60,227)	(13.8)
Administration	1,274,832	1,491,989	1,368,564	1,398,478	1,751,566	353,088	25.3
<b>TOTAL DIRECT COST</b>	<b>\$24,210,829</b>	<b>\$26,608,466</b>	<b>\$28,151,311</b>	<b>\$28,311,945</b>	<b>\$27,293,481</b>	<b>\$(1,018,464)</b>	<b>(3.6)</b>
<b>PROGRAM REVENUE</b>	<b>(3,832,813)</b>	<b>(4,033,902)</b>	<b>(4,016,610)</b>	<b>(3,542,783)</b>	<b>(3,432,825)</b>	<b>109,958</b>	<b>(3.1)</b>
<b>NET GENERAL FUND COST</b>	<b>\$20,378,016</b>	<b>\$22,574,564</b>	<b>\$24,134,701</b>	<b>\$24,769,162</b>	<b>\$23,860,656</b>	<b>\$(908,506)</b>	<b>(3.7)</b>
<b>STAFF YEARS</b>	<b>465.03</b>	<b>484.47</b>	<b>445.26</b>	<b>459.25</b>	<b>436.25</b>	<b>(21.50)</b>	<b>(4.7)</b>



**DEPARTMENT OF GENERAL SERVICES  
 (HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER)  
 1992-93 ADOPTED PROGRAM BUDGET**

**OFFICE OF THE DIRECTOR - 5501**

3 Positions - 3.00 Staff Years

**ADMINISTRATIVE SERVICES - 5502  
 DIVISION/RECORDS MGMT. 5510**

Personnel, Payroll & Training  
 Affirmative Action  
 Legislative Analysis  
 Information Systems Support  
 Computer-based Inventory Control  
 Purchasing and Contracting  
 Fiscal Services  
 Budget Planning & Preparation  
 Facility Space Validation  
 Central Contracting/Contract  
 Compliance  
 MWBE  
 Micrographics/Records Center

42 Positions - 39.00 Staff Years

**REAL PROPERTY  
 DIVISION - 5512**

Revenue Leasing Svcs.  
 Sales of Surplus Property  
 Property Valuation  
 Services  
 Engineering Services  
 Property Acquisition  
 & Leasing Services  
 Relocation Services

33 Positions - 30.50 SY

**ARCHITECTURE & ENGR.  
 DIVISION - 5513**

Project Management Svcs.  
 Contract Administration  
 Services  
 Project Support Services  
 Architectural Services  
 Engineering Services  
 Capital Projects Planning

31 Positions - 28.00 SY

**FACILITIES SERVICES  
 DIVISION - 5514**

Facilities Systems and  
 Structural Maintenance  
 Facilities Custodial/  
 Grounds Maintenance  
 Cogeneration Maintenance  
 Resources Management  
 Security System & Guard  
 Services

250 Positions - 243.75 SY

**FLEET OPERATIONS  
 DIVISION - 5516**

Heavy & Light Vehicle  
 Equipment Repair and  
 Preventive Maintenance  
 Outlying Repair  
 Facilities  
 Vehicle Specifications  
 & Engineering  
 Vehicle Replacement  
 Programs  
 Mail Services  
 Central Printing Svcs.

94 Positions - 92.00 SY

PROGRAM: Architecture and Engineering

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 85201

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-6

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,772,963	\$1,885,083	\$1,902,503	\$2,003,889	\$1,694,733	(15.4)
Services & Supplies	84,006	160,561	320,855	147,561	146,712	(0.6)
Fixed Assets	19,785	0	0	0	0	0.0
Less Reimbursements	(187,860)	(145,020)	(177,305)	(156,975)	(156,975)	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,688,894</b>	<b>\$1,900,624</b>	<b>\$2,046,053</b>	<b>\$1,994,475</b>	<b>\$1,684,470</b>	<b>(15.5)</b>
<b>PROGRAM REVENUE</b>	<b>(1,441,879)</b>	<b>(1,465,223)</b>	<b>(1,313,379)</b>	<b>(1,114,523)</b>	<b>(1,116,268)</b>	
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$247,015</b>	<b>\$435,401</b>	<b>\$732,674</b>	<b>\$879,952</b>	<b>\$568,202</b>	<b>(35.4)</b>
<b>STAFF YEARS</b>	<b>34.00</b>	<b>34.00</b>	<b>31.99</b>	<b>34.00</b>	<b>28.00</b>	<b>(17.6)</b>

**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.

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**1991-92 BUDGET TO ACTUAL COMPARISON**

FY91-92 actual Net County Costs were \$147,278 lower than budgeted due to overrealized Costs Applied and Revenue, which offset increased Services and Supplies expenditures. Services and Supplies were \$173,294 greater than budgeted because of the addition of capital project contract appropriations of \$170,154. Revenues were overrealized by \$198,856 because of program emphasis on revenue offset projects and work activities. Reimbursements were also overrealized, by \$20,330. Actual Salaries and Benefits were \$101,386 less than budgeted because of the mid-year reduction of positions, employee Voluntary Time Off contributions and extended illness leave.

**1992-93 OBJECTIVES**

1. To maintain project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
2. To maintain communication and coordination with client and service departments by continuation of regular (no less frequent than quarterly) meetings with and distribution of Quarterly Project Status Reports to client and service department representatives.
3. To meet or exceed the Department goal of 15% Minority/Women Business Enterprise (M/WBE) participation in awarded contracts.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Architecture and Engineering (28.00 SY; E = \$1,684,470; R = \$1,116,268) 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 Reducing 6.0 staff years: deleting 1.0 SY Architectural Project Manager III and 1.0 SY Construction Inspector.
  - o Transferring 1.0 SY Administrative Assistant III, 1.0 SY Administrative Assistant II, and 2.0 SY Accounting Technician to the Administrative Services Division under the consolidation plan to maximize resources and improve department efficiency and effectiveness.
  - o Decreasing \$311,750 in Net County Cost due to staffing reductions and transfers.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
SB 668 Court Facilities (9177)	\$11,000	\$0	\$0	\$0
Aid from Joint Power Authority (9743)	5,776	0	0	0
Aid from Housing Authority (9745)	112,956	0	0	0
Regional Center Bond Fund (9776)	3,630	0	0	0
Capital Outlay Fund (9785)	1,177,265	1,114,523	1,116,268	1,745
Airport Enterprise Fund (9787)	290	0	0	0
Solid Waste Enterprise Fund (9790)	2,097	0	0	0
Sub-Total	\$1,313,014	\$1,114,523	\$1,116,268	\$1,745
OTHER REVENUE:				
Recovered Expenditures (9989)	\$365	\$0	\$0	\$0
Sub-Total	\$365	\$0	\$0	\$0
<b>Total</b>	<b>\$1,313,379</b>	<b>\$1,114,523</b>	<b>\$1,116,268</b>	<b>\$1,745</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$732,674	\$879,952	\$568,202	\$(311,750)
Sub-Total	\$732,674	\$879,952	\$568,202	\$(311,750)
<b>Total</b>	<b>\$732,674</b>	<b>\$879,952</b>	<b>\$568,202</b>	<b>\$(311,750)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Program Revenues were overrealized because of program emphasis on revenue offset projects and earlier than anticipated receipt of revenues. Additional revenues from the Capital Outlay Fund and other revenue sources were also realized because of work on priority projects added mid-year. Revenue of \$112,956 in Account 9745, Aid from the Housing Authority, was realized from staff work on the Clairemont Hospital project.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: PROJECT MANAGEMENT</b>					
<b><u>% OF RESOURCES:</u> 100%</b>					
<b><u>WORKLOAD</u></b>					
Number of Projects	96	124	125	110	95
Total Project Value		\$358M	\$484M	\$310M	\$300M
Number of Contracts	120	155	160	*	107
Contract Expenditures	\$46.0M	\$61.0M	\$27.5M	*	\$18.4M
<b><u>EFFECTIVENESS</u></b>					
% of projects completed on schedule and within budget	100%	98%	98%	95%	95%
% of MWBE participation		17%	15%	15%	15%

\* Not an indicator in FY91-92

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2287	Dep. Dir., Arch./Eng.	1	1.00	1	1.00	\$76,512	\$75,295
2348	Chief, Capital Fac. Plan	1	1.00	1	1.00	63,622	63,388
3571	Chief, Arch. Plan. & Design	1	1.00	1	1.00	63,622	63,388
3593	Arch. Project Mgr. III	8	8.00	7	7.00	464,886	408,022
3592	Arch. Project Mgr. II	6	6.00	6	6.00	293,058	303,361
3591	Architecture Project Mgr. I	4	4.00	3	3.00	177,808	125,153
3511	Senior Constr. Inspector	1	1.00	1	1.00	44,630	44,453
3510	Construction Inspector	3	3.00	3	3.00	122,493	121,260
2302	Admin. Assistant III	1	1.00	0	0.00	46,351	0
2303	Admin. Assistant II	1	1.00	0	0.00	42,015	0
2757	Admin. Secretary II	1	1.00	1	1.00	25,572	25,475
2730	Senior Clerk	2	2.00	2	2.00	47,721	47,898
2403	Accounting Technician	2	2.00	0	0.00	50,792	0
3009	Word Processor Operator	1	1.00	1	1.00	23,834	23,739
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,754	20,670
9999	Extra Help	3	0.00	3	0.00	0	0
<b>Total</b>		<b>37</b>	<b>34.00</b>	<b>31</b>	<b>28.00</b>	<b>\$1,563,670</b>	<b>\$1,322,102</b>
Salary Adjustments:						15,536	21,835
Premium/Overtime Pay:						0	0
Employee Benefits:						492,023	406,199
Salary Savings:						(67,340)	(55,403)
<b>Total Adjustments</b>						<b>\$440,219</b>	<b>\$372,631</b>
<b>Program Totals</b>		<b>37</b>	<b>34.00</b>	<b>31</b>	<b>28.00</b>	<b>\$2,003,889</b>	<b>\$1,694,733</b>

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

ORGANIZATION #: 5500

MANAGER: Jane F. Muston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30.7

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$9,090,981	\$10,052,569	\$9,951,115	\$10,096,260	\$9,476,505	(6.1)
Services & Supplies	2,181,586	2,160,929	2,128,067	1,702,471	1,675,937	(1.6)
Privatized Services/Contracts	3,231,469	3,370,773	3,979,983	5,290,403	4,709,717	(11.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	88,430	109,247	45,557	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(736,155)	(875,108)	(461,078)	(732,550)	(732,550)	0.0
<b>TOTAL DIRECT COST</b>	<b>\$13,856,311</b>	<b>\$14,818,410</b>	<b>\$15,643,644</b>	<b>\$16,356,584</b>	<b>\$15,129,609</b>	<b>(7.5)</b>
<b>PROGRAM REVENUE</b>	<b>(1,142,471)</b>	<b>(1,106,531)</b>	<b>(1,204,381)</b>	<b>(921,212)</b>	<b>(728,352)</b>	<b>(20.9)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$12,713,840</b>	<b>\$13,711,879</b>	<b>\$14,439,263</b>	<b>\$15,435,372</b>	<b>\$14,401,257</b>	<b>(6.7)</b>
<b>STAFF YEARS</b>	<b>282.88</b>	<b>296.7</b>	<b>262.23</b>	<b>261.50</b>	<b>243.75</b>	<b>(6.8)</b>

**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 6,522,992 square feet of building space and 4,854,811 square feet of grounds space. New facilities under division management in FY92-93 include the San Diego Municipal Court.

## 1991-92 BUDGET TO ACTUAL COMPARISON

FY91-92 actual Net Costs were \$996,109 under FY91-92 budgeted costs, primarily due to underexpenditures in salaries and benefits, savings in contract services, and overrealizing budgeted revenue. Salaries and benefits were underexpended by \$145,145 (1.4%) due to employee Voluntary Time Off contributions and the countywide hiring freeze. Contract expenditures were \$1,310,420 less than budgeted appropriations. This was due to savings realized in negotiating the custodial contracts. Revenues overrealized budgeted amounts by \$283,169. This overrealization is a result of increased revenues from various funds such as the Road Fund, Capital Outlay Fund and Airport Enterprise Fund.

Fixed Assets expenditures reflect purchases that were approved mid-year for the East Mesa Detention Facility.

## 1992-93 OBJECTIVES

1. To plan, schedule and estimate costs associated with 2,000 projected Work Order Requests anticipated in FY92-93.
2. To complete services on 65% of all Work Order Requests received during FY92-93.
3. To complete 59 projected Major Maintenance Projects (Force Account Only).
4. To implement a minimum of one performance-based energy management contract to achieve utility cost savings and equipment upgrades.

## 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Facilities Operations [129.00 SY; E = \$5,996,330; R = \$393,677] includes facilities managers and their consolidated Maintenance and repair staff who provide on-site services at geographically dispersed facilities in the County. Major facilities are staffed with a variety of skilled maintenance personnel who operate and maintain building systems including plumbing, electrical and HVAC systems. An emphasis is placed on preventive maintenance activities for building systems and equipment. Engineering and Energy Management provides electrical and mechanical engineering support for facilities repair and operation activities. An emphasis is placed on developing energy efficient operations including energy management systems and cogeneration operations. This activity is:
  - o Discretionary/Discretionary Service Level
  - o Increasing due to requirements associated with East Mesa Detention Facility, Topaz Buildings and the Ridgehaven facility.
  - o Adding 9.50 SY - 1.00 SY Building Maintenance Supervisor, 1.00 SY Building Maintenance Engineer, 5.50 SY Building Maintenance Engineer Assistant, 1.00 SY Painter, 1.00 SY Intermediate Clerk.
  - o Deleting 1.00 SY Gardener Supervisor II.
2. Facilities Work Control [91.75 SY; E = \$3,638,229; R = \$176,125] includes Work Control which processes departmental work requests. This unit evaluates estimates and schedules approximately 2,000 work requests annually for maintenance and repair, and supports the Major Maintenance Program by planning and estimating needed projects. Crafts and Service Crews provide specialized services to support activities of facilities managers and to perform maintenance and repair tasks throughout the County. Services include plumbing, carpentry, masonry, air conditioning and refrigeration, electrical and electronic security. A consolidated Preventive Maintenance Program develops, monitors and maintains records for approximately 6,000 items of equipment in County facilities. This activity is:
  - o Discretionary/Discretionary Service Level
  - o Reducing program costs by \$1,697,225 and 26.00 SY through increased privatization of services. These services include moving and special event set-up services, sign painting and routine general office painting services.
  - o Deleting 10.00 SY associated with moving and special event set-up services - 1.00 SY Construction & Services Worker III, 3.00 SY Construction & Services Worker II, 6.00 SY Construction & Services Worker I.



- Deleting 6.00 SY associated with painting services - 1.00 SY Senior Painter, 1.00 SY Sign Painter, 4.00 SY Painter.
  - Deleting 4.00 SY associated with central planning and estimating services - 2.00 SY Planner Estimator III, 2.00 SY Planner Estimator II.
  - Deleting 1.00 SY Electrician.
  - Deleting 1.00 SY Assistant Deputy Director, Planning & Procurement.
  - Adding 3.75 SY - 1.00 SY Mason, 1.00 SY Plumber Assistant, 1.00 SY Construction & Services Worker II, .75 SY Air Conditioning & Refrigeration Mechanic.
3. Facilities Support Services (23.00 SY; E = \$5,495,050; R = \$158,550) includes Material Control which operates a warehouse whose inventory supports maintenance and construction crews, Contract Services which administers and manages custodial, trash, security, elevator and dead animal pickup contracts throughout the County and, the Major Maintenance Program administration. This activity is:
- Discretionary/Discretionary Service Level.
  - Providing \$4,709,717 for privatized services, which includes custodial, security guard, trash, elevator and dead animal pick-up.
  - Deleting 2.00 SY associated with increased contract compliance requirements for contract custodial services - 1.00 SY Facilities Services Contract Specialist I, 1.00 SY Intermediate Clerk.
  - Deleting 1.00 SY Fire Extinguisher Services Worker.
  - Decreasing \$313,505 in custodial contracts and \$332,617 in security guard contracts due to a reduction in services and service level.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>AID FROM OTHER GOVERNMENT AGENCIES:</b>				
Parks Special District (9746)	\$0	\$24,200	\$35,778	\$11,578
Sub-Total	\$0	\$24,200	\$35,778	\$11,578
<b>CHARGES FOR CURRENT SERVICES:</b>				
Road Fund (9782)	\$311,781	\$107,790	\$175,246	\$67,456
Air Poll. Contr. Dist. (9783)	11,840	15,698	15,698	0
Capital Outlay Fund (9785)	226,732	0	30,125	30,125
Airport Enterprise Fund (9787)	86,644	16,744	17,503	759
Liquid Waste Enterprise Fund (9788)	0	5,233	3,220	(2,013)
Transit Enterprise Fund (9789)	0	3,709	0	(3,709)
Solid Waste Enterprise Fund (9790)	142,096	170,693	191,282	20,589
DWP-Sanitation Districts (9792)	4,405	11,512	6,000	(5,512)
Library Fund (9793)	252,260	239,125	243,500	4,375
State of CA - Deer Park (9971)	80,122	52,325	0	(52,325)
Employee Hsng. Rent Fees (9974)	0	2,093	0	(2,093)
Sub-Total	\$1,115,880	\$624,922	\$682,574	\$57,652
<b>OTHER REVENUES:</b>				
OP. Transfer fromn COF (9805)	\$29,440	\$0	\$0	\$0
OP. Transfer from Asset Forf. (9816)	24,997	0	0	0
Other Revenue - Other (9990)	3,019	0	0	0
Other Sales - White Paper (9994)	19,198	261,625	0	(261,625)
Misc. Recovery Fees (9995)	13,832	10,465	10,000	(465)
Work Auth. Excess Cost (9998)	(1,985)	0	0	0
Sub-Total	\$88,501	\$272,090	\$10,000	\$(262,090)
<b>Total</b>	<b>\$1,204,381</b>	<b>\$921,212</b>	<b>\$728,352</b>	<b>\$(192,860)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$14,439,263	\$15,435,372	\$14,401,257	\$(1,034,115)
<b>Total</b>	<b>\$14,439,263</b>	<b>\$15,435,372</b>	<b>\$14,401,257</b>	<b>\$(1,034,115)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY91-92 revenues overrealized FY91-92 Budgeted by \$283,169. This was a result of increased revenues from various funds such as the Road Fund, Capital Outlay Fund and the Airport Enterprise Fund.

FY92-93 Budget revenue is \$192,860 less than FY91-92 Budget. This is primarily due to the deletion of the County Offices Recycle Program revenue from the Facilities Services Budget.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: FACILITIES OPERATIONS</b>					
<b>% OF RESOURCES: 39.6%</b>					
<b><u>WORKLOAD</u></b>					
Total Sq.Ft. Bldg. Space Maintained	5,345,174	6,341,859	6,495,992	6,413,859	6,522,992
Total Sq.Ft. Grounds Maintained	4,644,811	4,644,811	4,854,811	4,644,811	4,854,811
No. of Site Service Requests* Received	N/A	45,000	55,000	50,000	69,800
<b><u>EFFICIENCY</u></b>					
Bldg. Maintenance Sq.Ft./SY	35,898	38,230	42,513	37,331	42,914
Gardening Sq.Ft./SY	419,965	464,481	445,396	464,481	441,346
Site Service Requests/BME	N/A	509	725	529	873
<b><u>EFFECTIVENESS</u></b>					
% of Site Service Requests Completed	N/A	100%	99%	100%	100%

\* New Workload indicator beginning FY90-91.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY B: FACILITIES WORK CONTROL</b>					
<b>% OF RESOURCES: 24.0%</b>					
<b><u>WORKLOAD</u></b>					
No. of Work Order Requests Received	3,338	3,333	3,537	3,668	2,000
No. of Major Maintenance Projects Implemented by Force Account (FA)	103	90	67	100	65
No. of Maj. Maint. Requests Received (New)	N/A	517	155	156	170
No. of Maj. Maint. Req. Funded (New)	N/A	33	32	36	30
No. of Maj. Maint. Requests (Carryover/Rebudget)	N/A	127	72	112	70
No. of Maj. Maint. Requests (Mid-Year)	N/A	67	41	60	60
<b><u>EFFICIENCY</u></b>					
No. of Work Order Requests Processed/Planner Estimator Staff	267	227	416	282	285
Average Cost/Major Maintenance Project (Force Account)	\$6,748	\$9,511	\$4,782	\$5,630	\$5,500
No. of Maj. Maint. Req. Managed/PE (New & Mid-Year)	N/A	25	24	24	45
<b><u>EFFECTIVENESS</u></b>					
% of Work Order Requests Completed	58%	56%	54%	70%	65%
% of Major Maintenance Projects Completed (FA)	94%	67%	44%	100%	90%
% of Maj. Maint. Req. Completed (New)	N/A	24%	13%	50%	25%
% of Maj. Maint. Req. Completed (Carryover/Rebudgets)	N/A	80%	65%	75%	100%
% of Maj. Maint. Req. Completed (Mid-Year)	N/A	55%	44%	60%	50%

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY C:  
FACILITIES SUPPORT SERVICES

% OF RESOURCES: 36.4%

WORKLOAD

Total Sq. Ft. Custodial Space Maintained (contracts) *	1,498,965	1,600,661	2,811,600	2,670,661	2,922,300
Total \$ for Custodial Contracts	\$1,327,398	\$1,473,023	\$2,005,521	\$2,768,684	\$2,455,179

EFFICIENCY

Custodial Cost/Sq. Ft./Year (Contracts) **	\$ .92	\$ .92	\$ .71	\$1.04	\$ .84
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EFFECTIVENESS

- \* All custodial services were contracted effective FY91-92.  
\*\* Reflects change in level of service required by FY92-93 Budget Reductions.

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$76,512	\$76,797
0953	Asst. Dep. Dir., Fac. Operation	1	1.00	1	1.00	60,641	64,079
0954	Asst. Dep. Dir., Fac. Plan & Pr	1	1.00	0	0.00	57,739	0
2369	Administrative Services Mgr. II	1	1.00	1	1.00	54,957	54,747
2302	Administrative Assistant III	1	1.00	1	1.00	46,351	46,162
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
2331	Loss Prevention Analyst	1	1.00	0	0.00	38,463	0
2334	Safety Specialist	0	0.00	1	1.00	0	38,877
2757	Administrative Secretary II	1	1.00	1	1.00	25,572	25,475
2756	Administrative Secretary I	1	1.00	1	1.00	19,169	21,445
2730	Senior Clerk	5	5.00	4	4.00	113,110	92,653
2403	Accounting Technician	2	2.00	2	2.00	50,565	49,846
2700	Intermediate Clerk Typist	11	11.00	12	12.00	207,518	232,182
3643	Assoc. Mechanical Engineer	1	1.00	1	1.00	47,434	50,210
3617	Assistant Electrical Engineer	1	1.00	1	1.00	44,079	38,187
3120	Dept. Computer Specialist III	1	1.00	1	1.00	40,110	35,270
5919	Bldg. Automation Technician	1	1.00	1	1.00	31,070	32,239
6013	Supv. Planner/Estimator	1	1.00	1	1.00	35,615	35,828
6010	Planner/Estimator III	5	5.00	3	3.00	181,259	109,371
6011	Planner/Estimator II	8	8.00	6	6.00	256,051	182,276
7532	Tool & Equipment Repairer	1	1.00	1	1.00	21,577	21,583
2655	Storekeeper III	1	1.00	1	1.00	28,785	24,944
2660	Storekeeper I	1	1.00	1	1.00	22,580	24,783
6015	Facilities Support Manager	1	1.00	1	1.00	46,814	48,819
7017	Facilities Manager	12	12.00	13	12.00	461,567	457,312
5885	Bldg. Maint. Supv.	0	0.00	1	1.00	0	28,943
5884	Bldg. Maintenance Engineer	57	57.00	62	58.00	1,720,672	1,765,018
6200	Bldg. Maint. Eng. Asst. II	26	25.50	31	31.00	702,619	835,956
5906	Carpenter & Painter Supv.	1	1.00	1	1.00	35,572	35,184
5963	Senior Carpenter	1	1.00	1	1.00	32,475	32,091
5905	Carpenter	6	6.00	6	6.00	184,636	179,656
5970	Sign Painter	1	1.00	0	0.00	32,210	0
5967	Senior Painter	1	1.00	0	0.00	32,210	0
5940	Painter	11	11.00	8	8.00	331,416	239,053
7539	Construction & Svcs. Worker III	3	3.00	2	2.00	73,641	48,402
7540	Construction & Svcs. Worker II	8	8.00	5	5.00	173,705	103,326
7541	Construction & Svcs. Worker I	10	10.00	3	3.00	197,321	62,769
7533	Fire Extinguisher Svcs. Worker	1	1.00	0	0.00	25,648	0
5925	Electrician Supervisor	1	1.00	1	1.00	39,574	39,174
5923	Senior Electrician	1	1.00	1	1.00	35,986	35,599
5920	Electrician	11	11.00	10	10.00	363,144	332,224
6210	Electrician Assistant	1	1.00	1	1.00	26,132	24,141
3510	Construction Inspector	1	1.00	1	1.00	37,810	37,819
3801	Drafting Technician II	1	1.00	1	1.00	26,522	26,521
3802	Drafting Technician I	0	0.00	1	0.00	0	0
7536	Mason & Const.Svcs.Supv.	1	1.00	1	1.00	41,166	40,759
5933	Senior Mason	1	1.00	1	1.00	37,426	37,019
5930	Mason	2	2.00	3	3.00	68,395	99,429
5955	Plumber & Welder Supv.	1	1.00	1	1.00	39,574	39,174
5953	Senior Plumber	1	1.00	1	1.00	35,986	35,599
5950	Plumber	7	7.00	7	7.00	234,371	232,737
6230	Plumber Assist.	2	2.00	3	3.00	56,450	79,234
6180	Welder	3	3.00	3	3.00	96,756	97,843
5959	Senior A/C Refrig. Mechanic	1	1.00	1	1.00	35,986	35,599
5960	Air Cond.& Refrig.Mechanic	6	6.00	7	6.75	200,417	226,537
6315	Gardener Supervisor II	1	1.00	0	0.00	29,490	0
6310	Gardener Supervisor I	2	2.00	2	2.00	52,882	52,200
6305	Gardener II	11	11.00	11	11.00	235,729	237,597
6162	Security Coordinator	1	1.00	1	1.00	37,875	37,730
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	37,005	36,623
6161	Security Alarm Specialist	7	7.00	7	7.00	231,376	233,897
7098	Security Guard	2	2.00	2	2.00	42,848	42,180
5195	F/S Contract Specialist II	1	1.00	1	1.00	34,045	33,906
5194	F/S Contract Specialist I	4	4.00	3	3.00	104,638	81,360
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	21,424	21,090

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
9999	Extra Help	3	3.00	0	0.00	60,676	0
	Total	262	261.50	250	243.75	\$7,819,697	\$7,335,636
Salary Adjustments:						(8,449)	(146,686)
Premium/Overtime Pay:						180,000	180,000
Employee Benefits:						2,487,099	2,407,568
Salary Savings:						(382,087)	(300,013)
Total Adjustments						\$2,276,563	\$2,140,869
Program Totals		262	261.50	250	243.75	\$10,096,260	\$9,476,505

PROGRAM: Fleet Equipment, Maintenance & Operations

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-9

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,060,588	\$2,168,659	\$2,288,880	\$2,377,320	\$2,458,876	3.4
Services & Supplies	1,560,768	1,611,445	1,729,947	1,255,789	1,670,652	33.0
Vehicle/Fuel	1,663,325	2,191,667	1,999,858	2,187,091	2,095,848	(4.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	10,060	63,095	40,811	0	0	0.0
Less Reimbursements	(1,171)	(931)	(987)	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$5,293,570</b>	<b>\$6,033,935</b>	<b>\$6,058,509</b>	<b>\$5,820,200</b>	<b>\$6,225,376</b>	<b>7.0</b>
<b>PROGRAM REVENUE</b>	<b>(486,890)</b>	<b>(527,237)</b>	<b>(544,249)</b>	<b>(497,089)</b>	<b>(640,175)</b>	<b>28.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$4,806,680</b>	<b>\$5,506,698</b>	<b>\$5,514,260</b>	<b>\$5,323,111</b>	<b>\$5,585,201</b>	<b>4.9</b>
<b>STAFF YEARS</b>	<b>54.83</b>	<b>56.65</b>	<b>54.87</b>	<b>59.00</b>	<b>61.00</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

The Fleet Services program consists of vehicle maintenance/repair and fleet management. All General Fund vehicles and 239 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.



## 1991-92 BUDGET TO ACTUAL COMPARISON

The 1991-92 Actual net County cost exceeded the 1991-92 Budget net County cost by \$191,149. Services and supplies actual costs exceeded budgeted costs by \$474,158. Automotive parts were \$353,790 over budget and prior year expenses of \$148,974 were paid in 1991-92 for both auto parts and gasoline. Gasoline prices remained stable throughout the year and gasoline was under budget by \$187,233. Also contributing to an increase in costs was \$40,811 in prior-year encumbered fixed assets funds for vehicle repair equipment delivered in 1991-92.

Salaries and benefits were under budget by \$88,440 due to employee Voluntary Time Off contributions and due to delays in filling vacant positions imposed by a mid-year hiring freeze. Revenue was \$47,160 over budget, in part due to a one-time recovery of revenue from the Datafleet automated fueling system shared with Public Works.

## 1992-93 OBJECTIVES

1. To provide training to all Equipment Mechanics on new BAR-90 smog testing/engine diagnostic equipment.
2. To establish and maintain a vehicle operating performance evaluation program for nine compressed natural gas (CNG) pickup trucks, in cooperation with the California Energy Commission.
3. To evaluate use of retread tires and re-manufactured auto parts to reduce costs and enhance environmental programs.
4. To develop an underground tank consolidation and replacement program in conjunction with Facilities Services.

## 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Fleet Operations Administration [6.0 SY; E = \$353,499; 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 Increasing \$86,387 in net County costs due to adjustments in budgeted salary savings.
2. Automotive Parts [5.0 SY; E = \$1,699,613; R = \$(185,175)] 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 Providing \$550,000 in privatized auto repair services.
  - o Increasing \$375,945 in net County costs due to increased appropriations for auto parts which will alleviate previous underfunding for auto parts and contract repairs.
3. Work Control [3.0 SY; E = \$173,055; 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 Decreasing \$37,502 in net County costs due to salary adjustments for new Tier II employees.
4. Heavy Equipment [10.0 SY; E = \$441,167; R = \$(65,000)] 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 Decreasing \$58,037 in net County costs due to budgeted increases in salary savings and revenue.

5. Light Equipment [16.0 SY; E = \$613,417; R = \$(65,000)] 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 Decreasing \$28,258 in net County costs due to budgeted increases in salary savings and revenue.
6. Satellite Garages [21.0 SY; E = \$848,777; R = \$(225,000)] 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 Increasing \$24,798 in net County Costs due to the addition of 2.0 Staff Years for the East Mesa Detention Facility (1.0 SY Sr. Equipment Mechanic and 1.0 SY Equipment Service Technician II).
7. Fuel [0.00 SY; E = \$2,095,848; R = \$(100,000)] including support personnel is:
- o Discretionary/Discretionary Service Level.
  - o Providing convenient refueling of law enforcement vehicles at fuel pumps owned by the cities of San Diego, San Marcos, and Imperial Beach.
  - o Decreasing \$101,243 in net County costs to reflect decreased gasoline usage due to a scheduled reduction in the size of the General Fund fleet.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>USE OF MONEY AND PROPERTY:</b>				
Equipment Rental-Operating (9211)	\$1,371	\$0	\$0	\$0
Equipment Rental-Orig. Cost Replacement (9212)	389	0	0	0
Equipment Rental-Est. Replacement Cost (9213)	342	0	0	0
Sub-Total	\$2,102	\$0	\$0	\$0
<b>INTERGOVERNMENTAL REVENUE:</b>				
State Aid Agriculture-Oriental Fruit Fly (9429)	\$5,789	\$0	\$0	\$0
Other Federal Grants (9678)	0	0	4,125	4,125
Sub-Total	\$5,789	\$0	\$4,125	\$4,125
<b>CHARGES FOR CURRENT SERVICES:</b>				
Interfund Charges in General Fund (9781)	\$7,631	\$0	\$0	\$0
Air Pollution Control District (9783)	42,735	43,953	45,000	\$1,047
Pub. Wks. Equipment Internal Service Fund (9786)	424,863	423,833	563,050	139,217
Airport Enterprise Fund (9787)	285	0	0	0
Liquid Waste (9788)	0	1,047	0	(1,047)
County Library Fund (9793)	27,501	28,256	28,000	(256)
Serra Library (9971)	(1,192)	0	0	0
Civil Defense Cities (9975)	41	0	0	0
Sub-Total	\$501,864	\$497,089	\$636,050	\$138,961
<b>MISCELLANEOUS REVENUE:</b>				
Recovered Expenditures (9989)	\$30,102	\$0	\$0	\$0
Other Miscellaneous (9995)	4,385	0	0	0
Other Sales-Taxable (9996)	7	0	0	0
Sub-Total	\$34,494	\$0	\$0	\$0
<b>Total</b>	<b>\$544,249</b>	<b>\$497,089</b>	<b>\$640,175</b>	<b>\$143,086</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$5,514,260	\$5,323,111	\$5,585,201	\$262,090
Sub-Total	\$5,514,260	\$5,323,111	\$5,585,201	\$262,090
<b>Total</b>	<b>\$5,514,260</b>	<b>\$5,323,111</b>	<b>\$5,585,201</b>	<b>\$262,090</b>

## 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 FY91-92 was \$47,160 more than budgeted, in part due to one-time recovery of \$30,102 in revenue from the Datafleet automated fueling system shared with Public Works. Budgeted FY92-93 revenue is \$143,086 more than FY91-92 in order to reflect projected increased revenue from the Road Fund.

PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
FLEET OPERATIONS% OF RESOURCES: 100%WORKLOAD

General Fund Vehicles Maintained	1,934	2,030	2,058	2,043	1,934
Miles Driven	25,354,502	26,491,362	26,757,300	27,500,000	25,150,000
Gallons of Fuel Used	2,017,428	2,119,309	2,140,584	2,200,000	2,015,000
Public Works and Other Non-General Fund Vehicles Maintained	201	237	239	237	239

EFFICIENCY

No. of Gen. Fund Vehicles per Equip. Mechanic (Repairs)	96.12	89.51	95.50	88.82	82.30
No. of Gen. Fund Vehicles Per Equip. Svc. Technician (Preventive Maint. Inspections)	125.58	139.71	137.94	136.20	120.88

EFFECTIVENESS

No. of Repair Orders per Vehicle	8.32	8.45	9.27	8.75	9.00
No. of Preventive Maintenance Orders per Vehicle	5.25	5.25	5.25	5.25	5.25

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$74,453	\$74,872
6102	Chief, Fleet Operations	1	1.00	1	1.00	51,161	56,127
2302	Administrative Assistant III	1	1.00	1	1.00	46,351	46,162
6180	Welder	1	1.00	1	1.00	33,857	33,471
6130	Equipment Shop Supervisor	4	4.00	4	4.00	159,188	157,596
2607	Automotive Parts Manager	1	1.00	1	1.00	39,662	35,829
6108	Senior Equipment Mechanic	6	6.00	7	7.00	217,272	245,177
6110	Equipment Mechanic	20	20.00	20	20.00	671,285	668,302
6009	Equipment Maintenance Planner	2	2.00	2	2.00	50,572	45,060
6119	Equipment Service Tech. III	1	1.00	1	1.00	27,804	27,456
2655	Storekeeper III	1	1.00	1	1.00	27,754	28,667
2660	Storekeeper I	2	2.00	2	2.00	45,160	44,978
2403	Accounting Technician	1	1.00	1	1.00	26,760	26,665
2757	Administrative Secretary II	1	1.00	1	1.00	22,146	25,475
2510	Senior Account Clerk	1	1.00	1	1.00	24,032	20,806
2730	Senior Clerk	1	1.00	1	1.00	23,907	23,949
6120	Equipment Service Tech. II	14	14.00	15	15.00	332,860	351,965
<b>Total</b>		<b>59</b>	<b>59.00</b>	<b>61</b>	<b>61.00</b>	<b>\$1,874,224</b>	<b>\$1,912,557</b>
<b>Salary Adjustments:</b>						<b>\$248</b>	<b>\$0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>583,468</b>	<b>624,582</b>
<b>Salary Savings:</b>						<b>(80,620)</b>	<b>(78,263)</b>
<b>Total Adjustments</b>						<b>\$503,096</b>	<b>\$546,319</b>
<b>Program Totals</b>		<b>59</b>	<b>59.00</b>	<b>61</b>	<b>61.00</b>	<b>\$2,377,320</b>	<b>\$2,458,876</b>

## PROGRAM: Printing Services

## DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81501

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-11

AUTHORITY: Administrative Code, Article XX11b, Section 398.5 (p), states that the Department of General Services shall 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$341,062	\$350,659	\$405,748	\$438,353	\$448,920	2.4
Services & Supplies	448,648	454,707	384,459	442,000	441,800	(0.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	17,460	138,876	0	0	0	0.0
Less Reimbursements	(943,387)	(1,135,845)	(880,500)	(1,110,049)	(1,058,945)	(4.6)
<b>TOTAL DIRECT COST</b>	<b>\$(136,217)</b>	<b>\$(191,603)</b>	<b>\$(90,293)</b>	<b>\$(229,696)</b>	<b>\$(168,225)</b>	<b>(26.8)</b>
<b>PROGRAM REVENUE</b>	<b>(56,435)</b>	<b>(67,068)</b>	<b>(65,553)</b>	<b>(57,035)</b>	<b>(66,616)</b>	<b>16.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$(192,652)</b>	<b>\$(258,671)</b>	<b>\$(155,846)</b>	<b>\$(286,731)</b>	<b>\$(234,841)</b>	<b>(18.1)</b>
<b>STAFF YEARS</b>	<b>11.41</b>	<b>12.01</b>	<b>12.39</b>	<b>14.00</b>	<b>14.00</b>	<b>0.0</b>

## 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.

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**1991-92 BUDGET TO ACTUAL COMPARISON**

Overall, Printing Services was \$130,885 over budget. Actual reimbursements for printing and copying job orders were \$229,549 less than budgeted reimbursements due to decreased print job orders from client departments intent on limiting services and supplies expenditures during a period of tight fiscal constraints. Actual revenue exceeded budgeted revenue by \$8,518. Services and supplies actual expenditures, primarily for paper stock, were under budget by \$57,541 due to decreased workload. Salaries and benefits were under budget by \$32,605.

**1992-93 OBJECTIVES**

1. To meet with five client departments to improve marketing of Printing Services' technical capabilities and discuss future printing needs of client departments.
2. To meet with other private and public print shops to discuss current printing technology and equipment.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Printing Services [14.0 SY; E = \$(168,225); R = \$(66,616] 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 Privatization of \$20,000 in bindery and printing services.
  - o Privatization of \$50,000 in equipment preventive maintenance services.
  - o Increasing \$51,890 in net County cost primarily due to anticipated reduced budgeted reimbursements from client County departments for print job orders.
  - o Offset 100% by revenues and reimbursements from client departments and enterprise funds.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>AID FROM OTHER GOV'T. AGENCIES:</b>				
Aid From Other Gov't. Agencies (9746)	\$9,568	\$0	\$0	\$0
<b>Sub-Total</b>	<b>\$9,568</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>CHARGES FOR CURRENT SERVICES:</b>				
Road Fund (9782)	\$6,703	\$0	\$0	\$0
APCD (9783)	10,908	9,419	20,000	10,581
CATV (9784)	357	523	523	0
Capital Outlay Fund (9785)	2,161	0	0	0
Purchasing/Revolving Fund (9786)	12,245	31,395	30,395	(1,000)
Solid Waste Enterprise Fund (9790)	3,852	0	0	0
Library Fund (9793)	19,759	15,698	15,698	0
<b>Sub-Total</b>	<b>\$55,985</b>	<b>\$57,035</b>	<b>\$66,616</b>	<b>\$9,581</b>
<b>Total</b>	<b>\$65,553</b>	<b>\$57,035</b>	<b>\$66,616</b>	<b>\$9,581</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
	\$(155,846)	\$(286,731)	\$(234,841)	\$51,890
<b>Sub-Total</b>	<b>\$(155,846)</b>	<b>\$(286,731)</b>	<b>\$(234,841)</b>	<b>\$51,890</b>
<b>Total</b>	<b>\$(155,846)</b>	<b>\$(286,731)</b>	<b>\$(234,841)</b>	<b>\$51,890</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue was overrealized by \$8,518 in FY91-92 due to more printing and copying job orders from enterprise funds than was anticipated. Budgeted revenue for FY92-93 is being increased by \$9,581 over budgeted revenue for FY91-92.



## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
PRINTING SERVICES% OF RESOURCES: 100%WORKLOAD

Number of Forms Printed	53,837,770	51,550,295	31,300,528	55,000,000	40,000,000
Number of Copies Made	4,660,494	5,232,541	5,031,269	6,000,000	5,000,000

EFFICIENCY

## Unit Program Cost:

Per Form Printed	\$0.0136	\$0.0141	\$0.0234	\$0.0141	\$0.0198
Per Copy Made	\$0.0212	\$0.0150	\$0.0247	\$0.0138	\$0.0252

EFFECTIVENESS1. Cost effectiveness of providing  
in-house printing:

a. Commercial rate per form	0.0207	.0300	.0400	.0300	.0400
b. County rate per form	0.0134	.0194	.0246	.0194	.0238
c. Approx. savings per form	0.0073	.0106	.0154	.0106	.0162
d. Total approx. savings	\$393,016	\$546,433	\$482,028	\$546,433	\$648,000

2. Cost effectiveness of providing  
in-house copier:

a. Commercial rate per copy	0.0400	.0400	.0450	.0400	.0450
b. County rate per copy	0.0250	.0300	.0350	.0300	.0350
c. Approx. savings per copy	0.0150	.0100	.0100	.0100	.0100
d. Total approx. savings	\$69,907	\$52,325	\$50,313	\$60,000	\$50,000

3. Privatized Services provided by  
outside vendor:

	\$15,521	\$21,629	\$15,507	\$20,000	\$20,000
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## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$41,793	\$41,843
3068	Manager, Printing Services	1	1.00	0	0.00	31,615	0
3070	Printing Services Supervisor	0	0.00	1	1.00	0	31,628
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	97,348	98,214
3050	Offset Equipment Operator	3	3.00	3	3.00	68,654	66,645
3054	Print Shop Helper	3	3.00	3	3.00	50,099	51,787
2510	Sr. Account Clerk	1	1.00	1	1.00	23,078	23,949
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,754	20,670
<b>Total</b>		<b>14</b>	<b>14.00</b>	<b>14</b>	<b>14.00</b>	<b>\$333,341</b>	<b>\$334,736</b>
Salary Adjustments:						201	0
Premium/Overtime Pay:						0	0
Employee Benefits:						119,677	128,890
Salary Savings:						(14,866)	(14,706)
<b>Total Adjustments</b>						<b>\$105,012</b>	<b>\$114,184</b>
<b>Program Totals</b>		<b>14</b>	<b>14.00</b>	<b>14</b>	<b>14.00</b>	<b>\$438,353</b>	<b>\$448,920</b>

PROGRAM: Mail Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81502

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-10

AUTHORITY: Administrative Code, Article XX11b, Section 398.5 (j) states that the Department of General Services shall control and manage the inter-office and related mail services for County departments.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$433,041	\$472,910	\$517,453	\$529,230	\$492,330	(7.0)
Services & Supplies	66,237	90,542	69,380	39,036	58,313	49.4
Fixed Assets	0	0	319,571	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$499,278</b>	<b>\$563,452</b>	<b>\$906,404</b>	<b>\$568,266</b>	<b>\$550,643</b>	<b>(3.1)</b>
<b>PROGRAM REVENUE</b>	<b>(23,754)</b>	<b>(23,659)</b>	<b>(23,659)</b>	<b>(25,640)</b>	<b>(49,970)</b>	<b>94.9</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$475,524</b>	<b>\$539,793</b>	<b>\$882,745</b>	<b>\$542,626</b>	<b>\$500,673</b>	<b>(7.7)</b>
<b>STAFF YEARS</b>	<b>17.42</b>	<b>17.16</b>	<b>17.32</b>	<b>18.00</b>	<b>17.00</b>	<b>(5.6)</b>

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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 Actual reflects a net County cost of \$882,745 compared to a 1991-92 Budget net County cost of \$542,626. This is an increase of \$340,119. However, \$319,571 of this increase were prior-year budgeted funds encumbered for a high-volume letter sorter/barcoder and a postage meter accounting system which were not delivered and paid for until 1991-92. When the encumbered fixed assets costs are excluded, Mail Services was \$20,548 over budget. This increase was due to the necessity to use temporary contract help to assist permanent staff in processing over 14 million pieces of U.S. and interdepartmental mail. The higher Actual cost for Services and Supplies is because temporary contract help is paid for out of the Services and Supplies appropriation. Revenue was underrealized by \$1,981.

**1992-93 OBJECTIVES**

1. To increase machine-readability of letters processed through high-speed letter sorter/barcoder from 60% to 75%.
2. To introduce to and assist 10 County departments in converting their mainframe mailing lists to Zip+4 barcode readability using newly installed Group One software, in cooperation with the Department of Information Services.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Mail Services [17.0 SY; E = \$550,643; R = \$(49,970)] 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 Privatizing \$50,000 in equipment preventive maintenance services.
  - o Decreasing \$41,953 in net County cost primarily due to deletion of shuttle bus program and one Shuttle Bus Driver position. Two other Shuttle Bus Driver positions were converted to Mail Clerk Drivers to assist with increased U.S. mail and interoffice mail workload.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Road Fund (9782)	\$3,096	\$6,907	\$27,503	\$20,596
APCD (9783)	0	3,244	4,000	756
Airport Enterprise Fund (9787)	1,988	3,663	568	(3,095)
Liquid Waste Enterprise Fund (9788)	1,468	837	1,763	926
Solid Waste Enterprise Fund (9790)	1,571	733	4,636	3,903
Library Fund (9793)	15,536	10,256	11,500	1,244
<b>Sub-Total</b>	<b>\$23,659</b>	<b>\$25,640</b>	<b>\$49,970</b>	<b>\$24,330</b>
<b>Total</b>	<b>\$23,659</b>	<b>\$25,640</b>	<b>\$49,970</b>	<b>\$24,330</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$882,745</b>	<b>\$542,626</b>	<b>\$500,673</b>	<b>\$(41,953)</b>
<b>Sub-Total</b>	<b>\$882,745</b>	<b>\$542,626</b>	<b>\$500,673</b>	<b>\$(41,953)</b>
<b>Total</b>	<b>\$882,745 -</b>	<b>\$542,626 -</b>	<b>\$500,673 -</b>	<b>\$(41,953)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue realized in FY91-92 from mail personnel labor services for pickup, delivery and processing of mail to and from enterprise fund locations was \$1,981 less than budgeted. FY92-93 Revenue is budgeted \$24,330 more than FY91-92 in order to reflect higher projected revenue from the Road Fund.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY A:  
MAIL SERVICES

% OF RESOURCES: 100%

WORKLOAD

Pieces of Interdepartmental Mail	6,500,000	7,000,000	7,350,000	7,000,000	7,500,000
Pieces of U.S. Mail	6,604,881	6,784,566	6,886,269	7,000,000	7,350,000
County Offices with Mail Services	396	406	406	420	425
Mail Stops per Day	275	320	400	350	445

EFFICIENCY

Mail Pieces Processed per Direct Staff Year	979,438	968,698	1,067,187	1,000,000	928,125
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EFFECTIVENESS

Cost of sending County inter-departmental mail through U.S. Postal Service (using standard rate per one ounce mail)	\$1,625,000	\$2,030,000	\$2,131,500	\$2,030,000	\$2,175,000
Cost of providing County Mail Services (including overhead)	\$627,986	\$655,254	\$569,885	\$637,527	\$568,819
Approximate Savings	\$997,014	\$1,374,746	\$1,561,615	\$1,392,473	\$1,606,181

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	30,573	30,442
3074	Senior Mail Clerk Driver	2	2.00	2	2.00	47,458	44,750
3039	Mail Clerk Driver	14	12.00	16	14.00	246,663	286,942
7514	Shuttle Bus Driver	3	3.00	0	0.00	70,006	0
<b>Total</b>		<b>20</b>	<b>18.00</b>	<b>19</b>	<b>17.00</b>	<b>\$394,700</b>	<b>\$362,134</b>
<b>Salary Adjustments:</b>						<b>245</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>152,232</b>	<b>146,300</b>
<b>Salary Savings:</b>						<b>(17,947)</b>	<b>(16,104)</b>
<b>Total Adjustments</b>						<b>\$134,530</b>	<b>\$130,196</b>
<b>Program Totals</b>		<b>20</b>	<b>18.00</b>	<b>19</b>	<b>17.00</b>	<b>\$529,230</b>	<b>\$492,330</b>

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82109

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-12

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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,247,229	\$1,479,532	\$1,679,544	\$1,873,843	\$1,653,104	(11.8)
Services & Supplies	105,846	88,522	65,553	91,931	89,301	(2.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	33,394	4,173	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,386,469</b>	<b>\$1,572,227</b>	<b>\$1,745,097</b>	<b>\$1,965,774</b>	<b>\$1,742,405</b>	<b>(11.4)</b>
<b>PROGRAM REVENUE</b>	<b>(622,551)</b>	<b>(787,414)</b>	<b>(801,114)</b>	<b>(860,008)</b>	<b>(753,533)</b>	<b>(12.4)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$763,918</b>	<b>\$784,813</b>	<b>\$943,983</b>	<b>\$1,105,766</b>	<b>\$988,872</b>	<b>(10.6)</b>
<b>STAFF YEARS</b>	<b>28.93</b>	<b>31.55</b>	<b>32.45</b>	<b>36.0</b>	<b>30.5</b>	<b>(15.3)</b>

**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 preparation of property descriptions and parcel maps. This program is primarily implemented by County employees. However, contract services are employed in the area of appraisal and land title services, as required.



**1991-92 BUDGET TO ACTUAL COMPARISON**

FY91-92 actual Net County Cost was \$161,783 lower than budgeted. Salaries and Benefits expenditures were under budget by \$194,299 due to employee Voluntary Time Off contributions, lengthy vacancies in two positions as a result of the county-wide hiring freeze and underfilling four positions.

Additional savings were realized by services and supplies underexpenditures of \$26,378. The underexpenditures were due to delays in acquiring professional services, reductions in professional training, publications and legal notices required for acquisition and revenue leasing projects and special departmental expense.

**1992-93 OBJECTIVES**

1. To improve efficiency and effectiveness by developing better intra-department and inter-department coordination.
2. To enhance revenues through the development of vending machine service contracts.
3. To reduce costs by renegotiating existing acquisition leases.
4. To develop, operate and maintain a new computerized data base inventory for all County-owned and leased property, in conjunction with the Department of Information Services and the Office of Special Projects.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration Real Property [6.50 SY; E = \$340,267; R = \$0] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Provides supervision and clerical support (5 Staff Years) to all direct service activities of the sub programs.
  - o Develops, manages and administers the Countywide Rents and Leases Program and Real Property Program, including over 600 real property projects and leases Countywide.
  - o Directs program policy development and implementation of standardized operational policies and procedures.
  - o Provides advisory support to the Capital and Space Committee and Real Estate Advisory Committee.
  - o Deleting 1.0 SY Assistant Deputy Director position.
  - o Transferring 3.0 SY (1.0 SY Administrative Assistant III, 1.0 SY Departmental Computer Specialist III, and 1.0 SY Supervising Clerk) to the Administrative Services Division as part of the departmental consolidation plan to maximize resources and improve efficiency and effectiveness.
  - o Decreasing \$116,894 in overall program Net County Cost due to staffing reductions and transfers.
2. Property Management [5.00 SY; E = \$279,040; R = \$195,919]
  - o Mandated/Discretionary Service Level.
  - o Provides centralized management and administration of 240 revenue leases for 17 County departments.
  - o Provides surplus property management and disposal for the County of San Diego.
  - o Develops revenues from leasing County-owned properties.
3. Engineering [4.00 SY; E = \$242,244; R = \$188,383]
  - o Discretionary/Discretionary Service Level.
  - o Provides technical engineering services to County departments and the public.
  - o Describes parcels acquired for County departments; prepares new and/or revised plot plans; and maintains the County-wide land and structure inventory.
4. Acquisition [6.00 SY; E = \$367,004; R = \$218,524]
  - o Mandated/Discretionary Service Level.
  - o Provides relocation assistance when County real estate acquisitions displace business and residential occupants.

- o Conducts acquisition services for the Department of Public Works 5-year Capital Improvement Program and for the Department of Parks and Recreation.
  - o Manages acquisition/relocation consultant contracts.
  - o Acquires over 230 acres of property for expansion of the San Marcos Landfill.
5. Valuation [4.00 SY; E = \$199,893; R = \$135,636]
- o Mandatory/Discretionary Service Level
  - o Provides appraisal services for County land and facilities acquisition projects.
  - o Manages appraisal consultant contracts.
6. Acquisition Leasing [5.00 SY; E = \$313,957; R = \$15,071]
- o Discretionary/Discretionary Service Level
  - o Manages Countywide acquisition leasing activities for 28 County departments and 192 leases.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Sales and Use Tax (T.D.A.)(9061)	\$6,539	\$0	\$0	\$0
Sub-Total	\$6,539	\$0	\$0	\$0
Rents and Concessions (9210)	\$1,725	\$82,954	\$0	\$(82,954)
Sub-Total	\$1,725	\$82,954	\$0	\$(82,954)
<b>AID FROM OTHER GOVERNMENT AGENCIES:</b>				
State Aid Proposition 70 (9444)	\$0	\$177,905	\$0	\$(177,905)
Federal Aid-Commun. Development Block Grant (9683)	0	12,558	0	(12,558)
Aid from Housing Authority (9745)	3,046	0	0	0
Aid From Other Gov't. Agencies (9746)	2,360	0	0	0
Sub-Total	\$5,406	\$190,463	\$0	\$(190,463)
<b>CHARGES FOR CURRENT SERVICES:</b>				
Public & Government Plan & Eng-Plan Check & Field Inspection (9773)	\$81,319	\$83,324	\$90,533	\$7,209
Plan & Engineering Service-Other Government (9775)	0	2,093	0	(2,093)
Road Fund (9782)	217,083	183,151	273,500	90,349
Air Pollution Control District (9783)	1,371	10,465	10,000	(465)
Capital Projects (9785)	127,498	41,860	99,500	57,640
Airports Enterprise Fund (9787)	41,106	68,023	23,000	(45,023)
DPW Solid Waste Enterprise Fund (9790)	198,826	125,581	217,000	91,419
DPW Special Districts (9792)	81,002	15,699	15,000	(699)
Library Fund (9793)	13,713	31,395	0	(31,395)
Jury or Witness Fee (9973)	70	0	0	0
Sub-Total	\$761,988	\$561,591	\$728,533	\$166,942
<b>OTHER REVENUE:</b>				
Other Sales (9994)	\$500	\$0	\$0	\$0
Sub-Total	\$500	\$0	\$0	\$0
<b>OTHER FINANCING SOURCES:</b>				
DPW Operating Transfer Other Special Dist (9812)	\$24,956	\$25,000	\$25,000	\$0
Sub-Total	\$24,956	\$25,000	\$25,000	\$0
<b>Total</b>	<b>\$801,114</b>	<b>\$860,008</b>	<b>\$753,533</b>	<b>\$(106,475)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$943,983	\$1,105,766	\$988,872	\$(116,894)
<b>Total</b>	<b>\$943,983</b>	<b>\$1,105,766</b>	<b>\$988,872</b>	<b>\$(116,894)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

For FY91-92, program revenues were underrealized by \$58,894. Shortfalls occurred primarily in account 9210 (\$81,229) due to delays in implementing the new vending machine program. Prop. 70 - Park Land Acquisition program was completed and yielded less revenue than anticipated in FY91-92. Significant revenues (\$177,905) budgeted in account 9444 for the Park Land Program were realized primarily in account 9785.

For 1992-93, overall program revenues are budgeted at \$106,475 less than FY91-92. Vending machine revenues were transferred to the Rents & Leases program. Prop. 70 program was completed and revenue has been removed. Losses in budgeted revenue are partially offset by increases in Road Fund (9782) and Solid Waste (9790).

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY A: PROPERTY MANAGEMENT

% OF RESOURCES: 20%WORKLOAD

# of Revenue Leases	215	213	240	215	240
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EFFICIENCY

# of Leases/Staff Year	43	42.6	48	43	48
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EFFECTIVENESSCost Effectiveness of Providing  
In-house Revenue Leasing:

Outside Contracting Estimates*	--	--	\$757,120	\$757,120	\$757,120
County Cost for Same Services	--	--	\$304,420	\$320,281	\$279,040
Approximate Savings	--	--	\$452,700	\$436,839	\$478,080

\* Based on a survey of hourly costs for comparable staff on an annual basis.

## ACTIVITY B: ENGINEERING

% OF RESOURCES: 17%WORKLOAD

Parcels Prepared	800	684	403	700	800
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EFFICIENCY

Parcels Prepared/Staff Year	200	171	101	175	200
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EFFECTIVENESSCost Effectiveness of Providing  
In-house Engineering Services:

Outside Contracting Estimates*	--	--	\$466,200	\$466,200	\$466,200
County Cost for Same Services	\$262,616	\$255,719	\$232,431	\$277,339	\$242,244
Approximate Savings	--	--	\$233,769	\$188,861	\$223,956

\*Based on a survey of hourly costs for comparable staff on an annual basis.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY C: ACQUISITION</b>					
<u>% OF RESOURCES:</u> 26%					
<u>WORKLOAD</u>					
# of Parcels Purchased	65	43	66	65	65
<u>EFFICIENCY</u>					
# of Parcels Purchased/Staff Year	10.8	7.2	11	10.8	10.8
<u>EFFECTIVENESS</u>					
Cost Effectiveness of Providing In-house Services to Purchase Parcels:					
Cost of Contracting Out Acquisition Services*	--	--	\$919,360	\$919,361	\$919,360
County Cost for Same Services	\$312,635	\$401,792	\$315,182	\$517,188	\$367,004
Approximate Savings	--	--	\$604,178	\$402,172	\$552,356

\*Based on a survey of hourly costs for comparable staff on an annual basis.

**ACTIVITY D: VALUATION**

% OF RESOURCES: 14%

WORKLOAD

Total Parcels Appraised In-house	61	104	89	125	80
Parcels Appraised by Contract	--	--	55	--	50

EFFICIENCY

# of Parcels Appraised/Staff Yr.	20	26	36	31	32
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EFFECTIVENESS

Cost Effectiveness of Providing  
In-house appraisal Services:

Cost Estimates to Contract Out In-house Appraisals*	--	--	\$302,600	--	\$272,000
County Cost for Same Services**	\$124,268	\$223,086	\$220,442	\$280,950	\$199,893
Approximate Savings	--	--	\$82,158	--	\$72,107

\*Based on FY91-92 average contract cost of \$3,400/parcel appraised.

\*\*County Cost includes contract appraisal review time.  
Appraisal review cannot be contracted out per Caltrans regulations.  
Thus, approximate savings are actually greater than shown.

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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## ACTIVITY E: ACQUISITION LEASING

% OF RESOURCES: 23%WORKLOAD

# of Acquisition Leases	175	190	190	188	192
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EFFICIENCY

# of Leases/Staff Year	35	38	38	37.5	38.4
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EFFECTIVENESSCost Effectiveness of Providing  
In-house Acquisition Leasing:

Outside Contracting Estimates*	\$597,320	\$747,914	\$759,166	\$833,349	\$847,609
County Cost for Same Services	\$266,318	\$303,106	\$314,117	\$384,501	\$313,957
Approximate Savings	\$331,002	\$444,808	\$445,049	\$448,848	\$553,652

\*Based upon commission rates of 2% to manage applied against total gross rent of all County acquisition leases and 4% to negotiate (assuming leases are renegotiated every 10 years).

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0956	Asst Dep Dir, Real Property	1	1.00	0	0.00	\$79,859	\$0
3680	Deputy Director, Real Property	1	1.00	1	1.00	79,105	72,768
3728	Senior Land Surveyor	1	1.00	1	1.00	60,103	59,884
5585	Supervising Real Property Agent	3	3.00	3	3.00	164,811	164,181
3785	Associate Land Surveyor	1	1.00	1	1.00	44,082	43,911
5570	Senior Real Property Agent	6	6.00	7	7.00	284,361	327,095
2302	Administrative Assistant III	1	1.00	0	0.00	46,351	0
5525	Associate Real Property Agent	9	9.00	10	9.00	350,983	361,744
3813	Engineering Technician II	2	2.00	2	2.00	65,324	64,447
2730	Senior Clerk	2	2.00	2	2.00	46,180	44,619
2745	Supervising Clerk	1	1.00	0	0.00	37,371	0
2757	Administrative Secretary II	1	1.00	1	1.00	25,300	25,475
2756	Administrative Secretary I	1	1.00	1	1.00	22,148	22,051
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,717	38,098
3120	Dept Computer Specialist III	1	1.00	0	0.00	35,428	0
8800	Vending Machine Coordinator	1	1.00	0	0.00	65,500	0
9999	Extra Help	2	2.00	2	.50	52,750	52,750
<b>Total</b>		<b>36</b>	<b>36.00</b>	<b>33</b>	<b>30.50</b>	<b>\$1,498,373</b>	<b>\$1,277,023</b>
<b>Salary Adjustments:</b>						<b>(35,909)</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>474,119</b>	<b>431,287</b>
<b>Salary Savings:</b>						<b>(62,740)</b>	<b>(55,206)</b>
<b>Total Adjustments</b>						<b>\$375,470</b>	<b>\$376,081</b>
<b>Program Totals</b>		<b>36</b>	<b>36.00</b>	<b>33</b>	<b>30.50</b>	<b>\$1,873,843</b>	<b>\$1,653,104</b>

PROGRAM: Records Management

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-13

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$301,623	\$352,626	\$359,082	\$386,637	\$326,410	(15.6)
Services & Supplies	26,998	26,676	21,292	35,063	35,063	0.0
Contracts	16,334	16,603	19,201	16,164	16,164	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	2,737	23,527	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$347,692</b>	<b>\$419,432</b>	<b>\$399,575</b>	<b>\$437,864</b>	<b>\$377,637</b>	<b>(13.8)</b>
<b>PROGRAM REVENUE</b>	<b>(52,084)</b>	<b>(56,726)</b>	<b>(64,276)</b>	<b>(67,276)</b>	<b>(77,911)</b>	<b>15.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$295,608</b>	<b>\$362,706</b>	<b>\$335,299</b>	<b>\$370,588</b>	<b>\$299,726</b>	<b>(19.1)</b>
<b>STAFF YEARS</b>	<b>12.00</b>	<b>12.00</b>	<b>11.84</b>	<b>12.75</b>	<b>10.0</b>	<b>(21.6)</b>

**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.



## 1991-92 BUDGET TO ACTUAL COMPARISON

FY91-92 expenditures are \$38,289 less than the budget. This was primarily due to a savings of \$27,555 in Salaries & Benefits that resulted from the countywide hiring freeze and Voluntary Time Off contributions. A savings of \$10,734 was realized in Services and Supplies because of a purchasing freeze.

## 1992-93 OBJECTIVES

1. To assist two departments in developing records classification and retention schedules.
2. To produce a Countywide Records Management Manual.
3. To transfer records for 18 departments from County storage to a contract facility.
4. To microfilm 1,500,000 documents; produce 50,000 microforms (aperture cards & microfiche); process and duplicate 160,000 feet of film (3.5 million documents).
5. To service 16,000 cubic feet of records and to process 13,500 items.

## 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Micrographics [5.00 SY; E = \$186,563; R = \$49,786] 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 [3.00 SY; E = \$91,379; R = \$6,412] 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 [2.00 SY; E = \$99,695; R = \$21,713] 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 Administering privatized records storage contract.
  - o Transferring 1.0 SY Intermediate Account Clerk to the Administrative Services Division for the partial department consolidation of purchasing and contracting functions.
  - o Offset 8% by revenue.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Other Governmental Agencies (9971)	\$1,588	\$1,336	\$1,336	\$0
Road Fund (9782)	58,399	49,752	49,752	0
Solid Waste Enterprise Fund (9790)	0	0	351	351
APCD (9783)	1,292	1,560	2,398	838
Liquid Waste (9788)	2,520	2,343	1,946	(397)
Solid Waste (9911)	0	1,047	0	(1,047)
Aid From Other Gov't. Agency (9746)	0	10,000	0	(10,000)
Micrographics Fee (9864)	0	0	20,913	20,913
<b>Sub-Total</b>	<b>\$63,799</b>	<b>\$66,038</b>	<b>\$76,696</b>	<b>\$10,658</b>
<b>OTHER REVENUE:</b>				
Sale of Silver (9994)	\$0	\$523	\$500	\$(23)
Other Miscellaneous (9995)	477	715	715	0
<b>Sub-Total</b>	<b>\$477</b>	<b>\$1,238</b>	<b>\$1,215</b>	<b>\$(23)</b>
<b>Total</b>	<b>\$64,276</b>	<b>\$67,276</b>	<b>\$77,911</b>	<b>\$10,635</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
<b>Sub-Total</b>	<b>\$335,299</b>	<b>\$370,588</b>	<b>\$299,726</b>	<b>\$(70,862)</b>
<b>Total</b>	<b>\$335,299</b>	<b>\$370,588</b>	<b>\$299,726</b>	<b>\$(70,862)</b>

## 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	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: MICROGRAPHICS</b>					
<u>% OF RESOURCES: 75%</u> <u>WORKLOAD</u>					
<b>DOCUMENTS FILMED:</b>					
Rotary	1,498,340	1,041,262	267,155	1,000,000	500,000
Planetary	482,039	944,657	1,222,240	970,000	1,900,000
Engineer Drawing	19,096	55,486	10,025	30,000	10,000
<b>TOTAL</b>	<b>1,999,475</b>	<b>2,041,405</b>	<b>1,499,600</b>	<b>2,000,000</b>	<b>1,500,000</b>
<b>MICROFORMS:</b>					
Aperture Cards	54,508	49,823	35,954	55,000	30,000
Microfiche	8,293	21,550	17,490	20,000	20,000
<b>TOTAL</b>	<b>62,801</b>	<b>71,373</b>	<b>53,444</b>	<b>75,000</b>	<b>50,000</b>
Reels (100 ft.) Processed	1,118	1,267	835	1,500	850
Reels (100 ft.) Duplicated	1,117	1,252	740	1,500	750
<u><b>EFFICIENCY</b></u>					
Number of Documents Requested for Filming	2,100,000	1,800,000	3,200,000	3,145,407	700,000
Number of Documents in Backlog	4,800,000	4,900,000	*700,000	4,700,000	2,400,000
Total Number of Documents to be Filmed	6,900,000	6,700,000	3,900,000	7,845,407	3,100,000
<u><b>EFFECTIVENESS</b></u>					
% of Documents filmed	29%	30%	38%	25%	48%
<b>ACTIVITY B: RECORDS CENTER</b>					
<u>% OF RESOURCES: 25%</u> <u>WORKLOAD</u>					
Cubic Feet Stored	38,851	38,641	38,752	40,000	**16,000
Items Serviced	35,167	43,757	45,372	44,000	13,500
<u><b>EFFICIENCY</b></u>					
Number of Cubic Feet Requested for Storage	22,686	11,000	4,350	9,384	9,000
Number of Cubic Feet Currently Stored	38,851	38,641	38,752	40,000	16,000
Cubic Feet to be Stored by Contract	0	0	0	0	32,000
Total Cubic Feet to Be stored	61,537	49,641	43,102	49,384	25,000
<u><b>EFFECTIVENESS</b></u>					
% of Cubic Feet Stored	63%	78%	89%	81%	44%
% Stored through Privatized Services	0	0	0	0	56%

\*Four million documents were deleted from the microfilm backlog due to service reductions.

\*\*Reductions in Cubic Feet Stored and in Items Services are the result of Adopted Budget Reductions that deleted staff and privatized records storage.

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
3052	Chief, Records Mgt. Svcs.	1	1.00	1	1.00	\$42,015	\$41,843
2304	Admin. Assistant I	1	0.75	1	0.75	22,527	30,663
3045	Microfilm Supervisor	1	1.00	0	0.00	27,887	0
3053	Photo Reduction Technician	1	1.00	0	0.00	25,274	0
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
3040	Microfilm Operator	5	5.00	5	5.00	106,314	108,959
2493	Intermediate Account Clerk	1	1.00	0	0.00	19,534	0
2710	Junior Clerk/Typist	1	1.00	1	1.00	14,645	15,329
2715	Records Clerk	1	1.00	1	1.00	21,436	21,359
<b>Total</b>		<b>13</b>	<b>12.75</b>	<b>10</b>	<b>9.75</b>	<b>\$303,664</b>	<b>\$242,102</b>
<b>Salary Adjustments:</b>						<b>(18,124)</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>113,842</b>	<b>94,565</b>
<b>Salary Savings:</b>						<b>(12,745)</b>	<b>(10,257)</b>
<b>Total Adjustments</b>						<b>\$82,973</b>	<b>\$84,308</b>
<b>Program Totals</b>		<b>13</b>	<b>12.75</b>	<b>10</b>	<b>9.75</b>	<b>\$386,637</b>	<b>\$326,410</b>

PROGRAM: Administration

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

ORGANIZATION #: 5500

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 30-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,167,489	\$1,309,254	\$1,267,328	\$1,337,236	\$1,689,874	26.4
Services & Supplies	46,261	109,848	81,253	61,242	61,692	0.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	61,082	72,887	19,983	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,274,832</b>	<b>\$1,491,989</b>	<b>\$1,368,564</b>	<b>\$1,398,478</b>	<b>\$1,751,566</b>	<b>25.2</b>
<b>PROGRAM REVENUE</b>	<b>(6,749)</b>	<b>(44)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,268,083</b>	<b>\$1,491,945</b>	<b>\$1,368,564</b>	<b>\$1,398,478</b>	<b>\$1,751,566</b>	<b>25.2</b>
<b>STAFF YEARS</b>	<b>23.56</b>	<b>24.40</b>	<b>22.17</b>	<b>24.00</b>	<b>32.00</b>	<b>33.3</b>

**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 and the Administrative Services Division. The Division provides department wide Information Systems Services and Personnel, Payroll and Training; Budget and Fiscal Management; Purchasing and Contracting, and Countywide Space Management and Records Management.

The major functions of this program include:

- Planning and managing all departmental programs and services.
- Organizing and coordinating department budget development and preparation functions.
- Providing fiscal management, expenditure control and inventory functions.
- Managing the department's personnel, payroll and training functions.
- Providing for County-wide management of space utilization.
- Providing liaison with the Chief Administrative Office, Auditor and Controller, and other County departments.
- Coordinating the preparation of Board letters and responses to the Board of Supervisors and the CAO.
- Coordinating office automation and information systems for the department.
- Managing purchasing and contracting support to three divisions, the Rents and Leases program and Capital projects.

**1991-92 BUDGET TO ACTUAL COMPARISON**

FY91-92 actual expenditures were \$29,914 under budget. A \$69,908 savings in Salaries/Benefits was offset by \$39,994 in expenditures from prior-year appropriations in services and supplies and fixed assets.

The significant amount in unexpended salaries was due to a retirement, staff transfers, voluntary time off and extended medical leave.

**1992-93 OBJECTIVES**

1. To complete partial consolidation of departmental administrative automation and accounting staff into Administrative Services to maximize resources and improve service and service levels.
2. To implement the FY92-93 segment of the three year Business Automation Plan. Activities will include:
  - o Provide equipment for department participation in testing the County "enterprise network",
  - o Implement LAN database applications for Capital Space Project Planning Management.
3. To develop and test an on-line Capital and Space Budget Request process for implementation Countywide in FY93-94.
4. To develop an action plan for assessing the accuracy of valuations of County property and facilities.
5. To develop an MWBE contract compliance information packet and standardized policy and procedures, including mainframe informational access.
6. To print and distribute a Customer Service Guide for Space Management.
7. To continue development of the department wide training plan and program:
  - o Finalize and implement Automation component
  - o Finalize Injury and Illness Prevention Policy and Manual; train staff.
  - o Outline Department Orientation training components.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Director's Office [3.0 SY; E = \$291,924; R = \$0] This activity:
  - o Discretionary/Discretionary Service Level.
  - o Provides overall department management and direction to five operating divisions and five budget units totaling over \$66 million/year - General Services, Public Services Utilities, Countywide Rents and Leases, Major Maintenance, and Countywide Vehicle Equipment.
  - o Coordinates the delivery of support services to all County departments, courts and offices.
2. Administration/Secretarial Support [4.0 SY; E = \$195,365; R = \$0] including support personnel:
  - o Discretionary/Discretionary Service Level.
  - o Provides management and clerical support for centralized department administrative functions: fiscal, budget, personnel and payroll, information systems services, purchasing and contracting and Countywide records management and space utilization.
  - o Deletes an Administrative Services Manager III position from the budget.
  - o Consolidates budget, fiscal, purchasing, and contracting services from the Architecture and Engineering Division, Real Property Division and Records Program to the Administrative Services Division as part of the departmental plan to maximize resources and improve efficiency and effectiveness.
3. Budget/Fiscal/Space [7.0 SY; E = \$368,862; R = \$0] including support personnel is:
  - o Discretionary/Discretionary Service Level.
  - o Consolidate staff transferring from other divisions into Administrative Services.
  - o Develops and prepares the department budget and additional budget units, including eleven program budgets.
  - o Provides direct budget implementation and fiscal monitoring support to the Architecture and Engineering and Real Property Divisions and the Records Management Program.
  - o Coordinates space requests from County departments and Courts with the CAO Office of Special Projects.

- o Conducts periodic department inventories.
4. Information System Services [3.0 SY; E = \$180,153; R = \$0] including support personnel:
- o Discretionary/Discretionary Service Level.
  - o Consolidates 1 staff transferring from another division.
  - o Provides LAN hardware support to department.
  - o Provides FOCUS application and PC support.
  - o Coordinates preparation and implementation of annual department business automation plans.
  - o Coordinates departmental project and service requests with the Department of Information Services.
5. Personnel/Payroll/Training [7.0 SY; E = \$333,923; R = \$0] including support personnel is:
- o Discretionary/Discretionary Service Level.
  - o Performs payroll time accounting and general personnel functions.
  - o Coordinates department wide training and conducts automation training.
  - o Administers Affirmative Action Plan; Illness, Injury Prevention Plan; discipline cases.
6. Purchasing and Contracting [8.0 SY; E = \$381,339; R = \$0] including support personnel:
- o Discretionary/Discretionary Services Level.
  - o Consolidates 4 staff transferring from other divisions.
  - o Administers MWBE Goals and coordinates Legislative Analysis for the department.
  - o Processes RFB's/RFP's and provides contract support to Architecture and Engineering, Real Property and Administrative Services Divisions, the Records Management and Rents and Leases programs, and Capital projects.
  - o Processes training and travel requests and supplies purchases.
  - o Provides administrative and accounting support to Capital Project implementation.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Interfund Charges-Road Fund (9782)	\$0	\$0	\$0	\$0
Interfund Charges-COF (9785)	0	0	0	0
Recovered Expenditures (9989)	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$1,368,564	\$1,398,478	\$1,751,566	\$353,088
Sub-Total	\$1,368,564	\$1,398,478	\$1,751,566	\$353,088
Total	\$1,368,564	\$1,398,478	\$1,751,566	353,088

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The Administration Program does not budget revenue. Minor amounts of unanticipated revenue from these sources were credited to the program in previous fiscal years.



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
<u>DIRECTOR'S OFFICE</u>							
2125	Director, General Services	1	1.00	1	1.00	99,603	\$99,223
2219	Asst. Director, General Svcs.	1	1.00	1	1.00	88,509	88,175
2758	Admin. Secretary III	1	0.00	1	1.00	0	25,721
	Subtotal	3	2.00	3	3.00	\$188,112	\$213,119
<u>ADMINISTRATION/SECRETARIAL SUPPORT</u>							
2280	Deputy Dir., Admin. Services	1	1.00	1	1.00	80,552	74,872
2370	Administrative Svcs. Mgr. III	1	1.00	0	0.00	60,605	0
2764	Office Manager	1	1.00	0	0.00	29,686	0
2758	Admin. Secretary III	0	0.00	1	0.00	0	0
2757	Admin. Secretary II	1	1.00	1	1.00	23,833	24,372
3009	Word Processing Operator	1	1.00	2	2.00	23,834	42,507
3007	Jr. Word Processing Operator	1	1.00	0	0.00	20,499	0
2700	Intermediate Clerk Typist	0	0.00	1	0.00	0	0
	Subtotal	6	6.00	6	4.00	\$239,009	\$141,751
<u>BUDGET/FISCAL/SPACE SECTION</u>							
2367	Principal Admin. Analyst	1	1.00	1	1.00	52,355	52,157
2302	Administrative Assistant III	1	1.00	1	1.00	46,351	44,002
2303	Administrative Assistant II	2	2.00	3	3.00	84,030	115,876
2403	Accounting Technician	0	0.00	1	1.00	0	25,760
2730	Senior Clerk	0	0.00	1	0.00	0	0
2745	Supervising Clerk	0	0.00	1	1.00	0	31,024
3802	Drafting Technician I	1	0.00	0	0.00	0	0
	Subtotal	5	4.00	8	7.00	\$182,736	\$268,819
<u>INFORMATION SYSTEMS SERVICES SECTION</u>							
2302	Administrative Assistant III	1	1.00	1	1.00	46,351	44,003
3120	Dept. Computer Specialist III	0	0.00	1	1.00	0	36,381
2405	Assistant Accountant	1	1.00	1	1.00	33,872	33,741
	Subtotal	2	2.00	3	3.00	\$80,223	\$114,125
<u>PERSONNEL/PAYROLL/TRAINING SECTION</u>							
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,355	52,157
2413	Analyst III	2	2.00	2	2.00	92,702	92,324
2511	Senior Payroll Clerk	2	2.00	2	2.00	50,314	50,112
2730	Senior Clerk	2	2.00	2	2.00	48,064	47,898
	Subtotal	7	7.00	7	7.00	\$243,435	\$242,491
<u>PURCHASING &amp; CONTRACTING SECTION</u>							
2367	Principal Admin. Analyst	1	1.00	1	1.00	52,355	52,157
2302	Administrative Assistant III	0	0.00	2	2.00	0	92,324
2303	Administrative Assistant II	0	0.00	1	1.00	0	38,625
2403	Accounting Technician	1	1.00	2	2.00	26,760	51,519
2510	Senior Account Clerk	1	1.00	1	1.00	23,863	23,949
2493	Intermediate Account Clerk	0	0.00	1	1.00	0	18,092
	Subtotal	3	3.00	8	8.00	\$102,978	\$276,666
	Total	26	24.00	35	32.00	\$1,036,493	\$1,256,971

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
	Salary Adjustments:					(12,026)	25,907
	Premium/Overtime Pay:					(0)	0
	Employee Benefits:					360,925	461,611
	Salary Savings:					(48,156)	(54,615)
	<b>Total Adjustments</b>					<b>\$300,743</b>	<b>\$432,903</b>
	<b>Program Totals</b>	<b>26</b>	<b>24.00</b>	<b>35</b>	<b>32.00</b>	<b>\$1,337,236</b>	<b>\$1,689,874</b>

DEPARTMENT OF HUMAN RESOURCES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Human Resources	\$7,118,853	\$8,622,873	\$8,446,796	\$9,267,887	\$9,358,995	\$91,108	1.0
TOTAL DIRECT COST	\$7,118,853	\$8,622,873	\$8,446,796	\$9,267,887	\$9,358,995	\$91,108	1.0
PROGRAM REVENUE	(2,620,011)	(3,039,316)	(3,420,214)	(3,802,290)	(4,336,261)	(533,971)	14.0
NET GENERAL FUND COST	\$4,498,842	\$5,583,557	\$5,026,582	\$5,465,597	\$5,022,734	\$(442,863)	(8.1)
STAFF YEARS	109.86	122.66	124.65	135.00	131.67	(3.33)	(2.5)

DEPARTMENT OF HUMAN RESOURCES

Headquarters Location: County Administration Center (CAC)

DIRECTOR  
(ETHEL M. CHASTAIN)

CAC - ADMINISTRATION		
Class	Title	\$Y
2132	Director, DHR	1.0
2212	Deputy Director, DHR	1.0
2758	Admn. Sec. III	1.0
2759	Admn. Sec. IV	1.0
TOTAL		4.0

RESOURCE MANAGEMENT		
Class	Title	\$Y
2303	Administrative Assistant II	1.0
2369	Administrative Services Mgr. II	1.0
2493	Intermediate Account Clerk	1.0
TOTAL		3.0

CAC ADMINISTRATIVE SVCS.		
Class	Title	\$Y
	Personnel Payroll	
	Purchasing	
	Word Processing	

LABOR RELATIONS OFFICE

LABOR RELATIONS		
Class	Title	\$Y
0355	Labor Relations Mgr.	1.00
0356	Labor Relations Spec.	1.00
2373	Assoc. Personnel Analyst	1.00
2389	Sr. Labor Relations Spec.	1.00
2747	Human Resource Asst. I	1.00
2758	Administrative Sec. III	1.00
TOTAL		6.00

PERSONNEL MANAGEMENT OFFICE

CLASSIFICATIONS		
Class	Title	\$Y
0354	Personnel Services Mgr.	1.00
2364	Sr. Personnel Analyst	1.00
2373	Assoc. Pers. Analyst	4.00
2374	Sup. Pers. Analyst	2.00
2748	Human Resources Asst. II	1.00
TOTAL		9.00

PERSONNEL STANDARDS & POLICY REVIEW		
Class	Title	\$Y
0352	Chief, Personnel Standards and Policy Review	1.00
2374	Sup. Pers. Analyst	1.00
TOTAL		2.00

WAGE AND SALARY		
Class	Title	\$Y
0354	Personnel Services Mgr.	1.00
2364	Sr. Personnel Analyst	1.00
2780	Int. Clerk Typist	1.00
TOTAL		3.00

RECRUITMENT & ASSESSMENT		
Class	Title	\$Y
0354	Personnel Services Mgr.	1.00
0796	Head Proctor	.33
0797	Assistant Proctor	.67
2328	Personnel Aide	2.00
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
2748	Human Resources Asst. II	1.00
2749	Human Resources Asst. III	3.00
3009	Word Processor Operator	1.00
3048	Publications Technician	1.00
TOTAL		33.00

RECOGNITION & DEVELOPMENT		
Class	Title	\$Y
0354	Pers. Services Mgr.	1.00
2361	Career Counselor	1.50
2394	Mgmt. Academy Coord.	1.00
2700	Int. Clerk Typist	1.00
TOTAL		4.50

AFFIRMATIVE ACTION		
Class	Title	\$Y
0361	Affirmative Action Mgr.	1.00
TOTAL		1.00

SUGGESTION AWARDS		
Class	Title	\$Y
2365	Staff Development Spec.	1.00
2748	Human Resources Asst. II	.50
TOTAL		1.50

SERVICE AWARDS		
Class	Title	\$Y
2700	Int. Clerk Typist	1.00
TOTAL		1.00

TRAINING & DEVELOPMENT		
Class	Title	\$Y
2365	Staff Dev. Spec.	.50
2380	Staff Dev. Manager	.50
2747	Human Resources Asst. I	1.00
TOTAL		2.00

RISK AND BENEFITS OFFICE

EMPLOYEE BENEFITS		
Class	Title	\$Y
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
2748	Human Resources Asst. II	1.00
3029	Employee Benefits Spec.	1.00
TOTAL		11.00

EMPLOYEE ASSISTANCE & WELLNESS		
Class	Title	\$Y
0367	Emp. Assst. Prog. Mgr.	1.00
0797	Assistant Proctor	.17
2332	Medical Standards Coord.	1.00
2700	Intermediate Clerk	1.00
2747	Human Resources Asst. I	1.00
2748	Human Resources Asst. II	2.00
5211	Employee Assst. Spec. I	1.00
5214	Employee Assst. Spec. II	2.00
TOTAL		9.17

WORKER'S COMPENSATION		
Class	Title	\$Y
0353	Risk Manager	1.00
2322	Claims Aide	12.00
2333	Sup. Claims Rep.	1.00
2341	WC Examiner II	8.00
2343	WC Examiner III	2.00
2493	Int. Acct. Clerk	1.00
2700	Int. Clerk Typist	2.00
2710	Jr. Clerk Typist	1.00
2714	Int. Transcriber	2.00
2749	Human Resources Asst. II	1.00
TOTAL		31.00

RISK MANAGEMENT		
Class	Title	\$Y
2212	Deputy Director	1.00
2344	Insurance Coordinator	1.00
2411	Analyst I	1.00
2432	Systems Support Analyst	1.00
2758	Admn. Sec. III	1.00
3118	Dept. Comp. Specialist I	1.00
TOTAL		6.00

INSURANCES		
Class	Title	\$Y
Staff in Risk Management		

LOSS PREVENTION		
Class	Title	\$Y
2331	Loss Prev. Analyst	2.00
2345	Loss Prev. Manager	1.00
2700	Int. Clerk Typist	1.00
TOTAL		4.00

UNEMPLOYMENT INSURANCE		
Class	Title	\$Y
2346	UI Claims Aide	.50
TOTAL		.50

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PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

PROGRAM #: 81201

ORGANIZATION #: 0500

MANAGER: Ethel M. Chastain

REFERENCE: 1992-93 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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,328,465	\$5,212,737	\$5,693,710	\$6,202,591	\$6,138,672	(1.0)
Services & Supplies	2,494,067	3,332,387	2,640,647	2,944,156	3,163,503	7.5
Other Charges	19,038	44,319	62,922	69,440	26,820	(61.4)
Fixed Assets	277,283	33,430	49,517	51,700	30,000	(42.0)
<b>TOTAL DIRECT COST</b>	<b>\$7,118,853</b>	<b>\$8,622,873</b>	<b>\$8,446,796</b>	<b>\$9,267,887</b>	<b>\$9,358,995</b>	<b>1.0</b>
<b>PROGRAM REVENUE</b>	<b>(2,620,011)</b>	<b>(3,039,316)</b>	<b>(3,420,214)</b>	<b>(3,802,290)</b>	<b>(4,336,261)</b>	<b>14.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$4,498,842</b>	<b>\$5,583,557</b>	<b>\$5,026,582</b>	<b>\$5,465,597</b>	<b>\$5,022,734</b>	<b>(8.1)</b>
<b>STAFF YEARS</b>	<b>109.86</b>	<b>122.66</b>	<b>124.65</b>	<b>135.00</b>	<b>131.67</b>	<b>(2.5)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actuals were \$821,091 less than the 1991-92 budget due partially to an Executive commitment to return \$400,000 to the general fund to address the County budget deficit. Vacant positions as a result of the hiring freeze, delays in recruitment, and a high turnover in Workers' Compensation contributed to a large portion of the fund balance. A reduction in the purchase of discretionary services and supplies, imposed in part by the Countywide purchasing freeze, accounted for the remainder. Workers' Compensation (WC) revenue was \$382,076 less than the budgeted amount matching WC administrative costs.

**1992-93 OBJECTIVES**

1. Ongoing expanded labor relations to address and mitigate the impacts of the severe state funding cutbacks. This includes career counseling and ways to reduce salary and benefit costs to the County through job restructuring and downsizing.
2. Develop a policy that reflects the County's commitment to:
  - Support and advance affirmative actions in the areas of recruitment, training, career guidance/development, and promotion of underutilized group members.
  - Support reasonable accommodation for qualified employees or applicants and remove artificial barriers to career success for underutilized group members.
  - Support a discrimination free environment.
3. Continue executive search with maximum outreach efforts at improving representation of underutilized group members.
4. Establish ongoing organizational analyses as a County priority to reexamine effective and efficient ways of conducting County business.
5. Complete a comprehensive review of the County's Risk Management function.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Administration/Resource Management [7.00 SY; E = \$529,633; R = \$0] includes the director's office and is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for directing Department functions, setting County policies regarding human resources and implementing those policies.
  - 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 Executive presentations and administrative studies.
  - o Responsible for budget development and administration, personnel and payroll services, purchasing and receiving, facilities and equipment management.
  - o Relies on word processing, payroll and purchasing support from CAO Administrative Services.
2. Personnel Standards [2.00 SY; E = \$163,871; R = \$21,184] is:
  - o Mandated/Discretionary Service Level.
  - o Responsible for all merit system processes.
  - o Responsible for the Human Resources Policy and Procedures Manual.
  - o Responsible for executive recruitment.
  - o Offset approximately 13% by revenue from special districts/funds.
3. Recruitment and Assessment [33.00 SY; E = \$1,497,024; R = \$160,309]
  - o Mandated/Discretionary Service Level.
  - o Responsible for all County recruitment and assessment activities.
  - o Responsible for processing all County personnel transactions.
  - o Responsible for counseling and placement of all at risk and qualified injured workers.
  - o Decreased approximately \$20,000 due to staffing reductions: 0.33 SY Student Worker II.
  - o Offset approximately 11% by revenue from special districts/funds.

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4. Classifications [9.00 SY; E = \$495,941; R = \$62,406]
    - o Mandated/Discretionary Service Level.
    - o Responsible for all classification studies, preparation of Compensation Ordinance changes and maintenance of classification plan.
    - o Responsible for Board directed organizational analysis leading to reorganization efforts.
    - o Responsible for special projects assigned by the CAO Executive Team.
    - o Decreased approximately \$70,000 due primarily to staffing reductions: 1.0 SY Associate Personnel Analyst and 0.25 SY Student Worker II.
    - o Offset approximately 13% by revenue from special districts/funds.
  5. Wage and Salary [3.00 SY; E = \$171,122; R = \$25,185] is:
    - o Mandated/Discretionary Service Level.
    - o Responsible for the preparation of salary surveys, maintenance of the compensation plan and, Compensation Ordinance revisions.
    - o Responsible for tracking County wage rates, pay provisions and official policy enactments through updating of the Compensation Ordinance.
    - o Responsible for solving salary issues.
    - o Responsible for providing staff and data for the Labor Relations process during negotiations.
    - o Decreased approximately \$34,000 due to staff reduction and the transfer of an Associate Personnel Analyst to Labor Relations.
    - o Offset approximately 15% by revenue which includes reimbursement from survey sales.
  6. Labor Relations [6.00 SY; E = \$524,065; R = \$52,103] is:
    - o Mandated/Mandated Service Level.
    - o Responsible for negotiating labor contracts.
    - o Administers employee labor agreements and provides clarification to departments and employees regarding labor relations issues.
    - o Coordination of all labor/management relations with nine different Unions/Associations encompassing 20 separate bargaining units.
    - o Control and direction of all County management teams for contract negotiations and impact bargaining.
    - o Represents the County/department management in grievance arbitrations.
    - o Provides case advocacy for Unfair Labor Charge hearings.
    - o Handles all issues arising involving unit determination, certifications and unit modifications.
    - o Increased approximately \$48,000 with transfer of staff from Wage and Salary.
    - o Offset approximately 8% by revenue from special funds/districts.
  7. Benefits Management [11.00 SY; E = \$1,545,533; R = \$665,586] is:
    - o Mandated/Mandated Service Level.
    - o Responsible for administering employee health insurance and life insurance plans, the transit bus pass program and all related benefits programs.
    - o Increased approximately \$290,000 with the addition of Flexible Spending Account administrative costs to DHR budget and funding for the OPTIONS Internal Interactive Communication System development.
    - o Offset approximately 43% by revenue from special funds/districts, flexible spending account administration, and employee contributions for bus passes.
  8. Affirmative Action [1.0 SY; E = \$82,616; R = \$0] is:
    - o Mandated/Discretionary Service Level.
    - o Responsible for coordinating County and departmental Affirmative Action policy and procedures.
    - o Responsible for contributing in the development of the County's Cultural Diversity Policy.
  9. Recognition & Development [4.5 SY; E = \$278,301; R = \$41,796] is:
    - o Mandated/Discretionary Service Level.
    - o Oversees the County's Service Awards, Suggestion Awards and Training and Development programs.
    - o Responsible for developing, implementing and coordinating procedures to implement the County Career Development and Management Academy Programs, providing career counseling, administering Career Development Assessment Centers.
    - o Develops and administers selection work simulations.
    - o Decreased approximately \$70,000 due to reductions in staffing and services and supplies (1.0 SY Intermediate Clerk Typist).
    - o Offset approximately 10% by revenue from special funds/districts.

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10. Service Awards [1.0 SY; E = \$45,257; R = \$0] is:
- o Discretionary/Discretionary Service Level.
  - o Responsible for the administration of the County's Service Award program.
11. Training and Development [2.00 SY; E = \$92,964; R = \$21,178] is:
- o Discretionary/Discretionary Service Level.
  - o Responsible for new employee orientation.
  - o Decreased responsibility for all centralized training programs due to reduction in staff and funding.
  - o Decreased approximately \$76,000 (0.5 SY Staff Development Manager and 0.58 SY Student Worker IV).
  - o Offset approximately 23% by revenue from special funds/districts.
12. Suggestion Awards [1.5 SY; E = \$74,879; R = \$5,725] is:
- o Discretionary/Discretionary Service Level.
  - o Projecting \$600,000 County savings from suggestion awards.
  - o Responsible for coordinating suggestions evaluations, award payments and ceremonies.
  - o Offset approximately 8% from special funds/districts.
13. Employee Assistance [9.17 SY; E = \$1,308,150; R = \$1,308,150] is:
- o Mandated/Discretionary Service Level.
  - o Responsible for the coordination of services with medical industrial contractor for pre-employment and periodic exams, psychological screening for Peace Officers, mandatory medicals (fitness-for-duty), Americans with Disability Act compliance and drug screening.
  - o Responsible for implementation of County Alcohol and Drug Use Policy.
  - o Responsible for case management of employees receiving rehabilitation as a result of referral through the Alcohol and Drug Use Policy, often a "last chance agreement".
  - o Responsible for the provision of transitional services for those facing layoff.
  - o Responsible for the provision of organizational interventions for stress and potentially volatile worker relationships.
  - o Responsible for pre-authorization of mental health benefits as a gatekeeper.
  - o Responsible for counseling employees experiencing personal problems and for referring them to appropriate community-based services.
  - o Offset by revenue from the Workers' Compensation Trust Fund.
14. Loss Prevention [4.00 SY; E = \$182,018; R = \$182,018] is:
- o Mandated/Mandated Service Level.
  - o Responsible for County operations safety services, including coordination between departments of Cal-OSHA citation correction, inspections and training.
  - o Responsible for the Injury and Illness Prevention Program.
  - o Offset by revenue from the Workers' Compensation Trust Fund.
15. Risk Management [6.00 SY; E = \$918,919; R = \$341,919] is:
- o Mandated/Mandated Service Level.
  - o Responsible for evaluation and administration of the County's risk management system.
  - o Responsible for supervising all safety, property and casualty insurance and Unemployment and State Disability insurance and insurance claims activity.
  - o Increased approximately \$140,000 due to transfer of staff.
  - o Partially offset by revenue from the Workers' Compensation Trust Fund.
16. Workers' Compensation [31.00 SY; E = \$1,425,947; R = \$1,425,947] 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 Decreased approximately \$48,000 due to the elimination of fixed assets.
  - o Offset by revenue from the Workers' Compensation Trust Fund.
17. Unemployment Insurance (0.5 SY; E = \$22,755; R = \$22,755) 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.



## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Road Fund	\$222,359	\$222,359	\$271,710	\$49,351
Air Pollution Control District	38,752	38,752	53,717	14,965
Airport Enterprise Fund	7,950	7,950	10,019	2,069
Liquid Waste Fund	27,857	27,857	33,946	6,089
Solid Waste Fund	35,966	35,966	51,879	15,913
Library Fund	80,549	80,549	94,010	13,461
Other Service to Government Agencies	6,254	4,000	4,000	0
Sub-Total	\$419,687	\$417,433	\$519,281	\$101,848
<b>OTHER REVENUE:</b>				
WC Admin. Cost	\$2,400,066	\$3,131,112	\$3,258,034	\$126,922
UI Admin. Cost	27,369	25,185	22,755	(2,430)
Flex Plan Forfeitures	207,000	0	339,000	339,000
Rev. App. Pr. Yr.	0	0	0	0
Recovered Exp.	8,766	0	0	0
Other Miscellaneous	120	0	0	0
State Grants-Other	4,140	0	0	0
Bus Pass Sales	303,402	167,209	197,191	29,982
Cigarette Tax	0	61,351	0	(61,351)
Operating Transfer from COF	12,900	0	0	0
Operating Transfer from Asset Forfeiture	36,764	0	0	0
Sub-Total	\$3,000,527	\$3,384,857	\$3,816,980	\$432,123
<b>Total</b>	<b>3,420,214</b>	<b>3,802,290</b>	<b>4,336,261</b>	<b>533,971</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$5,026,582	\$5,465,597	\$5,022,734	\$(442,863)
<b>Total</b>	<b>5,026,582</b>	<b>5,465,597</b>	<b>5,022,734</b>	<b>(442,863)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

- FY 92-93 budgeted revenue from special districts reflects changes in A-87 allowable amounts.
- Workers' Compensation and Unemployment Insurance administration cost revenue increased/decreased respectively to match FY 92-93 budgeted expenditures.
- Bus pass revenue increased with expenditure increase.
- Loss of Cigarette tax revenue due to revenue reduction in the Department of Health Services as a result of State realignment legislation.

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FIXED ASSETS

Item	Quantity	Unit	Total Cost
Computer hardware	1	LOT	\$30,000
<b>Total</b>			<b>\$30,000</b>

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VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Cost
<b>Total</b>			<b>\$0</b>

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
<b>% OF RESOURCES: 100%</b>					
<b><u>WORKLOAD</u></b>					
Classification Studies Completed	3,072	2,688	2,750	1,600	1,400
Applications received	39,622	43,626	18,556	35,000	35,000
Counter Inquiries	102,875	123,351	56,492	95,000	95,000
Eligibility Lists Established	530	604	263	450	450
Request to Fill Positions	5,784	4,964	1,761	5,000	5,000
Candidates Certified to Position	42,906	34,068	12,249	35,000	35,000
Employee Assistance Assessment	485	541	625	550	550
Employee Training Hours Provided	25,000	19,000	14,379	22,000	8,000
Suggestions Received	600	509	607	600	600
Incoming Salary Surveys completed	91	106	107	75	110
Military Leave Requests completed	260	421	379	60	480
Non-military Leave Requests completed	843	968	234	125	390
Workers' Compensation Indemnity Claims Received/Settled	2,016/2,132	2,303/1,859	2,492/2,022	2,800/2,500	2,900/2,400
Bi-Weekly Payroll Benefits Changes	20,510	37,793	47,463	20,000	23,000
<b><u>EFFICIENCY</u></b>					
Processing Days Per Exam	60	53	61	60	60
Eligible Lists/Analysts	40	40	20	35	35
WC Claims/Claims Rep.	423	230	262.5	210	220
<b><u>EFFECTIVENESS</u></b>					
Percentage Employees Trained	16%	13%	6%	13%	5%
Estimated First Year Savings/ Suggestion Awards	770,000	493,000	938,000	600,000	600,000
Unsettled Workers' Compensation Indemnity Claims	2,046	1,843	2,100	2,100	2,200

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	\$65,250	\$65,001
0353	Risk Manager	1	1.00	1	1.00	72,994	71,973
0354	Personnel Services Mgr.	4	4.00	4	4.00	248,826	249,856
0355	Labor Relations Manager	1	1.00	1	1.00	70,561	70,304
0356	Labor Relations Specialist	2	1.00	2	1.00	49,534	57,503
0357	Employee Benefits Manager	1	1.00	1	1.00	62,515	62,284
0361	Affirmative Action Manager	1	1.00	1	1.00	60,469	60,240
0367	Employee Asst. Prog. Mgr.	1	1.00	1	1.00	63,487	63,245
2132	Director, Human Resources	1	1.00	1	1.00	100,188	99,805
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	149,932	150,126
2303	Administrative Assistant II	1	1.00	1	1.00	36,725	38,425
2320	Personnel Aide	8	8.00	6	6.00	212,595	158,435
2322	Claims Aide	12	12.00	12	12.00	299,173	305,470
2327	Claims Representative II	9	8.50	0	0.00	347,747	0
2331	Loss Prevention Analyst	2	2.00	2	2.00	78,036	72,691
2332	Medical Serv. Coord.	1	1.00	1	1.00	41,355	43,278
2333	Supervising Claims Rep.	1	1.00	1	1.00	45,038	53,201
2341	Workers' Comp. Examiner II	0	0.00	8	8.00	0	302,698
2343	Workers' Comp. Examiner III	2	2.00	2	2.00	76,248	85,097
2344	Insurance Coordinator	1	1.00	1	1.00	44,099	38,208
2345	Loss Prevention Manager	1	1.00	1	1.00	43,174	43,188
2346	UI Claims Aide	0	0.00	1	0.50	0	17,859
2361	Career Counselor	2	1.50	2	1.50	52,770	54,489
2364	Senior Personnel Analyst	4	4.00	4	4.00	155,504	184,648
2365	Staff Development Specialist	2	1.00	2	1.00	41,371	42,163
2369	Admin. Services Mgr. II	1	1.00	1	1.00	54,957	54,747
2373	Associate Personnel Analyst	14	14.00	13	13.00	586,451	513,453
2374	Supervising Personnel Analyst	5	5.00	5	5.00	267,085	258,966
2380	Staff Development Manager	1	1.00	1	0.50	53,417	26,702
2389	Senior Labor Relations Spec.	1	1.00	1	1.00	57,705	57,483
2394	Management Academy Coord.	1	1.00	1	1.00	46,369	46,185
2398	Employee Benefits Coord.	1	1.00	1	1.00	37,964	40,195
2403	Accounting Technician	1	1.00	1	1.00	26,760	26,665
2411	Analyst I	0	0.00	1	1.00	0	29,745
2412	Analyst II	1	1.00	1	1.00	46,351	36,381
2432	Systems Support Analyst	1	1.00	1	1.00	44,358	39,793
2493	Intermediate Account Clerk	2	2.00	3	3.00	37,191	55,730
2700	Intermediate Clerk Typist	20	19.25	18	17.00	384,461	326,619
2710	Junior Clerk	1	1.00	1	1.00	17,145	14,857
2714	Intermediate Transcriber	1	1.00	2	2.00	18,884	40,189
2725	Principal Clerk I	1	1.00	1	1.00	31,583	31,466
2730	Senior Clerk	8	8.00	0	0.00	182,680	0
2745	Supervising Clerk	2	2.00	0	0.00	48,278	0
2747	Human Resources Asst. I	1	1.00	3	3.00	22,148	64,736
2748	Human Resources Asst. II	0	0.00	6	6.00	0	133,298
2749	Human Resources Asst. III	0	0.00	4	4.00	0	100,707
2756	Administrative Secretary I	1	1.00	0	0.00	21,867	0
2758	Administrative Secretary III	3	3.00	3	3.00	86,696	87,927
2759	Administrative Secretary IV	1	1.00	1	1.00	33,251	33,135
3009	Word Processor Operator	1	1.00	1	1.00	22,081	23,105
3029	Employee Benefits Spec.	1	1.00	1	1.00	27,534	28,517
3048	Publications Technician	1	1.00	1	1.00	21,925	22,344
3118	Dept. Computer Spec. I	1	1.00	1	1.00	25,162	28,499
5211	Employee Assist. Spec.	1	1.00	1	1.00	39,547	35,808
5214	Employee Asst. Specialist II	2	2.00	2	2.00	66,702	78,798
0796	Head Proctor	5	0.33	5	0.33	7,984	8,258
0797	Assistant Proctor	16	0.84	16	0.84	14,008	14,266
0942	Student Worker	3	1.00	3	0.00	14,121	0
0948	Student Worker V	1	.58	1	0.00	14,440	0
9999	Extra Help	97	0.00	96	0.00	53,697	53,697
<b>Total</b>		<b>258</b>	<b>135.00</b>	<b>256</b>	<b>131.67</b>	<b>\$4,830,393</b>	<b>\$4,702,458</b>

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
	Salary Adjustments:					(28,255)	(16,645)
	Extraordinary Pay:					15,000	15,000
	Premium/Overtime Pay:					16,000	3,000
	Employee Benefits:					1,486,140	1,554,890
	Salary Savings:					(116,687)	(120,031)
	<b>Total Adjustments</b>					<b>\$1,372,198</b>	<b>\$1,436,214</b>
	<b>Program Totals</b>	<b>258</b>	<b>135.00</b>	<b>256</b>	<b>131.67</b>	<b>\$6,202,591</b>	<b>\$6,138,672</b>

**INFORMATION SERVICES**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Account Management	1,019,411	1,061,909	1,060,303	1,279,822	1,019,203	(260,619)	(20.4)
Application Systems	5,045,942	5,968,953	6,799,995	7,552,613	5,940,271	(1,612,342)	(21.4)
Operations	6,991,232	7,718,208	7,738,022	7,684,908	7,733,033	48,125	0.6
Telecommunications	3,008,050	2,795,398	3,038,948	3,292,885	3,250,003	(42,882)	(1.3)
Dept. Administration	\$3,094,090	\$1,970,301	\$1,474,191	\$1,584,146	\$1,456,292	\$(127,854)	(8.1)
<b>TOTAL DIRECT COST</b>	<b>\$19,158,725</b>	<b>\$19,514,769</b>	<b>\$20,111,459</b>	<b>\$21,394,374</b>	<b>\$19,398,802</b>	<b>\$(1,995,572)</b>	<b>(9.3)</b>
<b>PROGRAM REVENUE</b>	<b>(2,225,168)</b>	<b>(2,380,174)</b>	<b>(1,309,856)</b>	<b>(1,731,967)</b>	<b>(1,199,540)</b>	<b>532,427</b>	<b>(30.7)</b>
<b>NET GENERAL FUND COST</b>	<b>\$16,933,557</b>	<b>\$17,134,595</b>	<b>\$18,801,603</b>	<b>\$19,662,407</b>	<b>\$18,199,262</b>	<b>\$(1,463,145)</b>	<b>(7.4)</b>
<b>STAFF YEARS</b>	<b>298.95</b>	<b>301.29</b>	<b>302.40</b>	<b>329.17</b>	<b>305.17</b>	<b>(24.00)</b>	<b>(7.3)</b>

Actuals reflect mid-year organizational changes as indicated in 1992-93 proposed budget.

**DEPARTMENT OF INFORMATION SERVICES**

**OFFICE OF THE DIRECTOR**  
53 Positions 13.17 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
- 17 Positions 17 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
- 17 Positions 17 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 Documentation
  - o Product Evaluation
- MAJOR PROJECTS**
- o Shared Property Appl Dsgn, Dvlpmt & Maint
  - o Contract Admin
- 98 Positions 97 SY

**OPERATIONS**

- COMPUTING OPERATIONS**
- o Svc Control Center
  - o Resource Management
  - o Configuration Mgmt
  - o Distributed Data Processing Support
  - o Data Control
  - o Computer Scheduling
  - o Forms Mgmt
  - o Problem/Change Mgmt
- OPERATING SYS SOFTWR**
- o Teleprocessing/ Technical Support
  - o Software Research & Analysis
  - o Software Dev./ Config. Mgmt
  - o Capacity Planning
  - o Resource Mgmt
- DATA NETWORK MGMT**
- o Data Network Ctrl
  - o CAC LAN Admin
  - o Product Evaluation
- 97 Positions 97 SY

**TELECOMMUNICATIONS**

- MICROWAVE/RADIO SVCS**
- o Design, Install & Maint. Microwave & Radio Sys.
  - o Install & Maint. Port/Mobile Radios & Audio Systems
- TELECOM ENGINEERING**
- o Planning, Designing & Engineering of Telecom
- TELEPHONE NETWORK MGMT**
- o Information Operators
  - o Telephone Billing
- TELECOM SERVICES**
- o Telephone Design & Inst.
- 64 Positions 64 SY

PROGRAM: Account Management

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81401

ORGANIZATION #: 0750

MANAGER: Steve Reuel, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 35-5

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$973,386	\$1,021,375	\$1,034,722	\$1,238,007	\$1,006,303	(18.7)
Services & Supplies	46,025	39,526	25,581	41,815	12,900	(69.1)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	1,008	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$1,019,411</b>	<b>\$1,061,909</b>	<b>\$1,060,303</b>	<b>\$1,279,822</b>	<b>\$1,019,203</b>	<b>(20.4)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(111)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,019,411</b>	<b>\$1,061,798</b>	<b>\$1,060,303</b>	<b>\$1,279,822</b>	<b>\$1,019,203</b>	<b>(20.4)</b>
<b>STAFF YEARS</b>	<b>22.73</b>	<b>17.39</b>	<b>16.35</b>	<b>20.00</b>	<b>17.00</b>	<b>(15.0)</b>

**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.



**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenses in the Salaries & Benefits account were less than budgeted due to the hiring freeze and Department participation in the County's Voluntary Time Off Program.

**1992-93 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 100% will be completed by October 1992.
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 7 working days.
3. Standardize AMD Method of Written Recommendations: Standardize the format of the recommendation memo for requisitions and Board letters. Implement 100% usage of the memo within AMD.
4. Publish the County Computing Manual: Coordinate the revision and publication of the County Computing Manual.
5. 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 doublesided, and double-column printing), which may be eliminated, and which may be replaced by alternate media. Reduce paper usage in DIS by 25%.
6. Reduce Data Entry Requirements: Work with customer departments to develop alternatives for entering data at the point of collection. Reduce DIS data entry by 20%.
7. Implement the County Virus Policy: Implement the County Virus Policy in all County departments, courts, and agencies.
8. Implement Enterprise Electronic Mail (E-mail): Provide the customer interface for the implementation of multi-platform enterprise-wide e-mail.
9. Implement ACF2 Access Control Software: Provide the customer interface for the implementation of ACF2.
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 usage of FOCUS by 25% in 1992.
11. Continue Implementation of the On-line Requisition System: Assist the Department of Purchasing and Contracting with continuing the implementation of the On-line Requisition System. Increase the number of departments using the system by 50%.
12. Introduce Imaging Technology: Introduce County departments, courts, and agencies to imaging technology alternatives. Develop guidelines for the application of image processing.
13. Expand STARpro Usage: Investigate opportunities to expand the use of STARpro software for County-wide project management and tracking. Implement at least 2 more departmental systems using STARpro.
14. Market the Use of the Inquire/Text Software: 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.
15. Relocate the Account Management Division: 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.
16. Upgrade Account Management LAN: Upgrade Account Management Division's workstations and LAN services to meet minimum DIS standards.
17. Maintain and Enhance Technical Competence: Provide training for all account managers to maintain and enhance technical competence in order to assist customers in defining automation solutions. Pursue and realize all sources of applicable free training.
18. Implement Personal Training Plans: Work with the DIS Training Coordinator to schedule training for staff and to update the training plans annually. Train all Account Managers in Business Writing.
19. Develop AMD Policies and Procedures: Develop AMD policies and procedures for routine tasks to ensure efficiency and consistency.

20. Continue Training AMD Staff in Marketing: Continue to provide training to all account managers in marketing skills in 1992. Focus the efforts of account managers on marketing DIS services to County customers, as well as ensuring that DIS continues to provide quality service.
21. Market the Account Management Division: Develop presentation and other materials to market AMD's services to all County departments, courts, and agencies as well as to DIS direct service divisions.
22. Maintain Service Levels: Maintain service levels while keeping two Account Manager positions vacant during this calendar year.
23. Reassess AMD Work Assignments: Review work assignments for all Account Management positions and revise them in support of leveling out the division.

#### 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [2.00 SY; E = \$94,848; R = \$0] is responsible for planning, directing, coordinating and monitoring the Account Management Division that provides 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 [15.00 SY; E = \$924,355; 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 Decreased 3.0 staff years in support of the County's budget reduction program.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
MISCELLANEOUS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$1,061,798	\$1,279,822	\$1,019,203	\$(260,619)
Sub-Total	\$1,061,798	\$1,279,822	\$1,019,203	\$(260,619)
<b>Total</b>	<b>\$1,061,798</b>	<b>\$1,279,822</b>	<b>\$1,019,203</b>	<b>\$(260,619)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Account Management					
<u>% OF RESOURCES:</u> 100%					
<u>WORKLOAD</u>					
Customer Support Hours	11,372	10,588	11,001	11,000	15,000
<u>EFFICIENCY</u>					
Customer Agencies/Support Staff	n/a	4.5	5.2	5.2	4.2
<u>EFFECTIVENESS</u>					
Business Automation Plans Drafted	44	48	42	48	44
Executive Conferences Coordinated	59	38	23	48	37

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0896	Temp Exp Prof	1	1.00	1	1.00	\$60,471	\$54,747
2231	Deputy Director, DIS	1	1.00	0	0.00	71,934	0
2471	EDP Systems Manager	1	1.00	1	1.00	65,164	64,917
2539	DIS Account Spec II	12	12.00	11	11.00	603,492	559,607
2540	DIS Account Spec III	2	2.00	1	1.00	126,944	60,219
2700	Intermed Clerk Typist	2	2.00	2	2.00	37,787	39,476
2757	Admin Sec II	1	1.00	1	1.00	21,570	23,198
<b>Total</b>		<b>20</b>	<b>20.00</b>	<b>17</b>	<b>17.00</b>	<b>\$987,362</b>	<b>\$802,164</b>
<b>Salary Adjustments:</b>						<b>6,212</b>	<b>(833)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>286,917</b>	<b>250,362</b>
<b>Salary Savings:</b>						<b>(42,484)</b>	<b>(45,390)</b>
<b>Total Adjustments</b>						<b>\$250,645</b>	<b>\$204,139</b>
<b>Program Totals</b>		<b>20</b>	<b>20.00</b>	<b>17</b>	<b>17.00</b>	<b>\$1,238,007</b>	<b>\$1,006,303</b>

PROGRAM: Application Systems

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81402

ORGANIZATION #: 0750

MANAGER: Steve Reuel, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 35-6

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$4,907,534	\$5,208,069	\$5,855,312	\$6,032,703	\$5,887,890	(2.4)
Services & Supplies	138,408	701,605	924,513	1,519,910	40,920	(97.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	59,279	20,170	0	11,461	100.0
<b>TOTAL DIRECT COST</b>	<b>\$5,045,942</b>	<b>\$5,968,953</b>	<b>\$6,799,995</b>	<b>\$7,552,613</b>	<b>\$5,940,271</b>	<b>(21.3)</b>
<b>PROGRAM REVENUE</b>	<b>(1,776,193)</b>	<b>(1,751,735)</b>	<b>(110)</b>	<b>(1,201,735)</b>	<b>(641,142)</b>	<b>(46.6)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,269,749</b>	<b>\$4,217,218</b>	<b>\$6,799,885</b>	<b>\$6,350,878</b>	<b>\$5,299,129</b>	<b>(16.6)</b>
<b>STAFF YEARS</b>	<b>105.18</b>	<b>89.82</b>	<b>95.97</b>	<b>99.0</b>	<b>97.0</b>	<b>(2.0)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenses in the Salaries & Benefits account were less than budgeted due to the hiring freeze and to department participation in the County's voluntary Time Off Program. Actual expenses in the Services & Supplies account were less than budgeted due to the cancellation of budgeted acquisitions of consulting services related to the Integrated Justice Information System (IJIS) and the Shared Property System (SPS). The expenditure in the Fixed Assets account reflects a mid-year transfer to procure microcomputer workstations in support of the SPS project.

**1992-93 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. DHR Automation Planning: Continue to provide an outstationed analyst to implement automation requirements leading to improved DHR operational efficiency and service delivery.
3. Purchasing Automation Planning: Continue to provide outstationed analysts to implement automation requirements leading to improved departmental operational efficiency and service delivery.
4. Accounting Automation Planning: Develop the system requirements for the CBO Trust Fund Accounting system.
5. Mainframe Security/ACF2: Establish a secure database operational environment utilizing a centralized ACF2 security administration control point.
6. 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.
7. Treasurer/Tax Collector: Convert pension payroll to the Human Resources Management system.
8. Clerk of the Board Assessment Appeals Board Automation: Implement on-line Assessment Appeals Board System with FOCUS access.
9. Telecommuting: Register staff, with microcomputers and modems, to Defender.
10. PacBell/AT&T/Calnet Billing: Automate PacBell/AT&T/Calnet monthly billing and reduce staffing requirements from five personnel to two personnel.
11. County-wide Email: Complete the Enterprise-wide Electronic Mail Project.
12. Monitoring Application Software Activity: Transfer Endeavor implementation responsibility to Software Division.
13. Inquire/Text Applications: Implement Inquire/Text functions for the following:
  - o Bulletin Boards
  - o DIS Customer Services
  - o DIS Technical Standards
  - o DIS Administrative Policies
14. Contract Programmer: Applications Deputy Director to work with AMD and County departments to identify job classes and anticipated levels of effort for FY 92/93 contract programmer bid.
15. Computer Aided Software Engineering: Develop a cohesive CASE strategy and identify supporting products that will improve systems development timeliness and product quality.
16. Training: Continue to facilitate and manage County-wide PC training program to ensure its maximum effectiveness. Expand the in-house application system training program.
17. Departmental Service Objectives: Improve DIS Service Level Satisfaction in all categories as perceived by customer departments.
18. Departmental Service Objectives: Develop and implement an on-line customer controlled, Control Card System.
19. Establish a DB2 Environment: Establish a production DB2 application environment that addresses DB2 configuration issues, application standards, and backup/recovery and application monitoring responsibilities.
20. Improve Operational Efficiency: Improve the operational efficiency of the DIS application production portfolio through the application of software tools.

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 and Controller; continue to ensure the operational viability of the existing Property System during SPS design and development.
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 toward 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, Alternate Defense Council and Alternate Public Defender; continued design, development and implementation of the Juvenile Dependency processing capability within the REJIS system.  

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.
23. Space Management System: In concert with Special Projects and General Services, develop a comprehensive space management policy and supporting automated system enabling capability.
24. Revenue and Recovery System: In concert with the Department of Revenue & Recovery, implement a replacement for their current ARTAS collection system.

#### 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Program Management [2.00 SY; E = \$131,754; R = \$0] including support personnel is responsible for planning, directing and coordinating its divisions which provide and maintain 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 [51.00 SY; E = \$3,191,882; 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 Decreased 1.0 staff year in support of the County's budget reduction program.
  - o Decreased \$800,000 in Services & Supplies appropriations associated with the elimination of funding for the Integrated Justice Information System (IJIS) project.
3. Major Projects [35.00 SY; E = \$2,103,861; R = \$641,142] 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 1.0 staff years in support of the County's Budget Reduction Program.
  - o Decreased \$600,000 in Services & Supplies appropriations and matching revenues associated with the elimination of funding for the Shared Property System (SPS) project.
4. Information Resources [9.00 SY; E = \$512,774; 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>MISCELLANEOUS:</b>				
9918 AB2890 - Recovered Costs	\$0	\$1,201,735	\$641,142	\$(560,593)
9787 Chg in Airport ENT Fund	110	0	0	
Sub-Total	\$110	\$1,201,735	\$641,142	\$(560,593)
<b>Total</b>	<b>\$110</b>	<b>\$1,201,735</b>	<b>\$641,142</b>	<b>\$(560,593)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$6,799,885	\$6,350,878	\$5,299,129	\$(1,051,749)
<b>Total</b>	<b>\$6,799,885</b>	<b>\$6,350,878</b>	<b>\$5,299,129</b>	<b>\$(1,051,749)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues budgeted in this program were collected in the Department Administration Program.

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FIXED ASSETS

Item	Quantity	Unit	Total Cost
SPS Micros	1	Lot	\$11,461
Total			\$11,461

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VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

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PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Application Systems					
<b>% OF RESOURCES: 100%</b>					
<b>WORKLOAD</b>					
Service Requests Received	1,820	1,550	3,054	2,046	3,400
Development Activity	9,541	10,861	10,129	11,945	11,300
New Programs	907	618	743	651	820
Modified Programs	3,982	4,366	4,740	5,355	5,310
New Jobs	1,299	1,498	1,208	1,299	1,420
Modified Jobs	3,353	4,379	3,438	4,640	3,750
Shared Property System Development	2,155	2,590	1,976	2,816	2,410
New Programs	80	86	133	183	210
Modified Programs	876	749	980	1,504	1,100
New Jobs	319	448	221	255	350
Modified Jobs	880	1,307	642	874	850
Database System Development	1,129	1,350	4,310	3,250	4,765
New NATURAL Programs	186	250	1,120	750	1,310
Modified NATURAL Programs	943	1,100	2,755	2,500	2,950
New CSP Programs	n/a	72	165	90	195
Modified CSP Programs	n/a	145	270	330	310
<b>EFFICIENCY</b>					
40 Hr Requests Complete w/i 30 Days	97%	98%	99%	99%	n/a
Over 40 Hr Complete w/i Target	59%	77%	80%	87%	n/a
50 Hr Requests Complete w/i 30 Days	n/a	n/a	n/a	n/a	99%
Over 50 Hr Complete w/i Target	n/a	n/a	n/a	n/a	80%
<b>EFFECTIVENESS</b>					
Total Service Requests Completed	1,406	1,899	2,495	2,151	2,619
Customer Satisfaction Rating (1-5)	4.0	4.0	4.3	4.3	4.4

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	\$57,955	\$61,762
0972	Data Base Administrator	1	1.00	1	1.00	58,517	58,298
2231	Deputy Director, DIS	1	1.00	1	1.00	84,114	83,793
2426	Assist Systems Analyst	7	7.00	7	7.00	271,711	251,105
2427	Assoc Systems Analyst	52	51.00	52	51.00	2,500,596	2,464,518
2493	Int Account Clerk	1	1.00	1	1.00	20,885	20,797
2499	Principal Syst Analyst	6	6.00	6	6.00	349,734	343,920
2522	DIS Systems Programmer II	0	0.00	1	1.00	0	50,907
2525	Senior Systems Analyst	18	18.00	17	17.00	972,406	914,143
2527	Data Base Specialist III	3	3.00	3	3.00	161,783	163,770
2528	Data Base Specialist II	2	2.00	2	2.00	89,725	77,470
2529	Data Base Specialist I	1	1.00	1	1.00	39,239	39,445
2532	DIS QA Analyst II	2	2.00	0	0.00	87,445	0
2533	DIS QA Analyst III	1	1.00	1	1.00	51,672	52,426
2700	Intermed Clerk Typist	2	2.00	2	2.00	38,717	39,171
2730	Senior Clerk	1	1.00	1	1.00	20,805	22,314
2757	Admin Sec II	1	1.00	1	1.00	22,442	23,483
<b>Total</b>		<b>100</b>	<b>99.00</b>	<b>98</b>	<b>97.00</b>	<b>\$4,827,746</b>	<b>\$4,667,322</b>
<b>Salary Adjustments:</b>						<b>(6,062)</b>	<b>(585)</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>1,433,630</b>	<b>1,437,923</b>
<b>Salary Savings:</b>						<b>(222,611)</b>	<b>(216,770)</b>
<b>Total Adjustments</b>						<b>\$1,204,957</b>	<b>\$1,220,568</b>
<b>Program Totals</b>		<b>100</b>	<b>99.00</b>	<b>98</b>	<b>97.00</b>	<b>\$6,032,703</b>	<b>\$5,887,890</b>

PROGRAM: Operations

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

ORGANIZATION #: 0750

MANAGER: Vicky Pion, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 35-8

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$3,528,248	\$4,002,100	\$4,339,891	\$4,689,815	\$4,377,833	(6.7)
Services & Supplies	2,861,347	2,882,136	3,051,605	2,995,093	3,066,835	2.4
Other Charges	0	0	94,974	0	288,365	100.0
Fixed Assets	601,637	833,972	251,552	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$6,991,232</b>	<b>\$7,718,208</b>	<b>\$7,738,022</b>	<b>\$7,684,908</b>	<b>\$7,733,033</b>	<b>0.6</b>
<b>PROGRAM REVENUE</b>	<b>(303,332)</b>	<b>(429,054)</b>	<b>(423,402)</b>	<b>(394,129)</b>	<b>(272,277)</b>	<b>(30.9)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,687,900</b>	<b>\$7,289,154</b>	<b>\$7,314,620</b>	<b>\$7,290,779</b>	<b>\$7,460,756</b>	<b>2.3</b>
<b>STAFF YEARS</b>	<b>83.00</b>	<b>100.67</b>	<b>99.41</b>	<b>111.00</b>	<b>97.00</b>	<b>(12.6)</b>

**PROGRAM DESCRIPTION**

The Operations Program operates and maintains a large mainframe computer system, as well as minicomputers and a teleprocessing network of computer terminals, microcomputers and printers throughout the County of San Diego. The program also provides data processing services: Local Area Network (LAN) design and installation; LAN System Administration for CAC; production and distribution of management information reports; and acquisition, installation, and maintenance of computer equipment.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-1992 actual expenses in the Salaries & Benefits account were less than budgeted due to the hiring freeze, the County's Voluntary Time Off program, and an internal transfer to the Lease/Purchase account to acquire an Automated Tape Library (ATL) System. That system will be procured from savings accrued through position deletions made possible by automating the computer tape loading function. The expense indicated in the Fixed Assets account reflects payment of a prior year encumbrance for equipment acquired in FY 1990-1991.

**1992-93 OBJECTIVES**

1. Telecommuting: Implement the Defender II upgrade necessary to support the County's Telecommuting program.
2. Operating Systems Software Upgrade: Implement MVS/ESA 4.2 and CICS 3.3 and TSO/E to currency to provide added cpu cycle capacity on the 3090 mainframe.
3. Capacity Planning: Complete plan for converting mainframe to single image. Complete the implementation of the plan for enhancing and refining present system monitoring and reporting function into a forecasting model.
4. Automated Operations: Continue the review and suppression of administrative messages from the operator console. Consolidate the MVS image consoles onto a single console. Complete the hardware connections necessary to provide backup capability for operator consoles for any MVS image.
5. County E-mail: Continue implementation of Enterprise Mail County-wide, as funds are available.
6. Standardize Application Backup/Recovery: Implement File Forward Recovery software and procedures.
7. Production Environment for DBS: Implement a production environment for DB2 in support of the S.M.A.R.T. system sponsored by the Department of Revenue and Recovery.
8. ACF2: Complete the installation of ACF2 in CICS and start the customer roll-out of controlling access to 3090 mainframe resources.
9. Operations Metrics: Establish Operation Metrics for SCC and QPC.
10. Alternative Job Scheduling: Mitigate the 5 card submit issues/problems.
11. PLCS: Complete implementation of PLCS under Endeavor.
12. Reduce Print: Complete print reduction project.
13. Municipal Court Operations Management: Develop performance measuring, monitoring and report 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.
14. TPX Customer Roll-out: Complete the TPX customer roll-out to all county computer platforms. Implement a multi-session capability for customers requiring this capability.
15. REJIS Document Management: Implement Document Management software on REJIS 6430 processor.
16. Periodic Staff Meetings: Continue to hold monthly meetings with each Operations' shift and Software for discussion and feedback on goals, projects, tasks and issues.
17. Operations Standards/Procedures: Review standards and procedures on all DIS managed computing systems for SCC/Operations' staff.
18. Complete Service Control Center Implementation: Complete documentation and cross training of Operations's floor staff on all SCC functions for DIS managed systems.
19. Computer Facilities Orientation: Review, update, and train Operations' staff on Data Center environmental facilities procedures and issues in association with General Services.
20. VAX Operations Management: Develop cohesive plan for VAX Operations management.
21. Operations Training Plan: Develop training plan for Operations' personnel that will posture staff for coming changes in the Operations' environment (SCC, QPC, ATL, Telecom, LANS, Problem Management, etc.)

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**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Program Management [1.00 SY; E = \$88,175; 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 [63.00 SY; E = \$3,580,055; R = \$272,277] 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 8.00 staff years through elimination of seven positions in the Data Entry unit and one Data Control Technician in support of County Budget Reduction Program.
  - o Decreased 6.00 staff years through position deletions made possible by acquisition of Automated Tape Library units.
  - o Increased \$288,365 debt service for Automated Tape Libraries and Xerox 9790 Laser printer.
3. Operating System Software [15.00 SY; E = \$2,517,000; R = \$0] 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.
4. Data Network Management [18.00 SY; E = \$1,547,803; 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. This 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.

PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES:</b>				
9176 AB189 Criminal Justice	\$35,748	\$84,000	\$0	\$(84,000)
9782 Interfund Charges-Road Fund	113,337	105,000	111,148	6,148
9783 Interfund Charges-APCD	16,358	7,500	7,500	0
9786 Charges in Internal Service Fund	88,442	35,000	35,000	0
9790 Charge in Solid Waste Ent Fund	21	0	0	0
9792 Charges in Spec Dists	18,391	0	0	0
9793 Charges in Library Fund	7,404	1,575	1,575	0
9864 Micrographics Fee	44,611	0	0	0
9971 Other Svcs to Other Govmt Agencies	99,090	41,054	117,054	76,000
9988 Rev App Pr Yr-Other Revenue	0	0	0	0
9996 Other Sales-Taxable	0	120,000	0	(120,000)
<b>Sub-Total</b>	<b>\$423,402</b>	<b>\$394,129</b>	<b>\$272,277</b>	<b>\$(121,852)</b>
<b>Total</b>	<b>\$423,402</b>	<b>\$394,129</b>	<b>\$272,277</b>	<b>\$(121,852)</b>

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$7,314,620</b>	<b>\$7,290,779</b>	<b>\$7,460,756</b>	<b>\$(169,977)</b>
<b>Sub-Total</b>	<b>\$7,314,620</b>	<b>\$7,290,779</b>	<b>\$7,460,756</b>	<b>\$(169,977)</b>
<b>Total</b>	<b>\$7,314,620</b>	<b>\$7,290,779</b>	<b>\$7,460,756</b>	<b>\$(169,977)</b>

EXPLANATION/COMMENT ON PROGRAM REVENUES

Change from FY 91-92 budget reflects \$84,000 decrease of one-time revenues from AB 189 to fund consulting and programming services for the County's SUN system, a transfer of \$120,000 from account 9996 to place revenue in correct account and a \$44,000 reduction in SUN system credits.



## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Operations					
<b>% OF RESOURCES:</b> 100%					
<b>WORKLOAD</b>					
Disk Storage in Bytes (Billions)	161	190	190	190	190
CICS Transactions (Millions)	192.60	304.20	380.20	190.40	437.20
CPU Hours (Thousands)	10.8	14.0	16.9	18.3	20.5
Network Devices	4,854	8,606	8,976	10,325	10,000
<b>EFFICIENCY</b>					
Devices supported/network staff	334.8	593.5	683.63	712.1	555.56
<b>EFFECTIVENESS</b>					
% of Network Uptime	99.2%	99.6	99.6	99.6	99.6
% of Production Runs w/o ABEND	99.2%	99.9	99.9	99.9	99.9

## STAFFING SCHEDULE

Class	Title	1991-92	1991-92	1992-93	1992-93	1991-92	1992-93
		Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
0973	EDP Operations Manager	1	1.00	1	1.00	\$60,847	\$60,615
2231	Deputy Director, DIS	1	1.00	1	1.00	76,242	71,660
2427	Assoc Systems Analyst	3	3.00	2	2.00	133,976	89,663
2466	DIS LAN Sys Analyst II	5	5.00	5	5.00	202,865	220,593
2467	DIS LAN Sys Analyst III	1	1.00	1	1.00	54,957	54,747
2468	DIS LAN Sys Supervisor	1	1.00	1	1.00	47,975	58,922
2471	EDP Systems Manager	1	1.00	1	1.00	65,164	64,917
2487	EDP Distr Netwrk Coord	1	1.00	1	1.00	48,427	49,673
2518	DIS Systems Programmer IV	2	2.00	2	2.00	124,124	123,644
2520	DIS Systems Programmer III	7	7.00	7	7.00	408,963	396,529
2522	DIS Systems Programmer II	4	4.00	3	3.00	204,408	152,721
2524	DIS Systems Programmer I	1	1.00	1	1.00	45,252	49,821
2532	DIS QA Analyst II	0	0.00	2	2.00	0	79,251
2650	Stock Clerk	1	1.00	1	1.00	19,896	19,812
2700	Intermed Clerk Typist	3	3.00	3	3.00	59,912	59,859
2819	Telecomm Net Mgr	1	1.00	1	1.00	44,073	43,108
2828	Datacomm Net Mgr	1	1.00	1	1.00	50,646	41,843
2832	Datacomm Tech III	1	1.00	1	1.00	37,587	37,647
2833	Datacomm Net Tech II	5	5.00	5	5.00	152,212	153,608
2834	Datacomm Net Tech I	3	3.00	3	3.00	84,594	84,255
3026	Data Process Supvr II	5	5.00	5	5.00	200,042	202,401
3030	Data Entry Operator	17	17.00	12	12.00	331,637	242,557
3031	Data Control Tech IV	2	2.00	1	1.00	55,766	27,533
3032	Data Control Tech III	3	3.00	3	3.00	64,934	67,266
3033	Data Control Tech II	4	4.00	3	3.00	69,015	60,134
3035	Data Entry Supervisor	2	2.00	2	2.00	49,916	49,734
3036	EDP Operations Coord	1	1.00	1	1.00	44,099	43,931
3037	Tape Librarian	2	2.00	0	0.00	38,256	0
3038	Supervising Tape Librarian	1	1.00	0	0.00	21,999	0
3069	Senior Data Entry Oper	6	6.00	4	4.00	130,656	89,028
3110	Mainframe Comp Oper Spec	1	1.00	1	1.00	32,720	30,186
3111	Senior Mainframe Comp Oper	7	7.00	7	7.00	219,543	221,980
3112	Mainframe Computer Operator	17	17.00	15	15.00	464,253	417,018
<b>Total</b>		<b>111</b>	<b>111.00</b>	<b>97</b>	<b>97.00</b>	<b>\$3,644,956</b>	<b>\$3,364,656</b>
<b>Salary Adjustments:</b>						<b>(8,032)</b>	<b>0</b>
<b>Premium/Overtime Pay:</b>						<b>90,700</b>	<b>90,700</b>
<b>Employee Benefits:</b>						<b>1,128,590</b>	<b>1,088,543</b>
<b>Salary Savings:</b>						<b>(166,399)</b>	<b>(166,066)</b>
<b>Total Adjustments</b>						<b>\$1,044,859</b>	<b>\$1,013,177</b>
<b>Program Totals</b>		<b>111</b>	<b>111.00</b>	<b>97</b>	<b>97.00</b>	<b>\$4,689,815</b>	<b>\$4,377,833</b>

PROGRAM: Telecommunications

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 82303

ORGANIZATION #: 0750

MANAGER: Everett Knox, Deputy Director

REFERENCE: 1992-93 Proposed Budget - Pg. 35-9

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$2,495,220	\$2,474,817	\$2,730,620	\$2,908,965	\$2,765,568	(4.9)
Services & Supplies	510,723	257,667	308,328	383,920	484,435	26.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	2,107	62,914	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$3,008,050</b>	<b>\$2,795,398</b>	<b>\$3,038,948</b>	<b>\$3,292,885</b>	<b>\$3,250,003</b>	<b>(1.3)</b>
<b>PROGRAM REVENUE</b>	<b>(145,641)</b>	<b>(199,274)</b>	<b>(203,306)</b>	<b>(136,103)</b>	<b>(286,121)</b>	<b>110.2</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$2,862,409</b>	<b>\$2,596,124</b>	<b>\$2,835,642</b>	<b>\$3,156,782</b>	<b>\$2,963,882</b>	<b>(6.1)</b>
<b>STAFF YEARS</b>	<b>57.59</b>	<b>62.59</b>	<b>63.03</b>	<b>69.00</b>	<b>64.0</b>	<b>(7.2)</b>

**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) Telephone Engineering. 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; and telephone services to all County offices, including centralized monitoring of telephone usage, billings and service requests.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenses in the Salaries & Benefits account were less than budgeted due to the hiring freeze and the County's Voluntary Time Off Program.

**1992-93 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, 1993.
7. Establish a mobile computer terminal pilot project with the Sheriff and Marshal.
8. Occupy the new building and install antennas on the new 100 foot tower at San Marcos Peak.
9. Locate a private firm to joint venture with the County on upgrading the radio site on Lyons Peak.
10. License the 20 pairs of 821 Mhz frequencies for a trunked radio system.
11. Hire a consultant for the 800 Mhz project.
12. Implement "Autops" (Automated Operators Service System), budget permitting.
13. Implement Voice Mail at the downtown courthouse, budget permitting.
14. Review and update all voice and data network documentation.
15. Review and reduce telephone system maintenance costs by removing unused telephones and trunk ports from services.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Program Management [4.00 SY; E = \$184,316; 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 [3.00 SY; E = \$191,688; 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.
  - o Decreased 1.00 staff years in support of County Budget Reduction Program.
3. Microwave/Radio Services [31.00 SY; E = \$1,840,456; R = \$170,600] 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.
  - o Increased \$150,000 carry-over from FY 91-92 budget to fund consultant for 800 Mhz project.
4. Telecommunications Services [9.00 SY; E = \$487,907; R = \$115,521] 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 [17.00 SY; E = \$545,636; 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.
  - o Decreased 3.0 staff years in support of County's Budget Reduction Program.
  - o Decreased 1.0 staff year transfer to Department Administration Program to reflect current reporting structure.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FEES:</b>				
9210 Rents and Concessions	\$62,003	\$46,725	\$46,725	\$0
9694 License Fee	0	2,000	2,000	0
9720 Communications Svcs	208	0	0	0
9746 Other Governmental Agencies	64	0	0	0
9784 Interfund Chgs	0	0	0	0
9786 Chg in Internal Service Funds	45,259	15,000	15,000	0
9787 Chg in Airport Ent. Fund	1,406	200	200	0
9788 Chg in Liquid Waste Ent. Fund	114	200	200	0
9790 Chg in Solid Waste Ent. Fund	813	200	200	0
9792 Chg in Other/Special Dist.	7,762	3,000	3,000	0
9804 Transfer from CATV	66,155	66,155	66,173	18
9816 TSFR From Asset Forftr	0	0	150,000	150,000
9987 Rev App Prior Year	0	0	0	0
9989 Recovered Expenditures	19,342	0	0	0
9994 Other Sales Revenue	243	2,623	2,623	0
9998 Work Auth-Excess Cost	(63)	0	0	0
<b>Sub-Total</b>	<b>\$203,306</b>	<b>\$136,103</b>	<b>\$286,121</b>	<b>\$150,018</b>
<b>Total</b>	<b>\$203,306</b>	<b>\$136,103</b>	<b>\$286,121</b>	<b>\$150,018</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
<b>Sub-Total</b>	<b>\$2,835,642</b>	<b>\$3,156,782</b>	<b>\$2,963,882</b>	<b>\$(192,900)</b>
<b>Total</b>	<b>\$2,835,642</b>	<b>\$3,156,782</b>	<b>\$2,963,882</b>	<b>\$(192,900)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

Change from FY 91-92 budget reflects \$150,000 increase from asset forfeiture revenues to fund consultant for 800 MHz project.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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**ACTIVITY A:**  
Telecommunications Services

% OF RESOURCES: 40%

WORKLOAD

Phone Service Requests & Orders	3,430	4,000	2,798	4,200	3,500
SanConTel Telephone System Numbers	14,000	15,100	17,032	17,000	18,000
Non-SanConTel Telephone Numbers	3,900	4,000	4,667	4,750	4,800

EFFICIENCY

Service Requests Per Direct Staff Year	686	960	466	*	583
Hardware Service Request/Direct Staff Year	n/a	1,000	490	1,050	613
Software Service Request/Direct Staff Year	n/a	500	420	525	350

EFFECTIVENESS

% Phone Equipment Serviced	100%	100%	100%	100%	100%
Customer Satisfaction Rating (1-5)	4.3	4.2	4.3	4.4	4.4

**ACTIVITY B:**  
Microwave Transmission Systems

% OF RESOURCES: 35%

WORKLOAD

Equipment Installed/Maintained:

Radio Control Consoles	68	66	78	70	83
Base Stations	299	298	351	323	370
Voting Receivers	102	97	104	105	110
Microwave Radios	69	69	73	75	77
Microwave Multiplex Units	769	758	773	800	800
Receiver Voter Signal Modules	222	217	248	225	255

## PERFORMANCE INDICATORS

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
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ACTIVITY C:  
Mobile Radio Electronics

% OF RESOURCES: 35%

WORKLOAD

Audio/Office Electronics Maintained	831	750	805	800	825
Mobile Radios Maintained	2,278	2,000	2,150	1,850	2,275
Pager Receiver Maintained	1,663	1,700	1,760	1,750	1,780
Portable Mobiles Maintained	1,350	1,420	1,670	1,620	1,770
Sirens/PA Systems Maintained	920	950	850	990	850

\* New Performance Indicator



## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2231	Deputy Director, Info Svcs	1	1.00	1	1.00	\$73,908	\$78,300
2360	Video Op Coord	1	1.00	1	1.00	52,355	52,157
2376	Telephone Sys Spec	4	4.00	4	4.00	148,531	145,808
2386	Telecomm Manager	1	1.00	1	1.00	53,659	53,454
2403	Accounting Technician	1	1.00	1	1.00	26,760	23,181
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	54,957	54,747
2493	Intermed Account Clerk	6	6.00	5	5.00	113,868	95,119
2510	Senior Account Clerk	1	1.00	0	0.00	21,749	0
2615	Electronics Pts Storekpr	1	1.00	1	1.00	22,052	21,967
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	24,168	24,201
2700	Intermed Clerk Typist	1	1.00	0	0.00	24,081	0
2730	Senior Clerk	1	1.00	1	1.00	24,032	23,949
2757	Admin Secretary II	1	1.00	1	1.00	25,572	22,151
2809	Freq Licensing Agent	1	1.00	0	0.00	25,659	0
2810	Telephone Switchbd Oper	8	8.00	8	8.00	159,899	158,906
2815	Telephone Supervisor	2	2.00	1	1.00	42,462	22,672
2816	Telecomm Customer Rep	2	2.00	2	2.00	51,228	52,890
2818	Telecomm Network Analyst	3	3.00	3	3.00	106,166	108,373
3119	Dept Comp Op Spec II	1	1.00	1	1.00	31,420	33,648
3620	Asst Electronics Engr	1	1.00	1	1.00	40,775	42,655
3670	Senior Electronics Engr	1	1.00	1	1.00	58,322	58,108
3672	Assoc Electronics Engr	1	1.00	1	1.00	47,434	48,912
6148	Telecomm Technician IV	2	2.00	2	2.00	92,563	93,208
6149	Telecomm Technician III	3	3.00	3	3.00	122,046	127,155
6150	Telecomm Technician II	20	20.00	20	20.00	753,890	714,062
6151	Telecomm Technician I	2	2.00	2	2.00	60,184	63,488
6153	Radio Comm Manager	1	1.00	1	1.00	52,693	53,454
<b>Total</b>		<b>69</b>	<b>69.00</b>	<b>64</b>	<b>64.00</b>	<b>\$2,310,433</b>	<b>\$2,172,565</b>
<b>Salary Adjustments:</b>						(255)	0
<b>Premium/Overtime Pay:</b>						37,315	37,315
<b>Employee Benefits:</b>						666,626	659,822
<b>Salary Savings:</b>						(105,154)	(104,134)
<b>Total Adjustments</b>						<b>\$598,532</b>	<b>\$593,003</b>
<b>Program Totals</b>		<b>69</b>	<b>69.00</b>	<b>64</b>	<b>64.00</b>	<b>\$2,908,965</b>	<b>\$2,765,568</b>

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

ORGANIZATION #: 0750

MANAGER: Jon W. Fullinwider, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 35-7

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$903,326	\$1,144,637	\$1,122,867	\$1,125,852	\$1,111,529	(1.3)
Services & Supplies	301,978	393,507	240,087	347,060	344,763	(0.7)
Other Charges	558,177	431,787	111,237	111,234	0	(100.0)
Fixed Assets	1,330,609	370	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$3,094,090</b>	<b>\$1,970,301</b>	<b>\$1,474,191</b>	<b>\$1,584,146</b>	<b>\$1,456,292</b>	<b>(8.1)</b>
<b>PROGRAM REVENUE</b>	<b>(0)</b>	<b>(0)</b>	<b>(683,038)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$3,094,090</b>	<b>\$1,970,301</b>	<b>\$791,153</b>	<b>\$1,584,146</b>	<b>\$1,456,292</b>	<b>(8.1)</b>
<b>STAFF YEARS</b>	<b>30.45</b>	<b>30.82</b>	<b>27.64</b>	<b>30.17</b>	<b>30.17</b>	<b>0.0</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenses in the Services & Supplies Account were less than budgeted due to a freeze on Travel and Training expenditures.

**1992-93 OBJECTIVES**

1. Condition "B" Training: Continue the training process of DIS staff through formal, hands-on and by leadership example the concepts and actions associated with Condition "B" tempered by DIS emphasis on quality, as a process in supporting and enhancing the way DIS does business.
2. County-Wide Business Automation Planning: Continue to support the development, consolidation and management presentation of County-wide automation activities.
3. Department Organizational Analysis: Review and evaluate current department organizational structure to ascertain opportunities to restructure leading to improved customer services and/or operating cost reductions.
4. 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.
5. Board of Supervisors Communication & Coordination: Improve BOS communication and coordination of DIS technical directions and actions.
6. Network Prevention Strategies: Create a telecommunications network environment in which "Prevention Strategies" are the foundation of its operations.
7. DIS Staff Communications: Improve DIS staff communications to ensure employees are better informed of technical, procedural and administrative directions.
8. DIS Staff Training: Continue to provide training so as to assure staff is fully qualified to use the software and hardware tools required to be successful in providing customer service.
9. PC/LAN Outsourcing: Obtain Board approval and solicit contractors to provide County-Wide PC/LAN coordination, planning, setup, installation and maintenance.
10. Enterprise Electronic Messaging: Complete the installation and develop procedural documentation supporting the electronic transmission of mail and attached documents across disparate computing platforms with the County's enterprise network environment.
11. Telecommuting: Obtain funding approval and implement a secure and controlled access capability which will allow DIS and non-DIS staff remote dial-up access to the County's computing networks and attached computing platforms.
12. Sustained Use of Contract Programmers: Obtain sustaining approval to use salary savings to contract with private agency's providing contract programmers to augment and enhance DIS in its efforts to provide sustaining level of customer service.
13. PacBell/AT&T/Calnet Automated Billing: Design, develop and implement an automated billing system to mitigate the labor intensive efforts associated with current processing of individual billing statements received by mail.
14. DIS Online Communication and Information Access: Complete the implementation of identified DIS online communications and information access services (i.e., Bulletin Boards, Customer Service Announcements, Technical Bulletins, Technical Standards, Administrative Policies, etc.).
15. Automated Telephone Information & Routing Service: Obtain approval to provide expanded service over the current labor intensive activities associated with answering general information queries directed to telephone operators with the implementation of an automated answering and routing system.
16. Service Control Center (SCC): Ensure a 7 day 24 hour enhanced support level within the SCC to include, IBM, DEC, BULL, network services, electronic mail/messaging, staff cross training, customer problem logging and identification, formal problem escalation and customer follow-up, development of management metrics, and formal management reporting.
17. Quality and Production Control (QPC): Re-evaluate hours and days of operation to ensure an effective level of support is provided to both DIS and Customer development staffs. Further, ensure the procedural, administrative and technical enabling components of production job processing is maintained at the highest level so as to ensure customer satisfaction with timely product deliverables within the confines of effective computing resource utilization. Specific effort will be directed towards IBM, DEC, BULL, staff cross training, development of performance metrics and formal performance reporting.

18. Departmental Service Level Objectives: DIS will continue to emphasize service level objectives across all programs with formal reporting and result publication.
19. Naming Standards: Formal naming standards will be developed and implemented to address ownership issues, compatibility across disparate computing platforms and allow for the implementation of security. Specifically, datasets, user-id's, terminal-id's, programs and report titling will be targeted. The implementation of standard format user-id's will be delineated in a CAO Administrative Policy since it will have County-wide implications.
20. Tape Library Utilization and Support Standards: To ensure the effective use of the tape library, tape dataset residence and migration criteria will be developed and implemented.
21. Tape Retention Standards: Tape retention standards will be developed and implemented to ensure the cost effective use of tape cartridges.
22. Report Identification, Development and Distribution Controls: Operations will develop a procedure/mechanism supporting the identification, development and distribution sign-off and acceptance by the customer of all DIS generated reports resulting from a production run.
23. Production Library Control System (PLCS): Implement and convert the existing PLCS system to the Endeavor based PLCS system.
24. Automated Console Operations (ACO): ACO will continue to be implemented and expanded to ensure the highest level of computer operations automation thus mitigating excessive manual intervention.
25. Improved Customer/Computer Interface: Implement the new San Diego County (SDC) screen format allowing for improved service selection and execution.
26. Customer Access to DEC via the IBM System: Implement the reverse gateway allowing IBM terminal users access to the DEC network without changing terminal devices.
27. Disk Storage Management: Improve the fidelity of disk storage management supporting the IBM and DEC systems.
28. Capacity Planning: Improve the fidelity of capacity planning in support of the IBM and DEC systems.
29. CAC LAN Backup Capability: Obtain funding approval to provide a minimal level of hardware backup to the CAC LAN in the event of an expended outage.
30. Computer Hardware Funding: Obtain funding approval to provide a minimal sustaining service capability for hardware expansion based on disk, telecommunications and computer utilization growth.
31. Intelligent Network: Implement the intelligent network project so as to improve telecommunication network utilization.
32. Maximize Existing 3090 Mainframe: Extend the usable life of the IBM 3090 400E mainframe through the end of the calendar year.
33. Paper Reduction: Utilizing the Xerox 9790, Remote Distribution Management, electronic messaging and Microfiche (COM) technology combined with report elimination analysis and/or reductions in the number of copies required eliminate by 20 percent the amount of paper used.
34. 800MHz Project: In concert with the Sheriff, supporting fire districts and other agencies within the County and surrounding counties, hire a consultant to validate the need and assist with developing a technical direction.
35. Integrated Shared Property System (ISPS): Due to funding constraints, ISPS for the remaining part of FY 91/92 will be curtailed until 2890 revenues can be projected for FY 92/93. Staff will be directed to enhance the existing system so as to sustain as long as possible its viability. Additional staff effort will be redirected and focused on the completion of the Auditor & Controller Apportionment system.
36. Integrated Justice Information System (IJIS): The INSLAW component of the IJIS project is on indefinite hold pending funding. Other components, REJIS, Juvenile Delinquency, Juvenile Dependency, Adult Probation, Defender office accounting, Jail Booking and Municipal Court Automation will continue to be supported with the recognition that enhancements within the criminal justice arena both procedurally and through automation are key County Goals and will be supported as such within DIS.
37. City Pre-Arrestment Facility: DIS will coordinate with the City and Support this project to the extent identified by the County (i.e., CAO's office, Sheriff, Defender Offices and Courts).
38. Space Management System: DIS will continue to work with Special Projects and General Services to complete the remaining programming activities through the use of a contract programming firm.
39. Revenue & Recovery Collection System: DIS will continue to work with Revenue & Recovery and ProData to ensure the timely completion of the Revenue & Recovery automated collection system.

40. Relocate Account Management to the CAC: Relocate DIS Account Management to the CAC so as to provide improved departmental communication, customer service and employee working conditions.
41. Improve Physical Environment: Improve the physical environment in the CAC basement through low cost projects.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Office of the Director [13.17 SY; E = \$370,230; 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 [17.00 SY; E = \$1,086,062; 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 \$111,234 in expiring debt service.
  - o Decreased 1.0 staff year in support of the County's budget reduction program.
  - o Increased 1.0 staff year transfer from the Telecommunications Program to reflect the current reporting structure.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>MISCELLANEOUS:</b>				
9176 Criminal Justice Facilities	\$0	\$0	\$0	\$0
9918 Recovered Cost	682,293	0	0	0
9745 Aid from Housing Authority	0	0	0	0
9995 Other Miscellaneous	0	0	0	0
Sub-Total	\$682,293	\$0	\$0	\$0
<b>Total</b>	<b>\$682,293</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$791,153	\$1,584,146	\$1,456,292	\$(127,854)
<b>Total</b>	<b>\$791,153</b>	<b>\$1,584,146</b>	<b>\$1,456,292</b>	<b>\$(127,854)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

SB 2890 Revenues (9918 Recovered Cost) now budgeted in Application Systems Program due to organizational change.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Administrative Services					
<b>% OF RESOURCES:</b> 60%					
<b>WORKLOAD</b>					
Line staff years supported	299.00	301.28	302.40	329.17	305.17
<b>EFFICIENCY</b>					
Line staff/support staff	16.79	16.78	17.03	18.29	17.95
<b>EFFECTIVENESS</b>					
Requisitions processed	816	504	344	600	300
Work orders processed	87	93	126	100	150
PC Students Trained	1,459	2,899	2,067	2,500	1,800
Focus Students Trained	141	144	50	400	320

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2123	Director, DIS	1	1.00	1	1.00	\$102,553	\$102,166
2302	Admin Assistant III	2	2.00	2	2.00	86,384	78,642
2303	Admin Assistant II	3	3.00	3	3.00	120,267	115,067
2304	Admin Assistant I	1	1.00	0	0.00	31,499	0
2307	Dept Personnel Ofc III	1	1.00	1	1.00	52,355	52,157
2365	Staff Development Spec	0	0.00	0	0.00	0	0
2369	Admin Services Mgr II	1	1.00	1	1.00	54,957	54,747
2383	Tech Training Coordinator	1	1.00	1	1.00	46,351	46,162
2403	Accounting Technician	1	1.00	1	1.00	26,760	26,665
2413	Analyst III	1	1.00	1	1.00	46,351	46,162
2425	Associate Accountant	1	1.00	1	1.00	37,260	37,125
2493	Intermed Account Clerk	2	2.00	3	3.00	41,770	59,686
2494	Payroll Clerk	1	1.00	1	1.00	19,440	18,976
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	25,056
2700	Intermed Clerk Typist	2	2.00	2	2.00	38,127	40,687
2758	Admin Secretary III	1	1.00	1	1.00	27,916	29,449
9999	Extra Help	50	10.17	50	10.17	183,241	183,241
<b>Total</b>		<b>70</b>	<b>30.17</b>	<b>70</b>	<b>30.17</b>	<b>\$940,388</b>	<b>\$915,988</b>
<b>Salary Adjustments:</b>						<b>(6,800)</b>	<b>1,897</b>
<b>Premium/Overtime Pay:</b>						<b>0</b>	<b>0</b>
<b>Employee Benefits:</b>						<b>238,557</b>	<b>235,173</b>
<b>Salary Savings:</b>						<b>(46,293)</b>	<b>(41,529)</b>
<b>Total Adjustments</b>						<b>\$185,464</b>	<b>\$195,541</b>
<b>Program Totals</b>		<b>70</b>	<b>30.17</b>	<b>70</b>	<b>30.17</b>	<b>\$1,125,852</b>	<b>\$1,111,529</b>



MAJOR MAINTENANCE

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
MAJOR MAINTENANCE	\$2,673,573	\$2,872,239	\$2,345,209	\$4,586,895	\$2,522,467	\$(2,064,428)	(45.0)
MAJOR MAINTENANCE REMODEL	866,296	1,076,892	683,055	945,677	21,000	(924,677)	(97.8)
TOTAL DIRECT COST	\$3,539,869	\$3,949,131	\$3,028,264	\$5,532,572	\$2,543,467	\$(2,989,105)	(54.0)
PROGRAM REVENUE	(2,126,892)	(2,484,342)	(2,114,834)	(4,460,431)	(2,123,876)	2,336,555	(52.4)
NET GENERAL FUND COST	\$1,412,977	\$1,464,789	\$913,430	\$1,072,141	\$419,591	\$(652,550)	(60.9)
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: 1992-93 Proposed Budget - Pg. 38-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Services & Supplies	\$2,419,948	\$2,774,514	\$2,185,884	\$4,518,477	\$2,491,396	(44.9)
Other Charges	9,386	608	0	0	0	0.0
Fixed Assets	244,239	97,117	159,325	68,418	31,071	(54.6)
<b>TOTAL DIRECT COST</b>	<b>\$2,673,573</b>	<b>\$2,872,239</b>	<b>\$2,345,209</b>	<b>\$4,586,895</b>	<b>\$2,522,467</b>	<b>(45.0)</b>
<b>PROGRAM REVENUE</b>	<b>(1,413,449)</b>	<b>(1,918,255)</b>	<b>(1,506,464)</b>	<b>(3,711,803)</b>	<b>(2,102,876)</b>	<b>(43.3)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,260,124</b>	<b>\$953,984</b>	<b>\$838,745</b>	<b>\$875,092</b>	<b>\$419,591</b>	<b>(52.1)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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 \$4,000. 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.

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.

## 1991-92 BUDGET TO ACTUAL COMPARISON

The FY91-92 actual expenditures were \$2,345,209. These expenditures reflect 59 projects completed during the fiscal year. In addition, 32 projects and encumbrances totaling \$876,440, for open contracts and purchase orders, were carried over to FY92-93 for completion. Another 34 projects were rebudgeted for FY92-93. Carryovers are not reflected in the FY92-93 appropriation amount.

## 1992-93 OBJECTIVES

Not applicable.

## 1992-93 SUB PROGRAM ACTIVITIES

The 1992-93 Adopted Budget has 63 projects totaling \$2,522,467. A list of these projects is attached. The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$585,212; R = \$488,067] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
  - o Discretionary/Discretionary Service Level.
  - o Offset by 83.4% in program revenue.
  
2. Contracted Services [0.00 SY; E = \$1,937,255; R = \$1,614,809] 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 Providing an estimated \$1.9 million (77% of budget) in privatized services.
  - o Offset by 83.4% in program revenue.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FINES, FORFEITURES &amp; PENALTIES:</b>				
Criminal Justice Facilities (9176)	\$193,373	\$546,371	\$489,240	\$(57,131)
Court Facilities (9177)	1,081,568	1,993,500	881,801	(1,111,699)
Sub-Total	\$1,274,941	\$2,539,871	\$1,371,041	\$(1,168,830)
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
State Aid Constructions-Rec.Areas (9444)	\$73,587	\$96,400	\$0	\$(96,400)
Fed Aid-Comm.Develop Block Grant (9683)	34,412	60,812	0	(60,812)
AB75 Cap Outlay Rev (9515)	0	263,903	0	(263,903)
Aid From Other Gov't. Agencies	0	0	68,701	68,701
Sub-Total	\$107,999	\$421,115	\$68,701	\$(352,414)
<b>CHARGES FOR CURRENT SERVICES:</b>				
Plan & Eng.-Plan Check & Field Insp (9773)	\$5,805	\$0	\$0	\$0
Micro-Automation Fees (9834)*	(3,114)	0	0	0
Micrographics Fees (9864)	987	318,900	0	(318,900)
Other-Employee Maintenance (9974)	43,132	80,000	80,000	0
Sub-Total	\$46,810	\$398,900	\$80,000	\$(318,900)
<b>OTHER REVENUE :</b>				
Recovered Expenditures (9889)	5,750	0	0	0
Other Sales-Taxable (9996)	2,107	0	0	0
Asset Forf. DA (9996)	0	0	3,255	3,255
Sub-Total	\$7,857	\$0	\$3,255	\$3,255
<b>OTHER FINANCING SOURCES:</b>				
Road Fund (9802)	\$42,413	\$203,625	\$464,379	\$260,754
APCD (9803)	14,636	17,500	0	(17,500)
Parkland Dedication (9811)	623	18,500	17,500	(1,000)
Library Fund (9813)	11,185	112,292	98,000	(14,292)
Asset Forfeiture (9816)	0	0	0	0
Sub-Total	\$68,857	\$351,917	\$579,879	\$227,962
* Auditor/Controller Correction				
<b>Total</b>	<b>\$1,506,464</b>	<b>\$3,711,803</b>	<b>\$2,102,876</b>	<b>\$(1,608,927)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$838,745	\$875,092	\$419,591	\$(455,501)
Sub-Total	\$838,745	\$875,092	\$419,591	\$(455,501)
<b>Total</b>	<b>\$838,745</b>	<b>\$875,092</b>	<b>\$419,591</b>	<b>\$(455,501)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY91-92 Actual Revenue was \$2,205,339 less than budgeted, due to a change in the budgeted work program. Budgeted revenue projects not completed were then rebudgeted or carried over along with offsetting revenue to the 1992-93 fiscal year. Also, one project and related budgeted revenue was cancelled during the year.

Revenue carry-overs to FY92-93 include \$292,000 for Court Facilities, Account 9177 and \$12,200 for Road Fund, Account 9802. Revenue rebudgeted for FY92-93 includes \$341,000 for Criminal Justice Facilities, Account 9176; \$581,000 for Court Facilities, Account 9177 and \$156,000 for the Road Fund, Account 9802. One Court Facility project, \$155,000 for Downtown Courthouse Exterior Painting, was cancelled. A second Court Facility project, Downtown Courthouse Replacement

of Transformers, generated \$206,000 in savings and underrealized revenue, due to bids being lower than anticipated. Revenues budgeted in Account 9515, AB75 Capital Outlay Revenue and Account 9864, Micrographics Fees were transferred to the Major Maintenance Remodel Program.

The FY92-93 revenue allocation shows a net decrease of 43.3% from FY91-92. Major changes include a decrease of \$1,111,699 for projects benefitting court facilities, Account 9177; a decrease of \$263,903 in Account 9515, AB75 (Tobacco Tax Revenue) for Health Services clinics; and a decrease of \$318,900 in Micrographics Fees, Account 9864, for projects benefitting the Recorder.

## ATTACHMENT

## FY 1992-93 MAJOR MAINTENANCE PROJECTS

FACILITY/REQUEST	ESTIMATED COST	BENEFITTING DEPARTMENT	PROJECT NUMBER	FUNDING SOURCE
-----				
MAINTENANCE PROGRAM				
LAS COLINAS DF - Replace AC in 2 Bldgs	\$ 25143	Sheriff	MB1578	AB189
CENTRAL DF - Kitchen Floor Replacement	108097	Sheriff	MB1906	AB189
LAS COLINAS DF - Replace 28 Yr Old Chillers	156000	Sheriff	MB2013	AB189
AB189 UNANTICIPATED MAINTENANCE REQUESTS	200000	VARIOUS	MB3900	AB189
RATT - Security System Instl	3255	DA	MB2894	AssetForf
EMPLOYEE HOUSING MAINTENANCE	80000	VARIOUS	MA3300	EmplHsng
RCHO DEL CAMPO - Staff Quarters Repairs	20000	PROB	MA1770	GF
EL MONTE PARK - Kitchen Repair	5000	Parks	MA2303	GF
RCHO DEL CAMPO - Fire System Modifications	19619	PROB	MB0289	GF
LAS COLINAS DF - Replace AC in 2 Bldgs	120315	Sheriff	MB1578	GF
RCHO DEL CAMPO-Hazardous Waste Disposal	9000	PROB	MB2806	GF
COC ANX - Move Wall/Elec Instl	5000	GS	MB2812	GF
GENERAL FUND UNANTICIPATED MAINTENANCE	240657	VARIOUS	MB3800	GF
IMPERIAL BCH LIB - A/C Replacement/Reroof	98000	Marshal	MB1024	L1BFND
PINE VALLEY PARK - Resurface Tennis Court	5900	Parks	MB0013	PLDO
NANCY JANE PARK - Resurface Tennis Courts	11600	Parks	MB0014	PLDO
VARIOUS RD STATIONS - Slurry Seal (5) Station Yard	105000	DPW	MB2214	RDFND
SPRING VALLEY RD STN - Replace Floor Tile	4160	DPW	MB2211	Road Fund
SPRING VALLEY RD STN - Upgrade HVAC System	15000	DPW	MB2213	Road Fund
SPRING VALLEY RD STN - Replace Kitchen Floor	3000	DPW	MB2215	Road Fund
RAMONA RD STN - Replace Tile, Window & Paneling	7800	DPW	MB2242	Road Fund
MT LAGUNA RD STN - Reseal Doors & Windows	21050	DPW	MB2243	Road Fund
COUNTY OPS CENTER -Replace Carpet	3700	DPW	MB3171	Road Fund
ALPINE RD STN -Activation Of Water Well	19000	DPW	MB3172	Road Fund
CAMPO RD STN- Reroof Residence	6500	DPW	MB3173	Road Fund
CAMPO RD STN - Replace Carpet	3900	DPW	MB3174	Road Fund
CAMPO RD STN - Replace Vinyl Floor	1900	DPW	MB3175	Road Fund
BORREGO DPW - Reroof Residence	32000	DPW	MB3176	Road Fund
BORREGO RD STN -Upgrade Electrical	25000	DPW	MB3177	Road Fund
JULIAN RD STN - Painting	12500	DPW	MB3178	Road Fund
LAGUNA RD STN - Install Water Filter	6250	DPW	MB3179	Road Fund
LAGUNA RD STN - Activate Well	25500	DPW	MB3180	Road Fund
SAN FELIPE RD STN - Replace Carpet	6600	DPW	MB3181	Road Fund
BONSALL RD STN - Resurface Station Yard	52699	DPW	MB3182	Road Fund
ENCINITAS RD STN - Recarpet Residence	4370	DPW	MB3183	Road Fund
PALOMAR RD STN - Painting Of Lower Residence	8700	DPW	MB3184	Road Fund
PALOMAR RD STN - Painting Of Upper Residence	12500	DPW	MB3185	Road Fund
PALOMAR RD STN - Replace Vinyl Floor	1750	DPW	MB3186	Road Fund
PALOMAR RD STN - Replace Carpet	5300	DPW	MB3187	Road Fund
POWAY RD STN - Reroof Carport	4000	DPW	MB3188	Road Fund
SAN MARCOS RD STN -Replace Vinyl Floor	1500	DPW	MB3189	Road Fund
SAN MARCOS RD STN - Painting Residence	12000	DPW	MB3190	Road Fund
VALLEY CENTER RD STN -Replace Vinyl Floor	1500	DPW	MB3191	Road Fund
VALLEY CENTER RD STN - Reroof Residence	12500	DPW	MB3192	Road Fund
COUNTY OPS CENTER - Paint Buildg #6	10700	DPW	MB3193	Road Fund
COC ANX - Adhesive Spray Rm Ventilation	13000	DPW	MB3194	Road Fund
RAMONA OLIVE PIT - Water Well Activation	25000	DPW	MB3200	Road Fund
SO BAY REG CENTER - Replacement Of Cameras	31071	Courts	MB0260	SB668
TRAFFIC CT - Replacement Of HVAC System	106250	SDMC	MB0267	SB668
BURNHAM BLDG - Recoat Roof Top Parking Surface	75000	SUP CRT	MB0288	SB668
SO BAY REG CENTER - Upgrade Smoke Detection System	33000	Marshal	MB0296	SB668
TRAFFIC CT- Asbestos Abatement	70854	SDMC	MB0606	SB668

ATTACHMENT - 2 -

FACILITY/REQUEST	ESTIMATED COST	BENEFITTING DEPARTMENT	PROJECT NUMBER	FUNDING SOURCE
<b>MAINTENANCE</b>				
SD CTHSE -Reline Hot Water Tanks	\$ 40000	CRTS	MB2036	SB668
SO BAY REG CENTER - Replacement Of Ctrm Status Lig	25000	SBMC	MB2260	SB668
SD CTHSE - Conversion of Door Locks	4934	Marshal	MB2269	SB668
JUV TRAFFIC - Replacement Of Alarms	5700	Marshal	MB2271	SB668
ESCONDIDO CTHSE - Ceiling Tile Replacement	13000	NCMC	MB2502	SB668
SO BAY REG CENTER - Repairs to Chairs Dept 8	5808	SBMC	MB2503	SB668
NCRC SUP CT - Awnings & Jury Box	16184	NCMC	MB2505	SB668
SD DT CTHSE - Instl Lwflw Toilet	15000	CRTS	MB2895	SB668
SB668 UNANTICIPATED MAINTENANCE ACTIVITIES	300000	VARIOUS	MB3700	SB668
SD CTHSE - Chilled Water Service Installation	140000	CRTS	MB9372	SB668
SD DT CTHSE - Instl Lwflw Toilet	68701	CRTS	MB2895	SDCoWtrAu
Maintenance Total	\$2522467			
<b>REMODEL</b>				
GRANTVILLE HLTH - Pntng/Crptng Children's Svcs	\$ 21000	HEALTH	MB3206	State Rev
Remodel Total	\$ 21000			
*** Total ****	\$2543467			



PROGRAM: Major Maintenance Remodels

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 82000

ORGANIZATION #: 5590

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg.38-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Services & Supplies	\$866,296	\$1,076,892	\$683,055	\$945,677	\$21,000	(97.8)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$866,296</b>	<b>\$1,076,892</b>	<b>\$683,055</b>	<b>\$945,677</b>	<b>\$21,000</b>	<b>(97.8)</b>
<b>PROGRAM REVENUE</b>	<b>(713,443)</b>	<b>(566,087)</b>	<b>(608,370)</b>	<b>(748,628)</b>	<b>(21,000)</b>	<b>(97.2)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$152,853</b>	<b>\$510,805</b>	<b>\$74,685</b>	<b>\$197,049</b>	<b>\$0</b>	<b>(100.0)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

## 1991-92 BUDGET TO ACTUAL COMPARISON

FY91-92 actual expenditures were \$683,055. These expenditures reflect 10 projects completed during the fiscal year. In addition, four projects and encumbrances totalling \$40,041 in open contracts and purchase orders were carried over to FY92-93 for completion. No projects were rebudgeted for FY92-93.

## 1992-93 OBJECTIVES

Not applicable.

## 1992-93 SUB PROGRAM ACTIVITIES

The 1992-93 Adopted Budget has one project totalling \$21,000 for the Department of Health Services. The project will provide carpeting, painting, and electrical and computer hook-ups, at the Grantville Children's Services Office.

The activities of this program are summarized as follows:

1. Craft Support [0.00 SY; E = \$4,872; R = \$4,872] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
  - o Discretionary/Discretionary Service Level.
  - o Offset 100% in program revenue.
  
2. Contracted Services [0.00 SY; E = \$16,128; R = \$16,128] 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 Providing an estimated \$16,128 (77% of budget) in privatized services.
  - o Offset 100% in program revenue.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FINES, FORFEITURES &amp; PENALTIES:</b>				
Criminal Justice Facilities (9176)	\$ 1,296	\$ 0	\$ 0	\$0
Court Facilities (9177)	153,298	527,628	0	(527,628)
Sub-Total	\$154,594	\$527,628	\$0	\$(527,628)
<b>AID FROM OTHER GOVERNMENTAL AGENCIES:</b>				
State Aid For Ca. Children (9342)	\$0	\$0	\$21,000	\$21,000
AB75 Capital Outlay Revenue (9515)	107,009	0	0	0
Fed Aid-Comm. Develop Black Grant (9683)	3,682	0	0	0
Sub-Total	\$110,691	\$0	\$0	\$21,000
<b>CHARGES FOR CURRENT SERVICES:</b>				
Court Fees & Costs (9824)	\$8,073	\$0	\$0	\$0
Micrographics Fee (9864)	260,770	75,000	0	(75,000)
Recorder Fees (9865)	5,309	40,000	0	(40,000)
Trauma-Health Fees (9888)	1,528	0	0	0
Other Employee Maintenance (9974)	12,833	115,000	0	\$0
Sub-Total	\$288,513	\$115,000	\$0	\$(115,000)
<b>OTHER REVENUE:</b>				
Other Sales-Taxable (9996)	\$174	\$0	\$0	\$0
Sub-Total	\$174	\$0	\$0	\$0
<b>OTHER FINANCING SOURCES:</b>				
Road Fund (9802)	\$ 0	\$ 0	\$ 0	\$0
APCD (9803)	0	26,000	0	(26,000)
CATV (9804)	10,589	80,000	0	(80,000)
Asset Forfeiture (9816)	43,809	0	0	0
Sub-Total	\$54,398	\$106,000	\$0	\$(106,000)
<b>Total</b>	<b>\$608,370</b>	<b>\$748,628</b>	<b>\$21,000</b>	<b>\$(727,628)</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	\$74,685	\$197,049	\$0	\$(197,049)
<b>Total</b>	<b>\$74,685</b>	<b>\$197,049</b>	<b>\$0</b>	<b>\$(197,049)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY91-92 Actual Revenue was \$140,258 lower than budgeted. Major changes that impacted FY91-92 revenue were the cancellation of three Court Facilities revenue projects totaling \$340,476: East County Detention Facility Video Arraignment, \$174,000; North County Regional Center Calendar Division Remodel, \$118,351; and Escondido Courthouse Remodel, \$48,125.

Revenue increases include \$107,009 in Account 9515 AB75 Capital Outlay revenue for MR1895 Remodel and Repairs to Various Health Centers and MB2898 Relocation of Modular Units in Various Health Centers; \$185,770 in Account 9864 Micrographics Fee revenue for MR1892, Computer Room Remodel for Recorder; and \$43,809 in Asset Forfeiture revenue for MB0172, Central Jail Detox Remodel.

The FY92-93 revenue allocation decreased by 97.8%. Revenue of \$21,000 from State Aid for Children, Account 9342, will reimburse project work at the Grantville Children's Services Office. There are no net County cost projects in this program.

PUBLIC SERVICES UTILITIES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Public Services Utilities	\$14,018,224	\$13,873,535	\$14,222,853	\$14,423,013	\$15,001,826	\$578,813	4.0
TOTAL DIRECT COST	\$14,018,224	\$13,873,535	\$14,222,853	\$14,423,013	\$15,001,826	\$578,813	4.0
PROGRAM REVENUE	(63,391)	(33,422)	(46,866)	(170,564)	(258,559)	(87,995)	51.6
NET GENERAL FUND COST	\$13,954,833	\$13,840,113	\$14,175,987	\$14,252,449	\$14,743,267	\$490,818	3.4
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

ORGANIZATION #: 5610

MANAGER: Jane F. Huston, Director

REFERENCE: 1992-93 Proposed Budget - Pg. 51-5

AUTHORITY: Administrative Code 398.5 Sections (j) Utilities/Vehicle Fuels and (i) Postage, delegate to the Department of General Services the administration of utilities.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Gas & Electric	\$8,759,811	\$9,185,755	\$9,402,247	\$9,663,430	\$10,019,290	3.7
Cogeneration Leases	1,109,079	132,487	0	0	0	0.0
Postage	3,636,530	4,069,150	4,415,727	4,068,120	4,068,120	0.0
Water and Sewage	1,062,814	967,000	1,097,842	1,274,060	1,533,098	20.3
Bottled Gas	68,490	76,413	85,872	130,000	130,000	0.0
Fixed Assets	0	129,471	0	0	0	0.0
Less Reimbursements	(618,500)	(699,926)	(778,835)	(712,597)	(748,682)	5.1
Operating Transfers	0	13,185	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$14,018,224</b>	<b>\$13,873,535</b>	<b>\$14,222,853</b>	<b>\$14,423,013</b>	<b>\$15,001,826</b>	<b>4.0</b>
<b>PROGRAM REVENUE</b>	<b>(63,391)</b>	<b>(33,422)</b>	<b>(46,866)</b>	<b>(170,564)</b>	<b>(258,559)</b>	<b>51.6</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$13,954,833</b>	<b>\$13,840,113</b>	<b>\$14,175,987</b>	<b>\$14,252,449</b>	<b>\$14,743,267</b>	<b>3.4</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

The Public Services Utilities Program consists of four major categories: (1) gas and electric which provides for services from San Diego Gas & Electric (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.

## 1991-92 BUDGET TO ACTUAL COMPARISON

FY91-92 actual Net Costs were \$76,462 less than budgeted, primarily due to underexpenditures in gas and electricity, water and sewer and bottled gas of \$481,529, the overrealization of Costs Applied by \$66,238, and underrealization of revenue by \$123,698.

Gas and electric expenditures were under budget by \$261,183 (2.7%). Although the performance indicators for electricity and steam purchased reflect 12% and 4% increases, respectively, unit costs per thousand were down. Cogeneration plants at the downtown Courthouse, NCRC and SCRC did not operate in FY91-92, requiring additional electricity and steam purchases from SDG&E. A warm winter and lower gas prices resulted in a \$44,128 savings in bottled gas expenditures.

Postage expenditures were \$354,898 over budget due to the full fiscal year impact of a February 1991 postal rate increase.

## 1992-93 OBJECTIVES

1. Evaluate the most economical operating schedule for the cogeneration plants.
2. Install back-up steam boilers to eliminate steam purchases from SDG&E.
3. Continue to investigate water conservation methods and implement when feasible.
4. Establish a Lighting Retrofit Program in those facilities where significant energy savings will pay for the cost of retrofit.
5. In cooperation with the Department of Information Services, assist 10 County departments in converting their mainframe mailing lists to Zip+4 barcode readability using newly installed Group One software.

## 1992-93 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Gas and Electricity [0.00 SY; E = \$9,407,256; R = \$225,784] involves:
  - o Discretionary/Discretionary Service Level.
  - o Provides for payments to SDG&E (\$9,347,256) and other utility sources (\$60,000).
  - o Allocates funds for the maintenance of utility equipment (\$280,000).
  - o Offset by \$612,034 in costs applied.
  - o Increasing by \$355,860 for the full year funding of Topaz, Ridgehaven and East Mesa, and the addition of the Downtown Municipal Court.
2. Postage [0.00 SY; E = \$3,963,420; 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.
3. Water and Sewage [0.00 SY; E = \$1,501,150; R = \$0] involves:
  - o Discretionary/Discretionary Service Level.
  - o Provide for the water and sewage costs of operating over 6 million square feet of County facilities.
  - o Offset by \$31,948 in costs applied.
  - o Increasing by \$259,038 for the full year funding of Topaz, Ridgehaven and East Mesa, and the addition of the Downtown Municipal Court.
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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES</b>				
Internal Service Fund (9786)	\$4,683	\$4,500	\$4,500	\$0
Employee Maintenance (9974)	6,787	21,500	21,500	0
Cogeneration Sales (9976)	0	50,000	50,000	0
<b>Sub-Total</b>	<b>\$11,470</b>	<b>\$76,000</b>	<b>\$76,000</b>	<b>\$0</b>
<b>OTHER REVENUE:</b>				
Sales & Use Tax (9061)	0	66,200	0	(66,200)
Aid From City of San Diego (9741)	0	0	125,395	125,395
Aid From Other Govt. Agencies (9746)	0	27,864	56,664	28,800
OP. Transfer from Asset Forf. (9816)	10,118	0	0	0
Other Miscellaneous (9995)	19,462	500	500	0
Recovered Expenditures (9989)	5,816	0	0	0
<b>Sub-Total</b>	<b>\$35,396</b>	<b>\$94,564</b>	<b>\$182,559</b>	<b>\$87,995</b>
<b>Total</b>	<b>\$46,866</b>	<b>\$170,564</b>	<b>\$258,559</b>	<b>\$87,995</b>

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$14,175,987</b>	<b>\$14,252,449</b>	<b>\$14,743,267</b>	<b>\$490,818</b>
<b>Sub-Total</b>	<b>\$14,175,987</b>	<b>\$14,252,449</b>	<b>\$14,743,267</b>	<b>\$490,818</b>
<b>Total</b>	<b>\$14,175,987</b>	<b>\$14,252,449</b>	<b>\$14,743,267</b>	<b>\$490,818</b>

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY91-92 revenues underrealized FY91-92 Budget by \$123,698. This was due to a decrease in the sale of surplus energy back to SDG&E. Cogeneration plants at the downtown Courthouse, MCRC, and SCRC were not in operation during FY91-92 and, therefore, were not generating surplus energy.

FY92-93 Budget revenue is \$87,995 more than FY91-92 Budget. This is primarily due to the appropriation of revenue to be realized from the City of San Diego for the City Jail pre-arraignment facility at the East Mesa Detention Facility.



PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Gas and Electric					
<u>% OF RESOURCES:</u> 63%					
<u>WORKLOAD</u>					
Sq. ft. County Owned & Leased Space	5,872,608	6,341,859	6,495,992	6,413,859	6,522,992
Electricity purchased (1,000 KWH)	70,750	91,255	103,183	92,000	100,000
Gas purchased (1,000 Therms)	3,450	1,545	1,355	1,600	1,600
Steam purchased (1,000 lbs)	48,500	24,313	25,079	24,000	24,000
Water Units Purchased* (1 unit = 748 Gallons)	536,498	440,329	424,690	N/A	420,000
<u>EFFICIENCY</u>					
Unit Cost All Facilities:					
Electricity per 1,000 KWH	\$ 96.00	\$ 80.72	\$80.76	\$81.00	\$81.00
Gas per 1,000 Therms	\$410.00	\$479.14	\$516.79	\$479.00	\$510.00
Steam per 1,000 lbs.	\$ 39.50	\$42.21	\$39.16	\$42.00	\$85.00
Water per unit*	N/A	\$1.00	\$1.23	N/A	\$1.23
Sewer & Fees per unit*	N/A	\$1.15	\$1.34	N/A	\$1.34
<u>EFFECTIVENESS</u>					
Electricity (KWH) Energy Savings* (Retrofit Rebates)	N/A	N/A	N/A	N/A	\$119,500
KWH Saved (1000 KWH)*	N/A	N/A	N/A	N/A	8,784
Conservation Program Results:					
Water Units Saved From Base Year 1989-90*	N/A	96,054	111,808	N/A	100,000
<b>ACTIVITY B:</b>					
Postage					
<u>% OF RESOURCES:</u> 27%					
<u>WORKLOAD</u>					
Number of Pcs. U.S. Mail	12,007,080	13,214,638	14,101,790	13,500,000	14,300,000
Postage Cost	\$3,636,530	\$4,023,948	\$4,441,335	\$4,068,120	\$4,068,120
<u>EFFICIENCY</u>					
U.S. Postal Rate/First Class/ 1 oz only	\$.2500	\$.2900	\$.2900	\$.2900	\$.2900
County Cost when presorted & barcoded by Zip Code/First Class/1 oz.	\$.2100	\$.2480	\$.2330	\$.2330	\$.2330
Differential	\$.0400	\$.0420	\$.0570	\$.0570	\$.0570
<u>EFFECTIVENESS</u>					
Cost Avoidance Percentage	16.00%	14.48%	19.65%	19.65%	19.65%

**PURCHASING & CONTRACTING**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Purchasing & Contracting	\$2,370,149	\$2,229,241	\$2,219,720	\$2,355,217	\$2,295,212	\$(60,005)	(2.6)
<b>TOTAL DIRECT COST</b>	<b>\$2,370,149</b>	<b>\$2,229,241</b>	<b>\$2,219,720</b>	<b>\$2,355,217</b>	<b>\$2,295,212</b>	<b>\$(60,005)</b>	<b>(2.6)</b>
PROGRAM REVENUE	(402,231)	(362,163)	(381,643)	(412,583)	(495,126)	(82,543)	20.0
<b>NET GENERAL FUND COST</b>	<b>\$1,967,918</b>	<b>\$1,867,078</b>	<b>\$1,838,077</b>	<b>\$1,942,634</b>	<b>\$1,800,086</b>	<b>\$(142,548)</b>	<b>(7.3)</b>
STAFF YEARS	56.00	56.00	51.70	56.00	52.00	(3.00)	(5.4)

**DEPARTMENT OF PURCHASING AND CONTRACTING**  
 (Headquarters Location: County Operations Center)  
 1982-83 Final Program Budget

<b>ADMINISTRATION - 1301</b>	
Provides management, planning, direction.	
	<u>Staff Years</u>
Director	1.0
Assistant Director	1.0
Admin. Secretary III	<u>1.0</u>
<b>Total</b>	<b>3.0</b>

<b>PROCUREMENT PLANNING &amp; PROGRAMS</b>	
	<u>Staff Years</u>
<u>Permanent</u>	
Mgr., Procurement Planning	1.0
Dept. Computer Spec. III	<u>1.0</u>
<b>Total</b>	<b>2.0</b>

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<b>ADMINISTRATIVE SERVICES - 1305</b>	
Provides personnel support, payroll, budgeting, clerical/technical support.	
	<u>Staff Years</u>
<u>Permanent</u>	
Admin. Svcs. Mgr.	1.0
Accounting Technician	1.0
Data Entry Supervisor	1.0
Senior Payroll Clerk	1.0
Data Entry Operator	2.0
Intermediate Account	1.0
Int. Clerk Typist	<u>1.0</u>
<b>Total</b>	<b>8.0</b>

<b>PURCHASING - 1302</b>	
Centralizes the purchase of services and supplies for all County departments, and develops standardization criteria for commonly used items.	
	<u>Staff Years</u>
<u>Permanent</u>	
Buyer III	2.0
Buyer II	12.0
Buyer I	7.0
Purchasing Clerk	1.0
Senior Clerk	2.0
Word Processing Operator	<u>1.0</u>
<b>Total</b>	<b>18.0</b>

<b>CONTRACTING - 1303</b>	
Centralizes contracting for services on behalf of most County departments.	
	<u>Staff Years</u>
<u>Permanent</u>	
Manager of Contracting	1.0
Procurement Contracting Officer	5.0
Senior Clerk	1.0
Intermediate Clerk	
Typist	<u>1.0</u>
<b>Total</b>	<b>8.0</b>

<b>MATERIAL DIVISION - 1306</b>	
Maintains inventory of items commonly used throughout the County, arranges sharing/transfer of fixed assets and minor equipment between departments, disposes of items no longer needed within the County	
	<u>Staff Years</u>
<u>Permanent</u>	
Material Manager	1.0
Supervising Material Storekeeper	1.0
Material Storekeeper III	2.0
Material Storekeeper II	2.0
Material Storekeeper I	2.0
Stores Delivery Driver	2.0
Warehouse Material Handler	<u>3.0</u>
<b>Total</b>	<b>13.0</b>

PROGRAM: Purchasing & Contracting

DEPARTMENT: PURCHASING & CONTRACTING

PROGRAM #: 81301  
MANAGER: James G. Tapp

ORGANIZATION #: 1300  
REFERENCE: 1992-93 Proposed Budget - Pg. 53-5

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$1,909,054	\$2,124,134	\$2,118,348	\$2,260,201	\$2,200,196	(2.7)
Services & Supplies	103,273	105,107	101,372	95,016	95,016	0.0
Other Charges	300,000	0	0	0	0	0.0
Fixed Assets	57,822	0	0	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$2,370,149</b>	<b>\$2,229,241</b>	<b>\$2,219,720</b>	<b>\$2,355,217</b>	<b>\$2,295,212</b>	<b>(2.5)</b>
<b>PROGRAM REVENUE</b>	<b>(402,231)</b>	<b>(362,163)</b>	<b>(381,643)</b>	<b>(412,583)</b>	<b>(495,126)</b>	<b>20.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,967,918</b>	<b>\$1,867,078</b>	<b>\$1,838,077</b>	<b>\$1,942,634</b>	<b>\$1,800,086</b>	<b>(7.3)</b>
<b>STAFF YEARS</b>	<b>56.00</b>	<b>56.00</b>	<b>51.70</b>	<b>56.00</b>	<b>52.00</b>	<b>(5.4)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

The 1991-92 actual expenses are \$125,976 less than budget due to increased salary savings (vacant positions) and the voluntary time off (VTO) program. These savings, however, were slightly reduced due to a reduction in revenue.

**1992-93 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).

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Purchasing/Contracting [37.6 SY; E = \$1,628,304; R = \$(229,287)] 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 [15.4 SY; E = \$666,908; R = \$(265,839)] 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	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICE:</b>				
Road Fund	\$93,666	\$111,011	\$139,744	\$28,733
Air Pollution Control District	46,981	46,981	64,524	17,543
Internal Service Fund	30,238	30,238	44,220	13,982
Airport Enterprise Fund	8,485	8,850	13,497	4,647
Liquid Waste Fund	16,754	19,739	25,777	6,038
Solid Waste Fund	47,297	36,893	50,837	13,944
Library Fund	23,596	23,596	27,252	3,656
<b>Sub-Total</b>	<b>\$267,017</b>	<b>\$277,308</b>	<b>\$365,851</b>	<b>\$88,543</b>
<b>OTHER REVENUE:</b>				
Purchasing fees from other government agencies	\$803	\$6,000	\$0	\$(6,000)
Recovered expenses (auction sales)	79,095	78,000	78,000	0
Sale of surplus/scrap material (nontaxable)	47,968	48,275	48,275	0
Sale of surplus/scrap material (taxable)	3,661	3,000	3,000	0
Work Authorizations	-16901			
<b>Sub-Total</b>	<b>\$114,626</b>	<b>\$135,275</b>	<b>\$129,275</b>	<b>\$(6,000)</b>
<b>Total</b>	<b>\$381,643</b>	<b>\$412,583</b>	<b>\$495,126</b>	<b>\$82,543</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
General Fund Support Costs	\$1,838,077	\$1,942,634	\$1,800,086	\$(142,548)
<b>Sub-Total</b>	<b>\$1,838,077</b>	<b>\$1,942,634</b>	<b>\$1,800,086</b>	<b>\$(142,548)</b>
<b>Total</b>	<b>\$1,838,077</b>	<b>\$1,942,634</b>	<b>\$1,800,086</b>	<b>(142,548)</b>

## 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. Fees from other government agencies has been eliminated due to lack of participation.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A: Purchasing/Contracting</b>					
<b><u>% OF RESOURCES:</u></b> 68.9%					
<b><u>WORKLOAD</u></b>					
Number of purchase orders	27,594	21,537	16,801	21,500	16,000
<b><u>EFFICIENCY</u></b>					
Cost to operate Purchasing/ Contracting per \$100 of purchases	\$1.43	\$1.51	\$1.55	\$1.50	\$1.55
<b><u>EFFECTIVENESS</u></b>					
% of requisitioned line items purchased within 21 days	62%	63.5%	86%	61%	85%
<b>ACTIVITY B: Stores/Property Disposal</b>					
<b><u>% OF RESOURCES:</u></b> 31.1%					
<b><u>WORKLOAD</u></b>					
Line items issued	134,142	104,780	87,032	101,988	90,000
<b><u>EFFICIENCY</u></b>					
Cost to operate stores per \$100 in value of issues	\$4.70	\$4.68	\$5.32	\$5.00	\$5.25
<b><u>EFFECTIVENESS</u></b>					
% of orders filled from stock (no backorders)	90%	85%	87%	90%	90%

## STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2160	Director	1	1.00	1	1.00	\$78,075	\$77,778
2163	Assistant Director	1	1.00	1	1.00	64,214	63,980
2368	Admin. Svcs. Mgr. I	1	1.00	1	1.00	52,355	52,157
2403	Accounting Technician	1	1.00	1	1.00	25,213	26,386
2493	Int. Acct. Clerk	1	1.00	1	1.00	20,058	18,092
2511	Senior Payroll Clerk	1	1.00	1	1.00	24,032	23,949
2610	Buyer II	12	12.00	12	12.00	370,531	373,164
2611	Purchasing Clerk	1	1.00	1	1.00	26,275	24,167
2618	Manager, Procurement Planning	0	0.00	1	1.00	0	43,484
2621	Prin. Procure. Contract Ofcr.	1	1.00	1	1.00	52,296	52,097
2622	Procurement Contracting Officer	5	5.00	5	5.00	216,840	218,781
2640	Buyer III	3	3.00	2	2.00	109,728	72,874
2651	Warehouse Material Handler	4	4.00	3	3.00	82,139	61,462
2653	Materiel Manager	1	1.00	1	1.00	40,626	44,108
2665	Materiel Storekeeper I	2	2.00	2	2.00	43,324	44,108
2666	Materiel Storekeeper II	2	2.00	2	2.00	49,616	50,551
2667	Materiel Storekeeper III	2	2.00	2	2.00	54,496	54,288
2668	Supv. Materiel Storekeeper	1	1.00	1	1.00	31,428	28,077
2700	Intermediate Clerk Typist	3	3.00	2	2.00	57,047	40,355
2730	Senior Clerk	3	3.00	3	3.00	69,617	70,463
2758	Admin. Secretary III	1	1.00	1	1.00	30,900	30,774
3009	Word Processing Operator	1	1.00	1	1.00	23,834	23,739
3030	Data Entry Operator	2	2.00	2	2.00	41,508	41,340
3035	Data Entry Supervisor	1	1.00	1	1.00	24,958	26,955
3120	Dept. Computer Specialist III	1	1.00	1	1.00	37,276	38,062
7515	Stores Delivery Driver	3	3.00	2	2.00	71,717	49,894
9999	Temporary Extra Help	12	1.00	7	0.00	3,000	3,000
<b>Total</b>		<b>67</b>	<b>56.00</b>	<b>59</b>	<b>52.00</b>	<b>\$1,701,103</b>	<b>\$1,654,085</b>
<b>Salary Adjustments:</b>						<b>1,105</b>	<b>(9,195)</b>
<b>Premium/Overtime Pay:</b>						<b>55,000</b>	<b>55,000</b>
<b>Employee Benefits:</b>						<b>552,156</b>	<b>551,612</b>
<b>Salary Savings:</b>						<b>(49,163)</b>	<b>(47,645)</b>
<b>Total Adjustments</b>						<b>\$559,098</b>	<b>\$549,772</b>
<b>Program Totals</b>		<b>67</b>	<b>56.00</b>	<b>59</b>	<b>52.00</b>	<b>\$2,260,201</b>	<b>\$2,203,857</b>



COUNTY WIDE RENTS AND LEASES

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
RENTS AND LEASES	\$7,321,119	\$9,233,282	10,640,429	\$11,337,462	\$11,494,179	\$156,717	1.4
TOTAL DIRECT COST	\$7,321,119	\$9,233,282	\$10,640,429	\$11,337,462	\$11,494,179	\$156,717	1.4
PROGRAM REVENUE	(1,510,118)	(2,435,001)	(2,217,575)	(2,182,021)	(3,051,140)	(869,119)	39.8
NET GENERAL FUND COST	\$5,811,001	\$6,798,281	\$8,422,854	\$9,155,441	\$8,443,039	\$(712,402)	(7.8)
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: 1992-93 Proposed Budget - Pg. 56-7

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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	8,563,527	10,563,412	11,959,405	13,419,765	12,827,311	(4.4)
Other Charges	0	18,031	0	0	0	0.0
Less Reimbursements	(1,242,408)	(1,348,161)	(1,318,976)	(2,082,303)	(1,333,132)	(36.0)
<b>TOTAL DIRECT COST</b>	<b>\$7,321,119</b>	<b>\$9,233,282</b>	<b>\$10,640,429</b>	<b>\$11,337,462</b>	<b>\$11,494,179</b>	<b>1.4</b>
<b>PROGRAM REVENUE</b>	<b>(1,510,118)</b>	<b>(2,435,001)</b>	<b>(2,217,575)</b>	<b>(2,182,021)</b>	<b>(3,051,140)</b>	<b>39.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$5,811,001</b>	<b>\$6,798,281</b>	<b>\$8,422,854</b>	<b>\$9,155,441</b>	<b>\$8,443,039</b>	<b>(7.8)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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 \$8,362,922 in lease payments made directly from the budgets of the departments of Area Agency on Aging, Health Services, Public Works, and Social Services. Leases outside the Rents and Leases Budget are also listed herein.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Services & Supplies expenditures (account 2329) during FY 1991-92 were \$1,460,360 less than budgeted. Delays in leasing new facilities for Superior Court and the cancellation of the lease project for the Solid Waste Division of the Department of Public Works contributed to these savings.

**1992-93 OBJECTIVES**

1. Consolidation of leased space into County-owned facilities.
2. Renegotiation of leases to reduce rental costs.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Rents and leases [0.00 SY; E = \$11,494,179; R = \$3,051,140]
  - o Mandated/Discretionary Service Level
  - o Acquiring Board approved leases for all County departments and offices.
  - o Providing property management services for 220 leases serving 30 County departments and offices.
  - o Providing budget administration for 192 leases serving 28 County departments.
  - o Offset by \$1,333,132 in cost applied.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>FINES, FORFEITURES &amp; PENALTIES</b>				
Court Facilities (9177)	\$734,478	\$995,900	\$1,232,679	\$236,779
Sub-Total	\$734,478	\$995,900	\$1,232,679	\$236,779
<b>USE OF MONEY AND PROPERTY:</b>				
Rents and Concessions (9210)	\$983,155	\$930,607	\$1,032,914	\$102,307
Sub-Total	\$983,155	\$930,607	\$1,032,914	\$102,307
<b>AID FROM OTHER GOVERNMENT AGENCIES:</b>				
State Auto Ins. Fraud (9502)	\$14,482	\$0	\$39,217	\$39,217
Women, Infants & Children-WIC (9538)	0	0	18,950	\$18,950
State Narcotics & Drug (9547)	0	0	80,000	80,000
Fed Aide for Contr - Other (9617)	32,263	54,773	54,773	0
Fed - Other Fed Grants (9678)	30,325	0	39,338	39,338
Aid From Other Government Agencies (9746)	366,575	164,741	415,833	251,092
Sub-Total	\$443,645	\$219,514	\$648,111	\$437,062
<b>CURRENT SERVICES:</b>				
Recording Fee - Modernization (9865)	\$0	\$0	\$52,772	\$52,772
Trauma - Health Fees (9888)	0	0	7,200	7,200
Sub-Total	\$0	\$0	\$59,972	\$59,972
<b>OTHER REVENUE:</b>				
Other Miscellaneous (9995)	\$20,297	\$0	\$71,852	\$71,852
Sub-Total	\$20,297	\$0	\$71,852	\$71,852
<b>OTHER FINANCING SOURCES:</b>				
Operating Transfer From Asset ForFtr (9816)	\$36,000	\$36,000	\$5,612	\$(30,388)
Sub-Total	\$36,000	\$36,000	\$5,612	\$(30,388)
<b>EXPENDITURE TRANSFER AND REIMBURSEMENT:</b>				
Road Fund (5682)	\$167,659	\$155,141	\$289,000	\$133,859
APCD (5683)	224,011	226,000	248,750	22,750
Internal Service Fund (5686)	66,392	67,500	72,000	4,500
Airport Enterprise Fund (5687)	15,500	0	0	0
Liquid Waste Enterprise Fund (5688)	94,682	93,860	115,350	21,490
Transit Enterprise Fund (5689)	22,779	25,270	0	(25,270)
Solid Waste Enterprise Fund (5690)	179,424	929,330	46,150	(883,180)
Library Fund (5693)	550,344	585,202	561,882	(23,320)
Cost Applied-Excess Cost (5998)	(1,815)	0	0	0
Sub-Total	\$1,318,976	\$2,082,303	\$1,333,132	\$(749,171)
<b>Total</b>	<b>\$3,536,551</b>	<b>\$4,264,324</b>	<b>\$4,384,272</b>	<b>\$128,413</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>	<b>\$8,422,854</b>	<b>\$9,155,441</b>	<b>\$8,443,039</b>	<b>\$(712,402)</b>
Sub-Total	\$8,422,854	\$9,155,441	\$8,443,039	\$(712,402)
<b>Total</b>	<b>\$8,422,854</b>	<b>\$9,155,441</b>	<b>\$8,443,039</b>	<b>\$(712,402)</b>

**EXPLANATION/COMMENT ON PROGRAM REVENUES:**

For FY91-92, revenue actuals, including costs applied, are \$727,773 below the budgeted level due primarily to the purchase rather than lease of the new Solid Waste Ridgehaven office facility and to delays in securing courthouse leases. For FY92-93, revenue and cost applied projections are \$128,413 above the FY91-92 budgeted level. Increases are anticipated in Account 9177, Criminal Justice Facilities (\$236,779) and Account 9746, Aid from Other Government Agencies (\$251,092). Increases in Account 9210, Rents and Concessions (\$102,307) will occur due to COLA adjustments and to the transfer of the new vending machine program revenue from the Real Property Program budget.

COUNTYWIDE RENTS & LEASES  
SUMMARY OF EXISTING RENTS AND LEASES  
ADOPTED FY92-93

DEPARTMENT	FY91-92 ADOPTED COST	FY92-93 ADOPTED COST	INCREASE/ (DECREASE)	FY92-93 ADOPTED REV/COST APP	FY92-93 ADOPTED NET COST
AGRICULTURE	26,316	28,000	1,684	0	28,000
AIR POLLUTION CONTROL	226,000	248,750	22,750	248,750	0
ALTERNATE DEFENSE COUNSEL	87,000	71,800	(15,200)	25,800	46,000
ALTERNATE PUBLIC DEFENDER	196,656	194,025	(2,631)	0	194,025
ANIMAL CONTROL	96,500	96,500	0	0	96,500
ASSESSOR	423,500	465,397	41,897	0	465,397
AUDITOR AND CONTROLLER	34,632	0	(34,632)	0	0
CAO	178,336	55,196	(123,140)	0	55,196
COUNTY CLERK	15,560	0	(15,560)	0	0
COUNTY COUNSEL	198,500	160,000	(38,500)	0	160,000
DISTRICT ATTORNEY	1,401,700	1,629,075	227,375	150,407	1,478,668
GENERAL GOVERNMENT	920,000	951,500	31,500	984,123	(32,623)
GENERAL SERVICES	164,700	180,091	15,391	48,791	131,300
HEALTH SERVICES	1,817,087	2,114,864	297,777	488,983	1,625,881
HOUSING & COMMUNITY DEVELOPMENT	84,800	0	(84,800)	0	0
HUMAN RESOURCES	168,000	174,000	6,000	0	174,000
INFORMATION SERVICES	91,600	92,276	676	7,200	85,076
LIBRARY	599,002	576,382	(22,620)	561,882	14,500
MARSHAL	24,000	26,400	2,400	24,900	1,500
MUNICIPAL COURT NORTH COUNTY	350,000	344,565	(5,435)	344,565	0
MUNICIPAL COURT SAN DIEGO	400,610	113,670	(286,940)	113,670	0
PARKS & RECREATION	2,101	2,012	(89)	0	2,012
PLANNING & LAND USE	182,000	183,500	1,500	0	183,500
PROBATION	1,227,700	1,155,848	(71,852)	0	1,155,848
PUBLIC DEFENDER	1,396,257	1,406,700	10,443	0	1,406,700
PUBLIC WORKS ROAD FUND	420,700	450,500	29,800	450,500	0
PUBLIC WORKS SOLID WASTE ENTERPRISE FUND	769,900	0	(769,900)	0	0
PUBLIC WORKS AIRPORTS ENTERPRISE FUND	13,000	0	(13,000)	0	0
PUBLIC WORKS SPECIAL DISTRICTS	1	0	(1)	0	0
RECORDER/COUNTY CLERK	0	52,772	52,772	52,772	0
REVENUE & RECOVERY	224,000	233,500	9,500	0	233,500
SHERIFF	988,551	888,944	(99,607)	132,385	756,559
SUPERIOR COURT	691,056	931,044	239,988	749,544	181,500
<b>TOTAL</b>	<b>13,419,765</b>	<b>12,827,311</b>	<b>(592,454)</b>	<b>4,384,272</b>	<b>8,443,039</b>
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Revised 10/28/92

COUNTY-WIDE RENTS & LEASES  
FY92-93 ADOPTED RENTS & LEASES

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY91-92 ADOPTED COST	FY92-93 ADOPTED COST	INCREASE/ (DECREASE)	FY92-93 ADOPTED REV/COST APP	FY92-93 ADOPTED NET COST
AGRICULTURE/WTS&MS	PL4003	VISTA OFFICE	26,316	28,000	1,684	0	28,000
TOTAL AGRICULTURE			26,316	28,000	1,684	0	28,000
AIR POLLUTION CONTROL	PL4216	KEARNY MESA OFFICE	226,000	248,750	22,750	248,750	0
TOTAL AIR POLL. CTRL	**		226,000	248,750	22,750	248,750	0
ALTERNATE DEFENSE COUNS.	PL4380	INDIGENT CONFLICT ADM.	44,000	46,000	2,000	0	46,000
	PL4380	SMALL CLAIMS	43,000	25,800	(17,200)	25,800	0
TOTAL ALT. DEF. COUNSEL	*		87,000	71,800	(15,200)	25,800	46,000
ALTERNATE PUBLIC DEFENDR	PL4375	CONFLICT KEARNY MESA	72,500	75,000	2,500	0	75,000
	PL4392	CONFLICT N. COUNTY	12,300	12,525	225	0	12,525
	PL4375	KEARNY MESA	5,356	0	(5,356)	0	0
	PL4419	CONFLICT DOWNTOWN	106,500	106,500	0	0	106,500
TOTAL ALT. PUBLIC DEFENDER			196,656	194,025	(2,631)	0	194,025
ANIMAL CONTROL	PL2021	N. COUNTY ANIMAL SHLT	96,500	96,500	0	0	96,500
	PL4075	CENTRAL SHELTER	0	0	0	0	0
TOTAL ANIMAL CONTROL			96,500	96,500	0	0	96,500
ASSESSOR	PL4206	KEARNY MESA OFFICE	116,500	143,500	27,000	0	143,500
	PL4333	EL CAJON OFFICE	32,500	32,500	0	0	32,500
	PL4345	ESCONDIDO OFFICE	72,000	76,397	4,397	0	76,397
	PL4347	CARLSBAD OFFICE	50,500	53,000	2,500	0	53,000
	PL4404	SO. BAY CT. EXPANSION	152,000	160,000	8,000	0	160,000
TOTAL ASSESSOR			423,500	465,397	41,897	0	465,397
CAO	PL4306	1ST DIST FLD OFF-SO. BAY	0	0	0	0	0
	PL4350	VETERANS AFFAIRS OFF	30,500	30,500	0	0	30,500
	PL4421	HUMAN RELATIONS COMM.	26,000	24,696	(1,304)	0	24,696
	PL4428	CITIZENS LAW ENF. REVIEW	121,836	0	(121,836)	0	0
TOTAL CAO			178,336	55,196	(123,140)	0	55,196

\* REVENUE

\*\* COST APPLIED

COUNTY-WIDE RENTS & LEASES  
FY92-93 ADOPTED RENTS & LEASES

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DEPARTMENT	CONTROL		FY91-92	FY92-93	INCREASE/ (DECREASE)	FY92-93	FY92-93
	NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST		ADOPTED REV/COST APP	ADOPTED NET COST
COUNTY CLERK	PLCCHS	HOTEL SAN DIEGO	15,560	0	(15,560)	0	0
TOTAL COUNTY CLERK			15,560		(15,560)	0	0
COUNTY COUNSEL	PL4206	KEARNY MESA OFFICE	198,500	160,000	(38,500)	0	160,000
TOTAL COUNTY COUNSEL			198,500	160,000	(38,500)	0	160,000
DISTRICT ATTORNEY	PL0358	COURTHOUSE PARKING	38,200	36,168	(2,032)	0	36,168
	PL4329	DTOWN OFF BLDG WELLS F	1,004,500	1,100,000	95,500	0	1,100,000
	PL4329	DTOWN ADDED SP WELLS F	31,500	39,217	7,717	39,217	0
	PL4363	FILE ROOM CENTRE CITY	42,500	44,500	2,000	0	44,500
	PL4414	NORTH COUNTY	285,000	298,000	13,000	0	298,000
	PL4418	JUDGE UNIT - VISTA	0	39,338	39,338	39,338	0
	PL4445	REGIONAL AUTO THEFT TE	0	71,852	71,852	71,852	0
TOTAL DISTRICT ATTORNEY *			1,401,700	1,629,075	227,375	150,407	1,478,668
GENERAL GOVERNMENT	LEASES	REVENUE LEASES				984,123	(984,123)
	PLCOCL	COC ANNEX GROUND LEAS	0	31,500	31,500	0	31,500
	PL4379	MILLS BLDG OP. EXPENSES	920,000	920,000	0	0	920,000
TOTAL GENERAL GOV'T *			920,000	951,500	31,500	984,123	(32,623)
GENERAL SERVICES	PLDESC	DESCANSO GARAGE	0	7,200	7,200	0	7,200
	PL0390	SANTEE GARAGE	67,000	70,600	3,600	0	70,600
	PL2025	LEMON GROVE GARAGE	7,200	0	(7,200)	0	0
	PL4216	TRACOR SUBLEASE	38,500	48,791	10,291	48,791	0
	PL4316	CENTRAL RECS STORAGE	52,000	53,500	1,500	0	53,500
TOTAL GENERAL SERVICES *			164,700	180,091	15,391	48,791	131,300
HEALTH SERVICES	PLLWIC	VISTA WIC	0	10,700	10,700	10,700	0
	PLSTWD	SOUTHWOOD HOSPITAL	0	80,000	80,000	80,000	0
	PL4043	ALCOHOL DETOX CENTER	69,000	176,880	107,880	0	176,880
	PL4086	MENTAL HEALTH - ESCON	60,500	54,500	(6,000)	0	54,500
	PL4217	MTL HLTH CLINIC EL CAJO	183,800	131,000	(52,800)	0	131,000
	PL4245	LOMA PORTAL HLTH SVC	196,296	130,000	(66,296)	0	130,000
	PL4296	HEALTH SVCS - VISTA	41,000	0	(41,000)	0	0
	PL4335	UCSD MENTAL HLT PRKNG	10,000	10,000	0	0	10,000
	PL4344	CONREP	53,500	56,500	3,000	0	56,500
	PL4365	LOMA PORTAL EXPANSN	59,100	61,000	1,900	0	61,000
	PL4370	CENTRAL CLINIC	321,500	335,000	13,500	0	335,000

\* REVENUE

\*\* COST APPLIED



COUNTY-WIDE RENTS & LEASES  
FY92-93 ADOPTED RENTS & LEASES

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HEALTH (CONT'D)	CONTROL		FY91-92	FY92-93	INCREASE/	FY92-93	FY92-93
DEPARTMENT	NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST	(DECREASE)	ADOPTED REV/COST APP	ADOPTED NET COST
	PL4371	LOMA PORTAL ANNEX	29,500	31,000	1,500	0	31,000
	PL4373	N. COUNTY ENVIR HLTH	371,550	369,500	(2,050)	0	369,500
	PL4384	CLAIREMONT HOSP. PARKN	13,100	13,000	(100)	0	13,000
	PL4399	ENVIRN HEALTH EL CAJON	179,000	186,000	7,000	0	186,000
	PL4408	VECTOR CONTROL - TOPAZ	121,741	390,033	268,292	390,033	0
	PL4423	LOMA PORTAL II-C&A SVCS	107,500	71,500	(36,000)	0	71,500
	PL4436	VISTA WIC (TEMP)	0	8,250	8,250	8,250	0
	PL4440	SELPA TRAILER	0	1	1	0	1
TOTAL HEALTH SERVICES *			1,817,087	2,114,864	297,777	488,983	1,625,881
HOUSING & COMMUNITY DEV.	PLRFRD	3989 RUFFIN ROAD	70,000	0	(70,000)	0	0
	PL4291	HCD ADMIN OFFICE	14,800	0	(14,800)	0	0
TOTAL HOUSING & COMM. DEV			84,800	0	(84,800)	0	0
HUMAN RESOURCES	PL4324	RISK MANAGEMENT	168,000	174,000	6,000	0	174,000
INFORMATION SERVICES	PXXXXX	O'SIDE RADIO SANCTL-MO	0	0	0	0	0
	PXXXXX	SDG&E BLDG SANCONTEL	0	0	0	0	0
	PXXXXX	MT. WOODSON RADIO	0	0	0	0	0
	PXXXXX	RAINBOW PEAK RADIO	0	0	0	0	0
	PLBORR	BORREGO RADIO	0	3,000	3,000	3,000	0
	PLDUSA	UCSD SANCNTL ANTENNA	24,000	20,000	(4,000)	0	20,000
	PLFBDR	FALLBROOK DELUZ RADIO	1,200	1,200	0	0	1,200
	PLSMGL	SAN MIGUEL EMERG MED	0	4,200	4,200	4,200	0
	PL0300	DICKINSON RADIO SITE	0	0	0	0	0
	PL1904	MONUMENT PEAK RADIO	500	233	(267)	0	233
	PL1905	LYONS PEAK RADIO	500	180	(320)	0	180
	PL1908	LOS PINOS PEAK RADIO	200	180	(20)	0	180
	PL1909	SAN MIGUEL MT. (25023)	4,700	4,200	(500)	0	4,200
	PL1909	SAN MIGUEL MT. (21228)	12,700	12,672	(28)	0	12,672
	PL1909	SAN MIGUEL-SCNTL(25708)	10,300	9,500	(800)	0	9,500
	PL1909	SAN MIGUEL MT (30171)	3,500	3,360	(140)	0	3,360
	PL2004	VALLEY CENTER RADIO	100	100	0	0	100
	PL4108	MT CUYAMACA RADIO	0	1	1	0	1
	PL4312	TECATE PEAK RADIO	100	60	(40)	0	60
	PL4337	COWLES MTN.	2,100	2,200	100	0	2,200
	PL4339	SN MIGUEL ANTENNA(2374	19,200	19,140	(60)	0	19,140
	PL4339	SAN MIGUEL-SHER(28952)	4,700	4,200	(500)	0	4,200
	PL4341	SHARP CABRILLO HOSPITA	1,800	1,800	0	0	1,800
	PL4377	HUBBARD HILL RADIO	400	350	(50)	0	350
	PL4413	SAN MARCOS PEAK	2,500	2,600	100	0	2,600
	PL4435	MT SOLEDAD	3,100	3,100	0	0	3,100
TOTAL INFORMATION SVCS *			91,600	92,276	676	7,200	85,076

\* REVENUE

\*\* COST APPLIED

COUNTY-WIDE RENTS & LEASES  
FY92-93 ADOPTED RENTS & LEASES

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DEPARTMENT	CONTROL NUMBER	FACILITY NAME	FY91-92 ADOPTED COST	FY92-93 ADOPTED COST	INCREASE/ (DECREASE)	FY92-93 ADOPTED REV/COST APP	FY92-93 ADOPTED NET COST
LIBRARY	PL2077	DEL MAR BRANCH	1	1	0	1	0
	PL4010	VALLEY CENTER BRANCH	13,500	13,500	0	13,500	0
	PL4028	BORREGO BRANCH	5,500	5,300	(200)	5,300	0
	PL4050	RANCHO SANTA FE	22,000	22,500	500	22,500	0
	PL4084	LA MESA PARKING	1	1	0	1	0
	PL4127	DESCANSO BRANCH (MOA)	0	0	0	0	0
	PL4133	CASA DE ORO BRANCH	25,500	26,900	1,400	26,900	0
	PL4134	SPRING VALLEY BRANCH	35,000	35,400	400	35,400	0
	PL4172	CAMPO BRANCH	2,800	2,950	150	2,950	0
	PL4173	POTRERO BRANCH	5,200	5,300	100	5,300	0
	PL4174	POWAY BRANCH	43,500	45,500	2,000	45,500	0
	PL4202	PINE VALLEY BRANCH	16,400	11,800	(4,600)	11,800	0
	PL4231	JACUMBA BRANCH	2,300	2,400	100	2,400	0
	PL4236	ALPINE BRANCH	15,500	15,900	400	15,900	0
	PL4244	BONITA BRANCH	26,200	41,580	15,380	41,580	0
	PL4249	CREST BRANCH	5,300	5,550	250	5,550	0
	PL4251	LEMON GROVE	40,300	40,300	0	40,300	0
	PL4303	SOLANA BEACH BRANCH	64,400	86,000	21,600	86,000	0
	PL4319	CARDIFF BRANCH	45,000	44,500	(500)	44,500	0
	PL4322	SAN MARCOS BRANCH	66,000	68,000	2,000	68,000	0
	PL4325	SANTEE BRANCH	89,000	88,500	(500)	88,500	0
	PL4378	EL CAJON BRANCH RPL	61,800	0	(61,800)	0	0
	PL4400	ADULT LITERARY PROGRAM	13,800	14,500	700	0	14,500
TOTAL LIBRARY	**		599,002	576,382	(22,620)	561,882	14,500
MARSHAL	PL0090	DOWNTOWN PARKING	1,500	1,500	0	0	1,500
	PL4373	SAN MARCOS MUNI CT	22,500	24,900	2,400	24,900	0
TOTAL MARSHAL	*		24,000	26,400	2,400	24,900	1,500
MUNI CT NO. COUNTY	PL4373	SAN MARCOS MUNI CT	350,000	344,565	(5,435)	344,565	0
TOTAL MUNI CT NO. COUNT *			350,000	344,565	(5,435)	344,565	0
MUNI CT SAN DIEGO	PLSDCD	DOWNTOWN CIVIL DIV.	186,166	0	(186,166)	0	0
	PLMCNS	HOTEL SAN DIEGO NEW SP	24,480	0	(24,480)	0	0
	PL4376	HOTEL SAN DIEGO	127,794	0	(127,794)	0	0
	PL4427	MUNI SATELLITE CLEVELAN	62,170	62,170	0	62,170	0
	PL4429	1ST NAT'L BANK W."A" ST.	0	51,500	51,500	51,500	0
TOTAL MUNI CT SAN DIEGO *			400,610	113,670	(286,940)	113,670	0
PARKS & RECREATION	PL0015	OAK OASIS PARK	1,000	800	(200)	0	800
	PL1900	AGUA CALIENTE SPRGS	1,100	12	(1,088)	0	12
	PL2064	OTAY COMM CENTER - MO	0	0	0	0	0

\* REVENUE

\*\* COST APPLIED

COUNTY-WIDE RENTS & LEASES  
FY92-93 ADOPTED RENTS & LEASES

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DEPARTMENT	CONTROL		FY91-92	FY92-93	INCREASE/ (DECREASE)	FY92-93	FY92-93
	NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST		ADOPTED REV/COST APP	ADOPTED NET COST
PARKS (CONT'D)	PL4000	LAKE JENNINGS PARK-MOA	0	0	0	0	0
	PL4053	SOUTH BAY MARINE STY	1	1,200	1,199	0	1,200
	PL4263	HERITAGE PARK - MOA	0	0	0	0	0
	PL4330	SAN ELIZO NATURAL CTR	0	0	0	0	0
	PLXXX1	BLM PARCELS - MOA	0	0	0	0	0
TOTAL PARKS & RECREATION			2,101	2,012	(89)	0	2,012
PLANNING & LAND USE	PL4293	SAN MARCOS OFFICE	77,500	79,000	1,500	0	79,000
	PL4387	DPLU KEARNY MESA	104,500	104,500	0	0	104,500
TOTAL PLANNING/LAND USE			182,000	183,500	1,500	0	183,500
PROBATION	PL1906	WESTFORK	1,300	1,300	0	0	1,300
	PL4110	BARRETT LAKE CAMP	2,400	2,400	0	0	2,400
	PL4178	ADULT SUPR. OHIO ST.	309,500	327,648	18,148	0	327,648
	PL4267	ASH ST.	192,000	78,000	(114,000)	0	78,000
	PL4405	SO. BAY COURT EXPAN.	294,500	311,500	17,000	0	311,500
	PL4416	JUVENILE - EL CAJON	100,000	104,000	4,000	0	104,000
	PL4422	ADULT - EL CAJON	328,000	331,000	3,000	0	331,000
TOTAL PROBATION			1,227,700	1,155,848	(71,852)	0	1,155,848
PUBLIC DEFENDER	PL4367	EAST COUNTY OFFICE	81,000	83,000	2,000	0	83,000
	PL4368	DOWNTOWN OFFICE	513,500	533,000	19,500	0	533,000
	PL4369	NO. COUNTY OFFICE	171,500	182,500	11,000	0	182,500
	PL4375	KEARNY MESA OFFICE	314,757	270,500	(44,257)	0	270,500
	PL4403	SOUTH BAY OFFICE	282,500	300,500	18,000	0	300,500
	PLPKPD	PARKING DOWNTOWN	33,000	37,200	4,200	0	37,200
TOTAL PUBLIC DEFENDER			1,396,257	1,406,700	10,443	0	1,406,700
PUBLIC WORKS ROAD FUND	PL3506	MONTE VISTA	1,200	0	(1,200)	0	0
	PL4340	RUFFIN RD OFFICE	368,500	396,000	27,500	396,000	0
	PL4381	KEARNY MESA TRANS OPS	51,000	54,500	3,500	54,500	0
TOTAL PUB. WORKS RD FN **			420,700	450,500	29,800	450,500	0
PUB WORKS SOLID WASTE ENT	PL1342	BIN SITE OCOTILLO	600	0	(600)	0	0
	PL2003	BIN SITE-VALLECITO - MOA	0	0	0	0	0
	PL2056	SYCAMORE LANDFILL	5,450	0	(5,450)	0	0
	PL5002	BIN SITE - RANCHITA	2,400	0	(2,400)	0	0
	PL5009	BIN SITE - PALOMAR	0	0	0	0	0
	PL5018	OTAY DISPOSAL SITE	8,300	0	(8,300)	0	0
	PL5019	BIN SITE JULIAN - MOA	0	0	0	0	0
	PL5100	BIN SITE - SUNSHINE	1,500	0	(1,500)	0	0

\* REVENUE

\*\* COST APPLIED

COUNTY-WIDE RENTS & LEASES  
 FY92-93 ADOPTED RENTS & LEASES

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PW SW (CONT'D)	CONTROL		FY91-92	FY92-93		FY92-93	FY92-93
DEPARTMENT	NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST	INCREASE/ (DECREASE)	ADOPTED REV/COST APP	ADOPTED NET COST
	PL5260	SYCAMORE RECYCLING	3,100	0	(3,100)	0	0
	PLSWKM	SOLID WSTE KEARNY MESA	748,550	0	(748,550)	0	0
TOTAL PW SOLID WSTE ENT FD			769,900	0	(769,900)	0	0
PUB WORKS AIRPORTS ENT F	PL4437	GILLESPIE AMBROSIA	13,000	0	(13,000)	0	0
PUBLIC WORKS SPECIAL DIST.	PL4385	SAN PASQUAL FIRE DEPT	1	0	(1)	0	0
RECORDER/COUNTY CLERK	PLRCDR	NORTH COUNTY	0	52,772	52,772	52,772	0
REVENUE & RECOVERY	PL4404	SO BAY COURT EXPAN.	119,000	125,500	6,500	0	125,500
	PL4416	EL CAJON	105,000	108,000	3,000	0	108,000
TOTAL REV. & REC.			224,000	233,500	9,500	0	233,500
SHERIFF	PL0090	FRONT & B PARKING	19,000	20,400	1,400	0	20,400
	PL2009	EMERG. SHELTER GILLE	10,500	10,500	0	0	10,500
	PL2028	NAVAL AIR RANGE REPL	1	1	0	0	1
	PL2031	AVIATION FACILITY	26,300	27,900	1,600	0	27,900
	PL2058	DULZURA LOT RENTAL	250	250	0	0	250
	PL4090	FALLBROOK SUBSTATION	17,500	17,500	0	0	17,500
	PL4101	JULIAN SUBSTATION	11,000	11,000	0	0	11,000
	PL4128	BORREGO SPRINGS SUB	3,000	2,800	(200)	0	2,800
	PL4132	FORENSIC LAB	213,500	219,000	5,500	0	219,000
	PL4216	RESERVES-CHESAPEAKE	29,500	2,450	(27,050)	0	2,450
	PL4220	PINE VALLEY SUBSTATION	9,000	9,100	100	450	8,650
	PL4230	POWAY SUBSTATION	61,500	62,500	1,000	0	62,500
	PL4290	VALLEY CENTER STATION	6,500	5,200	(1,300)	0	5,200
	PL4300	IMPERIAL BEACH SUBSTA	17,500	17,800	300	0	17,800
	PL4307	ALPINE SUBSTATION	33,500	34,481	981	0	34,481
	PL4308	LEMON GROVE SUBSTA	92,500	93,500	1,000	0	93,500
	PL4318	INTERNAL AFFAIRS	66,500	5,612	(60,888)	5,612	0
	PL4327	RANCHITA LOT RENTAL	1,000	350	(650)	0	350
	PL4331	CARLSBAD STATION	81,500	56,000	(25,500)	54,323	1,677
	PL4349	REGIONAL INVEST FAC	214,500	214,000	(500)	0	214,000
	PL4366	JAIL STORES	67,500	72,000	4,500	72,000	0
	PL4395	PARKING KURTZ STREET	6,500	6,600	100	0	6,600
TOTAL SHERIFF			988,551	888,944	(99,607)	132,385	756,559
SUPERIOR COURT	PL4333	EL CAJON	75,500	75,500	0	0	75,500
	PL4355	GRAND JURY	102,600	105,500	2,900	0	105,500
	PL4372	MTL HEALTH COUNS-SD	102,000	105,500	3,500	105,000	500

\* REVENUE

\*\* COST APPLIED

COUNTY-WIDE RENTS & LEASES  
 FY92-93 ADOPTED RENTS & LEASES

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SUPERIOR CT (CONT'D) DEPARTMENT	CONTROL NUMBER FACILITY NAME	FY91-92 ADOPTED COST	FY92-93 ADOPTED COST	INCREASE/ (DECREASE)	FY92-93 ADOPTED REV/COST APP	FY92-93 ADOPTED NET COST
	PL4374 FURNITURE STORAGE	13,500	14,000	500	14,000	0
	PL4376 HOTEL SAN DIEGO (SUP CT	397,456	0	(397,456)	0	0
	PL4439 TEMP CTS - HOME SAVINGS	0	595,684	595,684	595,684	0
	PL4430 CHAMBER BLDG	0	27,390	27,390	27,390	0
	PL4442 MISSION VALLEY	0	7,470	7,470	7,470	0
<b>TOTAL SUPERIOR COURT</b>	*	691,056	931,044	239,988	749,544	181,500
<hr/>						
<b>COUNTYWIDE TOTALS</b>		13,385,133	12,827,311	(557,822)	4,384,272	8,443,039
=====						

\* REVENUE

\*\* COST APPLIED

Revised 10/28/92

COUNTY-WIDE RENTS & LEASES  
ADOPTED FY92-93 RENTS & LEASES  
LEASES OUTSIDE OF RENTS & LEASES BUDGET  
SUMMARY

	FY91-92 ADOPTED COST	FY92-93 ADOPTED COST	INCREASE/ (DECREASE)	FY92-93 ADOPTED REV/COST APP	FY92-93 ADOPTED NET COST
AREA AGENCY ON AGING	48,500	303,080	254,580	242,468	60,612
HEALTH SERVICES	135,500	155,020	19,520	14,520	140,500
PUBLIC WORKS AIRPORTS ENTERPRISE FUND	0	24,000	24,000	24,000	0
PUBLIC WORKS ROAD FUND	0	2,400	2,400	2,400	0
PUBLIC WORKS SANITATION DISTRICT	51,200	10,200	(41,000)	10,200	0
PUBLIC WORKS SOLID WASTE ENTERPRISE FUND	0	17,682	17,682	17,682	0
PUBLIC WORKS SPECIAL DISTRICT	0	100	100	100	0
SOCIAL SERVICES	7,213,399	7,850,440	637,041	5,878,372	1,972,068
<b>TOTAL LEASES OUTSIDE RENTS &amp; LEASES BUDGET</b>	<b>7,448,599</b>	<b>8,362,922</b>	<b>914,323</b>	<b>6,189,742</b>	<b>2,173,180</b>
	=====	=====	=====	=====	=====
<b>TOTAL - ALL COUNTY LEASES</b>	<b>20,868,364</b>	<b>21,190,233</b>	<b>321,869</b>	<b>10,574,014</b>	<b>10,616,219</b>
	=====	=====	=====	=====	=====

Run Date: 10/28/92

COUNTY-WIDE RENTS & LEASES  
 FY92-93 ADOPTED RENTS & LEASES  
 LEASES OUTSIDE OF RENTS & LEASES BUDGET

DEPARTMENT	CONTROL		FY91-92	FY92-93	INCREASE/ (DECREASE)	FY92-93	FY92-93
	NUMBER	FACILITY NAME	ADOPTED COST	ADOPTED COST		ADOPTED REV/COST APP	ADOPTED NET COST
AREA AGENCY ON AGING	PL4408	TOPAZ	48,500	303,080	254,580	242,468	60,612
TOTAL AAA			48,500	303,080	254,580	242,468	60,612
HEALTH SERVICES	PL4394	ADMIN MEDICUS	135,500	140,500	5,000	0	140,500
	PL1700	SOLANA BCH PARAMEDICS	0	14,520	14,520	14,520	0
TOTAL HEALTH SERVICES			135,500	155,020	19,520	14,520	140,500
PUB WORKS AIRPORTS ENT F	PL4437	GILLESPIE AMBROSIA	0	24,000	24,000	24,000	0
TOTAL AIRPORTS ENT FUND			0	24,000	24,000	24,000	0
PUBLIC WORKS ROAD FUND	PL3506	MONTE VISTA	0	2,400	2,400	2,400	0
TOTAL PUBLIC WORKS RD FUND			0	2,400	2,400	2,400	0
PUB WORKS SANITATION DIST	PL9120	PUMP STATION-CARDIFF	1,200	1,200	0	1,200	0
	PL9390	PINE VALLEY SANI DIST.	50,000	9,000	(41,000)	9,000	0
TOTAL PUBLIC WORKS SANITATION DIST			51,200	10,200	(41,000)	10,200	0
PUB WORKS SOLID WSTE ENT	PL1342	BIN SITE OCOTILLO	0	600	600	600	0
	PL2003	BIN SITE-VALLECITO - MOA	0	0	0	0	0
	PL2056	SYCAMORE LANDFILL	0	5,450	5,450	5,450	0
	PL5002	BIN SITE - RANCHITA	0	2,400	2,400	2,400	0
	PL5009	BIN SITE PALOMAR	0	120	120	120	0
	PL5018	OTAY DISPOSAL SITE	0	4,500	4,500	4,500	0
	PL5019	BIN SITE JULIAN - MOA	0	12	12	12	0
	PL5100	BIN SITE - SUNSHINE	0	1,500	1,500	1,500	0
	PL5260	SYCAMORE RECYCLING	0	3,100	3,100	3,100	0
TOTAL PW SOLID WASTE ENT. FD			0	17,682	17,682	17,682	0
PUB WORKS SPECIAL DIST.	PL4385	SAN PASQUAL FIRE DEPT	0	0	0	0	0
	PLRADI	RINCON RADIO	0	100	100	100	0
TOTAL PUB WORKS SPECIAL DIST			0	100	100	100	0
SOCIAL SERVICES	PL4299	OCEANSIDE EXPANSION	616,197	782,000	165,803	625,600	156,400
	PLESCO	ESCONDIDO EXPANSION	0	299,140	299,140	147,790	151,350
	NEW1	5454 RUFFIN EXPANSION	216,000	0	(216,000)	0	0
	PL4382	HILLCREST RECNG ADJ	20,250	30,000	9,750	16,200	13,800
	PL4398	DIST OFFICE NORTHEAST	96,863	101,000	4,137	77,490	23,510

COUNTY-WIDE RENTS & LEASES  
 FY92-93 ADOPTED RENTS & LEASES  
 LEASES OUTSIDE OF RENTS & LEASES BUDGET

Page 2

SOCIAL SERVICES (Cont'd) DEPARTMENT	CONTROL NUMBER FACILITY NAME	FY91-92 ADOPTED COST	FY92-93 ADOPTED COST	INCREASE/ (DECREASE)	FY92-93 ADOPTED REV/COST APP	FY92-93 ADOPTED NET COST
	PL4379 FOOD STAMP MILLS BLD	11,212	8,000	(3,212)	8,969	(969)
	PL4386 TAYARI ADOPTIONS UNIT	44,323	47,000	2,677	35,458	11,542
	PL4272 JOB CLUB - OCEANVIEW	41,030	42,000	970	32,824	9,176
	PL4070 MISSION VALLEY OFFC	933,436	962,000	28,564	746,748	215,252
	PL4171 LOGAN HGHT DIST OFF	485,043	640,000	154,957	388,034	251,966
	PL4277 JOB CLUB CHULA VISTA	14,611	14,500	(111)	11,688	2,812
	PL4299 DIST OFFICE-OCEANSIDE	438,147	467,000	28,853	350,517	116,483
	PL4340 CPS 5454 RUFFIN	715,459	760,000	44,541	572,400	187,600
	PL4343 DIST OFFICE SO BAY	464,640	468,500	3,860	371,712	96,788
	PL4352 GAIN & ADULT SVCS	467,040	493,500	26,460	373,632	119,868
	PL4354 CPS ESCONDIDO	248,052	264,500	16,448	198,442	66,058
	PL4357 GAIN - ESCONDIDO	65,559	67,000	1,441	52,447	14,553
	PL4358 GAIN - DOWNTOWN 10TH A	168,484	177,000	8,516	134,787	42,213
	PL4359 GAIN - NORTHEAST	208,500	220,000	11,500	166,800	53,200
	PL4360 GAIN - EL CAJON ADULT	304,148	325,000	20,852	243,318	81,682
	PL4361 GAIN - OCEANSIDE	65,698	71,000	5,302	52,551	18,449
	PL4362 GAIN - BEECH - UPTOWN	201,147	212,000	10,853	160,917	51,083
	PL4383 DIST OFF LEMON GROVE	964,800	964,800	0	771,840	192,960
	PL4415 CPS CAMINO DEL RIO	422,760	434,500	11,740	338,208	96,292
TOTAL SOCIAL SERVICES		7,213,399	7,850,440	637,041	5,878,372	1,972,068
TOTAL - LEASES OUTSIDE RENTS & LEASES BUDGET		7,448,599	8,362,922	914,323	6,189,742	2,173,180



REVENUE AND RECOVERY

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Collections of Accounts Receivable	\$7,145,642	\$7,688,241	\$8,355,121	\$9,391,848	\$8,346,111	\$(1,045,737)	(11.1)
TOTAL DIRECT COST	\$7,145,642	\$7,688,241	\$8,355,121	\$9,391,848	\$8,346,111	\$(1,045,737)	(11.1)
PROGRAM REVENUE	(148,147)	(163,891)	(369,093)	(280,035)	(303,697)	(23,662)	8.5
NET GENERAL FUND COST	\$6,997,495	\$7,524,350	\$7,986,028	\$9,111,813	\$8,042,414	\$(1,069,399)	(11.7)
STAFF YEARS	237.00	239.24	237.15	245.00	242.00	(3.00)	(1.2)

DEPARTMENT OF REVENUE AND RECOVERY

DIRECTOR'S OFFICE	
Director, Revenue & Recovery	1.00
Assistant Director, Rev. & Rec.	1.00
Administrative Secretary III	<u>1.00</u>
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	5.00
Senior Cashier	1.00
Intermediate Account Clerk	24.00
Cashier	6.00 (7)
Intermediate Clerk Typist	<u>4.00</u>
	46.00
47 Positions - 46 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
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
Word Processing Operator	1.00
Mail Clerk Driver	<u>2.00</u>
	11.00
11 Positions - 11 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 I	1.00
Senior Clerk	1.00
Intermediate Account Clerk	3.00
Departmental Clerk	2.00
Intermediate Clerk Typist	<u>20.50 (22)</u>
	70.50
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	3.00
Revenue & Recovery Officer III	9.00
Revenue & Recovery Officer II	13.00
Revenue & Recovery Officer I	3.00
Revenue & Recovery Trainee	7.00
Intermediate Account Clerk	1.00
Intermediate Clerk Typist	<u>11.00</u>
	48.00
48 Positions - 48 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	5.00
Revenue & Recovery Officer I	4.00
Revenue & Recovery Officer Trainee	3.00
Intermediate Clerk Typist	7.00 (8)
Extra Help	<u>10.50 (45)</u>
	34.50
70 Positions - 34.50 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	3.00
Revenue & Recovery Officer II	9.00
Revenue & Recovery Officer I	3.00
Legal Procedures Clerk III	1.00
Legal Procedures Clerk II	2.00
Senior Account Clerk	1.00
Intermediate Account Clerk	2.00
Intermediate Clerk Typist	<u>6.00</u>
	29.00
29 Positions - 29 Staff Years	

PROGRAM: Collections of Accounts Receivable

DEPARTMENT: REVENUE AND RECOVERY

PROGRAM #: 81701  
MANAGER: Alex A. Martinez

ORGANIZATION #: 2600  
REFERENCE: 1992-93 Proposed Budget - Pg. 57-5

**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).

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$6,828,621	\$7,360,796	\$7,825,048	\$8,289,651	\$8,124,591	(2.0)
Services & Supplies	231,407	269,334	479,435	746,897	221,520	(70.3)
Other Charges	38,536	19,268	0	0	0	0.0
Fixed Assets	47,078	38,843	50,638	355,300	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$7,145,642</b>	<b>\$7,688,241</b>	<b>\$8,355,121</b>	<b>\$9,391,848</b>	<b>\$8,346,111</b>	<b>(11.1)</b>
<b>PROGRAM REVENUE</b>	<b>(148,147)</b>	<b>(163,891)</b>	<b>(369,093)</b>	<b>(280,035)</b>	<b>(303,697)</b>	<b>8.4</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$6,997,495</b>	<b>\$7,524,350</b>	<b>\$7,986,028</b>	<b>\$9,111,813</b>	<b>\$8,042,414</b>	<b>(11.7)</b>
<b>STAFF YEARS</b>	<b>237.00</b>	<b>239.24</b>	<b>237.15</b>	<b>245.00</b>	<b>242.00</b>	<b>(1.2)</b>

**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.

**1991-92 BUDGET TO ACTUAL COMPARISON**

Total Direct Costs for FY 1991-92 were \$1,036,727 under the budgeted amount. However, the total does not include purchases of equipment for the department's new computer system which were made late in the fiscal year and carried over to FY 1992-93. Actual revenues were \$89,058 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 1991-92 by more than \$7.8 million.

**1992-93 OBJECTIVES**

1. To collect a total of \$105 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.

**1992-93 SUB PROGRAM ACTIVITIES**

The activities of this program are summarized as follows:

1. Collections of Accounts Receivable [230 SY; E = \$8,070,835; R = \$303,697] 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 decreased by 9.00 staff years in FY 1992-93.
2. Indigency Screening [12.00 SY; E = \$275,276; 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 Funding was increased by 6.00 staff years and \$138,502 in order to fully fund this sub program.

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>CHARGES FOR CURRENT SERVICES:</b>				
Solid Waste Collection Fees	\$95,035	\$95,035	\$86,653	\$(8,382)
Child Support Collection and Return Check Fees	45,636	40,000	45,000	5,000
Adult Probation Restitution Administrative Fee	121,635	45,000	72,044	27,044
Sub-Total	\$262,306	\$180,035	\$203,697	\$23,662
<b>OTHER REVENUE:</b>				
Court Fees and Costs - Court Appointed Attorneys	100,001	100,000	100,000	0
Other Court Fines - General	4,630	0	0	
Return Check Fees	2,040	0	0	
Other Miscellaneous	116	0	0	0
Sub-Total	106,787	100,000	100,000	0
<b>Total</b>	<b>369,093</b>	<b>280,035</b>	<b>303,697</b>	<b>23,662</b>

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
<b>GENERAL FUND SUPPORT COSTS:</b>				
Sub-Total	7,986,028	9,111,813	8,042,414	(1,069,399)
<b>Total</b>	<b>\$7,986,028</b>	<b>\$9,111,813</b>	<b>\$8,042,414</b>	<b>\$(1,069,399)</b>

## EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1991-92 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 1991-92 due to a change in the administrative fee collection schedule.

For FY 1992-93, revenues for solid waste collection fees will decrease as a result of an decrease in the A-87 cost plan.

PERFORMANCE INDICATORS	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget
<b>ACTIVITY A:</b>					
Collections of Accounts Receivable					
<u>% OF RESOURCES:</u> 96.7%					
<u>WORKLOAD</u>					
County Receivable	\$166,344,000	\$183,623,000	\$142,886,000	\$195,000,000	\$160,000,000
IV-D Receivable	\$91,935,000	\$103,653,000	\$106,966,000	\$110,000,000	\$110,000,000
Ending Accounts (Number)	236,458	262,978	198,939	270,000	220,000
<u>EFFICIENCY</u>					
Unit Cost (Total Costs/Collections)	\$0.104	\$0.100	\$0.096	\$0.105	\$0.105
<u>EFFECTIVENESS</u>					
Collections	\$87,918,300	\$95,902,433	\$107,803,925	\$100,000,000	\$105,000,000
<b>ACTIVITY B:</b>					
Indigency Screening					
<u>% OF RESOURCES:</u> 3.3%					
<u>WORKLOAD</u>					
Indigency Financial Interviews	37,958	34,941	23,837	25,000	25,000
<u>EFFICIENCY</u>					
Interviews/Staff Year	5,422	5,134	5,297	4,167	2,083
<u>EFFECTIVENESS</u>					
Requests Screened Out	3,293	3,344	2,821	2,300	7,500

STAFFING SCHEDULE

Class	Title	1991-92 Budget Positions	1991-92 Budget Staff Yrs	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1991-92 Budget Cost	1992-93 Budget Cost
2144	Director, Rev. and Recovery	1	1.00	1	1.00	\$82,495	\$82,180
2226	Assistant Director, Rev. & Rec.	1	1.00	1	1.00	80,720	73,104
2369	Administrative Services Mgr II	1	1.00	1	1.00	54,957	54,747
0900	Division Chief, Rev. & Recovery	5	5.00	5	5.00	250,756	252,225
2304	Administrative Assistant I	1	1.00	1	1.00	34,836	35,270
2320	Personnel Aide	1	1.00	1	1.00	27,733	27,623
2328	Departmental Personnel Off. II	1	1.00	1	1.00	43,192	45,517
2430	Cashier	7	6.00	7	6.00	131,674	130,776
2469	Departmental EDP Coordinator	1	1.00	1	1.00	43,300	44,516
2475	Section Chief, Rev. & Recov.	10	10.00	9	9.00	403,204	357,777
2477	Revenue and Recovery Off. III	23	23.00	21	21.00	697,613	628,308
2478	Revenue and Recovery Off. I	15	15.00	14	14.00	357,400	336,711
2479	Revenue and Recovery Off. II	44	44.00	43	43.00	1,180,975	1,155,711
2483	Rev. & Recov. Officer Trainee	17	17.00	17	17.00	352,996	341,098
2493	Intermediate Account Clerk	31	31.00	31	31.00	611,991	619,824
2505	Senior Accountant	1	1.00	1	1.00	42,551	44,610
2510	Senior Account Clerk	7	7.00	6	6.00	167,924	143,694
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,157	25,056
2513	Senior Cashier	1	1.00	1	1.00	21,375	22,272
2525	Senior Systems Analyst	1	1.00	0	0.00	47,488	0
2660	Storekeeper I	1	1.00	1	1.00	22,580	22,489
2700	Intermediate Clerk Typist	52	49.50	51	48.50	955,651	943,106
2709	Departmental Clerk	2	2.00	2	2.00	29,124	29,914
2730	Senior Clerk	1	1.00	1	1.00	21,434	22,439
2745	Supervising Clerk	1	1.00	1	1.00	27,740	27,769
2758	Administrative Secretary III	1	1.00	1	1.00	30,900	30,774
2762	Legal Secretary I	1	1.00	1	1.00	26,582	23,014
2903	Legal Procedures Clerk I	1	1.00	1	1.00	21,416	21,339
2906	Legal Procedures Clerk III	3	3.00	2	2.00	78,986	54,454
2907	Legal Procedures Clerk II	3	3.00	3	3.00	71,228	68,753
3009	Word Processing Operator	1	1.00	1	1.00	23,834	23,739
3039	Mail Clerk Driver	2	2.00	2	2.00	39,969	41,139
5717	Senior Field Investigator	1	1.00	1	1.00	40,916	40,759
5719	Field Investigator	4	4.00	4	4.00	146,926	146,916
9999	Extra Help	45	4.50	45	10.50	75,000	203,500
<b>Total</b>		<b>289</b>	<b>245.00</b>	<b>280</b>	<b>242.00</b>	<b>\$6,270,623</b>	<b>\$6,121,123</b>
<b>Salary Adjustments:</b>						20,372	11,009
<b>Premium/Overtime Pay:</b>						4,770	4,770
<b>Employee Benefits:</b>						2,158,070	2,156,207
<b>Salary Savings:</b>						(164,184)	(168,518)
<b>Total Adjustments</b>						<b>\$2,019,028</b>	<b>\$2,003,468</b>
<b>Program Totals</b>		<b>289</b>	<b>245.00</b>	<b>280</b>	<b>242.00</b>	<b>\$8,289,651</b>	<b>\$8,124,591</b>

# MISCELLANEOUS



**CAPITAL**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget	% Change
Capital Outlay Fund	\$44,427,439	\$28,937,204	\$37,728,386	\$21,668,955	\$22,022,048	\$353,093	1.6
County Health Complex	3,262,191	3,107,513	9,612,259	4,723,885	4,263,928	(459,957)	(9.7)
Criminal Justice Facilities	40,663,849	63,927,530	31,576,708	10,317,217	9,634,206	(683,011)	(6.6)
<b>TOTAL DIRECT COST</b>	<b>\$88,353,479</b>	<b>\$95,972,247</b>	<b>\$78,917,353</b>	<b>\$36,710,057</b>	<b>\$35,920,182</b>	<b>\$(789,875)</b>	<b>(2.2)</b>
<b>PROGRAM REVENUE</b>	<b>(69,210,941)</b>	<b>(75,647,780)</b>	<b>(57,911,498)</b>	<b>(13,575,891)</b>	<b>(11,701,631)</b>	<b>1,874,260</b>	<b>(13.8)</b>
<b>NET GENERAL FUND COST</b>	<b>\$19,142,538</b>	<b>\$20,324,467</b>	<b>\$21,005,855</b>	<b>\$23,134,166</b>	<b>\$24,218,551</b>	<b>\$1,084,385</b>	<b>4.7</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

Note: The Capital Improvements Budget consists of the three 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: 1992-93 Proposed Budget - Pg. 16-5

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Lease/Purchase	\$14,517,899	\$14,671,400	\$14,722,138	\$15,242,769	\$15,519,566	1.8
Land Acquisition	6,900,993	5,604,576	12,200,799	175,000	665,000	280.0
Capital Projects	23,030,346	8,317,735	10,766,094	6,267,186	5,837,482	(6.9)
Less Reimbursements	(33,276)	(33,276)	(15,994)	(16,000)	(0)	(100.0)
Operating Transfers	11,477	376,769	55,349	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$44,427,439</b>	<b>\$28,937,204</b>	<b>\$37,728,386</b>	<b>\$21,668,955</b>	<b>\$22,022,048</b>	<b>1.6</b>
<b>PROGRAM REVENUE</b>	<b>(44,304,965)</b>	<b>(28,617,748)</b>	<b>(35,664,593)</b>	<b>(21,668,955)</b>	<b>(22,022,048)</b>	<b>1.6</b>
Fund Balance	(122,474)	(319,456)	(2,063,793)	(0)	(0)	(100.0)
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**1991-92 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 91-92. Examples are: Sweetwater Summit Campground (\$2 million), Claremont Hospital (\$3.7 million), Lakeside Community Center (\$.9 million).

## 1992-93 ADOPTED CAPITAL PROJECTS

ORG. 5490

Project #	Project Description	Funding Source	Funding Account	Adopted Cost	Adopted Revenue	Adopted Net Cost
<u>Lease-Purchase:</u>						
PP0085	Vista Regional Center (debt due thru FY07)	Gen Fund	9801	\$2,861,688	\$0	\$2,861,688
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	\$5,497,008	\$0	\$5,497,008
PP4379	MTS Towers (debt due thru FY20)	Gen Fund	9801	\$2,601,813	\$0	\$2,601,813
	AAA/Vector Control Bldg (debt due thru FY12)	Gen Fund	9801	\$315,558	\$0	\$315,558
<u>Land Acquisition:</u>						
KA2208	Lincoln Acres Park Site Acquisition	CDBG	9683	\$275,000	\$275,000	\$0
KA3010	Guajome Local Park	PLDO	9811	\$340,000	\$340,000	\$0
KA0071	Spring Valley Transit Cntr Land	TDA	9061	\$50,000	\$50,000	\$0
<u>Capital Projects - Parks</u>						
KN6913	Felicita Picnic Area	PLDO	9811	\$110,000	\$110,000	\$0
KN1313	Fallbrook Community Center Improv.	PLDO	9811	\$15,000	\$15,000	\$0
KN3011	Collier Youth Recreation Bldg.	CDBG	9683	\$192,500	\$192,500	\$0
KN3012	Collier Park Picnic Area	CDBG	9683	\$40,000	\$40,000	\$0
KN3013	Lincoln Acres Park Improvements	CDBG	9683	\$30,000	\$30,000	\$0
KN3014	Lincoln Acres Park Design	CDBG	9683	\$20,500	\$20,500	\$0
<u>Capital Projects - Public Works</u>						
KH0071	Spring Valley Transit Center	TDA	9061	\$350,000	\$350,000	\$0
KH0072	Southwestern College Transit Cntr	TDA	9061	\$250,000	\$250,000	\$0
KH0073	Grossmont College Transit Cntr	TDA	9061	\$700,000	\$700,000	\$0
KH3946	Chula Vista "E" St. Transit Cntr	TDA	9061	\$61,000	\$61,000	\$0
KH4249	Palomar College Transit Cntr	TDA	9061	\$500,000	\$500,000	\$0
		NCTD	9746	\$800,000	\$800,000	\$0
KH8764	CAC Trolley Station	TDA	9061	\$54,482	\$54,482	\$0
KH9629	Encinitas Transit Center	TDA	9061	\$800,000	\$800,000	\$0
		NCTD	9746	\$1,500,000	\$1,500,000	\$0
KH3001	Jamacha Water Drop Storage Tank	Road Fund	9802	\$18,000	\$18,000	\$0
KH3002	Ramona Water Drop Storage Tank	Road Fund	9802	\$18,000	\$18,000	\$0
KH3003	San Marcos Water Drop Storage Tank	Road Fund	9802	\$18,000	\$18,000	\$0
<u>Capital Projects - Library</u>						
KK1682	Lakeside Library Expansion	CDBG	9683	\$340,000	\$340,000	\$0
		Donations		\$20,000	\$20,000	\$0

### PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Adopted Budget	Change From 1991-92 Budget
State Aid Recreation (88 Bond Act)	\$12,596,745	\$1,350,000	\$0	(\$1,350,000)
Sales & Use Tax (TDA)	\$1,799,771	\$1,500,000	\$2,765,482	\$1,265,482
Federal Aid (CDBG)	\$289,843	\$181,800	\$898,000	\$716,200
Road Fund	\$404,061	\$627,386	\$54,000	(\$573,386)
Parkland Dedication (PLDO)	\$1,980,568	\$1,265,000	\$465,000	(\$800,000)
Aid From Other Gov't Agen (Vctr JPA)	\$212,733	\$18,000	\$2,300,000	\$2,282,000
State Aid - Narcotic/Drug Abuse	\$800,000	\$0	\$0	\$0
State Aid Local Agencies	\$0	\$0	\$20,000	\$20,000
State Aid Construction	\$595,000	\$1,000,000	\$0	(\$1,000,000)

**PROGRAM REVENUE BY SOURCE (cont'd)**

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Adopted Budget	Change From 1991-92 Budget
AB-189 Criminal Justice Fac.	\$35,484	\$0	\$0	\$0
CAL-ID Fund	\$7,461	\$0	\$0	\$0
Interest	\$106,652	\$0	\$0	\$0
Fed Aid Highways Const	\$1,193	\$0	\$0	\$0
Interfund Charges for Services - Gen Fd	\$356,161	\$0	\$0	\$0
Other - Misc Revenues	\$80,652	\$0	\$0	\$0
Aid from other Cities	\$0	\$500,000	\$0	(\$500,000)
Aid from JPA	\$6,302	\$0	\$0	\$0
SANCAL Reimbursement	\$2,928,176	\$0	\$0	\$0
Sale of Fixed Assets	\$472,674	\$0	\$0	\$0
General Fund Contribution	\$12,991,117	\$15,226,769	\$15,519,566	\$292,797
<b>TOTAL REVENUES</b>	<b>\$35,664,593</b>	<b>\$21,668,955</b>	<b>\$22,022,048</b>	<b>\$353,093</b>

**GENERAL FUND CONTRIBUTION DETAIL:**

	1991-92 Budget	1992-93 Adopted Budget	Change From 1991-92 Budget
Ramona Branch Library	\$62,500	\$0	(\$62,500)
Vista Regional Center	\$2,863,250	\$2,861,688	(\$1,563)
South Bay Regional Cntr	\$4,243,500	\$4,243,500	\$0
East Co. Regional Cntr	\$5,499,183	\$5,497,008	(\$2,176)
MTS Towers	\$2,311,615	\$2,601,813	\$290,198
AAA/Vector Control Bldg	\$246,721	\$315,558	\$68,837
<b>TOTAL GENERAL FUND CONTRIBUTION</b>	<b>\$15,226,769</b>	<b>\$15,519,566</b>	<b>\$292,797</b>

**EXPLANATION / COMMENT ON PROGRAM REVENUES:**

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY91-92 actuals DO NOT relate to the budgeted revenues for FY91-92. 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 from Area Agency on Aging, which is reported in this budget as a General Fund contribution.

PROGRAM: County Health Complex

DEPARTMENT: CAPITAL

PROGRAM #: 86500

ORGANIZATION #: 5491

MANAGER: Manuel Lopez

REFERENCE: 1992-93 Proposed Budget - Pg. 16-6

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20, F-22, F-27, F-37 and F-38.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Lease/Purchase - Structures	\$2,115,423	\$2,223,273	\$3,994,065	\$4,165,885	\$4,263,928	2.4
Fixed Assets - Structures	1,146,768	794,882	323,280	0	0	0.0
Operating Transfers	0	89,358	5,294,914	558,000	0	(100.0)
<b>TOTAL DIRECT COST</b>	<b>\$3,262,191</b>	<b>\$3,107,513</b>	<b>\$9,612,259</b>	<b>\$4,723,885</b>	<b>\$4,263,928</b>	<b>(9.7)</b>
<b>PROGRAM REVENUE</b>	<b>(2,117,142)</b>	<b>(2,728,519)</b>	<b>(5,147,362)</b>	<b>(4,165,885)</b>	<b>(4,263,928)</b>	<b>2.4</b>
<b>FUND BALANCE</b>	<b>(0)</b>	<b>(378,994)</b>	<b>(4,464,897)</b>	<b>(558,000)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$1,145,049</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**1991-92 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.

**1992-93 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)	\$1,729,128	\$ - 0 -	\$1,729,128

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Transfer from General Fund	\$4,069,943	\$4,165,885	\$4,263,928	\$98,043
Interest	392,191	0	0	0
Other - SANCAL Reimbursement	685,228	0	0	0
Sub-Total	\$5,147,362	\$4,165,885	\$4,263,928	\$98,043
Total	\$5,147,362	\$4,165,885	\$4,263,928	\$98,043

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$4,069,943	\$4,165,885	\$4,263,928	\$98,043
Sub-Total	\$4,069,943	\$4,165,885	\$4,263,928	\$98,043
Total	\$4,069,943	\$4,165,885	\$4,263,928	\$98,043

## 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: 1992-93 Proposed Budget Pg. 16-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, B-52, F-20, F-22, F-27 and F-37.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Lease/Purchase	\$6,524,476	\$6,362,336	\$7,736,706	\$8,425,667	\$9,634,206	14.3
Land Acquisition	512,291	21,701,818	11,048	0	0	0.0
Capital Projects	33,627,082	35,863,376	21,279,802	1,891,550	0	(100.0)
Operating Transfers	0	0	2,549,152	0	0	0.0
<b>TOTAL DIRECT COST</b>	<b>\$40,663,849</b>	<b>\$63,927,530</b>	<b>\$31,576,708</b>	<b>\$10,317,217</b>	<b>\$9,634,206</b>	<b>(6.6)</b>
<b>PROGRAM REVENUE</b>	<b>(40,573,941)</b>	<b>(64,097,179)</b>	<b>(29,164,767)</b>	<b>(10,317,217)</b>	<b>(9,634,206)</b>	<b>(6.6)</b>
Fund Balance	(89,908)	(47,613)	(2,411,941)	0	0	0.0
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$(217,262)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**1991-92 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. 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.

**1992-93 ADOPTED CAPITAL PROJECTS**

No new Criminal Justice Capital projects were included in the Adopted FY92-93 budget.

**Lease-Purchases:**

	Funding Source	Adopted Cost	Adopted Revenue	Adopted Net Cost
East Mesa Land (SANCAL 91/debt thru FY12)	Gen Fund	\$1,602,158	\$ - 0 -	\$1,602,158
East Mesa Land (CSAC/SANCAL/debt thru FY10)	Gen Fund	\$2,229,109	\$ - 0 -	\$2,229,109
East Mesa Fac (SANCAL 89A/debt thru FY09)	Gen Fund	\$603,790	\$ - 0 -	\$603,790
East Mesa Fac (SANCAL/IJ Ref/debt thru FY08)	CJ Const	\$2,269,697	\$2,269,697	\$ - 0 -
Juvenile Hall (SANCAL/IJ Ref/debt thru FY08)	CJ Const	\$788,747	\$788,747	\$ - 0 -
Juvenile Hall (SANCAL89A/debt thru FY09)	CJ Const	\$362,123	\$362,123	\$ - 0 -
SD Muni.Ct. Civil Bldg(SANCAL/debt thru FY12)	Cthse Const	\$511,121	\$511,121	\$ - 0 -
Burnham Bldg(SANCAL87A/debt thru FY08)	Cthse Const	\$767,462	\$767,462	\$ - 0 -
Sheriff HQ (debt issue pending)	Asset Forfeit	\$500,000	\$500,000	\$ - 0 -

## PROGRAM REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
AB-189 (County Justice Facility Constr. Fund)	\$3,084,099	\$3,389,990	\$3,420,567	\$30,577
SB-668 (County Courthouse Constr. Fund)	4,092,104	3,092,265	1,278,582	(1,813,683)
Interest	115,109	0	0	0
Aid from Joint Powers Authority (JPA)	996,136	0	0	0
Aid from Redevelopment Agency	43,097	0	0	0
Aid from Other Gov't Agency	636,884	0	0	0
Charges in Solid Waste Ent. Fund	708,000	0	0	0
Court Fees & Costs - Other	27,516	0	0	0
Other - Misc	7,440	0	0	0
Transfer from Asset Forfeiture	128,664	0	500,000	500,000
SANCAL Proceeds (Long Term Debt)	5,891,640	0	0	0
SANCAL Reimbursements	9,489,283	0	0	0
General Fund Contribution	3,944,795	3,834,962	4,435,057	600,095
Sub-Total	\$29,164,767	\$10,317,217	\$9,634,206	\$(683,011)
Total	\$29,164,767	\$10,317,217	\$9,634,206	\$(683,011)

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$3,944,795	\$3,834,962	\$4,435,057	\$600,095
Sub-Total	\$3,944,795	\$3,834,962	\$4,435,057	\$600,095
Total	\$3,944,795	\$3,834,962	\$4,435,057	600,095

## EXPLANATION/COMMENT ON PROGRAM REVENUES



PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300  
MANAGER: Manuel Lopez

ORGANIZATION #: 5350  
REFERENCE: 1992-93 Proposed Budget - Pg. 16-3

**AUTHORITY:**

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Contribution to Other Agencies	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	19,142,538	20,324,467	21,005,855	23,134,166	24,218,551	4.7
<b>TOTAL DIRECT COST</b>	<b>\$19,142,538</b>	<b>\$20,324,467</b>	<b>\$21,005,855</b>	<b>\$23,134,166</b>	<b>\$24,218,551</b>	<b>4.7</b>
<b>PROGRAM REVENUE</b>	<b>(2,561)</b>	<b>(111,785)</b>	<b>(0)</b>	<b>(146,666)</b>	<b>(175,638)</b>	<b>19.8</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$19,139,977</b>	<b>\$20,212,682</b>	<b>\$21,005,855</b>	<b>\$22,987,500</b>	<b>\$24,042,913</b>	<b>4.6</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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 REVENUE BY SOURCE

Source of Revenue	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
Rents & Concessions	\$0	\$15,179	\$15,180	\$1
Aid from Other Gov't Agency	0	113,029	142,000	28,971
Transfer from Road Fund	0	18,458	18,458	0
Sub-Total	\$0	\$146,666	\$175,638	\$28,972
Total	\$0	\$146,666	\$175,638	\$28,972

## GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1991-92 Actual	1991-92 Budget	1992-93 Budget	Change From 1991-92 Budget
GENERAL FUND SUPPORT COSTS:	\$21,005,855	\$22,987,500	\$24,042,913	\$1,055,413
Sub-Total	\$21,005,855	\$22,987,500	\$24,042,913	\$1,055,413
Total	\$21,005,855	\$22,987,500	\$24,042,913	\$1,055,413

## EXPLANATION/COMMENT ON PROGRAM REVENUES

The General Fund contribution for all Capital Programs is budgeted here in Contributions to Capital (Org. 5350), but treated as revenue in each individual Capital program.

PROGRAM: Edgemoor Development Fund

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 00001  
MANAGER: Rich Robinson

ORGANIZATION #: 5480  
REFERENCE: 1992-93 Proposed Budget - Pg. 18a-1

AUTHORITY: Board Policy F-38.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	73,496	14,156	185,804	185,848	74,330	(60.0)
<b>TOTAL DIRECT COST</b>	<b>\$73,496</b>	<b>\$14,156</b>	<b>\$185,804</b>	<b>\$185,848</b>	<b>\$74,330</b>	<b>(60.0)</b>
<b>PROGRAM REVENUE</b>	<b>(80,275)</b>	<b>(63,705)</b>	<b>(61,066)</b>	<b>(75,000)</b>	<b>(74,330)</b>	<b>(0.9)</b>
<b>FUND BALANCE</b>	<b>6,779</b>	<b>49,549</b>	<b>(124,738)</b>	<b>(110,848)</b>	<b>(0)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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: 1992-93 Proposed Budget - Pg. 22-1

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish Contingency Reserve up to 15% of the total appropriations.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Operating Transfers	\$0	\$0	\$0	\$10,470,605	\$11,748,060	12.2
<b>TOTAL DIRECT COST</b>	\$0	\$0	\$0	\$10,470,605	\$11,748,060	12.2
<b>PROGRAM REVENUE</b>	(0)	(0)	(0)	(0)	(0)	0.0
<b>NET GENERAL FUND CONTRIBUTION</b>	\$0	\$0	\$0	\$10,470,605	\$11,748,060	12.2
<b>STAFF YEARS</b>	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

ORGANIZATION #: 1080

MANAGER: William J. Kelly

REFERENCE: 1992-93 Proposed Budget - Pg. 29-1

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Services & Supplies	\$5,000	\$0	\$0	\$0	\$0	0.0
Contribution for Self Insurance	2,000,000	0	2,000,000	2,000,000	1,442,000	(27.9)
Other Charges	11,145,319	11,655,093	10,084,505	10,300,000	9,500,000	(7.8)
<b>TOTAL DIRECT COST</b>	<b>\$13,150,319</b>	<b>\$11,655,093</b>	<b>\$12,084,505</b>	<b>\$12,300,000</b>	<b>\$10,942,000</b>	<b>(11.0)</b>
Funding	(0)	(0)	(558,000)	(558,000)	(0)	(100.0)
Cancellation of Reserve	(0)	(0)	(0)	(0)	(0)	0.0
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$13,150,319</b>	<b>\$11,655,093</b>	<b>\$11,526,505</b>	<b>\$11,742,000</b>	<b>\$10,942,000</b>	<b>(6.8)</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**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.

**PENDING ITEMS:**

The Proposed Budget assumes \$260 million borrowing at a 3.75% interest rate.

PROGRAM: Reserves/Designations

DEPARTMENT: RESERVES/DESIGNATIONS

PROGRAM #: 00001, 00002, 00003, 00004, 00005  
MANAGER: Manuel Lopez

ORGANIZATION #: 1090  
REFERENCE: 1992-93 Proposed Budget - Pg.

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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Mission Trails Park	\$70,460	\$80,293	\$84,308	\$84,308	\$0	(100.0)
Planning & Land Use	0	0	0	0	0	0.0
Kettner Boulevard	0	0	0	0	0	0.0
Assessor	49,315	82,466	126,000	126,000	0	(100.0)
Family Support	0	0	0	0	1,361,854	100.0
<b>TOTAL DIRECT COST</b>	<b>\$119,775</b>	<b>\$162,759</b>	<b>\$210,308</b>	<b>\$210,308</b>	<b>\$1,361,854</b>	<b>\$547.6</b>
<b>FUNDING</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>(0)</b>	<b>0.0</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$119,775</b>	<b>\$162,759</b>	<b>\$210,308</b>	<b>\$210,308</b>	<b>\$1,361,854</b>	<b>547.6</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

**PROGRAM DESCRIPTION**

This program reflects the various reserves and revenue designations established by the Board. 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: 1992-93 Proposed Budget — Pg. 58-13

**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.

	1989-90 Actual	1990-91 Actual	1991-92 Actual	1991-92 Budget	1992-93 Budget	% Change
<b>DIRECT COST</b>						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	279,994	265,010	213,816	900,000	300,000	(66.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	178,456	342,271	504,799	1,500,000	600,000	(60.0)
Vehicle/Comm. Equip.	176,369	14,377	450,000	600,000	475,000	(20.8)
Less Reimbursements	(0)	0	0	0	0	0.0
Operating Transfers	158,425	1,101,529	1,060,198	497,705	1,352,565	171.8
<b>TOTAL DIRECT COST</b>	<b>\$793,244</b>	<b>\$1,723,187</b>	<b>\$2,228,813</b>	<b>\$3,497,705</b>	<b>\$2,727,565</b>	<b>(22.0)</b>
<b>PROGRAM REVENUE</b>	<b>(1,599,186)</b>	<b>(2,149,265)</b>	<b>(2,302,091)</b>	<b>(3,497,705)</b>	<b>(1,900,000)</b>	<b>(45.7)</b>
<b>FUND BALANCE CONTRIBUTION</b>	<b>805,942</b>	<b>426,078</b>	<b>73,278</b>	<b>(0)</b>	<b>(827,565)</b>	<b>(100.0)</b>
<b>NET GENERAL FUND CONTRIBUTION</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.0</b>
<b>STAFF YEARS</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>

#### 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.

#### 1991-92 BUDGET TO ACTUAL COMPARISON

Actual FY 1991-92 revenues did not reach projected levels. Revenues in this fund continue to be difficult to predict as they are dependent upon the processing of claims at the Federal level.

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**1992-93 BUDGET**

The \$2,727,565 appropriated in the 1992-93 Budget will be utilized as follows:

Services and Supplies	300,000
subtotal	----- 300,000
Fixed Assets	
Office Equipment, Misc.	75,000
Computer Equipment, Misc.	300,000
Laboratory Equipment, Misc.	100,000
Video Equipment, Misc.	75,000
Safety Equipment, Misc.	50,000
Vehicles, Misc.	400,000
Communications Equipment, Misc.	75,000
subtotal	----- 1,075,000
Operating Transfers	
Asset Forf. Acct. Position	45,000
Systems Analyst - RIMS	52,324
Dept. Systems Programmer - SID	52,324
Systems Analyst - CAD	52,324
DARE Program	315,000
Ridgehaven Acquisition/Other	685,593
800 MHZ Radio Comm. System	150,000
subtotal	----- 1,352,565
TOTAL	\$2,727,565 =====



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**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 1992-93 which began on July 1, 1992 and Adopted Budget for the next fiscal year. Basic information to assist the reader in understanding the budget data and narrative is provided as follows:

○ **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.

○ **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.

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- **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 provides 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 Adopted 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 the Adopted Budget with the 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

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○ **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)

○ **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.

○ **Basis of Accounting**

An operating budget is adopted each fiscal year for all governmental fund types on the modified accrual basis, except that encumbrances are treated as budgeted expenditures in the year of incurrence of commitment to purchase. Additionally, long-term capital lease obligations are not budgeted as an expenditure and source of funds in the year the asset is acquired and deposits with other governmental agencies are budgeted as expenditures in the year deposited. For purposes of a budgetary presentation, actual General Accepted Accounting Practices (GAAP) expenditures have been adjusted to include encumbrances outstanding at year end and deposits with other governmental agencies, if any, treated as budgeted expenditures in the year incurred, and to exclude long-term capital leases recorded as long-term obligations of the County. Departmental intrafund expenditure transfers do not have the budgetary status of legal appropriations. Therefore, variances between estimated transfers and actual transfers are not displayed in the general purpose financial statements, but are displayed as a General Fund schedule within the Comprehensive Annual Financial Report.

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**APPENDIX B**  
**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.

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## 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, 1990-91, and 1991-92 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 departments 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.

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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**

- 0030-13 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.

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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.

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## o **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.

## o **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.



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**APPENDIX C**  
**THE ANNUAL BUDGET PROCESS & SCHEDULE**

<b><u>DATES</u></b>	<b><u>ACTIONS</u></b>
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 &amp; 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>

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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 the Change Letter based on latest changes to requirements, available funds, and impact of the 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.

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**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.

○ **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.

○ **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 Office of Financial Management, the Auditor and Controller, and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

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**APPENDIX E**  
**A READER'S GUIDE TO TAXES AND FEES**

o **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.

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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.

- **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.

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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 County receives 100% of the tax.
2. For property located within a city, the County keeps 50% of the tax, and the city receives 50%.

- **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.

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**APPENDIX F**  
**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.

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**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 (DMSL):** 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.



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**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, County Administration Center, 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.

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**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.

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**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 of 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.



# County of San Diego

CHIEF ADMINISTRATIVE OFFICER  
(619) 531-6226  
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CHIEF ADMINISTRATIVE OFFICE

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

May 13, 1992

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

FROM: David E. Janssen  
Chief Administrative Officer

## 1992-1993 PROPOSED BUDGET

In the midst of the worst economic climate in the State of California and the County of San Diego since the depression, I am submitting, for your consideration, the proposed 1992-93 County Budget. The economy shows little sign of improving, the State deficit continues to increase, and we are experiencing the most serious budget year the County has ever seen. During this current year, the Board and County staff are successfully managing an overall shortfall of \$66 million. For these reasons, I am viewing this as a transition budget that will likely require additional adjustments.

The proposed budget provides a framework for delivering County services albeit at a level that continues to erode. It includes decreases in virtually every County department, although there are no across the board reductions. The Budget proposes:

- o \$1.9 billion in expenditures and 16,842 employees;
- o The opening of the East Mesa Detention facility; and
- o A real expenditure decrease of 1 percent (when one excludes the \$59 million In-Home Supportive Services Program, a long-standing State cost which has become part of the County Budget for the first time as a result of the Legislature's realignment of State programs.)

For several months, your Board has pressed for ways to open the East Mesa facility to its full capacity. The Type III facility has

been open since November of last year and just this past month you approved the additional staff necessary to increase the capacity by 216 beds. Given the nature of our budget problems this year, this was quite an accomplishment. I have included, in the Proposed Budget, the opening of the Type II facility as well. With the consolidation of the Las Colinas Men's and El Cajon facility, we will fully operate East Mesa at 2,000 beds which will constitute a net addition of 600 beds to our system.

The opening of the East Mesa facility will not be without cost to other programs. Because of the continuing poor performance of our revenue base, we have had to make net cost reductions of almost \$26 million in the Proposed 1992-93 Budget. As a result, the Budget does not provide for increased workload, population increases or demonstrated need for the second year in a row. The reductions were made consistent with the Board's policy priorities of law enforcement, children, prevention, health and infrastructure.

As a part of the cuts, I am proposing a reduction in the Chief Administrative Office budget of over \$1 million to demonstrate my commitment to downsizing government from the top, down. This is consistent with past stated concerns of your Board. In addition, there are no salary increases included in the Budget for any County employees; executives have not had a raise since December, 1990.

To fully open the East Mesa Detention Facility and simultaneously decrease the County Budget, required extensive consultation with departments. This consumed the time departments historically use to produce a traditional Proposed Budget. Therefore, we are providing the Budget in the Change Letter format you have used for several years and we will produce the Program Budget prior to commencement of Public Hearings.

This document is a starting place for deliberations. It will be changed as additional revenue and expenditure patterns are known. It will be changed whenever the State decides to act on its own budget. However, unlike previous years' recommendations, I am asking that you take action in June and approve a Budget by July 1, 1992. This has been a year of freezes -- on expenditures and positions; and it has been a year of transition -- the hiring of a new Chief Administrative Officer. We must begin the new fiscal year with renewed vigor. I am proposing that the freezes be lifted completely on July 1 so that departments can fully manage their operations. It is also my intent to lift the hiring freeze even earlier than that date to enable us to place at risk employees. Once the State has acted, we can revisit our Budget, making whatever adjustments are necessary.

Administrative Initiatives

Because of the effort required to manage the current year's fiscal problems, we have not had adequate time to fully pursue important administrative initiatives. Almost immediately upon adoption of the Budget, we will pursue:

1. Further evaluation of management and administrative overhead positions in County; and implementation of a continuous quality program which includes and involves our rank and file employees;
2. Establishment, within existing resources, of a Risk Analysis/Program Evaluation Unit;
3. Implementation of an incentive program for departments to utilize a portion of Fund Balance for fixed assets; and
4. Implementation of the Board appointed Finance Review Panel recommendations, including replacement of the "Net County Cost" Budget format with a "Full Cost Budget."

There are many difficult decisions included in this Budget and I anticipate another difficult year ahead, particularly recognizing the problem faced by the State of California. However, with the leadership your Board has demonstrated during this year's fiscal crisis, and with the quality of dedicated County employees that we have, there are no challenges that cannot be overcome.

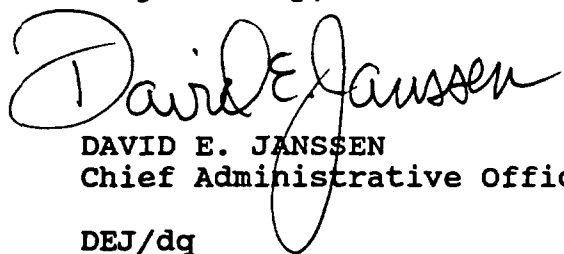
Recommendations:

It is my recommendation that the Board:

1. Receive the 1992-93 Proposed Program Budget as the basis for discussion and decision-making during hearings and deliberations;
2. Receive the Auditor and Controller's 1992-93 Proposed Line Item Budget;
3. Set June 8th 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 begin June 8th and may continue from day to day until concluded, but may not exceed ten calendar days); and
6. Set June 29th as the date to begin Board of Supervisors deliberations on the Proposed Budget.

Respectfully,



DAVID E. JANSSEN  
Chief Administrative Officer

DEJ/dq

Attachments