

COUNTY OF SAN DIEGO

1993-94 ADOPTED BUDGET

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DAVID E. JANSSEN CHIEF ADMINISTRATIVE OFFICER

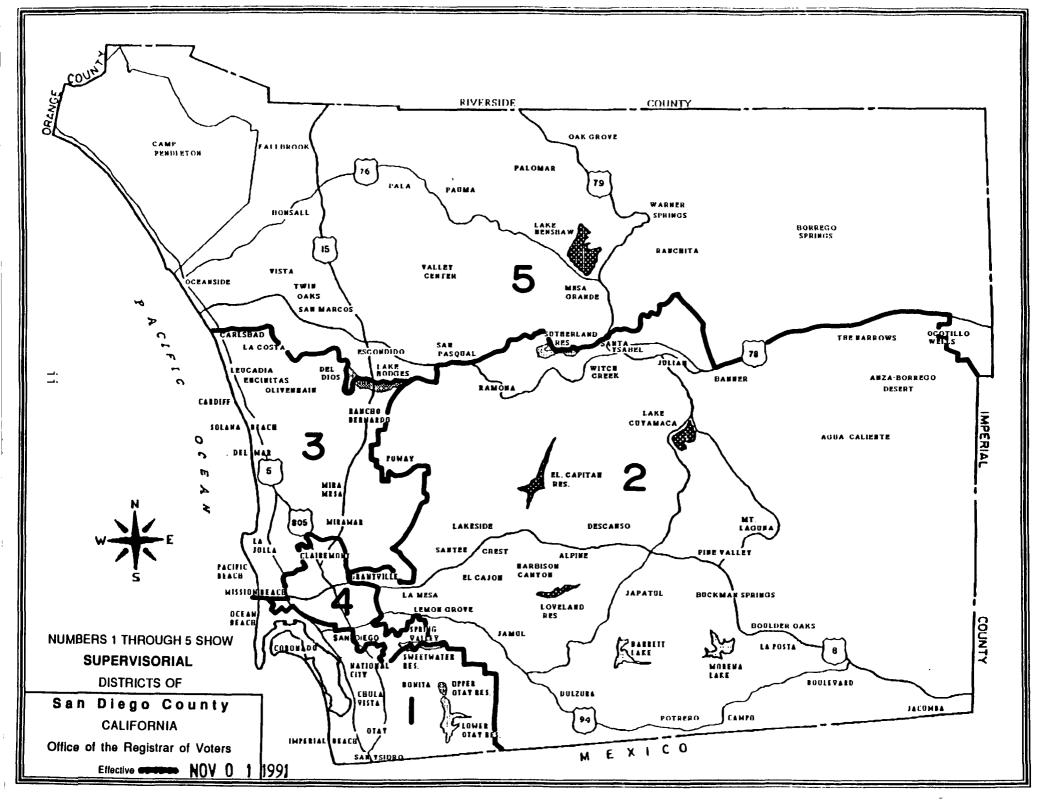
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COUNTY OF SAN DIEGO

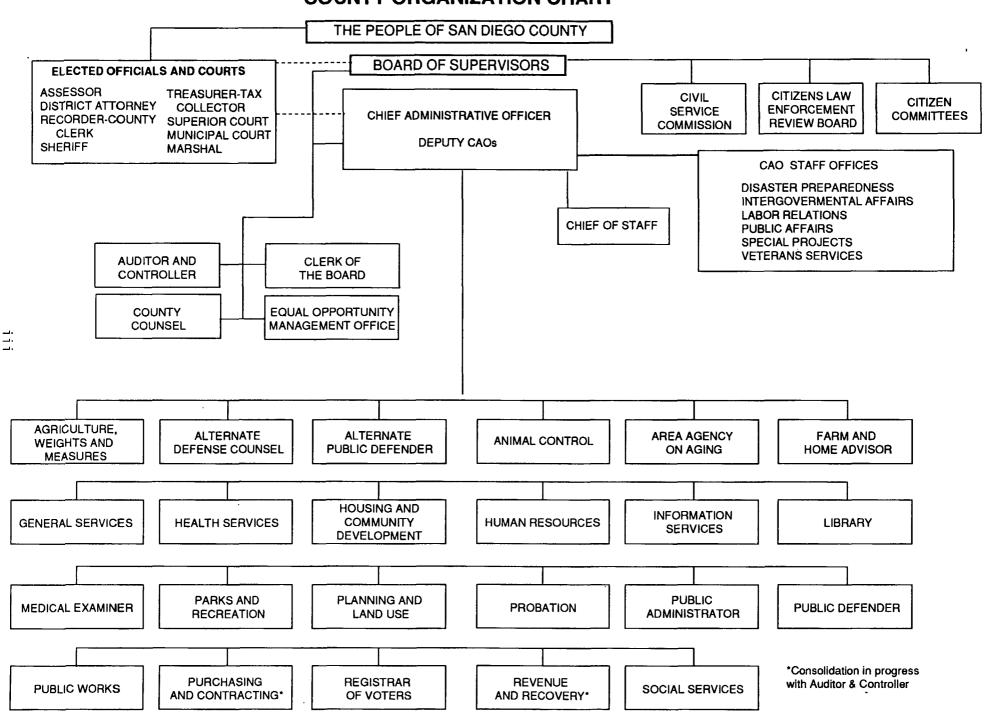
1993-94 ADOPTED BUDGET

DAVID E. JANSSEN CHIEF ADMINISTRATIVE OFFICER

ROBERT BOOKER, ED.D.
AUDITOR AND CONTROLLER



COUNTY ORGANIZATION CHART





COUNTY OF SAN DIEGO

"The Noblest Motive is the Public Good"

VISION

Create a government that earns the respect and support of the people.

PURPOSE

To provide for the needs of the people.

COUNTY CULTURE

- Collaboration
- Systems thinking
- O Pro-Active
- Learning organization
- Goal Oriented

MISSION

Maintain and enhance the quality of life in San Diego County by ensuring that County employees endeavor to fulfill, in a superior manner, the social, health, and safety needs of the region.

Create a government that carns and deserves the support and respect of its citizenry by being responsive and responsible.

Establish local public and private cooperative programs as well as new international initiatives for economic development.

Provide program and financial decision-making support to the Board of Supervisors which is policy-based and advances the goals and visions of the Board.

Maximize the capacity of County government to deliver the highest quality service through the use of administrative and management techniques that foster an integrated, systems-oriented County operation.

FIVE-YEAR STRATEGIC DIRECTIONS

- O Strengthen community relations and promote public-private partnerships.
- o Provide an environment that promotes, develops and maintains an outstanding County work force.
- Pursue and obtain reliable and equitable funding for essential County services.
- Establish prevention strategies to promote the well-being of people.
- O Enhance the County's collaborative role on issues of regional importance.
- Encourage coalitions and collaboration to meet the challenges of the 90's.
- O Maximize acquirable resources to deliver services consistent with established priorities and changing needs.

Adopted 1991, County Executive Team

Accepted April 23, 1991, Board of Supervisors

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County of San Diego

1993-94 Adopted Budget

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DAVID E. JANSSEN
CHIEF ADMINISTRATIVE OFFICER
(619) 531-5250
FAX: (619) 557-4060

CHIEF ADMINISTRATIVE OFFICE

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

January 28, 1994

TO:

Supervisor Pamela Slater, Chairwoman

Supervisor Dianne Jacob, Vice Chairwoman

Supervisor Brian P. Bilbray Supervisor Leon L. Williams Supervisor John MacDonald

FROM:

David E. Janssen

Chief Administrative Officer

Robert Booker, Ed.D. Auditor and Controller

1993-94 ADOPTED PROGRAM BUDGET

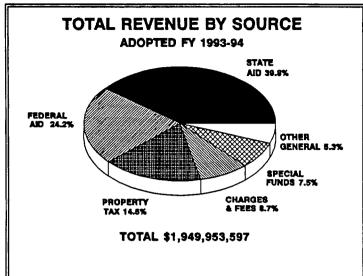
The County of San Diego Budget adopted on September 28, 1993, totals \$1,949,953,597 and 16,954 staff-years.

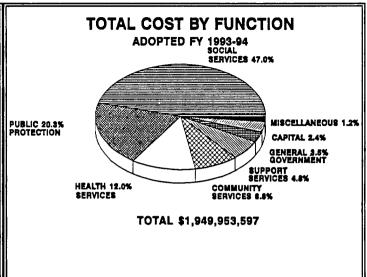
Page 2 contains pie charts and tables which show the 1993-94 Adopted Budget for the County Family of Funds, as follows:

- A. Total Revenue by Source and Total Cost by Function
- B. 1993-94 Budget compared to 1977-78 Actuals
- C. 1992-93 and 1993-94 Budget by Functional Area and Percent Change

As illustrated on page 2, the County now has less staff per capita than in 1977-78 prior to the passage of Proposition 13. Purchasing power is 11% less when adjustments are made for changes in population, cost-of-living and programs transferred since 1977 to the County from Federal and State Budgets. Other basic information useful to understanding the Adopted Budget is provided in the Budget Highlights, Department Budgets, and Appendices sections of this document.

THE 1993-94 ADOPTED BUDGET





1993-94 COMPARED TO 1977-78	TOTAL APPROPRIATIONS	STAFF YEARS
1993-94 Budget Totals (Revenue & Expenditures)	\$1,949,953,597	16,954.21
Per Capita (2,696,275 persons) Per Person Per day	723.20 1.98	6.29 SY per 1,000 Population N/A
1993-94 in 1977-78 Dollars Per Capita (2,696,275 persons) Per Person Per Day	\$761,700,623 282.50 0.77	
1977-78 Actual Per Capita (1,681,300 persons) Per Person Per Day	\$475,907,444 282.87 0.77	11,790.85 7.01 SY per 1,000 Population N/A

^{*} It is interesting to note that the 1993-94 Budget includes nearly \$225 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 day is 68 cents in 1978 dollars, compared to the 1978 actual cost per person per day of 77 cents.

COUNTY BUDGET BY FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
Public Protection	\$ 382,131,229	\$ 395,877,161	3.6
Health & Social Services	1,121,891,531	1,150,828,252	2.6
Community Services	159,715,359	172,598,363	8.1
General Government &	, ,	, ,	
Support Services	179,084,036	161,793,682	-9.7
Capital	60,138,733	46,065,820	-23.4
Miscellaneous	29,008,363	22,790,319	-21.4
Total	\$1,931,969,251	\$1,949,953,597	0.9
Staff Years	16,941.77	16,954.21	0.07

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

I. BUDGET POLICY GUIDELINES

In March 1993, the Board of Supervisors adopted guidelines for Budget Policy Development which were the most detailed in the County's history and which guided the 1993-94 Budget process. These guidelines are shown in Appendix G-1.

The Board of Supervisors budget policy guidelines included the following priorities:

A. Public Protection

- * Law Enforcement (Includes Sheriff's Law Enforcement, Probation, Courts, Jails, District Attorney)
- * Prevention Programs (Includes programs in Departments of Health, Social Services, Probation, Area Agency on Aging, Library and Parks & Recreation).
- B. Direct Public Services
- C. Internal Support Services

II. BUDGET DECISIONS

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

	PROPOSED BUDGET	CHANGE LETTER	BUDGET DELIBERATIONS	TOTAL
Expenditures	1,913,210,615	21,722,302	15,020,680	1,949,953,597
Program Revenue	1,397,788,888	20,940,293	13,495,664	1,432,224,845
Net County Cost	515,421,727	782,009	1,525,016	517,728,752
Staff Years	16,623.62	267.10	63.49	16,954.21

Each of these major phases is discussed briefly below:

A. The Proposed Budget

* East Mesa Detention Facility: An increase of 152.75 staff-years and \$6.1 million was added for the full operation of the George F. Bailey Detention Facility bringing totals to 163 staff-years and \$8.9 million.

- * Reorganizations: These include the following:
 - District Attorney: An addition of 87 staff-years related to the transfer of welfare fraud investigation from the Department of Social Services and an addition of 19 staff-years for welfare fraud prosecution.
 - Auditor & Controller: Consolidates former Departments of Purchasing & Contracting, Revenue & Recovery, Office of Financial Management, and support staff for the San Diego Capital Asset Leasing Corporation (SANCAL).

My letter of Transmittal for the Proposed Budget is provided for reference purposes in Appendix H.

B. The Change Letter included the following:

- * Restorations: Proposed Budget reductions which were restored in Change Letter include:
 - Probation: Restores Juvenile Camps Rancho Del Rayo and Westfork (\$2,691,437 and 51 SY) with AB799 and Title IVa revenues.
 - Health Services: Restores \$117,580 and 2 SY Juvenile Camp nurses.
- * Health Services: Adds 96.5 staff-years and \$2,836,894 which is 100% revenue offset for Medi-Cal caseload growth.
- * Social Services: Implements the In-Home Supportive Services (IHSS) Personal Care Services Program in the Department of Social Services (\$1,778,904 and 26 SY).
- * Polansky Children Center: Provides funding for Social Services, Health Services, and General Services for operation beginning in the last quarter of 1993-94.
- * Registrar of Voters: Provides \$1,367,500 for local cost of the November Special Election called by the State.
- * Reorganizations: Transfers the Labor Relations staff (6.00 SY) from Human Resources to the Chief Administrative Officer.

C. Adjustments During Budget Deliberations

- * Reorganizations include deletion of Department of Transborder Affairs, Housing Advisory Committee, Human Relations Commission staff, and the Task Force on the Homeless membership.
- * Restorations. During the Budget Process, several reductions were proposed which were subsequently restored including the following:
 - District Attorney: Restored \$2.5 million reduction from increased program revenue available to Probation.
 - Probation: Restored Ex-Offenders program with Title IV-A funds.
 - Courts: Trial Court Funding reductions were restored in North County Municipal Court, and Superior Court to be offset by an expanded civil assessment program effort.
 - Health Services: Restored community clinics and restore North County Community Clinic for six months with reductions in administrative staff.
 - County Library: \$495,000 and 4.00 staff-years were restored.
- D. <u>Reductions</u>. A major focus of this year's budget process was reductions in nearly every County department in order to address the State property tax shift. Staffing changes are summarized in Attachment A of this letter. Reductions include the following key items:
 - * Trial Court Funding Reduction: A \$713,853 reduction in the Marshal was addressed by identification of positions which would be unfunded and kept vacant. The Superior Court Arbitration Program was reduced by \$360,000. The Pre-Trial Services Program was reduced by \$505,000, leaving a limited arraignment/bail review reporting function and supervised release. Other trial court revenue reductions were addressed through increased program revenues, and expansion of the civil assessment/collection agency concept.
 - * Sheriff: Administration and support was reduced by 62.42 staff-years and nearly \$2 million(see pending items below).
 - * Social Services: General Relief was reduced by \$2.5 million reflecting a 3-month limit on eligibility of employable General Relief recipients. Also Children's Services was reduced by \$2 million and 48 staff-years reflecting reduced State support for child protective services.

- * Health Services: Reduced administrative staff costs by \$1 million; reduced Mental Health overmatch which will reduce administrative and support services, and shelter beds; and transferred the County Veterinarian to Agriculture, Weights & Measures to be funded from available program revenues.
- * Public Works, Planning & Land Use: Reduced land development activity and revenue resulted in reduced staff-years of 57.50 and 53.10 respectively.
- * Library: Reduced 23.40 staff-years due to property tax shift. Originally a 60.92 staff-year reduction was required by the property tax shift; however, this revenue loss was offset by shifting general purpose revenues to the Library.
- * General Government: Staff-year reductions include Assessor (-39.24), Auditor & Controller-Revenue & Recovery (-19.50) and Purchasing & Contracting (-4.25), County Counsel (-8.00), Clerk of the Board (-3.28), and the elimination of Transborder Affairs (-4.75)
- * Support Services: Staff-year reductions include General Services (-55.00), Human Resources (-20.32), Equal Opportunity Management Office (-2.00).

III. PENDING ITEMS

Pending Items refers to those decisions which cannot be resolved within the budget schedule established by State statutes, and which will then have to be addressed mid-year. These Pending Items are referenced in the Summary by Functional Area in the Budget Highlights section. Proposition 172, Negotiated Salary & Benefit Costs, Alternate Method of Apportionment of Delinquent Taxes (Teeter Plan), the Sheriff's Budget actions, and expansion of the Civil Assessment Program are summarized below.

A. Proposition 172 extension of the State 1/2 cent sales tax: To balance the 1993-94 State Budget, the Governor and the Legislature approved a shift of \$2.6 billion in Property Tax from Counties (\$2.2 billion), Cities (\$288 million), and Special Districts (\$312 million) to schools. The 1993-94 County of San Diego's share of the Property Tax Shift is \$123.6 million, however, due to other adjustments, the Property Tax Shift fiscal impact is \$118.4 million. In 1992-93 the State implemented a Property Tax Shift from local government to schools totaling \$1.3 billion. The County of San Diego's 1992-93 share of the Property Tax Shift fiscal impact was \$17.9 million.

To partially backfill the local government Property Tax loss, the Governor and the Legislature extended the recession-related 1/2 cents Sales Tax through December 31, 1993, and allocated \$1.46 billion to counties to be used for local public safety services. The County's share of this temporary extension is \$54.5 million.

Finally, the Governor and the Legislature placed a state-wide ballot measure on the November 2 election ballot. Proposition 172 was to extend the 1/2 cent sales tax permanently and allocate the proceeds to counties and cities for maintaining local public safety activities. A 1/2 cent sales tax would yield approximately

\$109 million to the County of San Diego annually or 79% of the Property Tax that has been shifted to schools.

If the State ballot measure extending the 1/2 cent Sales Tax was not approved by the majority of voters on November 2, the County faced a shortfall of \$33 million even after receiving the revenues from the 1/2 cent sales tax extended through December 31, 1993. In 1994-95, the County would have to deal with the full impact of the loss of property tax shifted to schools and address a remaining \$90 million deficit directly related to State actions.

Fortunately, on November 2, 1993, the voters approved Proposition 172 by a statewide margin of 56% to 44%. Proposition 172 permanently extends the 1/2 cent Sales Tax and provides a \$1.4 billion statewide to counties and cities to maintain public safety activities. Counties in California, however, have lost approximately \$2.5 billion in Property Tax to schools over a two year period. The Property Tax has been a stable source of County funding for many years and a major portion will now be replaced by a more volatile and competitive Sales Tax funding source.

In 1993-94, the County of San Diego could realize \$109.0 million or 91% of the \$118.4 million in Property Tax impact shifted to schools by the State. The County will still lose approximately \$9 million in General Purpose Revenues as a result of the Property Tax shift. Since the Board of Supervisors has already approved approximately \$34 million of reductions in anticipation that Proposition 172 would not pass, its passage improves the County's adopted budget circumstance by approximately \$27 million.

It should, however, be noted that in developing the 1993-94 Budget, \$24.9 million of one-time resources were used to balance the budget. These one-time resources primarily came from the implementation of the Integrated Leave Program (ILP) and the refinancing to the County's overall debt. These one-time resources must be replaced by ongoing revenues or permanent reductions.

- B. Negotiated Salary & Benefit Costs: For 1994-95, the County has incurred a number of obligations in the Salaries & Benefits area totalling approximately \$11.8 million. This includes negotiated salary increases for the Deputy Sheriffs and District Attorney Investigators, with a cost of \$4.6 million; annual step increases estimated at \$5 million; and additional Workers Compensation obligation of \$4.2 million.
- C. <u>Teeter Plan:</u> In July 1993, the Governor signed implementing legislation (SB 742) to provide a one-time savings to counties that wish to implement an alternate method of apportionment of delinquent taxes known as the "Teeter Plan". Under the Teeter Plan, a county can chose to advance the entire property tax allocation due to cities, schools and special districts, including delinquent tax amounts instead of allocating them as property taxes are collected. The counties participating in this plan can deduct for one year only the amount of outstanding delinquent taxes due to schools from the amount of property tax shifted to

schools. In exchange, the counties would be entitled to all subsequent delinquent taxes, penalties and interest ultimately paid. These taxes, penalties, and interest will be used to pay off funds borrowed to implement this early allocation of outstanding delinquent taxes.

The County's participation in the process authorized by Senate Bill 742 will provide the County with one-time funds of approximately \$75 million which may be used for one-time costs.

- D. <u>Sheriff's Budget:</u> On September 24, 1993, the Board of Supervisors approved 100 staff-years and \$10.8 million including: 1) \$3 million to restore cuts made on October 13, 1992; 2) \$4.5 million to fund Sheriff operation of the Descanso Detention Facility; 3) \$1.9 million for injury leave costs; and 4) \$350,000 for 13 positions at East Mesa. Offsetting actions/revenues approved by the Board nearly offset this increase and included increased jail bed lease revenue, 20% cut in administration, reduction in crime prevention, elimination of the commander classification, reduced home garaging and several other measures which requires monitoring during 1994-95.
- E. <u>Civil Assessment Program:</u> The North County Municipal Court has conducted a pilot program to charge \$250 civil assessment pursuant to Penal Code 1214.1 in lieu of issuing an arrest warrant for those defendants who fail to appear in court, or fail to pay their fines. A portion of the civil assessment goes to pay a commission of approximately \$113 to a private collection agency and the general fund receives the remaining \$137. The initial success of the pilot project has led the Board to support civil assessment programs in the El Cajon, South Bay, and San Diego Municipal Courts. This program has the potential of providing additional revenue, a portion of which has been used to balance the budget, and a portion which would be available for appropriation during 1993-94.

Respectfully submitted,

DAVID E. JANSSEN

Chief Administrative Officer

DEJ:RAP:lb

Attachments

ROBERT BOOKER, Ed.D

Auditor and Controller

COUNTY OF SAN DIEGO STAFF-YEAR CHANGE BY DEPARTMENT*

FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 ADOPTED	STAFF-YEAR CHANGES
PUBLIC PROTECTION			
Alternate Defense Counsel	16.00	18.00	2.00
Alternate Public Defender	55.00	67.00	12.00
District Attorney	812.17	925.17	113.00
Grand Jury	1.00	1.00	0
Marshal	372.50	372.50	0
Municipal Court:			
EDP	5.00	2.00	-3.00
El Cajon	116.00	116.00	0
North County	139.75	140.25	0.50
San Diego	321.75	343.75	22.00
South Bay	80.00	87.00	7.00
Probation	1,159.50	1,132.00	-27.50
Public Defender	344.00	356.00	12.00
Sheriff	2,457.34	2,702.58	245.24
Superior Court	832.00	819.00	-13.00
Total Public Protection	6,712.01	7,082.25	370.24
SHERIFF BY PROGRAM			
Detentions	1,203.50	1,405.00	201.50
Law Enforcement Services	986.34	1,067.08	80.74
Administrative Services	203.50	202.50	-1.00
Office of the Sheriff	64.00	28.00	-36.00
Total Sheriff by Program	2,457.34	2,702.58	245.24

Note(s):

^{*} Staff-year changes include: 1) October 1992 program reductions implementing 1992-93 State budget cuts;

²⁾ additions/reductions related to other mid-year changes approved by the Board of Supervisors; and

³⁾ additions related to full-year authorization of partial-year staffing approved in 1992-93.

COUNTY OF SAN DIEGO STAFF-YEAR CHANGE BY DEPARTMENT*

FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 ADOPTED	STAFF-YEAR CHANGES
HEALTH & SOCIAL SERVICES			
Area Agency on Aging Health Services Social Services	78.00 2,504.74 3,646.00	78.00 2,397.49 3,729.00	0 -107.25 83.00
Total Health & Social Services	6,228.74	6,204.49	-24.25
COMMUNITY SERVICES			
Agriculture, Weights & Measures Animal Control Cable TV County Library Farm Advisor Housing/Community Development Medical Examiner Parks & Recreation Planning & Land Use Public Administrator Public Works Road Fund Registrar of Voters	114.00 136.00 3.92 195.00 8.00 90.00 52.67 130.30 222.60 53.00 642.00 87.98	118.75 131.83 3.92 171.60 7.00 91.00 46.67 132.00 169.50 50.75 584.50 90.83	4.75 -4.17 0 -23.40 -1.00 1.00 -6.00 1.70 -53.10 -2.25 -57.50 2.85
Total Community Services	1,735.47	1,598.35	-137.12

NOTE: Special Districts and Enterprise Funds are separate from the Family of Funds Budget and detailed in a separate budget document.			
SPECIAL DISTRICTS & ENTERPRISE FUNDS			_
Air Pollution Control District	160.00	157.50	-2.50
Parks Maintenance Districts	1.00	2.50	1.50
Airport Enterprise Fund	26.00	26.00	0.00
Liquid Waste Enterprise Fund	83.50	72.00	-11.50
Solid Waste Enterprise Fund	195.00	202.00	7.00
Total Special Districts & Enterprise			
Funds	465.50	460.00	-5.50

Note(s):

^{*} Staff-year changes include: 1) October 1992 program reductions implementing 1992-93 State budget cuts;

²⁾ additions/reductions related to other mid-year changes approved by the Board of Supervisors; and

³⁾ additions related to full-year authorization of partial-year staffing approved in 1992-93.

COUNTY OF SAN DIEGO STAFF-YEAR CHANGE BY DEPARTMENT*

FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 ADOPTED	STAFF-YEAR CHANGES
GENERAL GOVERNMENT AND SUPPORT SERVICES			
Assessor	318.25	279.00	-39.25
Auditor & Controller	202.00	488.00	286.00
Purchasing & Contracting	53.00	0.00	-53.00
Revenue & Recovery	242.00	0.00	-242.00
Board of Supervisors (Districts			
1 through 5, plus General Office)	51.75	51.00	-0.75
Chief Administrative Office	104.00	76.92	-27.08
Civil Service Commission	4.00	4.00	0.00
Clerk, Board of Supervisors	35.28	32.00	-3.28
County Counsel	135.00	127.00	-8.00
Equal Opportunity Management	9.25	7.25	-2.00
General Services	436.25	381.25	-55.00
Human Resources	131.67	111.35	-20.32
Information Services	305.17	272.17	-33.00
LAFCO Administration	8.43	8.43	0
Recorder/County Clerk	108.50	114.50	6.00
Transborder Affairs	4.75	0.00	-4.75
Treasurer/Tax Collector	116.25	116.25	0.00
Total General Government and			
Support Services	2,265.55	2,069.12	-196.43
TOTAL FAMILY OF FUNDS	16,941.77	16,954.21	12.44

Note(s):

^{*} Staff-year changes include: 1) October 1992 program reductions implementing 1992-93 State budget cuts;

²⁾ additions/reductions related to other mid-year changes approved by the Board of Supervisors; and

³⁾ additions related to full-year authorization of partial-year staffing approved in 1992-93.

^{*} Family of Funds Staff-Years total 6.29 per 1,000 population, while Grand Total Staff-Years, including Special Districts and Enterprise Funds equals 6.46 per 1,000. Family of Funds Staff-Years per capita in 1977-78 prior to Proposition 13 totaled 7.01 per 1,000 population; and Grand Total Staff-Years were 7.20 per 1,000.

BUDGET HIGHLIGHTS 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 4th in total population, 2nd in size of County government general fund revenues, and 8th in total County government budget.

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:

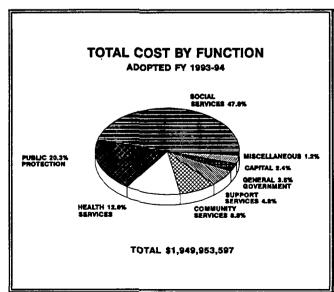
- Regional Services such as courts, probation, medical examiner, jails, elections, and public health.
- Health, Welfare and other Human Services such as mental health, senior citizen and child welfare services provided throughout the San Diego region to persons in need.
- o Basic Local Services such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

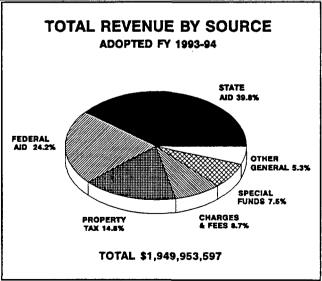
County of San Diego 1993-94 Adopted Budget

1993-94 ADOPTED BUDGET

FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
Public Protection	\$382,131,229	\$395,877,161	3.6
Health & Social Services	1,121,891,531	1,150,828,252	2.6
Community Services	159,715,359	172,598,363	8.1
General Government	61,407,316	67,901,956	10.6
Support Services	117,676,720	93,891,726	-20.2
Capital	60,138,733	46,065,820	-23.4
Miscellaneous	29,008,363	22,790,319	-21.4
Total	\$1,931,969,251	\$1,949,953,597	0.9

The increase in the 1993-94 Adopted Budget appropriations is .9%. The Health and Social Services functional area accounts for the majority of the County's budget with 59% 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 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.





KEY COUNTY INITIATIVES

The Board of Supervisors has introduced a number of key initiatives which could benefit the County of San Diego and prevent further erosion of the County's revenue base. Among these initiatives are the following:

Property Tax Shift:

In FY 1992-93, the State took about \$1.3 billion in property tax revenues from counties, cities, special districts and redevelopment agencies, and shifted these funds to schools. Of that amount, \$525 million came directly from counties. The County of San Diego lost permanently over \$17.6 million. In FY 1993-94, the State transferred an additional \$2.6 billion to schools. The County of San Diego lost an additional \$118.0 million which would be about 41% of the County's property taxes. It should be noted that cumulatively the last two years, the County lost about \$143.0 million in Property Taxes. The Board of Supervisors has taken the lead along with other Counties to oppose the use of local property tax funds to deal with the State shortfall. The County claims that the shift violated Propositions 98 and 13, as well as the concept of "home rule". The case has been set for trial on March 18, 1994.

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 \$1.8 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 appealed this decision. Prior to the 1993-94 Property Tax Shift, the County of San Diego received only 23.7 cents of every dollar of property tax collected locally compared to the Statewide average of 31 cents. This inequitable property tax scheme resulted 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 has appealed the decision.

Implementation of State Realignment Program:

The San Diego County's 1993-94 Budget contains over \$143.0 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 FY 1992-93. 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. The County is still involved in the development of the formula allocation that will lessen inequities among the counties. It should be noted that State estimates of realignment revenues made in FY 1991-92 have been higher than actual receipts due to the ongoing economic recession. It is expected that the FY91-92 projection levels will be reached in FY 1993-94, two years later. This has resulted in constant revision of estimates and budget reductions in the County Departments of Health Services and Social Services.

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 1993-94 Adopted Budget for Public Protection is \$395,877,161, an increase of \$13,745,932 and an increase of 370.24 staff-years.

DEPARTMENT	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
Alternate Defense Counsel	\$7,618,216	6,617,884	-13.1
Alternate Public Defender	4,137,581	4,715,327	14.0
District Attorney	51,373,278	52,032,853	. 1.3
Grand Jury	210,499	207,736	-1.3
Marshal	19,294,143	18,340,788	-4.9
Muni Court — EDP	1,159,019	1,200,146	3.5
Muni Court — El Cajon	6,123,652	6,164,017	0.7
Muni Court — North County	7,402,991	7,411,020	0.1
Muni Court — South Bay	4,341,766	4,461,940	2.8
Muni Court — San Diego	16,817,232	18,058,267	7.4
Probation	56,652,586	53,591,408	-5.4
Public Defender	23,322,610	24,298,611	4.2
Sheriff	142,231,962	157,816,115	11.0
Superior Court	41,445,694	40,961,049	-1.2
Total	\$382,131,229	\$395,877,161	3.6

PUBLIC PROTECTION **ADOPTED FY 1993-94 PUBLIC DEFENDER 6.1%** MARSHAL 4.6% SUPERIOR COURT 10.3% MUNICIPAL COURT SAN DIEGO 4.6% MUNICIPAL COURT NORTH COUNTY 1.9% ALTERNATE PUBLIC DEFENDER 1.7% **DISTRICT ATTORNEY 13.1%** MUNICIPAL COURT EL CAJON 1.6% **ALTERNATE DEFENSE COUNSEL 1.2%** MUNICIPAL COURT SOUTH BAY 1.1% MUNICIPAL COURTS EDP 0.3% PROBATION 13.5% GRAND JURY 0.1% **SHERIFF 39.9%** TOTAL \$395,877,161

Adopted Public Protection budget adjustments include October, 1992 reductions, implementing State 1992-93 budget cuts, including program reductions, travel reductions, and implementation of the Integrated Leave Program. Other significant adjustments include:

- Alternate Defense Counsel: 2.00 attorney staff-years hired temporarily for two death penalty cases are proposed to continue as a pilot project for another year, and will be assigned to handle additional serious/complex cases. This project is anticipated to result in a \$100,000 cost savings compared to contract attorneys. The budget was reduced by \$844,385 to allow for systematic increases in the other Indigent Defense Offices to reduce the number of serious felony cases going to the private bar.
- o Alternate Public Defender: A .75 attorney staff-year increase provides for full-year funding of an Deputy Alternate Public Defender IV, partially funded in 1992-93, and 11.00 staff years were added to the Criminal and Delinquency programs to allow the Office to represent additional serious felony cases in 1993-94.
- o Public Defender: 12.00 staff-years and \$701,579 were added as the full-year cost to cover increased cases resulting from the new San Diego City Jail at Otay Mesa. \$50,000 for LawDesk hardware and software was added as well as \$145,000 for death penalty court ordered costs (seven open death penalty cases).
- o District Attorney: Adopted staff-year changes include: 1) an additional 87.00 staff-years related to the transfer of welfare fraud investigation from the Department of Social Services; 2) an increase of 19.00 staff-years for welfare fraud prosecution; and 3) revenue offset for 2.00 staff-years in worker's compensation fraud activity and 2.00 staff-years in the Regional Auto Theft Team.
- o Municipal Courts, Superior Courts, and Marshal: The Trial Court Funding Program was reduced by \$9.5 million. 50% of this allocation was allocated to the Courts, and Marshal for a \$4.75 million reduction in net County cost. This reduction was addressed in the courts through a combination of increased program revenue, increased general purpose revenue from expansion of the civil assessments/collection agency concept, and decreased appropriations. A \$713,853 reduction in the Marshal was addressed by identification of positions which would be unfunded, and kept vacant. The Superior Court Arbitration Program was reduced by \$360,000. The Pre-Trial Services Program was reduced by \$505,000, leaving a limited arraignment/bail review reporting function and supervised release. Pre-Trial Services was proposed for transfer from the Superior Court budget to the Municipal Courts budget. Additional adjustments adopted include: 1) the addition of 20.00 staff-years and \$736,887 in the San Diego Municipal Court, and 7.00 staff-years and \$109,092 in the South Bay Municipal Court for new workload related to the Otay Mesa City Jail; and 2) Superior Court services & supplies are augmented by \$976,628 based on experience as agreed to in the 1993-94 Trial Court Funding Agreement.

- o **Probation:** Net County Cost was reduced by \$9,641,229 primarily by increased program revenue (\$7 million), and the mid-year transfer of Camp Descanso to the Sheriff's Department (\$3.4 million and 68 staff-years). Staffing was added (36 staff years and \$1.3 million annual cost) to open two new units at Juvenile Hall. This increased capacity from 370 to 461 wards, funded by new program revenue.
- Sheriff: Increases included \$8,665,000 in net county cost and 155.00 staff years to fully staff the George Bailey Detention Facility; \$4.5 million and 77.00 staff years to finalize the transfer of and full operation of the Descanso Detention facility; 25 staff years for law enforcement in the unincorporated area; and 5 staff-years to enhance the Communications Center. Reductions include 62.42 staff years and nearly \$2 million in administration and support.

Major unfunded items include:

- o Probation: Completion of caseload supervision automation project to manage increased workloads; and computer terminals for all adult probation investigators to increase efficiency and save transcriber time.
- Superior Court: Expansion of electronic reporting (\$200,000).
- **Sheriff:**
 - Crime Lab Augmentation
 - Fixed Assets, vehicles, automation and staffing
 - Las Colinas Women's Detention Facility Expansion
 - Less than lethal force alternatives

Key Pending Items:

o Municipal Courts: Use of a civil assessment collection agency concept to recover delinquent accounts and backlog warrants.

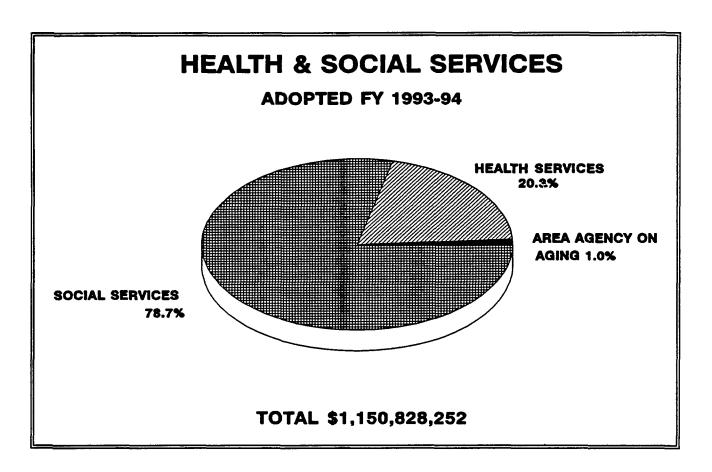


BUDGET SUMMARY HEALTH AND SOCIAL SERVICES

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 the 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 \$53.2 million or 10.3% of the total net County cost of \$517 million.

DEPARTMENT	1992-93	1993-94	%
	ADOPTED	ADOPTED	CHANGE
Area Agency on Aging	\$11,391,218	\$11,467,912	0.7
Social Services	873,172,533	\$905,220,664	3.7
Health Services	237,327,780	\$234,139,676	-1.3
Total	\$1,121,891,531	\$1,150,828,252	2.6



Adopted Health & Social Services budget adjustments include October, 1992 reductions implementing 1992-93 State budget cuts, including program reductions, travel reductions, and implementation of the Integrated Leave Program. Other significant Adopted Health and Social Services budget adjustments include:

Department of Social Services (DSS):

- Reduction in Children's Services (\$2 million and 48 staff years): this results from reduced State Child Welfare Services funding which began in 1992-93 and has already resulted in less ability to provide protective services to children and families.
- Elimination of excess County cost for Foster Care rates (\$190,000): this is a 1% reduction.
- Reduction in General Relief (\$2.5 million): this reflects the 3-month-per-year limit on eligibility of employable General Relief recipients. This policy was upheld by the Superior Court and is currently on appeal to the Fourth District Court of Appeals.
- Reduction as a result of obtaining Supplemental Security Income (SSI) coverage for certain foster care children (\$1 million).
- Reduction in Foster Care costs by redirecting Social Services Trust Fund dollars from Community Action Partnership (\$1 million).

o Department of Health Services (DHS):

- Reduction of Mental Health overmatch, which will reduce administrative & support services and emergency shelter beds.
- Funded the North San Diego Public Health Center for only one-half year. Staff to return mid-year for evaluation of resources to continue operations for the last half of FY 1993-94.
- Reduced Administrative staff costs by \$1,030,516 in order to restore proposed reductions in Community Clinics, and Crisis Line.
- Transferred the County Veterinarian function (\$334,098) to the Department of Agriculture, Weights & Measures to be funded by unrefunded Gas Tax.
- Elimination of the Jail Audit Committee (\$100,000 and 1 staff year).

Major unfunded items include:

Department of Social Services (DSS):

- Necessary refurbishing of existing county-owned facilities.
- Increased operating cost of the new Children's Center.
- Necessary computer equipment.
- Fingerprint system for fraud prevention.
- Increased security staff for outlying offices.

Department of Health Services (DHS):

- Sheriff's detention facility pharmaceutical costs.
- 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.
- Medi-Cal Managed Care (County Medical Services and Mental Health). A level playing field and stable funding services to indigent adults is needed. This necessitates consideration of integrating these programs through the State's Medi-Cal Managed Care initiative.
- Funding for epidemiology expansion of staff to meet burgeoning community need.

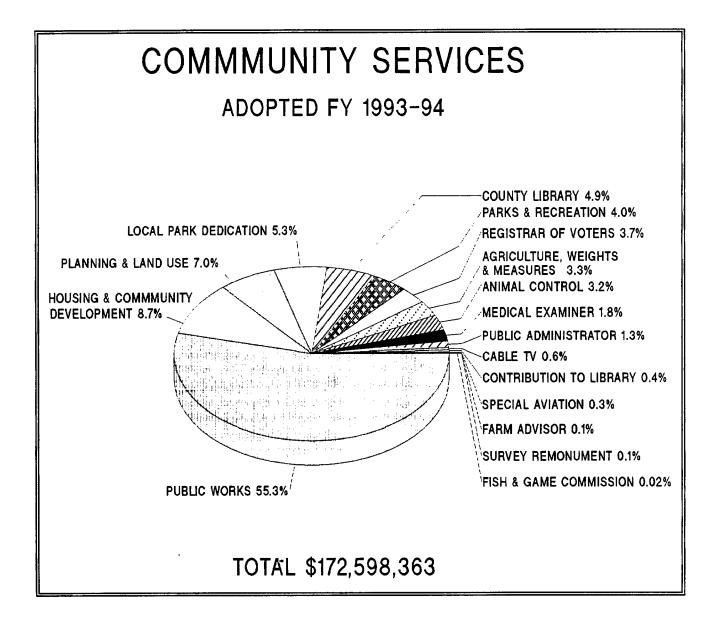
BUDGET SUMMARY COMMUNITY SERVICES



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 1993-94 Adopted Budget for the Community Services area is \$172,598,363 or 8.9% of the total County budget. The increase from 1992-93 is \$12,883,004 or 8.1%. The net number of full-time positions decreased by 137.12 staff-years, or 7.9%. Seven of twelve Community Services departments with staff had staffing decreases.

DEPARTMENT	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
Agriculture, Weights, Measures	\$5,395,249	5,656,905	4.8
Animal Control	5,594,795	5,465,256	-2.3
Cable TV	706,603	964,130	36.4
Contribution to Library Fund	125,661	620,926	394.1
County Library	9,378,294	8,452,400	-9.9
County Library Contingency Reserve	43,624	0	-100.0
Farm and Home Advisor	281,917	221,383	-21.5
Fish & Game Commission	50,535	31,571	-37.5
Housing/Community Dev.	13,499,047	15,027,461	11.3
Medical Examiner	3,611,444	3,110,076	-13.9
Park Land Dedication	9,525,299	9,212,692	-3.3
Parks & Recreation	6,805,922	6,915,761	1.6
Planning and Land Use	13,500,187	12,212,466	-9.5
Public Administrator	2,250,361	2,163,765	-3.8
Public Works	83,904,960	96,193,342	14.6
Registrar of Voters	5,041,461	6,350,229	26.0
Total	\$159,715,359	\$172,598,363	8.1



Other significant Adopted Community Services budget adjustments include:

• Library: Reduce 23.4 staff years to balance a reduction in revenues due to the State property tax shift.

County of San Diego

- O Planning & Land Use: Reduce 53.1 staff-years related to reduced workloads. Reductions are due to a decrease in development activity. Support for the development of growth management plans and policies will continue.
- o **Public Works**: Decrease 57.5 staff years in County Family of Funds (General, Road, Survey Remonument and Special Aviation) activities. Reductions are in the area of land development and in response to decreased development activity. Will continue to improve County maintained roads through resurfacing, realignments, and improved roadway marking.

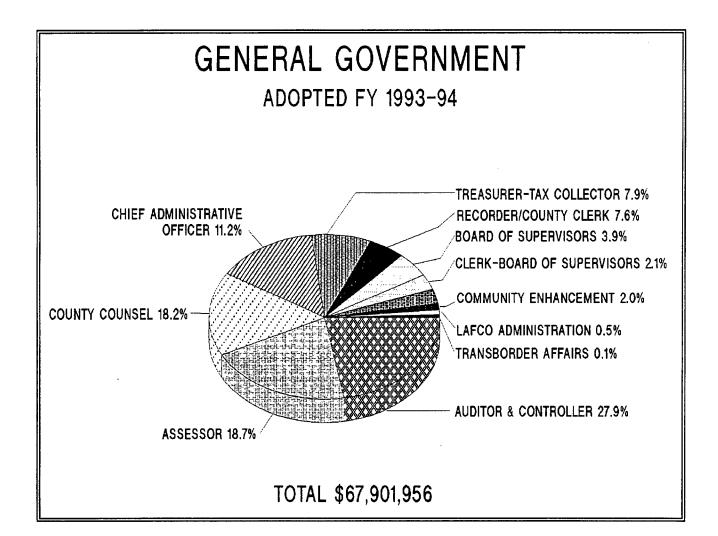
BUDGET SUMMARY GENERAL GOVERNMENT

The General Government group includes 17 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 1993-94 Adopted Budget for General Government is \$67,901,956 or 3.5% of the total Budget.

DEPARTMENT	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
Assessor	\$13,326,996	\$12,691,701	-4.8
Auditor & Controller	8,772,223	18,946,230	116.0
Chief Administrative Officer	9,008,642	7,588,486	-15.8
Board of Supervisors (5 Districts plus the General Office)	2,694,273	2,653,701	-1.5
Clerk Board of Supervisors	1,517,330	1,405,522	-7.4
Community Enhancement Program	1,689,640	1,351,712	-20.0
County Counsel	13,236,277	12,331,950	-6.8
Contribution to LAFCo	344,996	331,163	-4.0
Recorder/County Clerk	5,007,024	5,179,271	3.4
Retirement Association	0	0	0.0
Transborder Affairs	377,636	76,754	-79.7
Treasurer-Tax Collector	5,432,279	5,345,466	-1.6
Total	\$61,407,316	\$67,901,956	10.6

Adopted General Government budget adjustments include October, 1992 reductions implementing 1992-93 State budget cuts, including program reductions, travel reductions, and implementation of the Integrated Leave Program. Other significant Adopted General Government Budget adjustments include:

o Assessor: Reduce costs by \$635,295 and staff years by 39.25 due to lower AB 2890 allocation and to the elimination of vacant positions to minimize as much as possible the impact on assessment activity.



- o Auditor and Controller: Increased costs by \$10,174,007 and staff years by 286.00 due to the merging of the Auditor and Controller with the Departments of Revenue & Recovery, Purchasing and Contracting, and the Office of Financial Management.
 - Purchasing & Contracting: Reduced costs by \$193,123 and 4.25 staff years, including the elimination of the Pony Express Store and reduced purchasing support to County departments. \$33,158 and 1.00 staff-year was added mid-year for the East Mesa Detention Facility.
 - Revenue & Recovery: Reduced costs by \$554,253 and 19.50 staff years. Areas impacted include administration, child support, revenue collections, services and supplies and fixed assets.

- o Chief Administrative Office: Reduced costs by \$1.42 million and 27.08 staff years. This reduction impacts the Offices of Special Projects, Intergovernmental Affairs, Citizen Review Board, and eliminates the Community Involvement function. This budget includes funding for the Labor Relations office, transferred from the Department of Human Resources. The Office of Financial Management was merged with the Auditor and Controller.
- Community Enhancement: Reduced costs by \$337,928. This reduction provides 20% less funding for programs to enhance tourism and economic development. The number of organizations receiving funding in FY 1992-93 was 113. For FY 1993-94, 99 organizations received funding.
- o County Counsel: Reduced \$904,327 and 8.00 staff-years. This would reduce attorney services.
- o Treasurer/Tax Collector: Reduced costs by \$86,813. These reductions will take place in data processing support, and secured and unsecured property tax collection.
- O Clerk of the Board: Reduced \$111,808 and 3.28 staff years. This would impact accounting support, data base maintenance to support public filing requirements such as conflict of interest statements, processing of appointments, assessment appeals support and records.
- o **Transborder Affairs:** Reduced costs by \$300,882 and 4.75 staff years by eliminating this program.

Major unfunded items include:

- o Chief Administrative Office: Contract for consultant services to evaluate performance of the Departments of Health and Information Services (\$525,000).
- o Auditor & Controller: Funding for new automated accounting system.
 - Revenue & Recovery: Funding for the augmentation of Indigent Defense Screening Unit.

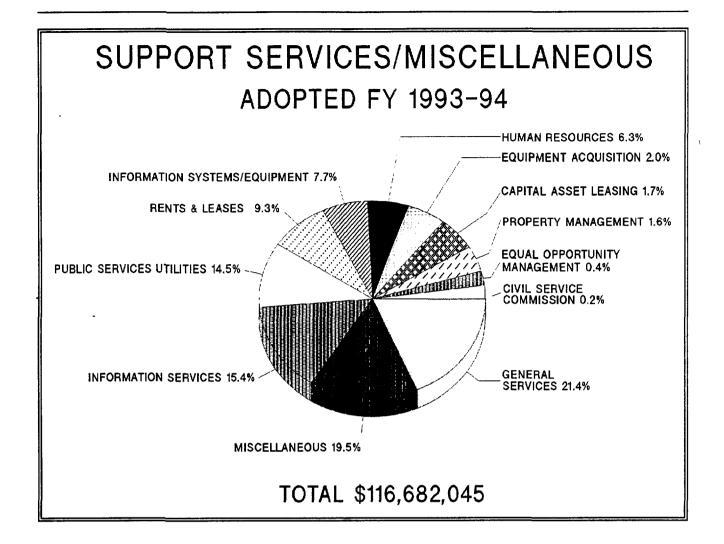
BUDGET SUMMARY SUPPORT SERVICES/MISCELLANEOUS

The functional area Support Services consists of 11 departments/programs. Support department activities include personnel, capital facilities and equipment, maintenance, data processing, and collections. 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 departments of Purchasing and Contracting and Revenue and Recovery are no longer funded under Support Services. Both departments have been combined with the Auditor & Controller and are within General Government.

The 1993-94 Adopted Budget for the Support Services/Miscellaneous functional area is \$116,682,045, or 6.0% of the total Budget.

DEPARTMENT	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
Support:			
Capital Asset Leasing	5,713,967	1,938,803	-66.1
Civil Service Commission	284,846	290,205	1.9
Dept. of Human Resources	9,358,995	7,373,335	-21.2
Electronic Systems/Equip.	8,879,389	8,972,517	1.0
Equal Opportunity Mgmt. Office	531,359	425,605	-19.9
Equipment Acquisition	6,535,086	2,332,200	-64.3
General Services	27,293,481	24,871,408	-8.9
Information Services	19,398,802	17,932,471	-7.6
Major Maintenance	2,543,467	1,911,594	-24.8
Public Services Utilities	15,001,826	16,951,826	13.0
Purchasing and Contracting	2,295,212	0	-100.0
Rents and Leases	11,494,179	10,891,762	-5.2
Revenue & Recovery	8,346,111	0	-100.0
Subtotal Support	\$117,676,720	\$93,891,726	-20.2
Miscellaneous:			
Cash Borrowing	10,942,000	11,600,000	6.0
Contingency Reserve-General	11,748,060	6,636,250	-43.5
District Attorney - Asset Forfeiture	172,740	0	-100.0
Edgemoor Development Fund	74,330	86,000	15.7
Probation Asset/Forfeitures	73,454	0	100.0
Reserves/Designations	1,361,854	0	-100.0
Sheriff Inmate Welfare Fund	1,908,360	2,778,485	45.6
Sheriff's Asset/Forfeitures	2,727,565	1,689,584	-38.1
Subtotal Miscellaneous	\$29,008,363	\$22,790,319	-21.4
Total	\$146,685,083	\$116,682,045	-20.5



Adopted Support Services/Miscellaneous budget adjustments include October, 1992 reductions implementing 1992-93 State budget cuts, including program reductions, travel reductions, and implementation of the Integrated Leave Program. Other significant Adopted Support Services/Miscellaneous budget adjustments include:

- o General Services: Reduced costs by \$4.5 million and 55 staff-years. This will reduce administrative support for the department and real property and facilities services support for the County.
- o Human Resources: Reduced costs by \$1.99 million and 20.32 staff-years. This reduction includes the transfer of the Labor Relations program to the Chief Administrative Office. Other reductions include the service awards, recruitment and assessment, classification and compensation, recognition and development, employee benefits administration, administrative services, and training and development.

- o Equal Opportunity Management Office: Reduced costs by \$105,754 and 2.00 staff-years. This will reduce the equal opportunity/affirmative action assistance and training available to County departments and reduce services/supplies accounts.
- San Diego Asset Leasing Corporation (SANCAL): Reduced costs by \$3,775,164 for the retirement of a 1984 Equipment Debt Issue (\$1,161,923) and scheduled reduced payments due for the 1987 equipment issue.
- o Information Services: Reduced costs by \$1,466,331 and 33.00 staff years. This reduces clerical and administration, applications support, data entry, operations support, and telecommunications.

Major unfunded items include:

- o General Services: Facilities Services fixed assets, Fleet Services fixed assets, auto parts, reroofing and parking lot repairs.
- Other specific items include additional disk storage, storage memory addition, maintenance of the County Administration Center local area network, and telephone public branch exchange (PBX) switch.

BUDGET SUMMARY CAPITAL

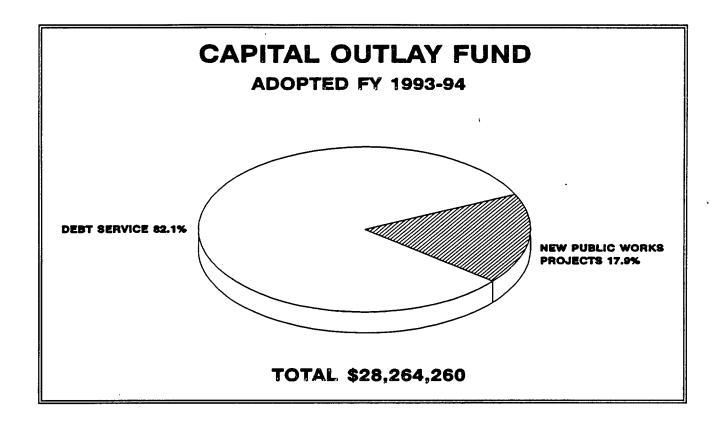
The Capital Functional area provides the continuing debt service for major capital facilities built through debt financing and establishes appropriations for new capital projects such as park land acquisition, new jails, new courts or to

renovate existing facilities.

Capital projects are necessary to support County operations. Capital projects deemed necessary by the Board of Supervisors and for which funds can be identified are budgeted in a special fund called the Capital Outlay Fund (COF). The COF is unlike most budgets in that once budgeted capital project appropriations do not end with the fiscal year but may remain on "the books" until the project is completed or canceled. For this reason the reported "actuals" for any given fiscal year will not reconcile with the Adopted Budget.

The adoption of the annual Capital Budget is only one method of establishing project appropriations. The demands and circumstances of capital projects require a flexible process where projects are created during the year by specific action of the Board of Supervisors. For example, the FY92-93 and FY93-94 Adopted Budget document added no new criminal justice projects, though the "Justice Center," a new high-rise building for courts and court support operations costing over \$70 million, was approved in late Spring, 1993. Such projects are typically reflected in the County's Multi-year Capital Improvements Plan, covering the period 1991-92 to 1996-97.

CAPITAL OUTLAY FUND (COF)	1992-93 ADOPTED	1993-94 FINAL	% CHANGE
Lease-Purchase			
Criminal Justice	\$9,634,206	9,281,099	-3.7
Health	4,263,928	3,399,556	-20.3
Other	15,519,566	10,527,193	-32.2
Program Revenue Projects			
Criminal Justice	0	0	- 0.0
Library	360,000	0	-100.0
Parks & Recreation	1,023,000	0	-100.0
Public Works/Transit Center	5,119,482	5,056,412	-1.2
Other	0	0	0.0
General Purpose Revenue Projects			
Criminal Justice	0	0	0.0
Other	0	0	0.0
Fund Transfers	0	0	0.0
Sub-Total	\$35,920,182	\$28,264,260	-21.3
Program Revenues	11,701,632	10,462,700	-10.6
Total General Fund Contributions To	\$24,218,550	\$17,801,560	-26.5



Major unfunded items include:

- Crime Lab (\$35 million).
- o Traffic and Small Claims Courts Expansion (\$22 million).
- o Juvenile Court Expansion (\$43 million).
- o Central Detention Complex (Phase I) \$7.3 to \$27.3 million depending on site, in addition to \$32.7 million Prop 86 funds.
- 800 Mhz emergency communication center and equipment including CAC/Mobile Data System and AVL System. (Does not include segments of system to be paid by potential County Service Area (CSA) funding - \$37 million.
- Relocate/Install new water tanks at Descanso Detention Facility \$140,000.
- o Install integrated fire alarm system at Las Colinas Women's Detention Facility \$190,000.
- o Upgrade various County-owned social services district offices \$336,000.

County of San Diego 21

Key pending items include:

- o Edgemoor Geriatric Hospital Reconstruction.
- o Planned acquisition of a new facility for the Departments of Public Works and Planning and Land Use.
- o Construction for new DA/Downtown Court Building.
- o Potential construction of facility on County's Kettner/Beech Street property to accommodate APCD and Environmental Health as well as some lease consolidations.

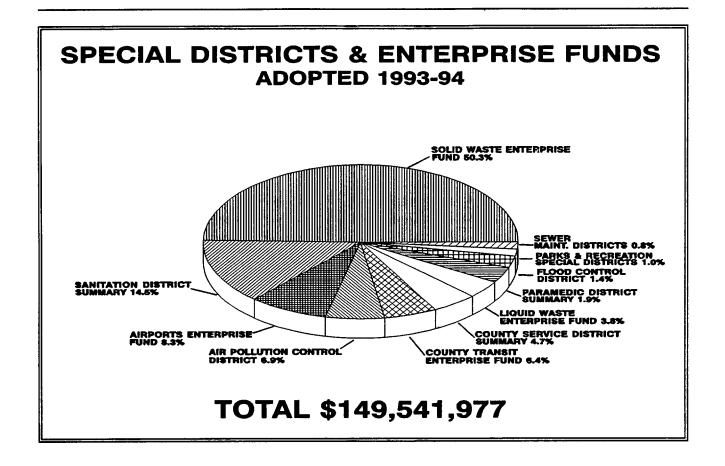
BUDGET SUMMARY SPECIAL DISTRICTS AND ENTERPRISE FUNDS



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

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

•	1992-93 ADOPTED	1993-94 ADOPTED	% CHANGE
SPECIAL DISTRICTS		tan Jasak a Madakk jada a statut	5 11 1 2 1 2 1 2 1 2
Air Pollution Control District County Service District Summary Flood Control District Paramedic District Summary Parks and Recreation Special Districts Sanitation District Summary Sewer Maintenance District	11,078,287 4,957,695 3,840,212 3,249,303 1,314,653 24,679,816 2,620,400	10,272,132 6,968,377 2,060,625 2,831,088 1,539,374 21,684,413 1,230,296	-7.3 40.6 -46.3 -12.9 17.1 -12.1 -53.0
TOTAL	\$51,740,366	\$46,586,305	-10.0
ENTERPRISE FUNDS			
Airports County Transit Liquid Waste Solid Waste	10,595,981 8,745,152 6,166,735 69,838,772	12,463,725 9,563,380 5,662,077 75,266,490	17.6 9.4 -8.2 7.8
TOTAL	\$95,346,640	\$102,955,672	8.0
SPECIAL DISTRICT AND ENTERPRISE FUND TOTAL	\$147,087,006	\$149,541,977	1.7



Significant Adopted Special Districts & Enterprise Funds adjustments include:

- The Solid Waste Enterprise Fund will complete the last phase of implementation of a County-wide Mandatory Recycling Ordinance and will implement programs to encourage the purchase of products made from recycled materials. Budget increases are due to increased user fees for increased land fill costs.
- o The Airport Enterprise fund will maintain over 85,000 linear feet of runways and taxiways.
- o The Transit Enterprise Fund will spend \$1.4 million for replacement of County Transit buses, and transport over 3.7 million passengers.
- o The 77 County Service Districts includes extended services beyond those that the County can routinely provide. These districts include one Facilities Planning Service District for the infrastructure planning of Otay Mesa East, seven Fire Protection Districts, one County-wide Street Lighting District, 66 Road Maintenance Districts, one Sewer Construction District for the Plaza Bonita area, and one Water Supply District for the Majestic Pines Water System in Julian. Budget increases are due primarily to increased road maintenance.
- o Sewer maintenance budgets are decreased because of reduced rates for mobile homes as established in the Uniform Sewer Ordinance.

ESTIMATED REVENUES

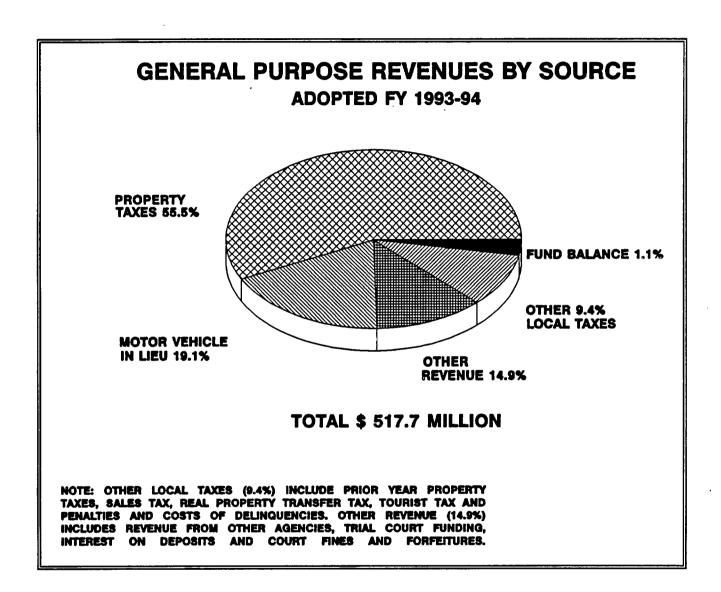
By law, the County must adopt a balanced budget. Therefore, it is important to understand the sources of County revenue. The County's revenues can be classified into three broad categories: program revenues, general purpose revenues, and general fund, fund balance.

	% of Total Budget	Change From 1992-93 To 1993-94 (In Millions of Dollars)
Program Revenues	73.40	\$70.88
General Purpose Revenues	26.20	(58.15)
General Fund, Fund Balance	0.34	6.7
Reserve Designation, Fund Balance	06_	(1.5)
Total ·	100.0%	\$17.98

Program Revenues which make up about 73.4% 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 approximately \$71.0 million over 1992-93. This increase is primarily in the Social Services budget for the Food Stamps Program (\$33.0 million) and Medi-Cal (\$6.0 million). Employment development (\$6.0 million), AFDC - Foster Care (\$5.0 million).

General Purpose Revenues which make up over 26.2% 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 \$56.7 million less than 1992-93. This is the result of the Property Tax Shift from counties to schools, and reduced Trial Court Funding by the State due to the continued sluggish State economy. Not reflected in the Adopted Budget is an additional reduction of about \$84.4 million in property taxes, which will be reflected by year-end in the general revenues. This will represent the total loss of \$118.4 million in Property Taxes for FY 1993-94. It should also be noted that the passage of Proposition 172 will provide \$109 million in sales tax revenue which will become a program revenue for use in the Sheriff, District Attorney, and Probation. Approximately 99.0% of General Purpose Revenues are used to fund mandated services for which there is no other funding source. Less than 1.0% of General Purpose Revenues are available to provide discretionary services.

The General Fund, Fund Balance is estimated to be \$6.7 this year. The Reserve Designation is prior year program revenue for the District Attorney, DPLU and Assessor held in a trust fund, and proposed to be used in 1993-94.



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

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

GENERAL REVENUES	ADO	1992-93 PTED BUDGET	ADO	1993-94 PTED BUDGET	DECREASE)
CURRENT PROPERTY TAXES					
SECURED	\$	321,000	\$	266,050	\$ (54,950)
UNSECURED		14,700		14,200	(500)
SUPPLEMENTAL ROLL (SB813)		4,000		3,500	(500)
REDEVELOPMENT AGREEMENTS		<u>3,000</u>		<u>3,500</u>	<u>500</u>
SUBTOTAL CURRENT PROP. TAXES	\$	342,700	\$	287,250	\$ (55,450)
OTHER LOCAL TAXES					•
PRIOR YEAR SECURED & UNSECURED	\$	11,200	\$	11,000	\$ (200)
PRIOR YEAR SUPPLEMENTAL SECURED & UNSECURED		6,000		4,500	(1,500)
PENALTIES & COSTS OF DELINQUENCIES		11,200		11,800	600
OTHER TAX - AIRCRAFT		900		900	0
SALES & USE TAX		10,500		11,100	600
TOURIST OCCUPANCY TAX		2,100		1,800	(300)
REAL PROP. TRANSFER TAX		7,500		5,500	(2,000)
FRANCHISES		2,176		2,250	<u>74</u>
SUBTOTAL OTHER LOCAL TAXES	\$	51,576	\$	48,850	\$ (2,726)
REVENUE FROM OTHER AGENCIES					
HOMEOWNERS' PROP. TAX REDEMPTION		7,130		7,130	0
TRIAL COURT FUNDING BLOCK GRANT	•	44,492		25,500	(18,992)
TRIAL COURT TRUST FUND		0		12,200	12,200
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		98,000		98,800	800
TRAILER-IN-LIEU TAX		<u>1,050</u>		<u>0</u>	(1,050)
SUBTOTAL REVENUE FROM OTHER AGENCIES	\$	152,572	\$	145,530	\$ (7,042)
MISCELLANEOUS					
COURT FINES & FORFEITURES	\$	1,800	\$	2,000	\$ 200
INTEREST ON DEPOSITS		14,300		20,900	6,600
INTERFUND TRANSFERS		3,363		2,600	(763)
OTHER REVENUE MISCELLANEOUS		<u>2,865</u>		<u>3,895</u>	<u>1,030</u>
SUBTOTAL MISCELLANEOUS	\$	22,328	\$	29,395	\$ 7,067
SUBTOTAL GENERAL REVENUES	\$	569,176	\$	511,025	\$ (58,151)
FUND BALANCE		0		5,623	5,623
TOTAL GENERAL REVENUES	\$_	569,176		516,648	 (52,528)
OTHER ADJUSTMENTS					
DESIGNATION DECREASE/REBUDGETS		<u>2,541</u>		2,165	<u>(376)</u>
SUBTOTAL OTHER ADJUSTMENTS	\$	2,541	\$	2,165	(376)

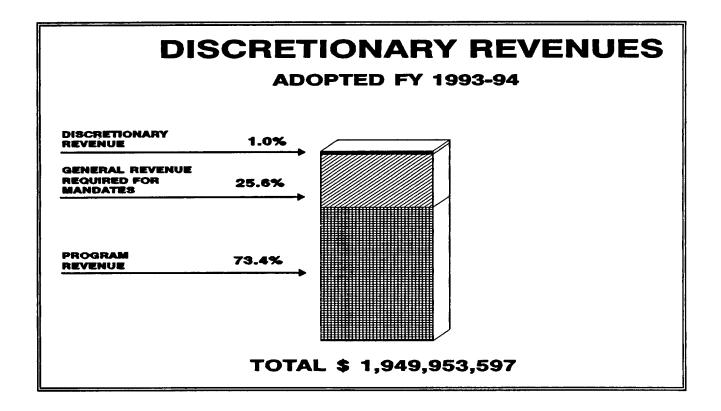
^{*} OTHER ADJUSTMENTS FY 1993-94 INCLUDE: \$1.08M FOR REBUDGETS AND \$1.084M FOR DESIGNATION DECREASES FOR THE DIST. ATTORNEY, ASSESSOR, DPLU, PARKS, AND PROP. MGMT.

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DISCRETIONARY REVENUES

The County's 1993-94 adopted budget totals \$1,949,953,597. Revenue categories are outlined as follows:

0	Program Revenues	% of Total	Budget
	These must be used for specific purposes such as welfare grants, health, mental health and roads		73.4%
0	General Revenues (including Fund Balance)		
	These include:		
	• Revenues required by Federal and State law to be allocated to mandated programs		25.6
	• Discretionary Revenues available for local programs		. 1.0
	Total	1	.00.0%



ECONOMIC PERSPECTIVE

Recent economic indicators suggest that the national economy was recovering from the recession during 1993, while California was not. National, State, and local trends are summarized as follows.

National: A number of economic indicators suggest that a moderate national economic expansion is sustainable. Interest rates are the lowest in 20 years thus households and businesses can refinance outstanding debts and lower debt payments. In fact, with interest rates low and cash flow improving, a strong investment in equipment is anticipated. Employment continues to be sluggish but the unemployment rate has dropped to 6.4%, more than 1% reduction from 1992. Home sales have improved from the lows of early 1992 but non-residential construction remains weak. Low inflation will prevail throughout 1995, helped by lower oil prices and slower health-care cost increases. Slow growth may be the norm for a long time. Positive and negative indicators include the following:

- The enormous Federal budget deficit continues to be a major concern.
- Unemployment occurring during this recession represents permanent job losses.
- The trade deficit surged due to a worldwide weak economy and the strength of the dollar against the European currencies.
- + Business equipment sales show improvement.
- + Interest rates are the lowest in a generation.
- + Inflation is moderate and stable.
- + Jobs are created at a sustainable rate.
- + The U.S. economy is currently stronger than most other nations, except, principally, the emerging economies in Southeast Asia.

State:

The California economy does not show any significant signs of economic recovery. California lost over 800,000 jobs since May of 1990. The unemployment rate the 4th quarter of 1993 is estimated at 9.3% versus 9.9% from the 4th quarter of 1992. Southern California continues to endure its painful recession induced by the onslaught of defense cuts, overbuilt commercial real estate and widespread corporate restructuring. Aerospace industry lost about 140,000 jobs the last 5 years, with 83% lost in Los Angeles, Orange and San Diego counties. Retail sales have remained flat, which give hope for stability and auto sales remain flat up to now. The State's finances continue to deteriorate as the deficit is projected to reach \$3 - \$5 billion in FY 1994-95. Positive and negative indicators include the following:

- Defense spending will continue to fall in 1994 leading to additional employment declines in aerospace jobs and civilian defense jobs.
- The rate of unemployment is projected to be 9.4% in 1993, and 10% in 1994.

- The State has an oversupply of commercial office and retail space.
- In-migration of younger, lower income persons is increasing demands on public services.
- Personal income continues to decline.
- + Housing sales are picking up.
- + The passage of NAFTA will help the State economy.
- + There does not appear to be an excessive inventory of unsold homes.
- + Population growth still occurs, but at a rate similar to the nation's growth.
- + Employment is growing at a 1% annual rate, mostly in the retail/trade category.

Local:

San Diego is in recession which is proving more stubborn and deeper than expected. Residential building permit valuations are down about 49% in the last two years. The County's unemployment rate is averaging 8.0%, lower than the State's unemployment rate of 9.3%. Further layoffs are expected in the defense-related industries. The Real Regional Gross Product for 1992 and 1993 had a negative growth of -2.0% and -1.0% respectively. The local economy continued to be weak in 1993, but 1994 will show modest growth. The growth rate will lag behind National and State growth rates at .1% for 1993 and 1.0% in 1994. Positive and negative indicators include the following:

- Depressed construction growth rates are expected for the residential and non-residential sectors.
- The employment rate will remain high at 8.0% in 1993, which is lower than the State (9.3%), but higher than the national (6.4%).
- + The local economy can take an international focus.

ECONOMIC/DEMOGRAPHIC DATA

(Percent changes unless otherwise indicated)

	ACTUAL	ESTIMATE	FORE	CAST
	1992	1993	1994	1995
GROWTH (Real)				
National California San Diego County	2.5 5 -1.0	2.7 -1.6 .1	3.0 .8 1.0	2.3 1.6 1.8
PERSONAL INCOME				
National California	6.1 3.3	4.7 1.3	5.7 4.6	5.6 5.5
CONSUMER PRICES				
National California San Diego County	3.0 3.5 3.8	3.0 3.2 2.9	2.9 3.5 3.2	3.2 3.8 4.0
POPULATION				
National California San Diego County	1.0 1.9 2.0	1.0 1.6 1.5	0.9 1.5 1.7	0.9 1.4 1.8
UNEMPLOYMENT RATE				
National California San Diego County	7.4 9.1 8.4	6.8 9.4 8.1	6.2 9.7 7.6	6.0 9.0 7.5
INTEREST RATES				
Prime Interest Rate Mortgage Rate	6.3 8.4	6.0 7.2	6.2 6.8	6.3 7.0

OUTLOOK FOR 1993-94 AND FUTURE YEARS

The 1993-94 Adopted Budget totals \$1.9 billion, or about \$18 million higher than the 1992-93 Adopted Budget. The 1993-94 Budget includes a \$33 million increase for the Food Stamps Program, \$6.0 million for Medi-Cal and \$6.0 for Employment Development, all Federally offset programs. Excluding these programs, the Proposed Budget is actually 2.7% less than the 1992-93 Adopted Budget and adjusting for inflation it is 6.5% less. There are service level reductions in virtually all County departments, and real cost and staff-year reductions in many departments. The major reason for these reductions is that State and County revenues are lower than last year's level reflecting one of the worst economic downturns since World War II and the State's action, i.e., shift of Property Taxes to schools. Fixed asset and maintenance projects are deferred again for a third 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 areas in the next few years will continue to be the following:

REVENUES:

- Property Tax Shift: In FY 92-93 the State, faced with a \$10.2 billion shortfall, took about \$1.3 billion in Property Tax revenues from counties, cities, special districts, and redevelopment agencies. Of that amount, \$525 million came directly from counties. The County lost almost \$17.6 million in Property Taxes. In FY 1993-94, State faced another \$8 billion shortfall and took away another \$2.6 billion of Property Tax revenues from the local entities. The County lost \$118.4 million. Property Tax revenues represent over 50% of the County's General Revenues. The last two years reductions eroded the tax revenue base by over 25%. All other revenues remained flat or decreased due to almost 3-year recession. The VLF revenues for 1993-94 reflect a 4.5% decrease or \$5.0 million loss. The general revenues for 1993-94, after adjustments are made for the property tax shift, will be at the FY88-89 level.
- Proposition 172: Passage of Proposition 172 in November 1993 provides for an estimated increase in sales tax revenue of \$109 million, which is to be dedicated to offset current costs in the Sheriff, District Attorney, and Probation.
- O Trial Court Funding: In 1991-92, the State enacted legislation to increase the level of State funding for trial court operations to 55%. Due to the State budget shortfall, 1992-93 was actually reduced by 25%. This year's funding is reduced by \$9.5 million. Total funding coming from the State will be only 46% of trial court costs.

EXPENDITURES:

The Public Protection/Justice System programs receive over 70% of the County's general revenues. Shrinking revenues will continue to put pressure on the County, especially in the context of rising costs in the following areas:

- O Detention Facility Expenditures: One of the top priorities of the Board of Supervisors has been the full operation of East Mesa Detention Facility. In 1992-93 the Board approved the partial funding of the East Mesa Facility with an additional \$3 million. For 1993-94, the Board of Supervisors approved \$9 million for the full operation. This increase is partially offset by the closure of the East County Detention Facility and the Las Colinas Men's Detention Facility. As a result, the net increase to the County detention system is 600 beds.
- O Criminal Justice System: The increased cost of Indigent Defense, Courts and District Attorney are related to increased law enforcement activity. This entire program area is growing rapidly and consumes by far the largest portion of all County General Revenues. For these reasons, it is important to closely examine the various component elements of the justice system to make sure that opportunities for cost savings are not missed.
- O Salary and Benefit Costs: No salary increases are included in the Adopted Budget. For two years County employees have accepted a 5% salary decrease in the form of Integrated Leave Program (ILP) which is scheduled to expire in 1993-94. Providing comparative Salaries & Benefits is usually the subject of negotiations each year. There are increased costs anticipated in 1994-95 related to workers compensation, step increases, health benefits, the loss of ILP and negotiated increases for certain bargaining units. This will result in a wider gap between revenues and expenditures, thus requiring additional resource and service reductions.

COUNTY OF SAN DIEGO PROJECTED EXPENDITURE & REVENUE LEVELS FY 93-94 TO FY 96-97 (MILLIONS OF DOLLARS)

			CHANGE		CHANGE		CHANGE
	ADOPTED	PROJECTED	FROM	PROJECTION	FROM	PROJECTION	FROM
REVENUES	FY 93-94	FY 94-95	ADOPTED	FY 95-96	FY 94-95	FY 98-97	FY 95-96
Program Revenues	\$1,402.9	1,574.9	\$172.0	\$1,644.9	\$70.0	\$1,714.9	\$70.0
General Revenue	474.0	353.0	(121.0)	358.0	5.0	368.0	10.0
General Revenue/Trial Court Funding	37.7	37.1	(0.6)	37.0	(0.1)	37.0	0.0
Fund Balance/Rebudgets	6.7	10.0	3.3	5.0	(5.0)	5.0	0.0
Capital	28.2	24.2	(4.0)	24.2	0.0	24.2	0.0
TOTAL REVENUES	\$1,949.5	\$1,999.2	\$49.7	\$2,069.1	\$69.9	\$2,149.1	\$80.0

EXPENDITURES							
CRIMINAL JUSTICE/PROTECTION AREA	\$395.9	\$400.0	\$4.1	\$418.0	\$18.0	\$428.5	\$10.4
SOCIAL SERVICESIAAA	916.7	991.3	\$74.6	\$1,066.3	\$75.0	1,146.3	\$80.0
HEALTH SERVICES	234.1	234.1	\$0.0	\$234.1	\$0.0	234.1	\$0.0
GENERAL GOVERNMENT AREA	67.9	67.9	\$0.0	\$67.9	\$0.0	67.9	\$0.0
COMMUNITY SERVICES AREA	172.6	174.6	\$ 2.0	\$176.6	\$2.0	178.6	\$2.0
SUPPORT SERVICES	93.9	93.9	\$0.0	\$93.9	\$0.0	93.9	\$0.0
MISCELLANEOUS AREA	;		:				
Cash Borrowing	\$11.6	\$11.6	\$0.0	\$11.6	\$0.0	\$11.6	\$0.0
Public Liability	0.0	1.4	1.4	1.4	0.0	1.4	0.0
Contigency Reserve	6.6	10.0	3.4	10.0	0.0	10.0	0.0
Other	4.5	4.5	0.0	4.5	0.0	4.5	0.0
<u>CAPITAL</u>	- \$46 .1	\$ 52.1	\$6.0	\$53.2	\$1.1	52.2	(\$1.0)
Subtotal Expenditures	\$1,949.9	\$2,041.4	\$ 91.5	2,137.5	\$96.1	\$2,229.0	\$91.5
Salary & Benefit Costs		12.4	0.0	25.0	12.6	50.0	25.0
ILP Salary Restoration	0.0	12.9	\$12.9	0.0	(12.9)	0.0	0.0
Matching Cost\Load Increases	0.0	0.0	\$0.0	· 0.0	0.0	0.0	0.0
TOTAL EXPENDITURES	\$1,949.9	\$2,066.7	\$116.8	\$2,162.5	\$95.8	\$2,279.0	\$116.5
ESTIMATED GAP	(0.4)	(67.5)	(67.1)	(93.4)	(25.9)	(129.9)	(36.5)

MAJOR ASSUMPTIONS:

These projections assume a roll-over budget, i.e prior year's budget plus any Board directed mid-year adjustments.

No CPI or Caseload adjustments unless is otherwise indicated.

Program Revenues changes will result in similar program appropriations / expenditure changes. Negative or positive for a neutral impact.

General Revenues will remain sluggish, the County could loose additional funds to schools due to the Projected State gap the next few years.

Criminal Justice/Protection costs will increase an average of 3.5% annually. No additional court rooms jail beds are assumed.

The 4rd Operating Agreement will not require additional funds.

For FY94-95 the restoration of ILP cost ,plus salary increases for DS/DM,step increases,and workers comp.

For FY95 and FY96 Salary & Benefit increases of about \$25.0 million, plus step and retirement rate increases.

SUMMARY OF ADOPTED BUDGET

	1992-93 Adopted	1993-94 Adopted	INCREAS -DECREA
CRIMI	NAL JUSTICE FUNCTION	AL AREA	
SALARIES AND BENEFITS	332,604,026	345,005,246	12,401,2
SERVICES AND SUPPLIES	39,718,165	46,075,243	6,357,0
OTHER CHARGES	6,767,006	8,157,656	1,390,6
FIXED ASSETS	2,186,692	3,760,082	1,573,3
VEHICLE/COMM. EQUIP.	682,600	519,134	-163,4
REIMBURSEMENTS		-7,640,200	-7,640,2
CONTINGENCY RESERVE		, , , , , , , , , , , , , , , , , , , ,	.,,-
RESERVE DESIGNATION INCREASE			
OPERATING TRANSFERS	172,740		-172,7
TOTAL EXPENSE	382,131,229	395,877,161	13,745,9
TOTAL EXICHOL	302,131,227	373,017,101	(5,145,7
PROGRAM REVENUES	-92,414,740	-106,497,046	-14,082,3
	76,414,140	-470,308	-14,082,3 -470,3
RESERVE DESIGNATION REDUCTION		-410,306	-410,3
FUND BALANCE - GENERAL FUND	-02 /4/ 7/0	-106 047 754	-14,552,6
TOTAL REVENUE	-92,414,740	-106,967,354	- 14,252,6
TOTAL CRIMINAL JUSTICE	289,716,489	288,909,807	-806,6
STAFF YEARS:	6,712.01	7,082.25	370.
SIMFF IEMRS.	0,712.01	7,002.23	J10.
HEALTH AND	SOCIAL SERVICES FUNC	CTIONAL AREA	
SALARIES AND BENEFITS	242,440,060	236,787,139	-5,652,9
SERVICES AND SUPPLIES	207,633,121	220,160,982	12,527,8
OTHER CHARGES	671,204,737	693,559,278	22,354,5
FIXED ASSETS	326,693	304,853	-21,8
VEHICLE/COMM. EQUIP.	286,920	16,000	-270,9
REIMBURSEMENTS	200,720	10,000	-210,7
CONTINGENCY RESERVE			
OPERATING TRANSFERS			
TOTAL EXPENSE	1 121 901 571	1 150 929 252	29 074 7
TOTAL EXPENSE	1,121,091,331	1,150,828,252	28,936,7
PROGRAM REVENUES	-1,041,841,283	-1,097,617,650	-55,776,36
TOTAL HEALTH AND SOCIAL SERVICES	80,050,248	53,210,602	-26,839,6
STAFF YEARS:	6,228.74	6,204.49	-24.7
COMMUN	ITY SERVICES FUNCTION	NAL AREA	
SALARIES AND BENEFITS	77,142,827	70,933,641	-6,209,1
SERVICES AND SUPPLIES	61,238,996	79,898,609	18,659,6
OTHER CHARGES	17,857,396	18,575,733	718,3
FIXED ASSETS	1,276,103	1,264,990	-11,1
VEHICLE/COMM. EQUIP.	1,278,103	1,264,990	-11,1
REIMBURSEMENTS	1,500	1,300	
CONTINGENCY RESERVE	43,624		-43,62
RESERVE DESIGNATION INCREASE	43,024		-43,0
	2 15/ 017	1 037 900	274 0
OPERATING TRANSFERS	2,154,913	1,923,890	-231,0
TOTAL EXPENSE	159,715,359	172,598,363	12,883,0
DROCDAM DEVENUES	170 705 440	1/2 07/ /75	40 570 7
PROGRAM REVENUES	-130,395,110	-142,934,435	-12,539,3
		-466,135	-466,1
RESERVE DESIGNATION REDUCTION		-13,149,373	-1,376,79
RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS	-11,772,579	, ,	
RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND			
RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS	-11,772,579 -142,167,689	-156,549,943	-14,382,2
RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND TOTAL REVENUE	-142,167,689	-156,549,943	
RESERVE DESIGNATION REDUCTION FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND			-14,382,25 -1,499,25

	1992-93 Adopted	1993-94 Adopted	INCREASE/ -DECREASE
orus	DAL COMEDUMENT FUNCTIONA		
GENE	RAL GOVERNMENT FUNCTIONA	AL AKEA	
SALARIES AND BENEFITS	48,895,227	55,131,545	6,236,318
SERVICES AND SUPPLIES	6,542,058	7,364,286	822,228
OTHER CHARGES FIXED ASSETS	5,452,886 517,145	5,096,125 310,000	-356,761 -207,145
VEHICLE/COMM. EQUIP.	317,143	310,000	-201, 143
REIMBURSEMENTS			
CONTINGENCY RESERVE			
RESERVE DESIGNATION INCREASE			
OPERATING TRANSFERS		(7.004.05/	
TOTAL EXPENSE	61,407,316	67,901,956	6,494,640
PROGRAM REVENUES	-22,699,856	-24,698,176	-1,998,320
RESERVE DESIGNATION REDUCTION	· ·	-148,295	-148,295
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND			
TOTAL REVENUE	-22,699,856	-24,846,471	-2,146,615
TOTAL GENERAL GOVERNMENT	38,707,460	43,055,485	4,348,025
STAFF YEARS:	1,084.21	1,293.10	208.89
CH ID	DODI GERWATA TUNGTIONAL	4054	
SUP	PORT SERVICES FUNCTIONAL	. AKEA	
SALARIES AND BENEFITS	50,645,522	35,372,623	-15,272,899
SERVICES AND SUPPLIES	56,379,121	55,749,957	-629,164
OTHER CHARGES	9,345,249	5,576,178	-3,769,071
FIXED ASSETS VEHICLE/COMM. EQUIP.	5,634,432	1,538,500	-4,095,932
REIMBURSEMENTS	-4,327,604	-4,345,532	-17,928
CONTINGENCY RESERVE	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
OPERATING TRANSFERS			
TOTAL EXPENSE	117,676,720	93,891,726	-23,784,994
PROGRAM REVENUES	-20,080,154	-13,425,098	6,655,056
RESERVE DESIGNATION REDUCTION	20,000,154	10/425/070	0,000,000
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND	•		
TOTAL REVENUE	-20,080,154	-13,425,098	6,655,056
TOTAL CURRENT CERUZOES	07 504 544	00 /44 430	17 120 079
TOTAL SUPPORT SERVICES STAFF YEARS:	97,596,566 1,181.34	80,466,628 766.02	-17,129,938 -405.32
OTAT TEARO.	1,101.54	700.02	403.32
	CAPITAL FUNCTIONAL AREA	•	
	CAPTIAL FUNCTIONAL AREA	•	
SERVICES AND SUPPLIES	20 /.17 700	23,207,848	_£ 200 0E1
OTHER CHARGES FIXED ASSETS	29,417,700 6,502,482	5,056,412	-6,209,852 -1,446,070
REIMBURSEMENTS	0,302,402	5,050,412	.,++0,010
CONTINGENCY RESERVE			
OPERATING TRANSFERS	24,218,551	17,801,560	-6,416,991
TOTAL EXPENSE	60,138,733	46,065,820	-14,072,913
	-36,095,820	-28,264,260	7,831,560
PROCRAM DEVENUES		LU. LU4, LUU	1,051,100
PROGRAM REVENUES FUND BALANCE - SPECIAL FUNDS	-36,093,620		
PROGRAM REVENUES FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND	-36,093,620		
FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND	-36,095,820	-28,264,260	7,831.560
FUND BALANCE - SPECIAL FUNDS	-36,095,820	-28,264,260	7,831,560
FUND BALANCE - SPECIAL FUNDS FUND BALANCE - GENERAL FUND		, ,	7,831,560 -6,241,353

County of San Diego

	1992-93 ADOPTED	1993-94 Adopted	INCREASE, -DECREASI
MI	SCELLANEOUS FUNCTIONAL	AREA	
SALARIES AND BENEFITS			
SERVICES AND SUPPLIES	2,182,290	2,106,504	-75,786
OTHER CHARGES	10,942,000	11,600,000	658,000
FIXED ASSETS	798,810	1,145,050	346,240
VEHICLE/COMM. EQUIP.	475,000	125,000	-350,000
REIMBURSEMENTS			
CONTINGENCY RESERVE	11,748,060	6,636,250	-5,111,81
RESERVE DESIGNATION INCREASE			
OPERATING TRANSFERS	2,862,203	1,177,515	-1,684,68
TOTAL EXPENSE	29,008,363	22,790,319	-6,218,04
PROGRAM REVENUES	-3,790,524	-3,541,254	249,27
GENERAL REVENUES	-569,172,472	-511,025,687	58,146,78
RESERVE DESIGNATION REDUCTION		•	•
FUND BALANCE - SPECIAL FUNDS	-1,165,925	-1,012,815	153,11
FUND BALANCE - GENERAL FUND	-2,540,788	-6,703,065	-4,162,27
TOTAL REVENUE	-576,669,709	-522,282,821	54,386,88
TOTAL MISCELLANEOUS	-547,661,346	-499,492,502	48,168,84

	1992-93 Adopted	1993-94 Adopted	INCREASE/ -DECREASE
GENE	RAL FUND SUMMARY BY	ACCOUNT	
SALARIES AND BENEFITS	714,324,342	708,917,299	-5,407,043
SERVICES AND SUPPLIES	325,222,274	348,393,828	23,171,554
OTHER CHARGES	706,090,778	726,413,339	20,322,561
FIXED ASSETS	8,717,462	6,019,535 574,474	-2,697,927 -/3/ 384
VEHICLE/COMM. EQUIP. REIMBURSEMENTS	971,020 -4,327,604	536,634 -11,985,732	-434,386 -7,658,128
CONTINGENCY RESERVE	11,748,060	6,636,250	-5,111,810
RESERVE DESIGNATION INCREASE	11,140,000	0,050,250	3,111,010
OPERATING TRANSFERS	25,878,806	18,422,486	-7,456,320
TOTAL EXPENSE	1,788,625,138	1,803,353,639	14,728,501
			• •
PROGRAM REVENUES	-1,216,911,878	-1,284,540,149	-67,628,271
GENERAL REVENUES	-569,172,472	-511,025,687	58,146,785
RESERVE DESIGNATION REDUCTION		-1,084,738	-1,084,738
FUND BALANCE - SPECIAL FUNDS			
FUND BALANCE - GENERAL FUND	-2,540,788	-6,703,065	-4,162,277
TOTAL REVENUE	-1,788,625,138	-1,803,353,639	-14,728,501
TOTAL GENERAL FUND			
STAFF YEARS:	16,100.85	16,194.19	93.34
SINIT ILANG.		10, 174. 17	73.34
SPECI	IAL FUNDS SUMMARY BY	ACCOUNT	
SALARIES AND BENEFITS	37,403,320	34,312,895	-3,090,425
SERVICES AND SUPPLIES	48,471,477	62,961,753	14,490,276
OTHER CHARGES	44,896,196	39,359,479	-5,536,717
FIXED ASSETS	8,524,895	7,360,352	-1,164,543
VEHICLE/COMM. EQUIP.	475,000	125,000	-350,000
REIMBURSEMENTS			
CONTINGENCY RESERVE	43,624		-43,624
OPERATING TRANSFERS	3,529,601	2,480,479	-1,049,122
TOTAL EXPENSE	143,344,113	146,599,958	3,255,845
PROGRAM REVENUES	-130,405,609	-132,437,770	-2,032,161
RESERVE DESIGNATION REDUCTION	,,	,,	2,132,131
FUND BALANCE - SPECIAL FUNDS	-12,938,504	-14,162,188	-1,223,684
FUND BALANCE - GENERAL FUND			-
TOTAL REVENUE	-143,344,113	-146,599,958	-3,255,845
TOTAL OPERALA SUNDO			
TOTAL SPECIAL FUNDS	0/0.00	7/0.00	00.00
STAFF YEARS:	840.92	760.02	-80.90
~~ = = = = = = = = = = = = = = = = = =	ITY UTDE CHAMADY DV A	COUNT	
COON	ITY WIDE SUMMARY BY A	CCOUNT	
SALARIES AND BENEFITS	751,727,662	743,230,194	-8,497,468
SERVICES AND SUPPLIES	373,693,751	411,355,581	37,661,830
OTHER CHARGES	750,986,974	765,772,818	14,785,844
FIXED ASSETS	17,242,357	13,379,887	-3,862,470
VEHICLE/COMM. EQUIP.	1,446,020	661,634	-784,386
REIMBURSEMENTS	-4,327,604	-11,985,732	-7,658,128
CONTINGENCY RESERVE	11,791,684	6,636,250	-5,155,434
RESERVE DESIGNATION INCREASE	20 /00 /07	20 002 075	0 505 //0
OPERATING TRANSFERS	29,408,407	20,902,965	-8,505,442
TOTAL EXPENSE	1,931,969,251	1,949,953,597	17,984,346
PROGRAM REVENUES	-1,347,317,487	-1,416,977,919	-69,660,432
GENERAL REVENUES	-569,172,472	-511,025,687	58,146,785
RESERVE DESIGNATION REDUCTION	,,	-1,084,738	-1,084,738
FUND BALANCE - SPECIAL FUNDS	-12,938,504	-14,162,188	-1,223,684
FUND BALANCE - GENERAL FUND	-2,540,788	-6,703,065	-4,162,277
TOTAL REVENUE	-1,931,969,251	-1,949,953,597	-17,984,346
ATOTAL AREA COUNTY	· ·		• •
*TOTAL AREA COUNTY	14 0/4 77	14 00/ 04	45.77
STAFF YEARS:	16,941.77	16,954.21	12.44
	38		
f San Diego			1993-94 Adopted Bi

FY 1993-94 ADOPTED BUDGET SUMMARY COUNTY FAMILY OF FUNDS & ENTERPRISE FUNDS

COUNTY FUNDS	FUND BALANC 6-30-93	E	CANCELLATION OF PRIOR YEAR RESERVES		ESTIMATED ADDITIONAL FINANCING SOURCES		TOTAL AVAILABLE FINANCING		TOTAL FINANCING REQUIREMENT
COUNTY WIDE FUNDS						20000		T	
General Fund	\$ 6,703,065	5 \$	1,084,738	\$	1,795,565,836	\$	1,803,353,639	\$	1,803,353,639
Capital Outlay	(ı	0		15,583,605		15,583,605		15,583,605
County Health Complex		ग	0	Γ	3,399,556		3,399,556	Τ	3,399,556
Justice Facility Construction		5	0		9,281,099		9,281,099		9,281,099
Edgemoor Development	29,000	5	0		57,000		86,000	Ī	86,000
Road	4,895,188	3	0		89,523,752		94,418,940	T	94,418,940
Survey Monument Preservation	100,000)	0		100,000		200,000	Τ	200,000
Park Land Dedication	7,901,532	2	0		1,311,160		9,212,692	Г	9,212,692
Fish & Game Propagation)	0	Г	31,571		31,571	T	31,571
Special Aviation	52,653	3	0	Γ	449,243		501,896		501,896
Cable TV	C	1	0		964,130		964,130		964,130
TOTAL COUNTY WIDE FUNDS	\$ 19,681,438	3 \$	1,084,738	\$	1,916,266,952	\$	1,937,033,128	\$	1,937,033,128
LESS THAN COUNTY WIDE FUNDS		Τ						I	
County Library	\$ 200,000) [0	\$	8,252,400	\$	8,452,400	\$	8,452,400
Sheriff's Asset Forfeit Program	141,515	5	0		1,548,069		1,689,584		1,689,584
Sheriff's Inmate Welfare	842,300)	0		1,936,185		2,778,485		2,778,485
TOTAL LESS THAN COUNTY WIDE	\$ 1,183,815	5 \$	0	\$	11,736,654	\$	12,920,469	\$	12,920,469
GRAND TOTAL	\$ 20,865,253	3 \$	1,084,738	\$	1,928,003,606	\$	1,949,953,597	\$	1,949,953,597
ENTERPRISE FUNDS		Τ						Τ	
Airport Enterprise Fund	\$ 2,135,750) \$	0	\$	10,387,975	\$	12,523,725	\$	12,523,725
Liquid Waste Ent. Fund	C)	0		5,660,824		5,660,824		5,660,824
County Transit Ent. Fund	C	7	0		9,563,380		9,563,380		9,563,380
Solid Waste Enterprise Fund	C)	0		73,226,042		73,226,042		73,226,042
Hillsborough Landfill Maint	2,666,516	1	0		0		2,666,516		2,666,516
TOTAL ENTERPRISE FUNDS	\$ 4,802,266	\$	0	\$	98,838,221	\$	103,640,487	\$	103,640,487

	1991-92	1992-93	1993-94
	ACTUAL	ACTUAL	BUDGET
SUMMARIZATION BY FUND			
Countywide Funds			
General Fund	\$ 1,730,762,473	\$ 1,757,293,345	\$ 1,795,565,836
Capital Outlay Fund	37,492,790	24,722,901	15,583,605
County Health Complex	5,147,362	2,378,699	3,399,556
Justice Facility Construction	29,142,102	23,898,896	9,281,099
Assessment District 89–1 4–S Ranch	25,912,476	35,205	0
Edgemoor Development	61,066	30,466	57,000
Road	61,077,786	64,381,903	89,523,752
Survey Monumentation Fund	104,949	110,990	100,000
Park Land Dedication	1,822,138	1,308,418	1,311,160
Grazing Lands	10,017	7,391	0
Fish & Game Propagation	18,467	21,026	31,571
Special Aviation	63,742	130,940	449,243
Cable TV	1,198,745	1,098,060	964,130
Cable TV-Interest	122,485	74,649	0
TOTAL	\$ 1,892,936,598	\$ 1,875,492,889	\$ 1,916,266,952
Less Than Countywide Funds			
County Library	\$ 8,955,007	\$ 8,657,597	\$ 8,252,400
Sheriff's Asset Forfeiture Fund Program	2,302,091	1,740,195	1,548,069
DA Asset Forfeiture Program	682,803	668,032	0
Marshal Asset Forfeiture Program	1,419	2,222	0
Probation Asset Forfeiture Program	15,271	32,045	0
Sheriff's Inmate Welfare Spec. Rev.		1,689,763	1,936,185
SUB-TOTAL	11,956,591	12,789,854	11,736,654
TOTAL SUMMARIZATION BY FUND	\$ 1,904,893,189	\$ 1,888,282,743	\$ 1,928,003,606
SUMMARIZATION BY REVENUE SOURCE			
Current Property Taxes	\$ 330,842,791	\$ 317,387,782	\$ 290,215,162
Taxes Other than Current Property	54,072,359	54,507,744	87,672,993
Licenses, Permits & Forfeitures	20,559,956	21,240,141	21,580,174
Fines, Forfeitures & Penalties	21,845,008	25,930,711	15,997,261
Use of Money & Property	22,498,820	29,255,324	27,511,603
Intergovernmental Revenue	1,212,887,242	1,240,191,199	1,288,475,485
Charges from Current Services	145,781,860	146,909,613	158,909,143
Miscellaneous Revenues	40,254,569		15,407,907
Other Financing Sources	56,150,584		22,233,878
TOTAL		\$ 1,888,282,743	
	, , , , , , , , , , , , , , , , , , , ,		

	1991-92	1992-93 1	993-94
	ACTUAL	- 11 \$ 5 C P A C 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	UDGET
	····	The state of the s	
		,	
SUMMARIZATION BY FUNCTIONAL AREA			
General Government & Support Services	\$ 675,261,211	\$ 618,843,547 \$ 561,	608,838
Fiscal & Public Protection	100,411,341		242,683
Health & Social Services	1,023,339,412		617,650
Community Services	105,881,225		534,435
TOTAL	•	\$ 1,888,282,743 \$ 1,928,6	-
	+ 1,001,000,100	, ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	,
GENERAL FUND			•
Summarization by Revenue Source		•	
Current Property Taxes	\$ 323,814,410	\$ 310,929,037 \$ 283,	750,000
Taxes Other than Current Property	47,228,598	47,479,774 51,3	325,581
Licenses, Permits & Forfeitures	18,470,533		136,898
Fines, Forfeitures & Penalties	12,076,368		040,761
Use of Money & Property	18,598,398		015,586
State Aid	720,330,582	738,127,020 776,	550,961
Federal Aid	426,240,934		374,972
Aid from Other Government Agencies	7,457,567	· · ·	592,707
Other Intergovernmental Aid	5,252,236	· · · · · · · · · · · · · · · · · · ·	
Charges from Current Services	126,119,173		647,499
Miscellaneous Revenues	14,454,312		370,907
Other Financing Sources	10,719,362		759,964
TOTAL	\$ 1,730,762,473	\$ 1,757,293,345 \$ 1,795,	565,836
Summarization by Expenditure Object			
Salaries & Benefits	\$ 680,638,561	\$ 688,737,093 \$ 708,9	917,299
Services & Supplies	320,284,586		393,828
Other Charges	718,140,569		413,339
Fixed Assets	11,411,665		556,169
Expenditure Transfers & Reimbursements	(4,000,862)		985,732)
Total Reserves	, , , , , , , , , , , , , , , , , , , ,	•	636,250
Operating Transfers	21,490,491		422,486
TOTAL		\$ 1,757,287,381 \$ 1,803,	

		1991-92		1992-93	 1993-94
	·	ACTUAL		ACTUAL	 BUDGET
CAPITAL OUTLAY FUND					
Summarization by Revenue Source					
Taxes Other than Current Property	\$	1,799,771	\$	665,645	\$ 806,412
Fines, Forfeitures & Penalties	•	42,945		33,850	0
Use of Money & Property		106,652		215,805	0
State Aid				•	
Federal Aid		14,282,781		11,986,993	
Aid from Other Government Agencies		219,035		225,714	4,250,000
Charges from Current Services		65,886		143,832	
Miscellaneous Revenues		14,765		16,965	
Other Financing Sources		20,960,955		11,434,097	10,527,193
TOTAL	\$	37,492,790		24,722,901	15,583,605
Summarization by Expenditure Object					•
Other Charges	\$	14,722,138	\$	7,654,872	\$ 10,527,193
Fixed Assets		22,966,893		16,759,868	5,056,412
Expenditure Tranfers & Reimbursements		(15,994)	1		
Operating Transfers		55,349		277,200	
TOTAL	\$	37,728,386	\$	24,691,940	\$ 15,583,605
COUNTY HEALTH COMPLEX					
Summarization by Revenue Source					
Use of Money & Property	\$	392,191	\$	56,620	\$ 0
Miscellaneous Revenues		228		319	
Other Financing Sources		4,754,943		2,321,760	3,399,556
TOTAL	\$	5,147,362	\$	2,378,699	\$ 3,399,556
Summarization by Expenditure Object					
Other Charges	\$	3,994,065	\$	2,321,760	\$ 3,399,556
Fixed Assets		323,280		84,833	0
Operating Transfers		5,294,914		665,748	0
TOTAL	\$	9,612,259	\$	3,072,341	\$ 3,399,556

		1991-92	1404.	1992-93		1993–94
		ACTUAL		ACTUAL	<u> 44. 5</u>	BUDGET
JUSTICE FACILITY CONSTRUCTION						
Summarization by Revenue Source						
Fines, Forfeitures & Penalties	\$	7,176,203	\$	6,957,607	\$	4,564,860
Use of Money & Property	•	115,109	Ψ	136,606	Ψ	4,004,000
Intergovernmental Revenue		1,676,117		557,755		0
Charges for Current Services		735,516		1,013,201		Ö
Miscellaneous Revenues		7,440		1,800		ŭ
Other Financing Sources		19,431,717		15,231,927		4,716,239
TOTAL	\$	29,142,102		23,898,896	\$	9,281,099
Summarization by Expenditure Object						
Other Charges	\$	7,736,706	\$	9,032,119	\$	9,281,099
Fixed Assets	*	21,290,580	*	14,027,270	Ŧ	0,201,000
Operating Transfers		2,549,152		250,000		0
TOTAL	\$	31,576,438		23,309,389	\$	9,281,099
ASSESSMENT DISTRICT 89-1 4-S RANCH						
Summarization by Revenue Source						
Use of Money & Property	\$	91,124	\$	35,205	\$	0
Miscellaneous Revenues		25,821,352		0		0
Summarization by Expenditure Object						
Services & Supplies		3,664		0		0
Fixed Assets		25,256,233		536,908		0
TOTAL	\$	25,259,897	\$	536,908	\$	0
EDGEMOOR DEVELOPMENT						
Summarization by Revenue Source						
Use of Money & Property	\$	61,066	\$	30,466	\$	57,000
TOTAL	\$	61,066		30,466		57,000
Summarization by Expenditure Object						
Operating Transfers	\$	185,804	\$	55,542	\$	86,000
TOTAL	\$	185,804	\$	55,542	\$	86,000

	***************************************	1991-92 ACTUAL		1992-93 ACTUAL		1993-94 BUDGET
ROAD		· · · · · · · ·				
Summarization by Revenue Source						
Taxes Other than Current Property	\$	4,205,595	e	5,506,145	£	35,165,000
Licenses, Permits & Forfeitures	Ф	4,205,595	Φ	43,120	₽	42,500
Fines, Forfeitures & Penalties		102,386		12,829		12,000
Use of Money & Property		1,567,537		1,389,101		1,798,937
State Aid		1,567,537		1,309,101		1,780,537
Federal Aid		36,558,140		32,471,835		34,768,400
Aid from Other Government Agencies		268,636		1,625,221		1,240,900
Charges from Current Services		18,402,916		17,749,391		16,249,015
Miscellaneous Revenues		(223,834)		(395,007)		37,000
Other Financing Sources		155,132		5,979,268		210,000
TOTAL	\$	61,077,786	œ	64,381,903	r	89,523,752
IOTAL	Ф	01,077,780	Ф	04,381,903	₽	69,523,752
Summarization by Expenditure Object						
Salaries & Benefits	\$	28,691,743	\$	28,426,188	\$	28,769,963
Services & Supplies		32,633,364		31,986,421		57,140,339
Other Charges		719,250		715,271		7,823,578
Fixed Assets		94,430		176,083		685,060
Operating Transfers		446,475		293,804		0
TOTAL	\$	62,585,262	\$	61,597,767	\$	94,418,940
SURVEY MONUMENT PRESERVATION						
Summarization by Revenue Source						
Charges for Current Services	\$	104,949	\$	110,990	\$	100,000
TOTAL	\$	104,949	\$	110,990	\$	100,000
Summarization by Expenditure Object						
Operating Transfers	\$	132,255	\$	152,467	\$	200,000
TOTAL	\$	132,255		152,467	•	200,000
	·	, .		, in the second second		•
PARK LAND DEDICATION						
Summarization by Revenue Source						
Licenses, Permits & Forfeitures	\$	862,504	\$	536,685	\$	436,646
Fines, Forfeitures & Penalties		961,334		772,533		874,514
Miscellaneous Revenues		(1,700)		(800)		0
TOTAL	\$	1,822,138	\$	1,308,418	\$	1,311,160
Summarization by Expenditure Object						
Other Charges	\$	53,661	\$	69,973	\$	8,278,982
Operating Transfers		2,543,192		1,077,761		933,710
TOTAL	\$	2,596,853	\$	1,147,734	\$	9,212,692
	•		-			. ,

	1991-92 ACTUAL	 1992-93 ACTUAL	 1993-94 BUDGET
GRAZING LANDS			
Summarization by Revenue Source			
Use of Money & Property	\$ 10,017	\$ 7,391	\$ 0
TOTAL	\$ 10,017	\$ 7,391	\$ 0
Summarization by Expenditure Object			
Other Charges	\$ 28,988	\$ 8,840	\$ 0
TOTAL	\$ 28,988	\$ 8,840	\$ 0
FISH & GAME PROPAGATION			
Summarization by Revenue Source			
Fines, Forfeitues & Penalties	\$ 18,467	\$ 21,026	\$ 31,571
TOTAL	\$ 18,467	\$ 21,026	\$ 31,571
Summarization by Expenditure Object			
Services & Supplies	\$ 743	\$ 0	\$ 500
Other Charges	22,756	32,344	31,071
TOTAL	\$ 23,499	\$ 32,344	\$ 31,571
COUNTY LIBRARY			•
Summarization by Revenue Source			•
Current Property Taxes	\$ 7,028,381	\$ 6,458,745	\$ 6,465,162
Taxes Other than Current Property	838,395	856,180	376,000
Use of Money & Property	30,714	44,882	37,940
Intergovernmental Revenue	550,721	376,638	348,400
Charges from Current Services	353,420	340,610	403,972
Miscellaneous Revenues	24,901	4,881	0
Other Financing Sources	128,475	575,661	620,926
TOTAL	\$ 8,955,007	\$ 8,657,597	\$ 8,252,400
Summarization by Expenditure Object			
Salaries & Benefits	\$ 5,827,974	\$ 5,398,990	\$ 5,369,725
Services & Supplies	3,220,006	2,718,517	3,082,675
Other Charges	158,716	0	0
Fixed Assets	50,049	41,027	
Operating Transfers	11,184	3,574	
TOTAL	\$ 9,267,929	\$ 8,162,108	\$ 8,452,400

		1991-92		1992-93		1993-94
		ACTUAL		ACTUAL		BUDGET
SHERIFF'S ASSET FORFEITURE FUND						
Summarization by Revenue Source						
Fines, Forfeitures & Penalties	\$	1,828,019	\$	1,447,314	\$	1,348,069
Use of Money & Property	•	330,122	•	195,507	Ť	200,000
Miscellaneous Revenues		143,950		97,374		
TOTAL	\$	2,302,091		1,740,195	\$	1,548,069
Summarization by Expenditure Object						
Services & Supplies	\$	213,817	\$	221,377	\$	282,984
Other Charges		,0		1,000,000		0
Fixed Assets		954,799		733,626		715,085
Operating Transfers		1,060,198		768,689		691,515
TOTAL	\$	2,228,814	\$	2,723,692	\$	1,689,584
DA ASSET FORFEITURE PROGRAM						
Summarization by Revenue Source						
Fines, Forfeitures & Penalties	\$	585,665	\$	471,246	\$	
Use of Money & Property		97,138		115,504		
Other Financing Sources		0		81,282		
TOTAL	\$	682,803	\$	668,032	\$	0
Summarization by Expenditure Object						
Services & Supplies	\$	-	\$	1,000,000	\$	0
Fixed Assets		45,208		11,522		0
Operating Transfers		231,899		0		0
TOTAL	\$	277,107	\$	1,011,522	\$	0
MARSHAL ASSET FORFEITURE FUND						
Summarization by Revenue Source	_				_	_
Use of Money & Property	\$	1,368	\$	1,330	\$	0
Miscellaneous Revenues		51	_	892	•	0
TOTAL	\$	1,419	\$	2,222	\$	0
Summarization by Expenditure Object	\$	0	\$		\$	0
TOTAL	\$	0	\$	0	\$	0

		1991-92 ACTUAL		1992-93 ACTUAL		1993-94 BUDGET
SHERIFF'S INMATE WELFARE SPECIAL REVI	ENUE		<u>(</u>	·		<u></u>
Summarization by Revenue Source						
Use of Money & Property	\$	0	\$	1,177,085	\$	1,486,185
Charges for Current Services	•	0	•	409,989	•	450,000
Miscellaneous Revenues	,	0		102,689		Ó
TOTAL	\$	0	\$	1,689,763	\$	1,936,185
Summarization by Expenditure Object				•		
Services & Supplies	\$	0	\$	1,613,364	\$	1,823,520
Fixed Assets		0		79,335		554,965
Operating Transfers		0		0		400,000
TOTAL	\$	0	\$	1,692,699	\$	2,778,485
PROBATION ASSET FORFEITURE PROGRAM						
Summarization by Revenue Source						
Fines, Forfeitures & Penalties	\$	14,955		29,627		0
TOTAL	\$	14,955	\$	29,627	\$	0
Summarization by Expenditure Object				•		
Operating Transfers	\$	0	\$	0	\$	0
TOTAL	\$	0	\$	0	\$	0
SPECIAL AVIATION						
Summarization by Revenue Source			_		_	
Use of Money & Property	\$	13,249	\$	9,172	\$	41,441
Intergovernmental Revenue		50,493		111,911		349,145
Charges for Current Services		63,742		130,940		449,243
Fund Balance	•	0	•	050,000	•	0
TOTAL	\$	127,484	\$	252,023	\$	839,829
Summarization by Expenditure Object	¢	40.070	•	205 044	æ	501,896
Services & Supplies	\$	48,270		205,044		•
TOTAL	\$	48,270	Ф	205,044	Ф	501,896

	 1991-92	 1992-93		1993-94
	 ACTUAL	 ACTUAL	,	BUDGET
CABLE TV	•			
Summarization by Revenue Source				
Licenses, Permits & Franchises	\$ 1,185,641	\$ 1,096,420	\$	964,130
Miscellaneous Revenues	13,104	1,640		0
Fund Balance	0	0		0
TOTAL	\$ 1,198,745	\$ 1,098,060	\$	964,130
Summarization by Expenditure Object				
Salaries & Benefits	\$ 158,781	\$ 152,280	\$	173,207
Services & Supplies	72,571	44,779		129,839
Other Charges	12,013	5,809		18,000
Fixed Assets	87,558	116,994		473,830
Operating Transfers	1,210,614	566,203		169,254
TOTAL	\$ 1,541,537	\$ 886,065	\$	964,130
CABLE TV INTEREST				
Summarization by Revenue Source				
Use of Money & Property	\$ 122,485	\$ 74,649	\$	0
TOTAL	\$ 122,485	\$ 74,649	\$	0
Summarization by Expenditure Object	\$	\$	\$	
TOTAL	\$ N/A	\$ N/A	\$	· N/A

COUNTY INTERNAL SERVICE FUNDS

			1991-92			1993-94	
		ACTUAL		ACTUAL		BUDGET	
PURCHASING							
Miscellaneous Revenues	\$	11,940,054	\$	14,181,485	\$	21,684,000	
TOTAL	\$	11,940,054		14,181,485		21,684,000	
Operating Expenses							
Services & Supplies	\$	17,924,312	\$	19,732,599	\$	28,384,000	
TOTAL	\$	17,924,312		19,732,599		28,384,000	
JAIL STORE COMMISSARY							
Operating Income							
Miscellaneous Revenues	\$	1,719,767	\$	1,676,598	\$	1,899,300	
TOTAL	\$	1,719,767		1,676,598		1,899,300	
Operating Expenses							
Services & Supplies	\$	1,498,617	\$	1,659,768	\$	1,848,400	
Other Charges		17,926		17,637		15,200	
TOTAL	\$	1,516,543	\$	1,677,405	\$	1,863,600	
Net Income Över (Under) Expenses	\$	203,224	\$	(807)	\$	35,700	
Fixed Assets	\$	0	\$	(807)	\$	35,700	
TOTAL	\$	0	\$	(807)		35,700	
ADULT INSTITUTIONS							
Operating Income				•			
Miscellaneous Revenues	\$	197,948	\$	123,164	\$	189,000	
TOTAL	\$	197,948	\$	123,164	\$	189,000	
Operating Expenses				-			
Services & Supplies	\$	149,716	\$	123,164	\$	189,000	
TOTAL	\$	149,716	\$	123,164	\$	189,000	
Net Income Over (Under) Expenses	\$	48,232	\$	0	\$	0	

COUNTY INTERNAL SERVICE FUNDS

	 1991-92 ACTUAL		1992-93 ACTUAL	1993-94 BUDGET
DPW EQUIPMENT ACQUISITION				
Operating Income				
Use of Money & Property	\$ 8,871,890	\$	8,937,538	\$ 9,536,499
Intergovernmental Revenue	0		0	150,000
Charges for Current Services	1,025,059		1,302,908	4,502,292
Miscellaneous Revenue	3,153		27,719	9,000
Other Financing Sources	(169,639)	l	(667,960)	30,000
Fund Balance	0		(504,503)	3,908,411
TOTAL	\$ 9,730,463	\$	9,095,702	\$ 18,136,202
Operating Expenses				
Services & Supplies	\$ 9,206,242	\$	8,295,702	\$ 11,766,020
TOTAL	\$ 9,206,242	\$	8,295,702	\$ 11,766,020
Net Income Over (Under) Expenses	\$ 524,221	\$	800,000	\$ 6,370,182
Fixed Assets				
Operating Transfers	\$ 0	\$	800,000	\$ 0
TOTAL	\$ 0	\$	800,000	\$ 0
EDGEMOOR HOSPITAL				
Operating Income				•
Miscellaneous Revenues	\$ 489	\$	109	\$ 9,100
TOTAL	\$ 489	\$	109	\$ 9,100
Operating Expenses				
Services & Supplies	\$ 0	\$	0	\$ 9,100
Other Charges	32		0	0
TOTAL	\$ 32	\$ -	0	\$ 9,100
Net Income Over (Under) Expenses	\$ 457	\$	109	\$ 0

COUNTY ENTERPRISE FUNDS

阿尔尔克马克克克克克克克克克克克克克克克克克克克克克克克克克克克克克克克克克克		1991-92		1992-93		1993-94
		ACTUAL	<u> </u>	ACTUAL	<u>.</u>	BUDGET
,						
AIRPORT ENTERPRISE FUND						
Operating Income	_		_			
Use of Money and Property	\$	3,743,536	\$	3,771,294	\$	3,641,253
Intergovernmental Revenue		627,364		325,105		6,572,296
Charges for Current Services		152,326		152,376		152,376
Miscellaneous Revenue		179,906		5,560		22,050
Other Financing Sources		(1,903)		(654)		0
Fund Balance/Reserve Decrease	•	0	•	(202,258)		2,135,750
TOTAL	\$	4,701,229	Þ	4,051,423	Þ	12,523,725
Operating Expenses						
Salaries & Benefits	\$	100,948	\$	1,107,384	\$	1,242,799
Services & Supplies		1,538,008		1,707,167		2,188,182
Other Charges		693,804		730,952		992,644
TOTAL	\$	2,332,760	\$	3,545,503	\$	4,423,625
Net Income Over (Under) Expenses	\$	1,468,469	\$	505,920	\$	8,100,100
Fixed Assets	\$	0	\$	505,920	\$	4,767,700
Reserves		0		0		400,000
TOTAL	\$	0	\$	505,920	\$	5,167,700
LIQUID WASTE						
Operating Income						
Taxes Other Than Current Property	\$	80	\$	159	\$	0
Use of Money & Property	·	27,516	·	17,576	•	20,000
Intergovernmental Revenue		1,098,557		882,017		0
Charges for Current Services		4,209,428		5,363,875		5,640,824
Miscellaneous Revenue		(264,473)		(47,333)		0
Other Financing Sources		(227)		(2,260)		0
Fund Balance/Reserve Decrease		0		(572,422)		0
TOTAL	\$	5,070,881	\$	5,641,612	\$	5,660,824
Operating Expenses				-		
Salaries & Benefits	\$	3,500,593	\$	3,580,910	\$	3,626,290
Services & Supplies	•	1,923,593	·	2,032,301	Ť	1,900,584
Other Charges		33,193		28,401		30,000
TOTAL	. \$	5,457,379	\$	5,641,612	\$	5,556,874
Net Income Over (Under) Expenses	\$	(395,498)	\$	0	\$	103,950
Fixed Assets	\$	0	\$	0	\$	103,950
TOTAL	\$	0	\$	0		103,950

COUNTY ENTERPRISE FUNDS

		1991-92		1992-93		1993-94
		ACTUAL		ACTUAL		BUDGET
COUNTY TRANSIT ENTERPRISE FUNDS						
Operating Income						
Taxes Other Than Current Property	\$	4,931,152	\$	5,255,685	\$	8,136,703
Use of Money & Property	•	167,920	•	153,695	•	0
Intergovernmental Revenue		58,255		0		0
Charges For Current Services		1,116,205		1,246,610		1,426,677
Miscellaneous Revenues		505		2,963		0
Other Financing Sources		0		26,157		0
TOTAL	\$	6,274,037	\$	6,685,110	\$	9,563,380
Operating Expenses						
Services & Supplies	\$	6,274,038	\$	6,685,110	\$	8,164,624
TOTAL	\$	6,274,038	\$	6,685,110	\$	8,164,624
Net Income Over (Under) Expenses	\$	(1)	\$	0	\$	1,398,756
Fixed Assets	\$	0	\$. 0	\$	1,398,756
TOTAL	\$	0	\$	0	\$	1,398,756
SOLID WASTE ENTERPRISE FUND						
Operating Income						
Current Property Taxes	\$	64,211	\$	3,354	\$	0
Taxes Other Than Current Property		58,472		7,712		0
Licenses, Permits & Franchises		95,463		54,525		15,440
Use of Money & Property		1,735,640		1,727,245		2,239,675
Intergovernmental Revenue		561,452		698,170		675,000
Charges For Current Services		39,601,124		44,183,342		70,087,999
Miscellaneous Revenues		130,919		944,861		207,928
Other Financing Sources		3,003		(8,651)		0
Fund Balance/Reserve Decrease		0		3,439,682		0
TOTAL	\$	42,250,284	\$	51,050,240	\$	73,226,042
Operating Expenses						
Salaries & Benefits	\$	6,132,079	\$	7,565,041	\$	8,899,583
Services & Supplies		36,757,674		42,823,759		54,861,919
Other Charges		1,711,583		618,285		6,915,702
TOTAL	\$	44,601,336	\$	51,007,085	\$	70,677,204
Net Income Over (Under) Expenses	\$	(2,351,052)	\$	43,155	\$	2,548,838
Fixed Assets	\$	0	\$	44,045		1,922,770
TOTAL	\$	0	\$	44,045	\$	1,922,770

COUNTY ENTERPRISE FUNDS

		1991-92 ACTUAL		1992-93 ACTUAL		1993-94 BUDGET
					<u> </u>	**************************************
SOLID WASTE ENTERPRISE FUND – BALANC Operating Income	SE RES	SERVES				
Use of Money & Property	\$	1,114,762	\$	163,390		0
TOTAL	\$	1,114,762	\$	163,390	\$	0
Operating Expenses						•
Services & Supplies	\$	0	\$	163,390		0
TOTAL	\$	0	\$`	163,390	\$	0
Net Income Over (Under) Expenses	\$	1,114,762	\$	163,390	\$	0
SOLID WASTE ENTERPRISE FUND - FACILIT	IES RI	ESERVE		•		
Operating Income						
Use of Money & Property	\$	464,705	\$	1,064,437	\$	0
Other Financing Sources		224,544		0		0
TOTAL	\$	689,249	\$	1,064,437	\$	0
Operating Expenses				•		
Services & Supplies	\$	4,178,620		1,203,885		0
TOTAL	\$	4,178,620	\$	1,203,885	\$	0
Net Income Over (Under) Expenses	\$	(3,489,371)	\$	(139,448)	\$. 0
Fixed Assets	\$		\$	325,306		0
TOTAL	\$. 0	\$	325,306	\$	0
SOLID WASTE - LANDFILL CLOSURE RESER	IVE					
Operating Income						_
Use of Money & Property	\$	840,333		0	•	0
TOTAL	\$	840,333	Ф	0	Ф	0
Operating Expenses	•	•	•	040.050	•	^
Fixed Assets	\$		\$ \$	849,652		0
TOTAL	\$	U	Φ	849,652	Φ	U
Net Income Over (Under) Expenses	\$	840,333	\$	(849,652)	\$	0

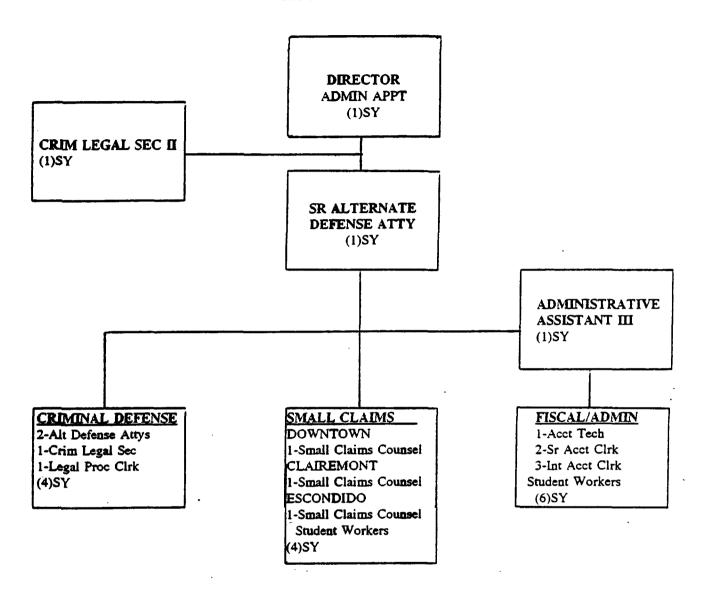
PUBLIC PROTECTION

ALTERNATE DEFENSE COUNSEL

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	X Change
Conflicts Administration	\$12,919,545	\$12,753,892	\$8,728,748	\$7,618,216	\$6,617,884	\$(1,000,332)	(13.1)
TOTAL DIRECT COST	\$12,919,545	\$12,753,892	\$8,728,748	\$7,618,216	\$6,617,884	\$(1,000,332)	(13.1)
PROGRAM REVENUE	(525,774)	(630,277)	(617,585)	(639,542)	(638,627)	915	(0.1)
NET GENERAL FUND COST	\$12,393,771	\$12,123,615	\$8,111,163	\$6,978,674	\$5,979,257	\$(999,417)	(14.3)
STAFF YEARS	11.00	15.00	16.00	16.00	18.00	2.00	12.5

ALTERNATE DEFENSE COUNSEL

ORGANIZATIONAL CHART FISCAL YEAR 1993-94



PROGRAM: CONFLICTS ADMINISTRATION

DEPARTMENT: ALTERNATE DEFENSE COUNSEL

PROGRAM #: 13021

MANAGER: ELLIOT G. LANDE

ORGANIZATION #: 2990

REFERENCE: 1993-94 Proposed Budget - Pg. 1-1

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

	1990-91	1991-92	1992-93	1992-93	1993-94	x
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST Salaries & Benefits	\$458,822	\$588,49 5	\$748,783	\$773,837	\$1,013,498	31.0
Services & Supplies	12,410,208	12,115,228	7,979,965	6,844,379	5,576,086	(18.5)
Other Charges	0	0	0	0	18,500	100.0
Fixed Assets	50,515	50,169	0	0	9,800	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
TOTAL DIRECT COST	\$12,919,545	\$12,753,892	\$8,728,748	\$7,618,216	\$6,617,884	(13.1)
PROGRAM REVENUE	(525,774)	(630,277)	(617,585)	(639,542)	(638,627)	(0.1)
NET GENERAL FUND CONTRIBUTION	\$12,393,771	\$12,123,615	\$8,111,163	\$6,978,674	\$5,979,257	(14.3)
STAFF YEARS	11.00	15.00	16.00	16.00	18.00	12.5

PROGRAM DESCRIPTION: This Department administers the Court Appointed Attorneys program for the defense of indigent defendants where the Department of Public Defender or Alternate Public Defender cannot represent them. It also provides attorneys in the Juvenile Court to represent parents and minors on dependency and delinquency matters, support services to Pro Per clients and indigent defendants with retained attorneys. In addition, the Department maintains offices in San Diego and North County judicial districts to advise citizens in litigation involving Small Claims Courts of their rights and legal procedures. The Department represents a number of indigent defendants in particularly complex and serious cases.

1992-93 BUDGET TO ACTUAL COMPARISON

The Department's actual expenses for FY 1992-93 exceeded the budget by \$1,687,182 (22% over budget). However expenses when compared to last fiscal year were less by \$3,448,949. This maybe attributed to public law offices taking most of the cases and the automated auditing system used in processing private attorneys claims which prevented payments for unallowable and unreasonable billing.

1992-93 ACHIEVEMENT OF OBJECTIVES

To reduce processing of attorney claims from 90 days to 30 days. 95% of claims received were processed within 30 days.

1993-94 OBJECTIVES

- 1. To continue to provide quality representation to indigents at reasonable cost.
- 2. To enhance and fully employ the newly developed automated auditing system for reviewing attorney claims.
- 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 bring in-house the most serious and expensive cases for criminal indigent defense.
- 5. 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.
- 6. To continue research, develop and design new and different cost effective programs for the handling of the representation of indigent clients.
- 7. To discover, encourage and develop each employee's skills, assets and abilities for personal advancement and maximum department achievement.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administering Court appointed attorneys [12.00 SY; E = \$6,030,939; R = \$299,643] including support personnel is:
 - Mandated/Discretionary Service Level.
 - 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.
 - 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.
 - Review of all attorneys' claims for services rendered on court appointed cases.
 - Provide Revenue and Recovery with collection information on time in order to increase revenue collection.

- 2. Small claims advisory [4.00 SY; E = \$338,984; R = \$338,984] including support personnel is:
 - Mandated/Discretionary Service Level.
 - 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.
 - Providing the public information on commonly asked questions involving Small Claims through an automated telephone system.
 - O Providing on site advisors in Clairement and Vista Courts.
- 3. Representation of indigent defendants [2.00 SY; E= \$247,961; R=\$0]
 - o Mandated/Discretionary service level
 - o Providing in-house attorneys to the courts for the representation of indigent defendants involved in serious/complex cases.

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Court Fees & costs- Crt. Appt. Atty	\$459,523	\$299,643	\$299,643	\$0
Other Court Cost	\$158,062	\$339,899	\$338,984	\$(915)
Sub-Total	\$617,585	\$639,542	\$638,627	\$(915)
Total	\$617,585	\$639,542	\$638,627	\$(915)
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	
General Fund Contribution By Source	Actual	Budget	Budget	1992-93 Budget
	· · · · · · · · · · · · · · · · · · ·			
General Fund Contribution By Source GENERAL FUND SUPPORT COSTS: Sub-Total	Actual	Budget	Budget	Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Court Cost revenue is full reimbursement of Small Claims Advisory Program costs from Small Claims trust fund.

PROGRAM: Conflicts Administration	PROGRAM:	Conflicts	Administration
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DEPARTMENT: ALTERNATE DEFENSE COUNSEL

Item	Quantity	Unit	Total Cost
Desks	3	each	\$1,200
Credenza	2	each	1,000
486 personal computer system	2	lot	5,600
Laserjet printer	1	each	2,000
Total .			\$9,800

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
Total		\$0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Indigent Defense					
<u>% OF RESOURCES:</u> 95.5%					
WORKLOAD					
Serious felony cases	594	330	446	196	196
Felony cases	2,360	959	904	641	641
Misdemeanor cases	1,710	1,507	2,477	1,324	1,324
Juvenile delinquency cases	1,821	1,076	2,517	1,000	1,000
Juvenile Dependency cases	4,186	3,018	2,301	1,853	1,630
EFFICIENCY					
Not Applicable	0	0	0	0	0
<u>EFFECTIVENESS</u>					
Not Applicable	0	0	0	0	0
ACTIVITY B: Small Claims Advisory Services					
X OF RESOURCES: 4.5%					
WORKLOAD					
Phone inquiries received	87,500	103,963	75,636	105,000	75,000
Walk-in clients	994	1,138	9,875	1,150	10,000
EFFICIENCY					
Not Applicable	0	0	0	0	0
EFFECTIVENESS					
Not Applicable	0	0	0	0	0

STAFFING SCHEDULE

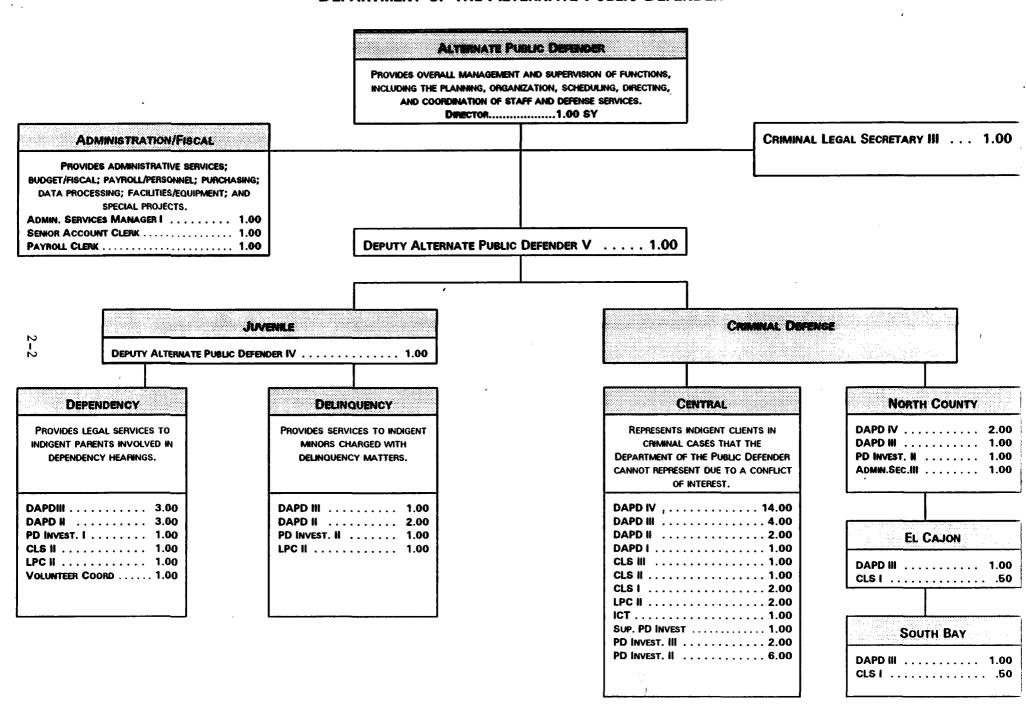
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2207	Director	1	1.00	1	1.00	\$90,349	\$90,350
2403	Accounting Tech.	i	1.00	i	1.00	24,753	26,000
2302	Admin Assist III	i	1.00	i	1.00	41,909	44,101
2493	Inter. Account Clerk	3	3.00	3	3.00	57,132	61,553
2510	Senior Account Clerk	2	2.00	2	2.00	46,180	47,301
2776	Criminal Legal Sec II	ī	1.00	2	2.00	30,774	59,162
2907	Legal Procedures ClerkII	ż	2.00	ī	1.00	44,381	22,052
3916	Alt. Defense Attorney	1	1.00	2	2.00	84,291	144,284
3917	Sr. Alternate Defense Atty			<u>1</u>	1.00	,	94,900
3938	Small Claims Counsel	3	3.00	3	3.00	120,849	122,275
9999	Temp. Extra Help	7	1.00	10	1.00	89,157	89,157
	Total	22	16.00	27	18.00	\$629,775	\$801,135
Salary	Adjustments:			·		7,535	32,578
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					152,186	207,833
Salary	Savings:					(15,659)	(28,048)
	Total Adjustments					\$144,062	\$212,363
Progra	m Totals	22	16.00	27	18.00	\$773,837	\$1,013,498

ALTERNATE PUBLIC DEFENDER

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Conflicts Defense	\$1,395,173	\$3,170,910	\$3,685,414	\$4,137,581	\$4,715,327	\$577,746	14.0
TOTAL DIRECT COST	\$1,395,173	\$3,170,910	\$3,685,414	\$4,137,581	\$4,715,327	\$577,746	14.0
PROGRAM REVENUE	(0)	(1,122)	(44,399)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	· \$1,395,173	\$3,169,788	\$3,685,414	\$4,137,581	\$4,715,327	\$577,746	14.0
STAFF YEARS	16.29	43.97	50.35	55.00	67.00	12.00	21.8

^{*} 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 THE ALTERNATE PUBLIC DEFENDER



PROGRAM: Conflicts Defense DEPARTMENT: ALTERNATE PUBLIC DEFENDER

PROGRAM #: 13050

MANAGER: Loren I, Mandel

ORGANIZATION #: 3000

REFERENCE: 1993-94 Proposed Budget - Pg. 2-3

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 the Public Defender declares a 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.

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
\$994,100	\$2,850,848	\$3,283,265	\$3,746,581	\$4,230,748	12.9
242,004	305,888	394,556	383,000	424,589	10.9
0	0	0	0	0	0.0
159,069	14,174	7,593	8,000	59,990	649.9
\$1,395,173	\$3,170,910	\$3,685,414	\$4,137,581	\$4,715,327	14.0
(0)	(1,122)	(44,399)	(0)	(0)	0.0
\$1,395,173	\$3,169,788	\$3,641,015	\$4,137,581	\$4,715,327	14.0
16.29	43.97	50.35	55.00	67.00	21.8
	\$994,100 242,004 0 159,069 \$1,395,173 (0) \$1,395,173	\$994,100 \$2,850,848 242,004 305,888 0 0 159,069 14,174 \$1,395,173 \$3,170,910 (0) (1,122) \$1,395,173 \$3,169,788	Actual Actual Actual \$994,100 \$2,850,848 \$3,283,265 242,004 305,888 394,556 0 0 0 159,069 14,174 7,593 \$1,395,173 \$3,170,910 \$3,685,414 (0) (1,122) (44,399) \$1,395,173 \$3,169,788 \$3,641,015	Actual Actual Actual Budget \$994,100 \$2,850,848 \$3,283,265 \$3,746,581 242,004 305,888 394,556 383,000 0 0 0 0 159,069 14,174 7,593 8,000 \$1,395,173 \$3,170,910 \$3,685,414 \$4,137,581 (0) (1,122) (44,399) (0) \$1,395,173 \$3,169,788 \$3,641,015 \$4,137,581	Actual Actual Actual Budget Budget \$994,100 \$2,850,848 \$3,283,265 \$3,746,581 \$4,230,748 242,004 305,888 394,556 383,000 424,589 0 0 0 0 0 159,069 14,174 7,593 8,000 59,990 \$1,395,173 \$3,170,910 \$3,685,414 \$4,137,581 \$4,715,327 (0) (1,122) (44,399) (0) (0) \$1,395,173 \$3,169,788 \$3,641,015 \$4,137,581 \$4,715,327

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, and a juvenile office at Kearny Mesa.

1992-93 BUDGET TO ACTUAL COMPARISON

Salary and Benefits are \$463,316 under budget as the result of the Hiring Freeze and the planned incremental hiring of eight new attorney positions added by the Board of Supervisors. The Professional and Specialized Services Sub-Account (#2316) designated for death penalty cases was over budget, and will experience significantly more expenditures in FY 93-94 due to the unexpected large number of death penalty cases currently pending trial. At the present time, the Alternate Public Defender represents six clients in cases in which the District Attorney has indicated that it intends to seek the death penalty.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. The Alternate Public Defender provided quality representation to 1,729 felony and serious felony cases; 760 parents in juvenile dependency cases; and 48 minors in delinquency cases in 1992-93.
- 2. The Regional Juvenile Justice Information System (REJIS) has been implemented to provide the courts, the District Attorney and the Probation Department an automated case tracking and processing system for juvenile delinquent and juvenile dependency programs. At the present time, we have been given access to the dependency system and it is hoped that we will eventually get full access to the delinquency system as well.
- The Alternate Public Defender has developed a draft departmental policy and procedures manual in 1992-93. A special departmental team was established to finalize the manual by January 1994.
- 4. In an effort to avoid duplication of costs and effort, the Alternate Public Defender has been participating in joint law office training with the Public Defender, County Counsel and private bar attorneys.

1993-94 OBJECTIVES

- To continue to provide quality legal representation to indigents and at the same time provide long-term cost containment benefits to the County.
- To continue to collaborate with other County justice agencies in developing procedures to reduce costs by avoiding duplication of effort by trying to resolve mutual issues and problems informally and timely.
- 3. To reduce attorney time in interviewing clients at the various distant detention facilities throughout the County through the use of "video conferencing" for the County public law offices.
- 4. To staff the new South Bay Office to accept all eligible felony cases; and to accept all eligible delinquency cases when the Department is fully staffed.
- To install an automated legal research tool called LawDesk, which will significantly reduce attorney and law clerk manual research time.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration [6.00 SY; E = \$428,880; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing department-wide budgeting,accounting,personnel,payroll and automation/EDP interface.
- 2. Juvenile Dependency [11.00 SY; E = \$712,151; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Representing parents or guardians in Juvenile Court proceedings.
 - O A Volunteer Coordinator position was added for the Family Advocacy Program.
- 3. <u>Juvenile Delinquency</u> [3.00 SY; E = \$164,988; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Representing minors in delinquency cases that the existing Department of Public Defender cannot represent due to a conflict of interest.
 - 2.00 Staff Years were reassigned to the Criminal Program to be assigned to the more serious felony cases.

- <u>Criminal</u> [47.00 SY; E = \$3,409,308; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Representing clients in criminal cases that the existing Department of Public Defender cannot represent due to a conflict of interest.
 - The two attorney positions which were half-year funded in FY 92-93, will be fully funded in FY 93-94, resulting in 1.00 staff year increase without an increase in total authorized positions.
 - Four attorney positions, three investigator positions and three clerical positions were added to the Criminal Program. These positions were funded only for three-quarters of a year for 1993-94.

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES: Recovered Expenditures	\$(44,399)	\$0	\$0	\$0
Sub-Total	\$(44,399)	\$0	\$0	\$0
Total	\$(44,399)	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$3,641,015	\$4,137,581	\$4,715,327	\$577,746
Sub-Total	\$3,641,015	\$4,137,581	\$4,715,327	\$577,746
Total	\$3,641,015	\$4,137,581	\$4,715,327	\$577,746

EXPLANATION/COMMENT ON PROGRAM REVENUES

On October 9, 1992, in an effort to simplify and expedite the process to collect funds in court appointed cases, the Departments of the Public Defender, Alternate Public Defender and Alternate Defense Counsel agreed to standardize the rates for all categories of crime. This effort has resulted in a net county reduction for the Alternate Public Defender in 1992-93 by the collection of \$44,399 in unanticipated revenue. If the collection of reimbursement of attorney services continues to stabilize, the Department of Alternate Public Defender will budget revenues in 1994-95.

PROGRAM:	Contl	icts	Detense

DEPARTMENT: ALTERNATE PUBLIC DEFENDER

FIXED	ASSETS
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Item	Quantity	Unit	Total Cost
Desks, Wood	11	ea	\$5,500
Computer Equipment	1	lot	5,100
Law Desk App and C/D	1	ea	8,590
Workstations	11	ea	16,500
Laptops	4	ea	10,000
Concentrator	1	ea	2,600
50 User Software Upgrade	1	ea	6,000
Laser Printer	2	ea	2,200
Fileserver Disk Upgrade	1	ea	3,500
Total			\$59,990

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
Total		\$0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Indigent Defense - Criminal					
% OF RESOURCES: 75%					
WORKLOAD					
Death Penalty Cases (New)	1	5	3	2	4
Number of serious Felony Cases	153	421	425	500	466
Number of Felony Cases	764	1,642	*1411	1,720	1,580
Number of Misdemeanor Cases	213	483	403	500	450
EFFICIENCY					
Not Applicable	0	0	0	0	0
EFFECTIVENESS					
Not Applicable	0	0	0	0	0
ACTIVITY B: Indigent Defense - Juvenile					
% OF RESOURCES: 25%					
<u>WORKLOAD</u>					
Number of Juvenile Delinquency Cases	379	1,163	**48	**230	1,200
Number of Juvenile Dependency Cases	475	905	810	648	720
EFFICIENCY					
Not Applicable	0	0	0	0	0
EFFECTIVENESS					
Not Applicable	0	0	0	0	0

 $[\]star$ 1992-93 estimated number of felony cases assigned was significantly lower than budgeted due to a General Fund reduction which did not allow us to open our South Bay office.

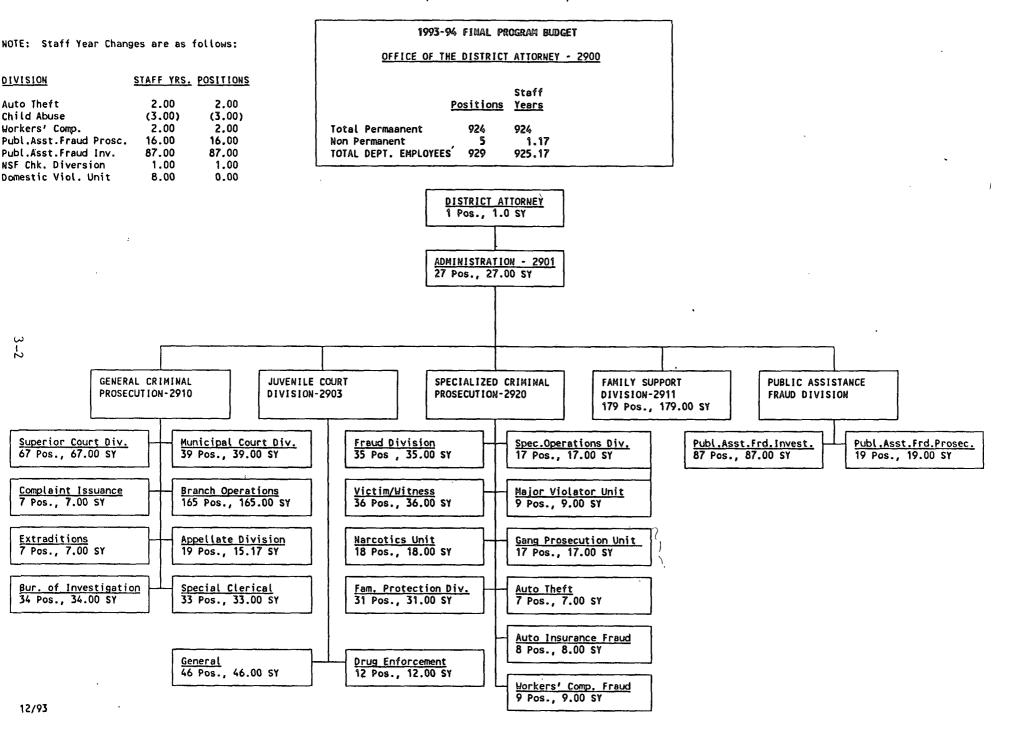
^{** 1992-93} overall workload will continue to focus on felonies, rather than delinquency cases. Two attorneys were reassigned from the Delinquency Program to the Criminal Program to represent the more serious felony cases. This continues to represent a more cost effective utilization of staff and a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

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
		4	4.00		4.00	4404 057	9404 AFT
2127	Director	1	1.00	1	1.00	\$101,057	\$101,057
2368	Admin. Service Manager I	1	1.00 1.00	i	1.00 1.00	52,156	52,156
2494	Payroll Clerk					21,758	21,758
2510	Senior Account Clerk	1	1.00 1.00	1	1.00 1.00	23,949	23,950
2700	Intermediate Clerk Typist	1	1.00	i	1.00	20,568 26,707	19,091
2758	Admin. Secretary III	Ó	0.00		3.00	26,707	26,707 57,174
2775	Criminal Legal Secretary I	2	2.00	3 2 2	2.00	58,479	57,174 61,375
2776 2777	Criminal Legal Secretary II	2	2.00	2	2.00	64,758	69,282
2907	Criminal Legal Secretary III Legal Procedures Clk. II	4	4.00	4	4.00	83,105	87,208
3918	Deputy Alternate P.D. I	7	1.00	1	1.00	46,125	40,051
3919	Deputy Alternate P.D. II	7	7.00	7	7.00	423,508	409,697
3920	Deputy Alternate P.D. III	11	11.00	11	11.00	754,744	756,390
3921	Deputy Alternate P.D. IV	13	12.00	17	17.00	913,750	1,232,255
3922	Deputy Alternate P.D. V	1	1.00	'n	1.00	94,900	94,900
5750	Supervising P.D. Investigator	i	1.00	i	1.00	50,468	50,468
5764	Public Defender Invest. I	i	1.00	i	1.00	38,295	33,254
5765	Public Defender Invest. II	5	5.00	8	8.00	186,816	280,636
5766	Public Defender Invest. III	2	2.00	2	2.00	79,188	79,054
6344	Coordinator, Volunteer Services		0.00	1	1.00	77,100	20,026
9999	Temporary Help	10	0.00	10	0.00	Ŏ	0
	Total	66	55.00	77	67.00	\$3,043,748	\$3,516,489
Salary	Adjustments:					(27,615)	(141,668)
Premium	m/Overtime Pay:					5,819	5,819
Employe	ee Benefits:					785,386	910,916
Salary	Savings:					(60,757)	(60,808)
	Total Adjustments				. 1	6,786,912	\$ 714,259
Progra	n Totals	66	55.00	77	67.00	\$3,746,581	\$4,230,748

DISTRICT ATTORNEY

<u></u>	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	X Change
General Criminal Prosc.	\$22,355,408	23,102,564	22,866,171	24,760,325	23,707,082	(1,053,243)	(4.3)
Juvenile Court Serv.	2,893,269	3,458,782	3,472,639	4,134,718	3,870,806	(263,912)	(6.4)
Specialized Criminal Pro	sc.11,283,614	12,424,652	14,530,851	12,634,298	12,705,545	71,247	0.6
Family Support Enf.	5,188,186	5,885,913	8,369,866	7,936,181	10,379,177	2,442,996	30.8
Department Overhead	1,923,984	2,078,166	2,118,288	1,907,756	2,047,758	140,002	7.3
Public Assistance Fraud	0	0	848,627	0	(677,515)	(677,515)	??
TOTAL DIRECT COST	\$43,644,461	\$46,950,077	\$52,206,442	\$51,373,278	\$52,032,853	\$659,575	1.3
PROGRAM REVENUE	(16,258,280)	(18,324,995)	(20,869,305)	(18,906,905)	(20,888,975)	(1,982,070)	10.5
NET GENERAL FUND COST	\$27,386,181	\$28,625,082	\$31,337,137	\$32,466,373	\$31,143,878	\$(1,322,495)	(4.1)
STAFF YEARS	742.97	754.68	781.19	812.17	925.17	113.00	13.9



PROGRAM: General Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13033

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

ORGANIZATION #: 2900

REFERENCE: 1993-94 Proposed Budget - Pg. 3-7

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$19,820,329	\$20,965,404	\$20,752,436	\$22,847,768	\$21,695,519	(5.0)
Services & Supplies	2,218,227	1,947,123	1,850,306	1,792,557	1,813,563	1.2
Other Charges	116,959	114,458	2,046	120,000	198,000	65.0
Fixed Assets	199,893	75,579	261,383	0	0	0.0
TOTAL DIRECT COST	\$22,355,408	\$23,102,564	\$22,866,171	\$24,760,325	\$23,707,082	(4.3)
PROGRAM REVENUE	(429,992)	(423,352)	(258,323)	(344,000)	(263,306)	(23.5)
NET GENERAL FUND CONTRIBUTION	\$21,925,416	\$22,679,212	\$22,607,848	\$24,416,325	\$23,443,776	(4.0)
STAFF YEARS	391.99	360.11	346.50	367.17	364.17	(0.8)

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.

<u>Description</u>: 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.

1992-93 BUDGET TO ACTUAL COMPARISON

Mid-year reductions in salaries and benefits due to State cuts in the County Budget and negotiated ILP reductions caused estimated figures to fall below budgeted amounts by \$2,095,332. Correspondingly, actual staff years were 20.67 staff years less than budgeted.

Actual services & supplies, other charges and fixed assets exceeded budgeted by \$201,178 and reflect a mid-year appropriations for fixed assets.

1993-94 OBJECTIVES

- To continue to manage the demands in issuing 86,848 felony and misdemeanor cases projected county-wide during FY 1993-94.
- 2. To continue to manage the increasing demand of representing the People in preliminary hearings for a projected 11,756 defendants set during FY 1993-94.
- To continue to provide an adequate level of service in representing the People in the 580 Superior Court jury trials projected for FY 1993-94.
- 4. To represent the People in the 3,900 contested hearings and motions projected for FY 1993-94.
- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Superior Court [67 SY; E = \$5,520,882; 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.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Board approved mid-year 1992-93 reclassification of one (1) District Attorney Investigator III to IV.
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Superior Court travel was reduced by \$6,000.
- 2. <u>Municipal Court</u> [39 SY; E = \$2,681,377; R = \$30,000] 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 = \$10,112,645; R = \$19,306] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Able to issue and prosecute all cases set for trial in the Superior and Municipal Courts located in East County, North County and South Bay.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Board approved mid-year 1992-93 reclassification of one (1) District Attorney Investigator III to IV.
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or

, \$71,997. Branch office travel was reduced by \$6,000.

- 4. Complaint Issuance [7 SY; E = \$659,158; R = \$01 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 = \$547,859; R = \$200,000] including support personnel is:
 - 0 Mandated/Mandated Service Level.
 - Responsible for the extradition of fugitives from and to the State of California.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - . Board approved mid-year 1992-93 reclassification of one (1) District Attorney Investigator III to IV.
- 6. Appellate Division [15.17 SY; E = \$1,262,513; 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.
 - o Providing budget/administrative actions implementing the above activity which include:
 - Across the board reductions to the County travel budget which decreased District Attorney travel by 61% or \$71,997. Appellate travel was reduced by \$5,394.
- 7. <u>Bureau of Investigation</u> [31 SY; E = \$1,857,543; R = \$14,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Able to provide all types of services required in the investigation of misdemeanor and felony crimes and in the trial preparation and presentation of such crimes. The Bureau is divided into five areas: Fraud, Family Support, Pre-Trial, Special Investigations and Technical, and consists of a staff of professional investigators.
 - Providing budget/administrative actions implementing the above activity which include:
 - Across the board reductions to the County travel budget which decreased District Attorney travel by 61% or \$71,997. Bureau of Investigation travel was reduced by \$1,100.
 - Deleting one Forensics Documents Examiner; one Investigative Specialist II; and one Stenographer
 position one Stenographer position, and adding to the Overhead Program one Senior Systems Analyst;
 one Associate Systems Analyst; and one Assistant Systems Analyst.
- 8. Special Cterical Support [33 SY; E = \$1,065,105; 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	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
INTERGOVERNMENTAL REVENUE:				
Adult Deferred Prosecution	\$7,962	\$0	\$0	\$0
Sub-Total	\$7,962	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Extradition	189,692	300,000	200,000	(100,000)
Training Peace Officers - POST	23,007	14,000	14,000	0
Other Miscellaneous	35,712	30,000	49,306	19,306
Sub-Total	\$248,411	\$344,000	\$263,306	\$(80,694)
OTHER REVENUE:				
Other Miscellaneous	\$1,950	\$0	\$0	\$0
Sub-Total	\$1,950	\$0	\$0	\$0
Total	\$258,323	\$344,000	\$263,306	\$(80,694)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$22,607,848	\$24,416,325	\$23,443,776	\$(972,549)
Sub-Total	\$22,607,848	\$24,416,325	\$23,443,776	\$(972,549)
Total	\$22,607,848	\$24,416,325	\$23,443,776	\$(972,549)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Extradition revenues were underrealized in FY 1992-93 mainly because the State has continued to utilize the services of a private company to perform most of the transportation requirements. Appropriations and offsetting revenues are reduced by \$100,000 for FY 1993-94.

Although POST reimbursement was slightly higher in FY 1992-93, the budget level remains the same in FY 1993-94.

Budgeted miscellaneous revenue is increased to \$49,306 because of an anticipated increase in requests for discoveries.

Unbudgeted revenues (which include prosecution cost reimbursement for crimes committed in the Otay Prison) and recovered expenditures total \$9,912.

PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY A: General Criminal Prosecution							
X OF RESOURCES: 100%							
WORKL OAD							
Misdemeanor Cases Issued	84,082	70,996	68,649	65,384	69,856		
Felony Cases Issued	16,605	16,831	16,473	16,856	16,992		
Preliminary Hearings Set	11,804	9,859	11,536	8,664	11,756		
Superior Court Jury Trials	513	481	484	572	580		
Contested Hearings & Motions	4,179	3,679	3,783	3,788	3,900		

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3925	Deputy DA V	37	37.00	37	37.00	\$3,407,963	\$3,158,541
3926	Deputy DA IV	35	35.00	35	35.00	2,813,456	2,820,352
3927	Deputy DA III	63	63.00	63	63.00	4,357,248	3,994,290
3928	Deputy DA II	14	14.00	14	14.00	776,913	800,037
5760	DA Invest. Forensic	1	1.00	. 1	1.00	50,651	50,564
5721	Documents Examiner	1	1.00	Q	0.00	44,197	0
2302	Admin. Asst. III	1	1.00	1	1.00	46,162	39,108
5753	DA Investigator IV	10	10.00	12	12.00	553,707	652,117
5754	DA Investigator III	34	34.00	32	32.00	1,684,293	1,612,724
5755	DA Investigator II	1	1.00	1	1.00	46,470	43,160
2896	Super. Legal Serv. Clk.	1	1.00	1	1.00	36,101	27,927
5733	Crime Scene Reconstr.	1	1.00	1	1.00	50,651	50,564
2324	Dept. Public Affairs Off.	1	1.00	1	1.00	45,081	45,081
2770	Lgl Supp Svcs Div Mgr I	1 7	1.00	1 3	1.00	41,717	36,101
2899	Legal Supp. Svcs. Div. Mgr.	3 1	3.00	3 1	3.00	114,320	125,148
5768	Supv Invest Specialist	11	1.00		1.00	29,621	35,119
5749 5751	Invest. Spec. III	19	11.00 19.00	11 18	11.00 18.00	333,756	330,553
3119	Invest. Spec. II	1	1.00	10	1.00	564,051	540,005 37,033
3936	Dept. Computer Spec. II	. 1	1.00	i	1.00	31,481	27,033
2777	Legal Assistant II	5	5.00	5	5.00	33,052	33,052
2776	Crim Lgl Sec III Crim Lgl Sec II	5	5.00	5	5.00	153,080	149,484
2775	Crim Lgt Sec I	5	5.00	5	5.00	147,005 141,518	160,455
2906	Legal Proced. Clk. III	13	13.00	13	13.00	352,165	142,513
2907	Legal Procedures Clk. II	84	84.00	84	84.00	1,939,254	353,475 2,001,445
2903	Legal Proced. Clk. I	11	11.00	11	11.00	230,878	232,843
2800	Radio/Tele. Oper.	ï	1.00	'n	1.00	23,636	23,635
2760	Stenographer	1	1.00	ò	0.00	19,860	0
5725	International Case Coord.	1	1.00	ĺ	1.00	49,442	58,653
5762	Process Server	2	2.00	2	2.00	41,755	42,892
5236	Departmental Aide	ī	1.00	<u> </u>	1.00	12,483	12,508
9999	Temporary Extra Help	5	1.17	5	1.17	40,000	40,000
	Total	371	367.17	368	364.17	\$18,211,967	\$17,639,379
Salary	Adjustments:					(610,000)	(446,333)
Integra	ated Leave Program:					0	(633,676)
Premium	N/Overtime Pay:			•		0	0
Employe	ee Benefits:					5,735,593	5,531,245
Salary	Savings:					(489,792)	(395,096)
	Total Adjustments				**************************************	\$4,635,801	\$4,056,140
Program	Totals	371	367.17	368	364.17	\$22,847,768	\$21,695,519

PROGRAM: Juvenile Court Services DEPA

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13012

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

ORGANIZATION #: 2900

REFERENCE: 1993-94 Proposed Budget - Pg. 3-13

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.

				·		
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,337,303	\$2,700,226	\$2,927,887	\$3,450,372	\$3,192,460	(7.5)
Services & Supplies	158,366	92,471	145,506	118,725	112,725	(5.1)
Other Charges	382,091	666,085	389,420	565,621	565,621	0.0
Fixed Assets	15,509	0	9,826	0	0	0.0
TOTAL DIRECT COST	\$2,893,269	\$3,458,782	\$3,472,639	\$4,134,718	\$3,870,806	(6.4)
PROGRAM REVENUE	(1,275,700)	(1,670,924)	(1,329,055)	(1,880,634)	(1,575,378)	(16.2)
NET GENERAL FUND CONTRIBUTION	\$1,617,569	\$1,787,858	\$2,143,585	\$2,254,084	\$2,295,428	1.8
STAFF YEARS	48.42	49.96	51.34	58.00	58.00	0.0

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.

DEPARTMENT: DISTRICT ATTORNEY

1992-93 BUDGET TO ACTUAL COMPARISON

Mid-year reductions in salaries and benefits due to State cuts in the County budget and negotiated ILP reductions caused actual figures to fall below budgeted amounts by \$522,485. Correspondingly, actual staff years were 6.66 less than budgeted.

Actual services & supplies, other charges and fixed assets were less than budgeted by \$139,594.

1993-94 OBJECTIVES

- 1. To prepare and file cases as required by law. These cases are estimated to be 6,736 for FY 1993-94 for W&I 602 (delinquency) cases.
- 2. To maintain increased demands upon staff for attendance in W&I 602 hearings projected at 23,580 for FY 1993-94.
- 3. To manage the 3,964 cases prepared for trial projected for FY 1993-94 for W&I 602 (delinquency) cases.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Juvenile Court Division</u> [58 SY; E = \$3,870,806; R = \$1,575,378] 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.
 - Providing budget/administrative actions implementing the above activity, which include:
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Juvenile Court travel was reduced by \$6,606. However, an additional \$23,062 in revenue offset travel was reappropriated. This included \$2,606 for JUDGE travel.

PROGRAM REVENUE BY SOURCE				_
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
INTERGOVERNMENTAL REVENUE: JUDGE Grant	\$915,677	\$1,413,522	\$1,108,266	\$(305,256)
Sub-Total	915,677	1,413,522	1,108,266	(305,256)
CHARGES FOR CURRENT SERVICES: Other Miscellaneous	6,290	0	0	0
Sub-Total	\$6,290	\$0	\$0	\$0
REALIGNMENT: Social Services - Sales Tax	407,088	467,112	467,112	0
Sub-Total	\$407,088	\$467,112	\$467,112	\$0
Total	\$1,329,055	\$1,880,634	\$1,575,378	\$(305,256)
GENERAL FUND CONTRIBUTION DETAIL				al
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$2,163,585	\$2,254,084	\$2,295,428	\$41,344
Sub-Total	\$2,163,585	\$2,254,084	\$2,295,428	\$41,344
Total	\$2,163,585	\$2,254,084	\$2,295,428	\$41,344

EXPLANATION/COMMENT ON PROGRAM REVENUES

In FY 1992-93 the AB-90 program was funded with revenues available through the State Realignment process at the budgeted amount of \$467,112. The same level of funding is budgeted in FY 1993-94 even though prior year actual was \$60,024 below budget.

FY 1992-93 budgeted revenue for the JUDGE Grant was overstated to include revenues associated with grants terminated in prior years. The current amount is a more realistic figure.

Actual miscellaneous revenues in FY 1992-93 include \$6,290 in discoveries.

PROGRAM:	Juvenil	e Court	Services
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PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY A: Juvenile Court Services							
% OF RESOURCES: 100%							
<u>WORKLOAD</u>							
602 Petitions/Prepared and Filed	5,733	5,732	6,515		6,736		
602 Cases/Prepared for Trial	2,701	3,188	3,697	3,468	3,964		
Hearings Attended	23,514	22,401	22,696	22,544	23,580		

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
	1						
3925	Deputy DA V	3	3.00	3	3.00	\$284,703	\$284,700
3926	Deputy DA IV	7	7.00	7	7.00	577,561	502,444
3927	Deputy DA III	15	15.00	15	15.00	1,003,695	989,881
5754	DA Investigator III	2	2.00	2	2.00	102,604	102,602
2899	Legal Supp. Svc. Div. Mgr. II	1	. 1.00	1	1.00	41,717	41,716
2770	Legal Supp. Svc. Div. Mgr. I	1	1.00	1	1.00	36,101	36,101
5751	Invest. Spec. II	4	4.00	4	4.00	121,516	118,155
5749	Investigative Spec. III	1	1.00	1	1.00	32,676	32,675
5752	Investigative Specialist I	1	1.00	1	1.00	25,358	26,828
2776	Crim. Lgl. Sec. II	1	1.00	1	1.00	28,784	31,823
2771	Crim. Lgl. Sec. I	1	1.00	1	1.00	29,400	29,980
2906	Legal Procedures Clerk III	1	1.00	1	1.00	27,227	27,227
2907	Legal Procedures Clerk II	18	18.00	18	18.00	413,289	428,099
2903	Legal Procedures Clerk I	. 2	2.00	2	2.00	41,368	39,053
	Total	58	58.00	58	58.00	\$2,765,999	\$2,691,284
Salary	Adjustments:					(100,000)	(163,770)
Integra	ated Leave Program					0	(92,314)
Premiu	n/Overtime Pay:					0	0
Employ	ee Benefits:					858,531	822,520
Salary	Savings:					(74,158)	(65,260)
	Total Adjustments					\$684,373	\$501,176
Progra	■ Totals	58	58.00	58	58.00	\$3,450,372	\$3,192,460
							

PROGRAM: Specialized Criminal Prosecution

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13032

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

ORGANIZATION #: 2900

REFERENCE: 1993-94 Proposed Budget - Pg. 3-18

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,673,931	\$11,779,266	\$13,232,185	\$ 10,736,754	\$10,936,130	1.9
Services & Supplies	523,379	593,549	557,865	774,190	747,459	(3.5)
Other Charges	22,439	1,398	632,849	876,244	988,244	12.8
Fixed Assets	63,865	50,439	26,670	74,370	33,712	(54.7)
Operating Transfers	0	0	81,282	172,740	0	(100.0)
TOTAL DIRECT COST	\$11,283,614	\$12,424,652	\$14,530,851	\$12,634,298	\$12,705,545	0.6
PROGRAM REVENUE	(2,905,522)	(2,178,064)	(3,798,111)	(4,391,503)	(4,290,973)	(2.3)
NET GENERAL FUND CONTRIBUTION	\$8,378,092	\$10,246,588	\$10,732,738	\$8,242,795	\$8,414,572	2.1
STAFF YEARS	173.30	177.81	195.25	177.00	187.00	5.6

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.

- 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 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.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual salaries and benefits exceeded the adopted salaries and benefits appropriation by \$2,495,431. However, this deficit was made up with department-wide savings in salaries and benefits. Correspondingly, actual staff years exceeded budget by 18.25 and are reflected in the above salary and benefit figures. Actual salaries and benefits exceeded budgeted by \$700,000; the budget assumed ILP reductions for Deputies District Attorney that were not successfully negotiated by the County.

Actual services & supplies, other charges and fixed assets were \$ 507.420 less than budgeted.

1993-94 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 successfully represent the People in 4,468 contested hearings and motions.
- 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.
- 5. To vertically prosecute increased gang-related drug cases in order to curb gang violence.
- 6. To manage the significant increase in cases anticipated in the Narcotics Prosecution Unit; to represent the People in a Drug Court created in 1989-90 to handle a drug revocation pilot program in conjunction with the Probation Department and the courts.
- 7. To continue the scope and effectiveness of the 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Fraud Division [35 SY; E = \$2,288,595; R = \$130,000] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for the investigation and prosecution of criminal and civil consumer frauds, 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 one position and staff year approved mid-year FY 1992-93 to implement the revenue offset NSF Check Diversion Program. Position includes one Investigative Specialist III.
 - Deleting five positions and staff years and transferring them to the newly created Auto Insurance Fraud Unit. The new unit was separated from the Fraud Division to more easily identify the revenue offset expenditures for this program. Positions include one (1) DDA V, three (3) DDA III, and one (1) Criminal Legal Secretary II.
 - Deleting seven positions and staff years and transferring them to the newly created Workers' Compensation Fraud Unit. The new unit was separated from the Fraud Division to more easily identify the revenue offset expenditure for this program. Positions include four (4) DDA III, one (1)

Investigator III, and two (2) Criminal Legal Secretary II.

- Board approved mid-year 1992-93 reclassification of one (1) District Attorney Investigator III to IV.
- Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Fraud travel was reduced by \$8,500.
- Special Operations Division [17 SY; E = \$1,205,490; 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 = \$1,304,042; R = \$981,386] including support personnel is:
 - 0 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.
 - o Providing budget/administrative actions implementing the above activity which include:
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Victim/Witness travel reductions totaled \$6,000. However, an additional \$23,062 of revenue offset travel was subsequently reappropriated. This included \$5,000 added back to Victim/Witness.
- 4. Major Violator Unit [9 SY; E = \$768,583; 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.
 - o Providing budget/administrative actions implementing the above activity which include:
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Career Criminal travel reductions totaled \$1,000. However, an additional \$23,062 of revenue offset travel was reappropriated. This included \$1,000 for Career Criminal.
- 5. Narcotics Prosecution Unit [18 SY; E = \$1,210,185; R = \$147,471] 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.
 - Providing budget/administrative actions implementing the above activity which include:
 - Across the board reductions to the County travel budget which decreased District Attorney travel by 61% or \$71,997. Narcotics travel reductions totaled \$14,000.
- 6. Gang Prosecution Unit {17 SY; E = \$1,203,986; R = \$92,904] including support personnel is:
 - Mandated/Mandated Service Level
 - Responsible for vigorously prosecuting gang-related crimes which will ultimately reduce gang association and criminal activities.
 - o Providing budget/administrative actions implementing the above activity which include:
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Gang travel reductions totaled \$4,000.
- 7. Family Protection Division [31 SY; E = \$2,194,182; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level
 - O Providing for enhanced prosecution of child abuse cases through vertical prosecution and ultimately hopes

to reduce incidents of such abuse. The unit issues complaints in disputed custody and child stealing matters and responds to violent behavior in the home as criminal behavior that will not be tolerated.

- Responsible for Budget/Administration action implementing the above activity which include:
 - Full year funding of 8 staff years added to the unit to implement a new domestic violence unit. This was approved by the Board during FY 1992-93 budget deliberations to be effective January 1, 1993. 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 in FY 1992-93.
 - Deleting three staff years and positions due to the loss of an anticipated child abuse grant.
 Positions include one (1) DDA III, one (1) Investigator III, and one (1) Investigative Specialist III.
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Family Protection travel decreased by \$1,897.
- 8. Regional Auto Theft Unit (RATT) [7 SY; E = \$1,453,952; R = \$1,454,594]
 - Mandated/Mandated Service Level
 - Responsible for the enhanced multi-jurisdictional investigation and prosecution of criminal automobile theft concentrating on the professional vehicle thief that strips vehicles for later reassembly.
 - Offset 100% by Program revenue.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Adding two (2) positions and staff years approved in the CAO's proposed budget for FY 1993-94 to augment the program based on offsetting revenue. The positions include one (1) DDA III and one (1) Criminal Legal Secretary III.
 - Across the board reduction to the County travel budget decreased District Attorney travel by 61% or \$71,997. RATT travel was reduced by \$1,000. However, revenue offset travel was subsequently reappropriated, which included \$2,000 budgeted for RATT.
- 9. <u>Auto Insurance Fraud</u> [8 SY; E = \$523,952; R = \$532,961]
 - Mandated/Mandated Service Level
 - Responsible for the investigation and prosecution of criminal automobile insurance fraud.
 - Offset 100% by Program revenue.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Adding five positions transferred from the Fraud Division and deleting one position to more clearly
 identify revenue offset expenditures. Positions include one (1) DDA V, three (3) DDA III, and one
 (1) Criminal Legal Secretary II. One (1) Investigator IV position was transferred to Fraud and
 reclassified in a prior budget deliberation.
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. However, revenue offset travel was subsequently reappropriated, which included \$5,000 for Auto Insurance Fraud.
- 10. Workers' Compensation Fraud [9 SY; E = \$552,578; R = \$680,007]
 - Mandated/Mandated Service Level
 - Responsible for the investigation and prosecution of criminal Workers' Compensation fraud.
 - Offset 100% by Program revenue.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Adding seven staff years and positions transferred from the Fraud Division to more clearly identify revenue offset expenditures. Positions include four (4) DDA III, one (1) Investigator III, and two (2) Criminal Legal Secretary II.

- Adding two positions and staff years approved mid-year FY 1992-93 by the Board to augment the unit based on offsetting revenue. Positions include one (1) Investigator III and one (1) Investigative Specialist III.
- Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. However, revenue offset travel was subsequently reappropriated, which included \$2,000 for Workers' Compensation Fraud.

		•		
PROGRAM REVENUE BY SOURCE				
				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93
	Actual	Buget	Buoget	Budget
FINES, FORFEITURES:				·
Fines and Other Penalties	\$160,628	\$0	\$0	\$0
Sub-Total	\$160,628	\$0	\$0	\$0
	0.00,022	,	•	•••
INTERGOVERNMENTAL REVENUE:	4707 77	A50/ 33 0		
Auto Insurance Fraud	\$383,375	\$524,770	\$532,961	\$8,191
Regional Auto Theft	1,159,105	1,451,354	1,454,594	3,240
Workers' Compensation Fraud	382,025	566,546	680,007	113,461
Narcotic Prosecution Grant	150,000	149,971	147,471	(2,500)
Gang Prosecution Grant (25% required match)	0	85 , 754	0	(85,754)
Child Abuse Unit Grant	0	145,000	0	(145,000)
Major Violator Grant (10% required match)	250,914	271,650	271,650	0
Victim/Witness Assistance	935,731	1,031,554	981,386	(50,168)
Weed and Seed	26,669	94,904	92,904	(2,000)
Prior Year Adjustment	(9,717)	·	•	0
Sub-Total	\$3,278,102	\$4,321,503	\$4,160,973	\$(160,530)
CHARGES FOR CURRENT SERVICES:				
Damages for Fraud	346,800	70,000	70,000	0
Other Miscellaneous	8,551	0	0	ŏ
Sub-Total	\$355,351	\$70,000	\$70,000	\$0
OTHER REVENUE:				
Other Miscellaneous	\$4,030	\$0	\$60,000	\$60,000
Sub-Total .	\$4,030	\$0	\$60,000	\$60,000
Total	\$3,798,111	\$4,391,503	\$4,290,973	\$(100,530)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
				-
INTERGOVERNMENTAL REVENUE:	#D/ /4D	#27 4/5	•	4.07.4.7
Major Violator Unit (10% budgeted match)	\$26,412	\$27,165	\$0	\$(27,165)
Sub-Total	26,412	27,165	0	(27,165)
GENERAL FUND SUPPORT COSTS:	10,706,326	8,215,630	8,414,683	199,053
Sub-Total	\$10,706,326	\$8,215,630	\$8,414,683	\$199,053
fotal	\$10,732,738			

EXPLANATION/COMMENT ON PROGRAM REVENUES

Realized fines and forfeitures of \$160,628 were unanticipated revenue resulting from case settlements. Damages for Fraud were also overrealized, by \$276,800, but are budgeted at prior year level due to the difficulty in predicting cases to be settled.

Statewide cuts reduced the Office of Criminal Justice Planning (OCJP) grants which include Victim/Witness, Narcotics Prosecution and Major Violators. These grants are budgeted at a slightly lower level in FY 1993-94. The Gang Grant and Child Abuse Grant were not awarded in FY 1992-93, nor will they be funded in FY 1993-94.

In FY 1992-93, there were new sources of revenue which included Weed and Seed, Regional Auto Theft Task Force (RATI) and Workers' Compensation Fraud Grant. Because of delays in filling newly authorized positions, costs were reduced,

hence a decrease in revenues realized for these projects. The Auto Insurance Fraud funding which was received as miscellaneous revenue in the prior year is now a specifically assigned revenue account.

The Check Diversion Program implemented mid-year in FY 1992-93 is expected to generate \$60,000 in revenues in FY 1993-94.

FIXED ASSETS

I tem	Quantity	Unit	Total Cost
Office Equipment	1	Lot	\$1,600
Personal Computer	1		1,500
Computer Equipment	1	Lot	3,510
Computer Equipment	1	Lot	8,459
Computer Equipment	1	Lot	18,643
Total			\$33,712

VEHICLES/COMMUNICATION EQUIPMENT

I tem	Quantity Unit Total	al Cost
	·	
Total		\$0

DEPARTMENT:	DISTRICT	ATTORNEY
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PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY A: Specialized Criminal Prosecution							
% of Resources: 100%							
<u>WORKLOAD</u>							
Fraud Investigations Undertaken	1,539	1,221	1,292	1,300	1,088		
Preliminary Hearing Bindovers	504	624	788	1,040	732		
Court/Jury Trials	21/155	28/140	10/139	16/156	8/180		
Contested Hearings & Motions	2,127	2,661	7,255	6,236	4,468		

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3925	Deputy DA V	13	13.00	13	13.00	\$1,196,597	\$1,184,462
3926	Deputy DA IV	-11	11.00	11	11.00	925,712	907,033
3927	Deputy DA III	41	37.50	41	41.00	2,540,490	2,705,686
5753	DA Investigator IV	Š	5.00	6	6.00	284,271	324,684
2413	Analyst III	1	1.00	1	1.00	46,162	46,162
5754	DA Investigator III	26	24.50	25	25.00	1,207,861	1,270,399
2425	Associate Accountant	2	2.00	2	2.00	74,250	74,248
3931	VW Program Manager	1	1.00	1	1.00	44,829	44,830
5768	Supv. Invest. Spec.	Ž	2.00	ż	2.00	70,240	70,238
5749	Invest. Spec. III	6	6.00	11	11.00	178,936	309,411
5751	Invest. Spec. II	21	21.00	20	20.00	625,500	603,078
5752	Invest. Spec. I	3	1.50	0	0.00	35,451	0
3119	Dept. Computer Spec. II	1	1.00	• 1	1.00	30,663	33,066
2777	Crim Lgl Sec III	1	1.00	2 .	2.00	34,641	63,852
2776	Crim Lgl Sec II	18	16.50	. 18	18.00	481,125	520,965
2775	Crim Lgl Sec I	7	7.00	7	7.00	199,814	~~ 201,997
2907	Legal Procedures Clerk II	16	16.00	16	16.00	356,738	367,010
2903	Legal Procedures Clerk I	2	2.00	2	2.00	42,678	40,373
5742	V/W Claims Technician	6	6.00	6	6.00	132,164	137,022
2700	Inter. Clerk. Typist	2	2.00	2	2.00	40,122	41,338
	Total	185	177.00	187	187.00	\$8,548,244	\$8,945,854
Salary	Adjustments:	~				(387,063)	(297,822)
Integra	ated Leave Program:					0	(298,127)
Premius	n/Overtime Pay:					0	0
Employe	ee Benefits:					2,770,761	2,805,698
Salary	Savings:					(195,188)	(219,473)
	Total Adjustments					\$2,188,510	\$1,990,276
Program	n Totals	185	177.00	187	187.00	\$10,736,754	\$10,936,130

PROGRAM: Family Support Enforcement DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13017

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

ORGANIZATION #: 2900

REFERENCE: 1993-94 Proposed Budget - Pg. 3-28

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,909,069	\$5,567,728	\$6,034,724	\$7,342,219	\$6,982,407	(4.9)
Services & Supplies	265,886	309,600	2,327,369	593,962	1,896,440	219.3
Other Charges	4,194	1,398	0	0	0	0.0
Fixed Assets	9,037	7,187	7,773	0	1,500,330	100.0
TOTAL DIRECT COST	\$ 5,188,186	\$5,885,913	\$8,369,866	\$7,936,181	\$10,379,177	30.8
PROGRAM REVENUE	(11,617,066)	(14,002,628)	(14,748,828)	(12,290,768)	(14,759,318)	20.1
MET GENERAL FUND CONTRIBUTION	\$(6,428,880)	\$(8,116,715)	\$(6,378,962)	\$(4,354,587)	\$(4,380,141)	0.6
STAFF YEARS	131.22	142.10	148.91	182.00	179.00	(1.6)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

Mid-year reductions in salaries and benefits due to State cuts in the County budget and negotiated ILP reductions caused budgeted salaries and benefits to exceed estimated by \$1,307,495. Correspondingly, actual staff years were 33.09 staff years less than budgeted.

A mid-year appropriation in services and supplies and fixed assets, to continue the CSE automation project, increased actual expenditures by \$1,733,407 and \$7,773 respectively.

1993-94 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.
- To reduce further the backlog of cases awaiting action and to reduce the time for processing all cases in the Family Support Division.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Family Support Division [179 SY; E = \$10,379,177; R = \$14,759,318] 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.
 - Offset 100% by Program Revenue.
 - Providing Budget/administrative actions which include:
 - Increasing reserve designation by \$518,177, excess incentives identified for FY 1991-92. This amount will be utilized to partially fund the County's portion of the costs of the Child Support Enforcement Automation System in FY 1993-94.
 - Decreasing three positions and staff years and associated revenue previously approved by the Board to handle Public Assistance Fraud Prosecution and transfer the positions to that unit in Specialized Criminal Prosecution. Positions include two (2) DDA III and one (1) LPC II.
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Family Support travel was reduced by \$4,500. However, an additional \$23,062 of revenue offset travel appropriations were reappropriated. This included \$5,456 added back to Family Support.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
FUND BALANCE/RESERVE DECREASE Fund Balance				
Reserve Designation Decrease	\$0	\$0	\$470,308	\$470,308
Sub-Total :	0	0	470,308	470,308
INTERGOVERNMENTAL REVENUE:				
State SEIF	\$4,323,789	\$3,847,500	\$3,700,000	\$(147,500
V-D Administrative Claim (34% required match)	8,782,319	7,536,916	9,379,651	1,842,735
Prior Year Revenue	255,038	0	0	0
Sub-Total	\$13,361,146	\$11,384,416	\$13,079,651	\$1,695,235
CHARGES FOR CURRENT SERVICES:				_
Blood Testing Fees Recovered	\$47,392	\$43,606	\$43,606	0
FSD Recovered Costs	944,281	778,440	878,440	100,000
NFDC Fraud & Food Stamp Fraud Prosecution Other Miscellaneous	393,372 2,637	65,000 19,306	287,313 0	222,313 (19,306
other misterraneous	2,031	17,300	0	(19,300
Sub-Total	\$1,387,682	\$906,352	\$1,209,359	\$303,007
Total	\$14,748,828	\$12,290,768	\$14,759,318	\$2,468,550
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
INTERGOVERNMENTAL REVENUE:	e/ 52/ 325	67 000 45/	e/ 974 O/4	# 0/0 397
IV-D Administrative Claim (34% Budgeted Match)	\$4,524,225	\$3,882,654	\$4,831,941	\$949,287
Sub-Total	\$4,524,225	\$3,882,654	\$4,831,941	\$949,287
GENERAL FUND SUPPORT COSTS:	(10,903,187)	(8,237,241)	(9,212,082)	(974,841)
Sub-Total	\$(10,903,187)	\$(8,237,241)	\$(9,212,082)	\$(974,841)
	*,*** NNW-1-51-31-31-31-31-31-31-31-31-31-31-31-31-31	\$(4,354,587)		

EXPLANATION/COMMENT ON PROGRAM REVENUES

The implementation of A8 1033, effective January 1, 1992, revised the payment structure of incentives for child support collection. For FY 1992-93 SEIF was computed at 9% of disbursed child support collections. Federal and State SEIF were combined into one state SEIF account. An increase of \$476,289 in these two accounts and \$165,841 in FSD Recovered Costs reflect the increase in Child Support collections. FY 1993-94 incentives will be at 8% of disbursed child support collections, hence a reduction in the budgeted revenue. The IV-D Administrative Claim revenue was overrealized by \$1,245,403 in FY 1992-93 due to mid-year costs associated with CSE Automation. Additional costs will be incurred for this project in FY 1993-94 and are reflected in the increased budgeted revenue.

An total of \$470,308 will be transferred from the District Attorney Designation Account to help offset the 34% match for FY 93-94 CSE Automated Project appropriations.

Revenues of \$393,372 were realized for the first three quarters of FY 1992-93 for the prosecution of AFDC Fraud and Food Stamp Fraud. Effective on the 4th quarter revenues will be credited to the newly formed Public Assistance Fraud Unit.

Prior year revenue of \$255,038 was primarily due to FY 1991-92 Federal incentive adjustment.

PROGRAM: Family Support	DEPARTMENT	: DISTRICT ATTORNE
FIXED ASSETS	•	
Item	Quantity Unit	Total Cost
Computer Equipment .	1 Lot	\$1,500,330
Total		\$1,500,330
/EHICLES/COMMUNICATION EQUIPMENT		
I tean	Quantity Unit	Total Cost
Total		\$0

PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY A: Family Support Enforcement							
X OF RESOURCES: 100%							
WORKLOAD							
Cases Referred	36,489	44,887	29,226	31,620	39,548		
Legal Actions Filed	18,809	19,264	16,750	20,564	16,750		

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3925	Deputy DA V	1	1.00	1	1.00	\$94,901	\$94,900
3927	Deputy DA III	-11	11.00	9	9.00	719,787	594,583
3928	Deputy DA II	2	2.00	2	2.00	112,412	115,758
2525	Senior Systems Analyst	1	1.00	1	1.00	54,747	54,748
2427	Assoc. Systems Analyst	3	3.00	3	3.00	136,049	133,825
5754	DA Investigator III	7	7.00	7	7.00	334,713	306,765
5717	Sr. Field Invest.	2	2.00	2	2.00	76,188	76,129
5719	Field Investigator	1	1.00	1	1.00	36,729	36,729
2899	Legal Supp. Serv. Div. Mgr.	1	1.00	1	1.00	41,717	41,716
2405	Asst. Accountant	1	1.00	1	1.00	29,920	29,920
5773	Fam Supp Compliance Rev Spec	2	2.00	2	2.00	73,490	75,281
2770	Lgl Supp Svc Div Mgr I	1	1.00	1	1.00	41,717	31,343
5768	Supv. Invest. Spec.	8	8.00	8	8.00	276,378	276,318
5749	Invest. Spec. III	.5	5.00	.5	5.00	146,260	154,721
5751	Invest. Spec. II	42	42.00	42	42.00	1,253,856	1,268,072
5752	Invest. Spec. I	6	6.00	6	6.00	160,360	161,196
3008	Sr. Word Processor Oper.	1	1.00	1	1.00	25,602	25,602
2776	Crim Lgl Sec II	3	3.00	3	3.00	86,352	73,797
2775	Crim Lgl Sec I	1	1.00	1	1.00	27,333	19,963
3009	Word Processor Oper.	1 5	1.00 5.00	1 5	1.00 5.00	20,638	19,124
2906 2907	Legal Procedures Clk. III	56	56.00	55	55.00	132,760	128,871
2907	Legal Procedures Clk. II Legal Procedures Clk. I	3	3.00	3	3.00	1,222,080 64,017	1,256,500 64,020
2660	Storekeeper I	1	1.00	1	1.00	19,546	19,512
2760	Stenographer	i	1.00	i	1.00	19,860	18,248
2700	Intermediate Clerk	8	8.00	8	8.00	159,487	159,788
2800	Radio Telephone Operator	1	1.00	1	1.00	23,636	23,635
5758	Invest. Tech.	3	3.00	3	3.00	107,293	100,240
3936	Legal Asst. II	1	1.00	1	1.00	30,869	32,416
2650	Stock Clerk	1	1.00	i	1.00	19,812	19,812
5236	Department Aide	1	1.00	1	1.00	13,657	14,351
2528	Database Specialist II	1	1.00	1	1.00	43,188	42,076
	Total	182	182.00	179	179.00	\$5,605,354	\$5,469,959
Salary	Adjustments:					(0)	(87,125)
Integra	ated Leave Program					0	(129,659)
Premiu	n/Overtime Pay:					0	. 0
Employe	ee Benefits:					1,890,204	1,872,039
Salary	Savings:					(153,339)	(142,807)
	Total Adjustments					\$1,736,865	\$1,512,448
Program	• Totals	182	182.00	179	179.00	\$7,342,219	\$6,982,407

PROGRAM: District Attorney Overhead

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 92101

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

ORGANIZATION #: 2900

REFERENCE: 1993-94 Proposed Budget - Pg. 3-34

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,522,891	\$1,673,802	\$1,714,094	\$1,656,165	\$1,771,167	6.9
Services & Supplies	395,559	404,364	404,194	251,591	276,591	9.9
Other Charges	5,534	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,923,984	\$2,078,166	\$2,118,288	\$1,907,756	\$2,047,758	7.3
PROGRAM REVENUE	(30,000)	(50,027)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,893,984	\$2,028,139	\$2,118,288	\$1,907,756	\$2,047,758	7.3
STAFF YEARS	25.34	24.70	25.80	28.00	31.00	10.7

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.

DEPARTMENT: DISTRICT ATTORNEY

1992-93 BUDGET TO ACTUAL COMPARISON

Actual salaries and benefits exceeded budgeted by \$57,929. Actual staff years were less than budgeted by 2.2 staff years. Actual services & supplies exceeded budgeted by \$152,603.

1993-94 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.
- 5. Continue to implement a comprehensive program to investigate and prosecute public assistance fraud. This objective involves early fraud detection and prevention in district Department of Social Services offices; investigation of suspected fraud referrals from multiple sources and prosecution of cases where fraud has been determined.

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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration [31 SY; E = \$2,047,758; 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.
 - Providing budget/administrative actions which include:
 - Deleting from General Criminal Prosecution, Bureau of Investigations, one Forensics Documents Examiner, one Investigative Specialist II and one Stenographer; and adding to Administrative Services one Senior Systems Analyst, one Associate Systems Analyst and one Assistant Systems Analyst.
 - Across the board reductions to the County travel budget decreased District Attorney travel by 61% or \$71,997. Administrative travel was reduced by \$6,000.

PROGRAM: District	Attorne	y Overhead
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PROGRAM REVENUE BY SOURCE				a l a
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
None	\$0	\$ 0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	· \$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$2,118,288	\$1,907,756	\$2,047,758	\$140,002
Sub-Total	\$2,118,288	\$1,907,756	\$2,047,758	\$140,002
Total	\$2,118,288	\$1,907,756	\$2,047,758	\$140,002

EXPLANATION/COMMENT ON PROGRAM REVENUES

There are no revenues associated with this program.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0140	District Attorney	1	1.00	1	1.00	\$125,778	\$125,778
0240	Assistant DA	1	1.00	1	1.00	114,342	114,342
0245	Chief Deputy DA	1	1.00	1	1.00	110,621	110,620
0342	Special Investigator	2	2.00	2	2.00	153,920	153,920
0343	Confidential Investigator	1	1.00	1	1.00	39,861	46,162
0344	Chief Investigator	1	1.00	1	1.00	74,835	74,835
0345	Asst. Chief Invest.	1	1.00	1	1.00	66,713	66,712
2369	Admin. Svc. Man. II	1	1.00	1	1.00	47,600	46,377
2368	Admin. Svc. Man. I	1	1.00	1	1.00	45,352	44,186
2499	Principal Systems Analyst	1	1.00	1	1.00	58,943	58,942
2469	Dept. EDP Coordinator	1	1.00	1	1.00	44,516	44,515
2525	Senior Systems Analyst	0	0.00	1	1.00	. 0	45,046
2427	Assoc. Systems Analyst	0	0.00	1	1.00	0	40,869
2426	Asst. Systems Analyst	0	0.00	1	1.00	0	35,290
3120	Dept Comp Spec II	1	1.00	1	1.00	38,572	40,506
2302	Administrative Asst. III	1	1.00	1	1.00	46,162	46,162
2304	Admin. Assistant I	2	2.00	2	2.00	65,933	65,881
2307	Dept. Personnel Officer III	1	1.00	1	1.00	46,162	46,162
2899	Legal Supp. Serv. Div. Mgr.	1	1.00	1	1.00	43,975	41,716
0346	Confidential Secretary	1	1.00	1	1.00	38,316	38,317
2759	Admin. Secretary IV	1	1.00	1	1.00	28,794	28,744
2777	Crim Lgl Sec III	1	1.00	1	1.00	34,641	34,641
2776	Crim Lgl Sec II	1	1.00	1	1.00	29,240	30,717
2775	Crim Lgl Sec I	1	1.00	1	1.00	26,974	29,980
2403	Accounting Technician	1	1.00	. 1	1.00	23,567	23,141
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2320	Personnel Aide	1	1.00	1	1.00	27,623	27,622
2661	Storekeeper/Evid. Tech.	.	1.00	1	1.00	26,646	26,646
2730	Senior Clerk	1	1.00	1	1.00	20,181	23,950
	Total	28	28.00	31	31.00	\$1,404,323	\$1,536,835
Salary	Adjustments:					(185,181)	(214,937)
Integra	ated Leave program					0	(38,315)
Premium	a/Overtime Pay:					0	0
Employe	ee Benefits:					475,604	520,216
Salary	Savings:				•	(38,581)	(32,632)
	Total Adjustments					\$251,842	\$234,332
Program	Totals	28	28.00	31	31.00	\$1,656,165	\$1,771,167

PROGRAM: Public Assistance Fraud

DEPARTMENT: DISTRICT ATTORNEY

PROGRAM #: 13025

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

ORGANIZATION #: 2900

REFERENCE: 1993-94 Proposed Budget - Pg.

AUTHORITY: This program carries 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 and 22).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$696,128	\$0	\$5,315,018	100.0
Services & Supplies	0	0	143,815	0	1,538,667	100.0
Other Charges	0	0	0	0	84,000	100.0
Fixed Assets	. 0	0	8,684	0	25,000	100.0
Cost Appl.	0	0	0	0	(7,640,200)	(100.0)
TOTAL DIRECT COST	\$0	\$0	\$848,627	\$0	\$(677,515)	(100.0)
PROGRAM REVENUE	\$0	\$0	\$(734,988)	\$0	\$0	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$113,639	\$0	\$(677,515)	(100.0)
STAFF YEARS	0.00	0.00	13.39	0.00	106.00	100.0

PROGRAM DESCRIPTION

The Public Assistance Fraud program investigates allegations of welfare fraud and also engages in fraud prevention activities. Fraud prevention activities reduce fraud and overpayment during the initial applications process. Welfare Investigations also carries out internal investigations of alleged fraud and assists in design and evaluation of systems to prevent internal fraud. The unit is also responsible for the prosecution of welfare fraud.

DEPARTMENT: DISTRICT ATTORNEY

1992-93 BUDGET TO ACTUAL COMPARISON

The Board of Supervisors transferred the welfare fraud investigation function from the Department of Social Services to the District Attorney by Board action on March 3, 1993 [#8]. Concurrently the responsibility for welfare fraud prosecution was transferred from the District Attorney's Family Support Program to this program.

1993-94 OBJECTIVES

- 1. To complete 43,828 requests for investigation.
- 2. To process 1248 referrals from investigation.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Public Assistance Fraud Investigation [87 SY; E = -\$610,220; R = \$0]
 - Mandated/Mandated Service Level
 - Offset 100% by cost applied funding.
 - Responsible for investigation of criminal public assistance fraud and early fraud detection and prevention.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Adding 87 positions and staff years approved by the Board mid-year FY 1992-93 to implement the Public Assistance Fraud Investigation function previously handled by the Department of Social Services. Positions were transferred from DSS and augmented by the County based on offsetting cost applied revenue. Cost applied figures in the CAD's proposed budget are believed by this office to be unrealistically high based on the appropriation level. Positions include one (1) Deputy Chief Investigator, one (1) Assistant Accountant, one (1) Analyst II, one (1) Associate Systems Analyst, one (1) Storekeeper I, one LPC III, thirteen (13) LPC II, one (1) Forensic Documents Examiner, forty-five (45) Public Assistance Fraud Investigator II, eight (8) Supervising Public Assistance Fraud Investigators, three (3) Investigator IV, ten (10) Investigator III, and one (1) Investigative Technician.
- 2. Public Assistance Fraud Prosecution [19 SY; E = \$ -\$67,295; R = \$0]
 - Mandated/Mandated Service Level
 - Offset 100% by cost applied funding.
 - Responsible for prosecution of criminal public assistance fraud.
 - Responsible for budget/administrative action implementing the above activity which includes:
 - Adding three (3) positions and staff years transferred from the Family Support Division which
 previously handled this function. Positions include two (2) DDA III and one (1) LPC II.
 - Adding sixteen (16) positions and staff years approved by the Board mid-year FY 1992-93 to augment
 the Public Assistance Fraud Prosecution function based on offsetting cost applied revenue. Cost
 applied figures in the CAO's proposed budget are believed by this office to be unrealistically high
 based on the appropriation level. Positions include two (2) Criminal Legal Secretary II, one
 Criminal Legal Secretary III, one (1) Legal Support Services Division Manager II, one (1) LPC III,
 five (5) LPC II, two (2) DDA V, three (3) DDA III, and one (1) Investigative Specialist II.

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
INTERGOVERNMENTAL REVENUE:				
AFDC & Food Stamp Fraud - Prosecution	\$174,947	\$0	\$0	\$(385,572)
AFDC & Food Stamp Fraud - Investigation	560,041	0	0	(1,895,415)
Sub-Total	\$734,988	\$0	\$0	\$(2,280,987)
Total	\$734,988	. \$0	\$0	\$(2,280,987)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	0	0	(677,515)	(677,515)
Sub-Total	\$0	\$0	\$(677,515)	\$(677,515)
fotal	\$0	\$0	\$(677,515)	\$(677,515)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1992-93 actuals reflect reimbursement of costs incurred after the investigation function was transferred from Department of Social Services and the new Public Assistance Fraud Unit was established in the District Attorney's Office.

No revenues are budgeted in FY 1993-94 as the State required that cost applied accounting be used between the two departments.

D	POCDAM -	Public.	Assistance	Fraud

DEPARTMENT: DISTRICT ATTORNEY

FIXED ASSETS	•	
Item	Quantity Uni	t Total Cos
Office Equipment	1 Lot	
Data Processing Equipment Lab Equipment	1 Lot 1 Lot	
fotal		\$25,000
VEHICLES/COMMUNICATION EQUIPMENT		
l tem	Quantity Uni	: Total Cos
	·	

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Investigations					
% OF RESOURCES: %					
<u>WORKL DAD</u>					
Requests for Investigation	N/A	N/A	34,103	N/A	43,368
Investigations Completed	N/A	N/A	27,971	N/A	43,828
ACTIVITY B: Prosecutions					
% OF RESOURCES: %					
WORKLOAD					
Referrals from Investigation	810	455	431	360	1,248
Complaints Filed	439	398	340	380	1,216

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3925	Deputy DA V	0	0	2	2.00	0	\$160,098
3927	Deputy DA III	Ö	Ö	5	5.00	Ŏ	308,963
0332	Deputy Chief Investigator	Ö	Ö	1	1.00	Ŏ	81,055
5753	DA Investigator IV	0	0	3	3.00	0	129,654
2412	Analyst II	0	0	1	1.00	0	34,434
5754	Publ. Asst. Investigator III	. 0	0	10	10.00	0	389,980
5728	Publ. Asst. Investigator II	0	0	45	45.00	0	1,535,162
5720	Pub. Asst. Supv. Invest.	0	0	8	8.00	0	304,516
5758	Invest. Technician	0	0	1	1.00	0	31,229
2405	Assistant Accountant	0	0	1	1.00	0	28,462
2427	Assoc. Systems Analyst	0	0	1	1.00	0	40,869
2899	Lgl. Supp. Svcs. Div. Mgr.	0	0	1	1.00	0	35,186
5721	Forensics Documents Examiner	0	0	1	1.00	0	42,869
5751	Invest. Spec. II	0	0	1	1.00	0	25,623
2777	Crim. Lgl. Sec. III	0	0	1	1.00	0	29,211
2776	Crim. Lgl. Sec. II	0	0	2	2.00	0	54,142
2907	Legal Procedures Clerk II	0	0	19	19.00	0	385,471
2906	Legal Procedures Clerk III	0	0	2	2.00	0	45,938
2660	Storekeeper I		0	1	1.00	0	18,958
	Total	0	0.00	106	106.00	\$0	\$3,681,820
Salary	Adjustments:					0	590,505
Integra	ated Leave Program					0	(68,818)
Premiu	n/Overtime Pay:					0	0
Employ	ee Benefits:					0	1,220,609
Salary	Savings:					0	(109,098)
	Total Adjustments					\$0	\$1,633,198
Program	■ Totals	0	0.00	106	106.00	\$0	\$5,315,018

GRAND JURY

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	<i>ង</i> Change
Grand Jury Proceedings	\$174,373	\$259,127	\$220,177	\$210,499	\$207,736	\$(2,763)	(1.3)
TOTAL DIRECT COST	\$174,373	\$259,127	\$220,177	\$210,499	\$207,736	\$(2,763)	(1.3)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$174,373	\$259,127	\$220,177	\$210,499	\$207,736	\$(2,763)	(1.3)
STAFF YEARS	1.00	. 0.98	1.01	1.00	1.00	0.00	0.0

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PROGRAM: GRAND JURY PROCEEDINGS

DEPARTMENT: GRAND JURY

PROGRAM #: 13003 MANAGER: Grand Jury Foreman

ORGANIZATION #: 2700

REFERENCE: 1993-94 Proposed Budget - Pg. 4-3

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 authorizes the impanelment of a second Grand Jury to issue criminal indictments.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$49,930	\$53,266	\$54,351	\$53,809	\$52,771	(1.9)
Services & Supplies	124,443	192,371	164,456	155,190	154,965	(0.1)
Fixed Assets	0	13,490	1,370	1,500	0	(100.0)
TOTAL DIRECT COST	\$174,373	\$259,127	\$220,177	\$210,499	\$207,736	(1.3)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$174,373	\$259,127	\$220,177	\$210,499	\$207,736	(1.3)
STAFF YEARS	1.00	0.98	1.01	1.00	1.00	0.0

PROGRAM DESCRIPTION

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

- 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).

1992-93 BUDGET TO ACTUAL COMPARISON

Actual expenditures for services and supplies were \$9,266 over budget because of higher than budgeted Jury expenses, including:

- Jury payroll for the criminal Grand Jury to hear matters brought by the District Attorney was greater than anticipated.
- Increased transcript costs for transcribing criminal proceedings (required by Penal Code Section 938).

The Grand Jury's budget shortfall was alleviated by a mid-year transfer of \$24,000 from the general fund, and \$34,200 was also approved for automation equipment.

1992-93 ACHIEVEMENT OF OBJECTIVES

- The 1992-93 Grand Jury reviewed 121 non-criminal complaints, and issued 13 major reports.
- Criminal Grand Juries issued 148 criminal indictments.

1993-94 OBJECTIVES

- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Grand Jury Proceedings [1.00 SY; E = \$207,736; R = \$0] involves:
 - Mandated/Discretionary Service Level
 - Responsible for investigating operations of governmental agencies of San Diego County and reporting its findings.
 - Responsible for hearing evidence presented by the District Attorney and issuing criminal indictments.

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PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
None	\$0	. \$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$220,177	\$210,499	\$207,736	\$(2,763)
Sub-Total	\$220,177	\$210,499	\$207,736	\$(2,763)
Total	\$220,177	\$210,499	\$207,736	\$(2,763)

EXPLANATION/COMMENT ON PROGRAM REVENUES

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

	NG SCHEDULE						
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0515	Judicial Secretary	1	1.00	1	1.00	\$38,106	\$38,106
	Total	1	1.00	1	1.00	\$38,106	\$38,106
Salary	Adjustments:					105	210
Premiu	m/Overtime Pay:	,	•			0	0
Employ	ree Benefits:					15,598	14,455
Salary	Savings:					(0)	(0)
	Total Adjustments					\$15,703	\$14,665
Progra	m Totals	1	1.00	1	1.00	\$53,809	\$52,771

MARSHAL

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	X Change
MARSHAL	\$17,007,995	\$18,337,423	\$18,664,510	\$19,294,143	\$18,340,788	\$(953,355)	(4.9)
TOTAL DIRECT COST	\$17,007,995	\$18,337,423	\$18,664,510	\$19,294,143	\$18,340,788	\$(953,355)	(4.9)
PROGRAM REVENUE	(2,118,012)	(2,172,831)	(2,835,807)	(2,934,130)	(3,126,405)	(192,275)	6.6
NET GENERAL FUND COST	\$14,889,983	\$16,164,592	\$15,828,703	\$16,360,013	\$15,214,383	\$(1,145,630)	(7.0)
STAFF YEARS	364.50	359.04	364.7	372.5	372.5	0.00	0.0

DEPARTMENT OF THE MARSHAL (Headquarters Location: San Diego County Courthouse)

FY 93-94

ADMINISTRATION Staff Years Marshal 1.0 Asst. Marshal 1.0 Admin Sec III 1.0

TOTAL

3.0

ADMINISTRATIVE SERVICES Staff <u>Years</u> Admin Serv Mgr II 1.0 Admin Asst I 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 1.0 TOTAL 10.0

FIELD SERVIC	ES
	Staff
<u>}</u>	Years
Captain	1.3
Lieutenant	1.0
Sergeant	8.0
Deputy Marshal	45.0
Field Serv Off.	19.0
Comm Dispatcher	3.0
Senior Clk	1.0
TOTAL	78.3

COURT SERVICE	ES
	Staff
	<u>Years</u>
Captain Lieutenant Sergeant Deputy Marshal Court Serv Off Field Serv Off	. 88.0 . <u>6.0</u>
TOTAL	230.4

TOTAL	:	372	.5
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OFFICE SERVICES	S/PERSONNEL
	Staff
	<u>Years</u>
Captain	1.3
Lieutenant	1.0
Sergeant	2.0
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	1.0
TOTAL	50.8

PROGRAM: MARSHAL

DEPARTMENT: MARSHAL

PROGRAM #: 01000

MANAGER: Nichael Sgobbs

ORGANIZATION #: 2500

REFERENCE: 1993-94 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.

· · · · · · · · · · · · · · · · · · ·	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$16,566,743	\$18,039,291	\$ 18,247,10 9	\$18,277,592	\$17,326,962	(5.2)
Services & Supplies	307,208	265,007	367,519	501,271	498,546	(0.5)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	134,044	33,125	49,882	515,280	515,280	0.0
Operating Transfers	0	0	.0	0	0	0.0
TOTAL DIRECT COST	\$17,007,995	\$18,337,423	\$18,664,510	\$19,294,143	\$18,340,788	(4.9)
PROGRAM REVENUE	(2,118,012)	(2,172,831)	(2,835,807)	(2,934,130)	(3,126,405)	6.6
NET GENERAL FUND CONTRIBUTION	\$14,889,983	\$16,164,592	\$15,828,703	\$16,360,013	\$15,214,383	(7.0)
STAFF YEARS	364.50	359.04	364.7	372.50	372.5	0.0

PROGRAM DESCRIPTION

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

The Department is organized into four operational areas with a centralized administrative support unit. Offices are located in San Diego (4), Kearny Mesa (2), El Cajon, Chula Vista, Escondido, San Marcos, and Vista.

PROGRAM: MARSHAL SERVICES DEPARTMENT: MARSHAL

1992-93 BUDGET TO ACTUAL COMPARISON

1992-93 actual expenditures were less than budgeted as a result of Trial Court Funding reductions implemented in October, 1992.

Revenue was greater than projected due to an increase in the number of paid process brought to us for service.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Provide bailiffs to all courtrooms as mandated by Government Code Section 71264.
 - The department provided bailiffs to all courtrooms as mandated.
- 2. 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.
 - The department processed 126,803 prisoners through the courts without any major safety or security incident.
- To limit the occurance of violence in county court facilities by providing, in addition to bailiffs, non-courtroom security during business hours.
 - The department implemented security screening in Chula Vista and Vista, bringing to seven the number of security screening sites. During 1992, 6,665 weapons were confiscated at these screening stations.
- To process in excess of 90,000 civil process, 200,000 warrants and 80,000 criminal subpoenas as mandated by Government Code Section 71264.
 - Processed 102,580 civil process, 248,196 warrants and 90,392 criminal subpoenas.
- 5. To continue to coordinate with the Municipal Court the automation of the small claims process.
 - The Municipal Court is currently meeting with the vendor to determine interface costs.
- 6. Utilizing imaging technology, replace storage and retrieval of hard copy documents.
 - In conjunction with the Municipal Court, issued an RFP for an imaging system.

1993-94 OBJECTIVES

- 1. To provide bailiffs to all courtrooms as mandated by Government Code Section 71264.
- 2. To process adequately and efficiently in excess of 128,000 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 nearly 100,000 civil process, 200,000 warrants and 90,000 criminal subpoenas as mandated by Government Code Section 71264.
- 5. Coordinate with the Department of Information Services and the Sheriff, the development and implementation of mobile display terminals in our field vehicles.
- 6. Utilizing imaging technology, replace storage and retrieval of hard copy documents.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administrative Services [15.5 SY; E = \$1,669,663; R = \$977,005]
 - Mandated/Discretionary Service Level.
 - Includes Marshal and Assistant Marshal and related support staff.
 - Provides payroll, purchasing, budgeting, accounting, personnel and training functions for department staff.
 - Includes all services and supplies, other charges, and fixed asset expenditures.
- 2. <u>Court Services</u> [223.40 SY; E = \$10,408,590.; R = \$0]
 - Mandated/Discretionary Service Level
 - o Includes bailiff services to 144 courts in eleven locations throughout the County for a total of more than 34,000 court days per year.
 - Includes court security and prisoner control.

- Processes in excess of 125,000 prisoners through the courts per year.
- 3. Field Services [84.8 SY; E = \$4,001,064.; R = \$2,145,400]
 - Mandated/Discretionary Service Level
 - Includes enforcement of warrants of arrest, temporary restraining orders, mental health protection orders and execution of civil process, including subpoenas, levies and wage garnishments.
 - Receives in excess of 90,000 civil process, 51,000 felony warrants, and 90,000 criminal subpoenas for service per year.
- 4. Office Services [48.8 SY; E = \$2,261,471.; R = \$4,000.]
 - Mandated/Discretionary Service Level
 - Provides clerical and technical processing support for field activities.
 - Maintains the county-wide Want/Warrant repository.

PROGRAM REVENUE BY SOURCE	,			
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:		•		
Civil Process Service	\$2,183,486	\$2,060,000	\$2,143,000	\$83,000
Federal Warrant Service	4,056	3,000	4,000	1,000
Failure to Provide Warrants	3,204	3,400	2,400	(1,000)
Sub-Total	\$2,190,746	\$2,066,400	\$2,149,400	\$83,000
OTHER REVENUE:				
Vehicle Code Fine	\$0	\$0	\$0	\$0
Writ Disbursement Fee Fund	74,783	116,330	0	(116,330)
Automated Warrant Fund	169,270	508,400	500,675	(7,725)
POST Training Reimbursement Other Recovered Expenses	61,862 339,146	58,000 185,000	25,000 451,330	(33,000) 266,330
ctilei kecovei ed Expenses	337,140	100,000	451,330	200,330
Sub-Total	\$645,061	\$867,73 0	\$977,005	\$109,275
Total	\$2,835.807	\$2,934,130	\$3,126,405	\$192,275
GENERAL FUND CONTRIBUTION DETAIL				
	4000 07	4003 07	4007.04	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$16,360,013	\$16,360,013	\$15,214,383	\$(1,145,630)
Sub-Total	\$16,360,013	\$16,360,013	\$15,214,383	\$(1,145,630)
Total	\$16,360,013	\$16,360,013	\$15,214,383	(1,145,630)

EXPLANATION/COMMENT ON PROGRAM REVENUES

IXED ASSETS			
ten	Quantity	Unit	Total Cost
ffice Furniture	1	LOT	31,950
computer Equipment Computer Hardware	1 1	LOT LOT	305,000 70,000
otal		•	\$406,950
EHICLES/COMMUNICATION EQUIPMENT			
item	Quantity	Unit	Total Cost
Communication Equipment	1	LOT	108,330
Total			\$108,330

DEPARTMENT: MARSHAL

PROGRAM: Marshal

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Marshal Services					
X OF RESOURCES: 100%					
<u>HORKLOAD</u>					
Number of Courts	144	144	144	144	144
Prisoners Handled	125 <i>,7</i> 53	123,915	126,803	109,000	120,500
Civil Process Received	95,984	101,580	104,395	97,000	100,000
Subpoenas Received	89,993	89,554	90,392	83,000	90,000
Warrants Received	283,591	226,493	204,586	198,000	200,000
Unserved Warrants	688,709	679,626	606,022	690,000	600,000
Item to Field	233,508	232,462	245,150	236,000	245,000
EFFICIENCY					
Staff Hours/Prisoner Handled	.99	1.14	.97	1.00	.97
Staff Hours/Field Process	.67	.62	.46	.60	.46
Clerical Hours/Process Served	.46	.47	.47	.43	.47
Clerical Hours/Warrant Served	.12	.12	.04	.10	.04
<u>EFFECTIVENESS</u>					
Total Civil Process Cleared	99,650	101,667	102,580	96,000	102,000
Total Warrants Cleared	222,074	238,767	248,196	246,000	250,000

PROGRAM: MARSHAL SERVICES DEPARTMENT: MARSHAL

STAFFING SCHEDULE

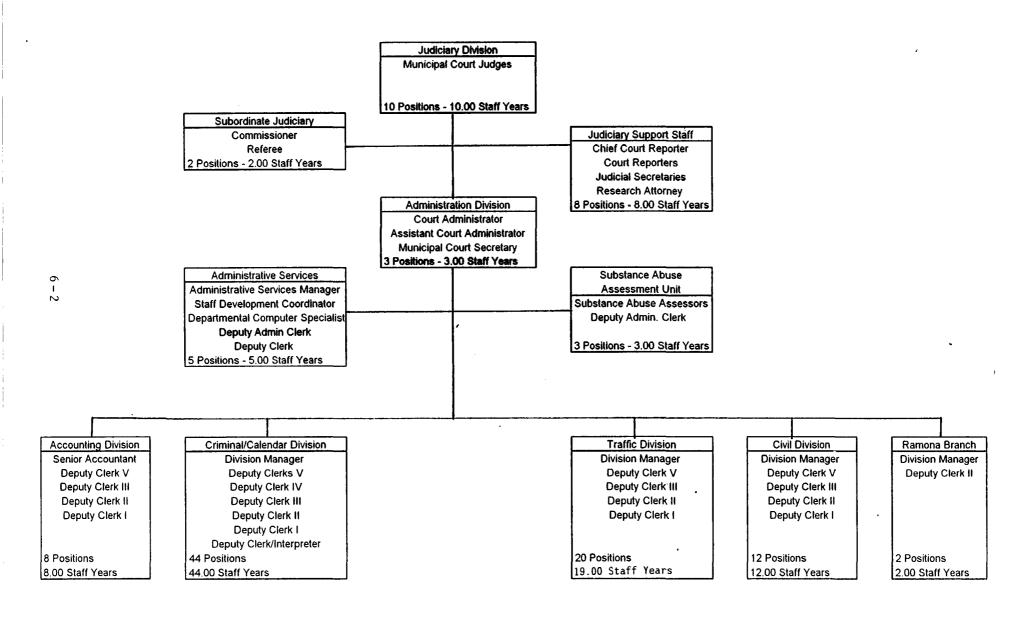
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0621	Marshal	1	1.00	1	1.00	\$90,994	\$ 90,994
0622	Assistant Marshal	1	1.00	1	1.00	75,836	75,835
0623	Captain	4	4.00	4	4.00	267,456	267,456
0641	Lieutenant	4	4.00	4	4.00	236,752	236,752
0643	Sergeant	18	18.00	18	18.00	934,902	934,914
0631	Deputy Marshal	170	170.00	170	170.00	7,144,301	7,192,501
0629	Court Service Officer	92	88.00	92	88.00	2,363,909	2,399,644
0628	Field Service Officer	25	25.00	25	25.00	487,845	481,477
0640	Communications Dispatcher II	3	3.00	3	3.00	78,941	80,160
0625	Admin. Service Mgr. II	1	1.00	1	1.00	54,747	54,748
0647	Admin. Assistant I.	1	1.00	1	1.00	35,270	35,270
0624	Accounting Technician	0	0.00	1	1.00	. 0	26,666
0637	Admin. Secretary III	1	1.00	1	1.00	30,774	33,847
0642	Supv. Legal Service Clerk	2	2.00	2	2.00	64,018	64,350
0633	Legal Procedure Clerk III	7	7.00	8	8.00	190,589	218,317
0632	Legal Procedure Clerk II	17	17.00	17	17.00	408,797	409,143
0634	Legal Procedure Clerk I	19	18.50	20	19.50	381,351	432,218
0630	Senior Clerk	4	4.00	2	2.00	101,860	52,698
0649	Assistant Systems Analyst	2	2.00	2	2.00	98,831	99,346
0644	Senior Systems Analyst	1	1.00	1	1.00	54,747	54,748
1942	Dept. Computer Spec. II	0	0.00	1	1.00	0	29,878
0699	Provisional Worker	1	1.00		0.00	26,665	0
3120	Dept. Computer Spec. III	1	1.00	0	0.00	25,681	0
9999	Temporary Help	2	2.00	2	2.00	43,004	43,004
	Total	377	372.50	377	372.50	\$13,197,270	\$13,313,966
Salary	Adjustments:					50,088	-999,054
Presiu	m/Overtime Pay:					60,000	60,000
Uni for	m Allowance:					181,124	63,071
Employ	ee Benefits:					5,159,229	5,259,380
Salary	Savings:					(370,119)	(370,401)
	Total Adjustments					\$5,080,322	\$4,012,996
Progra	m Totals	377	372.50	377	372.50	\$18,277,592	\$17,326,962

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EL CAJON MUNICIPAL COURT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
El Cajon Municipal Court	\$5,546,495	\$5,842,184	\$5,879,120	\$6,123,652	\$6,164,017	\$40,365	0.7
TOTAL DIRECT COST	\$5,546,495	\$5,842,184	\$5,879,120	\$6,123,652	\$6,164,017	\$ 40,365	0.7
PROGRAM REVENUE	(1,885,368)	(1,608,467)	(1,338,608)	(1,489,500)	(1,633,741)	(144,241)	9.7
NET GENERAL FUND COST	\$3,661,127	\$4,233,717	\$4,540,512	\$4,634,152	\$4,530,276	(103,876)	(2.2)
STAFF YEARS	114.19	110.53	115.73	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: 1993-94 Proposed Budget - Pg. 6-1

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,955,976	\$5,318,090	\$5,393,395	\$5,567,466	\$5,504,621	(1.1)
Services & Supplies	522,841	517,578	467,852	538,944	591,144	9.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	67,678	6,516	17,873	17,242	68,252	295.8
TOTAL DIRECT COST	\$5,546,495	\$5,842,184	\$5,879,120	\$6,123,652	\$6,164,017	0.7
PROGRAM REVENUE	(1,885,368)	(1,608,467)	(1,338,608)	(1,489,500)	(1,633,741)	9.7
NET GENERAL FUND CONTRIBUTION	\$3,661,127	\$4,233,717	\$4,540,512	\$4,634,152	\$4,530,276	(2.2)
STAFF YEARS	114.19	110.53	115.73	116.0	116.00	0.0

PROGRAM DESCRIPTION

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

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

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actual expenditures were \$244,532 less than <u>budgeted</u>. Program revenue was underrealized by \$150,892, primarily as a result of the state's sweep of civil filing fee revenues which when returned via "Roundabout" is not credited as program revenue to the court.

1992-93 ACHIEVEMENT OF OBJECTIVES

Reduced backlog of cases awaiting trial in accordance with Delay Reduction standards. Increased assistance to Superior Court by over 3 Superior Court judge equivalents. Completed implementation of civil case processing automation project. Completed fiscal year within budgeted net County cost for 11th straight year.

1993-94 OBJECTIVES

- Continue the implementation of case processing automation projects.
- O Continue to manage the Court in a fiscally responsible manner consistent with state mandates.
- Fulfill the responsibilities associated with the implementation of the 1991 Trial Court Efficiency and Realignment Act.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Municipal Court Services [113.00 SY; E = \$5,896,531; R = \$1,343,781] including support personnel is:
 - Mandated Activity/Mandated Service Level
 - Provides all municipal court services for the El Cajon Judicial District
- 2. Substance Abuse Assessment Unit [3.00 SY; E = \$147,526; R = \$170,000] including support personnel is:
 - Discretionary Activity/Discretionary Service Level
 - 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.
 - Responsible for recommending terms of probation to judges and monitoring offender compliance.
- 3. Traffic Safety Grant [0.0 SY; E = \$119,960; R = \$119,960; NC = \$0]
 - On February 16, 1993 the Board of Supervisors authorized the acceptance of a grant to the El Cajon Municipal Court from the California Office of Traffic Safety. The \$119,960 in grant funds was appropriated as follows: \$66,450 to Services and Supplies (2315), \$2,500 to CAO Approved Travel (2357), and \$51,010 to Fixed Assets (4510 1 lot of computer equipment). These appropriations will be 100% offset with grant revenue.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
9162 Night Court Assessment	\$41,700	\$44,000	\$50,000	\$6,000
9713 Returned Check Fee	11,859	7,500	8,000	500
9821 Filing Documents	190,618	400,000	115,000	(285,000)
9822 Jury Fees	19,178	0	0	0
9827 Costs for Courts	51,016	62,000	258,781	196,781
9832 Traffic School	248,527	243,000	270,000	27,000
9833 Administrative Fee	. 0	156,000	165,000	9,000
9967 Duplicating Documents	10,085	9,000	9,000	. 0
9979 Other Miscellaneous	381,040	445,000	465,000	20,000
9995 Other Miscellaneous	0	. 0	, o	0
9996 Sales of Forms	1,691	3,000	3,000	Ō
9678 Federal Grants	57,327	0	119,960	119,960
9831 Costs - Other	148,486	. 0	. 0	0
9164 Substance Abuse Assessment	175,879	120,000	170,000	50,000
9958 VTO - Cash-in-lieu	1,202	0	0	0
9985 Int. Govt. Rev State Pr Yr	. 0	0	0	0
9989 Recovered Expenditures	Ò	0	0	0
Sub-Total	\$1,338,608	\$1,489,500	\$1,633,741	\$144,241
Total	\$1,338,608	\$1,489,500	\$1,633,741	\$144,241
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$4,540,512	\$4,634,152	\$4,530,276	\$(103,876)
Sub-Total .	\$4,540,512	\$4,634,152	\$4,530,276	\$(103,876)
Total	\$4,540,512	\$4,634,152	\$4,530,276	\$(103,876)

EXPLANATION/COMMENT ON PROGRAM REVENUES: The difference between the 1992-93 budgeted and the 1992-93 actual revenue is primarily the result of the civil filing fees being swept by the state. This sweep, known as the "roundabout" to the County is not credited as program revenue to the Court.

The differences between the 1992-93 estimated actual and the 1993-94 budgeted revenues are attributable to the elimination of our civil filing fee revenues and increases in other revenue projected as a result of the implementation of our collection enhancement programs.

PROGRAM:	Municipal	Court	Services	-	Εl	Caion
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N/A

Total

DEPARTMENT:		C4 104	MINITOTOAL	~~
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Item	Quantity	Unit	Total Cos
Office Equipment-General	1	lot	\$12,50
Communications Equipment-General	1	lot	1,000
Data Processing Equipment-General	1	lot	1,742
Computer Equipment	1	lot	51,010
Electronic Equipment-Audio/Video	1	lot	2,000
fotal			\$68,252
VEHICLES/COMMUNICATION EQUIPMENT			
	Quantity	Unit	Total Cost

PERFORMANCE INDICATORS									
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget				
ACTIVITY A: Municipal Court Services-El Cajon	1								
% OF RESOURCES: 100%									
WORKLOAD									
Total Municipal Court Filings	138,797	128,345	113,833	130,650	120,600(1)				
Municipal Court Judicial Weighted Caseload	689,910	617,096	567,051	639,174	615,828				
Total Superior Court Filings	4,939	3,411	4,938	4,700	5,500				
Superior Court Judicial Weighted Caseload	647,258	436,237	819,898	690,928	925,040				
EFFICIENCY									
Weighted Municipal Court Caseload Units Per Judge Staff Year(2)	68,991	62,207	56,705	63,917	61,583				
Weighted Superior Court Caseload Units Per Judge Staff Year(2)	64,726	43,976	66,121	69,093	92,504				
EFFECTIVENESS									
Combined Municipal and Superior Court Judge Equivalents	17.77	14.38	17.67	17.44	19.55				

⁽¹⁾ Municipal courts are no longer processing parking offenses except for appeals as of July 1, 1993.

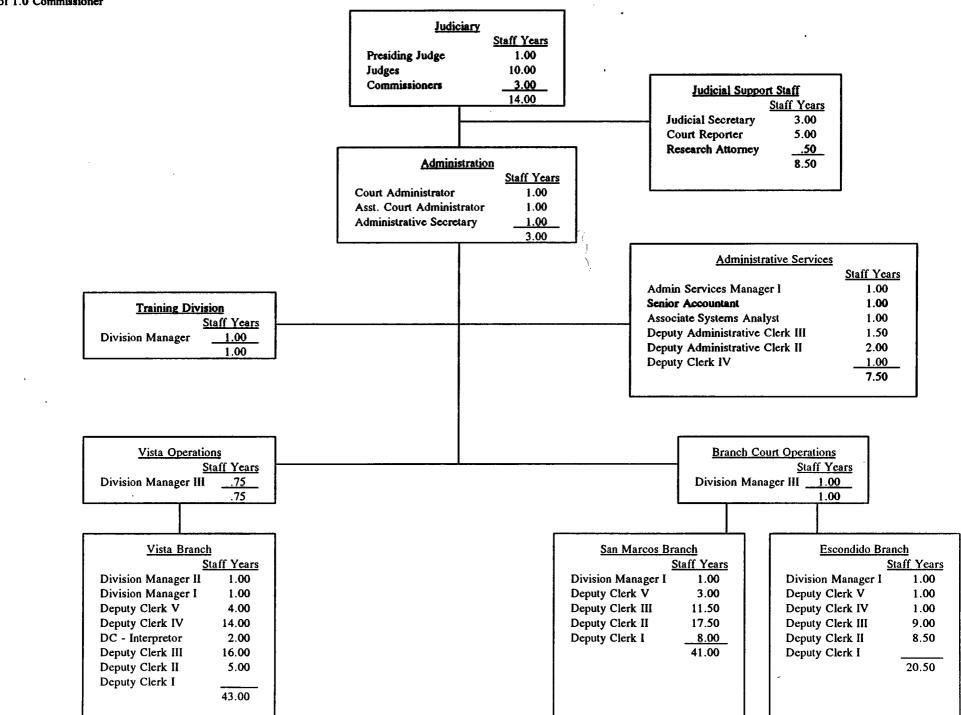
⁽²⁾ Does not include Commissioner and Referee staff years.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0580	Judges, Municipal Court	10	10.00	10	10.00	\$907,180	\$907,171
0590	Commissioner	1	1.00	1	1.00	72,582	72,582
1508	Traffic Referee	0	0.00	1	1.00	. 0	58,962
0650	Court Administrator	1	1.00	1	1.00	89,808	89,808
0609	Asst. Court Administrator	1	1.00	1	1.00	79,198	79,199
0543	Chief Reporter	1	1.00	1	1.00	63,708	63,708
0544	Court Reporter	3	3.00	3	3.00	158,960	158,876
0690	Admin. Serv. Mgr. I	1	1.00	1	1.00	51,615	52,156
0608	Deputy Clerk V	7	7.00	7	7.00	239, 162	246,995
0614	Judicial Secretary	3	3.00	3	3.00	99,405	99,405
8660	Division Manager III	1	1.00	1	1.00	45,141	43,985
0669	Division Manager II	4	4.00	4	4.00	164,826	160,417
0610	Deputy Clerk IV	14	14.00	14	14.00	440,186	451,437
0611	Deputy Clerk III	31	31.00	31	31.00	838,994	840,817
0612	Deputy Clerk II	24	24.00	24	24.00	576,741	567,969
0613	Deputy Clerk I	2	2.00	2	2.00	42,337	42,680
0605	Deputy Clerk-Interpreter	1	1.00	1	1.00	27,227	28,367
0671	DC-Senior Accountant	1	1.00	1	1.00	45,081	45,081
0592	Deputy Admin. Clerk III	2	2.00	2	2.00	58,718	61,008
0593	Deputy Admin Clerk II	1	1.00	1	1.00	27,227	23,645
0553	Research Attorney II	1	1.00	1	1.00	58,690	58,690
3118	Dept. Comp. Spec. I	1	1.00	1	1.00	29,730	32,943
0688	D/C Subs. Abuse Assessor II	1	1.00	0	0.00	33,834	0
0689	D/C Subs. Abuse Assessor I	2	2.00	2	2.00	69,613	70,826
0694	DC-Muni Court Secretary	1	1.00	1	1.00	34,641	34,641
0695	DC-Staff Dev. Coord.	1	1.00	1	1.00	43,931	43,931
9999	Temporary Extra Help	1	0.00	1	0.00	48,579	48,579
	Total	117	116.00	117	116.00	\$4,347,114	\$4,383,878
Salary	Adjustments:					0	(71,768)
Premium	√Overtime Pay:					30,000	30,000
Employe	ee Benefits:					1,287,305	1,258,399
Salary	Savings:					(96,953)	(95,888)
	Total Adjustments					\$1,220,352	\$1,120,743
Program	Totals	117	116.00	117	116.00	\$5,567,466	\$5,504,621

NORTH COUNTY MUNICIPAL COURT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
North County Muni Court	\$6,655,522	\$7,168,763	\$7,382,037	\$7,402,991	\$7,411,020	\$8,029	0.1
TOTAL DIRECT COST	\$6,655,522	\$7,168,763	\$7,382,037	\$7,402,991	\$7,411,020	\$8,029	0.1
PROGRAM REVENUE	(2,563,510)	(2,393,630)	(2,338,385)	(2,300,008)	(2,056,802)	243,206	(10.6)
NET GENERAL FUND COST	\$4,092,012	\$4,775,133	\$5,043,652	\$5,102,983	\$5,354,218	\$251,235	4.9
STAFF YEARS	141.00	148.35	148.61	139.75	140.25	0.50	0.4



PROGRAM: Municipal Court Services - North County

DEPARTMENT: NORTH COUNTY MUNICIPAL COURT

PROGRAM #: 13034

MANAGER: SHARON LEAR

ORGANIZATION #: 2200

REFERENCE: 1993-94 Proposed Budget - Pg. 7-1

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,836,779	\$6,284,116	\$6,425,436	\$6,519,448	\$6,549,352	0.5
Services & Supplies	705,741	796,988	886,889	773,615	842,702	8.9
Other Charges	0	0	0	0	0	??
Fixed Assets	113,002	87,659	69,712	109,928	18,966	(82.7)
TOTAL DIRECT COST	\$6,655,522	\$7,168,763	\$7,382,037	\$7,402,991	\$7,411,020	0.1
PROGRAM REVENUE	(2,563,510)	(2,393,630)	(2,338,385)	(2,300,008)	(2,056,802)	(10.6)
NET GENERAL FUND CONTRIBUTION	\$4,092,012	\$4,775,133	\$5,043,652	\$5,102,983	\$5,354,218	4.9
STAFF YEARS	141.00	148.35	148.61	139.75	140.25	0.4

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.

1992-93 BUDGET TO ACTUAL COMPARISON

During fiscal year 1992-93, legislation changes caused this court to absorb a reduction of \$300,000 in Civil Filing Fee revenue. Despite this loss of revenue this court was able to keep its net county cost \$55,000 less than budgeted. This was achieved through significant cost savings measures the court instituted, as well as enhancing fine collection efforts.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Utilize available funding and staffing to function in as timely and efficient manner as possible.
 - Implemented a Fine Collection Program that has dramatically increased our general revenue contribution to the county.
 - Implemented a phone answering system that provides better access to important court information and reduces staff time.
- Ensure that the North County Municipal Court's automated systems are developed and implemented in a fashion conducive to efficient operations.
 - Began development of an innovative "Automated Docket Management System", scheduled to be fully functioning during FY 1993-94.
 - Installed Local Area Networks in our two branch operations in San Marcos and Escondido.
 - Implemented an automated Civil System.
 - Continued to actively work with the other criminal justice agencies to implement a county-wide Criminal Justice automation system.
- 3. Implement a coordination plan for non-judicial operations.
 - Implemented coordination agreements with Superior Court, to include coordination of Supply Operations and Exhibits, and laid the groundwork for coordination of Per-diem Interpreters and the Uniform Numbering of Cases.
- 4. Continue to enhance the court's very successful training program.
 - Initiated several new successful training modules, including a "train the trainer" program, spanish phrases training, and a new health and safety training program.

1993-94 OBJECTIVES

- 1. Continue to provide quality service to the citizens of the North County Judicial District, as measured by the responses to the courts Customer Survey Cards available at our counters.
- 2. Work with county staff in the detailed design of the new North County Regional Center Courthouse.
- 3. Continue to implement additional provisions of the Court's long-term coordination plan.
- 4. Receive grant funding for, and fully implement an Automated Docket Management System.
- 5. Continue to expand our Fine Collection Program, to include collection of backlog cases.
- 6. Continue headway towards implementation of a county-wide criminal justice automated system.
- 7. Expand the use of volunteers to enable the court to continue to provide the same level of service despite reductions in budget.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

North County Municipal Court Staff (140.25 SY; E = \$7,073,342; R = \$2,056,802)

- 1. JUDICIARY [22.50 SY; E = \$2,245,972; R = \$0] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for the adjudication of all cases filed with the court.
- ADMINISTRATIVE SERVICES [11.50 SY; E = \$717,593; R = \$0] including support personnel involves accounting, budgeting, payroll, personnel, purchasing services and court reporting services and administrative support to judiciary.
 - Mandated/Discretionary Service Level.

- Provides support to other operating divisions.
- 3. <u>CIVIL/SMALL CLAIMS</u> [21.00 SY; E = \$879,018; R = \$220,000] including support personnel.
 - Mandated/Discretionary Service Level.
 - Litigant disputes up to \$25,000.00 in Civil and \$5,000.00 in Small Claims.
- 4. <u>PUBLIC OFFENSES</u> [85.25 SY; E = \$3,568,437; R = \$1,836,802] including support personnel involves all case processing support for public offenses and includes two major divisions.
 - A. <u>CRIMINAL</u> (43.75 SY; E = \$1,831,288)
 - Mandated/Discretionary Service Level.
 - Reporting services provided by felony cases only.
 - Felony and more serious misdemeanor cases including driving under the influence.
 - B. TRAFFIC/MINOR OFFENSES (41.50 SY; E = \$1,737,149)
 - Mandated/Discretionary Service Level.
 - Bail forfeitable misdemeanor cases and both criminal and traffic infractions.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Fines, Forfeitures and Penalties	\$70,434	\$70,000	\$70,000	\$0
Micro-Automation Fee	0 '	0	0	0
Return Check Fee	13,725	7,000	7,000	0
Court Fees - Filings	305,339	655,000	210,000	(445,000)
Court Fees - Jury	7,275	10,000	10,000	0
Traffic School Fees	853,040	631,962	833,756	201,794
Court Fees Administration	0	. 0	0	. 0
Ouplication Fees	12,934	11,046	11,046	0
Other Miscellaneous	11, 192	. 0	. 0	, 0
Muni/Just Adm VC 16028	0	0	0	0
Court Fees/Other	1,063,876	915,000	915,000	0
discellaneous Revenues	570	0	0	0
Sub-Total	\$2,338,385	\$2,300,008	\$2,056,802	\$(243,206)
Total	\$2,338,385	\$2,300,008	\$2,056,802	\$(243,206)
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
SENERAL FUND SUPPORT COSTS:	\$5,043,652	\$5,102,983	\$5,354,218	\$251,235
Sub-Total	\$5,043,652	\$5,102,983	\$5,354,218	\$251,235
rotal	\$5,043,652	\$5,102,983	\$5,354,218	\$251,235

EXPLANATION/COMMENT ON PROGRAM REVENUES

The net reduction in program revenue in the fiscal year 1993-94 budget is directly attributable to the sweep of Civil Fees to the state.

PROGRAM: Municipal Court Services - North	County	
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DEPARTMENT:	MODTH	COLINTA	MINICIPAL	COLIDI
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PROGRAM: Humberpat Court Services - North County	DEFARIACNI: NORI	n coon	
FIXED ASSETS			
Item	Quantity	Unit	Total Cost
1 Office Equipment 2 Electronic Equipment	1	lot lot	\$14,000 4,966
Total			\$18,966
VEHICLES/COMMUNICATION EQUIPMENT			
Item	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS					,
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: % OF RESOURCES					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Clerical Weighted Caseload	11,438,326	10,747,595	10,400,452	11,468,879	10,936,000
Judicial Weighted Caseload	960,433	897,205	897,877	963,158	952,032
Felonies	3,255	3,186	3,610	3,255	4,000
Misdemeanors Group A	9,504	7,643	7,659	9,500	7,500
Group B	1,087	1,159	893	1,212	1,200
Group C	6,565	5,986	5,849	6,315	6,500
Group D	21,522	20,053	18,799	21,500	20,000
Criminal Infractions	5,914	4,429	3,640	5,100	4,000
Traffic Infractions	140,237	138,110	132,003	141,225	138,000
Parking	854	681	760	685	800
Civil	12,117	11,533	11,189	12,025	11,500
Small Claims	10,607	12,010	11,527	12,372	11,500
Total Filings	211,662	204,790	195,929	213,189	205,000
EFFICIENCY					
Direct Cost Per Clerical Weighted Caseload	.58	.67	.71	.65	.68
Net Cost Per Clerical Weighted Caseload	.36	.44	.49	.45	.52
<u>EFFECTIVENESS</u>					
Clerical Weighted Caseload Per Non Judicial Staff	93,565	85,625	88,140	94,200	94,480
Judicial Weighted Caseload Per Judicial Staff	73,879	66,640	64,134	68,797	68,003

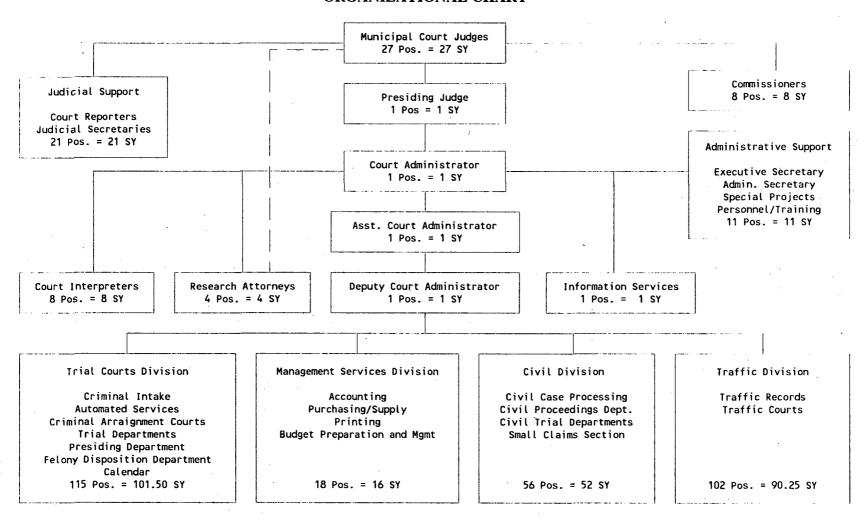
STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0580	Judge	13	11.50	13	11.00	\$1,043,074	\$997,909
0587	Traffic Commissioner	0	0.00	1	1.00	0	72,582
0591	Commissioner	2	2.00	2	2.00	145,164	145,164
0653	Court Administrator	1	1.00	1	1.00	89,808	89,808
0606	Assistant Court Administrator	1	1.00	1	1.00	79, 198	79, 199
0544	Court Reporter	5	5.00	5	5:00	269,750	269,664
0602	Judicial Secretary	3	3.00	3	3.00	97,676	100,911
0694	D/C Municipal Court Secretary	1	1.00	1	1.00	34,641	34,641
8660	Division Manager III	2	1.75	2	1.75	87,117	88,891
0669	Division Manager II	2	2.00	2	2.00	77,949	83,396
0670	Division Manager I	3	3.00	3	3.00	119,205	113,132
8060	Deputy Clerk V	8	8.00	8	8.00	274,127	281,364
0610	Deputy Clerk IV	16	16.00	16	16.00	503,002	514,027
0611	Deputy Clerk III	38	36.50	38	36.50	978,541	975,714
0612	Deputy Clerk II	34	31.00	34	31.00	708,531	725,887
0613	Deputy Clerk I	9	8.00	9	8.00	166,364	170,720
0615	Deputy Clerk Interpreter	3	2.00	3	2.00	61,112	45,938
0592	Deputy Admin. Clerk III	2	1.50	2	1.50	46,211	47,280
0593	Deputy Admin. Clerk II	2	2.00	2	2.00	54,454	54,454
0671	Senior Accountant	1	1.00	1	1.00	45,081	45,081
0663	Dep. Clerk Admin. Assist. III	1	1.00	1	1.00	46,162	45,945
0678	Research Attorney I	1	.50	1	.50	20,415	21,441
2427	Assoc Systems Analyst	1	1.00	1	1.00	40,870	49,673
9999	Extra Help/Student Worker	1	0.00	1	0.00	86,500	162,178
	Total	150	139.75	151	140.25	\$5,074,952	\$5,214,999
Salary	Adjustments:					13,207	26,282
Integra	ated Leave Program						(84,013)
Premiu	n/Overtime Pay:					131,468	50,000
Employe	ee Benefits:					1,422,240	1,465,292
Salary	Savings:					(122,419)	(123,208)
	Total Adjustments					\$1,444,496	\$1,334,353
Program	n Totals	150	139.75	151	140.25	\$6,519,448	\$6,549,352

SAN DIEGO MUNICIPAL COURT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
MUNICIPAL COURT	\$15,545,932	\$16,782,558	\$17,660,920	\$16,817,232	\$18,058,267	\$1,241,035	7.4
TOTAL DIRECT COST	\$15,545,932	\$16,782,558	\$17,660,920	\$16,817,232	\$18,058,267	\$1,241,035	7.4
PROGRAM REVENUE	(4,130,788)	(3,800,401)	(3,769,930)	(3,478,900)	(3,736,575)	(257,675)	7.4
NET GENERAL FUND COST	\$11,415,144	\$12,982,157	\$13,890,990	\$13,338,332	\$14,321,692	\$983,360	7.4
STAFF YEARS	326.79	330.68	331.95	321.75	343.75	22.00	6.8

SAN DIEGO MUNICIPAL COURT ORGANIZATIONAL CHART



PROGRAM: Municipal Court Services - San Diego

DEPARTMENT: SAN DIEGO MUNICIPAL COURT

PROGRAM #: 13036

MANAGER: D. KENT PEDERSEN

ORGANIZATION #: 2300

REFERENCE: 1993-94 Proposed Budget - Pg. 8-1

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$13,911,497	\$15,135,475	\$15,295,081	\$15,016,323	\$15,791,095	5.2
Services & Supplies	1,558,858	1,602,431	2,010,589	1,717,909	1,769,117	3.0
Other Charges	32,956	12,138	0	0	0	0
Fixed Assets	42,621	32,513	355,250	83,000	498,055	500.1
Vehicle/Comm. Equip.	0	0	0	0	0	0
Less Reimbursements	0	0	0	0	0	0
Operating Transfers	0	0	0	0	0	00
TOTAL DIRECT COST	\$15,545,932	\$16,782,557	\$17,660,920	\$16,817,232	\$18,058,267	7.4
PROGRAM REVENUE	(4,130,788)	(3,800,401)	(3,769,930)	(3,478,900)	(3,736,575)	7.4
NET GENERAL FUND CONTRIBUTION	\$11,415,144	\$12,982,156	\$13,890,990	\$13,338,332	\$14,321,692	7.4
STAFF YEARS	326.79	330.68	331.95	321.75	343.75	6.8

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.

1992-93 BUDGET TO ACTUAL COMPARISON

Mid-year adjustments resulted in an increase in appropriations. The 1992-93 expenditures are estimated to be \$17,660,919. The revenue collected is estimated at \$3,769,929 resulting in a net county cost of \$13,890,990.

1992-93 ACHIEVEMENT OF OBJECTIVES

1. Update the Automated Civil and Small Claims applications.

- The court did not achieve it's objective to upgrade to the latest release of the ISD Civil Case application, the update to the latest release of the Civil System has been delayed to FY 1993-94. The court did a achieve it's objective to implement the latest release of the ISD Corporation Small Claims application.
- 2. To relocate the Civil Division to larger office work space.
 - Moved the Civil Division and other key operations to the newly constructed Civil Building located at 4th and Ash Street.
 - In addition, the court completed the move of the Special Projects and Interpreter Units from leased space and DP Systems Analysts and stores functions from the main Clerk's Office to the C Street Annex located on the first floor of the County Courthouse.
- 3. Continue to implement changes mandated by the Trial Court Realignment and Efficiency act.
 - Participated in the State Trial Court Budget Process for FY 1992-93. The State opted to provide funding via a Block Grant.
- 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.
 - The San Diego Municipal provided 1358 days of assistance to the Superior Court which was an increase of 237 days over FY 1991-92 for a 21% increase.

1993-94 OBJECTIVES

- 1. Continue to update/enhance our computer applications as identified in our FY 1993-94 Business Automation Plan.
- Reorganize the Clerk's Office to reduce the levels of management, to streamline operations, and to reduce net county operating costs.
- 3. Continue to implement changes mandated by the Trial Court Delay Realignment and Efficiency Act and other legislative changes that directly impact the trial courts of California.
- To implement a Civil Assessment program in an attempt to increase fine/bail collection efforts resulting in increased program revenue.
- 5. To participate in the State Trial Court Budget Process as intended by the Trial Court Realignment and Efficiency
- 6. To implement "Direct Calendaring" of Civil cases.
- 7. To increase both program revenue and public access to traffic offense information.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- <u>Judiciary</u> [61.00 SY; E = \$5,555,054; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for the adjudication of all cases filed with this court.
- 2. Administration [21.00 SY; E = \$1,500,132; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for administrative support to judges and the Court's operating divisions, including budgeting, payroll, personnel, and purchasing.
- 3. Accounting [28.00 SY; E = \$1,177,025; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for accounting and bookkeeping services to the Court's operating divisions.
- 4. Civil/Small Claims [56.00 SY; E = \$2,354,050; R = \$630,914] including support personnel is:

- Mandated/Discretionary Service Level.
- Responsible for accounting and bookkeeping services to the Court's operating divisions.
- 4. <u>Civil/Small_Claims</u> [56.00 SY; E = \$2,354,050; R = \$630,914] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for judicial functions associated with the filing of civil and small claims cases.
 - Able to process 44,000 civil (jurisdiction of less than \$25,000) and small claims cases annually.
- 5. Categories A and B Misdemeanors [65.75 SY; E = \$2,763,907; R = \$1,148,789] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for judicial functions associated with the filing and processing of non-traffic misdemeanors.
 - Processes over 43,000 cases of non-traffic misdemeanors annually pursuant to California Penal Code.
- 6. Parking/Traffic Infractions [43.00 SY; E = \$1,807,574; R = \$751,299] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for non-judicial functions associated with the filing and processing of traffic and parking citations in the San Diego Judicial District.
 - Able to process over 217,000 persons charged with traffic infractions including 2,500 parking citations. Effective July 1, 1993 all California courts were no longer statutorily required to relinquish existing parking violation processing by December 31, 1993, to other agencies pursuant to AB 408.
- 7. Felony Case Processing [20.00 SY; E = \$840,732; R = \$349,441] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for non-judicial functions associated with the filing and processing of felony complaints.
 - Processing in excess of 10,000 defendants accused of felony offenses annually.
- 8. Categories C and D Misdemeanors [35.00 SY; E = \$1.471,281; R = \$611.523] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for non-judicial functions associated with the filing and processing of traffic misdemeanors.
 - Able to process over 38,000 traffic misdemeanors annually.
- 9. Criminal Infractions [14.00 SY; E = \$588,512; R = \$244,609] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for non-judicial functions associated with the filing and processing of criminal infractions.
 - Able to process approximately 23,000 criminal infractions annually.

NOTE: The San Diego Municipal Court's Adopted Budget includes \$681,481 of additional program revenue offsetting most of the \$724,778 reduction in FY 1993-94 Trial Court Funding Proceeds to the court based on the State's Adopted Budget which included a \$9.5 million reduction for San Diego County.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
Source of Revenue	networ			- Judget
CHARGES FOR CURRENT SERVICES:				
Night Court Assessment	\$109,506	\$100,000	\$100,000	\$0
Returned Check Fee	18,340	18,000	18,000	0
Civil Filings	596,070	1,431,000	555,114	(875,886)
Jury Fees	71,026	12,000	42,496	30,496
Reporters Fees	1,548	5,000	5,000	0
Court Fees	167,903	145,000	168,548	23,548
Court Fees & Costs - CRT Appt Atty	. 0	.0	711	711
Administrative Fee	1,261,236	1,162,100	1,356,334	194,234
Traffic School	692,362	575,000	676,645	101,645
Court Administrative	0	0	. 0	. 0
Duplicating Forms	28,082	25,000	27,616	2,616
Interest - Deposits and Investments	0	0	12,631	12,631
Rents and Concessions	Ō	ō	24,000	24,000
State - Other Victim Witness	Ď	ā	70,000	70,000
Sales of Forms	4,999	5,800	5,800	,,,,,,
AB-189 Criminal Justice Facilities	681,226	0	0,000	Ŏ
2% Municipal Court Automation Fund	137,632	Õ	541,030	541,030
Micro-Automation Fee	137,032	ŏ	82,650	82,650
AB2989 Want Warrant Fee	ŏ	o o	50,000	50,000
ABZYOY Want Warrant ree	U	Ū	30,000	30,000
Sub-Total	\$3,769,930	\$3,478,900	\$3,736,575	\$257,675
Total	\$3,769,930	\$3,478,900	\$3,736,575	\$257,675
GENERAL FUND CONTRIBUTION DETAIL				AL P
	1992-93	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$13,890,990	\$13,338,332	\$14,321,692	\$983,360
Sub-Total	\$13,890,990	\$13,338,332	\$14,321,692	\$983,360
Total	\$13,890,990	\$13,338,332	\$14,321,692	\$983,360

EXPLANATION/COMMENT ON PROGRAM REVENUES

The reduction in Civil Filing Fees is result of legislation directing that Civil fees be sent directly to the State and subsequently re-directed back to the County. The 1993-94 Trial Court Funding Agreement adopted by the Board of Supervisors on February 16, 1993 Agenda Item No. 31 included a \$1.2 million reduction in program revenue.

The increases in various accounts are a re-distribution of expenditures and associated revenue previously budgeted in the Municipal Court - EDP Services Program.

The adopted budget includes \$681,481 of additional program revenue in various accounts to offset the projected reduction in Trial Court Funding from the State. The San Diego Municipal Court's share of the reduced Trial Court Funding Proceeds was estimated at -\$724,778.

Item	Quantity	Unit	Total Cost
Office Equip/General	1	lot	\$55,925
Engineering/Indust Equip	1	lot	33,850
Equipment	1	lot	2,379
Communication Equip/Gen	1	lot	2,700
Computer Equipment	1	lot	250,000
Data Processing Equip	1	lot	83,000
Data Processing Equip/Gen	1	lot	69,505
Electronic Equip-Aud/Vis	1	lot	700
Total			\$498,055

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
Total		\$0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: SAN DIEGO MUNICIPAL COURT					
% OF RESOURCES: 100%					
<u>workload</u>					
Judicial Weighted Caseload	2,260,749	2,147,260	1,793,734	2,217,884	2,217,700
Clerical Weighted Caseload	25,856,853	24,118,474	20,111,265	24,659,300	24,645,500
Felonies	9,632	10,191	9,255	10,500	10,500
Non-Traffic, Group A	30,212	27,741	19,202	30,000	30,000
Non-Traffic, Group B	14,005	15,327	11,871	16,000	16,000
Non-Traffic, Criminal Infractions	25,086	23,170	14,511	23,000	23,000
Traffic, Group C	9,862	8,323	7,051	8,500	8,500
Traffic, Group D	31,958	30,490	27,000	30,500	30,500
Traffic Infractions	252,519	217,591	202,480	218,000	218,000
Parking	5,851	7,098	9,437	7,100	0
Small Claims	22,045	22,181	19,005	22,000	22,000
Civil	24,626	22,373	21,192	22,500	22,500
Superior Court Cases *	6,215	6,758	n/a	6,800	6,800
EFFICIENCY					
Direct Costs/Clerical Weighted Caseload Unit	.60	.69	.84	.68	.73
Net Direct Costs/Clerical Weighted Caseload Unit	.44	.66	.66	.54	.46
Clerical Weighted Caseload/Non- Judicial Staff Year	88,615	81,570	69,421	86,297	79,823
Judicial Weighted Caseload/Non- Judicial Staff Year	7,748	7,262	6,192	7,762	7,183
Judicial Weighted Caseload/ Judicial Staff Year	66,649	61,350	49,826	61,608	61,603
Non-Judicial Staff per Judicial Position	8.6	7.9	8.2	7.9	8.6

^{*} Superior Court cases heard in Municipal Court

c	TA	CC	TMC	SCH	CDIII	

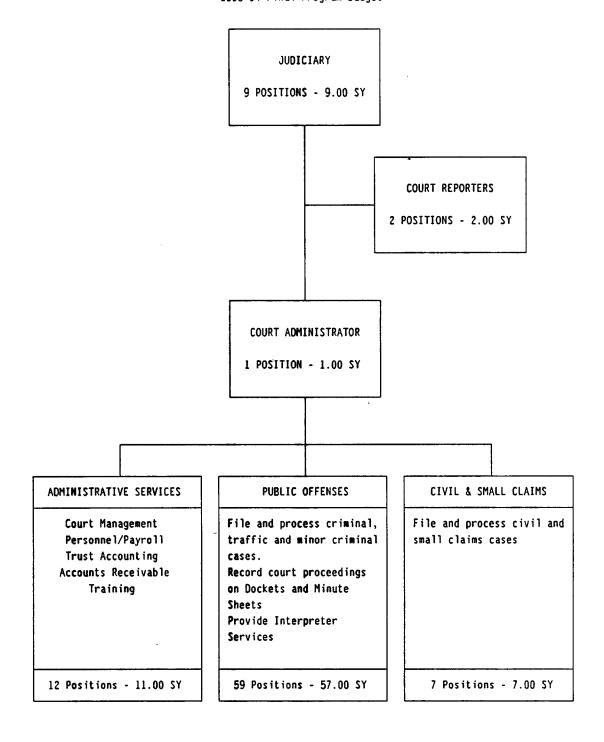
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0580	Muni Court Judge	28	28.00	28	28.00	\$2,540,104	\$2,540,113
0590	Commissioner	8	8.00	8	8.00	572,865	580,656
0680	Research Atty II	2	2.00	2	2.00	113,362	107,077
0601 0600	Court Administrator	1 1	1.00	1	1.00	107,991	107,992
0667	Asst Court Admin DC Dep. Court Admin.	1	1.00 1.00	1 1	1.00 1.00	83,061 70,533	83,060 70,744
0684	DC Princ. Admin. Analyst	i	1.00	i	1.00	70,533 52,157	70,366 52,156
0668	Division Manager III	3	3.00	3	3.00	155,712	155,712
0669	Division Manager II	6	6.00	6	6.00	242,761	244,950
0682	DC Analyst II	1	1.00	1	1.00	36,729	37,641
0683	DC Analyst III	2	2.00	2	2.00	86,305	85,270
0672	DC Associate Accountant	1	1.00	1	1.00	44,199	45,081
0592	Dep Admin Clerk III	2	2.00	2	2.00	64,032	65,320
0593	Dep Admin Clerk II	2	2.00	2	2.00	49,128	49,752
0596 060 3	DC Admin Secretary III	1 1	1.00	1	1.00	30,774	30,774
0604	DC Admin Services Mgr II	15	1.00 15.00	1	1.00	54,747	54,748
0605	Senior Deputy Clerk DC Court Interpreter	7	7.00	15 7	15.00 7.00	497,795	509,055 220,219
0608	Deputy Clerk V	9	9.00	10	10.00	224,597 324,909	355,363
0610	Deputy Clerk IV	38	38.00	39	39.00	1,234,475	1,269,039
0611	Deputy Clerk III	73	72.00	83	82.00	1,968,717	2,197,676
0612	Deputy Clerk II	71	64.25	79	72.25	1,506,935	1,712,674
0613	Deputy Clerk I	22	21.50	22	21.50	465,495	476,454
0618	DC Court Worker	10	0.00	10	0.00	. 0	0
0620	DC Junior Clerk	3	3.00	3	3.00	44,571	44,496
0654	DC Senior Systems Analyst	0	.00	1	1.00	0	54,748
0655	DC Associate Systems Analyst	0	.00	1	1.00	0	49,673
0656*	DC Assistant Systems Analyst	1	1.00	0	0.00	41,843	0
0666 0676	DC EDP Systems Manager	0 10	.00	1	1.00	0	64,917
0685	DC Municipal Court Worker II DC Interpreter Coordinator	10	0.00 1.00	10	0.00 1.00	74 101	74 101
0687	DC Staff Devlopment Specialist		1.00	i	1.00	36,101 36,101	36,101 35,447
0691	DC Administrative Trainee	i	1.00	i	1.00	28,331	29,730
0694	DC Municipal Court Secretary	i	1.00		1.00	34,641	34,641
0696	DC Research Attorney III	1	1.00	1	1.00	74,207	74,207
0543	Chief Court Reporter	1	1.00	1 .	1.00	63,708	63,708
0544	Court Reporter	12	12.00	12	12.00	664,740	664,728
0661	Chief Judicial Secty.	1	1.00	1	1.00	41,427	41,427
0614	Judicial Secretary	7	7.00	7	7.00	231,355	231,020
1711	DC Legal Assistant I	1	1.00	1	1.00	24,989	24,947
0692	DC Personnel Officer II	0	0.00	1	1.00	0	46,162
0663 8801	DC Admin Assistant III DC Personnel Officer III	1 1	1.00 1.00	1 0	1.00	46,162	46,162
9999	Extra Help	4	1.00	4	0.00 1.00	49,673 48,000	0 48,000
	Total	353	321.75	375	343.75	\$11,993,232	\$12,641,262
Salary	Adjustments/ILP:					(189,920)	(286,989)
Premium	n/Overtime Pay:					131,500	81,500
Employe	ee Benefits:					3,454,523	3,679,399
Salary	Savings:					(373,012)	(324,077)
	Total Adjustments					\$3,023,091	\$3,149,833
Program	ı Totals	353	321.75	375	343.75	\$15,016,323	\$15,791,095

 $[\]star$ Does not include 193/94 budget correction increasing the number of Staff Years and Authorized Positions for Class No. 0656 DC - Assistant Systems Analyst

SOUTH BAY MUNICIPAL COURT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Municipal Court Services	\$3,742,325	\$4.061.091	\$4.121.355	\$4.341.766	\$4.461.940	\$120.174	2.8
TOTAL DIRECT COST	\$3.742,325	\$4,061,091	\$4.121.355	\$4.341.766	\$4.461.940	\$120.174	2.8
PROGRAM REVENUE	(1,223,123)	(1.100.037)	(915.076)	(1.083.500)	(1.120.860)	(37,360)	3.5
NET GENERAL FUND COST	\$2,519,202	\$2.961.054	\$3,206,279	\$3,258,266	\$3,341,080	\$82,814	2.5
STAFF YEARS	77.92	75.07	76.79	80.00	87.00	7.00	8.8

SOUTH BAY MUNICIPAL COURT 1993-94 Final Program Budget



PROGRAM: Municipal Court Services - South Bay

DEPARTMENT: SOUTH BAY MUNICIPAL COURT

PROGRAM #: 13037

MANAGER: STEPHEN THUNBERG

ORGANIZATION #: 2250

REFERENCE: 1993-94 Proposed Budget - Pg. 9-3

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.

•						
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$3,342,470	\$3,531,781	\$3,709,916	\$4,009,461	\$4,133,235	3.1
Services & Supplies	367,388	409,741	364,017	295,905	293,905	(0.7)
Other Charges	1,770	2,399	1,045	1,600	0	(100.0)
Fixed Assets	30,697	117,170	46,377	34,800	34,800	0.0
TOTAL DIRECT COST	\$3,742,325	\$4,061,091	\$4,121,355	\$4,341,766	\$4,461,940	2.8
PROGRAM REVENUE	(1,223,123)	(1,100,037)	(915,076)	(1,083,500)	(1,120,860)	3.4
NET GENERAL FUND CONTRIBUTION	\$2,519,202	\$2,961,054	\$3,206,279	\$3,258,266	\$3,341,080	2.5
STAFF YEARS	77.92	75.07	76.79	80.00	87.00	8.8

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 actual salaries and benefits is \$299,545 less than budget as a result of intentional delays in filing new and vacant clerical positions; two judicial vacancies; and a reduction in the number of preliminary hearings which resulted in the implementation of a job sharing proposal for the Court's two full-time court reporters. Services and supplies and fixed asset expenditures are \$79,689 over budget as a result of prior year carryovers. Other Charges are \$555 less than budget. Revenue is \$168,424 under budget primarily as a result of Civil filing fees being swept to the State and deposited in the Trial Court Trust Fund. These funds are then remitted back to County in accordance with the provisions of the Government Code Section 77200. Net County costs are \$51,987 less than budget.

1993-94 OBJECTIVES

- Continue to implement components of Trial Court Coordination.
- Begin the implementation of an improved minor offense system.
- Implement an interface between the Marshal's Want Warrant and the Civil/Small Claims systems.
- Implement a paper on demand small claims case processing system which includes automated minute sheets.
- Implement a voice response system for minor offense cases.
- Further expand the Court's volunteer/student intern programs by implementing agreements with Southwestern College and San Diego State University.
- Identify a remote access system for use with automated civil and small claims cases.

1993-94 SUB PROGRAM ACTIVITIES

The Adopted Budget includes 7.00 more 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 purchase office equipment and furniture for new staff. The activities of this program are summarized as follows:

- JUDICIARY (9.0 SY; E = \$924,772; R = \$0) including support personnel is:
 - Mandated/Mandated Service Level.
 - O Responsible for the adjudication of all cases filed with the Court.
 - o Includes the addition of 1.0 SY Commissioner.
- 2. <u>ADMINISTRATIVE SERVICES</u> (12.0 SY; E = \$658,982; R = \$194,100) including accounting, budgeting, payroll, personnel, training, purchasing services, and administrative support to the Judiciary:
 - Mandated/Discretionary Service Level.
 - Provides part-time clerical support to other operating divisions.
 - Includes the addition of 1.0 SY Deputy Clerk II.
- 3. <u>PUBLIC OFFENSES</u> (59.00 SY; E = \$2,607,017; R = \$791,460) provides all case processing support and reporting services for public offenses and is responsible for two major case classifications:
 - A. <u>CRIMINAL</u> (27.00 SY; E = \$1,173,158)
 - Mandated/Discretionary Service Level.
 - Reporting services provided on felony cases only.
 - o Felony and the more serious misdemeanor cases including driving under the influence.
 - Includes the addition 2.0 SY Deputy Clerk III.
 - B. TRAFFIC/MINOR OFFENSES (32.00 SY; E = \$1,433,859)
 - Mandated/Discretionary Service Level.
 - Bail Forfeitable misdemeanor cases and both criminal and traffic infractions.
 - o Includes the addition of 2.0 SY Deputy Clerk II.
- 4. CIVIL/SMALL CLAIMS (7.0 SY; E = \$271,169; R = \$135,300) including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for processing civil and small claims cases filed with the Court.
 - Includes the addition of 1.0 SY Deputy Clerk III.

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
PROGRAM REVENUE:				
9162 Night Court Assessment	\$37,121	\$42,000	\$37,000	\$(5,000)
9182 Summary Judgment Default	80	. 0	0	0
9713 Returned Check Fee	6,363	4,500	14,100	9,600
9821 Filing Documents	120,100	239,000	94,000	(145,000)
9822 Court Cost - Jury	8,864	3,200	5,000	1,800
2823 Court Reporter Trans. Fee	970	0	0	0
2826 Court Fees & Costs-Crt Appt Atty	1,473	Õ	Ŏ	Ŏ
9827 Cost for Courts	91,681	50,000	292,460	242,460
2831 Other Court Cost	391,899	460,000	418,000	(42,000
P832 Traffic School	248,680	280,000	255,000	(25,000
967 Duplicating Documents	4,561	3,000	4,000	1,000
989 Recovered Expenditures	1,850	0,000	0	0
1995 Other - Miscellaneous	100	ŏ	ă	ŏ
996 Other - Sales Taxable	1,334	1,800	1,300	(500
Sub-Total	\$915,076	\$1,083,500	\$1,120,860	\$37,360
Total	\$915,076	\$1,083,500	\$1,120,860	\$37,360
SENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
ENERAL FUND SUPPORT COSTS:	\$3,206,279	\$3,258,266	\$3,341,080	\$82,814
ub-Total	\$3,206,279	\$3,258,266	\$3,341,080	\$82,814
otal	\$3,206,279	\$3,258,266	\$3,341,080	\$82,814

EXPLANATION/COMMENT ON PROGRAM REVENUES

On February 16, 1993, the Board of Supervisors approved the FY 1993-94 Trial Court Funding Agreement which included a decrease of \$145,000 in Civil filing fee revenue for this Court. These funds are swept to the State as a result of Trial Court Funding realignment. This decrease will be offset by projected increases in other revenue categories, and the net result will be \$37,360 increase in program revenue.

FIXED ASSETS		
Item	Quantity Uni	it Total Co
Office Furniture/Equipment Modular Furniture	1 LOT 1 LOT	
Computer Equipment Electronic Equipment Audio/Video	1 LO1	7.0 T 4.5
Electronic Equipment Audio/Video	1 LOT	T 4.0
Total		\$34.8
VEHICLES/COMMUNICATION EQUIPMENT		
	Quantity Uni	it Total Cc
VEHICLES/COMMUNICATION EQUIPMENT Item	Quantity Un	it Total Co

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Municipal Court Services	- South Bay			Cp.	
% OF RESOURCES: 100%					
WORKLOAD			•		
Total Filings	112, 966	120,899	104,854	133,599	109,475
Judicial Weighted Caseload	538,501	517,896	455,672	523,766	490,560
Efficiency					
Judicial Weighted Caseload per Judge Staff Year*	76,929	92,152	76,842	74,824	70,080
<u>Effectiveness</u>				·	
Judge Equivalents	8.5	8.18	7.20	8.27	7.75

^{*} Does not include Commissioner Staff years.

STAFFIN	NG SCHEDULE						
Class —	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0580	Municipal Court Judge	7	7.00	7	7.00	\$635,009	\$634,995
0590	Court Commissioner	1	1.00	1	1.00	72,582	72,582
1510	Traffic Referee/Commissioner	0	0.00	1	1.00	. 0	59, 175
0651	Court Administrator	1	1.00	1	1.00	89,808	89,808
1540	Deputy Court Administrator	0	0.00	3	3.00	0	165,347
0616	DC-Admin. Svcs. Mgr. III	1	1.00	0	0.00	60,386	0
0544	Court Reporter	2	2.00	2	2.00	110,790	110,788
3668	Division Manager III	1	1.00	0	0.00	51,904	0
0669	Division Manager II	2	2.00	1	1.00	83,394	41,698
0687	DC Staff Dev. Spec.	1	1.00	1	1.00	40,003	41,831
0671	DC-Senior Accountant	1	1.00	1	1.00	45,081	45,081
8090	Deputy Clerk V	6	6.00	6	6.00	200,610	206,028
0691	DC-Municipal Court Sec.	1	1.00	1	1.00	34,641	34,641
0665	DC-Admin. Assist. I	1	1.00	0 1	0.00	31,598	7((7)
0664	DC-Admin. Assist. II	0	0.00		1.00	, 250 070	34,434
0610	Deputy Clerk IV	8	8.00	8	8.00	258,839	259,043
0605	DC-Interpreter	2	2.00 16.00	2 19	2.00 19.00	65,394	65,394
0611	Deputy Clerk III	16 2		2	2.00	435,215 50,912	503,082
0593	DC-Admin. Clerk II	26	2.00 25.00	29	28.00	588,020	51,301 660,319
0612 0597	Deputy Clerk II DC-Admin. Sec II	1	1.00	1	1.00	28,795	30,405
0613	Deputy Clerk I	i	1.00	i	1.00	21,339	20,836
9999	Extra Help	2	0.00	2	0.00	184,932	193,145
	Total	83	80.00	90	87.00	\$3,089,252	\$3,319,933
Salary	Adjustments:					\$5,351	(\$23,845)
Premiu	m/Overtime Pay:					113,954	16,000
Biling	ual Pay:					2,520	2,520
Employ	ee Benefits:					859,507	926,144
ILP Re	ductions:						(45,875
Salary	Savings:					(61,123)	(61,642
	Total Adjustments					\$920,209	\$813,302
Progra	m Totals	83	80.00	90	87.00	\$4,009,461	\$4,133,235

MUNICIPAL COURTS - EDP SERVICES

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
MUNICIPAL COURT-EDP SER	VICE\$2,460,987	\$1,510,163	\$1,373,099	\$1,159,019	\$1,200,146	\$41,127	3.6
TOTAL DIRECT COST	\$2,460,987	\$1,510,163	\$1,373,099	\$1,159,019	\$1,200,146	\$41,127	3.6
PROGRAM REVENUE	(1,411,452)	(1,199,864)	(981,081)	(668,038)	(1,042,872)	(374,834)	56.1
NET GENERAL FUND COST	\$1,049,535	\$310,299	\$392,018 ·	\$490,981	\$157,274	\$(333,707)	(68.0)
STAFF YEARS	7.00	5.40	5.00	5.00	2.00	(3.00)	(60.0)

PROGRAM: Fiscal and Public Protection Services

DEPARTMENT: MUNICIPAL COURTS - EDP SERVICES

PROGRAM #: 01000

MANAGER: Chair of ISEC Committee

ORGANIZATION #: 2310

REFERENCE: 1993-94 Proposed Budget - Pg. 10-1

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

	1990-91	1991-92	1992-93	1992-93	1993-94	x
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST						
Salaries & Benefits	\$429,496	\$367,509	\$378,845	\$345,979	\$183,739	(46.9)
Services & Supplies	959,700	745,384	555,289	490,631	580,203	18.3
Other Charges	170,665	107,027	0	0	0	0.0
Fixed Assets	901,126	290,243	438,965	322,409	436,204	35.3
TOTAL DIRECT COST	\$2,460,987	\$1,510,163	\$1,373,099	\$1,159,019	\$1,200,146	3.5
PROGRAM REVENUE	(1,411,452)	(1,199,864)	(981,081)	(668,038)	(1,042,872)	56.1
NET GENERAL FUND CONTRIBUTION	\$1,049,535	\$310,299	\$392,018	\$490,981	\$157,274	(68.0)
STAFF YEARS	7.00	5.3	5.00	5.00	2.00	(60.0)

PROGRAM DESCRIPTION

EDP Services provides timely and cost effective technological solutions for the Municipal Courts of San Diego County. This program, administered by the Chair of the Court's Information Systems Executive Committee (ISEC), provides data processing and automation for the Municipal Courts. 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.

1992-93 RUDGET TO ACTUAL COMPARISON

The 1992-93 estimated actual expenditures exceed the 1992-93 budgeted expenditures by \$221,470. Appropriations were adjusted accordingly, and were totally offset by unanticipated revenue.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Enhance the current Automated Minor Offense System.
 - Continuous enhancements have been and are being made to the Minor Offense System.
- Develop electronic abstracting to the Department of Motor Vehicles.
 - Significant progress was made during the fiscal year, and the project was completed 8/23/93.
- 3. Complete the implementation of the ISD Civil Revision 2.2 and Small Claims Revision 1.40 case processing system.
 - Civil 2.2 is installed in 3 of the 4 courts, and a plan is in place to convert San Diego Municipal Courts in the first half of the calendar year 1994. Small Claims Revision 1.40 is in place in all 4 Municipal Courts.
- Continue the integration of intelligent work stations in the Municipal Courts LAN.
 - These workstations are being integrated on a continuous basis into the LAN for their respective courts.
- Update the Municipal Courts 3-year Business Automation Plans (BAPS) for the Municipal Courts. 5.
 - the BAPS were updated in the fall of 1992, and are once again being updated on their annual cycle.
- Implement a state-of-the-art paper management system using optical disk technology coupled with the existing 6. LAN'S with interfaces to existing and new applications.
 - Imaging Requests for Proposals were issued, and responses evaluated. No decision to select a vendor has been made at this time.
- 7. Define enhancements of the existing criminal system.
 - Enhancements were completed to comply with various legislative mandates and to improve operations of the courts system.
- 8. Adopt an anti-virus policy; and install virus detection software.
 - Anti-virus policy was adopted and implemented in June 1993. Anti-virus software was installed in all courts.
- Q. Complete the installation of approved workstations.
 - This has been, and is being, done on a continuous basis. No backlog exists, so installations are current.

1993-94 OBJECTIVES

- Install Bull Operating System, BOS 2.1, on the DPX/2 computer system. Upgrade all courts to revision 2.35 of the ISD Civil system.
- Convert all courts to the FISCAL system on the UNIX computer system.
- Implement the VIKING data entry package on the UNIX computer system. 5. Install SSI computer system translation software.
- Install Bull Epoch unattended backup system. 6.
- Dispose of DPS/6 mini-computers and their peripheral devices when they are no longer needed
- Develop and maintain interfaces to all selected collection vendors including Revenue and Recovery.

1993-94 SUB PROGRAM ACTIVITIES

- 1. <u>Municipal Courts-EDP Services</u> [2.00 SY; E = \$1,200,146; R = \$1,042,872] 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 Municipal Courts of San Diego County and is:
 - Mandatory Activity/Mandatory Service Level

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Other Court Costs	\$196,231	\$188,379	\$103,043	\$(85,336)
Filing Documents	0	0	0	G
Criminal Justice Facilities	0	0	0	0
Want/Warrent Fee	129,947	0	50,000	50,000
Court Facilities	19,014	0	0	0
Micro-Automation Fee	144,884	379,659	82,650	(297,009)
Recovered Expenditures	256	100,000	0	(100,000)
2% Automation Fund	490,749	0	807,179	807,179
Sub-Total	\$981,081	\$668,038	\$1,042,872	\$374,834
Total	\$981,081	\$668,038	\$1,042,872	\$374,834
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	-Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$392,018	\$490,981	\$157,274	\$(333,707)
Sub-Total	\$392,018	\$490,981	\$157,274	\$(333,707)
Total	\$392,018	\$490,981	\$157,274	\$(333,707)

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EXPLANATION/COMMENT ON PROGRAM REVENUES

Significant additional revenue will be utilized from the court's 2% automation fund to support the development of two major automation projects: An Interactive Voice Response System, and a long-term automated case processing solution for the minor offense divisions.

Item	Quantity	Unit	Total Cos
DATA PROCESSING EQUIPMENT	1	lot	\$63,330
DATA PROCESSING EQUIPMENT	1	lot	57,57
DATA PROCESSING EQUIPMENT COMPUTER EQUIPMENT	1	lot lot	40,30° 275,000
	•		213,00
otal			\$436,204
EHICLES/COMMUNICATION EQUIPMENT			•
Item	Quantity	Unit	Total Cos
Total			\$(

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0666	DC-EDP Systems Manager	4	1.00	0	0.00	\$64,917	\$0
0654	DC-Senior Systems Analyst	1	1.00	ő	0.00	54,747	0
0655	DC-Associate Systems Analyst	3	3.00	ž	2.00	149,019	99,346
9999	Non-Permanent Positions	Ō	.00	1	0.00	0	54,617
	Total	5	5.00	3	2.00	·\$268,683	\$153,963
Salary	Adjustments:					95	(128)
ILP							(4,566)
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					77,201	34,470
Salary	Savings:					(0)	(0)
	Total Adjustments					\$77,296	\$29,776
Progra	m Totals	5	5.00	3	2.00	\$345,979	\$183,739

PROBATION

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Adult Field Services	\$16,588,496	\$17,339,060	\$17,392,489	\$18,149,423	\$17,619,494	\$(529,929)	(2.9)
Adult Institutional Services	9,890,021	10,445,831	8,194,125	11,747,959	8,038,184	(3,709,775)	(31.6)
Juvenile Field Services	7,736,390	7,900,780	7,714,238	8,491,302	8,465,588	(25,714)	(0.3)
Juvenile Institutional Services	11,971,863	13,269,734	13,969,276	13,728,024	15,145,194	1,417,170	10.3
Special Operations	1,473,275	1,764,075	1,832,458	1,881,279	1,754,113	(127,166)	(6.8)
Department Administration	2,570,274	2,535,754	2,141,770	2,654,599	2,568,835	(85,764)	(3.2)
TOTAL DIRECT COST	\$50,230,319	\$53,255,234	\$51,244,356	\$ <u>56</u> ,652,586	\$53,591,408	\$(3,061,178)	(5.4)
PROGRAM REVENUE	(6,300,870)	(8,801,560)	(12,430,420)	(11,207,025)	(18,320,409)	(7,113,384)	63.5
NET GENERAL FUND COST	\$43,929,449	\$44,453,674	\$38,813,936	\$45,445,561	\$35,270,999	\$(10,174,562)	(22.4)
STAFF YEARS	1,064.75	1,138.88	1,109.03	1,159.00	1,131.00	(28.00)	(2.4)

SAN DIEGO COUNTY PROBATION DEPARTMENT ORGANIZATION AND FUNCTIONS CHART

ALAN M. CROGAN CHIEF PROBATION OFFICER

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

(VACANT)

ASSISTANT CHIEF PROBATION OFFICER

Assist the Chief Probation Officer in carrying out those duties. Acts as Chief Probation Officer in the absence of the Chief Probation Officer.

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: 409 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. Coordinate with
Federal, State, and local agencies
concerning gang and drug activity.
Participate 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 programs; provides educational and rehabilitative opportunities for persons in custody.

Positions: 174

Staff Years: 166.5

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 court action or other recommendations; investigation of case background for the Court; supervision and monitoring of juveniles ordered on probation.

Staff Years: 169.0

Positions: 172

JUVENILE INSTITUTIONAL SERVICES DEPUTY CHIEF PROBATION OFFICER JAMES C. POE

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

Positions: 340 Staff Years: 333.0

ADMINISTRATIVE SERVICES DEPUTY CHIEF PROBATION OFFICER CARL DARNELL III

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: 1993-94 Proposed Budget - Pg. 11-3

AUTHORITY: Penal Code Sections 1000 et. seq., 1192.4-1192.7, 1202.7, 1202.8, 1203-1205.5, and 1213-12-15 of Civil Procedures. This program carries out mandates in referenced Codes which require the Probation Officer to provide investigation and supervision services to the Adult Criminal Courts.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$15,844,386	\$16,674,297	\$16,804,285	\$17,429,826	\$17,157,941	(1.6)
Services & Supplies	675,720	605,525	541,891	684,662	459,662	(32.9)
Other Charges	7,293	59,238	46,313	34,935	1,891	(94.6)
Fixed Assets	61,097	0	0	0	0	0.0
TOTAL DIRECT COST	\$16,588,496	\$17,339,060	\$17,392,489	\$18,149,423	\$17,619,494	(2.9)
PROGRAM REVENUE	(586,792)	(708,519)	(818,718)	(625,870)	(697,514)	11.4
NET GENERAL FUND CONTRIBUTION	\$16,001,704	\$16,630,541	\$16,573,771	\$17,523,553	\$16,921,980	(3.4)
STAFF YEARS	391.50	367.45	371.86	391.50	391.50	0.0

PROGRAM DESCRIPTION

This program provides investigation services to the County's Adult Criminal Courts. Probation officers will conduct over 30,000 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 in excess of 20,000 adult cases of individuals 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.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual expenditures for this program were under the budgeted level by \$756,934 or by 4.2%. This included a savings of \$625,541 in salaries and benefits due primarily to a hiring freeze and implementation of the County-wide Integrated Leave Plan Reduction. Services and Supplies accounts were under expended by \$142,771, which is attributed to an a spending curtailment imposed by the Department and liquidation of encumbrances from prior years. Other charges exceeded budget by \$11,378 to lease safety equipment for officers assigned to Domestic Violence and other high-risk caseloads.

There are no significant differences in the 1992-93 budget to actual performance indicators.

1992-93 ACHIEVEMENT OF 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.
 - Of the 6,096 high risk offenders on probation in FY 92-93, 3,271 (54%) were subject to two face-to-face contacts and two additional supervision activities per month (i.e, job checks, phone contacts, drug testing, etc.) The remaining 2,825 high risk offenders were in banked caseloads of 400 offenders to one officer. It should be noted that this trend represents a change in supervision practice based on improvements in computer case management techniques implemented in the 1992-93 fiscal year.
- 2. To maintain a minimum success rate of 47% for probationers in completing their periods of probation.
 - A success rate of 47% for probationers completing their terms of probation was achieved in the 92-93 fiscal year.
- 3. To return failing probationers to court with recommendations aimed at maintaining a revocation rate of 53%.
 - A revocation rate of 53% of those cases closed during FY 92-93 was achieved. This represents successful enforcement of and accountability to the Court for the imposed terms of probation.

1993-94 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.
- To maintain a minimum success rate of 47% for probationers in completing their periods of probation.
- 3. To return failing probationers to court with recommendations aimed at maintaining a revocation rate of 53%.

1993-94 SUB PROGRAM ACTIVITIES

This program includes two activities:

- Investigation [244.5 SY; E = \$10,826,652; R = \$697,514] includes investigation of Superior and Municipal Court referrals. This activity is:
 - Mandated/Mandated Service Level.
 - Mandated/Discretionary Service Level for misdemeanor referrals.
 - Offset 6.5% by an estimated \$697,514 in revenue from charges for investigation and supervision services.
 - Able to conduct 30,150 investigations.
- 2. <u>Supervision</u> [147.00 SY; E = \$6,792,842; R = \$0] includes supervision of all offenders placed on formal probation/diversion by the Superior Courts. This activity is:
 - Mandated/Discretionary Service Level.
 - Able to supervise 20,000 adult cases.

DEPARTMENT: PROBATION

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
Cost of Investigation/Supervision	\$757,044	\$341,370	\$697,514	\$356,144
Other-Services to Other Govt. Agencies	32,361	284,500	0	(284,500)
Other-Miscellaneous	29,313	0	0	0
Sub-Total	\$818,718	\$625,870	\$697,514	\$71,644
Total	\$818,718	\$625,870	\$697,514	\$71,644
	\$818,718	\$625,870	\$697,514	
GENERAL FUND CONTRIBUTION DETAIL	\$818,718 1992-93 Actual	\$625,870 1992-93 Budget	\$697,514 1993-94 Budget	\$71,644 Change From 1992-93 Budget
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93	1992-93	1993-94	Change From 1992-93
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source General Fund Support Cost Sub-Total	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES

A total of \$284,500 in Work Crew Revenue was transferred to the Adult Institutional Services Program, where it is earned, to reduce that program's costs. This transfer is offset by over-realization of fees received for cost of supervision and investigations in the current fiscal year. The \$32,361 in Other-Services to Other Government Agencies in 1992-93 revenue for the one time only County Master Plan Grant will not continue in FY 93-94. Likewise, revenues totaling \$29,313 are the result of unanticipated over-realized revenue from the Superior Court for Records Sealings (\$18,642) with another \$10,641 received from Revenue and Recovery for administrative cost recovery associated with collection of restitution.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: INVESTIGATION					
% OF RESOURCES: 61%					
<u>WORKLOAD</u>			,		
Superior Ct. Investg. Conducted	13,846	14,730	14,855	14,950	14,950
Other Investigation Conducted	15,276	15,176	15,463	15,200	15,200
EFFICIENCY					
Unit Cost (Direct Cost/Workload) Cost/Superior Ct. Investigation	\$574	\$572	\$614	\$597	\$597
Cost/Other Investigation	\$137	\$125	\$110	\$133	\$133
Productivity (Workload/Staff Years) Superior Ct. Investigations/Staff Year	72	82	81	75	75
Other Investigations/Staff Year	299	368	361	338	338
EFFECT I VENESS					
Amount Collected from Cost of Investigation/Supervision	\$586,792	\$635,348	\$757,044	\$ 625,870	\$697,514
ACTIVITY B: SUPERVISION					
% OF RESOURCES: 39%					
WORKLOAD					
High Risk Felonies Supervised	5,846	5,847	6,096	5,500	5,500
Other Cases Supervised	13,963	13,900	14,205	14,500	14,500
<u>EFFICIENCY</u>					
Unit Cost (Direct Cost/Workload) Cost/High Risk Felony Supervised	\$833	\$866	\$816	\$945	\$945
Cost/Other Cases Supervised	\$120	\$140	\$128	\$137	\$137
Productivity (Workload/Staff Years) High Risk Felonies/Staff Year	54	55	57	55	55
Other Cases/Staff Year	371	344	355	356	356
<u>EFFECT I VENESS</u>					
A. Supervision Cases Closed	12,181	9,485	10,261	9,000	9,500
% of Successful Completion	52%	47%	47%	47%	47%
% of Revocation	48%	53%	53%	53%	53%
B. Amount Collected for Victim Restitution	\$1,898,518	\$1,974,296	\$1,769,293	\$1,952,104	\$1,952,104

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0399	Probation Director	5	5.00	5	5.00	\$307,980	\$307,980
2291	Deputy Chief Probation Officer	1	1.00	1	1.00	70,803	70,803
2700	Intermediate Clerk Typist	17	17.00	17	17.00	338,409	341,678
2710	Jr. Clerk	4	4.00	4	4.00	65,969	59,551
2714	Int. Transcriber Typist	37	35.50	37	35.50	756, 194	762,342
2715	Records Clerk	40	40.00	40	40.00	829,953	823,484
2724	Sr. Transcriber Typist	2	1.00	2	1.00	22,888	26,311
2725	Principal Clerk	1	1.00	1	1.00	31,466	31,465
2726	Principal Clerk II	i	1.00	i	1.00	34,931	34,930
2730	Senior Clerk	13	13.00	13	13.00	298,348	303,706
2745	Supervising Clerk	6	6.00	6	6.00	165,874	166,620
2757	Admin. Secretary II	3	3.00	3	3.00	73,701	75,650
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
3008	Senior Word Proc. Oper.	i	1.00	i	1.00	25,602	25,602
3009	Word Proc. Oper.	10	10.00	10	10.00	229,159	227,055
3010	Word Proc. Center Supv.	1	1.00	1	1.00	30,572	30,572
3039	Mail Clerk Driver	3	3.00	3	3.00	60,811	59,103
5065	Deputy Probation Officer	193	179.50	194	181.00	6,832,897	6,914,742
5090	Senior Probation Officer	45	44.50	45	43.00	1,855,988	1,828,534
5115	Supervising Probation Officer	24	24.00	24	24.00	1,135,965	1,136,177
	Total	408	391.50	409	391.50	\$13,198,284	\$13,257,079
Salary	Adjustments:					0	20,104
Premiun	n/Overtime Pay:					195,360	195,360
Employe	ee Benefits:					4,390,688	4,339,210
Salary	Savings:					(354,506)	(350,683)
Integra	ated Leave Program:					0	(303,129)
	Total Adjustments					\$4,231,542	\$3,900,862
Program	n Totals	408	391.50	409	391.50	\$17,429,826	\$17,157,941

PROGRAM: Adult Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17007

MANAGER: Rena Robinson

ORGANIZATION #: 3600

REFERENCE: 1993-94 Proposed Budget - Pg. 11-8

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,395,168	\$9,203,726	\$7,195,992	\$9,904,963	\$7,075,511	(28.6)
Services & Supplies	1,394,852	1,212,059	957,098	1,840,996	958,825	(47.9)
Other Charges	96,274	27,433	1,659	2,000	3,848	92.4
Fixed Assets	3,727	2,613	39,376	0	0	0.0
Vehicle/Comm. Equip.	0	. 0	0	0	0	0.0
TOTAL DIRECT COST	\$9,890,021	\$10,445,831	\$8,194,125	\$11,747,959	\$8,038,184	(31.6)
PROGRAM REVENUE	(2,415,066)	(4,546,167)	(2,479,892)	(5,624,122)	(2,798,097)	(50.2)
NET GENERAL FUND CONTRIBUTION	\$7,474,955	\$5,899,664	\$5,714,233	\$6,123,837	\$5,240,087	(14.4)
STAFF YEARS	192.00	219.69	171.68	231.50	166.50	(28.1)

PROGRAM DESCRIPTION

The Adult Institutional Services Program is composed of three minimum-security facilities for sentenced male inmates (two rural facilities, one urban facility that houses the Work Furlough activity, and a non-institutional Work Project program). The rural camp system was decreased by one facility (or 440 beds) in FY 92-93. The Board of Supervisors approved the mid-year transfer of the Descanso facility to the Sheriff on July 14, 1992 (50). Over the course of the year, approximately 3,400 inmates will be admitted to Adult Institutions. Work Project serves as a non-institutional sentencing alternative and will receive in excess of 34,000 adults and juvenile referrals from the Superior and Municipal Courts.

In Fiscal Year 1993-94, inmates in Probation facilities and on Work Project will provide an estimated 187,604 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 \$5.5 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 1,170 inmates will graduate from a 50-hour substance abuse education program operated within the camp system. This Program also includes the compliance monitoring function (offset by revenue) for two private Work Furlough contracts. In FY 93/94, two positions were transferred from Adult Institutions Work Furlough Program to Juvenile Institutions Home Supervision to electronically monitor youth placed on Home Supervision.

1992-93 BUDGET TO ACTUAL COMPARISON

Total direct cost was 3,553,834 below the 1992-93 budget primarily as a result of the mid-year change transferring the operation of Camp Descanso to the Sheriff [-68 SY; E = -3,403,703; R = -3,408,681]. The charge to fixed assets of 3,376 reflects prior year purchase of computer equipment associated with honor camps.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To provide minimum security confinement of 3,120 male inmates.
 - A total of 3,254 male inmates were confined.
- To provide 107,799 days of inmate labor with an indirect savings to the taxpayer of \$2,748,875 based on minimum wage.
 - A total of 108,407 days of inmate labor was provided, with a savings value of \$2,764,379.
- To provide 20,012 days of Work Project labor with an indirect savings to the taxpayer of \$2,295,306.
 - A total of 109,834 days of Work Project participant labor was provided, with a savings value of \$2,800,767.

1993-94 OBJECTIVES

- To provide minimum security confinement of 3,390 male inmates.
- To provide 108,500 days of inmate labor with an indirect savings to the taxpayer of \$2,766,750 based on minimum wage.
- 3. To provide 79,104 days of Work Project participant labor with an indirect savings to the taxpayer of \$2,017,152.
- 4. To provide 4,296 cost recovery revenue crews to other government agencies generating \$1,331,760 in revenue.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Rural Camps [108.00 SY; E = \$5,730,595; R = \$1,267,889] includes two rural camps Barrett and West Fork.
 - Discretionary/Discretionary Service Level.
 - Offset 22% by program revenue.
- 2. <u>Work Furlough</u> [31.00 SY; E = \$1,383,492; R = \$817,159] provides minimum security custody in-town, allowing residents to maintain employment within the community and is:
 - O Discretionary/Discretionary Service Level.
 - Offset 59% by program revenue.
- 3. Work Project [27.50 SY; E = \$924,097; R = \$713,049] provides the courts with a non-custody sentencing option which includes public service work performed by both adults and juveniles and is:
 - Discretionary/Discretionary Service Level.
 - Offset 77% by program revenue.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
State Meal Subvention	47.987	33,500	33,500	0
Aid From Other Gov't Agencies	0	20,941	20,941	0
Institutional Care & Services County	457,250	673,345	6 73,3 45	0
Institutional Care & Services Federal	0	3,408,681	0	(3,408,681)
Institutional Care & Services State	22,020	0	0	0
Charges to Other Gov't Agencies	1,425,489	933,776	1,374,618	440,842
Other Charges for Current Services-Private Work Furlough	0	0	141,814	141,814
Miscellaneous	1,228	27,961	27,961	0
Sub-Total	\$1,953,974	\$5,098,204	\$2,272,179	\$(2,826,025)
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$525,918	\$525,918	\$525,918	\$0
Sub-Total	\$525,918	\$525,918	\$525,918	\$0
Total	\$2,479,892	\$5,624,122	\$2,798,097	\$(2,826,025)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$5,714,233	\$6,123,837	\$5,240,087	\$(883,750)
Sub-Total	\$5,714,233	\$6,123,837	\$5,240,087	\$(883,750)
Total	\$5,714,233	\$6,123,837	\$5,240,087	\$(883,750)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Fiscal year 1992-93 estimated revenue decrease of \$3,144,230, reflects primarily revenue associated with institutional care of federal and state inmates detained at Descanso. Camp Descanso was transferred to the Sheriff on July 14, 1992 (50).

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

<u>Aid from Other Governmental Agencies</u>. This line item is for revenue received from the Inmate Welfare Fund for financing a Stock Clerk position to operate the inmate commissary program throughout the Adult Institutions.

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

<u>Charges to other Governmental Agencies</u>. This source reflects revenue to be generated by work crews from the Rural Camp, Work Project, and an administrative fee collected for enrollment in the Work Project Program.

Other Charges for Current Services. Includes cost recovery for monitoring private work furlough program.

Miscellaneous Revenue. Funds collected from clients for direct services or reimbursements.

<u>Social Services Trust Fund - Sales Tax</u>. State revenue in the amount of \$525,918 has been allocated to this program to offset the operation of Camp West Fork the County Justice System Program priority to provide adult rehabilitation services. Realignment funding replaces AB-90 funding in the 1993/94 fiscal year.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A:					
X OF RESOURCES: 100%					
WORKLOAD					
ADA - Camp Programs	740	664	555	986	600
ADA - Work Project	316	323	310	300	300
EFFICIENCY					
Unit Cost: (Total Direct Cost/ADA/365 Days Camp Programs) \$34	\$40	\$35	\$30	\$32
Work Project	\$5	\$7	\$9	\$9	\$8
Productivity: (ADA/Staff Years) Camp Programs	4.3	3.0	3.8	4.2	4.6
Work Project	19.1	12.6	12.1	11.8	10.9
EFFECTIVENESS					
Camp Programs Admissions	3,972	3,787	3,254	3,120	3,390
Cost Recovery Revenue Crews	1,437	1,944	1,677	. 1,153	2,212
Dollar Value Collected (crews x \$310)	\$445,470	\$602,640	\$519,870	\$357,430	\$685,720
Days of Labor	146,708	100,114	108,407	107,799	108,500
Dollar Value (labor days x 6 hrs x \$4.25 per hour minimum wage)	\$3,741,054	\$2,552,907	\$2,764,379	\$2,748,875	\$2,766,750
Work Project Referrals	30,898	31,024	34,048	30,000	34,000
Cost Recovery Revenue Crews	1,451	1,633	1,872	1,166	2,084
Dollar Value Collected (crews x \$310)	\$449,810	\$506,230	\$580,320	\$361,460	\$646,040
Days of Labor	88,290	85,414	109,834	90,012	79,104
Dollar Value (labor days x 6 hrs x \$4.25 per hour minimum wage)	\$2,251,395	\$2,178,057	\$2,800,767	\$2,295,306	\$2,017,152
Total Cost Recovery Crews	\$895,280	\$1,108,870	\$1,100,190	\$718,890	\$1,331,760
Total Days of Free Labor	234,998	185,528	218,241	197,811	187,604
Total Non-Cost Recovery Labor Value	\$5,992,449	\$4,730,964	\$5,565,146	\$5,044,181	\$4,783,902
TOTAL DOLLAR VALUE	\$6,887,729	\$5,839,834	\$6,665,336	\$5,763,071	\$6,115,662

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0339	Probation Director	6	6.00	5	5.00	\$393,406	\$330,950
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,803
2650	Stock Clerk	1	1.00	1	1.00	16,717	17, <i>7</i> 58
2658	Storekeeper II	1	1.00	1	1.00	21,541	23,180
2660	Storekeeper I	1	1.00	0	0.00	22,489	0
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,042	20,669
2715	Records Clerk	10	10.00	10	10.00	193,795	206,083
2720	Correctional Facility Clerk	8	8.00	5 1	5.00	159,566	105,493
2728 2730	Detention Proc. Supervisor	1 3	1.00	4	1.00	25,386 47,404	25,342 88,407
2745	Senior Clerk Supervising Clerk	1	3.00 1.00	1	4.00 1.00	67,404 27,769	88,693 27,770
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	
4459	Chief, Food Services	i	1.00	i	1.00	45,517	30,774 39,656
5065	Deputy Probation Officer	13	13.00	12	12.00	530,217	429,873
5069	Asst. DPO III	30	30.00	16	16.00	993,514	553,177
5070	Asst. DPO II	101	95.50	64	58.50	2,567,527	1,614,912
5071	Asst. DPO I	7	7.00	11	9.00	173,122	209,566
5090	Senior Probation Officer	21	21.00	18	18.00	902,193	762,263
5115	Supervising Probation Officer	13	13.00	10	10.00	647,213	494,494
6405	Food Services Supervisor	5	5.00	3	3.00	135,582	85, 197
6410	Senior Cook	11	11.00	8	8.00	259,539	191,904
	Total	237	231.50	174	166.50	\$7,304,116	\$5,328,557
Salary	Adjustments:					0	(83,714)
Employe	ee Benefits:					2,360,561	1,709,798
Тетрога	ary Help:					113,599	116,948
Standby	/ Pay:	-				52,560	0
Biling	ual Premium:					15,007	5,058
Shift [Differential:					35,509	26,211
Call Ba	ack:					17,256	46,233
Premiu	n Overtime:					157,791	162,356
Hol iday	/ Premium:					43,891	23,714
Salary	Savings:					(195,327)	(144,055)
Integra	ated Leave Program:					0	(115,595)
	Total Adjustments					\$2,600,847	\$1,746,954
Program	n Totals	237	231.50	174	166.50	\$9,904,963	\$7,075,511

PROGRAM: Juvenile Field Services

DEPARTMENT: PROBATION

PROGRAM #: 17005

MANAGER: J. Douglas Willingham

ORGANIZATION #: 3600

REFERENCE: 1993-94 Proposed Budget - Pg. 11-13

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$6,730,250	\$7,111,918	\$6,803,392	\$7,486,048	\$7,389,670	(1.3)
Services & Supplies	690,210	560,064	549,732	714,618	714,618	0.0
Other Charges	315,930	228,798	361,114	290,636	361,300	24.3
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$7,736,390	\$7,900,780	\$7,714,238	\$8,491,302	\$8,465,588	(0.3)
PROGRAM REVENUE	(700,604)	(803,713)	(4,809,910)	(854,468)	(4,352,563)	409.4
NET GENERAL FUND CONTRIBUTION	\$7,035,786	\$7,097,067	\$2,904,328	\$7,636,834	\$4,113,025	(46.1)
STAFF YEARS	167.75	156.74	152.00	168.00	169.00	0.6

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 Court 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.

The Border Youth Program was transferred from Special Operations to Juvenile Field Services in FY 93/94.

PROGRAM: Juvenile Field Services

1992-93 BUDGET TO ACTUAL COMPARISON

There was a 1% (109) decrease in cases between budgeted and actual referrals. The total number of investigations was 968 less than the budgeted figure due primarily to reduction in police and other referrals which in turn occasioned a reduction in investigations.

DEPARTMENT: PROBATION

The number of petitions filed was 388 more than budgeted. The average number of supervision cases was 146 more than budgeted.

Actual expenditures for FY 1992-93 were \$777,064 less than budgeted due to the county-wide hiring freeze; Services & Supplies was under spent by \$164,886; Other Charges was over expended \$70,478 due to out-of-home placement of wards. Revenue is significantly greater, by \$3,955,442, as a result of qualification for Title IV-A and Title IV-E funds.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 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.
 - JFS Officers conducted 11,077 face-to-face interviews with Level I wards during FY 92/93. This is equivalent to 95.55% of all wards on intensive supervision twice monthly.
- 2. To provide a level and quality of supervision so that at least 60% of the wards on active probation during the year will not recidivate during their term of supervision.
 - This objective was met during FY 92/93.
- 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 Information Supervision Program.
 - This objective was met during FY 92/93.
- To utilize community resources to provide counseling and other social services in at least 70% of all cases handled in the Informal Supervision Program
 - This objective was met during FY 92/93.

1993-94 OBJECTIVES

- 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 of wards so that at least 60% of the wards on active probation 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.
- 5. To return Mexican National juvenile offenders to Mexican authorities and maintain the re-arrest rate at or below 15%.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Juvenile Intake and Investigation [81.0 SY; E = \$3,658,216; R = \$40,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset by \$40,000 (or 1%) in revenues from charges for services.
 - 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. <u>Juvenile Supervision</u> [88.00 SY; E = \$4,807,372; R = \$4,312,563] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 90% by Title IV-A and Title IV-E revenue for the Intensive Supervision of high-risk offenders, support and care of juvenile wards and delinquency prevention services to five school districts.
 - Able to supervise an average of 2,585 wards per month.

DEPARTMENT: PROBATION

PROGRAM REVENUE BY SOURCE				al .
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
Charges for Current Services	\$55,437	\$40,000	\$40,000	\$0
Support and Care of Persons (Includes Title XIX)	82,050	33,705	257,665	223,960
Revenue Contracts with School Districts	157,969	206,820	206,820	0
Miscellaneous	18,246	165,306	165,306	0
State Grants Other	40,702	0	0	0
Sub-Total	\$354,404	\$445,831	\$669,791	\$223,960
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$330,939	\$408,637	\$408,637	\$0
Title IV-E Revenue	4,124,567	0	3,274,135	3,274,135
Sub-Total	\$4,455,506	\$408,637	\$3,682,772	\$3,274,135
Total	\$4,809,910	\$854,468	\$4,352,563	\$3,498,095
GENERAL FUND CONTRIBUTION DETAIL		_		
GENERAL TORD CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	- Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$2,904,328	\$7,636,834	\$4,113,025	\$(3,523,809)
Sub-Total	\$2,904,328	\$7,636,834	\$4,113,025	\$(3,523,809)
Total	\$2,904,328	\$7,636,834	\$4,113,025	\$(3,523,809)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues increased dramatically by \$3,498,095 due to new revenues from Title IV-A and Title IV-E. The Social Services Trust Fund revenue was \$77,698 less than budgeted due to a shortfall in Sales Tax state-wide. Support and Care of Persons was \$48,345 more than budgeted due to the realization of some Social Security Title XIX reimbursement. Due to both the increased revenue and decreased spending, General Fund contribution was reduced by \$4,732,506 for the 92/93 fiscal year.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Intake & Investigation					
% OF RESOURCES: 46.5%					
WORKLOAD					
Intake Referrals Processed	7,962	7,903	8,373	8,482	8,482
Investigations Conducted	3,375	2,945	2,880	3,848	3,848
Informal Cases Supervised Average	748	623	528	716	716
EFFICIENCY					
Unit Cost (Direct Cost/Workload) Cost/Referral	\$149	\$158	, \$139	\$158	\$172
Cost/Investigation	\$568	- \$603	\$576	\$563	\$541
Cost/Informal Supervision	\$115	\$150	\$165	\$151	\$153
Productivity (Workload/Staff Years) Referrals/Staff Years	265	255	253	274	274
Investigations/Staff Years	68	59	58	77	77
Informal Supervisions/Staff Years	340	312	352	358	358
<u>EFFECTIVENESS</u>					
Petitions Filed	3,207	2,886	3,028	2,640	2,640
% Petitions Filed on Referrals	40%	37%	36%	31%	31%
ACTIVITY B: Supervision					
X OF RESOURCES: 53.5%					
<u>WORKLOAD</u>					
Regular Cases Supervised	2,605	3,009	2,731	2,585	2,585
Intensive Cases Supervised	516	451	483	470	470
EFFICIENCY					
Unit Cost (Direct Cost/Workload) Cost/Regular Supervision	\$1,446	\$1,384	\$1,398	\$1,641	\$1,485
Cost/Intensive Supervision	\$1,495	\$1,380	\$1,395	\$1,350	\$1,442
Productivity (Workload/Staff Years) Regular Cases Supervised/Staff Years	59	70	72	62	68
Intensive Cases Supervised/Staff Years	57	50	54	52	52
<u>EFFECTIVENESS</u>					
Amount Collected for Victim Restitution	\$267,296	\$280,027	\$279,208	\$272,770	\$272,770

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0399	Probation Director	2	2.00	3	2.00	142,569	123,192
2291	Deputy Chief P.O.	1	1.00	1	1.00	\$70,803	\$70,803
2319	Probation Aide	i	1.00	ż	2.00	27,623	47,287
2700	Intermediate Clerk Typist	11	11.00	11	11.00	212,410	223,675
2710	Junior Clerk Typist	4	4.00	4	4.00	61,864	60,164
2715	Records Clerk	9	9.00	9	9.00	186,496	184,739
2724	Sr. Transcriber Typist	ź	3.00	ź	3.00	72,086	72,009
2726	Principal Clerk II	1	1.00	1	1.00	34,931	34,930
2730	Senior Clerk	8	8.00	8	8.00	190,416	191,573
2758	Administrative Sec. III	1	1.00	1	1.00	30,774	26,707
2810	Telephone Operator	ż	2.00	ż	2.00	39,783	40,716
3009	Word Processor Operator	17	17.00	17	17.00	375,791	389,704
3010	Word Processor Ctr. Supervisor		2.00	2	2.00	61,144	61,144
3039	Mail Clerk Driver	1	1.00	ī	1.00	20,714	20,714
5065	Deputy Probation Officer	69	67.00	69	67.00	2,496,667	2,503,953
5069	Asst. DPO III	5	5.00	5	5.00	166,028	166,920
5090	Senior Probation Officer	22	22.00	22	22.00	931,910	938,308
5115	Supervising Probation Officer	9	9.00	9	9.00	425,628	425,619
5120	Transportation Officer	1	1.00	1	1.00	36,686	36,685
5125	Prob. Youth Athletic Dir.	1	1.00	1	1.00	50,338	50,338
	Total	170	168.00	172	169.00	\$5,634,661	\$5,669,180
Salary	Adjustments:					825	4,475
Summar	y Extra Help:					14,000	14,000
Employe	ee Benefits:					1,892,404	1,880,743
Biling	ual Pay:					8,430	8,430
Regula	r Overtime:					92,405	92,405
Salary	Savings:					(156,677)	(150,382)
Integra	ated Leave Program:					0	(129,181)
	Total Adjustments					\$1,851,387	\$1,720, <u>4</u> 90
Progra	n Totals	170	168.00	172	169.00	\$7,486,048	\$7,389,670

PROGRAM: Juvenile Institutional Services

DEPARTMENT: PROBATION

PROGRAM #: 17004

ORGANIZATION #: 3600

MANAGER: James C. Poe

REFERENCE: 1993-94 Proposed Budget - Pg. 11-18

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,983,448	\$12,323,842	\$12,922,175	\$12,697,620	\$13,986,349	10.1
Services & Supplies	973,480	942,946	1,043,967	1,028,173	1,158,845	12.7
Other Charges	11,326	2,497	3,134	2,231	. 0	(100.0)
Fixed Assets	3,609	449	0	0	0	0.0
Communications/Vehicles	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$11,971,863	\$13,269,734	\$13,969,276	\$13,728,024	\$15,145,194	10.3
PROGRAM REVENUE	(1,837,317)	(1,921,854)	(3,536,529)	(3,105,210)	(9,617,081)	209.7
NET GENERAL FUND CONTRIBUTION	\$10,134,546	\$11,347,880	\$10,432,747	\$10,622,814	\$5,528,113	(48.0)
STAFF YEARS	239.00	321.76	343.00	297.00	333.00	12.1

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 Welfare and Institutions Code for the temporary, secure detention of youth under 19 years of age. The primary goal is public protection. Youths apprehended for criminal behavior are delivered by law enforcement agencies to Juvenile Hall, where the case is screened by the detention control unit to determine if they should be detained or released to their parents until their court hearing. Youths who are a danger to themselves, to others, or the property of others are subsequently booked into Juvenile Hall. Those who are not detained may be placed on Home Supervision ("house arrest"), diverted to community-based agencies, or released to parents pending court proceedings. Youths in Juvenile Hall are charged with criminal offenses and are awaiting court disposition, dispositional placement, or are serving sentences at Juvenile Hall. The California Youth Authority (CYA) rated capacity of Juvenile Hall is 339. While detained, the youths attend school, assist in house-keeping, and participate in group recreational activities. School is provided by staff of the County Department of Education and medical service is provided by staff of the Department of Health Services.

The Home Supervision Unit at Juvenile Hall monitors juveniles who are on "house arrest" in their own home in lieu of detention pending the dispositional court hearing. During FY 93-94, the Electronic Surveillance Program in Adult Institutions was transferred to the Home Supervision Unit for monitoring those juveniles on "house arrest."

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 1993-94, having determined that these juveniles are in need of specialized treatment programs as a result of their illegal behavior. The Short-Term Offender Program (STOP) is a 30-day camp program for first time offenders located at Rancho del Campo. The goal of STOP is to impact the first time offender in such a way so as to avoid further law violations and thus reducing future out-of-home placement. Rancho del Rayo and Rancho del Campo house only boys and their capacities are 106 and 100, respectively. The Girls Rehabilitation Facility houses only girls, and its capacity is 20.

The Families And Children Empowered for Success (FACES) Program is a cooperative effort between Probation, County Department of Education-Court Schools, Mental Health, and Community-Based Organizations (CBO's). It is a Family Preservation Model day treatment program designed to reduce the number of wards in costly out-of-home placements.

The programs at the facilities include supervised work activities, recreational activities, counseling, linkages with community-based organizations, group sports, and an educational program offered by the County Department of Education. For eligible wards, the last 60 days of the program in the correctional facilities is served at the Youth Day Center which is a cooperative effort between the County Department of Education/Court Schools and community-based organizations. The Youth Day Center focuses on the youth's transition back into the community.

1992-93 BUDGET TO ACTUAL COMPARISON

This program overspent in direct cost by \$231,252 (or 1.8%). However, revenues were \$431,319 higher than expected. Overall, the program's net County cost was \$190,067 less than budgeted. The overexpenditure in salaries and benefits was a result of overtime use associated with the increase in population at Juvenile Hall.

A mid-year adjustment for the Families And Children Empowered for Success (FACES) Program added four staff years to this program. FACES is funded by a grant from the Office of Criminal Justice Planning (OCJP). The grant funding has been extended for one year in the amount of \$86,732.

1992-93 ACHIEVEMENT OF OBJECTIVES

1. To maintain a daily population in substantial compliance with Youth Authority standards.

All institutions, except Juvenile Hall, were within their rated capacity for Average Daily Attendance. Juvenile Hall's rated capacity is 339, while their average daily attendance for 92-93 was 372. Although the ADA was over CYA standards, all efforts were made to maintain a 1:10 staffing ratio based on population.

2. To assure that at least 64% of all wards committed will successfully complete the programs.

The Juvenile Ranch Facilities program completion rate was 53%, but the STOP program completion rate was 98%. The reason for the lower completion rate is that the more serious offender passes through JRF vs. STOP.

- To provide a minimum security sentencing option to the Court for 447 juvenile offenders.
 - 1,064 youths were sentenced to the JRF, STOP, and GRF programs during FY 92/93.
- 4. To provide 8,850 ward labor days to indirectly reduce County costs by \$300,900.

Wards at JRF provided 10,114 ward labor days and reduced County costs by \$343,876 due to this work.

1993-94 OBJECTIVES

- 1. To maintain a daily population in substantial compliance with California 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 for 572 juvenile offenders.
- To provide 8,850 ward labor days to indirectly reduce County cost by \$300,900.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Juvenile Institutional Corrections [103.00 SY; E = \$5,342,792; R = \$4,948,358] includes the boys facilities, Rancho del Campo and Rancho del Rayo, Girls Rehabilitation Center, and the Youth Day Center. This activity is:
 - Discretionary/Mandated Service Level.
 - Offset 93% by program revenue.
 - A local sentencing option to the Court as an alternative to California Youth Authority, private 24-hour schools and other private placements.
 - Rancho del Rayo funded utilizing revenue from the Juvenile Offender Local Protection and Corrections Act, AB 799.
 - Rancho del Campo funded utilizing revenues from Social Services Realignment Fund.
- 2. <u>Juvenile Detention</u> [230.00 SY; E = \$9,802,402; R = \$4,668,723] includes Juvenile Hall and Home Supervision. This activity is:
 - Mandated/Mandated Service Level.
 - Offset 48% by program revenue.
 - The only juvenile detention facility in the County for use by the Court and local law enforcement agencies.
 - o 36 staff years were added to maintain the CYA mandated 1:10 staff to ward ratio for the facility based on a population of 458.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
State Aid Corrections (AB 799)	\$0	\$0	\$2,005,179	\$2,005,179
State Meal Subvention	653,672	512,135	630,436	118,301
State Emergency Assistance	0	0	3,660,273	3,660,273
Charges for Institutional Care (includes Title XIX)	846,406	527,532	1,144,119	616,587
Charges to Other Government Agencies	54,439	50,000	50,000	0
Miscellaneous	0	0	. 0	0
State Grants - Other (FACES)	5,624	0	[*] 43, <i>7</i> 31	43 <i>,7</i> 31
Institutional Care and Services-Title XIX	0	0	0	0
Sub-Total	\$1,560,141	\$1,089,667	\$7,533, <i>7</i> 38	\$6,444,071
REALIGNMENT:				
Social Services Trust Fund - Sales Tax	\$1,976,388	\$2,015,543	\$2,083,343	\$67,800
Sub-Total	\$1,976,388	\$2,015,543	\$2,083,343	\$67,800
Total	\$3,536,529	\$3,105,210	\$9,617,081	\$6,511,871
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$10,432,747	\$10,622,814	\$5,528,113	\$(5,094,701
Sub-Total	\$10,432,747	\$10,622,814	\$5,528,113	\$(5,094,701
Total	\$10,432,747	\$10,622,814	\$5,528,113	\$(5,094,701

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue was \$431,319 higher than budgeted due to State Meal Subvention revenue being \$141,537 more than budgeted; Charges for Institutional Care being \$318,874 more than budgeted; and Charges to Government Agencies being \$4,439 more than budgeted. These revenues were higher than budgeted due to the high average daily attendance. The Social Services Trust Fund - Sales Tax was \$39,155 less than budgeted due to a shortfall of sales tax state-wide.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Juvenile Institutions					
X OF RESOURCES: 97%					
WORKLOAD					
Average Daily Attendance Juvenile Hall	377	364	372	370	- 458
Rancho del Rayo	102	105	99	106	106
Girls Rehab. Facility	21	25	23	20	20
Rancho del Campo	81	. 94	66	70	70
STOP Program			28	30	30
Admissions Juvenile Hall	6,421	5,515	5,528	6,032	6,032
Juvenile Ranch Facilities/STOP Program	591	945	979	502	502
Girls Rehab. Facility	99	120	85	70	70
EFFICIENCY					
Unit per Day Cost: (Direct Cost/Workload) Juvenile Hall	\$51	\$60	\$61	\$60	\$56
Juvenile Ranch Facilities	\$61	\$56	\$61	\$60	\$61
Productivity: Juvenile Hall ADA/SY	2.6	1.7	2.0	2.0	2.10
Juvenile Ranch ADA/SY	2.2	2.0	2.2	1.9	2.3
FFECTIVENESS					
STOP Program % of Program Completions			98%	-0-	80%
tancho del Rayo, Rancho del Campo % of Program Completions	63%	64%	53%	64%	64%
Ward Labor Days	11,800	11,759	10,114	11,800	11,800
<pre>\$ Value/Labor (based on minimum wage of \$4.25)</pre>	\$401,200	\$399,806	\$343,876	\$401,200	\$401,200
iirls Rehab. Facility					

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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
EFFICIENCY					
Unit Cost: Daily Cost of Home Supv.	\$12	\$12	\$10	\$17	\$17
Productivity: Avg. Daily Cases/SY	9.2	9.5	12.4	6. 6	6.6
<u>EFFECTIVENESS</u>					
% to Court without JH detention	83%	82%	80%	84%	84%

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0399	Probation Director	4	4.00	4	4.00	\$263,275	\$263,275
2291	Deputy Chief P.O.	1	1.00	1	1.00	70,803	70,803
2511	Sr. Payroll Clerk	1	1.00	i	1.00	25,056	21,755
2650	Stock Clerk	1	1.00	1	1.00	18,890	19,812
2658	Storekeeper II	2	2.00	2	2.00	46,324	49,566
2700	Intermediate Clerk Typist	2	1.50	2	1.50	29,698	30,316
2720	Correctional Facility Clerk	4	4.00	4	4.00	84,070	84,944
2728	Detention Proc. Supv.	1	1.00	<u>1</u>	1.00	29,189	29,188
2730	Senior Clerk	2	2.00	3	3.00	47,898	68,082
2758	Admin. Sec. III	1	1.00	1	1.00	30,774	30,774
3002	Booking clerk	13 23	9.50 23.00	13 25	9.50 23.50	225,193 863,563	225,603 909,186
5065 5069	Deputy P.O. Asst. DPO III	31	31.00	35	35.00	1,052,565	1,173,968
5070	Asst. DPO III	121	121.00	152	152.00	3,225,743	4,026,077
5071	Asst. DPO I	21	21.00	19	17.50	504,139	424,991
5090	Senior P.O.	41	41.00	40	40.00	1,732,609	1,760,547
5115	Supervising Probation Officer	15	15.00	19	19.00	731,268	900,411
6405	Food Services Supervisor	2	2.00	2	2.00	55,107	56,453
6410	Senior Cook	10	10.00	10	10.00	235,957	241,275
6415	Food Services Worker	3	3.00	3	3.00	49,810	49,980
7530	Sew. Room Supervisor	2	2.00	2	2.00	38,315	38,284
	Total	301	297.00	340	333.00	\$9,360,246	\$10,475,290
Salary	Adjustments:					\$0	\$97,773
Employe	ee Benefits:		•			3,019,542	3,302,201
Tempora	ary Help:					139,174	139,174
Standby	/:					41,391	0
Bilingu	ual Pay:					26,167	26,167
Shift D	Differential:					57,658	57,658
Callbac	:k:					80,464	80,464
Premium	n Overtime:					148,070	189,461
Hol iday	/ Premium:					78,303	78,303
Salary	Savings:	·				(253,395)	(259,432)
Integra	ated Leave Program:					0	(200,711)
	Total Adjustments					\$3,337,374	\$3,511,058
Program	n Totals	301	297.00	340	333.00	\$12,697,620	\$13,986,348

Note: Budgeted staff years should be 336.00 instead of 333.00 as shown above, and 164.50 for Adult Institutions instead of 166.50. The positions weren't added to the Department worksheets in time for the Line Item Budget because they were closed to further input when the Board approved final adjustments to the Budget.

PROGRAM: Special Operations

DEPARTMENT: PROBATION

PROGRAM #: 17001

MANAGER: J. Douglas Willingham

ORGANIZATION #: 3600

REFERENCE: 1993-94 Proposed Budget - Pg. 11-23

AUTHORITY: W&I Code, Articles 14-22, Sections 601-827. These Code sections require the 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,338,595	\$1,635,401	\$1,713,092	\$1,649,860	\$1,662,503	0.8
Services & Supplies	53,049	52,041	30,052	126,785	86,270	(32.0)
Other Charges	71,300	76,300	76,300	76,300	0	(100.0)
Fixed Assets	10,331	333	13,014	13,134	5,340	(59.3)
Vehicle/Comm. Equip.	0	0	0	15,200	0	(100.0)
TOTAL DIRECT COST	\$1,473,275	\$1,764,075	\$1,832,458	\$1,881,279	\$1,754,113	(6.8)
PROGRAM REVENUE	(235,235)	(333,312)	(433,319)	(522,805)	(474,351)	(9.3)
NET GENERAL FUND CONTRIBUTION	\$1,238,040	\$1,430,763	\$1,399,139	\$1,358,474	\$1,279,762	(5.8)
STAFF YEARS	33.50	32.43	34.91	34.00	34.00	0.0

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, and the Jurisdictions Unified for Gang and Drug Enforcement (J.U.D.G.E.) Unit.

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 723 Adult and juvenile gang members on probation. This Unit also supports the "Educate, Motivate, Organize & Mobilize" (EMOM) program and the Operation Weed and Seed program.

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.

1992-93 BUDGET TO ACTUAL COMPARISON

A difference in total expenditures of \$48,821 (2.6%) exists between 1992-93 budget and actual direct costs. This difference results from an underexpenditure of \$96,733 (47.6%) in Services and Supplies and Other Charges, an underexpenditure of \$15,320 (54%) in Fixed Assets and Vehicles/Communication Equipment, and overexpenditure of \$63,232 (3.5%) in Salaries and Benefits.

In the Gang Suppression Unit (GSU), there is a decrease of 96 cases (11.7%) between 92-93 budget and actual intensive cases supervised. The J.U.D.G.E. Unit filed 85 (52%) more probation violations than FY 92-93 budget. Approximately 804 more target offenders were profiled than budgeted for FY 92-93 due to increased referrals from both adult and juvenile caseloads.

1992-93 ACHIEVEMENT OF 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.

Face-to-face interviews were conducted 1.8 times a month on 90% of all available adult probationers; only 1.2 interviews per month were conducted on 90% of all available juvenile probationers due to the high number of collateral contacts (4 per month).

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.

Approximately 85% of those active during the year were returned to court for 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 the arrest of probation violators.

The task force met once a month for a total of 12 meetings.

4. To return Mexican National juvenile offenders to Mexican authorities and maintain the re-arrest rate at or below 15%.

In FY 92-93, 108 minors were processed through the program, bringing the total to 622 participants; the rearrest rate is 12.86%.

1993-94 OBJECTIVES

- 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.
- To provide a level and quality of supervision to adult and juvenile probationers in order to detect violations of conditions of probation in at least 50% of those active during the year and return them to court for further action.
- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Gang Suppression Unit</u> [25.00 SY; E = \$1,286,296; R = \$83,706] includes intensive supervision of 723 adult and juvenile gang members on probation. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 6.5% by \$83,706 in revenue from the Operation Weed and Seed and EMOM Programs.
 - Able to supervise a monthly average of 416 adult and 307 juvenile high-risk, gang involved offenders.
- 2. <u>Jurisdictions Unified for Gang and Drug Enforcement (J.U.D.G.E) Unit</u> [9.00 SY; E = \$467,817; R = \$390,645] The Probation component of this activity is:
 - Mandated/Discretionary Service Level.
 - 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.
 - Offset 83.5% by \$390,645 in revenues from the San Diego Regional Drug Enforcement Program, and the County Master Plan grant.

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
Jurisdictions Unified for Drug and				
Gang Enforcement (J.U.D.G.E.)	\$332,338	\$334,866	\$334,866	\$0
Asset Forfeiture Fund	0	73,454	0	(73,454)
County Master Plan	22,711	55, <i>77</i> 9	55 <i>,7</i> 79	0
Operation Weed & Seed	53,270	58,706	58,706	0
Project Educate, Motivate, Organize & Mobilize (EMOM)	25,000	0	25,000	25,000
Sub-Total :	\$433,319	\$522,805	\$474,351	\$(48,454)
Total	\$433,319	\$522,805	\$474,351	\$(48,454)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,399,139	\$1,358,474	\$1,279,762	\$(78,712)
Sub-Total	\$1,399,139	\$1,358,474	\$1,279,762	\$(78,712)
Total	\$1,399,139	\$1,358,474	\$1,279,762	\$(78,712)

EXPLANATION/COMMENT ON PROGRAM REVENUES

There is a net decrease in total revenue of \$48,454 (9.3%) between FY 1992-93 and 1993-94. This is a result of eliminating the transfer account revenue of \$73,454 in the Probation Asset Forfeiture Program (#5930) to be consistent with administration of such funds in other County law enforcement departments, and adding a revenue offset of \$25,000 (from an Office of Criminal Justice Planning Gang Violence Suppression Grant) as funding for a collaborative effort among the County Department of Education, the Probation Department, and community-based organizations to provide antigang educational services in County Schools.

PROGRAM: Special Operations		DEPA	RTMENT: PROBATI
FIXED ASSETS			
Item	Quantity	Unit	Total Cost
Handguns	20	\$267	\$5,340
Total			\$5,340
خت			
VEHICLES/COMMUNICATION EQUIPMENT			
l tem	Quantity	Unit	Total Cost
Total			\$0

PERFORMANCE INDICATORS	· · · · · · · · · · · · · · · · · · ·	· -· - · · · · · · · · · · · · · · · ·			
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A:					
Gang Suppression Unit					
% OF RESOURCES: 73%					
WORKLOAD					
Intensive Cases Supervised	795	788	723	819	723
EFFICIENCY					
Unit Cost (Direct Cost/Workload) Cost/Intensive Supervision	\$1,417	\$1, <i>7</i> 37	\$1,939	\$1,587	\$1,779
Productivity (Workload/Staff Years) Intensive Cases Supervised/Staff Years	33	35	26	33	29
<u>EFFECTIVENESS</u>					
# of Probation Violations filed	646	585	615	585	615
ACTIVITY B: J.U.D.G.E. Unit					
% OF RESOURCES: 27%					
EFFECTIVENESS					
# Interagency meetings attended	12	12	12	12	12
# Target offenders profiled	912	759	1,584	780	1,584
# Probation violations filed	162	160	247	162	247

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0399	Probation Director	4	1.00	4	1.00	#41 ED4	¢41 E04
2700	Intermediate Clerk Typist	2	2.00	, 5	2.00	\$61,596 \$35,936	\$61,596 41,338
2700 2730	Senior Clerk	3	2.00	2 3	2.00	44,755	47,900
3009	Word Processor Operator	3	3.00	3	3.00	70,132	68,080
5065	Deputy Probation Officer	22	18.00	22	18.00	669,034	698,134
5090	Senior Probation Officer	6	5.00	6	5.00	214,535	214,540
5115	Supervising Prob. Officer	3	3.00	3	3.00	141,876	141,873
	Total	40	34.00	40	34.00	\$1,237,864	\$1,273,461
Salary	Adjustments:					\$0	\$1,010
	•						01,010
·	ee Benefits:					379,388	387,167
Employ	_					379,388 65,006	
Employ Regula	ee Benefits:					•	387,167
Employ Regula Salary	ee Benefits: r Overtime:					65,006	387,167 65,006
Employ Regula Salary	ee Benefits: r Overtime: Savings:					65,006	387,167 65,006 (33,966)

PROGRAM: Department Administration

DEPARTMENT: PROBATION

PROGRAM #: 91000

ORGANIZATION #: 3600

MANAGER: Alan M. Crogan

REFERENCE: 1993-94 Proposed Budget - Pg. 11-28

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,208,919	\$2,359,888	\$1,900,064	\$2,236,292	\$2,178,314	(2.6)
Services & Supplies	298,146	175,866	241,706	418,307	390,521	(6.6)
Other Charges	14,420	0	0	0	0	0.0
Fixed Assets	48,789	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,570,274	\$2,535,754	\$2,141,770	\$2,654,599	\$2,568,835	(3.2)
PROGRAM REVENUE	(525,856)	(487,995)	(352,052)	(474,550)	(380,803)	(19.8)
NET GENERAL FUND CONTRIBUTION	\$2,044,418	\$2,047,759	\$1,789,718	\$2,180,049	\$2,188,032	0.4
STAFF YEARS	41.00	40.81	35.61	37.00	37.00	0.0

PROGRAM DESCRIPTION

This program, at the direction of the Chief Probation Officer, provides overall management, leadership and direction for the Department. It encompasses 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 1,094 staff years associated with five operational program components located in 15 facilities and offices throughout the County.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits were below budget by \$336,228 due to the Integrated Leave Program and added salary savings, including the Assistant Chief Probation Officer for the full year. The over-budget Services & Supplies expenditure is a result of Temporary Contract Help costs.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To provide 48,648 training hours for Administration, Institutional and Field Services personnel.
 - A total of 38,751 training hours were provided.
- 2. To provide 30,000 of volunteer service through participation in the Volunteers in Probation Program.
 - A total of 11,937 hours of volunteer services were provided.

1993-94 OBJECTIVES

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- To provide 36,468 training hours for administrative, institutional and field service personnel.
- 2. To provide 15,000 hours of volunteer service through participation in the Volunteers in Probation program.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Office of the Chief Probation Officer [4.0 SY; E = \$341,785; R = \$0] includes the Chief Probation Officer, the Assistant, and secretarial support. This activity is:
 - Mandated/Discretionary Service Level.
 - Responsible to the Board of Supervisors and Courts for establishing the Department's operating policies and objectives and the overall management direction for a \$50.1 million budget.
- 2. <u>Administrative Services</u> [33.00 SY; E = \$2,227,050; R = \$380,803] includes administrative and technical support services to the Department's five operational programs. This activity is:
 - Discretionary/Discretionary Service Level.
 - Offset 17.1% by program revenue.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Standards in Training for Corrections (SB924)	\$352,052	\$406,750	\$380,803	\$(25,947)
Sub-Total	\$352,052	\$406,750	\$380,803	\$(25,947)
REALIGNMENT: Social Services Trust Fund - Sales Tax	\$0	\$67,800	\$0	\$(67,800)
Sub-Total	\$0	\$67,800	\$0	\$(67,800)
Total	\$352,052	\$474,550	\$380,803	\$(93,747)
GENERAL FUND CONTRIBUTION DETAIL	4000 07	4000 07	4007.04	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,789,718	\$2,180,049	\$2,188,032	\$7,983
Sub-Total	\$1,789,718	\$2,180,049	\$2,188,032	\$7,983
Total	\$1,789,718	\$2,180,049	\$2,188,032	\$7,983

EXPLANATION/COMMENT ON PROGRAM REVENUES

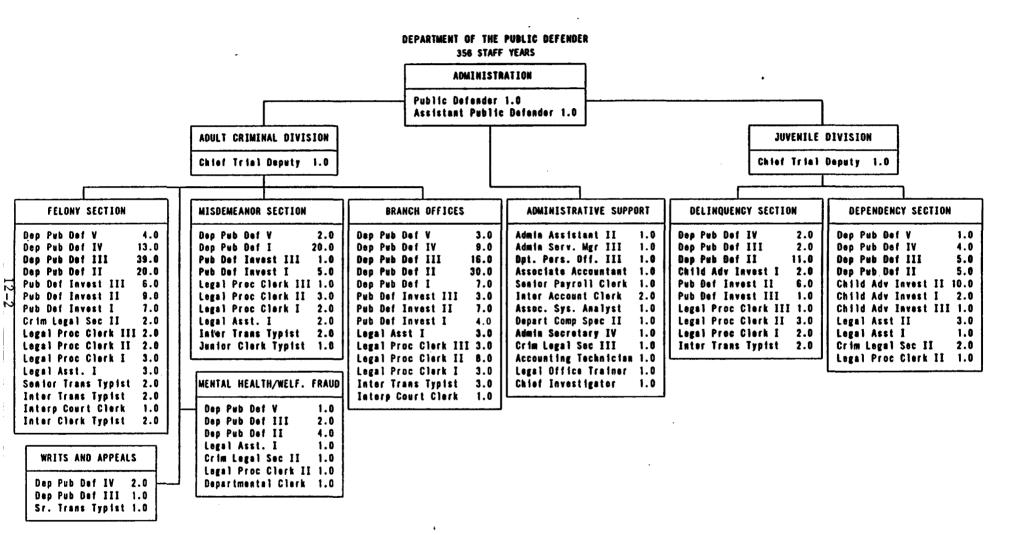
The revenue projections for both 1992-93 has been reduced for 1993-94 to reflect lower SB 924 revenue of \$27,041, partially a result of a 1992-93 Mid-Year Budget Reduction of Travel (-\$25,947) based on Board Action 9-13-92, and the transfer of \$67,800 Social Services Trust Funds from Administration to Home Supervision in the Juvenile Institutional Services Program to comply with regulations issued by the funding source.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2157	Chief Probation Officer	1	1.00	1	1.00	\$99,223	\$111,352
2265	Asst. Chief Probation Officer	i	1.00	1	1.00	86,549	99,224
2266	Deputy Chief P.O. Mgmt. Svcs.	i	1.00	i	1.00	67,401	67,400
2312	Dept. Personnel & Training Adm.	•	1.00	i	1.00	57,483	57,482
2319	Probation Aide	i	1.00	ì	1.00	27,623	27,622
2328	Dept. Personnel Off. II	i	1.00	i	1.00	46,162	46,162
2330	Dept. Personnel Off. I	ż	2.00	ż	2.00	83,686	83,686
2358	Coord., Prob. Community Aff.	ī	1.00	1	1.00	41,109	46,162
2365	Staff Development Specialist	i	1.00	i	1.00	36,381	35,447
2367	Prin. Admin. Anal.	i	1.00	i	1.00	52,157	52,156
2395	Mgr. Prob. Program Planning	i	1.00	i	1.00	57,483	57,482
2412	Analyst II	ż	2.00	ż	2.00	83,557	83,686
2413	Analyst III	2	2.00	2	2.00	92,324	85,270
2427	Associate Systems Analyst	1	1.00	1	1.00	49,673	49,673
2511	Senior Payroll Clerk	3	3.00	3	3.00	71,905	74,001
2537	•	1	1.00	1	1.00	57,483	57,482
	Department Budget Manager	1	1.00	1	1.00		
2658	Storekeeper II	2		•	2.00	24,783	24,783
2730	Senior Clerk	1	2.00	2 1		47,898 27,740	47,900
2745	Supervising Clerk	1	1.00	i	1.00	27,769	27,770
2757	Admin. Secretary II	•	1.00	2	1.00	22,151	22,113
2758	Admin. Secretary III	2	2.00	-	2.00	61,548	61,548
2759	Admin. Secretary IV		1.00	1	1.00	33,135	33,135
3008	Senior Word Proc. Operator	1	1.00	1	1.00	25,602	25,602
3009	Word Processing Operator	1	1.00	1	1.00	22,034	23,068
3119	Dept. Comp. Spec. II	1	1.00	. 1	1.00	35,270	35,270
5064	Prob. Staff Development Coord.	1	1.00	1	1.00	45,663	45,663
5065	Deputy P.O.	1	1.00	1	1.00	38,924	38,924
5090	Senior P.O.	2	2.00	2	2.00	85,814	85,816
6344	Coord., Vol. Svcs.	1	1.00	1	1.00	23,949	31,509
	Total	37	37.00	37	37.00	\$1,504,739	\$1,537,388
Salary	Adjustments:					\$29,203	\$1,193
SB 924	Reimbursed Overtime:					\$192,577	\$192,577
Employe	ee Benefits:					558,195	533,241
Salary	Savings:					(48,422)	(44,499)
Integra	ated Leave Program:					0	(41,586)
	Total Adjustments					\$731,553	\$640,926
Program	a Totals	37	37.00	37	37.00	\$2,236,292	\$2,178,314

PUBLIC DEFENDER

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Indigent Defense	\$20,315,255	\$22,598,959	\$22,890,931	\$23,322,610	\$24,298,611	\$976,001	4.2
TOTAL DIRECT COST	\$20,315,255	\$22,598,959	\$22,890,931	\$23,322,610	\$24,298,611	\$976,001	4.2
PROGRAM REVENUE	(1,017,138)	(1,094,457)	(963,648)	(1,055,544)	(1,449,375)	(393,831)	37.3
NET GENERAL FUND COST	\$19,298,117	\$21,504,502	\$21,927,283	\$22,267,066	\$22,849,236	\$582,170	2.6
STAFF YEARS	327.01	333.11	335.01	344.00	356.00	12.00	3.5



PROGRAM: Indigent Defense DEPARTMENT: PUBLIC DEFENDER

PROGRAM #: 13023

MANAGER: Francis J. Bardsley

ORGANIZATION #: 2950

REFERENCE: 1993-94 Proposed Budget - Pg. 12-1

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$18,700,950	\$20,818,894	\$21,191,043	\$21,712,630	\$22,133,611	1.9
Services & Supplies	1,537,967	1,703,271	1,680,638	1,609,980	1,850,000	14.9
Other Charges	0	0	0	0	0	0.0
Fixed Assets	76,338	76,794	19,250	0	315,000	100.0
TOTAL DIRECT COST	\$20,315,255	\$22,598,959	\$22,890,931	\$23,322,610	\$24,298,611	4.2
PROGRAM REVENUE	(1,017,138)	(1,094,457	(963,648)	(1,055,544)	(1,449,375)	37.3
NET GENERAL FUND CONTRIBUTION	\$19,298,117	\$21,504,502	\$21,927,283	\$22,267,066	\$22,849,236	2.6
STAFF YEARS	327.01	333.11	335.01	344.00	356.00	3.5

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.

1992-93 BUDGET TO ACTUAL COMPARISON

In the 1992-93 Budget to Actual Comparison, the actual costs were under budget by \$431,679. The primary reason that the budget was underspent is due to the hiring freezes implemented by the County Board of Supervisors in order to control spending in Fiscal Year 1992-93.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. The average cost per case decreased by 23% over the previous fiscal year.
- 2. The number of contract Juvenile Dependency cases and capital murder cases was reduced.
- 3. We continued to participate in, and make progress toward the County's INSLAW project implementation which will integrate each criminal justice facility case management system.

1993-94 OBJECTIVES

- 1. To provide an adequate level of legal representation to all indigents accused of a crime.
- To substantially reduce attorney travel time to Otay Mesa and Vista jails by means of video interviewing of clients.
- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration [SY 17; E = \$1,139,332; R = \$0] including all administrative support staff and Director's office is:
 - Mandated/Discretionary Service Level.
 - o Providing administrative support for Director, attorneys, and investigators.
 - Providing accounting support and reports.
 - Providing budgeting responsibilities.
 - Coordinating EDP systems.
 - Reviewing personnel, administration, payroll and employee performance.
 - Providing planning, long term and short term.
 - Coordinating purchasing and stores.
 - Coordinating travel for attorneys and investigators.
 - Space management
- 2. Legal Services [SY 339; E = \$23,159,279; R = \$1,499,375] including all legal support and investigators is:
 - Mandated/Discretionary Service Level.
 - Providing a high level of defense to indigent clients on criminal matters in Municipal Court and Superior Court.
 - Providing attorney services in delinquency and dependency issues.
 - Providing mental health legal services to clients.
 - Providing legal support to all attorneys.
 - Providing investigative services to all attorneys.
 - Providing writs and appeals service to all attorneys.
 - Providing mandated training to all attorneys.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Court Fees and Costs, Court Appointed Attorneys Other Revenue	900,599 0 (559)	983,305 0 0	1,052,136 0 325,000	68,831 0 325,000
Sub-Total	\$900,040	\$983,305	\$1,377,136	\$393,831
REALIGNMENT: Social Services Trust Fund - Sales Tax	\$63,608	\$72,239	\$72,239	\$0
Sub-Total	\$63,608	\$72,239	\$72,239	\$0
Total	\$963,648	\$1,055,544	\$1,449,375	\$393,831
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$21,927,283	\$22,267,066	\$22,849,236	\$582,170
Sub-Total	\$21,927,283	\$22,267,066	\$22,849,236	\$582,170
Total	\$21,927,283	\$22,267,066	\$22,849,236	582,170

EXPLANATION/COMMENT ON PROGRAM REVENUES

The \$325,000 in Other Revenue is the result of the approval to purchase and install teleconferencing equipment at various Public Defender branch offices and detention facilities. The revenue will be received from the Cable Television Review Commission and the Air Pollution Control Board via the approval of a grant proposal. Without the teleconferencing equipment, defense attorneys would have to travel long distances to and from the jails to visit their clients. This equipment will substantially reduce unproductive attorney time and allow attorneys to work on more indigent client cases.

FIXED ASSETS

Item	Quantit	/ Unit	Total Cost
Computer Equipment		lot	\$40,000
Total			\$40,000

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Teleconferencing Equip	1	lot	\$275,000
Total			\$275,000

The \$40,000 in computer equipment will enable a Department-wide LawDesk implementation via computer hardware and software connections between the Public Defender's central office and branch offices. The \$275,000 in teleconferencing equipment will be received via a grant of \$325,000 from the Air Pollution Control District and Cable Television Review Commission and will provide a video-conferencing link between two Public Defender offices and the George Bailey Detention Facility.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: TOTAL CASES ASSIGNED					·
X OF RESOURCES: 100X					
<u>WORKLOAD</u>					
Capital Cases (Death Penalty)	3	9	7	4	6
% of Total Cases	0	0	0	0	0
Serious Felonies	1,738	2,130	2,053	2,055	2,050
% of Total Cases	1.5	1.9	1.4	1.8	1.4
Felonies	16,329	15,174	16,313	15,174	16,684
% of Total Cases	14.0	13.6	10.9	13.5	11.0
Misdemeanors	89,688	85,557	122,878*	85,557	123,200
% of Total Cases	77.1	76.6	82.5	76.2	81.4
Juvenile Delinquency	3,433	3,254	2,615	3,250	3,300
% of Total Cases	2.9	2.9	1.7	2.9	2.2
Juvenile Dependency	· 1,398	1,918	1,372	2,500	2,400
% of Total Cases	1.2	1.7	1.0	2.2	1.6
Mental Health	3,785	3,687	3,660	3,750	3,650
% of Total Cases	3.3	3.3	2.5	3.4	2.4

^{*} The increase in misdemeanor cases is due to the opening of the Otay Mesa Detention Facility in May, 1992.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0339	Chief Pub. Def. Invest.	1	1.00	1	1.00	\$63,641	\$63,640
0370	Chief Trial Deputy	2	2.00	2	2.00	189,012	189,012
2124	Public Defender	1	1.00	1	1.00	117,367	117,367
2201	Assistant Public Defender	1	1.00	1	1.00	99,137	99,136
2303	Admin. Assistant II	1	1.00	1 1	1.00	36,589	37,502 53,154
2307 2370	Dept. Personnel Officer III Admin. Services Manager III	1	1.00 1.00	1	1.00 1.00	52,157 54,747	52,156 54,748
2403	Accounting Technician	i	1.00	i	1.00	23,312	23,141
2425	Associate Accountant	i	1.00	i	1.00	37,125	37,124
2427	Associate Systems Analyst	1	1.00	1	1.00	41,843	41,843
2493	Intermediate Account Clerk	2	2.00	2	2.00	38,532	38,148
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,340	41,338
2709 2710	Departmental Clerk	1	1.00 1.00	1 1	1.00 1.00	14,592 16,684	16,099
2712	Junior Clerk Typist Interpreter Court Clerk	2	2.00	2	2.00	60,650	17,081 61,064
2714	Inter Transcriber Typist	9	9.00	9	9.00	180,053	186,121
2724	Senior Transcriber Typist	ź	2.00	ž	3.00	52,620	75,471
2731	Legal Office Trainer	ī	1.00	1	1.00	32,175	34,592
2759	Admin. Secretary IV	1	1.00	1	1.00	28,794	28,744
2776	Crim. Legal Secretary II	5	5.00	5	5.00	149,474	152,668
2777	Crim. Legal Secretary III	1	1.00	1	1.00	34,641	34,641
2903	Legal Procedures Clerk I	10	10.00	10 7	10.00 7.00	209,876 151,473	213,400
2906 2907	Legal Procedures Clerk III Legal Procedures Clerk II	6 18	6.00 18.00	18	18.00	151,673 388,662	177,325 406,210
3119	Dept. Computer Specialist II	1	1.00	1	1.00	35,270	35,270
3910	Deputy Public Defender I	33	33.00	27	27.00	1,534,723	1,184,889
3911	Deputy Public Defender II	59	59.00	70	70.00	3,439,009	3,996,789
3912	Deputy Public Defender III	63	63.00	65	65.00	4,266,569	4,770,749
3913	Deputy Public Defender IV	29	29.00	30	30.00	2,244,643	2,494,503
3914 3935	Deputy Public Defender V	11 10	11.00 10.00	11 10	11.00 10.00	1,027,379 253,213	1,040,339
3936	Legal Assistant Legal Assistant II	2	2.00	3	3.00	66,104	273,081 94,804
5764	Public Defender Invest. I	17	15.00	18	16.00	581,961	606,864
5765	Public Defender Invest. II	22	22.00	22	22.00	906,958	907,236
5766	Public Defender Invest. III	11	11.00	11	11.00	480,430	499,514
5769	Child Advocacy Invest. I	4	4.00	4	4.00	153,117	149,201
5770 5771	Child Advocacy Invest. II Child Advocacy Invest. III	10 1	10.00 1.00	10 1	10.00 1.00	383,318 39,594	406,982 35,841
	Total	346	344.00	358	356.00	\$17,552,040	\$18,719,689
Salary	Adjustments:					(1,101)	(537,733)
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					4,602,299	4,392,263
Salary	Savings:		e e			(440,608)	(440,608)
	Total Adjustments			····		\$4,160,590	\$3,413,922
Progra	n Totals	346	344.00	358	356.00	\$21,712,630	\$22,133,611

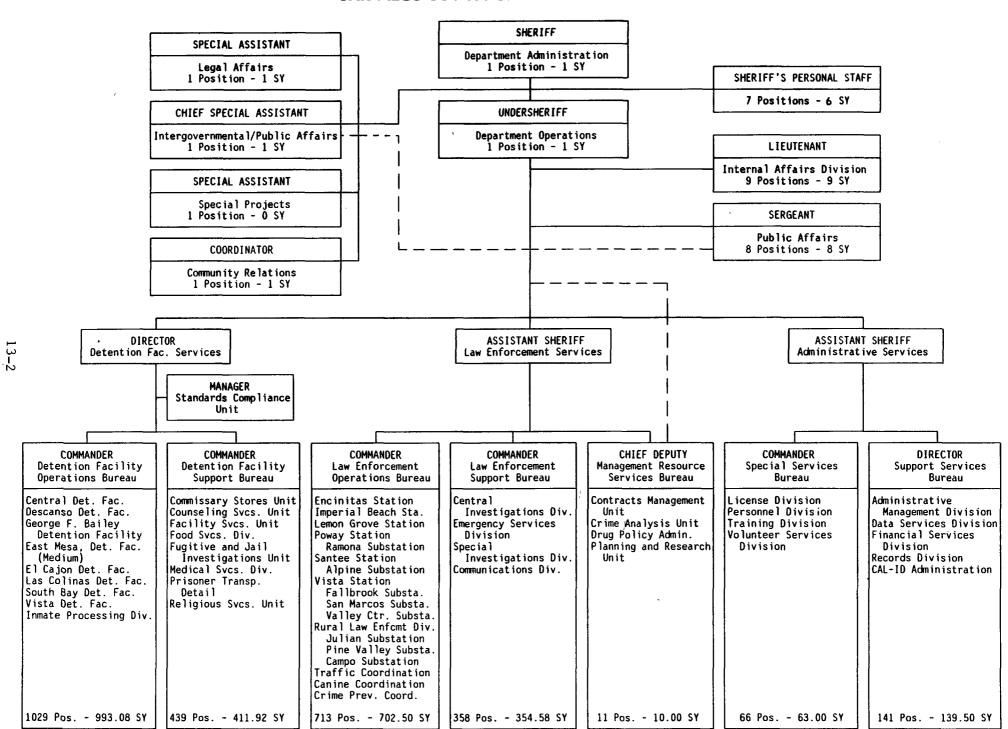
SHERIFF'S DEPARTMENT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Detention Facility Services	\$61,615,554	\$67,980,652	\$75,084,665	\$69,790,552	\$81,227,747	\$11,437,195	16.4
Law Enforcement Services	55,156,213	60,173,354	64,413,423	59,007,067	61,845,540	2,838,473	4.8
Administrative Services	9,759,048	11,046,403	11,003,342	10,371,419	10,986,278	614,859	5.9
Office of the Sheriff	2,731,826	2,063,721	1,926,692	3,062,924	3,756,550	693,626	22.6
TOTAL DIRECT COST	\$129,262,641	\$141,264,130	\$152,428,122	\$142,231,962	\$157,816,115	\$15,584,153	[,] 11.0
PROGRAM REVENUE	(28,776,482)	(31,471,611)	(37,980,861)	(39,801,998)	(49,346,935)	(9,544,937)	24.0
NET GENERAL FUND CO	ST\$100,486,159	\$109,792,519	\$114,447,261	\$102,429,964	\$108,469,180	\$6,039,216	5.9
STAFF YEARS POSITIONS	2,337.50 2,351	2,435.00 2,478	2,501.08 2,667	2,457.34 2,526	2702.58 2,787		

Note: All 3000 accounts included in Services and Supplies.

SHERIFF'S ASSET FORFEITURE PROGRAM

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	\1993-94 Budget	Change From 1992-93 Budget	% Change
Total Direct Cost	\$1,723,187	\$2,228,813	\$2,723,691	\$2,727,565	\$1,689,584	\$(1,037,981)	(38.1)
Revenue	(2,149,265)	(2,302,091)	(1,740,196)	(1,900,000)	(1,548,069)	351,931	(18.5)
Fund Balance Contribution	\$426,078	\$73,278	\$(983,495)	\$(827,565)	\$(141,515)	\$686,050	(82.9)
NET GENERAL FUND COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0



PROGRAM: Detention Facility Services

DEPARTMENT: SHERIFF

PROGRAM #: 12001

MANAGER: James Painter, Director

ORGANIZATION #: 2400

REFERENCE: 1993-94 Proposed Budget - Pg. 13-3

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 maintaining secondary schools, for the maintenance, by the district, for such prisoners of adult education classes conducted pursuant to the Education Code.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$49,288,170	\$54,742,688	\$59,514,207	\$56,723,757	\$64,273,880	13.3
Services & Supplies	11,777,443	13,204,138	15,236,517	12,759,459	16,935,267	32.7
Other Charges	0	0	0	0	0	0.0
Fixed Assets	549,941	33,826	179,942	153,337	18,600	(87.9)
Vehicles/Communications	0	0	153,999	153,999	0	(100.0)
TOTAL DIRECT COST	\$61,615,554	\$67,980,652	\$75,084,665	\$69,790,552	\$81,227,747	16.4
PROGRAM REVENUE	(1,841,611)	(2,334,189)	(5,728,938)	(8,243,315)	(15,612,407)	89.4
NET GENERAL FUND CONTRIB	UTION\$59,773,943	\$65,646,463	\$69,355,727	\$61,547,237	\$65,615,340	6.6
STAFF YEARS	1,137.50	1,203.50	1231.75	1,203.50	1,405.00	16.7
POSITIONS	1,138	1,243	1,359	1,243	1-,468	18.1

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. Approximately 4,460 inmates participated in the Sheriff's Work Release Program in 1992-93, saving the County on bed space and providing the County with 1,600 - 2,400 hours of labor per day. Additionally, the Sheriff also released approximately 2,686 inmates to the Probation Department for a similar out-of-custody work release program.

The Sheriff's Detention Facility Services Program is administered by a Director who is responsible for seven facilities located in downtown San Diego, the cities of Vista, Santee, Chula Vista, Descanso and East Mesa. The State Board of Corrections has rated these seven facilities with a combined capacity of 3,080 inmates. The inmate population has a mandated cap of 5,083. It is projected that the Sheriff will process over 120,000 persons received from the various law enforcement agencies and Courts in FY 1993-94. With the opening of the George Bailey Detention Facility on April 4, 1993, the temporary Las Colinas Men's Facility and the El Cajon Detention Facility closed. All prisoners were transported from both facilities to the George Bailey Detention Facility. The El Cajon Facility remains a court-holding facility with a staff of seven.

A wide spectrum of system-wide support is utilized in the Sheriff's seven 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 240,000 prisoners in- and out-of-county are transported annually to courts, other local detention facilities, hospitals, or State institutions.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits actual expenditures for 1992-93 exceeded the budget due in part to extensive overtime usage. Additionally, extra help costs for jail nurses and support and care of persons in custody (Acct. 3440) exceeded the budget. Services & Supplies have been historically underfunded in the budget resulting in over-expenditures. Mid-year appropriations and baseline have addressed some of these issues to offset some of the variances. In addition, Deputy Sheriff positions continued to be underfilled by Correctional Deputies resulting in Salaries and Benefits cost savings.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. The safety and security of over 5,000 inmates were maintained daily system-wide.
- It is estimated that over 150,000 inmate bookings, records, visitors and general transactions were handled systemwide.
- The Transportation Detail transported approximately 243,571 inmates in-and-out-of-county between courts, other facilities and State institutions.
- 4. Approximately 6.827,024 well-balanced, nutritious meals were served throughout the Sheriff's detentions system.
- a. Medical Services within all Detentions Facilities were found in compliance with Title 15 during the annual inspections by the County Public Health Officer.
 - b. Contagious disease management was improved by the addition of community volunteers, cooperation with staff from the Department of Health Services and grant writing efforts.
 - c. Staffing was maintained above the 80% vacancy level by the use of County, Contract and outside Agency staff which helped to resolve critical staff shortages that previously hindered efficient operations of medical services and the medication delivery system.
 - d. Fixed assets were improved by the addition of a third Xi-scan and five computer terminals.
 - e. Utilization review resulted in actual cash savings to the County of over \$100,000.
 - f. Our training program was re-certified by the Board of Nursing to continue giving certified educational credit to provider staff.
- An Inmate Industry Program Manager, appointed 4/93, began the development of Educational/Vocational Services for inmates which should be fully implemented by FY 93-94. County Departments will benefit from some of the free inmate services.
- 7. Two grants were awarded in FY 92-93 with other potential grants to become available in FY 93-94.
- 8. Regular on-site Facility inspections have increased the level of standards compliance and staff conformance to various regulations, policies and procedures.
- 9. The Las Colinas Men's and El Cajon Detention Facilities closed on April 4, 1993 with the opening of the George Bailey Detention Facility which is approximately 85% full capacity.
- 10. Management in Detentions was actually decreased due to the elimination of two commanders and unfilled captain positions.

1993-94 OBJECTIVES

- 1. Fully staff and utilize to maximum capacity, all San Diego County correctional facilities.
- 2. Ensure public and officer safety by providing sufficient personnel to transport prisoners in a safe and secure
- 3. Maintain inmates housed within the Sheriff's correctional facilities in a cost-effective and secure manner which complies with all applicable laws and regulations.
- 4. Utilize alternatives to incarceration for remanded inmates as a better correction strategy and more cost-effective choice compared to jail incarceration.
- Properly classify inmates remanded to the Sheriff and place them into appropriate rehabilitative correctional programs and/or facilities.
- 6. Reduce risk to public safety by providing fully trained first-line supervisors at the Sheriff's correctional facilities.
- 7. Provide meaningful work and training opportunities for immates through the jail industries program, which will benefit the immates and provide county departments with free immate labor.

DEPARTMENT: SHERIFF

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- DETENTION FACILITIES OPERATIONS BUREAU [993.08 SY; E = \$47,722,196; R = \$13,734,567] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Reduced 1.00 Staff Year for the removal of the commander class by the Board of Supervisors.
 - Responsible for housing prisoners in seven detention facilities as mandated by Government Code 26605.
 - Added 1.00 Staff Year (Sergeant) to improve supervision at the East Mesa Detention Facility.
 - Mandated to hold the population at the court-ordered cap of 5,083.
 - Added 167.00 Staff Years for the George Bailey Detention Facility which is a maximum detention facility.
 - Added 44.00 Staff Years for the Descanso Detention Facility which was transferred from Probation to the Sheriff's Department.
 - Implementation of the Integrated Leave Program for all sworn and non-sworn staff resulted in a reduction of \$1,184,553 in the Detention Facility Services Program.
 - Approximately 12.93 Staff Years were eliminated as a result of the Sheriff's \$2 million budget reduction
 in administrative and support costs.
- 2. <u>DETENTION FACILITY SUPPORT BUREAU</u> [411.92 SY; E = \$33,505,551; R = \$1,877,840] 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 243,571 prisoners in- and out-of-county annually to courts, other local detention facilities, hospitals, or State institutions.
 - Reclassifications adopted by the Board of Supervisors for Medical Services and Facility Services increased productivity and resulted in the reduction of one staff year.
 - Implementation of the Tuberculosis Control Program for Corrections which provides screening for staff and isolation for infected inmates.
 - Added 4.00 Staff Years for the Transportation Detail as a result of added immates at the Descanso Detention Facility.
 - Reduced 1.00 Staff Year for the removal of the commander class by the Board of Supervisors.
 - Approximately 26.58 Staff Years were eliminated as a result of the Sheriff's \$2 million budget reduction in administrative and support costs.

PROGRAM REVENUE BY SOURCE				
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:	•			
State Aid - AB8 (Acct. 9411)	\$0	\$0	\$0	\$0
State Aid - Health Realign VLF (Acct. 9262) Federal Grant (Acct. 9678)	593,269 0	593,269 0	560,000 66,666	(33,269) 66,666
Sub-Total.	\$593,269	\$593,269	\$626,666	\$33,397
FINES, FORFEITURES & PENALTIES:				
AB189 Criminal Justice Facilities (Acct. 9176)	\$289,848	\$307,336	\$ 198, <i>7</i> 37	\$(108,599)
Sub-Total	\$289,848	\$307,336	\$ 198 , <i>7</i> 37	\$(108,599)
CHARGES FOR CURRENT SERVICES:				
Charges in Internal Service Fund (Acct. 9786)	\$517,746	\$519,110	\$637,437	\$118,327
Transportation of Prisoners (Acct. 9851)	5,727	18,000	6,000	(12,000)
Institutional Care-Fed/City Prisoners (Acct. 9944) Institutional Care-County (Acct. 9945)	120,834 21,967	135,000 13,000	120,000 68,900	(15,000) 55,900
Institutional Care-State (Acct. 9945)	530,560	400,000	400,000	000,000
Other - Morrissey Hearings (Acct. 9979)	6,046	3,600	9,000	5,400
Booking Fees (Acct. 9857)	38,346	5,000,000	5,000,000	0
Institutional Care - Private (Acct. 9947)	0	0	0	0
Jail Bed Leasing (Acct. 9858) Defendant Booking Fees (Acct. 9859)	3,361,101 110,710	1,230,000 0	7,761,667 375,000	6,531,667 375,000
Sub-Total	\$4,713,037	\$7,318,710	\$14,378,004	\$7,059,294
OTHER REVENUE:				
Recovered Expenditure (Acct. 9989)	\$128,980	\$9,000	\$9,000	\$0
Other Miscellaneous (Acct. 9995)	7,779	15,000	0	(15,000)
Miscellaneous Revenue Prior Year (Acct. 9988)	(3,975)	0	0	0
Sub-Total	\$132,784	\$24,000	\$9,000	\$(15,000)
OTHER FINANCING SOURCES:				
Op. Transfer from Other/Sp Dis (Acct. 9812)	\$0	\$0	\$400,000	\$400,000
Sub-Total	\$0	\$0	\$400,000	\$400,000
Total	\$5,728,938	\$8,243,315	\$15,612,407	\$7,369,092
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$69,355,727	\$61,547,237	\$65,615,340	\$4,068,103
Sub-Total	69,355,727	61,547,237	65,615,340	4,068,103
Total	\$69,355,727	\$61,547,237	\$65,615,340	\$4,068,103

EXPLANATION/COMMENT ON PROGRAM REVENUES

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Decrease of \$33,269 in State Health Realignment Revenue (Acct. 9262). Corresponding reductions will occur in the Department of Health Services.
- Increase of \$66,666 from Federal Vocational Education Grant (Acct. 9678) to be used to provide literacy and basic skills training for eligible inmates.

FINES, FORFEITURES & PENALTIES:

- AB189 Criminal Justice Facilities (Acct. 9176) penalty assessment funds of \$198,737 allocated in 1993-94 for the establishment of a Tuberculosis Control Program within the Sheriff's Department. Reduction of \$307,336 in AB189 revenue which was appropriated in the 92/93 Change Letter, for the one time acquisition of fixed assets for the George Bailey Detention Facility.

CHARGES FOR CURRENT SERVICES:

- Increase of \$118,327 in salary-offset revenue, Internal Service Fund (Acct. 9786), based on salary projections.
- Increase of \$375,000 in revenue (Acct. 9859) related to booking fees collected by the Courts from defendants
- arrested in the unincorporated areas of the County.

 Increase of \$6,531,667 in revenue (Acct. 9858) related to jail bed leasing of prisoners from INS, Federal Bureau of Prisons and the U.S. Marshal, at the Central, Descanso, Las Colinas, and George Bailey Detention Facilities.

OTHER FINANCING SOURCES:

- Operating transfer of \$400,000 from Inmate Welfare to counseling's revenue account 9812 for partial salaries. Work Furlough, and Electronic Surveillance Program.

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ltem	Quantity Unit	Total Cost
Laptop Computers, IBM Compatible	3 unit	\$7,500
Portable Printers	3 unit	1,200
IBM Compatible PC	1 unit	2,500
Laser Printer	1 unit	2,500
Tape Backup & Accessories	1 unit	700
TV VCR	7 unit	4,200
Total		\$18,600

VEHICLES/COMMUNICATION EQUIPMENT

Item Cost		Quantity	Unit Total
Total			\$0

DEBE	ORM	ANCE	INDICA	TOPS

1990-9	91 1991-92	1992-93	1992-93	1993-94
Actu	ıal Actual	Actual	Budget	Budget

Performance Indicators for the Detention Facility Services Program reflect a sampling of major activities performed within this program. There are currently three staffed "booking" facilities--Central, Vista and Las Colinas. The remainder of the facilities provide minimal booking service for court commitments, rebookings and work release commitments; therefore, the average daily population has no direct correlation with the booking statistics.

DETENTION FACILITY OPERATIONS BUREAU

ACTIVITY A:

Central Detention Facility

% OF RESOURCES: 12%

WORKLOAD

Bookings	72,667	66,403	67,618	73,043	74,379
Average Daily Inmate Population	940	880	895	880	984

ACTIVITY B:

South Bay Detention Facility

% OF RESOURCES: 4%

WORKLOAD

Bookings	1,037	1,305	285	1,040	270
Average Daily Inmate Population	378	468	393	468	360

ACTIVITY C:

Las Colinas Women's Detention Facility

% OF RESOURCES: 6% (Includes Las Colinas Men's)

WORKLOAD

Bookings	12,605	12,426	12,632	13,000	14,128
Average Daily Inmate Population	446	456	495	480	580

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 572 572 579 600

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY E: Vista Detention Facility					
% OF RESOURCES: 10%					
<u>WORKLOAD</u>					
Bookings	31,647	28,008	27,335	30,000	28,672
Average Daily Inmate Population	922	948	935	948	890
ACTIVITY F: Descanso Detention Facility					
% OF RESOURCES: 3%					
WORKLOAD					
Bookings	R	eflected in Act	ivity A (CDF) &	Activity H (EM	OF)
INS Contract Inmate Bookings	•••		3,410	0	3,800
Average Daily Inmate Population	423	421	408	274	440
ACTIVITY G: El Cajon Detention Facility					
% OF RESOURCES: .48%					
WORKLOAD					
Bookings *	7,674	8,554	0	10,000	O
Average Daily Inmate Population	243	314	293	310	0
ACTIVITY H: East Mesa Medium Facility					
% OF RESOURCES: 5%					
WORKLOAD					
Bookings (Work Release)	N/A	6,721	4,422	7,000	5,150
Average Daily Inmate Population	N/A	421	489	500	502

^{*} El Cajon Detention Facility closed 4/5/93; booking statistics are reflected in Activity A (CDF) and H (EMDF).

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY I: George Bailey Detention Facility					
% OF RESOURCES: 18%					
WORKLOAD					
Bookings *	N/A	0	0	0	C
Average Daily Inmate Population **	N/A	N/A	1,069	0	1,490
DETENTION FACILITY SUPPORT BUREAU					
ACTIVITY A: Fugitive/Jail Investigations					
% OF RESOURCES: .47%					
<u>WORKLOAD</u>					
Fugitive Cases	N/A	1,200	1,308	1,350	1,650
Jail Crimes Investigations	N/A	2,150	2,705	2,365	3,000
Property Claims Investigated	N/A	N/A	840	0	1,000
ACTIVITY B: Medical Services Division					
% OF RESOURCES: 21%					
WORKLOAD					
Sick Call	N/A	335,600	512,819	411,000	411,000
Intake Screening	N/A	44,189	49,314	80,000	80,000
Prescriptions Administered	N/A	680,830	837,845	840,000	840,000
Dental Procedures	N/A	N/A	13,880	0	13,880
ACTIVITY C: Facility Services Division					
% OF RESOURCES: 3%					
JORKLOAD					
Average lbs. of Laundry Cleaned	N/A	2,920,000	3,232,683	3,285,000	3,489,400
Commissary Stores Orders Delivered	N/A	104,000	106,787	117,000	116,700

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY D: Food Services Division					
% OF RESOURCES: 10%					
WORKLOAD					
Meals Prepared	N/A	7,000,000	6,827,024	7,000,000	7,500,000
ACTIVITY E: Prisoner Transportation Unit				•	
% OF RESOURCES: 4%					
WORKLOAD					
Inmate Movements	N/A	400,000	243,571	450,000	264,000
ACTIVITY F: Counseling Unit					
% OF RESOURCES: 2%					
WORKLOAD					
Daily Attendance in Inmate Programs	N/A	47,736	113,423	53,672	127,780

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0261	Director, Sheriff's Det. Fac.	1	1.00	1	1.00	95,360	95,360
0265	Assistant Sheriff	1	0.00	i	0.00	0	0.500
0974	Sheriff's Standards Comp. Mgr.		1.00	1	1.00	63,850	63,850
0978 2303	Sheriff's Inmate Industry Mgr.	0 3	0.00 3.00	1 3	1.00	12/ 717	63,746
2403	Admin. Assistant II Accounting Technician	1	1.00	3 1	3.00 1.00	124,717 26,665	125,529 26,666
2493	Int. Account Clerk	ż	2.00	ż	2.00	36,357	41,594
2650	Stock Clerk	20	20.00	28	28.00	371,269	507,868
2652	Sheriff's Facility Svs. Mgr.	0	0.00	1	1.00	0	44,437
2654 2655	Sheriff's Commis. Stores Mgr. Storekeeper III	1 0	1.00 0.00	0	0.00 1.00	37,862 0	28,666
2658	Storekeeper II	. 2	2.00	ż	2.00	46,324	48,092
2660	Storekeeper I	6	6.00	6	6.00	122,919	117,547
2664	Pharmacy Stock Clerk	1	1.00	_1	1.00	20,320	21,344
2700 2710	Int. Clerk Typist Junior Clerk Typist	22 6	22.00 6.00	33 6	27.50 6.00	426,680	535,040
2725	Principal Clerk I	1	1.00	2	2.00	93,438 31,466	93,558 58,004
2727	Sheriff's Det. Proc. Manager	i	1.00	ī	1.00	37,810	37,810
2728	Det. Proc. Supervisor	14	14.00	18	18.00	405,563	505,330
2729 2730	Office Support Secretary Senior Clerk	1 4	1.00 4.00	1 6	1.00 5.00	23,746	21,236
2745	Supervising Clerk	1	1.00	Ö	0.00	84,186 24,167	109,083
2756	Administrative Secretary I	3	3.00	3	2.00	60,385	41,185
2757	Administrative Secretary II	5	5.00	5	5.00	129,350	126,433
2758 3001	Admin. Secretary III Jail Clerk	1 56	1.00	1	1.00	25,475	30,774
3002	Booking Clerk	90	56.00 90.00	60 109	58.25 103.66	1,211,918 2,100,573	1,254,027 2,377,718
3044	Chief, Sheriff's Med. Rec. Sv.		1.00	1	1.00	55,289	55,288
3046	Medical Records Clerk	2	2.00	2	1.00	38,203	20,647
3049	Medical Records Technician	2	2.00	6	6.00	41,358	123,154
3055 4101	Senior Medical Records Tech. Medical Services Administrator	0 1	0.00 1.00	1 1	1.00 1.00	0 64,917	22,218 64,917
4102	Asst. Medical Svs. Admin.	i	1.00	i	1.00	57,966	57,966
4132	Med. Director, Sheriff's Det.	1	1.00	1	0.00	109,074	0
4170 4190	Dentist	1 3	1.00	2	1.75	59,113	96,261
4250	Sheriff's Detention Physician Pharmacist	3 1	2.50 1.00	3 2	2.50 2.00	193,568 58,962	204,259 108,700
4260	Pharmacy Technician	ò	0.00	3	3.00	0	76,365
4459	Chief, Food Services	1	1.00	1	1.00	45,517	45,518
4460 4504	Assistant Chief, Food Services	2 1	2.00	2	2.00	67,025	70,036
4545	Chief Nurse Sheriff's Det. Cert. Nurse Pr.		1.00 5.00	1 7	1.00 1.00	62,497 207,570	62,495 46,241
4546	Sheriff's Det. Supv. Nurse	7	7.00	9	8.00	345,402	404,922
4548	Sheriff's Detentions Nurse II	60	60.00	80	77.00	2,311,546	2,934,481
4615	Nurses Assistant	12	12.00	11	5.00	222,339	100,545
4625 4823	Licensed Vocational Nurse Registered Dental Asst.	22 1	22.00 1.00	35 1	33.00 1.00	514,407 28,387	753,729 29,813
5050	Correctional Counselor	16	16.00	20	19,17	662,175	794,431
5051	Supv. Correctional Counselor	1	1.00	- 1	1.00	47,292	47,291
5236	Departmental Aide	.11	11.00	16	12.17	147,655	159,293
5746 5775	Deputy Sheriff Sheriff's Captain	469 6	469.00	467	467.00	16,195,219	15,488,122
5778	Sheriff's Commander	2	6.00 2.00	7 0	7.00 0.00	401,179 150,372	454,875 0
5780	Sheriff's Lieutenant	20	20.00	21	21.00	1,171,913	1,222,683
5782	Correctional Deputy II	202	164.00	297	275.00	5,088,986	8,285,904
5789 5790	Sheriff's Commis. Stores Spv. Sheriff's Sergeant	0 50	0.00	1	1.00	0	24,126
6405	Food Services Supervisor	9	50.00 9.00	69 10	69.00 10.00	2,575,268 250,955	3,460,658 280,377
6410	Senior Cook	5 1	51.00	56	56.00	1,160,174	1,286,605
6415	Food Services Worker	15	15.00	15	15.00	231,643	241,852
6509	Laundry Supervisor	0	0.00	1	1.00	0	28,271
6510 6530	Laundry Supervisor Laundry Worker III	4 6	4.00 6.00	3 6	3.00 6.00	98,308 119,522	73,734 124,203
7030	Senior Custodian	7	7.00	8	8.00	135,133	158,443
7516	Delivery Vehicle Driver	4	4.00	5	5.00	79,604	100,737
7530	Sewing Room Supervisor	1	1.00	1	1.00	19,444	19,792
8801	Industries Director	1	1.00	0	0.00	40,356	0

STAFFING SCHEDULE

Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Extra Help	0	0.00	0	0.00	969,424	1,547,411
Total	1,243	1,203.50	1,468	1,405.00	\$39,628,162	\$45,451,260
djustments:					(93,649)	(511,093)
/Overtime Pay:					3,799,269	4,977,197
Benefits:					15,088,912	17,297,828
d Leave Program:					0	(1,184,553)
avings:					(1,698,937)	(1,756,759)
Total Adjustments					\$17,095,595	\$18,822,620
Totals	1,243	1,203.50	1,468	1,405.00	\$56,723,757	\$64,273,880
	Total Jjustments: Overtime Pay: Benefits: Leave Program: Ivings:	Title Positions Extra Help 0 Total 1,243 djustments: Overtime Pay: Benefits: d Leave Program: svings: Total Adjustments	Title Positions Staff Yrs Extra Help 0 0.00 Total 1,243 1,203.50 djustments: Overtime Pay: Benefits: d Leave Program: svings: Total Adjustments	Title Positions Staff Yrs Positions Extra Help 0 0.00 0 Total 1,243 1,203.50 1,468 djustments: Overtime Pay: Benefits: d Leave Program: svings: Total Adjustments	Title Positions Staff Yrs Positions Staff Yrs Extra Help 0 0.00 0 0.00 Total 1,243 1,203.50 1,468 1,405.00 Idjustments: Overtime Pay: Benefits: d Leave Program: Extra Help 0 0.00 0 0.00 Total Adjustments	Positions Staff Yrs Positions Staff Yrs Cost Extra Help 0 0.00 0 0.00 969,424 Total 1,243 1,203.50 1,468 1,405.00 \$39,628,162 djustments: (93,649) (93,649) (93,649) d Dovertime Pay: 3,799,269 15,088,912 d Leave Program: 0 (1,698,937) Total Adjustments \$17,095,595

In FY 1992-93, Deputy Sheriff positions continued to be underfilled by Correctional Deputy positions, resulting in Salaries and Benefits cost savings.

PROGRAM: Law Enforcement Services

DEPARTMENT: SHERIFF

PROGRAM #: 12002

MANAGER: Maudie Bobbitt, Assistant Sheriff

ORGANIZATION #: 2400

REFERENCE: 1993-94 Proposed Budget — Pg. 13-15

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$51,533,384	\$57,556,601	\$61,253,107	\$55,720,978	\$58,797,010	5.5
Services & Supplies	2,053,855	2,273,046	2,668,131	2,470,689	2,821,796	14.2
Other Charges	0	0	0	0	0	0.0
Operating Transfers	0	0	0	0	0	0.0
Fixed Assets	1,152,474	236,907	97,335	420,550	40,700	(90.3)
Vehicle/Comm. Equip.	416,500	106,800	394,850	394,850	186,034	(52.9)
TOTAL DIRECT COST	\$55,156,213	\$60,173,354	\$64,413,423	\$59,007,067	\$61,845,540	4.8
PROGRAM REVENUE	(25,785,293)	(27,798,838)	(30,692,930)	(29,762,780)	(31,941,778)	7.3
NET GENERAL FUND CONTRI	BUTION\$29,370,920	\$32,374,516	\$33,720,493	\$29,244,287	\$29,903,762	2.3
STAFF YEARS	995.00	970.00	1,039.83	986.34	1,067.08	8.2
POSITIONS	996	973	1,075	1,015	1,082	6.6

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 3,760 square miles and includes approximately 753,257 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

DEPARTMENT: SHERIFF

Sheriff's Juvenile Diversion Program. The Sheriff's Special Investigations Division is responsible for covert or semicovert 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.

As part of the Sheriff's Department reorganization plan, the Crime Prevention Coordination Unit was transferred to the Law Enforcement Services program. The Crime Prevention Unit teaches the public different techniques to guard against becoming crime victims. The unit accomplishes their duties by performing security inspections, assisting in marking possessions via the Operation Identification program, organizing Neighborhood Watch Groups, and performing other types of programs, demonstrations, and presentations.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits actuals exceeded the budgeted amount due in part to high overtime usage, however, these costs were less than originally projected due to internal overtime expenditure constraints implemented by executive management. Additionally, there was a transfer mid-year of 31 Crime Prevention positions. The difference in Budgeted vs. Actual Services & Supplies and Fixed Assets is due to mid-year appropriations approved by the Board of Supervisors.

DEPARTMENT: SHERIFF

1992-93 ACHIEVEMENT OF OBJECTIVES

- Staff will increase by 41.67 staff years throughout the Sheriff's jurisdiction, to promote public safety and to
 ensure the overall crime rate (FBI index offenses) remains below the county-wide average.
- Staff increased by 1.00 staff years in 1992-93 to improve quality of crime lab services. Plans to relocate the Crime Lab are proceeding as planned.
- The Sheriff's Communication Center is in the process of obtaining County Service Area (CSA) approval for the implementation of the 800 mgHz system.
- 4. The Sheriff's Department is continuing to request funding for recurring expenses via the budget request process, that are currently being paid by the Drug Asset Forfeiture Fund.
- 5. Plans are being developed to modernize the Sheriff's Communication system when upgrades are appropriate.
- 6. Staff increased by 5.00 staff years in 1992-93 as a budget deliberation adjustment to improve the efficiency of communications services.

1993-94 OBJECTIVES

- 1. Promote public safety by providing comprehensive law enforcement services, in a timely manner, to citizens throughout the Sheriff's jurisdiction.
- 2. Maximize operational efficiency of the Sheriff's Crime Lab by relocating to a larger facility and increasing staff levels.
- Finalize financing plan to upgrade Sheriff's communications to an 800 mgHz system to enable county-wide communications and to permit transfer of data directly from the communications center to mobile computers in Sheriff's vehicles.
- 4. Reduce reliance on Drug Asset Forfeiture funds for recurring expenses which are properly assumed by the County.
- 5. Begin modernization of Sheriff's Communication system.
- 6. Improve Communications's Center workload management by addition of dispatcher staffing.
- 7. Improve management and supervision of deputies by adding sergeants in patrol and correctional facilities.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Law Enforcement Operations Bureau [702.50 SY; E = \$40,055,725; R = \$28,201,017] 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 25.66 staff years in 1993-94 to improve quality of law enforcement for unincorporated areas.
 - Staff increased by 14.00 staff years in 1993-94 to improve quality of law enforcement for contract cities' areas.
 - As a result of Sheriff's internal reorganization plan, 31.00 staff years were moved in 1992-93 to Law Enforcement Operations for Crime Prevention Coordination.
 - In 1992-93 processed 238,206 calls for service.
 - O Staff decreased by 1.00 staff year due to the elimination of the Sheriff's Commander classification.
 - O As a result of Sheriff's internal reorganization plan, 5.0 staff years were moved to different bureaus.
 - Ten staff years were eliminated as a result of the Sheriff's \$2.0 million budget reduction in administrative

and support costs.

- 2. Law Enforcement Support Bureau [354.58 SY; E = \$20,872,346; R = \$3,363,637] 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 733,100 calls during FY 1992-93.
 - O As a result of Sheriff's internal reorganization plan, 2.0 staff years were transferred into this bureau.
 - Staff increase of 1.00 staff year in 1992-93 to improve quality of crime lab services.
 - O Staff increase of 3.00 staff years in 1992-93 as a mid-year addition for the High Intensity Drug Trafficking Area Grant.
 - Staff increased by 7.00 staff years as a budget deliberation adjustment to improve the efficiency of communication services.
 - Staff increased by 5.00 staff years as a budget deliberation adjustment to improve the quality of Homicide services.
 - O Staff decreased by 1.00 staff years due to the elimination of the Sheriff's Commander classification.
 - O There was an elimination of 0.92 SY as a result of the Sheriff's \$2.0 million budget reduction in administrative and support costs.
- 3. Management Resource Services Bureau [10.00 SY; E = \$917,469; R = \$247,218] including support personnel is:
 - Mandated/Discretionary Service Level
 - O 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.
 - O Responsible for targeting career criminals and collecting and evaluating crime statistics that assist in directing patrol.
 - One staff year was eliminated as a result of the Sheriff's \$2.0 million budget reduction in administrative and support costs.
 - O As a result of the Sheriff's internal reorganization plan 11.00 staff years were moved in 1992-93 to Law Enforcement Services that included Crime Analysis, Planning & Research and Contract Management.

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PROGRAM REVENUE BY SOURCE	•			
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:				
Law Enforcement Services- Contract Cities (Acct. 9852)	\$26,751,584	\$26,229,803	\$395,714	\$(25,834,089
Law Enforcement Services- Other Goymt. Agencies (Acct. 9971)	151,775	0	362,016	362,016
Communication Services (Acct. 9720) Chrgs in Intrnl Serv Funds (Acct. 9786)	95,905 43,000	127,146 43,000	60,500 43,000	(66,646
aw Enforc. ServOff Doc & Fingerprint (Acct. 9853) Cloohol Lab Test and Service (Acct. 9855) Cl & S Lab Tests (Acct. 9856)	0 557,221 79,714	600,000 70,000	600,000 70,000	0
ontract Cities-Law Svcs (Acct. 9879) Oury or Witness Fees (Acct. 9973)	78,716 0 0	70,000 0 525	70,000 27,936,500	27,936,500
Other - Miscellaneous (Acct. 9979)	54,279	61,000	35,000	(525) (26,000)
Sub-Total	\$27,732,480	\$27,131,474	\$29,502,730	\$2,371,256
FINES, FORFEITURES & PENALTIES: AB189 Criminal Just Facs (Acct. 9176)	\$ 59,706	\$0	\$0	\$0
Cal-ID Rev GC 76102 (Acct. 9189) Forensic Lab Penalty Assmt (Acct. 9193)	1,057,151	1,265,203 0	391,000 100,000	(874,203 100,000
Sub-Total	\$1,116,857	\$1,265,203	\$491,000	\$(774,203
OTHER REVENUE:	4474 407		-155	
lisc. (Acct. 9988, 9995, 9998) ecovered Expenditures (Acct. 9989)	\$171,487 343,744	\$127,000 63,000	\$152,000 163,000	\$25,000 100,000
Sub-Total	\$515,231	\$190,000	\$315,000	\$125,000
AID FROM OTHER GOVERNMENTAL AGENCIES:	•			
Reg'l Auto Theft (RATT) (Acct. 9505) State Grants - Other (Acct. 9527) Fed Gr-Hi Intensity Drug (Acct. 9665)	\$201,970 0 0	\$171,327 298,639 0	\$200,000 253,292 584,362	\$28,673 (45,347 584,362
Federal Grants (Acct. 9678) Other Government Agencies (Acct. 9746)	548,687 253,220	166,290 377,541	65,731 387,274	(100,559 9,733
Sub-Total	\$1,003,877	\$1,013,797	\$1,490,659	\$476,862
OTHER FINANCING SOURCES:				
rans. from Asset Forfeiture (Acct. 9816)	\$324,485	\$162,306	\$142,389	\$(19,917
Sub-Total	\$324,485	\$162,306	\$142,389	\$(19,917
Total	\$30,692,930	\$29,762,780	\$31,941,778	\$2,178,998
GENERAL FUND CONTRIBUTION DETAIL				
	1992-93	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$33,720,493	\$29,244,287	\$29,903,744	\$659,457
ub-Total	\$33,720,493	\$29,244,287	\$29,903,744	\$659,457

NOTE: For FY 1993-94, \$3 million in contract cities revenue appropriations offset expenditures in other departments.

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

- Increase of \$2,102,411 in Contract Cities revenue (Acct. 9852/9879) based on full year annualization of all mid-year Board approved changes without regard to impact of 1) Credits, 2) Salary Savings and 3) omission of authorized staff. The contract cities revenue was transferred in FY 93-94 from account 9852 which reflected other contract revenue to a unique account 9879.
- Cal-ID revenue (Acct. 9189) will be budgeted and realized in three accounts (Acct.s 9971, 9189, & 9678) at the request of Financial Management, to increase bookeeping efficiency.
- Decrease of \$66,646 in Communication Services (Acct. 9720) based on estimated actuals associated with fire District revenue.
- Decrease of \$525 in Jury or Witness Fees (Acct. 9973) based on estimated actuals.
- Decrease of \$26,000 in Rural Ambulance Program (Acct. 9979) based on estimated actuals.

FINES, FORFEITURES & PENALTIES:

- Cal-ID revenue (Acct. 9189) will be budgeted and realized in three accounts (Acct.s 9971, 9189, & 9678) at the request of Financial Management, to increase bookeeping efficiency.

 New revenue account (Acct. 9193) established to collect revenue from the State to enhance the
- services provided by the Crime Lab.

OTHER REVENUE:

- Increase in Miscellaneous Account 9995 due to increased sales of confiscated evidence. Irregularity of firearms sales, etc., make this a difficult account to project.
- New revenue sources for Recovered Expenditures (Acct. 9989) from the Federal Organized Crime Drug Enforcement Program and reimbursement of expenditures for a Sheriff's Lieutenant serving as the President of the Police Officers Research Association of California.

AID FROM OTHER GOVERNMENTAL AGENCIES:

- Increase of \$28,673 in Reg'l Auto Theft Team (RATT) revenue (Acct. 9505) based on estimated actuals. Decrease of \$45,347 in State Grants (Acct. 9527) due to a reduction of the JUDGE Program.
- Increase of \$129,906 in Federal Grants (Acct. 9665) due to an expansion of the HIDTA Program.

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 will pay two-thirds of the costs in FY 93-94. Final phase out of Asset Forfeiture funding should occur in FY 94-95.

NOTE:

CONTRACT CITY REVENUE:

Cities pay for a share of external County Support Costs;

1)	Vehicle/Radio Replacement	\$1,100,000
2)	Fuel/Maintenance	750,000
3)	Facilities	250,000
4)	Liability	170,000
5)	Admin, Fiscal, Personnel	·
•	Data Services & Other	750,000
	TOTAL	\$3,020,000

Cities began to pay for a share of "Regional" law enforcement costs (Homicide, Child Abuse, Fraud & Vice) effective 1-1-93. FY 93-94 Regional Services revenue is projected to be \$1.8 million.

In addition:

- 1) The law enforcement contracts require that cities be allocated a "Credit" in the amount equal to that paid for services in the prior fiscal year for those services (Staffing) not provided. The 92-93 "Credit" to be applied to 93-94 Invoices is estimated at between \$400,000/\$500,000.
- · 2) The County's Integrated Leave Program (ILP) implemented for 93-94 resulted in a reduction of expenditures (Contract City Specific) in the amount of \$415,000 in the County Budget but failed to recognize an equal impact (Reduction) in Contract City Specific Revenue.

FIXED ASSETS

ltem	Quantity Unit Tota	I Cost
Office Furniture	1 lot	3,000
Date/Time Stamp	1 unit	500
Computer	1 unit	3,000
aser Printer	1 unit	2,000
Electronic Equipment	1 lot	25,000
tide Projector	1 unit	500
andguns	1 lot	4,000
andguns	4 unit	1,540
Shotguns	4 unit	1,160

VEHICLES/COMMUNICATION EQUIPMENT

Item Cost	Quantity	UnitTotal
Patrol Vehicles Vehicles Motorcycles Trailers Portable Radios Battery Charger Radios Siren Handi-Talkie Vehicle Radios	2 unit 2 unit 12 3 unit 2 unit 3 unit 12 12 4 unit 2 unit	\$34,800 35,000 unit (B)(ID) 7,500 5,000 2,370 unit 3,1% unit 9,00 4,800 4,800
Total		\$186,034

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Law Enforcement OperationsContracts	3				
% OF RESOURCES: 51%					
<u>WORKLOAD</u>					
Calls for Service	137,264	135,293	138,638	148,822	139,400
Crime Reports	31,026	32,778	34,741	36,056	35,300
Field Interviews	8,595	8,340	7,505	9,174	7,500
Arrests	12,733	12,704	12,453	13,974	12,600
Citations Issued	56,574	54,091	51,510	59,500	51,500
EFFICIENCY					
Response Time (Priorties 1-2 from CAD)	8.7	8.7	8.7	8.7	8.7
<u>EFFECTIVENESS</u>					
Not applicable					
ACTIVITY B: Law Enforcement OperationsUnincorporationsUnincorporationsUnincorporationsUnincorporationsUnincorporationsUnincorporations	orated				
% OF RESOURCES: 12%					
<u>WORKLOAD</u>					
Calls for Service	101,455	96,643	99,568	106,307	99,600
Crime Reports	23,798	23,524	24,231	25,876	24,200
Field Interviews	4,858	4,598	4,775	5,058	4,800
Arrests	8,102	8,339	8,607	9,173	8,700
Citations Issued	6,493	7,871	8,616	8,658	8,600
EFFICIENCY					
Response time (Priorities 1-2 From CAD)	12.0	12.1	12.1	12.1	12.1
<u>EFFECTIVENESS</u>					
Not applicable					

PROGRAM:	Law	Enforcement	Services

DEPARTMENT: SHERIFF

PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 \ Actual	1992-93 Budget	1993-94 Budget
ACTIVITY C: Law Enforcement Support					
% OF RESOURCES: 34%				•	
J ORKLOAD					-
Comm. Ctr. Calls Received	628,785	711,664	733,100	720,000	758,100
Crime Lab Field Svcs.	N/A	3,199	1,517	3,350	1,224
Crime Lab Facility Svcs.	N/A	32,507	28,475	33,650	29,100
Astrea Assist	4,241	3,960	2,800	4,300	3,000
EFFICIENCY					
lot applicable					
FFECTIVENESS					
ot applicable					
ACTIVITY D: Juvenile Services					
% OF RESOURCES: 4%	•				
WORKLOAD					•
Calls for Service	21,469	19,750	23,430	21,750	25,773
Investigations	1,145	1,162	1,351	1,275	1,553
videntiary Examinations	214	200	205	225	225
uvenile Intervention Contacts	13,646	11,874	14,736	13,000	16,209
FFICIENCY					
ot applicable					
FFECTIVENESS					
dot applicable					

PERFORMANCE INDICATORS			•		
•	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY E: Street Narcotics/Gang					
% OF RESOURCES: 2%			,		
HORKLOAD					-
Number of Investigations	144	489	776	720	944
Number of Arrests	268	513	275	500	376
Search Warrants/Probation/Parole Warrants	144	277	240	300	260
EFFICIENCY					•
Not applicable					
EFFECTIVENESS					
Narcotics, firearms, vehicles and cash valued at \$2,814,010 were seized during drug-related investigations. These investigations were accomplished even though the Street Narcotics/Gang Details' staffing was reduced internally by 27%.					
ACTIVITY F: CAL-ID					
% OF RESOURCES: 2%				•	
WORKLOAD					
Total Latent Print Inquiries	4,538	8,086	9,748	8,100	10,000
Total Latent Print Hits	528	793	762	810	800
Total Ten Print Inquiries	76,713	94,734	87,711	95,000	90,000
Total Ten Print Hits	9,250	15,652	25,863	15,675	26,000
EFFICIENCY					
Not applicable					
EFFECTIVENESS					
Not applicable					

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY G: Crime Prevention					
% OF RESOURCES: 1%					
WORKLOAD					
Security Inspections	N/A	2,895	1,903	3,473	2,450
Operation Identification	N/A	2,333	1,505	2,233	1,825
Neighborhood Watch Meetings	. N/A	469	422	562	425
Programs & Presentations	N/A	1,058	975	1,269	1,050
EFFICIENCY					
Not applicable					
<u>EFFECTIVENESS</u>					
Not applicable					
ACTIVITY H: Contract Management/Planning & Rese	earch/Crime Analysis				
% OF RESOURCES: 2%		•			
WORKLOAD					
EIR's Law Enforcement Impact	234	103	114,	150	110
Revenue Contracts	17	23	18	23	18
Contracts Revenue (dollars)	20,427,566	24,830,039	27,876,000	27,959,251	28,350,000
Criminal Case Files	N/A	100	148	135	155
Calls for Service Reports	N/A	350	386	400	380
Misc. Crime Reports	N/A	447	639	627	650
Media/Public Inquiries	N/A	650	680	750	700
EFFICIENCY					
Not applicable					
<u>EFFECTIVENESS</u>					
Not applicable					

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0265	Assistant Sheriff	1	1.00	1	1.00	\$75,836	\$75,835
0977 2303	Sheriff's Chief Deputy	0 1	0.00 1.00	1 2	1.00 2.00	0 41,843	73,291 77,113
2367	Administrative Assistant II Principal Admin. Analyst	ó	0.00	1	1.00	41,043	67,127
2412	Analyst II	ŏ	0.00	3	3.00	Ŏ	120,938
2413	Analyst III	0	0.00	2	2.00	0	92,324
2700	Intermediate Clerk Typist	43	40.50	50	46.50	813,207	941,020
2710	Junior Clerk Typist	1	1.00	1 6	1.00	16,402	17,081 119,144
2713 2729	Sheriff's Prop/Evid Clerk Office Support Secretary	6 0	6.00 0.00	1	6.00 1.00	118,969 0	20,043
2730	Senior Clerk	8	8.00	ģ	9.00	188,476	213,582
2734	Sheriff's Licensing Clerk II	Õ	0.00	1	1.00	0	24,074
2756	Administrative Secretary I	17	17.00	16	15.08	366,041	327,753
2757	Administrative Secretary II	9	9.00	10	10.00	222,455	252,111
2758	Administrative Secretary III	1	1.00	1	1.00	29,728 24,777	30,774
2761 2801	Group Secretary Sheriff's Comm. Dispatcher I	1 17	1.00 17.00	0 17	0.00 17.00	26,3 <i>7</i> 3 397,453	0 399,529
2803	Sheriff's Comm. Dispatcher II	49	49.00	56	56.00	1,206,142	1,322,435
2805	Sr. Sheriff's Comm Dispatcher	31	29.00	31	29.00	835,351	847,177
2806	Supv Sheriff's Comm Dispatcher	7	7.00	7	7.00	226,247	226,240
2907	Legal Procedures Clerk II	1	1.00	0	0.00	24,075	0
4317	Clinical Lab. Technician	3 1	3.00	3 1	3.00	101,403	105,369
4330 5236	Lab. Assistant Departmental Aide	8	1.00 8.00	8	1.00 7.00	22,635 109,276	22,635 93,070
5721	Document Examiner	2	2.00	2	2.00	101,630	101,646
5732	Crime Lab Manager	ō	0.00	1	1.00	0	49,683
5734	Supv. Criminalist	1	1.00	1	1.00	54,937	54,938
5736	Criminalist III	.1	1.00	.1	1.00	49,463	49,462
5737	Criminalist II	11 4	11.00	11	11.00	475,851 127,157	488,193 121,070
5739 5743	Latent Fingerprint Examiner Supv Crime Prevention Spec.	0	4.00 0.00	4 5	4.00 5.00	123,157 0	121,079 133,110
5744	Crime Prevention Specialist	ŏ	0.00	18	14.50	ŏ	341,401
5746	Deputy Sheriff	635	615.42	649	649.00	25,874,418	27,000,989
5748	Community Services Officer	21	19.50	21	17.00	434,920	396,498
5752	Investigative Specialist I	0	0.00	2	2.00	0	46,668
5774	Chief Comm. Supervisor	1	1.00	1	1.00	41,049	41,049
5775	Sheriff's Captain	10 2	10.00 2.00	10 0	10.00	668,625	668,632 0
5778 5780	Sheriff's Commander Sheriff's Lieutenant	32	32.00	34	0.00 34.00	150,360 1,881,184	1,998,888
5785	Sheriff's Prop. Invest.	3	3.00	3	3.00	77,176	78,382
5787	Estate Property Manager	1	1.00	1	1.00	35,579	35,579
5790	Sheriff's Sergeant	84	80.92	88	88.00	4,194,728	4,527,857
5793	Sheriff's Serv. Prop. Clerk	1	1.00	1	1.00	27,903	28,666
5865	Disaster Prep. Oper Officer II	1	1.00	1 0	1.00 0.00	35,564 0	37,350 43,061
9999	Extra Help	· · · · · · · · · · · · · · · · · · ·	0.00		0.00		
	Total	1,015	986.34	1,082	1,067.08	\$39,048,456	\$41,711,796
Salary	Adjustments:					\$(6,531)	\$102,844
Premiu	m/Overtime Pay:					2,636,334	3,099,935
Employ	/ee Benefits:					15,644,168	16,743,483
Intergr	ated Leave Program:					0	(1,114,863)
Salary	Savings:					(1,601,449)	(1,746,185)
	Total Adjustments					\$16,672,522	\$17,085,214
Progra	m Totals	1,015	986.34	1,082	1,067.08	\$55,720,978	\$58,797,010

PROGRAM: Administrative Services

DEPARTMENT: SHERIFF

PROGRAM #: 12006

MANAGER: Melvin Nichols, Assistant Sheriff

ORGANIZATION #: 2400

REFERENCE: 1993-94 Proposed Budget - Pg. 13-28

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.

	1990-91	1991-92	1992-93	1992-93	1993-94	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST Salaries & Benefits	\$7,492,843	\$8,544,345	\$8,639,105	\$8,718,626	\$8,521,472	(2.3)
Services & Supplies	2,020,332	2,067,468	2,304,611	1,614,253	2,464,806	52.7
Other Charges	0	0	0	. 0	0	0.0
Fixed Assets	245,873	434,590	59,626	14,340	0	(100.0)
Vehicle/Comm. Equip.	0	0	0	24,200	0	(100.0)
TOTAL DIRECT COST	\$9,759,048	\$11,046,403	\$11,003,342	\$10,371,419	\$10,986,278	5.9
PROGRAM REVENUE	(1,146,005)	(1,313,089)	(1,578,032)	(1,785,903)	(1,777,750)	(0.5)
NET GENERAL FUND CONTRIBUTION	\$8,613,043	\$9,733,314	\$9,425,310	\$8,585,516	\$9,208,528	7.3
STAFF YEARS POSITIONS	173.00 185	19 7.50 198	199.50 203	203.50 204	202.50 207	(0.5)

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 2,761 regular employees, 350 Reserve Deputies, 50 Explorer Deputies, a variety of part-time interns and extra help personnel plus 350 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.

The Administrative Management Division is responsible for budget development and preparation, salary projections, travel and membership budget, capital improvement and major maintenance requests and revenue projections and budgeting. The Payroll Unit is included in this division. It is responsible for the maintenance, adjustments and disbursement of payroll for over 2,700 employees, as well as monitoring positions control and leave balances. The Financial Services Division performs accounting services including expenditure and revenue control procurement and inventory control, travel and contract accounting and fiscal analysis.

These services are 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.

PROGRAM: Administrative Services DEPARTMENT: SHERIFF

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits estimated actual expenditures for 1992-93 are over budget due in part to the cost of the salaries for academy attendees that are incurred by this program but budgeted for in other programs. Estimated actuals for Services & Supplies are over budget due in part to the historical underfunding of accounts, such as ARJIS, computer hardware/software maintenance, etc. Mid-year appropriations account for the difference in budgeted versus estimated actual fixed assets.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Provided 83,515 license services. All services accomplished in a timely manner and compliance with mandates and statues regulating the license procedures was ensured. Compliance was also achieved regarding all applicable sections of the Departments Policy and Procedure Manual.
- Presented in-service detentions training to 875 sworn staff (135% of the goal), which required 22,792 training hours.
- 3. Presented annual P.O.S.T. mandated in-service law enforcement training to 2,818 sworn staff, (402% of the goal) which required 52,845 training hours.
- 4. Effectively coordinated and managed the technical aspects of ongoing and new automation projects, including:
 - a.) 81% expansion of the Sheriff's Networked Office Automation (NOA) System was accomplished . Six sites out of 32 remain and could not be automated because of requested staff unavailability.
 - b.) 75% of the first two modules of the Records and Information Management System (RIMS) was installed. The 25% remaining was due to unavailability of requested staffing.
 - c.) 99.9% of overall availability with the Computer-Aided Dispatch System (CAD) was achieved.
 - d.) The Mobile Computer Terminals were not funded and therefore not implemented.
 - Clustering of the VAX computers was accomplished which increased availability and improved the management
 of the Sheriff's Network.
- 5. a.) A zero vacancy rate in all positions was not possible because of the directive to honor the CAO 's freeze in hiring.
 - b.) A new career path program was implemented.
 - c.) The use of the peer support program was increased by 30%.
 - d.) The number of peer support classes and training for peer support team members was increased by 25%.
- 6. Provided 540,999 records services (110% of the goal). All services were handeled efficiently including Automated Regional Justice Information System (ARJIS) entries.
- 7. Provided 9,704 services relating to Stolen, Recovered and Repossessed Vehicles in the State and National Crime Information Center (NCIC) System achieving 190% of the objective.
- 8. Maintained efficient level of accounting services and provided some staff to the accounting operations of the East Mesa Maximum Detention Facility.
- 9. The environmental impact reports are managed through the Planning and Research Division which was transferred to Law Enforcement Services during the FY 1992-93.

1993-94 OBJECTIVES

- 1. Ensure that personnel within the Sheriff's Department are well qualified, trained in the most current law enforcement techniques and utilize equipment which promotes cost-effective operation of the Sheriff's Department.
- Ensure that Sheriff's personnel are well qualified by conducting thorough background investigations of all prospective employees.
- Acquire and utilize the latest technologies available to facilitate less-than-lethal contacts between deputies and the citizens of this county.
- 4. Reduce reliance on Drug Asset Forfeiture funds for recurring expenses which are properly assumed by the County.
- 5. Improve deputy efficiency through implementation of the Computer Aided Reporting System (C.A.R.S.)
- 6. Implementation of advanced imaging computer technology to improve Records Information Management.

DEPARTMENT: SHERIFF

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Special Services Bureau [63.00 SY; E = \$4,452,230; R = \$1,415,540] 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.
 - Reduced 1.00 staff year due to the deletion of one Commander position, per Board directive.
 - Reduced 3.00 staff years due to a Board directive to reduce the Administrative Services budget. Staff
 years reduced include 1.00 Personnel Aide, 1.00 Intermediate Clerk Typist, and 1.00 Jr. Clerk Typist.
- 2. <u>Support Services Bureau</u> [139.50 SY; E = \$6,534,048; R = \$362,210] 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 Intermediate Account Clerk for George Bailey Detention Facility.
 - Reduced 1.00 staff year for an Accounting Technician due to a Board directive to reduce the Administrative Services budget.

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Chg. In Int. Svc. Funds (Acct. 9786)	\$0	\$15,080	\$15,080	\$0
Booking Fees (Acct. 9857)	Õ	34,363	45,119	10,756
Law Enforcement Services—OfficialDoc. and Fingerprints (Acct. 9853)	293,121	258,000	258,000	. 0
Other—Juryor Witness Fees (Acct. 9973)	17,957	25,000	25,000	0
Training Peace Officer—P.O.S.T. (Acct 9965)	365,023	300,000	300,000	0
Other Miscellaneous (Acct. 9979,9881,9851) Return Check Fee (Acct. 9713)	3,452 10	34,000 0	0	(34,000)
Law Enforce. Serv Other Govt., (Acct. 9852)	0	147,218	0	(147,218)
Sub-Total	\$679,563	\$813,661	\$643,199	\$(170,462)
FINES, FORFEITURES & PENALTIES:				
Cal-ID Rev GC 76102 (Acct. 9189)	\$0	\$29,253	\$0	\$(29,253)
AB189 Criminal Just Facs (Acct. 9193)	21,394	0	0	0
Sub-Total	\$21,394	\$29,253	\$0	\$(29,253)
LICENSES, PERMITS AND FRANCHISES:				
Business Licenses—Taxi & Oper. (Acct. 9114)	\$62,254	\$60,000	\$60,000	\$0
Business Licenses-Kennel (Acct. 9115)	268	- 0 - 0	 0	0
Business Licenses—Other (Acct. 9119) Other Licenses & Permits—Explosive (Acct. 9153)	66,072 11,601	75,000 900	75,000 15,000	0 14,100
Other Licenses & Permits—Misc. (Acct. 9155)	113,857	170,839	160,873	(9,966)
Other Licenses & Permits—Alarm (Acct. 9158)	34,128	30,000	96,667	66,667
Other Permit Fees (Acct. 9144)	0	0	0	0
Sub-Total	\$288,180	\$ 336, <i>7</i> 39	\$407,540	\$70,801
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Aid From Other Govt. Agencies (Acct. 9746)	\$0	\$0	\$0	\$0
Fed-Other-Other Federal Grants (Acct. 9678)	0	100,000	0	(100,000)
State Grants (Acct. 9527) SB924—CorrectionsTraining (Acct. 9532)	0 397,475	350,000	0 450,000	100,000
• •		•		-
Sub-Total	\$397,475	\$450,000	\$450,000	\$0
OTHER REVENUE:				
Revenue—Prioryear (Acct. 9985,9988)	\$1,601	\$0	\$0	\$0
Recovered Expenditures (Acct. 9989) Other—Miscellaneous (Acct. 9995)	796 0	0	0	0
Sub-Total .	\$2,397	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
Trans. Asset Forfeiture (Acct. 9816)	\$189,023	\$156,250	\$277,011	\$120,761
Sub-Total	\$189,023	\$156,250	\$277,011	\$120,761
Total	\$1,578,032	\$1,785,903	\$1,777,750	\$(8,153)

GENERAL FUND CONTRIBUTION DETAIL			•	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:		-		
General Fund Support Costs	\$9,425,310	\$8,585,516	\$9,208,528	\$623,012
Sub-Total	\$9,425,310	\$8,585,516	\$9,208,528	\$623,012
Total	\$9,425,310	\$8,585,516	\$9,208,528	\$623,012

EXPLANATION/COMMENT ON PROGRAM REVENUES

CHARGES FOR CURRENT SERVICES:

-Eliminated revenue from Community College Average Daily Attendance (Acct. 9979) of \$34,000 as a result of participation in the Regional Academy.

FINES, FORFEITURES & PENALTIES:

-CAL-ID Revenue (Acct. 9189) was transferred to Law Enforcement Services.

LICENSES, PERMITS AND FRANCHISES:

- -Increase in the fee for Explosive Permits (Acct. 9153) that include the cost of the Bomb Arson Units time and expense in checking on permits.
- -Reduction (Acct. 9155) due to the inability to hire investigators to check on unpaid license and permit fees, as a result of the hiring freeze.
- -The False-Alarm fee expected to pass by the Board of Supervisors is creating an increase in Acct. 9158 revenue.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
Performance indicators for Administrative categories are in the process of being re		reviewed and	changed and the	"Efficiency and	Effectiveness"
ACTIVITY A: Personnel					
% OF RESOURCES: 12%					
WORKLOAD					
Employment Interviews	1,097	1,641	1,673	2,400	2,500
Background Investigations	3,793	1,715	2,175	3,200	3,400
Polygraph Examinations	966	542	929	1,500	1,200
ACTIVITY B: Training					
% OF RESOURCES: 24%					
<u>WORKLOAD</u>					

40

180

50

3,800

100,000

4,800

172

147

2,702

79,307

254,761

6,100

44

210

3,822

132,907

223,559

7,000

240

200

3,100

90,000

300,000

6,400

100

200

3,500

150,000

250,000

7,600

Entry Level Peace Officers Trained*

Correction Deputies Trained*

In-service Employees Trained
POST/STC**

In-service Training Hours
POST/STC**

Firearms Qualification

Hours POST/STC**

^{*} 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					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY C: License					
% OF RESOURCES: 4%					
WORKLOAD					
Permits, Licenses, Photos Fingerprinting	74,546	72,267	71,546	72,533	34,116
Services to Other Agencies Criminal File/Records Checks	56,220	50,376	6,712	51,126	14,677
Photos, Fingerprinting	4,100	3,090	5,257	3,300	0
Public Contact and Fees*	N/A	N/A	N/A	N/A	22,962
Interviewing and Processing Time*	N/A	N/A	N/A.	N/A	12,781
* New Indicator effective with 1993-94 CAO Proposed Budget.					
ACTIVITY D: Records					
% OF RESOURCES: 22%				e e	
WORKLOAD					
Bookings*	135,180	123,417	125,450	130,000	120,000
Case Reports	72,806	71,326	78,957	72,000	77,000
Arrest Disposition Reports	6,485	8,192	7,896	8,000	7,500
ARJIS Entry	200,114	186,581	221,906	190,000	190,000
CAL-ID Fingerprint Entry	73,418	89,405	106,790	90,000	108,000

^{*} Jails no longer book misdeamenors.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY E: Administrative Management/Financial Servic	es				
% OF RESOURCES: 21%					
<u>WORKLOAD</u>					
Avg. Total Budget Dollars Per Analyst	N/A	\$45,746,407	\$50,618,358	\$46,285,565	\$52,605,372
Requisitions Prepared*	8,830	9,443	9,709	9,900	9,975
Inventory Maintained**	\$ 854,000	\$ 183,000	\$ 247,117	\$ 200,000	\$ 230,000
Payroll Records Maintained	2,600	2,625	3,100	3,100	3,200
ACTIVITY F: Data Services					
% OF RESOURCES: 17%					
<u>workload</u>					
E-Mail Messages	N/A	98,676	181,284	110,000	200,000
Sun Transactions (in millions)	15.67	16.47	18	17.00	20
Network Accounts	N/A	1,063	1,678	1,200	1,800
Devices on Computer network	236	505	530	600	650

^{*} Additional County-Wide Blanket Purchase Orders in FY 1992-93 and FY 1993-94.
** Office supply stock reduction in FY 1993-94.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
			4.00		4.00	AT 07/	A-70 A-70
0265 0975	Assistant Sheriff Sheriff Contract Manager	1	1.00 1.00	1	1.00 0.00	\$75,836 67,128	\$75,835 0
0980	Sheriff's Personnel Manager	i	1.00	1	1.00	58,962	58,962
2302	Administrative Assistant III	ż	2.00	ż	2.00	92,324	92,324
2303	Administrative Assistant II	5	5.00	5	5.00	213,162	199,635
2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,157	52,156
2320	Personnel Aide	1	1.00	2	1.00	24,386	25,609
2328	Dept. Pers. Officer II	1	1.00	1	1.00	46,019	46,162
2367	Principal Adm. Analyst	1	1.00	1	1.00	52,157	51,624
2370 2403	Adm. Services Manager III	4	1.00 4.00	1 4	1.00 3.00	60,386 102,639	60,386
2403 2412	Accounting Technician Analyst II	3	3.00	0	0.00	102,639	78,554 0
2413	Analyst III	2	2.00	Ö	0.00	71,790	. 0
2414	Analyst IV	ī	1.00	ĭ	1.00	52,157	52,156
2423	Dept. Sys. Prog.	i	1.00	i	1.00	44,840	45,081
2425	Associate Accountant	4	4.00	5	5.00	138,772	169,861
2427	Associate System Analyst	5	5.00	5	5.00	225,422	237, 271
2485	Distrib. Net. Tech. II	1	1.00	1	1.00	28,049	28,084
2493	Intermediate Account Clerk	6	6.00	7	7.00	116,399	136,986
2494	Payroll Clerk	1 1	1.00	1	1.00	19,678	19,503
2499	Principal System Analyst	1	1.00 1.00	1 0	1.00	58,943 30,710	58,942 0
2500 2505	Jr. Accountant Senior Accountant	i	1.00	1	0.00 1.00	29,719 45,081	45,081
2510	Senior Account Clerk	ż	7.00	8	8.00	162,637	184,348
2511	Senior Payroll Clerk	5	5.00	5	5.00	125,280	124,843
2525		, ž	2.00	5 2	2.00	109,494	109,496
2650	Stock Clerk	` 1	1.00	1	1.00	19,104	19,812
2660	Storekeeper I	1	1.00	1	1.00	22,489	22,490
2700	Intermediate Clerk Typist	7	7.00	6 ,	5.00	135,028	101,206
2701	Sheriff's Sup. Records Clerk		2.00	2.	2.00	58,916	58,562
2702	Sheriff's Records Manager	1	1.00	.1	1,00	36,101	36,101
2703	Sheriff's Records Clerk II	17 57	17.00	17 50	17.00	433,642	436,370
2705 2710	Sheriff's Records Clerk I Jr. Clerk Typist	53 1	53.00 1.00	58 1	58.00 0.00	1,106,568	1,207,601 0
2730	Senior Clerk	4	4.00	3	3.00	14,943 90,893	70,768
2733	Sheriff's Licensing Clerk I	Õ	0.00	2	2.00	0 .	42,498
2734	Sheriff's Licensing Clerk II	ŏ	0.00	6	6.00	ŏ	141,432
2735	Sheriff's Licensing Specialist		0.00	2	2.00	Ŏ	52,076
2736	Sheriff's Licensing Supervisor		0.00	2 2 2	2.00	0	47,290
2745	Supervising Clerk	2	2.00	2	2.00	55,538	55,540
2756	Administrative Secretary I	1	1.00	1	1.00	19,167	20,669
2757	Administrative Secretary II	3	3.00	2	2.00	70,534	48,820
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
2896 2903	Sup. Legal Services Clerk Legal Procedures Clerk I	2	1.00 2.00	1 0	1.00	32,175	32,175 0
2906	Legal Procedures Clerk III	2	2.00	Ö	0.00 0.00	40,898 53,973	0
2907	Legal Procedures Clerk II	6	6.00	Ö	0.00	140,446	Ö
3020	Computer Operator	ž	1.50	2	1.50	31,594	37,574
3072	Senior Computer Operator	ī	1.00	1	1.00	28,085	28,084
3120	Dept. Comp. Spec. II	1	1.00	i	1.00	36,868	41,843
5706	Assis. Weapons Trng. Coord.	1	1.00	1	1.00	24,989	24,947
5746	Deputy Sheriff	17	17.00	21	21.00	748,633	863,629
5751	Investigative Spec. II	2	2.00	0	0.00	51,244	0
5775	Sheriff's Captain	1	1.00	1	1.00	66,864	66,864
5778	Sheriff's Commander	1	1.00	0	0.00	75,180	110 774
5780 5700	Sheriff's Lieutenant	2 5	2.00	2 7	2.00	118,376	118,376
5790 7099	Sheriff's Sergeant Sheriff Range Guard	5	5.00 5.00	5	7.00 5.00	258,493	363,573 116,201
8801	Sheriff's Finance Contract/Off	-	1.00	0	0.00	114,008 84,999	116,201 0
	Tatal	201	207 50	207	202.50	e/ 10/ /45	e4 070 474
	Total	204	203.50	207	202.50	\$6,196,415	\$6,038,174

STAFFING SCHEDULE

Class Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Salary Adjustments:					104	60,239
Premium/Overtime Pay:					342,745	. 374,727
Employee Benefits:					2,428,914	2,419,149
Integrated Leave Program:					0	(119,932)
Salary Savings:					(249,552)	(250,885)
Total Adjustments					\$2,522,211	\$2,483,298
Program Totals	204	203.50	207	202.50	\$8,718,626	\$8,521,472

PROGRAM: Office of the Sheriff

DEPARTMENT: SHERIFF

PROGRAM #: 92101

MANAGER: Jay La Suer, Undersheriff

ORGANIZATION #: 2400

REFERENCE: 1993-94 Proposed Budget — Pg. 13-38

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 chielf 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,571,721	\$1,752,089	\$1,775,965	\$2,836,407	\$3,602,968	27.0
Services & Supplies	160,105	311,632	150,727	226,517	153,582	(32.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,731,826	\$2,063,721	\$1,926,692	\$3,062,924	\$3,7 56,550	22.6
PROGRAM REVENUE	(3,573)	(25,495)	(22,030)	(10,000)	(15,000)	50.0
NET GENERAL FUND CONTRIBUTION	\$2,728,253	\$2,038,226	\$1,904,662	\$3,052,924	\$3,741,550	22.6
STAFF YEARS	32.00	64.00	30.00	64.00	28.00	(56.3)
POSITIONS	32	64	30	64	30	(53.1)

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 Coordinator. The Office of the Sheriff, in addition to the duly elected Sheriff, also includes the Undersheriff, who is responsible for department operations, and Special Assistants who are responsible for legal affairs and intergovernmental relations. The Sheriff's Community Relations Coordinator addresses and resolves issues pertaining to the department's performance, responsiveness, and accessibility to the community based on input from the community and other agencies, including the Citizens Law Enforcement Review Board. Clerical support and the Sheriff's personal staff are also included in this program.

The Public Affairs Division is responsible for maintaining effective communications between the Sheriff's Department and the citizens of San Diego County. Additionally, the division coordinates activities with the Industrial Relations Program and functions as the liasion with Mexico and 22 foreign consulates located in San Diego County.

The Internal Affairs Division is responsible for investigating complaints of misconduct or negligence involving employees in the Sheriff's Department.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual expenditures for Salaries and Benefits and Services & Supplies in 1992-93 are under budget due to a departmental reorganization which resulted in the transfer of 31.0 crime prevention positions from the Office of the Sheriff to Law Enforcement Services.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To the extent possible, law enforcement services were provided in a timely manner to the citizens of San Diego County.
- 2. Department personnel continually receive training in state-of-the-art law enforcement techniques and, to the extent possible, within budgetary constraints, utilize modern, cost-effective equipment.
- Within budgetary constraints, the Sheriff's Department has optimized the utility of San Diego correctional facilities.
- 4. The Sheriff's Department continues its efforts to reduce reliance on Drug Asset Forfeiture funds for recurring expenses which are properly the responsibility of the County.
- 5. A computerized tracking system has been designed for the Internal Affairs Division. System development and implementation are scheduled for FY 93-94.

1993-94 OBJECTIVES

- Promote public safety by providing comprehensive law enforcement services, in a timely manner, to citizens throughout the Sheriff's jurisdiction.
- 2. Ensure that personnel within the Sheriff's Department are well qualified, trained in the most current law enforcement techniques and utilize equipment which promotes cost-effective operation of the Sheriff's Department.
- 3. Fully staff and utilize to maximum capacity, all San Diego County correctional facilities.
- 4. Reduce reliance on Drug Asset Forfeiture funds for recurring expenses which are properly assumed by the County.
- 5. Establish a computerized system to effectively manage cases under investigation by the Sheriff's Internal Affairs Division.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Offfice of the Sheriff [28.00 SY; E = \$3,756,550; R = \$15,000] 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 investigation of complaints of misconduct or negligence involving employees in the department.
 - Responsible for maintaining community relations with citizens of San Diego County.
 - Two staff years were eliminated as a result of the Sheriff's \$2.0 million budget reduction in administrative costs.
 - O By direction of the Board of Supervisors, \$1.9 million was added to the budget of the Office of the Sheriff to cover anticipated costs associated with work-related injuries of department personnel.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
OTHER REVENUE:				
Recovered Expenditures (Acct. 9989) Other Miscellaneous (Acct. 9995, 9979)	、 \$495 21,535	\$0 10,000	\$0 15,000	\$0 5,000
Other Miscettaneous (Acct. 9995, 9979) Other Sales-Taxable (Acct. 9996)	21,333	10,000	15,000	5,000
Sub-Total	\$22,030	\$10,000	\$15,000	\$5,000
OTHER FINANCIAL SOURCES:				
Op. Tsfr. From Asset Forftr. Sub-Total	0 0	0 0	, 0	. 0
Total	\$22,030	\$10,000	\$15,000	\$5,000
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,904,662	\$3,052,924	\$3,756,550	\$703,626
Sub-Total	\$1,904,662	\$3,052,924	\$3,7 56,550	\$703,626
Total	\$1,904,662	\$3,052,924	\$3,756,550	\$703,626

EXPLANATION/COMMENT ON PROGRAM REVENUES

Other Revenue:
-Increase of \$5,000 projected in revenue from film location crowd/traffic control based on 1992-93 actuals.

PERFORMANCE INDICATORS					
	990-91	1991-92	1992-93	1992-93	1993-94
	Actual	Actual	Actual	Budget	Budget

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: 26%

			,		
WORKLOAD				•	
Total Department Appropriations	129,262,641	141,264,130	152,428,122	142,231,962	157,816,115
Total Department Staff Years	2,337.50	2,409.00	2501.08	2,457.33	2702.58
Population Unincorporated Areas	-358,512	381,922	389,400	396,600	395,400
Population Contract Cities	330,968	344,300	352,400	345,000	358,036
Unincorporated AreaSquare Miles	3,737	3,737	3,623	3,623	3,623
Contract CitesSquare Miles	124	124	137	124	137
ACTIVITY B: Internal Affairs/Public Affairs % OF RESOURCES: 28% WORKLOAD				·	
Complaint Investigations	247	301	314	330	330
Claims Against County	159	153	143	200	200
Discovery Proceedings	29	25	30	35	35
Chargeable Accidents*	. 81	93	94	0	100
Non-chargeable Accidents*	70	75	84	0	100

104

137

105

0

130

Disciplinary Actions*

^{*} New indicators effective with 1993-94 CAO Proposed Budget.

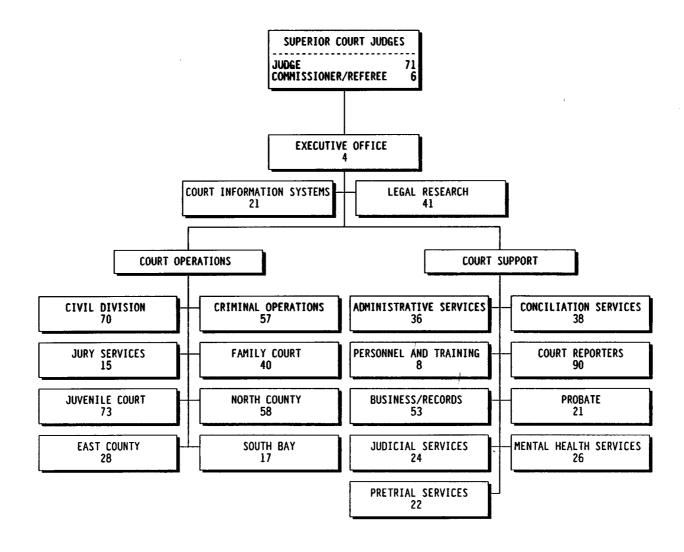
STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
01/0	Sheriff	4	1.00		1 00	407 707	607 737
0160 0260	Undersheriff	<u> </u>	1.00 1.00	1	1.00 1.00	\$93,723 82,310	\$93,723
0362	Special Assistant	3	3.00	3	2.00	184,242	82,310 125,778
0976	Sh. Comm. Relations Coord.	1	1.00	1	1.00	54,371	54,184
2337	Public Inf. Specialist	i	1.00	1	1.00	37,960	37,961
2700	Int. Clerk Typist	' 7	7.00	ź	1.00	141,976	20,669
2756	Admin. Secretary I	ó	0.00	1	1.00	141,770	22,052
2757	Admin. Secretary II	1	1.00	4	1.00	23,949	25,474
2758	Admin. Secretary III	ά	3.00	3	3.00	81,619	87,022
2759	Admin. Secretary IV	1	1.00	1	1.00	30,774	30,774
2776	Criminal Legal Secretary II	i	1.00	4	1.00	31,817	32,091
2780	Sheriff's Executive Assistant	i	1.00	1	1.00	41,843	41,843
5743	Supv. Crime Prevention Spec.	;	5.00	Ġ	0.00	133,110	41,043
5744	Crime Prevention Specialist	. 18	18.00	Ö	0.00	415,620	Õ
5746	Deputy Sheriff	7	7.00	6	6.00	303,542	264,588
5780	Sheriff's Lt.	ź	2.00	1	1.00	118,376	59,188
5790	Sheriff's Sergeant	11	11.00	6	6.00	570,127	311,634
	Total	64	64.00	30	28.00	\$2,345,359	\$1,289,291
Salary	Adjustments:					(400,091)	1,873,938
Premiu	m/Overtime Pay:					34,143	21,040
Employ	ee Benefits:					947,323	517,075
Integra	ted Leave Program			•		0	(38,084)
Salary :	Savings:			•		(90,327)	(60,292)
	Total Adjustments					\$491,048	\$2,313,677
Progran	n Totals	64	64.00	30	28.00	\$2,836,407	\$3,602,968

SUPERIOR COURT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	ኔ Change
Operations	\$19,484,009	\$21,449,312	\$21,589,592	\$21,740,156	\$20,812,225	\$(927,931)	(4.3)
Court Support	18,133,469	19,898,058	19,721,303	19,705,538	20,148,824	443,286	2.3
TOTAL DIRECT COST	\$37,617,478	\$41,347,370	\$41,310,895	\$41,445,694	\$40,961,049	\$(484,645)	(1.2)
PROGRAM REVENUE *	(8,827,840)	(9,586,342)	(5,556,152)	(8,849,650)	(3,605,778)	5,243,872	(59.3)
NET GENERAL FUND COST	\$28,789,638	\$31,761,028	\$35,754,743	\$32,596,044	\$37,355,271	\$4,759,227	14.6
STAFF YEARS	771.38	787.26	773.90	832.00	819.00	(13.00)	(1.6)

^{*} Enactment of Assembly Bill 1344, effective September 25, 1992, resulted in Civil Filing Fee Revenue (\$5,000,000) and Court Reporter Revenue (\$884,845) being directed to the State Trial Court Trust Fund for redistribution to counties. Therefore, this revenue is no longer budgeted as Superior Court Program Revenue.



PROGRAM: OPERATIONS

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13039 MANAGER: Kenneth E. Martone

ORGANIZATION #: 2000

REFERENCE: 1993-94 Proposed Budget - Pg. 14-3

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AUTHORITY: This program was developed to carry out the provisions of Article Six, Section Four of the Constitution of the State of California which states that there shall be a Superior Court in every county.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$15,533,354	\$17,105,450	\$17,173,671	\$18,027,356	\$16,937,430	(6.0)
Services & Supplies	3,861,857	4,140,746	4,273,577	3,682,800	3,874,795	5.2
Other Charges	9,375	1,659	99	30,000	0	(100.0)
Fixed Assets	79,423	201,457	142,245	0	0	
Vehicles/Comm Equipment	0	0	0	0	0	
TOTAL DIRECT COST	\$19,484,009	\$21,449,312	\$21,589,592	\$21,740,156	\$20,812,225	(4.3)
PROGRAM REVENUE	(6,690,253)	(7,371,127)	(3,581,835)	(6,764,248)	(2,249,093)	(66.8)
NET GENERAL FUND CONTRIBUTION	\$12,793,756	\$14,078,185	\$18,007,757	\$14,975,908	\$18,563,132	24.0
STAFF YEARS	436.72	452.41	445.38	477.00	476.00	(0.2)

PROGRAM DESCRIPTION

The Superior Court serves the citizens of San Diego County through the operation of seventy-seven 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, Downtown Courthouse Annex, Family Court Building, North County Regional Center, South Bay Regional Center and El Cajon Regional Center. All juvenile hearings are conducted at the Juvenile Court in Linda Vista.

PROGRAM: OPERATIONS DEPARTMENT: SUPERIOR COURT

1992-93 BUDGET TO ACTUAL COMPARISON

FY 1992-93 Mid-Year Budget changes included the following:

- o \$391,466 reduction in Salaries and Benefits per October 13, 1992 Board Action.
- \$82,216 CAO imposed reduction in travel.
- o \$30,000 reduction in lease purchase per October 13, 1992 Board Action.
- 9 \$274,210 Integrated Leave Plan reduction in Salaries and Benefits.
- o \$200,000 Interest on SANCAL Bonds proceeds to fund East County Courts fixed Assets, LAN wiring and furnishings.
- \$290,000 augmentation on Services and Supplies budget authorized by May 18, 1993 Board Action.
- \$359,000 Board-approved transfer from Superior Court's Automation and Modernization Fund which allowed for the purchase of fixed assets worth \$209,000 and \$150,000 in Services and Supplies for Court Microfilming needs.
- o \$238,150 transfer, from Penalty Assessment Fund, to fund a new jury system per June 15, 1993 Board Action.
- \$140,200, savings transferred from Salaries and Benefits to Services and Supplies (\$120,000) and Fixed Assets (\$20,200) as year-end budget adjustments.

A Court-wide hiring freeze, an overtime ban, voluntary time-off and a comprehensive Integrated Leave Plan enabled the Operations division to stay within FY 1992-93 Salaries and Benefits budget.

Services and Supplies expenditures exceeded FY 1992-93 adopted budget by \$590,777. Of this amount \$150,000 was spent on microfilming as authorized by mid-year Board approved transfer. Other areas of over-expenditure include interpreters, office/DP equipment maintenance and books and publications. The total amount for 1992-93 estimated actuals includes \$607,156 carried over expenditures from prior fiscal year.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. 77% of general civil cases were disposed of within one year of filing. Characteristics of cases prevented achievement of the goal of 90%.
- 2. Length of time from filing to disposition of felony criminal cases was reduced from 93 to 73 days.
- 3. Implementation of the REJIS dependency System was completed.
- All Municipal and Superior Courts received jurors when needed, and the overall utilization rate of the jury system
 was improved.
- Court coordination agreements were implemented with each Municipal Court district, assisting in timely disposition of Superior Court cases.
- Phase I of the automated linkage between Criminal Case Management and JURIS was successfully implemented during FY 1992-93. Remaining phases will continue into FY 1993-94.

1993-94 OBJECTIVES

- To dispose of 90% of all civil cases within one year of filing of the complaint.
- 2. To provide adequate jurors for all jury trials as needed.
- 3. Implement expanded, integrated Jury Management System to replace existing system.
- 4. To open four new courtrooms in the East County Regional Center.
- Complete implementation of remaining phases to automate the linkage between Criminal Case Management and JURIS.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Civil Division</u> [70.00 SY; E = \$3,055,752; R = \$421,091] including support personnel:
 - Mandated/Mandated Service Level.
 - o Provides for civil case processing and preparation of calendars for 24 civil departments.
 - Operates a Mandated Arbitration Program for Superior and Municipal Court Civil cases.
 - The Statute of Limitation requires all civil cases to go to trial within 5 years of filing.
- 2. <u>Criminal Division</u> [57.00 SY; E = \$2,373,424; R = \$19,913] including support personnel:
 - Mandated/Mandated Service Level.
 - Provides for criminal case processing and preparation of calendars for 18 criminal departments.
 - The Penal Code requires that felony trials commence within 60 days of arraignment.

DEPARTMENT: SUPERIOR COURT

- 3. Juvenile Court [73.00 SY; E = \$2,853,072; R = \$81,745] including support personnel:
 - Mandated/Mandated Service Level.
 - Provides for the acceptance of all delinquency and dependency filings, case processing and preparation of calendars for 10 Juvenile Court Departments.
 - Transferred 1.00 S.Y. Court Services Clerk I position to Business/Records division of the Court.
 - Statutory time limits must be adhered to in both dependency and delinquency matters.
- 4. Family Court [40.00 SY; E = \$1,394,953; R = \$206,012] including support personnel:
 - Mandated/Mandated Service Level.
 - Provides for the acceptance of all filings, case processing and preparation of calendars relating to family law and domestic matters for 7 Domestic Departments.
 - Orders to Show Cause Hearings in cases with Temporary Restraining orders must be set within 15-25 days.
- 5. <u>Jury Services</u> [15.00 SY; E = \$2,391,806; R = \$960,000] including support personnel:
 - Mandated/Mandated Service Level.
 - Manages the jury system for all Superior and Municipal Courts.
 - The right to jury trial is guaranteed by the United States Constitution.
 - Payment of fees to jurors is required by statute.
- North County Branch [58.00 SY; E = \$2,073,058; R = \$187,561] including support personnel:
 - Mandated/Mandated Service Level.
 - 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 [28.00 SY; E = \$1,019,865; R = \$75,331] including support personnel:
 - Mandated/Mandated Service Level.
 - Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 6 court departments.
- 8. South Bay Branch [17.00 SY; E = \$592,768; R = \$37,440] is:
 - Mandated/Mandated Service Level.
 - Accepts filings, provides case processing and prepares calendars for all types of cases under the jurisdiction of the Superior Court. This branch has 4 Court departments.
- 9. Legal Research [41.00 SY; E = \$2,685,399; R = \$0] including support personnel:
 - Mandated/Discretionary Service Level.
 - Provides legal research and assistance to Judges, Commissioners and Referees as required.
- 10. <u>Judges and Referees</u> [77.00 SY; E = \$2,372,128; R = \$260,000] is:
 - Mandated/Mandated Service Level.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
	de radio de la constitución de l			
FEES AND GRANTS: Fines & Forfeitures	124,631	260,000	340.000	0
Filing Documents	2,252,424	5,915,162	260,000 900,007	(5,015,155)
Jury Fees	667,926	460,000	960,007	500,000
Traffic School Fees	44,987	75,745	75,745	00,000
Court Admin. Fees	2,221	1,000	1,000	ő
Other Misc	48, 193	5,000		0
Recovered Expenditures	45,441	19,913	19,913	0
Other Sales Taxable	37,012	27,428	27,428	Ŏ
Microautomation Fee	359,000	0	0	Ō
Sub-Total	\$3,581,835	\$6,764,248	\$2,249,093	\$(4,515,155)
Total	\$3,581,835	\$6,764,248	\$2,249,093	\$(4,515,155)
GENERAL FUND CONTRIBUTION DETAIL				
	1002 03	1000 00	1002.04	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993·94 Budget	1992-93 Budget
			-	
GENERAL FUND SUPPORT COSTS:	\$18,007,757	\$14,975,908	\$18,563,132	\$3,587,224
Sub-Total	\$18,007,757	\$14,975,908	\$18,563,132	\$3,587,224
Total	\$18,007,757	\$14,975,908	\$18,563,132	\$3,587,224

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Passage of Assembly Bill 1344 (effective September 25, 1992) resulted in Civil Filing Fee Revenue being redirected
 to the State Trial Court Trust Fund. Based on an allocation formula enacted by the Legislature, San Diego County
 will receive a share of funds deposited in the Trust Fund. The FY 1993-94 Superior Court Filing Fee Revenue budget
 has been reduced accordingly.
- Implementation of a procedure to escheat old accounts residing in the Jury Fee Trust Fund, administered by the Superior Court, has generated additional revenues (\$195,127). Other Civil Jury Fee Revenues also registered an increase (\$13,000) over FY 1993-94 Budget.
- \$359,000 was transferred from the Court's Automation and Modernization Fund as authorized by Government Code Section 26863 to provide for a microfilming contract.
- Revenue from Traffic School Fees was significantly below FY 1992-93 budgeted amounts. 1991 legislation that
 increased fines/fees and changed allocation formulas, contributed to the Traffic School Fee revenue decrease. Fewer
 traffic offenders are opting for traffic school (due to the increased cost), and the court realizes less revenue
 for each traffic school referral.
- Fines and Forfeitures, most notably Attorney Sanctions revenue, continues to decline. This is due to the attorneys becoming better acquainted with the "Fast Track" rules applied by the Court.
- Recovered Expenditure revenue represents reimbursement from the State of California for the cost of processing cases involving prisoners or patients in State custody (\$42,627). It also includes reimbursement from the Judicial Council for cases tried under State-wide coordination proceedings (\$2,815). This revenue source is expected to exceed budgeted amount during FY 1993-94.

PROGRAM: Operations	ROGRAM: Operations						
PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY A: Filings							
% OF RESOURCES: 100%							
WORKLOAD							
Total Filings	74,157	81,417	79,288	85,176	76,520		
Judicial Weighted Caseload	8,229,679	8,604,669	8,324,570	8,564,571	8,511,350		
EFFICIENCY	"						
Weighted Units Per Judge Staff Year*	115,911	121,193	117,247	120,628	119,878		
<u>EFFECTIVENESS</u>					,		
Percent Over State Standard (94,170)	23.1	28.7	24.5	28.10	27.3		

^{*}Does not include Commissioners and Referees.

PROGRAM: OPERATIONS

SIAFFII	NG SCHEDULE						
Class	Title	1992-93 Budget Positions	1992·93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0570	Judge, Superior Court	71	71.00	71	71.00	\$828,203	\$689,187
0559	Supv. Research Attorney	1	1.00	1	1.00	94,901	94,900
0538	Referee	6	6.00	4	4.00	253,311	337,744
0573	Family Court Commissioner	0	0.00	2	2.00	0	168,872
737	Sr. Research Attorney	2	2.00	2	2.00	168,582	168,582
0496	Supr Juv. Traf. Hearing Off.	1	1.00	1	1.00	61,639	61,640
0509	Director, Court Operations	3	3.00	3	3.00	185,097	185,100
0516	Juv. Traf. Hearing Ofifcer	3	3.00	3	3.00	172,724	173,268
0553	Research Attorney II	22	22.00	22	22.00	1,274,189	1,287,124
734	Judicial Clerk	6	6.00	6	6.00	209,067	292,385
0514	Coordinator, Calendar Svcs	3	3.00	3	3.00	153,339	146,791
0530	Research Attorney I	8	8.00	8	8.00	340,002	381,207
0525	Coordinator, Jury Services	1	1.00	1	1.00	40,853	41,843
0576	Div. Chief, Branch Opertns.	2	2.00	2	2.00	90,162	90,162
0574	Div. Chief, Business	_1_	1.00	_1_	1.00	45,081	45,08
0537	Referee Pro-Tem	27	2.00	27	2.00	78,252	176,17
0568	Supv. Superior Court Clerk	1	1.00	1	1.00	45,726	45,725
0531	Chief Calendar Clerk	1	1.00	1	1.00	- 40,862	40,86
0522	Deputy Jury Comm. III	1	1.00	1	1.00	35,518	34,610
0511	Chief Arbitration Clerk	2	2.00	2	2.00	81,724	81,72
0577	Asst. Div. Chief, Business	1	1.00	1	1.00	38,877	38,87
0579	Asst. Div Chf, Branch Opertns.	2	2.00	2	2.00	77,754	77,754
0569	Asst. Supv. Sup. Court Clerk	2	2.00	2	2.00	78,924	78,922
B801	Coordinator, Court Interpreter	1 7	1.00 7.00	1 7	1.00 7.00	37,062	37,062
0554 0566	Court Services Clerk IV	117	117.00	117	117.00	242,283	238,847
)599	Superior Court Clerk	6	6.00	6	6.00	3,764,052 190,016	3,792,403 184,825
0535	Sup. Ct. Clerk Interpreter Deputy Jury Commissioner II	11	11.00	11	11.00	297,247	299,49
0502		1	1.00	'1	1.00	25,475	25,47
0711	Admin. Secretary II Independent Calendar Clerk	21	21.00	21	21.00	595,924	649,72
0555	Court Services Clerk III	18	18.00	25	25.00	522,840	629,01
0703	Exhibits Custodian	3	3.00	3	3.00	66,281	68,18
)589	Cashier	1	1.00	ő	0.00	19,376	00,10
0556	Court Services Clerk II	94	94.00	73	73.00	2,165,495	1,737,584
0717	Asst. Superior Court Clerk	0	0.00	20	20.00	2,105,475	409,705
0557	Court Services Clerk I	44	44.00	49	49.00	893,076	1,012,44
0583	Intermediate Clerk Typist	6	6.00	ő	0.00	116,701	1,012,440
0584	Departmental Clerk	ž	2.00	ŏ	0.00	30,563	Ċ
0586	Junior Clerk Typist	3	3.00	Ö	0.00	48,503	Ć
	Total	502	477.00	501	476.00	\$13,409,681	\$13,823,297
Salary	Adjustments:					103,785	(1,304,540
Doomicu	m/Overtime Pav:					0	C

Total	502	477.00	501	476.00	\$13,409,681	\$13,823,297
Salary Adjustments:					103,785	(1,304,540)
Premium/Overtime Pay:					0	0
Employee Benefits:					4,699,930	4,878,923
Integrated Leave Plan						(274,210)
Salary Savings:					(186,040)	(186,040)
Total Adjustments					\$4,617,675	\$3,114,133
Program Totals	502	477.00	501	476.00	\$18,027,356	\$16,937,430

PROGRAM: COURT SUPPORT

DEPARTMENT: SUPERIOR COURT

PROGRAM #: 13081 MANAGER: Kenneth E. Martone

ORGANIZATION #: 2031 REFERENCE: 1993-94 Proposed Budget - Pg. 14-9

AUTHORITY: This program was developed to carry out the provisions of Article Six, Section Four of the Constitution of the State of California which states that there shall be a Superior Court in every county.

-						
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$15,232,531	\$16,560,358	\$16,338, <i>7</i> 31	\$17,115,889	\$16,609,865	(3.0)
Services & Supplies	2,562,437	3,004,778	3,013,130	2,041,496	3,020,806	48.0
Other Charges	11,555	4,198	2,175	35,000	5,000	(85.7)
Fixed Assets	326,946	328,724	367,267	513,153	513,153	0.0
Vehicles/Comm Equipment	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$18,133,469	\$19,898,058	\$19,721,303	\$19,705,538	\$20,148,824	2.2
PROGRAM REVENUE	(2,137,587)	(2,215,215)	(1,974,317)	(2,085,402)	(1,356,685)	(34.9)
NET GENERAL FUND CONTRIBUTION	\$15,995,882	\$17,682,843	\$17,746,986	\$17,620,136	\$18,792,139	6.7
STAFF YEARS	334.66	334.85	328.52	355.00 :	343.00	(3.4)

PROGRAM DESCRIPTION

Court Support program provides administrative and operational support to the direct service programs and Judges of the Superior Court. Court support programs include Administrative Services, Judicial Services, Probate, Conciliation Court Mediations and Investigations, Pretrial 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.

PROGRAM: COURT SUPPORT DEPARTMENT: SUPERIOR COURT

1992-93 BUDGET TO ACTUAL COMPARISON

FY 1992-93 Mid-Year Budget changes included the following:

\$308,677 reduction in Salaries and Benefits per October 13, 1992 Board Action.

o \$274,977 reduction in Fixed Assets and \$30,000 reduction in Lease Purchase per October 13, 1992 Board Action.

\$8,000 CAO imposed reduction in travel.

o \$366,238 Integrated Leave Plan reduction in Salaries and Benefits.

\$710,000 augmentation in Services and Supplies budget authorized by May 18, 1993 Board Action.

 \$51,839 Salaries and Benefits and \$1,477 Services and Supplies increase as a result of Judicial Council funding for the Parent Education Research Grant.

A Court-wide hiring freeze, an overtime ban, voluntary time off, and a comprehensive Integrated Leave Plan enabled the Court Support Program to stay within the amended FY 1992-93 Salaries and Benefits budget.

Services and Supplies expenditures exceeded FY 1992-93 budget by \$971,634. Reporter transcripts, electronic recording, office/dp equipment maintenance, postage, printing, software and carry-over expenditures (\$210,487) from the prior fiscal year account for the variance between adopted budget and actual expenditures.

Although Court Support Fixed Assets appear to be below budget, taken in total with the Operations Program and year-end encumbrances, Superior Court Fixed Assets expenditure remained at FY 1992-93 budgeted level.

1992-93 ACHIEVEMENT OF OBJECTIVES

- A research project funded by the Judicial Council on Parent Education was begun by the Family Court Services
 Division and will continue into FY 1994-95.
- The record index update is underway. Completion is dependent upon the acquisition of additional PCs and a database.
- 3. A computer aided microfiche retrieval system has been installed in Older Records and is fully operational.
- 4. The Trainee program for Court Services Clerks is 90% complete and will be implemented in FY 1993-94.

1993-94 OBJECTIVES

- Continue the Judicial Council funded research project to study the effectiveness of Parent Education that is delivered before Family Court mediation in child custody cases.
- Complete project to update the Superior Court record indices.
- Implement fixed asset tracking system.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Executive Office and Administrative Services [48.00 SY; E = \$3,376,513; R = \$0] including support personnel:
 - Mandated/Discretionary Service Level.
 - Carries out policy set by Judges and provides for management of budgeting, accounting, purchasing and personnel/payroll functions.
 - Added 1.00 S.Y. Volunteer Services Coordinator. This position was transferred mid-year FY 1992-93 from the Chief Administrative Office's department of Community Involvement.
- 2. <u>Court Information Services</u> [21.00 SY; E = \$1,569,777; R = \$0] including support personnel:
 - Mandated/Discretionary Service Level.
 - Provides design/development/maintenance of case management and tracking systems.
- Judicial Services [24.00 SY; E = \$1,048,634; R = \$0] including support personnel:
 - Mandated/Discretionary Service Level.
 - Provides support services to judicial officers at all court locations.
- Probate Division [21.00 SY; E = \$946,514; R = \$200,010] including support personnel:
 - Mandated/Mandated Service Level.
 - Handle decedents' estates, guardianships of minors, and conservatorship of adults who are unable to provide for their personal needs or manage their financial resources.

PROGRAM: COURT SUPPORT DEPARTMENT: SUPERIOR COURT

- 5. Court Reporters [90.00 SY; E = \$7,587,582; R = \$100,000] including support personnel:
 - Mandated/Mandated Service Level.
 - Provides court reporters for each criminal, civil, juvenile, probate, domestic and mental health case as required by law.
- 6. Pretrial Services [22.00 SY; E = \$704,967; R = \$0] including support personnel:
 - Discretionary/Mandated Service Level.
 - Provides criminal history summaries at felony arraignment hearings, bail review reports, and supervised release services for pretrial defendants in all four judicial districts.
 - During FY 1993-94 this program will be transferred to Municipal Court.
- 7. <u>Business/Records</u> [53.00 SY; E = \$1,786,752; R = \$120,000] including support personnel:
 - Mandated/Mandated Service Level.
 - O Accepts and stores all documents filed with the court and provides public access to these records.
 - Supports Civil and Criminal Court Departments and prepares the court record to meet requirements for mandated court hearings.
 - Transferred 1.00 S.Y. Court Service Clerk I from Juvenile Division to Business/Records.
- 8. Conciliation Court [38.00 SY; E = \$1,929,142; R = \$186,118] including support personnel:
 - Mandated/Mandated Service Level.
 - Provides mediation and investigation in all domestic cases when separating or divorcing parents cannot agree on a child custody sharing plan.
 - O Custody investigations and mediation of custody disputes must occur within limits established by statutes.
- 9. Counselor in Mental Health [26.00 SY; E = \$1,198,943; R = \$750,557] including support personnel:
 - Mandated/Mandated Service Level.
 - Conducts investigations and makes recommendations to the Court regarding conservatorship, and serves as Temporary Conservator when necessary.
 - 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.
 - 0 Certification Review and Roger 'S' hearings must be conducted within mandatory time limits.

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
Marriage Licenses	115,995	120,000	120,000	0
State Aid - Mental Health	750,557	750,557	750,557	ő
Reporter Fee	340,836	984,845	100,000	(884,845)
Recovered Expenditures	272,091	230,000	230,000	0
State Grant - Parent Education	9,050	0	36,128	36,128
Fee for Court Costs	24,500	0	0	. 0
Other Court Costs	\$33,601	\$0	\$0	- ·- - - \$0
SB 668 Court Facilities - PFY	399,196	0	0	0
Filing Documents (Evaluations)	12,764	0	0	
Other Miscellaneous	15,727	0	0	0
dicroautomation Fee	0	0	120,000	120,000
Sub-Total	\$1,974,317	\$2,085,402	\$1,356,685	\$(728,717)
Total	· \$1,974,317	\$2,085,402	\$1,356,685	\$(728,717)
GENERAL FUND CONTRIBUTION DETAIL				Changa Fran
	1992-93	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
Select at Fund Contribution by Source	Actual	Dauget		
SENERAL FUND SUPPORT COSTS:	\$17,746,986	\$17,620,136	\$18,792,139	\$1,172,003
Sub-Total	\$17,746,986	\$17,620,136	\$18,792,139	\$1,172,003
TOTAL	\$17,746,986	\$17,620,136	\$18,792,139	\$1,172,003

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Passage of Assembly Bill 1344 (effective September 25, 1992) resulted in revenue associated with Court Reporter usage being redirected to the State Trial Court Trust Fund. Revenue budgeted for FY 1993-94 has been reduced accordingly.
- Family Court Services was awarded a three-year, \$95,000, Judicial Council Grant to conduct research into the
 effectiveness of Court mandated parent education delivered to parents before child custody mediation. Other
 Miscellaneous (\$15,729) revenue consists of Parent Education Fees collected prior to the implementation of the
 Judicial Council Grant. This revenue has been replaced by the Judicial Council Grant.
- Fee for Court Costs (\$24,500) and Other Costs (\$33,601) were fees implemented in FY 1992-93. These fees enable the Court to recover the cost of Guardianship processing and Pro Tem Reporters in civil cases.
- \$399,196 was prior fiscal year SB 668 Revenue received in FY 1992-93.
- Recovered Expenditure revenue comprised of Probate Conservatorship (\$228,211) and Conciliation Court charges (\$43,865) also exceeded budget.
- Microautomation Fee revenue (\$120,000) is authorized under Government code Section 26863 and provides for Court Microfilming Project. This revenue category was realized under Operations budget in FY 1992-93.

PROGRAM: Court Support	DEPARTMENT: SUPERIOR						
FIXED ASSETS							
Item	Quantity	Unit	Total Cost				
Office Furniture and Equipment	1	Lot	\$200,000				
Modular Furniture Data Processing Equipment	1	l Lot	152 312,000				
Equipment Internal to a Computer	i	1	1				
Electronic Equipment	1	Lot	1,000				
Total			\$513,153				
VEHICLES/COMMUNICATION EQUIPMENT							
Item	Quantity	Unit	Total Cost				

\$0

Total

PROGRAM: Court Support DEPARTMENT: SUPERIOR COURT

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Probate					
* OF RESOURCES: 4.70%					
WORKLOAD					
# Filings	4,511	5,106	5,155	5,100	5,200
EFFICIENCY					
# Cases Disposed of	5,711	5,266	5,201	5,300	5,200
EFFECTIVENESS					
Ratio of Dispositions to Filings	127%	103%	100%	104%	100%
ACTIVITY B:					
Pretrial Services					
<u>% OF RESOURCES:</u> 3.50%					
WORKLOAD		• -			
Investigations	1,766	2,391	1,802	1,750	1,860
Total Inmates Interviewed	34,346	33,118	34,190	35,000	*
EFFICIENCY					
# Released OR	1,711	1,453	1,414	1,500	*
# Released Supervised	762	913	625	730	740
EFFECTIVENESS					
Custody Days Averted - OR (3 Days Avg.)	5,133	4,359	4,242	4,500	*
Custody Days Averted - Supervised (Actual)	44,238	58,985	37,595	47,450	41,343

^{*} Effective 9-1-93, this program sustained a budget reduction, and the pre-arraignment OR screening component of the program was eliminated. Thus, <u>Total Inmates Interviewed</u> is no longer indicative of the program's workload, and <u># Released OR</u> and <u>Custody Days Averted - OR</u> are no longer valid measures of program efficiency / effectiveness.

TROUBLE COURT CUPPOR C				DEI MITTERIT. 30	LINION COON
PERFORMANCE INDICATORS		· · · · · · · · · · · · · · · · · · ·			
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993 - 94 Budget
ACTIVITY C: Business/Records					
% OF RESOURCES: 8.87%					
WORKLOAD					
Supplemental Filings	134,933	135,344	136,252	135,500	135,500
Case Files Handled	269,057	246,729	222,134	270,000	240,000
EFFICIENCY					
Supplemental Files Handled/Staff	4,484	4,838	5,450	5,192	5,420
<u>EFFECT IVENESS</u>					
% Handled in Required Time Limits	97%	93%	90%	95%	95%
ACTIVITY D: Conciliation Court					
% OF RESOURCES: 9.57%					
<u>workload</u>					
Child Custody/Visitation Mediation Hearings	. 8,014	7,984	7,307	8,400	7,776
Guardianship Investigations	282	336	332	350	365
<u>EFFICIENCY</u>					
# of Hearings per Counselor	334	380	348	380	370
#of Guardianships/per Counselor	12	16	16	16	17
EFFECTIVENESS					
% of Mediation Settlements	70%	68%	50%	65%	65%
ACTIVITY E: Counselor in Mental Health					
<u>% OF RESOURCES:</u> 5.95%					
<u>WORKLOAD</u>				•	
Conservatorship Investigations	1,633	1,525	1,479	1,500	1,500
Mental Health Hearings	2,306	2,276	1,821	2,300	2,100
<u>EFFICIENCY</u>					
Investigations/Counselor	148	139	123	140	130
Hearings/Counselor	192	207	152	210	170
<u>EFFECTIVENESS</u>					
% Private Conservators Appointed	42%	45%	45%	45%	45%

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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0520	Exec. Officer & Jury Comsn	1	1.00	1	1.00	115,544	115,551
0519	Ast. Sup. Ct. Exec. Officer	2	2.00	2	2.00	162,610	162,608
0564	Dir, Court Info. Systems	1	1.00	1	1.00	74,148	74,148
0548	Dir, Mental Health Services	1	1.00	1	1.00	61,699	61,700
0505 0513	Dir, Family Counseling	1 3	1.00 3.00	1 3	1.00 3.00	61,699	61,700
8802	Supv. Court Systems Analyst Director, Personnel Svcs.	1	1.00	1	1.00	185,466 55,957	185,466 55,958
0565	Sup. Ct. Capital Projects Mgr	i	1.00	i	1.00	58,421	58,420
0540	Court Reporter, Superior Crt	82	82.00	82	82.00	4,540,968	4,542,308
0507	Conciliation Counselor IV	2	2.00	2	2.00	108,576	108,576
0533	Chief, Admin. Services	1	1.00	1	1.00	45,047	54,748
0551	Principal Admin. Analyst	1	1.00	1	1.00	52,157	52,156
0501 0534	Court Systems Analyst II Departmental Officer III	3 1	3.00 1.00	3 1	3.00 1.00	149,947 52,157	147,502 52,156
0541	Pro Tem Court Reporter	70	6.00	70	6.00	301,548	301,542
0514	Coordinator Calendar Svcs	2	2.00	2	2.00	102,226	102,224
0506	Conciliation Counselor III	9	9.00	9	9.00	444,276	444,276
0523	Chief Probate Examiner (V)	1	1.00	1	1.00	50,301	50,301
0545	Pretrial Services Manager	1	1.00	1	1.00	36,229	35,301
0552	Deputy Counselor in M. H. III	1	1.00	1	1.00	42,914	53,634
0532 0567	Admin. Assistant III Senior Accountant	4 1	4.00 1.00	4 1	4.00 1.00	166,591 39,194	173,275 34,662
0575	Division Chief, Records	i	1.00	i	1.00	39,194	43,303
0503	Court Systems Analyst I	6	6.00	6	6.00	280,630	282,844
0710	Senior Personnel Analyst	2	2.00	2	2.00	91,595	92,324
0524	Admin. Assistant II	1	1.00	1	1.00	37,703	39,818
0549	Deputy Counselor IN M.H. II	13	13.00	13	13.00	533,418	541,321
0547	Supv. Pretrial Services Office		4.00	4	4.00	162,604	166,944
0526 0707	Probate Examiner III	2 1	2.00 1.00	2 1	2.00 1.00	87,104 53,729	87,104 62,478
0512	Chief Court Reporter Chief Judicial Secretary	i	1.00	i	1.00	41,384	38,081
0518	Conciliation Counselor II	13	13.00	13	13.00	550,726	557,804
0578	Asst. Div. Chief, Recovery	1	1.00	1	1.00	38,877	32,943
0571	Public Information Officer	1	1.00	1	1.00	45,081	45,081
0546	Pretrial Services Officer	10	10.00	3	3.00	373,502	116,772
0563 0521	Analyst II	1 3	1.00 3.00	1	1.00	40,727	41,843
0527	Conservatorship Investigator Probate Examiner II	9	9.00	3 9	3.00 9.00	112,570 339,760	113,545 348,427
0554	Court Services Clerk IV	Ś	5.00	7	7.00	165,291	229,747
0714	Court Admin. Clerk III	0	0.00	4	4.00	0	90,862
0562	Computer Specialist - Sup. Ct.	7	7.00	7	7.00	240,423	241,498
0566	Superior Court Clerk	1	1.00	0	0.00	28,396	0
0515	Judicial Secretary	17	17.00 0.00	17	17.00	563,295	563,295
0719 0700	Coordinator, Volunteer Services Junior Accountant	s 0 1	1.00	1 0	1.00 0.00	0 26,019	31,509 0
0555	Court Services Clerk III	12	12.00	9	9.00	320,997	240,096
0713	Court Admin. Clerk II	0	0.00	9	9.00	0	185,663
0542	Senior Payroll Clerk	1	1.00	0	0.00	25,056	0
0572	Senior Account Clerk	3	3.00	0	0.00	70,129	. 0
0588	Accounting Technician	1	1.00	1	1.00	26,665	26,666
0582 0716	Storekeeper Court Property Specialist II	1	1.00 0.00	0 1	0.00 1.00	22,489 0	0
8803	Senior Cashier	1	1.00	1	1.00	24,700	22,490 24,700
0702	Microfilm Operator	1	1.00	i	1.00	22,280	22,280
0556	Court Services Clerk II	56	56.00	48	48.00	1,294,862	1,145,963
0712	Court Admin. Clerk I	0	0.00	4	4.00	0	93,403
0502	Admin Secretary II	1	1.00	1	1.00	25,475	25,474
0589 0701	Cashier Mail Clerk Driver	1	1.00 1.00	0 0	0.00 0.00	19,376	0 0
0557	Court Services Clerk I	12	12.00	28	28.00	20,387 239,204	535,315
0581	Stock Clerk, Sup. Ct.	2	2.00	0	0.00	39,169	0
0715	Court Property Specialist I	0	0.00	3	3.00	0	60,338
0583	Intermediate Clerk Typist	7	7.00	0	0.00	133,143	0
0586	Junior Clerk Typist	7	7.00	0	0.00	108,491	0
0584	Departmental Clerk	3	3.00	0	0.00	45,880	0

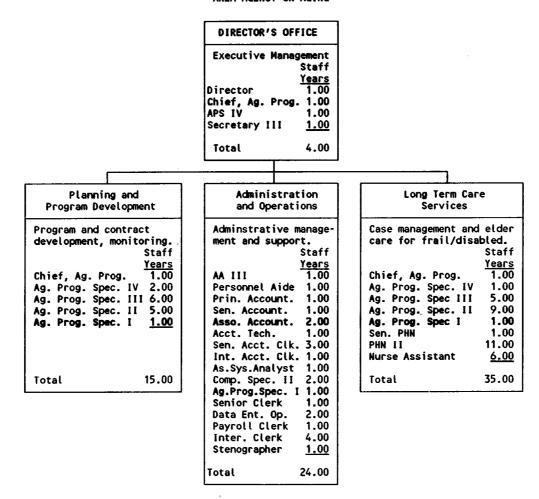
STAFFI	NG SCHEDULE				,		
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
9999	Temporary Extra Help	64	19.00	112	13.00	324,028	239,964
	Total	464	355.00	506	343.00	\$13,522,034	\$13,318,107
							•
					•		
Salary	Adjustments:				•	(300,063)	(215,613)
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					4,060,544	4,040,235
Integr	ated Leave Plan	•					(366,238)
Salary	Savings:					(166,626)	(166,626)
	Total Adjustments					\$3,593,855	\$3,291,758
Progra	m Totals	464	355.00	506	343.00	\$17,115,889	\$16,609,865

HEALTH & SOCIAL SERVICES

AREA AGENCY ON AGING

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Area Agency on Aging	\$9,160,855	\$9,794,420	\$9,731,073	\$11,391,218	\$11,467,912	\$76,694	0.7
TOTAL DIRECT COST	\$9,160,855	\$9,794,420	\$9,731,073	\$11,391,218	\$11,467,912	\$76,694	0.7
PROGRAM REVENUE	(8,735,489)	(9,239,599)	(9,325,132)	(10,427,129)	(10,910,433)	(483,304)	4.6
NET GENERAL FUND COST	\$425,366	\$554,821	\$405,941	\$964,089	\$557,479	\$(406,610)	(42.2)
STAFF YEARS	71.90	73.67	74.84	78.00	78.00	0.00	0.0

AREA AGENCY ON AGING



Staff Changes: None

PROGRAM: Area Agency on Aging DEPA

DEPARTMENT: AREA AGENCY ON AGING

-PROGRAM #: 27014

MANAGER: Daniel L. Laver

ORGANIZATION #: 3700

REFERENCE: 1993-94 Proposed Budget - Pg. 15-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,029,551	\$3,394,708	\$3,481,101	\$3,616,173	\$3,566,633	(1.4)
Services & Supplies	6,129,527	6,358,485	6,249,972	7,775,045	7,901,279	1.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,777	41,227	0	0	0	0.0
Operating Transfers	0	0	.0	0	0	0.0
TOTAL DIRECT COST	\$9,160,855	\$9,794,420	\$9,731,073	\$11,391,218	\$11,467,912	0.7
PROGRAM REVENUE	(8,735,489)	(9,239,599)	(9,325,132)	(10,427,129)	(10,910,433)	4.6
NET GENERAL FUND CONTRIBUTION	\$425,366	\$554,821	\$405,941	\$964,089	\$557,479	(42.2)
STAFF YEARS	71.90	73.67	74.84	78.00	78.00	0.0

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.

DEPARTMENT: AREA AGENCY ON AGING

1992-93 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.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Secured 13,002 hours of service in the Nursing Home Ombudsman Program.
- 2. Processed 47,712 requests for information and referrals to service.
- 3. Maintained a long term care daily caseload of 874 clients.
- 4. Participated in seven (7) regional employment fairs and provided information and counseling for more than 1500 seniors.

1993-94 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 Assistance.
- 3. Maintain a long term care daily caseload of at least 920 clients.
- 4. Participate in at least four (4) regional senior employment fairs providing information and job counseling for 1,500 seniors.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Information and Referral</u> [2.94 SY; E = \$158,524; R = \$150,427] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Offset 95% by program revenue.
 - Expected to handle 45,000 requests for information or referral services in 1993-94.
- 2. Nursing Home Ombudsman Program [4.24 SY; E = \$257,106; R = \$251,362] including support personnel is:
 - Discretionary/Mandated Service Level.
 - Offset 98% by program revenue.
 - Expected to make 1,200 site visits to nursing homes in 1993-94.
- 3. Program Development [4.32 SY; E = \$237,767; R = \$196,818] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Offset 83% by program revenue.
 - Expected to establish new resources with a dollar value in excess of \$100,000 in 1993-94.
- 4. Grant/Contract Administration [16.44 SY; E = \$6,489,939; R = \$6,056,435] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Offset 93% by program revenue.
 - Expected to make 300 site visits to contractors in 1993-94.
- 5. Long Term Care [50.06 SY; E = \$4,324,576; R = \$4,255,3911 including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - Offset 98% by program revenue.
 - Expected to manage a caseload of 990 unduplicated clients in 1993-94.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GRANTS:				
Title III-B (17% of admin. and direct service)	\$1,990,109	\$1,847,687	\$1,850,775	\$3,088
Title III-C1 (33% of admin. and direct service)	1,816,442	1,801,622	1,909,905	108,283
Title III-C2 (33% of admin. and direct service)	906,157	440,427	963,219	522,792
Title III-D Title VII-A Ombudsman	51,534 29,623	0 0	41,112	41,112
Title VII-B Elder Abuse	30,616	0	29,388 35,144	29,388 35,144
United States Department of Agriculture	803,768	796,184	796,184	0,144
State Support Services	70,553	92,909	81,126	(11,783
Title V	421,645	393,822	393,822	0
City of San Diego	147,777	136,641	438,988	302,347
State Congregate Nutrition	109,110	354,795	107,717	(247,078
State Home Delivered Nutrition	50,390	447,917	53,603	(394,314
Title XIX	1,233,370	1,332,762	1,350,762	18,000
State General Fund	170,230	170,230	170,230	. 0
AIDS Case Management	1,278,663	2,352,515	2,423,105	70,590
State Ombudsman .	90,451	95,421	95,421	0
Tax Check-Off	0	0	0	0
Respite Care Registry	8,000	2,265	8,000	5,735
May Foundation (OASIS)	36,975	15,000	15,000	0
Mercy Hospital and Medical Center	50,000	25,000	25,000	0
Meals On The Move America	10.035	0	0	0
Wagner-Peyser Linkages - Fines and Forfeitures	19,825 9,894	20,000 101,932	20,000 101,932	_ 0
Sub-Total	\$9,325,132	\$10,427,129	\$10,910,433	\$483,304
Total	\$9,325,132	\$10,427,129	\$10,910,433	\$483,304
GENERAL FUND CONTRIBUTION DETAIL				
ACTUAL FORD CONTRIBUTION DETRIE				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget 	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$169,654	\$754,332	\$324,622	\$(429,710
Sub-Total	\$169,654	\$754,332	\$324,622	\$(429,710)
BUDGETED MATCH:	ý			
Title III-B (17%)	\$132,133	\$122,606	\$122,811	\$205
Title III - C1 (33%)	72,106	71,518	75,816	4,298
Title III - C2 (33%)	32,048	15,633	34,190	18,557
Sub-Total	\$236,287	\$209,757	\$232,817	\$23,060
	\$405,941	\$964,089	\$557,439	(406,650

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				1	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Senior Nutrition					
<u> % OF RESOURCES:</u> 32%					
WORKLOAD					
Number of Meals	1,353,041	1,319,472	1,280,417	1,380,000	1,380,000
EFFICIENCY					
Meal Cost	\$2.51	\$2.60	\$3.30	\$2.56	\$3.30
EFFECTIVENESS					
Unduplicated Nutrition Clients	14,319	13,095	14,549	15,600	15,600
ACTIVITY B: Long Term Care					
% OF RESOURCES: 39%					
WORKLOAD					
Assessments/Reassessments	3,343	2,619	2,635	2,400	2,400
EFFICIENCY					
Cost/Client Day	\$6.57	\$7.28	\$9.72	\$11.80	\$11.80
<u>EFFECTIVENESS</u>					
Unduplicated Clients	2,144	1,872	1,518	1,900	1,600
ACTIVITY C: Senior Legal Services					
* OF RESOURCES: 1%					
WORKLOAD					
Legal Services Hours	19,291	22,235	18,980	14,000	14,000
EFFICIENCY					
Cost /Legal Services Hour	\$6.15	\$5.33	\$6.27	\$8.47	\$8.47
<u>EFFECT I VENESS</u>					
Unduplicated Clients	6,200	7,041	5,379	5,000	5,000

		1992-93 Budget	1992-93 Budget	1993-94 Budget	1993-94 Budget	1992-93 Budget	1993-94 Budget
Class	Title	Positions	Staff Yrs	Positions	Staff Yrs	Cost	Cost
			•				
2119	Director	1	1.00	1	1.00	\$69,722	\$69,722
5207	Chief, Aging Programs	3	3.00	3	3.00	164,241	164,244
2497	Principal Accountant	1	1.00	1	1:00	52,157	52,156
5206	Aging Program Specialist IV	4	4.00	4	4.00	184,648	184,648
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,162
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
5205	Aging Program Specialist III	11	11.00	11	11.00	436,438	438,476
4567	Senior Public Health Nurse	1	1.00	1	1.00	44,829	44,830
2425	Associate Accountant	2	2.00	2	2.00	68,663	68,746
4565	Public Health Nurse II	11	11.00	11	11.00	449,498	456,555
5204	Aging Program Specialist II	14	14.00	14	14.00	481,714	494,085
2403	Accounting Technician	1	1.00	1	1.00	25,032	26,294
5203	Aging Program Specialist I	3	3.00	3	3.00	87,578	87,882
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
2320	Personnel Aide	1	1.00	1	1.00	27,623	27,622
2730	Senior Clerk	1	1.00	1	1.00	21,468	20,273
2510	Senior Account Clerk	3	3.00	3	3.00	67,081	63,868
2760	Stenographer	1	1.00	1	1.00	19,860	19,826
3030	Data Entry Operator	2	2.00	2	2.00	40,524	41,338
2700	Intermediate Clerk	4	4.00	4	4.00	79,723	79,060
2493	Intermediate Account Clerk	1	1.00	1	1.00	18,506	20 <i>,7</i> 97
4615	Nurses Assistant	6	6.00	6	6.00	118,011	117,982
2427	Associate Systems Analyst	1	1.00	1	1.00	49,673	49,673
3119	Department Computer Spec. II	2	2.00	2	2.00	63,477	59,608
2494	Payroll Clerk	1	1.00	1	1.00	20,970	21 <i>,7</i> 58
9999	Extra Help	0	0.00	0	0.00	49,971	49,971
	Total	78	78.00	78	78.00	\$2,763,424	\$2,781,431
Salarv	Adjustments:					(256)	24

Program Totals	78	78.00	78	78.00	\$3,616,173	\$3,566,633
Total Adjustments					\$852,749	\$785,202
Salary Savings:					(73,333)	(72,819)
ILP Savings:					0	(64,691)
Employee Benefits:					926,338	922,688

HEALTH SERVICES

						Change From	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget	% Change
Alcohol and Drug Service	e \$14 400 575	\$19,878,633	\$18,925,593	\$ 19,582,948	\$19,581,096	\$(1,852)	(0.0)
	• •					•	-
County Medical Services	53,759,731	46,290,965	42,049,294	39,050,660	39,621,991	571,331	1.5
Mental Health Services	60,708,188	71,374,661	73,132,479	70,726,601	70,629,030	(97,571)	(0.1)
Correctional Facilities Medical Services	2,989,667	3,929,575	3,957,946	3,111,345	3,026,878	(84,467)	(2.7)
County Patient Support	10,351,684	10,967,398	11,601,250	12,537,811	9,968,707	(2,569,104)	(20.5)
Edgemoor Geriatric Hospital	15,481,393	17,185,179	17,189,981	17,987,625	17,562,226	(425,399)	(2.4)
Emergency Medical Svcs.	3,057,220	3,033,764	3,052,092	3,436,336	3,147,114	(289,222)	(8.4)
Immigration Health Svcs.	491,550	374,265	. 0	0	0	0	0.0
Primary Care	3,263,787	3,572,958	3,665,587	3,809,963	3,653,583	(156,380)	(4.1)
University Hospital	23,844	0	0	0	0	. 0	0.0
Adult Special Health Services	656,603	423,143	458,799	300,466	354,294	53,828	17.9
California Children Services	7,903,788	8,681,469	8,130,315	8,494,336	8,559,033	64,697	0.8
Community Disease Control	10,178,956	12,760,164	16,504,709	15,213,816	17,549,001	2,335,185	15.3
County Veteringrian	348,205	358,883	365,274	344,357	0	(344,357)	(100.0)
Environmental Health Services	15,556,145	16,486,796	15,233,556	19,877,456	18,591,801	(1,285,655)	(6.5)
Maternal and Child Health	8,118,501	9,389,092	10,184,165	12,382,400	12,616,459	234,059	1.9
Records and Statistics	784,219	873,997	913,879	976,365	930,470	(45,895)	(4.7)
Support Services	6,039,857	6,037,891	6,015,262	6,955,181	6,544,248	(410,933)	(5.9)
Department Administration	2,343,079	2,436,181	2,455,903	2,540,114	1,803,745	(736,369)	(29.0)
TOTAL DIRECT COST	\$218,456,992	\$234,055,014	\$233,836,084	\$237,327,780	\$234,139,676	\$(3,188,104)	(1.3)
PROGRAM REVENUE	(176,615,592)	(203,549,499)	(208,556,846)	(209,204,443)	(214,923,305)	(5,718,862)	2.7
NET GENERAL FUND COST	\$41,841,400	\$30,505,515	\$25,279,238	\$28,123,337	\$19,216,371	(8,906,966)	(31.7)
STAFF YEARS	2,254.96	2,244.46	2,134.16	2,504.74	2,397.49	(107.25)	(4.3)

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

PLANNING, POLICY & DEVELOPMENT

PLANNING, POLICY & DEVELOPMENT (PP&D). PP&D is responsible for the Department's strategic planning to develop long-termsolutions; 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.

4 Positions

4.00 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.

19 Positions

19.42 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.

128 Positions

124.25 Staff Years

ALCOHOL AND DRUG SERVICES

ALCOHOL AND DRUG SERVICES. The Alcohol program serves as a community catalyst to overcome alcohol problems. It subvents 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 nattrexone) 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.

48 Positions

48.00 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.

362 Positions

360.42 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 acttings; 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 acreening, 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 60 contracts, and six State facilities/ programs.

749 Positions

699.90 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, and Public Health Laboratory.

577 Positions

520.66 Staff Years

PHYSICAL HEALTH SERVICES

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

648 Positions

620.84 Staff Years

PROGRAM: ALCOHOL AND DRUG SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42311

MANAGER: Joan Friedenberg

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget — Pg. 16-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,800,625	\$2,207,779	\$2,181,393	\$2,476,009	\$2,429,234	(1.9)
Services & Supplies	14,528,739	17,638,964	16,735,310	17,098,049	17,142,972	0.3
Other Charges	7,410	8,890	8,890	8,890	8,890	0.0
Fixed Assets	63,801	23,000	0	0	0	0.0
TOTAL DIRECT COST	\$16,400,575	\$19,878,633	\$18,925,593	\$19,582,948	\$19,581,096	(0.0)
PROGRAM REVENUE	(16,451,346)	(20,022,000)	(18,845,486)	(19,612,406)	(19,595,553)	(0.1)
NET GENERAL FUND CONTRIBUTION	\$(50,771)	\$(143,367)	\$80,107	\$(29,458)	\$(14,457)	(50.9)
STAFF YEARS	39.57	44.23	41.00	50.00	48.00	(4.0)

PROGRAM DESCRIPTION

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 and social service agencies and the criminal justice system.

Alcohol and Drug Services (ADS), through countywide contracts, provides treatment and recovery services for persons with alcohol and drug problems. These services include residential and non-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.

For Fiscal Year 1993-94 Alcohol and Drug Services has, in collaboration with the Department of Social Services' Children's Services Bureau, initiated a new programmatic emphasis centered around children, youth and families, has continued to expand perinatal/parenting treatment services, has continued a pilot program for persons on State parole and County probation, and is proceeding with HIV and TB initiatives for persons abusing Alcohol and other Drugs.

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actuals for Salaries and Benefits show a savings due primarily to a Countywide hiring freeze. Services and Supplies (S&S) show an under expenditure. However, not all contract expenditures, which are included in S&S, occur prior to the close of the Fiscal Year. When the year-end payments are made in FY 1993-94, expenditures are expected to more closely match authorized levels.

1992-93 ACHIEVEMENT OF OBJECTIVES

OBJECTIVES PREVIOUSLY CONTAINED IN THE DRUG SERVICES PROGRAM:

- To provide drug-free treatment or education services for 6,000 persons misusing drugs, with 35% outpatient and 35% residential clients successfully completing treatment.
 - Drug-free treatment and education services were provided to 6,568 persons abusing drugs or drug-dependent. 45.4% of outpatient clients either successfully completed all their treatment plans and goals or made satisfactory progress toward such completion. 36.8% of residential clients successfully completed treatment plans and goals.
- To provide 41,700 hours of other services to persons not enrolled in treatment.
 - 36,780 direct staff hours were provided to individuals in recovery programs.

OBJECTIVES PREVIOUSLY CONTAINED IN THE ALCOHOL SERVICES PROGRAM:

- 3. To provide 487,200 neighborhood recovery center visits.
 - O During FY 1992-93, 382,114 visits were made to neighborhood recovery centers.
- 4. To provide 150,471 recovery home residential days.
 - 164,814 residential bed-days were provided at recovery homes.

1993-94 OBJECTIVES

- 50% of clients in long-term residential services will successfully complete their treatment episode.
- 2. 40% of clients in non-residential treatment services will successfully complete their treatment episode.
- 3. 85% of pregnant women in the Options for Recovery Program will deliver alcohol and drug-free babies.
- 4. 65% of admissions to the Drinking Driver and PC 1000 programs will successfully complete the program.
- 5. To work with providers to increase the average length of stay for long-term residential programs from 120 to 180 days and for non-residential programs from 160 to 180 days.

1993-94 SUB PROGRAM ACTIVITIES

This FY 1993-94 Adopted Budget reflects a net decrease of 2.00 Staff Years (SY) due to the reduction of 1.00 SY Assistant Administrator, Alcohol and Drug Services and 3.00 SY Alcohol and Drug Program Coordinator, partially offset by the transfer of 2.00 SY from the Department Administration Program Budget (1.00 SY Deputy Director, Alcohol and Drug Services and 1.00 SY Administrative Secretary).

Other charges in FY 1993-94 provide \$8,890 for this program's share of debt services incurred for the purchase of the Department's mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

- Treatment and Prevention Contract Services [26.00 SY; E = \$18,389,162; R = \$18,403,619] including design, implementation, and oversight of contract direct services is:
 - Mandated/Discretionary Service Level.
 - 99% direct cost offset by State/Federal revenue.
 - Responsible for 54 contracts covering 95 programs totalling \$16,016,672.
 - Responsible for four agreements for first and multiple offender drinking driver programs receiving over \$4,000,000 in participant fees.
 - O Providing contract monitoring, oversight, training and technical assistance.
 - O Providing a prevention initiative via contract and partnering with other county entities.

- 2. <u>Program Support, Planning and Evaluation</u> [20.00 SY; E = \$993,375; R = \$993,375] including general administration, planning, design and implementation of special studies, program development and program evaluation is:
 - Mandated/Discretionary Service Level.
 - 99% direct cost offset by State/Federal revenue.
 - O Responsible for strategic planning to develop long-term solutions to alcohol and drug abuse.
 - O Responsible for liaison with State funding agencies.
 - Providing contract systems administration and general administrative services.
 - Providing program planning and evaluation.
 - Responsible for liaison activities with local community groups.
 - Providing Management Information Systems support.
 - Responsible for partnership development with other systems for alcohol/drug problem abatement.
 - O Responsible for Advisory Board and Master Plan advisory efforts.
- 3. Alcohol and Drug Services Administration [2.00 SY; E = \$198,559; R = \$198,559] is:
 - 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 and other programs.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
CHARGES: Admin. Fees, Drinking-Driver Programs	\$200,310	\$170,000	\$200,000	\$30,000
Sub-Total	\$200,310	\$170,000	\$200,000	\$30,000
	3233,233	.,	3237,333	
SUBVENTIONS: State Dept. of Alcohol Programs	\$7,441,547	\$6,266,005	\$4,219,056	\$(2,046,949)
State General Funds (11.11% match requirement)	2,519,792	4,180,170	2,696,157	(1,484,013)
State-Dept Corrections no match required	1,000,000	1,000,000	1,500,000	500,000
Sub-Total -	\$10,961,339	\$11,446,175	\$8,415,213	\$(3,030,962)
GRANTS:	.===			
Federal Block Grant (no match required) Other Revenue (no match required)	\$7,242,693 983,561	\$6,650,192 1,385,073	\$9,729,666 1,083,039	\$3,079,474 (302,034)
•	•			•
Sub-Total	\$8,226,254	\$8,035,265	\$10,812,705	\$2,777,440
COURT FINES:				444 247
AB 2086 Trust Fund	\$536,937	\$1,123,407	\$1,164,000	\$40,593
Sub-Total	\$536,937	\$1,123,407	\$1,164,000	\$40,593
OTHER:				
Other Miscellaneous Prior Year	\$36,589	\$0	\$0	\$0
Sub-Total	\$36,589	\$0	\$0	\$0
Total Direct Program Revenue	\$19,961,429	\$20,774,847	\$20,591,918	\$(182,929)
Department Overhead and County External Overhead Allocation	\$(1,115,943)	\$(1,162,441)	\$(996,365)	\$166,076
Total	\$18,845,486	\$19,612,406	\$19,595,553	\$(16,853)
GENERAL FUND CONTRIBUTION DETAIL				
	1992-93	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
SUBVENTION:				
State General Funds (11.11% budgeted match)	\$276,822	\$464,417	\$299,543	\$(164,874)
Sub-Total	\$276,822	\$464,417	\$299,543	\$(164,874)
GENERAL FUND SUPPORT COSTS:	\$(196,715)	\$(493,875)	\$(314,000)	\$179,875
Sub-Total	\$(196,715)	\$(493,875)	\$(314,000)	\$179,875
Total	\$80,107	\$(29,458)	\$(14,457)	\$15,001

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Revenue for Alcohol and Drug Services is decreasing by \$16,853 for FY 1993-94. The \$314,000 negative General Fund Support in FY 1993-94 is a reflection of revenue budgeted in this program to offset costs in the Sheriff's Department Drug Abuse Resistance and Education (D.A.R.E.) Program.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Alcohol and Drug Services ^[1]					
% OF RESOURCES: 100%				•	
<u>MORKLOAD</u>					
Client Services - Number of admits to treatment (SDCADDS)	N/A	7,896	9,078	7,500	9,000
• <u>Outpatient</u> - number of non-residential treatment visits	N/A	68,740	77,662	89,067	68,000
 <u>Residential</u> - 24-hour days of highly structured treatment services 	N/A	244,397	275,076	254,808	220,752
 <u>Detoxification/Pretreatment</u> - resident days 	N/A	22,658	21,806	24,327	20,000
<u>Case Management</u> - number of clients in case management	N/A	455	2,425	500	500
Recovery - number of participant visits	N/A	585,117	541,049	456,200	250,000
<u>Drinking Driver</u> and PC 1000 enrollments	N/A	13,873	14,430	13,000	13,000
IRC Dropoffs	N/A	23,373	18,218	25,000	17,000
Prevention • staff hours of prevention services	N/A	30,848	98,156	58,213	50,000
EFFICIENCY					
Client Services:					
Outpatient - cost per treatment visit	N/A	\$42.73	\$45.52	\$42.87	\$45.00
Residential - cost per resident day	N/A	\$23.35	\$29.52	\$25.00	\$25.00
• <u>Detox/Pretreatment</u> - cost per resident day	N/A	\$49.29	\$62.93	\$50.00	\$50.00
• <u>Case Management</u> - cost per individual	N/A	\$730.76	\$676.72	\$1,200.00	\$1,200.00
Recovery - cost per participant visit	N/A	\$6.61	\$4.47	\$10.00	\$10.00
<u>Prevention</u> - cost per staff hour	N/A	\$36.31	\$29.42	\$38.87	\$35.00
Contractor Generated Revenue - as a percent of total program (for programs reporting revenue)	N/A	26.11%	20.80%	16.00%	16.00%
<u>EFFECTIVENESS</u>					
Residential Services (2) • percent of clients who successfully complete treatment	N/A	56.6%	45.0%	50.0%	50.0%
 average length of stay⁽³⁾ 	N/A	114	133.5	120	150 days
 percent of clients alcohol and drug free at exit⁽⁴⁾ 	N/A	87.8%	93.4%	80.0%	80.0%
Non-Residential Services					
 percent of clients who successfully complete treatment 	N/A	49.3%	42.9%	40.0%	40.0%
• average length of stay ⁽³⁾	N/A	127	136.1	160	160 days

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
 percent of clients alcohol and drug free at exit⁽⁴⁾ 	N/A	58.2%	70.2%	70.0%	70.0%
Recovery - average length of involvement	N/A	558 days	561 days	N/A	1 year
<u>Drinking Driving and PC 1000</u> - percent of clients who successfully complete the assigned program	N/A	61.47%	66.50%	N/A	65.00%
Special Populations				•	
 percent of pregnant women delivering alcohol and drug-free babies 	N/A	88.0%	87.0%	N/A	85.0%
 percent of CSB admissions successfully completing alcohol and drug treatment program as part of Family Centered Services Plan 	N/A	N/A	N/A	N/A	30.0%
Prevention					
Number of individuals directly affected	N/A	N/A	155,256	N/A	40,000
Number of community actions ⁽⁶⁾	N/A	N/A	225 •	N/A	175

⁽¹⁾ Alcohol Services and Drug Services merged in January of 1992 to form Alcohol and Drug Services. Actuals from 1990-91 applied to performance indicators specific to Alcohol Services and Drug Services and have been eliminated from this report. Actuals from 1991-92 have been reconstructed, where possible, from available data to provide comparison to FY 1992-93 and beyond.

- (2) Only long-term (over 15 days) programs are included in this section.
- (3) Average length of stay is computed for those individuals who stay longer than 30 days. Research shows that length of stay correlates positively with the number of crime-free days, resulting in large cost-saving for society.
- (4) Alcohol and drug free refers to those individuals who, at discharge, have been alcohol and drug free for at least 30 days prior to discharge.
- (5) Community action includes those prevention activities that result in change in community policies and practices, such as drug-free zones, bans on alcohol in specific public places, community-wide media campaigns, etc.

NOTE: Successfully discharge for residential programs indicates those individuals who successfully completed all treatment plans and goals. For non-residential clients, it includes those individuals who made satisfactory progress toward completion of treatment plans/goals.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
						,	
0306	Cnty Alc. Program Adm.	1	1.00	1	1.00	\$51,468	\$51,456
2222	Deputy Dir. Alcohol & Drug Svcs	. 0	0.00	1	1.00	0	63,408
2229	Deputy Dir, Drug Services	1	1.00	1	1.00	64,572	64,572
2412	Analyst II	9	9.00	9	9.00	365,040	369,576
2413	Analyst III	3	3.00	3 2	3.00	130,860	130,788
2700	Intermediate Clerk Typist	2	1.50 1.00	2	1.50 1.00	29,178	29,844
2757 .2758	Administrative Secretary II	,	0.00	1	1.00	24,180 0	24,792
2761	Administrative Secretary III	0	2.00	2	2.00	51,520	30,672 51,216
3007	Group Secretary Junior Word Processor	2	1.00	2	1.00	18,768	20,664
3007	Word Processor Operator	1	1.00	1	1.00	22,104	22,164
3118	Dept'l Computer Specialist I	4	1.00	1	1.00	26,328	27,804
4314	Utilization Review Specialist	1	1.00	1	1.00	41,124	42,048
4815	Health Info. Spec I	1	1.00	<u> </u>	1.00	31,296	33,660
4821	Public Health Educator I	1	1.00	i	1.00	33,624	34,752
4844	Supv. Public Health Educator	i	1.00	i	1.00	40,488	40,284
5190	Alcohol Services Coordinator	ż	2.00	i	1.00	83,664	41,832
5197	Alcohol & Drug Program Coord.	12	12.00	10	10.00	457,056	392,520
5198	Alcohol & Drug Program Manager	6	6.00	6	6.00	244,584	269,856
5199	Asst. Admin. Alc. & Drug Svcs	4	4.00	3	3.00	199,728	160,344
9999	Extra Help	0	0.50	Ö	0.50	15,267	15,267
	Total	50	50.00	48	48.00	\$1,930,849	\$1,917,519
Salary	Adjustments:					\$(2,533)	\$13,883
Premium	n/Overtime Pay:					400	400
Employe	ee Benefits:					598,753	551,132
Salary	Savings:					(51,460)	(53,700)
	Total Adjustments					\$545,160	\$511,715
Program	n Totals	50	50.00	48	48.00	\$2,476,009	\$2,429,234

PROGRAM: COUNTY MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42603

MANAGER: Sandra McChesney

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -- Pg. 16-11

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,267,700	\$1,335,600	\$1,359,965	\$1,648,418	\$1,510,377	(8.4)
Services & Supplies	51,785,681	44,142,587	40,681,919	37,394,832	38,104,204	1.9
Other Charges	399,343	797,858	7,410	7,410	7,410	0.0
Fixed Assets	307,007	14,920	0	0	0	0.0
TOTAL DIRECT COST	\$53,759,731	\$46,290,965	\$42,049,294	\$39,050,660	\$39,621,991	1.5
PROGRAM REVENUE	(40,415,281)	(44,544,425)	(42,531,420)	(33,840,432)	(38,752,806)	14.5
NET GENERAL FUND CONTRIBUTION	\$13,344,450	\$1,746,540	\$(482,126)	\$5,210,228	\$869,185	(83.3)
STAFF YEARS	34.13	32.85	39.97	41.50	38.50	(7.2)

PROGRAM DESCRIPTION

The San Diego County Medical Services Program was established January 1, 1983, when the State transferred to counties the responsibility to provide health services to Medically Indigent Adults who, up to that time, were covered under the Medi-Cal program. Because San Diego County does not operate a county hospital, CMS contracts with both the public and private sectors to form a network of providers that can deliver an organized system of health care to eligible medically indigent adults. Emergency and urgently needed health services are provided, through contractual agreements, by hospitals, clinics, specialty physicians, and other health care providers. Mental health, drug abuse, and alcohol abuse services for CMS clients are provided by other divisions within the Department of Health Services as part of a countywide integrated program. Eligibility to the program is determined by County staff according to State statutes and County Board policy. The actual management and day-to-day administration of the CMS program is contracted out to an administrative contractor who, along with CMS program staff, has responsibilities in: system management, data collection and reporting, management of care, utilization review, quality assurance, claims processing, consumer advocacy, provider relations, and special studies. The overall system management of the CMS program is conducted by CMS program staff.

1992-93 BUDGET TO ACTUAL COMPARISON

FY 1992-93 program revenues exceeded budgeted revenue by \$8,690,988 due to inclusion of prior year revenues, unbudgeted revenues, and to an increase in Health Services Realignment revenues. Prior year revenues included: receipt of \$1,492,381 in unbudgeted SLIAG prior year revenue; \$3,600,338 in prior year SB12/612 Physician reimbursements; \$1,419,592 in prior year AB75 CHIP revenues; and \$133,296 in miscellaneous prior year revenue. There was also \$148,203 in unbudgeted SB910 revenues which helped to reduce the program's net County Cost. The SB12/612 and AB75 CHIP revenue increases resulted from the way prior year contract payments from the Trust Fund are recorded. The increase of \$1,897,178 in Realignment Health Account revenue was a result of a shift of Health Services Realignment revenues from Mental Health Services to CMS due to State requirements that precluded the use of Health Services Realignment funds for mental health. This shift reduced the CMS Program's Net County Cost by a corresponding amount, but had no net effect on Net County Cost at the Department level.

FY 1992-93 expenditures, although exceeding budgeted amounts, did not exceed the Program's authorized spending level. Actual expenditures for this program include prior year activities, which cause expenditures to be overstated, and do not reflect final year end claims to be paid in FY 1993-94.

1992-93 ACHIEVEMENT OF 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.
 - Controlled costs by treating at least 90% of CMS patients as clinic outpatients or emergency room treat and release episodes. Urgent care visits were instituted at clinics to also help alleviate the overburdening of emergency rooms at hospitals.
- 2. To control costs of services by maintaining the average length of stay for CMS acute inpatient clients at six days or less.
 - Reduced average length of stay to 5.6 days (current estimate before FY closeout).
- 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.
 - Efficiency, for many CMS providers, was enhanced by the implementation of electronic processing of claims.
 In addition, CMS claims that are Medi-Cal eligible are being processed electronically with the State thus providing fiscal intermediary services between the providers and the State.
- 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.
 - The State has not acted on legislative recommendations.
- 5. To develop and/or acquire necessary data systems to comply with the State's Medically Indigent Care Reporting System (MICRS) data requirements.
 - MICRS data are submitted to the State on a regular basis to comply with funding requirements. Upgrades to streamline the system in terms of hardware and software are pending.
- 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.
 - O CMS providers are reimbursed for their unmet needs to the extent possible with funds provided by the State Tobacco Tax initiative (AB75 CHIP).

1993-94 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 develop and/or acquire necessary data systems to comply with the State's Medically Indigent Care Reporting System data requirements.
- 5. 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.

1003-04 SIR PROGRAM ACTIVITIES

The FY 1993-94 Adopted Budget maintains the CMS Program Total Direct Cost at about the same level as for FY 1992-93. The major difference is in the virtual elimination of Net General Fund contribution. This is a result of CAO-directed General Fund cuts, elimination of 3.00 staff years (1.00 SY Departmental Computer Specialist, 1.00 SY Word Processor, and 1.00 SY Social Services Administrator), transfer of Health Services Realignment revenues from Mental Health Services per State requirements, and transfer of savings from County Patient Support Division generated by the renegotiation of the County's Third Operating Agreement with U.C.S.D. These savings were transferred to the CMS Program per Board direction in order to stabilize the CMS Provider Reimbursement Pools.

The FY 1993-94 Adopted Budget reflects Board actions which approved the CMS ("MISP") program spending level at \$29,500,000. Also included in the budget is a reduction of \$722,344 in the Tobacco Tax CHIP Program based on State allocations for FY 1993-94, and an increase of \$431,716 in SB12/612 EMS Physician reimbursements based on vehicle violation surcharges.

AB75 CHIP Hospital and Physician revenues are used for mandated formula payments to hospitals, augmenting reimbursement rates for CMS hospital and specialist providers, and (together with SB12/612 revenues) defraying the cost of physicians' uncompensated emergency care.

The activities of this program are summarized as follows:

- 1. County Medical Services [38.50 SY; E = \$39,621,991; R = \$38,743,206] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing health services to medically indigent adults through contracts with the public and private sectors.
 - Reducing 3.00 staff years.

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PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
STATE AID:				
SB-12/612 EMS Physicians' reimbursements	\$4,951,930	\$1,351,592	\$1,783,308	\$431,716
Sub-Total	\$4,951,930	\$1,351,592	\$1,783,308	\$431,716
SUBVENTIONS:	·			
Prior Year IRCA	\$201,798 1 200 593	\$0 0	\$0 0	\$0 0
PY State Aid SLIAG, FY 1990-91 Tobacco Tax, CHIP Accounts	1,290,583 10,557,757	9,138,165	8,415,821	(722,344)
PY 1991-92 Tobacco Tax, CHIP Accounts	; 0	0	0	0
SB 910 Medi-Cal	148,203	0	300,000	300,000
Sub-Total	\$12,198,341	\$9,138,165	\$8,715,821	\$(422,344)
OTHER:	4477 207	••	••	**
Misc. Other Revenue State Aid Medical Indigents Prior Year	\$133,296 0	\$0 0	\$0 0	\$0 0
Sub-Total	\$133,296	\$0	\$0	\$0
			-	
REALIGNMENT: Health Account - Vehicle License Fees	#10 14D 103	#14 /74 OZ1	£31 070 044	\$4,563,035
Health Account - Venicle License rees	\$18,169,182 8,345,784	\$16,476,031 8,216,673	\$21,039,066 8,235,850	19,177
Health Account - Sales Tax to DSS	(0)	(74,916)	(74,916)	0
Sub-Total	\$26,514,966	\$24,617,788	\$29,200,000	\$4,582,212
Total Direct Program Revenue	\$43,798,533	\$35,107,545	\$39,699,129	\$4,591,584
Department Overhead and				
County External Overhead Allocation:	\$(1,267,113)	·\$(1,267,113)	\$(946,323) \	\$320,790
Total	\$42,531,420	\$33,840,432	\$38,752,806	\$4,912,374
GENERAL FUND CONTRIBUTION DETAIL			•	
				Change From
Cananal Find Cantaibution Dy Caynas	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
REALIGNMENT MATCH:				
Medi-Cal SB 910	\$0	\$0	\$100,000	\$100,000
Sub-Total	\$0	\$0	\$100,000	\$100,000
GENERAL FUND SUPPORT COSTS:	\$(482,126)	\$5,210,228	\$778,785	\$(4,431,443)
Sub-Total	\$(482,126)	\$5,210,228	\$778,785	(4,431,443)
Total	\$(482,126)	\$5,210,228	\$878,785	\$(4,331,443)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

For FY 1993-94, \$3,568,905 in Realignment Health Services Revenue is being shifted from Mental Health Services Program to CMS due to State legislative requirements. This shift will reduce CMS Program net County cost, but will have no net effect on Departmental level net County cost. Other changes to FY 1993-94 revenue include transfer of \$1,294,130 in Realignment Health Account revenue from County Patient Support; an offsetting reduction of available Tobacco Tax in the amount of \$722,344; an increase of \$431,716 in SB12/612; and an increase of \$19,177 in anticipated Health Account Sales Tax revenue. This represents a total net increase of \$4,591,584 in Fy 1993-94 program revenues, and a decrease of \$4,331,443 in this programs net County cost. SB910 Medi-Cal revenue in the amount of \$300,000 replaced Health Account Vehicle License Fee revenue which reflects the lower level of Vehicle License Fee revenue expected to be received from the State for FY 1993-94. The SB910 Medi-Cal reimbursement for Case Management services requires that one-quarter of the costs be County expenditures which resulted in the \$100,000 required match to this program.

PROGRAM:	COUNTY	MEDICAL	SERVICES
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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY: County Medical Services				•	
% OF RESOURCES: 100%					
WORKLOAD					
Hospital Admissions	5,800	5,880	4,880	6,000	5,625
Outpatient and Emergency Room Encounters	100,614	102,060	103,108	105,000	103,500
Unduplicated Clients	22,332	23,582	25,803	24,700	27,500
EFFICIENCY					
Total program cost per unduplicated client	\$2,021.00	\$1,471.85	\$1,285.13	\$1,361.79	\$1,146.00
<u>EFFECT IVENESS</u>					
Percent of total CMS monthly users requiring inpatient care	10.1%	9.3%	8.5%	10.0%	8.6%
Average length of stay for CMS acute inpatient clients (days)	5.9	5.9	5.6	6.0	5.6

NOTE: Workload Indicators are for CMS/MISP Program.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0331	Chief, County Medical Svcs.	1	1.00	1	1.00	\$65,292	\$65,292
2367	Principal Admin. Analyst	i	1.00	i	1.00	50,796	48,168
2412	Analyst II	1	1.00	1	1.00	40,560	41,064
2413	Analyst III	3	3.00	3	3.00	130,860	130,788
2700	Intermediate Clerk Typist	6	5.50	6	5.50	106,986	109,428
2730	Senior Clerk	1	1.00	1	1.00	23,280	23,496
2757	Administrative Secretary II	2	1.00	2	1.00	24,180	24,792
3009	Word Processor Operator	1	1.00	0	0.00	22,104	0
3119	Dept'l Computer Specialist II	2	2.00	1	1.00	63,672	33,312
5243	Patient Svcs Specialist IV	3	3.00	3	3.00	105,300	106,488
5246	Patient Svcs Specialist III	4	4.00	4	4.00	122,064	128,832
5248	Program Assistant	_1	1.00	. 1	1.00	38,712	39,852
5255	Patient Services Specialist II		15.00	15	15.00	409,500	411,300
5287	Social Svcs. Administrator I	1	1.00	0	0.00	41,064	0
9999	Extra Help	0	1.00	0	1.00	41,363	41,363
	Total	42	41.50	39	38.50	\$1,285, <i>7</i> 33	\$1,204,175
Salary	Adjustments:					\$(10,371)	\$4,926
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					394,727	351,387
Salary	Savings:					(21,671)	(50,111)
	Total Adjustments			T 181		\$362,685	\$306,202
Progra	n Totals	42	41.50	39	38.50	\$1,648,418	\$1,510,377
							

PROGRAM: MENTAL HEALTH SERVICES

PROGRAM #: 42001

MANAGER: Stephen M. Harmon

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -Pg. 16-15

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$32,965,146	\$34,296,487	\$32,286,219	\$33,434,159	\$31,934,963	(4.5)
Services & Supplies	25,519,511	30,948,547	32,130,257	30,546,002	31,959,091	4.6
Other Charges	1,195,861	5,985,839	8,575,540	6,734,976	6,734,976	0.0
Fixed Assets	944,453	143,788	140,463	11,464	0	(100.0)
Vehicle/Comm. Equip.	83,217	0	0	0	0	0.0
TOTAL DIRECT COST	\$60,708,188	\$71,374,661	\$73,132,479	\$70,726,601	\$70,629,030	(0.1)
PROGRAM REVENUE	\$(46,698,182)	\$(56,931,066)	\$(59,450,966)	\$(62,490,753)	\$(60,657,760)	(2.9)
MET GENERAL FUND CONTRIBUTION	\$14,010,006	\$14,443,595	\$13,681,513	\$8,235,848	\$9,971,270	21.1
STAFF YEARS	756.14	722.11	665.13	727.99	699.9	(3.9)

PROGRAM DESCRIPTION

The mission of Mental Health Services (MHS) is to provide appropriate mental health care to persons who are acutely and persistently mentally disordered and who are unable to receive these services in the private sector. These services are provided as a first priority to persons who have significant mental disturbance and who can be improved or stabilized by treatment, regardless of whether the person is acutely mentally disabled or chronically mentally disabled. Mental health services are provided as part of a continuum so that individuals may participate in their care and treatment in the least restrictive setting that will increase the individual's level of functioning and ability to live independently in their community. This range of services includes twenty-four hour acute inpatient services for adults, senior citizens, children, adolescents, and jail inmates; residential treatment; outpatient clinics and partial day treatment programs. Additional services provided include emergency and screening, case management, patient advocacy, services to the justice system, and social and psychiatric rehabilitation services. Services to adults are being provided following the "Choice Point" model.

Mental Health Services is divided into regional (Central, East, North Inland, North Coastal and South) and countywide care programs which are a mix of county-operated programs and contract providers.

San Diego County Mental Health Services are financed primarily through the State Bronzan-McCorquodale system, Short/Doyle Medi-Cal, patient fees and public and private insurers. An individual's financial liability is based upon the services received, income and number of family members in the home.

Beginning July 1, 1991, the County of San Diego Mental Health Services funding is from Sales Tax revenues as identified in the realignment legislation, Senate Bill AB1288.

The program is mandated with a discretionary service level. Section 5602 (as amended) of the Welfare and Institutions Code states that "the Board of Supervisors of every county . . . shall establish a community mental health service to cover the entire area of the county . . ." Title 9 of the California Administrative Code, Section 520, speaks to the discretionary level of the mandate in that it requires counties to "provide for the necessary services from ten services set forth . . ." These services include mental health services such as 24-hour services, day services, outpatient services, emergency services, outreach services, continuing care program services, etc., but the code does not state how much of these services must be provided. The service level of the patient advocacy program is mandated at one professional patient advocate for each 500,000 persons in the County's population (Welfare and Institutions Code, Section 5500).

1992-93 RUDGET TO ACTUAL COMPARISON

Mental Health Services successfully contained FY 1992-93 expenditures to a variance of less than one percent from the Board approved level. By the end of FY 1992-93 approved spending levels had increased to \$72,639,230 due to mid-year Board actions. Unfortunately, this program shows a significantly increased net County cost due to revenue issues beyond its control. There was \$3,568,905 in Health Account Realignment in the FY 1992-93 Adopted Budget before the State of California had made it clear that this would not be acceptable under realignment legislation. Because of this determination, the revenue is being reflected in a Health Account revenue eligible program (reducing its net County cost) and Mental Health Services has an increased net County cost without any change to their authorized spending level.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Between admission and discharge of adults who complete treatment, the mean Global Assessment of Functioning Scale
 improvement shall be 9 points for discharge from 24-hour care, 3 points for discharge from outpatient, and 2
 points for discharge from partial day treatment (Although this portion of the FY 1992-93 Adopted Budget showed
 14, 8, and 8 points respectively, these numbers were more appropriately shown as 9, 3, and 2 on the Performance
 Indicator Effectiveness section of the budget.)
 - The actual mean Global Assessment of Functioning Scale improvement was 9 points for discharge from 24 hour care, 2 points for discharge from outpatient, and 1 point from partial day treatment.

The 24 hour scores reflect that the average length of stay for adults in acute care has been reduced from 23 days to 9.2 days. Clients are discharged sooner to lower levels of care.

The outpatient scores of 2 mean Global Assessment of Functioning Scale improvement reflect the policy to treat only the most severely and persistently mentally ill with available resources. This reflects an ongoing maintenance program to keep people in the community in the least restrictive setting possible. The day treatment programs also reflect this policy.

- Between admission and discharge of children and adolescents who complete treatment, the mean Global Assessment
 of Functioning Scale improvement shall be 6 points for discharge from 24 hour care, 1 point for discharge from
 outpatient, and 4 points for discharge from partial day treatment. (Fractional numbers shown in the original 9293 Adopted Budget have been converted to whole integers to better reflect the clinical use of the Scale.)
 - The mean Global Assessment Scale Improvement was 6 points for discharge from 24 hour care, 1 point for discharge from outpatient, and 2 points for discharge from partial day treatment.

The 24 hour care point improvement at 6 points reaches the objective. These services are the acute inpatient services at Loma Portal. This category of service previously also included long term residential services at San Diego Center for Children which were eliminated and replaced with a day treatment program due to budgetary constraints.

The 2 points improvement for discharge from partial day treatment reflects the trend to discharge children sooner to outpatient and case management services in our attempt to provide treatment to as may children as possible who need mental health services to achieve successful learning levels in school. The day services programs have been augmented in recent years to add intensive treatment services for children and adolescents in school settings.

The 1 point discharge from outpatient reflects the movement of children to higher levels of care, i.e., 24 hour care or day treatment as slots become available. This is an artifact of the expansion of available day treatment services for children and adolescents. More day treatment slots have become available for children and adolescents with the increase of services to special populations possible through SAMHSA Federal Block Grant funds.

1993-94 OBJECTIVES

- 1. Between admission and discharge of adults who complete treatment, the mean Global Assessment of Functioning Scale Improvement shall be 8 points for discharge from 24-hour care, 2 points for discharge from outpatient, and 1 point 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 points for discharge from 24 hour care, 1 point for discharge from outpatient, and 2 points for discharge from partial day treatment.

1993-94 SUB PROGRAM ACTIVITIES

The FY 1993-94 CAO Proposed Budget contains a net reduction to appropriations in the amount of \$97,571 and a reduction of 28.09 staff years. These reductions included \$149,700 and 2.92 staff years which was Mental Health Services' portion of the 10-13-92 (20) \$1.0 Million Administrative reduction made by the Department of Health Services. In addition, Board action on that day reduced the Department's Travel Budget which resulted in a \$67,548 reduction in Mental Health Services.

The Chief Administrative Officer directed the Department to reduce County cost, by an additional \$6.6 Million to balance the CAO Proposed Budget. This reduction resulted in Mental Health Services' elimination of the Crisis Team which had provided 24 hour crisis counseling (\$483,826 and 12.00 staff years), deletion of 2.50 staff year support personnel and associated services and supplies (\$299,294), and a reduction in the number of days emergency shelter beds could be provided to homeless persons (\$66,880).

DEPARTMENT: HEALTH SERVICES

PROGRAM: MENTAL HEALTH SERVICES

In addition to the directed reductions to net County cost in the Proposed Budget, the Integrated Leave Program reduced budgeted salaries and benefits by \$641,723 which exceeded salary and benefit increases by \$96,290. All of these appropriations reductions reduced net County cost and totaled \$1,163,538.

Baseline adjustments and Change Letter items specifically related to categorical funding resulted in a net \$356,430 increase to revenue offset appropriations while reducing grant funded staff years by 3.50.

Change Letter Items also approved the appropriation of \$962,152 of Federal Participation Medi-Cal revenue for contracted services, and a decrease of \$33,865 in the budgeted level of Workers Compensation costs. During the budget deliberations, administrative reductions of 7.17 staff years and \$418,750 in appropriations were made and \$200,000 in contract appropriations were added to fund a contracted Crisis Team.

For a detailed explanation of changes to budgeted revenue, refer to the section Explanation/Comments on Program Revenue.

The activities of this program are summarized as follows:

- 24-Hour Services [331.80 SY; E = \$27,732,142; R = \$24,218,668] 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:
 - Mandated/Discretionary Service Level.
 - O Able to provide 168,203 days of 24-hour care.
 - O Decreasing by 4.76 staff years.
- 2. Outpatient Services [214.83 SY; E = \$19,905,986; R = \$16,917,084] provides diagnosis and treatment on a regularly scheduled basis for adults, adolescents and children. These services are:
 - Mandated/Discretionary Service Level.
 - O Able to provide 183,304 outpatient visits.
 - O Decreasing by 6.00 staff years.
- 3. Partial Day Treatment Services [27.47 SY; E = \$10,588,086; R = \$9,225,712] 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:
 - Mandated/Discretionary Service Level.
 - Able to provide 159,431 days of treatment.
- 4. <u>Community Client Care Services</u> [66.33 SY; E = \$5,083,141; R = \$3,629,545] includes Community Support Services and Patient Rights/Advocacy. 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:
 - Mandated/Discretionary Service Level.
 - O Able to provide 106,418 community client care services.
 - O Is decreasing by 12.00 staff years with the elimination of the County staffed Crisis Team.
- 5. Case Management Services [55.64 SY; E = \$6,751,920; R = \$6,098,996] 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:
 - Mandated/Discretionary Service Level.
 - Able to provide 382,345 case management units of time.
 - Able to provide 73,694 supplemental rate days.
 - Decreasing by 3.33 staff years.

- 6. Mental Health General Administration [3.83 SY; E = \$567,755; R = \$567,755] administers County Short-Doyle Mental Health treatment systems including 95 County and contracted program elements. These functions are:
 - Mandated/Discretionary Service Level.
 - O Including the designation of the Deputy Director, Mental Health Services as Local Mental Health Director.
 - Established by Welfare and Institutions Code, Chapter 1, Section 5607.
 - Is decreasing by 2.00 staff years.

PROGRAM REVENUE BY SOURCE				•
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES: Patient Fee, Insurance Revenues and Medicare Medi-Cal Federal Financial Participation Medi-Cal-Crisis Residential Rehab Option Medi-Cal SB910 Case Management	\$774,357 11,489,895 0 1,689,610	\$3,522,970 13,377,685 0 0	\$1,610,630 14,339,838 250,000 1,674,778	\$(1,912,340) 962,153 250,000 1,674,778
Prior Year State Revenue Dupl Charges Records & Files	105,412 5,258	0	0	0
Fees, Evaluation of Records Other Gov't (Imperial County) Prior Year Federal Medi-Cal	8,172 0 984,503	0 85,213 0	86,746 0	1,533 0
Sub-Total	\$15,057,207	\$16,985,868	\$17,961,992	\$976,124
SUBVENTIONS:				
S.E.PAB 3632 (11.11% match) Mental Health Vehicle License Fees Targeted Supplemental	825,374 1,553,688 0	934,272 0 74,778	934,272 0 0	0 0 (74,778)
State Mandated Costs (Conditional Release Program)	662,057	750,636	678,591	(72,045)
SB 855 Disproportionate Share Trust Funds Trust Funds	21,741 575,452	90,000 0	90,000 0	0 0
Sub-Total	\$3,638,312	\$1,849,686	\$1,702,863	\$ (146,823)
GRANTS: (No Match Required) Federal Block Grant - ADAMHA-SAMHSA	448.000	447 073	449 000	20
SAMHSA Supplemental	118,000 617,253	117,972 0	118,000 617,253	28 617,253
Other State Aid/Grants - PATH	256,967	215,529	256,967	41,438
NIMH Related Trust Fund McKinney NIMH Homeless/Demonstration	0 973,424	0 1,246,701	242,339 670,418	242,339 (576,283)
CARES	85,000	85,000	85,000	0
Primary Intervention Program Rehabilitation Cooperative Program	76,928 398,840	31,622 0	78,978 398,840	47,356 398,840
City of Carlsbad Block Grant	3,944	Ŏ	7,500	7,500
DSS Family Preservation Project (Foster Care) Nutrition Center Grant	0	77,892 0	77,892 6,975	0 6, <i>97</i> 5
Sub-Total	\$2,530,356	\$1,774,716	\$2,560,162	\$785,446
OTHER: (No Match Required)				
Prior Year Miscellaneous Operating Transfer from CATV	\$4,192 4,775	\$0 0	\$0 0	\$0 0
	•	_	-	•
Sub-Total	\$8,967	\$0	\$0	\$0
REALIGNMENT REVENUE: Mental Health Account - Sales Tax Realignment		10 110 000	/0 / 70 700	
including State Share of Medi-Cal Realignment Allocations:	44,726,603	48,110,000	48,139,380	29,380
DSS Conservator	(1,240,417)	(1,240,417)	(1,240,417)	0
Mental Health Counselor Public Health Lab	(750,557) (214,000)	(750,557) (405,263)	(750,557) (405,263)	0
Year-end Restoration VLF	1,110,349	0	0	0
FY 1991-92 M.H.Realignment Sub-Total	1,626,261 \$ 45,258,239	0 \$45,713,763	0 \$45,743,143	0 \$29,380
Health Account - Vehicle License Fees	0	3,568,905	0	(3,568,905)
Sub-Total	0	3,568,905	0	(3,568,905)
Total Direct Program Revenue	\$66,493,081	\$69,892,938	\$67,968,160	\$(1,924,778)
Department Overhead and County External Overhead Allocation:	\$(7,042,115)	\$(7,402,185)	\$(7,310,400)	\$91,785
Total	\$59,450,966	\$62,490,753	\$60,657,760	\$(1,832,993)

GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
REALIGNMENT MATCH: Mental Health Account - Sales Tax (Fixed Amount) S.E.P AB3632 Match	\$4,701,332 103,808	\$4,805,140 129,087	\$4,701,332 103,808	(103,808) (25,279)
Sub-Total	\$4,805,140	\$4,934,227	\$4,805,140	\$(129,087)
OTHER MATCH REQUIREMENTS: SB 910 Medi-Cal Match:	\$563,203	0	\$558,259	558,259
Sub-Total	563,203	0	558,259	558,259
GENERAL FUND SUPPORT COSTS:	\$8,313,170	\$3,301,621	\$4,607,871	1,306,250
Sub-Total	\$8,313,170	\$3,301,621	\$4,607,871	\$1,306,250
Total	\$13,681,513	\$8,235,848	\$9,971,270	\$1,735,422

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The FY 1993-94 total direct program revenue is decreasing by \$1,924,778 from the previously budgeted level. This revenue reduction includes \$3,568,905 in Health Account Realignment Revenue which was budgeted in Mental Health Services in the FY 1992-93 Adopted Budget before the State of California had made it clear that this would not be acceptable under realignment legislation. Of the \$3,568,905 reduction, \$2,900,000 is related to funding under the County Medical Services' (CMS) Indigent Program which the Board of Supervisors approved at a total of \$31.4 Million. Since the \$2.9 Million designated in Mental Health was a component of that \$31.4 Million and other portions of the program in County Medical Services were approved for general fund support, the \$2,900,000 in revenue was moved to the indigent program in CMS and the general fund contribution then showed in Mental Health Services. The other \$668,905 in Health Account realignment had been moved from Environmental Health Services with offsetting reductions in appropriations in that program. This budget change in the Department of Health Services was made to reduce net County cost while moving available revenue to the highest priority services. The \$668,905 in revenue was moved to an eligible Health Account program leaving the net County cost in Mental Health Services while making an offsetting reduction to net County cost elsewhere in the Department. The other significant revenue reduction occurred in the area of patient fee, insurance and medicare revenue. Collection of these revenues through the Department of Revenue and Recovery have not met budgeted levels for several years. In the FY 1993-94 Adopted Budget, the anticipated level of these revenues has been reduced by \$1,912,340. The \$3,568,905 loss of Health Account Realignment revenue to this Program and the \$1,912,340 reduction to budgeted revenue generated by Revenue and Recovery have been partially offset by other revenue changes. Newly eligible Medi-Cal Programs added \$1,674,778, categorical revenu

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 \$129,087. Medi-Cal SB 910 reimbursement for case management services requires that one-quarter of the cost be County cost. This County cost of \$533,300 is shown above under "Other Match Requirements".

General Fund Support Costs which exceed budgeted match in the FY 1993-94 Adopted Budget includes Board Approved Discretionary Overmatch for the following programs: 1) Homeless Programs \$836,355; 2) Senior Team Program \$766,596; 3) Equitable inpatient services for women at Las Colinas \$449,054; 4) Juvenile Forensic Court mandated evaluations \$520,608; with the balance of \$2,035,258 associated with removal of Health Account Realignment revenue discussed above which has not been offset with other county cost reductions.

PERFORMANCE INDICATORS						
		1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94* Budget
ACTIVITY A: Mental Health						
X OF RESOURCES: 100%						
WORKLOAD					•	
FRONTLINE - ADULTS						
Regional		0.347	7 0/0	11 503	12 770	43.770
Central East	outpatient visits outpatient visits	9,213 9,221	7,848 11,097	11,592 10,052	12,330 11,237	12,330 11,237
North Coastal	outpatient visits	4,534	4,397	4,334	4,017	4,017
North Inland	outpatient visits	4,713	5,213	4,234	4,515	4,515
South	outpatient visits	6,542	4,790	9,291	7,988	7,988
Regional Subtotal UPAC (Specialized Asian		34,222	33,346	39,502	40,087	40,087
Language)	outpatient visits	2,669	3,586	3,263	1,946	1,946
Crisis Team Crisis Residential	outreach staff hrs. 24-hour bed days	18,002 18,545	17,091 18,239	15,778 18,668	18,216 17,688	9,810 17,688
Homeless Teams	outreach staff hrs.	15,981	16,960	18,014	16,305	16,305
Senior Teams	outreach staff hrs.	15,711	19,734	17,767	16,237	16,237
Patient Advocate	outreach staff hrs.	987	950	1,066	1,326	1,326
Emergency Shelter Beds FRONTLINE SUBTOTAL	24-hour bed days	15,106	19,476	15,994 130,052	13,270	9,741
FRONTEINE SUBTOTAL		121,223	129,383	130,032	125,075	73,053
CRITICAL CARE - ADULTS SDCPH Acute Units						
(B & C)	24-hour bed days	20,728	18,482	10,478	11,500	11,500
SDCPH STP Unit (patch			-			,.
only)	24-hour bed days	11,813	5,751	0	19,236	19,236
SDCPH SET Unit to SNF	24-hour bed days	3,975	900 403	3,320	4,100	4,100
Contract Back-up Beds EPU	24-hour bed days outpatient visits	1,158 20,832	692 23,366	27 28,454	800 20,625	800 20,625
Telecare	24-hour bed days	27,483	33,346	87,240	32,941	32,941
Alpine - IMD	24-hour bed days	93,686	32,941	32,408	93,686	93,686
Patient Advocate	outreach staff hrs.	3,950	3,800	4,265	5,304	5,304
State Hospital Beds	24-hour bed days	21,078	22,378	22,378	20,075	20,075
CRITICAL CARE SUBTOTAL		111,017	108,715	188,570	147,522	147,522
COMMUNITY CONTINUING CARE	& TREATMENT					
CCTC - Regional - ADULTS Central	outpatient visits	65,341	60,521	52,005	57,477	57,477
East	outpatient visits	33,761	40,588	40,754	33,869	33,869
North Coastal	outpatient visits	29,400	20,588	28,344	27,365	27,365
North Inland	outpatient visits	20,854	23,713	24,010	22,259	22,259
South Regional Subtotal	outpatient visits	48,514 107 871	45,548	45,083 100 107	56,909 107,870	56,909
Patient Advocate	outreach staff hrs.	197,871 987	190,958 950	190,197 1,066	197,879 1,326	197,879 1,326
CCTC - Asian (UPAC)	outpatient visits	9,621	11,418	10,716	7,731	7,731
CCTC Residential Svcs.	24-hour bed days	21,560	17,811	10,086	8,687	8,687
CCTC SUBTOTAL		230,039	221,136	212,065	215,623	215,623
CASE MANAGEMENT - ADULTS						
Team Elan (NIMH) .	1/4 hr. unit of svc.	0	31,171	34,070	30,226	16,440
Breakthrough (NIMH)	1/4 hr. unit of svc.	- 0	2,549	0	3,524	0
Project Enable Case Mgt.	1/4 hr. unit of svc.	0	' 0	2476	8,200 10,757	8,200
Adult Protective Svc. Case Mgt. COMHSS	1/4 hr. unit of svc. 1/4 hr. unit of svc.	16,242 60,274	54,571 70,551	65,718 48,036	19,454 43,805	19,454 43,805
Case Mgt. Homeless	1/4 hr. unit of svc.	10,596	7,347	15,751	10,218	10,218
DSS Case Management	1/4 hr. unit of svc.	10,930	59,357	42,016	46,475	46,475
Intensive Case Mgt.	1/4 hr. unit of svc.	13,087	14,558	15,467	10,364	10,364
Patient Advocate NIMH Case Management	1/4 hr. unit of svc. 1/4 hr. unit of svc.	987 0	950 0	1,066 1,514	1,326	1,326 0
MHS Case MgtKinesis No	1/4 hr. unit of svc.	10,681	23,158	19,700	2,160 19,000	19,000
NIMH Case Management	1/4 hr. unit of svc.	0	20,318	31,569	14,976	14,976
CASE MANAGEMENT SUBTOTAL		122,797	283,883	277,383	209,728	190,258
SUPPORT SERVICES - ADULTS						
DSS Conservatorship						
Admin.	staff hours	80,576	2,548	14,883	37,000	37,000
Conservatorship						

PERFORMANCE INDICATORS				! !		
		1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94* Budget
Investigation Supplemental Rate Targeted Supp Adult SUPPORT SERVICES SUBTOTAL	staff hours bed days staff hours	35,349 113,899 2,719 232,543	20,808 94,200 950 118,514	20,297 65,773 2,619 103,572	18,113 73,694 1,560 130,367	18,113 73,694 1,560 130,367
FORENSIC SERVICES - ADULTS	ì					
CONREP (Conditional	inpt./outpt. visits	7 500	E 242	0.775	5 242	E 242
(Release Program) Preconrep	inpt./outpt. visits	7,582 1,147	5,212 0	8,775 0	5,212 0	5,212 0
Patient Advocate	outreach staff hours	987	950	1,066	1,326	1,326
Men's Psy Security-IP Men's Psy Security-OPT	24-hour bed days outpatient visits	5,696 5,028	7,799 6,518	7,182 6,206	5,610 6,125	5,610 6,125
Forensic Evaluations	outpatrent visits	3,028	0,710	6,206	0,123	0,123
(County Funds)	outpatient visits	953	817	876	1,080	1,080
Las Colinas-IP	24-hour bed days outpatient visits	0 3,532	0 2 740	0 / 507	1,825	1,825
Las Colinas-OPT Las Colinas-DT	outpatient visits	3,332	2,769	4,593	3,630	3,630
(estimate)	day treatment	12	1766	3,942	0	0
FORENSIC SERVICES SUBTOTAL	•	24,937	25,831	32,640	24,808	24,808
SUMMARY - ADULTS						
FRONTLINE SUBTOTAL		121,223	129,383	130,053	125,075	73,053
CRITICAL CARE SUBTOTAL		111,017	108,715	134,676	147,522	147,522
CCTC SUBTOTAL CASE MANAGEMENT SUBTOTAL		230,039 122,797	221,136 284,833	212,065 277,383	215,623 209,728	215,623 190,258
SUPPORT SERVICES SUBTOTA		232,543	117,537	103,572	130,367	130,367
FORENSIC SERVICES SUBTOT		24,937	25,831	32,640	24,808	24,808
UNDISTRIBUTED ADMIN. SER	RVICES	25,889	25,889	25,889	25,889	25,889
TOTAL - ADULTS		868,445	913,343	970,171	879,012	807,520
CHILD AND ADOLESCENT SERVI	rec					
	24-hour bed days	16,562	16,535	15,071	16,445	16,445
Day Services	day treatment	21,222	26,974	32,600	28,628	28,628
	outpatient visits	33,357	37,979	38,206	38,431	38,431
	outreach staff hours 1/4 hr. unit of svc.	30,341 61,379	28,268 76,709	30,910 65,350	24,362 52,188	24,362 52,188
<u> </u>	staff hours	504	408	408	9,532	9,532
Undistributed Admin. Servi	ces	8,630	8,630	8,630	8,630	8,630
TOTAL - CHILD & ADOLESCENT		163,365	195,503	191,175	169,586	
TOTAL ADULT AND CHILD SERV	ICES 1	,031,810	1,108,846	1,081,207	1,048,598	1,007,383
EFFICIENCY (Cost per Unit)						
FRONTLINE						
Regional						
Central		\$26.99	\$59.81	36.52	\$36.29	\$36.29
East		51.72	41.90	52.81	50.54	50.54
North Coastal North Inland		64.27 78.96	62.57 65.54	71.97 70.39	96.47 69.56	96.47 69.56
South		154.39	70.13	34.21	65.00	65.00
Regional Subtotal		\$70.10	\$56.59	\$47.64	\$55.72	\$55.72
UPAC (Specialized Asian La	nguage)	\$41.45	\$39.73	\$45.02	\$71.64	\$71.64
Crisis Team Crisis Residential		32.97 160.01	32.71 176.03	35.74 165.84	37.58 179.04	37.58 179.04
Homeless Teams		37.31	41.21	38.29	51.29	51.29
Senior Teams		47.88	42.51	47.43	47.21	47.21
Patient Advocate		28.07	27.15	26.21	20.58	29.06
Emergency Shelter Beds FRONTLINE AVERAGE COST PER	UNIT	18.69 \$63.76	18.84 \$59.75	18.98 \$60.97	18.84 \$64.74	18.84 \$64.74
			-27112	+30171	+94114	207114
CRITICAL CARE		e/E/ 0/	#/C4 70	4507.75	AC/7 57	AP
SDCPH Acute Units (B & C SDCPH STP Unit (patch on		\$454.96 142.06	\$491.30 323.18	\$596.45 0	\$543.53 156.20	\$543.53 156.20
SDCPH SET Unit to SNF	• / /	422.19	791.00	551.51	544.51	544.51

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94* Budget
Contract Back-up Beds	380.59	380.04	385.00	385.81	385.81
EPU	205.81	191.17	174.07	247.22	247.22
Cresta Loma - IMD Alpine - IMD	68.58	50.70	84.78	45.76	45.76
Patient Advocate	28.07	27.15	26.21	20.58	29.06
State Hospital Beds	277.59	264.04	253.18	259.89	259.89
CRITICAL CARE AVERAGE COST PER UNIT	\$228.45	\$221.54	\$212.67	\$237.13	\$237.13
COMM CONTIN CARE & TREATMENT CCTC - Regional					
Central	\$67.10	\$69.69	\$81.25	\$70.00	\$70.00
East	66.82	58.32	55.01	70.35	70.35
North Coastal North Inland	70.56 66.39	101.85 57.68	65.20 50.54	73.25 65.47	73.25 65.47
South	46.61	63.94	60.65	47.55	47.55
Regional Subtotal	\$62.47	\$67.88	\$64.48	\$63.52	\$63.52
Patient Advocate	\$28.07	\$27.15	\$26.20	\$20.58	\$29.05
CCTC - Asian (UPAC)	34.37	32.52	37.83	47.85	47.85
CCTC Residential Services CCTC AVERAGE COST PER UNIT	44.23 \$59.43	46.94 \$64.19	38.54 \$ 61.70	49.38 \$61.74	49.38 \$61.74
CASE MANAGEMENT					
Team Elan (NIMH)	\$0.00	\$14.78	\$13.95	\$15.24	\$20.19
Breakthrough (NIMH)	0.00	457.26	. 0	35.47	35.47
Project Enable Case Mgt.	0.00	0	14.73	27.57	27.57
Adult Protective Svc. Case Mgt. COMHSS	19.77 22.49	6.06 18.25	5.45 26.79	18.21 34.33	18.21 34.33
Case Management Homeless	26.67	47.27	8.64	32.56	32.56
OSS Case Management	13.00	18.89	26.25	21.00	21.00
intensive Case Mgt.	27.78	22.03	22.70	33.59	33.59
Patient Advocate	28.07	27.15	26.21	20.58	20.58
IIMH Case Management HS Case Management - Kinesis No	0.00 40.48	0 15.99	18.20 18.20	51.98 18.28	51.98 18.28
IIMH Case Management	0.00	11.18	12.79	18.44	18.44
ASE MANAGEMENT AVERAGE COST PER UNIT	\$31.64	\$16.62	\$16.78	\$24.27	\$24.27
SUPPORT SERVICES	447.04	e70 7/	***	*0.04	*0.0/
OSS Conservatorship Admin. Conservatorship Investigation	\$17.04 21.02	\$ 39.36 35.71	\$16.66 36.98	\$ 9.04 45.59	\$ 9.04 45.59
Supplemental Rate	10.30	11.13	12.12	12.23	12.23
argeted Supp Adult	57.62	337.04	51.60	71.97	71.97
SUPPORT SERVICES AVERAGE COST PER UNIT	\$14.82	\$16.09	\$18.64	\$15.89	\$15.89
CONREP (Conditional Release Program)	\$86.84	\$119.48	\$72.56	\$116.46	\$116.46
Preconrep	204.81	0.00	0	0.00	0.00
Patient Advocate	28.07	27.15	26.20	20.58	29.06
Men's Psy Security - IP	222.34 108.99	234.81 127.52	249.91 123.79	211.88 48.46	211.88
Men's Psy Security - OPT Forensic Evaluations (County Funds)	472.55	588.11	584.46	544.00	48.46 590.00
as Colinas - IP	0.00	0	0	218.41	218.41
Las Colinas - OPT	126.45	131.89	102.96	106.14	106.14
as Colinas - Day Treatment (estimate)	108.92	134.17	147.25	0.00	0.00
FORENSIC SERVICES AVERAGE COST PER UNIT	\$147.59	\$170.09	\$146.85	\$136.69	\$136.69
SUMMARY FRONTLINE SUBTOTAL	\$63.76	\$ 59.75	\$58.07	\$64.74	\$64.74
CRITICAL CARE SUBTOTAL	228.45	221.54	212.68	237.13	237.13
CCTC SUBTOTAL	59.43	64.19	61.70	61.74	61.74
CASE MANAGEMENT SUBTOTAL	31.64	16.62	16.78	24.27	24.27
SUPPORT SERVICES SUBTOTAL FORENSIC SERVICES SUBTOTAL	14.82 147.59	16.09 170.09	18.64 146.85	15.89 136.69	15.89 136.69
UNDISTRIBUTED ADMIN. SERVICES	57.34	57.34	57.34	130.09	150.09
TOTAL AVERAGE COST PER UNIT	\$68.24	\$64.53	\$63.60	\$70.50	\$70.50
CHILD AND ADOLESCENT SERVICES					
Critical Care	\$423.40	\$498.45	\$540.29	\$431.90	\$431.90
Day Services	122.09	100.41	91.75	97.03	97.03
Outpatient	145.56	133.35	131.25	144.15	144.15

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 * Budget
Outreach Case Management Support Services Undistributed Admin. Services	37.72 20.55 26.77 45.25	38.10 19.48 37.42 58.89	37.63 23.99 37.42	44.07 21.37 62.87	44.07 21.37 62.87 1
TOTAL	\$101.01	\$97.76	\$101.49	\$107.40	\$107.40
TOTAL ADULT AND CHILD SERVICES					
EFFECTIVENESS					
Average points of improvement for adult clients (Global Assessment Scale) 24-Hour Treatment Partial Day Treatment Outpatient Treatment	11 8 2	9 2 3	9 1 2	9 . 2 . 3	8 1 2
Average points of improvement for children & adolescents (Global Assessment Scale) 24-Hour Treatment Partial Day Treatment Outpatient Treatment	6.3 0.3 3.2	6.3 0.2 4.0	6 2 1	6* 1* 4*	6 2 1

^{*} Fractional numbers shown on the original 92-93 Adopted Budget have been converted to whole integers to better reflect the clinical use of the Scale.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
COUNTY	PSYCHIATRIC HOSPITAL						
0301 0340	Mental Health Hospital Admin. Medical Director	1	.1.00 1.00	1 1	1.00 1.00	\$63,804 113,400	\$63,804 113,400
2304	Admin. Assistant I	i	1.00	i	1.00	32,640	33,072
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,904	39,792
2706	Admissions Clerk	12 3	12.00 3.00	12 3	12.00 3.00	256,896 72,252	258,480 70,452
2707 2708	Senior Admissions Clerk Hospital Unit Clerk	3	3.00	3	3.00	65,520	62,640
2730	Senior Clerk	ž	2.00	2	2.00	46,560	46,992
2745	Supervising Clerk	1	1.00	1	1.00	26,640	27,084
2757	Admin. Secretary II	1	1.00	1	1.00 2.00	24,180 50,520	24,792 51,216
2761 3042	Group Secretary Medical Records Manager	2 1	2.00 1.00	2 1	1.00	37,836	39,516
3046	Medical Records Clerk	10	10.00	1 <u>0</u>	10.00	203,400	204,240
3055	Sr. Medical Records Tech.	1	1.00	1	1.00	26,316	26,316
3056 3057	Medical Transcriber	9	9.00	9 1	9.00 1.00	210,060 24,012	214,920 23,976
3057 4099	Sr. Medical Transcriber Assoc. Hospital Administrator	1	1.00 1.00	i	1.00	54,552	52,644
4108	Mental Health Program Mgr.	i	1.00	ò	0.00	47,736	0
4135	Associate Medical Director	0	0.00	1	1.00	0	114,168
4162	Consultant, Internal Medicine	1	1.00	1	1.00	91,572	91,572 74,880
4192 4193	Senior Physician	1 2	1.00 1.50	1 2	1.00 1.50	68,436 101,142	101,502
4196	Physician Psychiatrist II	5	5.00	5	5.00	424,380	480,900
4197	Psychiatric Emerg. Physician		5.00	- 5	5.00	604,380	604,380
4198	Psychiatrist	1	1.00	1	1.00	76,092	87,840
4400 4407	Occupational Therapist II Recreational Therapist	1 3	1.00 3.00	1 3	1.00 3.00	37,212 94,392	37,608 93,780
4407	Recreation Therapy Supervisor	1	1.00	1	1.00	36,684	36,684
4504	Chief Nurse	1	1.00	1	1.00	62,496	62,484
4525	Psychiatric Nurse II	36	36.00	36	36.00	1,428,624	1,433,376
4527 4535	Clinical Nurse Specialist Psych Nrsg Insrvc Instr (8806)	3 1	3.00 1.00	3 1	3.00 1.00	153,576 42,612	153,324 42,612
4535 4618	Psychiatric Technician	10	10.00	10	10.00	238,680	238,680
4625	Licensed Vocational Nurse	31	30.50	31	30.50	715,896	720,654
4836	Mental Health Specialist	11	11.00	0	0.00	296,340	215 880
4839 4910	Mental Health Aid	10 2	10.00 2.00	10 2	10.00 2.00	210,840 28,488	215,880 29,304
5087	Comm. Living Specialist Sr. Clinical Psychologist	4	4.00	4	4.00	189,984	190,272
5249	Psych. Social Worker Coord.	1	1.00	1	1.00	43,404	43,404
5250	Sr. Psychiatric Social Worker		9.00	9	9.00	325,944	331,560
6520	Linen Marker & Distributor	1 1	1.00 1.00	1 1	1.00 1.00	17,220 20,712	17,112 19,800
7030 7031	Senior Custodian Custodian	11	11.00	11	11.00	201,432	202,752
7085	Supervising Custodian	i i	1.00	1	1.00	22,836	22,836
8850	Associate Medical Director	1	1.00	0	0.00	107,208	0
	Sub-Total	207	206.00	195	194.00	\$7,035,810	\$6,800,700
LOMA P	ORTAL MENȚAL HEALTH FACILITY						
0301	MH Hospital Administrator	1	1.00	0	0.00	\$63,804	\$0
0340	Medical Director	1	1.00	1	1.00	113,400	113,400
2302 2700	Admin. Assistant III Intermediate Clerk Typist	1 3	1.00 3.00	0 3	0.00 3.00	43,896 58,356	0 59,688
2700	Departmental Clerk	1	1.00	1	1.00	15,876	16,248
2730	Senior Clerk	2	2.00	2	2.00	46,560	46,992
2757	Admin. Secretary II	3	3.00	3	3.00	72,540	74,376 30,514
3042 3044	Medical Records Manager	1 2	1.00 2.00	1	1.00 2.00	37,836 40,680	39,516 40,848
3046 3049	Medical Records Clerk Medical Records Technician	1	1.00	2 1	1.00	21,456	21,432
4108	Mental Health Program Mgr.	i	1.00	i	1.00	47,736	47,856
4192	Senior Physician	1	0.33	1	0.33	22,812	24,960
4195	Supv. Staff Psychiatrist	2 4	2.00 2.08	2 4	2.00 2.08	202,224 178,750	202,296 203,075
4199 4400	Psychiatrist III Occupational Therapist II	3	2.00	3	2.00	74,424	75,216
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STAFFING S	CHEDULE
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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost	
4406 4407 4504 4517 4525 4526 4527 4531 4618 4625 4831 4839 5087 5250 6520 7030 7031 7520	Recreational Therapy Aid Recreational Therapist Chief Nurse Certified Nurse Practitioner Psychiatric Nurse II Head Psychiatric Nurse Clinical Nurse Specialist Psych. Inservice Educ. Coord. Psychiatric Technician Licensed Vocational Nurse Mental Health Consultant II Mental Health Aid Sr. Clinical Psychologist Sr Psychiatric Social Worker Linen Marker & Distributor Senior Custodian Custodian Sewing Room Operator	1 2 1 1 19 2 2 1 3 13 3 20 4 6 2 1 6	1.00 2.00 1.00 0.75 18.75 2.00 1.50 1.00 3.00 2.00 2.00 2.00 4.00 1.50 1.00 6.00 0.50	1 2 0 1 19 2 2 1 3 13 3 20 4 6 2 1 6	1.00 2.00 0.00 0.75 18.75 2.00 1.50 1.50 1.00 2.00 20.00 2.00 4.00 1.50 1.50	19,116 62,928 62,496 33,111 744,075 90,528 76,788 48,096 71,604 305,136 71,832 421,680 94,992 144,864 25,830 20,712 109,872 8,610	20,376 62,520 0 35,370 746,550 90,528 76,662 48,696 71,604 307,164 71,616 431,760 95,136 147,360 25,668 19,800 110,592 8,178	
CHIID	CHILD, YOUTH, and FAMILY SERVICES							
2306 2411 2412 2493 2700 2714 2724 2756 2757 2761 4108 4117 4119 4199 4525 4618 5035 5087 5250	Administrative Trainee Analyst I Analyst II Intermediate Account Clerk Intermediate Clerk Typist Inter. Transcriber Typist Senior Transcriber Typist Administrative Secretary I Admin. Secretary II Group Secretary Mental Health Program Mgr. Chf, Child & Adolescent Svs. Juvenile Forensic Svcs Mgr Psychiatrist III Psychiatric Nurse II Psychiatric Technician Chf, Probation/Welfare Psych. Senior Clinical Psychologist Sr Psychiatric Social Worker	1 1 2 1 4 3 1 2 1 1 4 1 2 8 1 1 1 9 27	1.00 0.50 2.00 0.00 4.00 3.00 1.00 2.00 1.00 4.00 1.00 2.50 1.00 0.50 1.00 6.50 25.50	1 1 2 1 4 3 1 2 1 1 4 1 2 8 1 1 1 9 27	1.00 0.50 2.00 0.00 4.00 3.00 1.00 2.00 1.00 4.00 1.00 2.50 1.00 0.50 1.00 6.50 25.50	\$28,584 16,692 81,120 0 77,808 62,172 26,220 41,088 24,180 25,260 190,944 56,124 94,104 214,500 39,684 11,934 57,492 308,724 923,508	\$29,280 17,568 82,128 0 79,584 64,692 24,576 42,432 24,792 25,608 191,424 56,124 100,656 243,690 39,816 11,934 57,492 309,192 939,420	
FORENS 2412 2700 2709 2730 2745 3046 4108 4109 4118 4195 4199 4314 4400 4407 4504 4525 4526	Analyst II Intermediate Clerk Typist Departmental Clerk Senior Clerk Supervising Clerk Medical Records Clerk Mental Health Program Mgr. Chief Forensic MH Services Forensic Services Manager Physician Supv. Staff Psychiatrist Psychiatrist III Utilization Review Specialist Occupational Therapy II Recreational Therapist Chief Nurse Psychiatric Nurse II Head Psychiatric Nurse	1 4 1 4 1 1 2 1 1 1 1 8 1 1 1 1 1 1 2	1.00 3.00 1.00 4.00 1.00 1.00 2.00 1.00 0.17 1.00 5.00 0.50 0.50 1.00	1 4 1 4 1 1 1 1 1 1 8 1 1 1 1 1 1 1 1 1	1.00 3.00 1.00 4.00 1.00 1.00 1.00 0.17 1.00 5.00 0.50 0.50 1.00 1.00	\$40,560 58,356 15,876 93,120 26,640 20,340 95,472 64,908 56,124 11,238 101,112 429,000 20,562 18,606 31,464 62,496 436,524 90,528	\$41,064 59,688 16,248 93,984 27,084 20,424 47,856 64,908 56,124 11,278 101,148 487,380 21,024 18,804 31,260 62,484 437,976 90,528	

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
4527 4618 4625 4839 5087 5250 5251	Clinical Nurse Specialist Psychiatric Technician Licensed Vocational Nurse Mental Health Aid Senior Clinical Psychologist Sr Psychiatric Social Worker Psychiatric Social Worker	2 1 6 2 4 5	2.00 1.00 6.00 2.00 3.50 4.00 1.00	2 1 6 2 4 4 1	2.00 1.00 6.00 2.00 3.50 3.00	102,384 23,868 140,832 42,168 166,236 144,864 30,744	102,216 23,868 141,768 43,176 166,488 110,520 32,292
	Sub-Total	64	56.67	62	54.67	\$2,324,022	\$2,309,590
CASE M	ANAGEMENT SERVICES						
2412 2510 2700 2730 4108 4114 4827 4828 4833 4835 4910	Analyst II Senior Account Clerk Intermediate Clerk Typist Senior Clerk Mental Health Program Mgr. Chief MH Case Management Case Management Aid I Case Management Aid II MH Case Mgmt Assistant II MH Case Management Clinician Comm. Living Specialist	1 1 2 1 5 1 2 2 4 23	1.00 1.00 2.00 1.00 5.00 1.00 2.00 2.00 4.00 23.00 2.00	1 1 2 1 5 1 2 2 4 23 4	1.00 1.00 2.00 1.00 5.00 1.00 2.00 2.00 4.00 23.00	\$40,560 23,628 38,904 23,280 238,680 56,124 45,216 47,856 90,960 823,584 28,488	\$41,064 23,304 39,792 23,496 239,280 56,124 45,216 47,808 91,872 844,008 29,304
	Sub-Total	46	44.00	46	44.00	\$1,457,280	\$1,481,268
<u>CENTRAI</u> 2303	L REGIONAL CENTER	1	1 00	1	1.00	e 70 774	\$ 40 020
2305 2355 2700 2730 2757 3046 4108 4195 4196 4525 4625 4625 4831 4833 5087 5209 5250	Administrative Assistant II Regional Mgr., MH Services Intermediate Clerk Typist Senior Clerk Admin. Secretary II Medical Records Clerk Mental Health Program Mgr Supervising Psychiatrist Psychiatrist II Psychiatric Nurse II Licensed Vocational Nurse Mental Health Consultant II MH Case Management Asst. Sr. Clinical Psychologist Homeless Coordinator Sr Psychiatric Social Worker	1 1 4 1 1 1 2 1 5 5 2 2 1 2 1 7	1.00 1.00 4.00 1.00 1.00 1.00 2.00 1.92 5.00 2.00 2.00 2.00 1.00 0.58 1.00 7.00	1 1 1 1 1 2 1 5 5 2 2 1 2 0 7	1.00 1.00 4.00 1.00 1.00 1.00 2.00 1.92 5.00 2.00 2.00 2.00 0.58 0.00 7.00	\$38,376 56,124 77,808 23,280 24,180 20,340 95,472 101,112 162,679 198,420 46,944 71,832 22,740 27,706 46,152 253,512	\$40,020 56,124 79,584 23,496 24,792 20,424 95,712 101,148 184,345 199,080 47,256 71,616 22,968 27,748 0 257,880
	Sub-Total	37	32.50	36	31.50	\$1,266,677	\$1,252,193
NORTH (COASTAL REGIONAL CENTER						
2412 2700 2730 3046 4108 4195 4196 4400 4525 4625 4831	Analyst II Intermediate Clerk Typist Senior Clerk Medical Records Clerk Mental Health Program Manager Supervising Psychiatrist Psychiatrist II Occupational Therapist II Psychiatric Nurse II Licensed Vocational Nurse Mental Health Consultant II	1 4 1 1 3 1 7 1 4 1 2	0.50 2.75 1.00 0.50 3.00 1.00 1.83 1.00 3.75 1.00	1 4 1 1 3 1 7 1 4 1 2	0.50 2.75 1.00 0.50 3.00 1.00 1.83 1.00 3.75 1.00	\$20,280 53,493 23,280 10,170 143,208 101,112 155,606 37,212 148,815 23,472 65,846	\$20,532 54,714 23,496 10,212 143,568 101,148 176,330 37,608 149,310 23,628 65,648

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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
5087 5250	Senior Clinical Psychologist Sr Psychiatric Social Worker	1 10	0.50 6.42	1 10	0.50 6.42	23,748 232,386	23,784 236,390
	Şub-Total	37	25.08	37	25.08	\$1,038,628	\$1,066,368
NORTH	INLAND REGIONAL CENTER						;
2355	Regional Manager, MH Services	1	1.00	1	1.00	\$56,124	\$56,124
2412	Analyst II	1	0.50	1	0.50	20,280	20,532
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,904	39,792
2730 3046	Senior Clerk Medical Records Clerk	1	1.00 0.50	1	1.00 0.50	23,280 10,170	23,496 10,212
4108	Mental Health Program Manager	ż	2.00	ż	2.00	10,170 95,472	95,712
4196	Psychiatrist II	3	1.50	3	1.50	127,314	144,270
4525	Psychiatric Nurse II	5	5.00	5	5.00	198,420	199,080
4836	Mental Health Specialist	1	1.00	1	1.00	26,940	27,180
5087 5350	Senior Clinical Psychologist	1 4	0.50	1	0.50	23,748	23,784
5250	Sr Psychiatric Social Worker Sub-Total	22	3.50	4	3.50	126,756	128,940
	Sub-Total	22	18.50	22	18.50	\$747,408	\$769,122
EAST C	DUNTY REGIONAL CENTER -						
2355	Regional Manager, MH Services	1	1.00	1	1.00	\$56,124	\$56,124
2412	Analyst II	1	1.00	1	1.00	40,560	41,064
2700	Intermediate Clerk Typist	6	5.00	6	5.00	97,260	99,480
2730 3046	Senior Clerk Medical Records Clerk	1	1.00 1.00	1 1	1.00	23,280 20,340	23,496 20,424
4108	Mental Health Program Manager	3	3.00	3	3.00	143,208	143,568
4196	Psychiatrist II	6	3.00	ő	3.00	254,628	288,540
4199	Psychiatrist III	1	0.50	1	0.50	42,900	48,738
4525	Psychiatric Nurse II	3	3.00	3	3.00	119,052	119,448
4618 4625	Psychiatric Technician	2 1	2.00	2 1	2.00	47,736 27,73	47, <i>7</i> 36
4831	Licensed Vocational Nurse Mental Health Consultant II	4	1.00 1.50	4	1.00 1.50	23,472 53,874	23,628 53,712
4832	Mental Health Consultant I	1	1.00	i	1.00	33,300	33,300
4836	Mental Health Specialist	1	1.00	i	1.00	26,940	27,180
4838	Mental Health Assistant	1	0.00	1	0.00	0	0
5087	Senior Clinical Psychologist	2	1.00	2	1.00	47,496	47,568
5250	Sr Psychiatric Social Worker	17 52	14.00	17	14.00	507,024	515,760
	Sub-Total	52	40.00	52	40.00	\$1,537,194	\$1,589,766
SOUTH F	REGIONAL CENTER						
2355	Regional Manager, MH Services	1	1.00	1	1.00	\$56,124	\$56,124
2412	Analyst II	1 3	1.00	0	0.00	40,560	0 50 (88
2700 2730	Intermediate Clerk Typist Senior Clerk	1	3.00 1.00	3 1	3.00 1.00	58,356 23,280	59,688 27,496
3046	Medical Records Clerk	i	1.00	i	1.00	20,340	23,496 20,424
4108	Mental Health Program Manager	2	2.00		2.00	95,472	95,712
4196	Psychiatrist II	2	1.00	2 2	0.50	84,876	48,090
4199	Psychiatrist III	1	0.50	1	0.50	42,900	48,738
4525 4625	Psychiatric Nurse II Licensed Vocational Nurse	2 1	2.00 1.00	2 1	2.00 1.00	79,368 23,472	79,632 23,628
4831	Mental Health_Consultant II	i	1.00	1	1.00	23,472 35,916	25,626 35,808
4832	Mental Health Consultant I	i	1.00	i	1.00	33,300	33,300
4836	Mental Health Specialist	1	1.00	1	1.00	26,940	27,180
5087	Senior Clinical Psychologist	2	1.75	2	1.75	83,118	83,244
5250	Sr Psychiatric Social Worker	6	6.00	6	6.00	217,296	221,040
	Sub-Total	26	24.25	25	22.75	\$921,318	\$856,104

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
TECHNI	CAL & ADMINISTRATIVE SUPPORT						
2303 2306 2352 2368 2403 2411 2412 2413 2426 2427 2510 2700 2730 2745 2757 3009 3118 3119 4116 5208 5221 5222	Administrative Assistant II Administrative Trainee Statistician Administrative Svcs Mgr I Accounting Technician Analyst II Analyst III Anst. Systems Analyst Associate Systems Analyst Senior Account Clerk Intermediate Clerk Typist Senior Clerk Supervising Clerk Administrative Secretary II Word Processor Operator Dept'l Computer Specialist II Dept'l Computer Specialist II Dept'l Computer Specialist II MH Admin. Support Chief Mental Health Contract Mgr Eligibility Technician Eligibility Supervisor	2 1 1 1 1 10 3 1 3 1 1 1 1 1 1 1 1 1 1 1	2.00 1.00 1.00 1.00 1.00 10.00 3.00 1.00 1	2 1 0 0 1 1 9 3 1 1 2 0 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2.00 1.00 0.00 1.00 1.00 9.00 3.00 1.00 8.50 0.00 1.00 1.00 1.00 1.00 1.00 1.00 1	\$76,752 28,584 35,280 48,744 26,340 33,384 405,600 130,860 41,436 145,620 23,628 165,342 23,628 165,342 23,628 26,640 24,180 22,104 52,656 31,836 56,124 46,152 227,097 26,052	\$80,040 29,280 0 0 25,956 35,136 369,576 130,788 39,708 148,824 23,304 169,116 0 24,792 22,164 55,608 33,312 56,124 46,152 230,958 26,004
PROGRA	M REVIEW & DEVELOPMENT						
2313 2411 2412 2413 2493 2700 2756 2757 3041 4113 4145 4304 4831 4834 4845 5240	MH Resource Dev. Specialist Analyst I Analyst II Analyst III Intermediate Account Clerk Intermediate Clerk Typist Senior Clerk Admin. Secretary I Administrative Secretary II Chf Medical Records Services Quality Assurance Program Mgr. Chf, MH Program Review & Dev. Utilization Review Specialist Mental Health Consultant II MH Staff Development Coord. MH Minority Affairs Coord. Senior Svcs. Ext. Care Coord.	1 7 1 1 1	1.00 1.00 2.00 1.00 0.00 3.00 1.00 1.00 1.00 1.00 1	1 1 2 1 1 3 1 1 1 1 1 7	1.00 1.00 2.00 1.00 0.00 3.00 1.00 1.00 1.00 1.00 1	\$43,152 33,384 81,120 43,620 0 58,356 23,280 20,544 24,180 55,284 54,300 56,124 46,560 287,868 35,916 43,764 35,664 39,252	\$46,152 35,136 82,128 43,596 0 59,688 23,496 21,216 24,792 55,284 54,312 56,124 46,560 283,824 11,936 45,576 41,016 17,082
	Sub-Total	27	26.00	27	24.58	\$982,368	\$ 947 , 918

STAFFING	SCHEDULE
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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
ADMINI:	STRATION				,		
0330	Asst Deputy Director, MHS	1	1.00	1	1.00	\$66,036	\$66,036
0335	Clinical Dir., Mental Health	1	1.00	1	1.00	112,140	112,140
2213	Deputy Dir., MH Services	1	1.00	1	1.00	95,652	95,652
2337	Public Information Specialist	1	1.00	1	1.00	37,956	37,956
2700	Intermediate Clerk Typist	2	2.00	2	1.83	38,904	36,476
2754	Board Secretary	1	1.00	1	1.00	27,252	28,152
2756	Administrative Secretary I	!	1.00	1	1.00	20,544	21,216
2757	Administrative Secretary II	1	1.00	1	1.00	24,180	24,792
2758	Administrative Secretary III	1	1.00	1	1.00	29,856	30,672
4831	Mental Health Consultant II	1	1.00	1	1.00	35,916	35,808
4896	MH Clinical Standard Coord.	!	1.00	0	0.00	52,152 71,500	71 F00
6344	Coordinator Volunteer Svcs.	1	1.00	1	1.00	31,500	31,500
8821	Revenue Manager	i	1.00	U	0.00	54,060	U
	Sub-Total	14	14.00	12	11.83	\$626,148	\$520,40Ò
9999	Extra Help	0	23.83	0	23.83	377,994	385,100
	Sub-Total		23.83		23.83	\$377,994	\$385,100
	Total	775	727.99	749	699.90	\$25,745,296	\$25,200,662
Salary	Adjustments:					\$(56,607)	\$60,854
Premium	n/Overtime Pay:					584,813	584,813
Employe	ee Benefits:					7,837,252	7,069,159
Salary	Savings:	,				(676,595)	(980,525)
	Total Adjustments					\$7,688,863	\$6,877,775
Program	n Totals	775	727.99	749	699.90	\$33,434,159	\$31,934,963

PROGRAM: CORRECTIONAL FACILITIES MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 85498

MANAGER: Elmer E. Lundy

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget —Pg. 16-34

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,138,422	\$2,897,780	\$2,923,575	\$2,712,640	\$2,675,508	(1.4)
Services & Supplies	824,380	1,028,604	1,033,836	398,705	351,370	(11.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	26,865	3,191	535	0	0	0.0
TOTAL DIRECT COST	\$2,989,667	\$3,929,575	\$3,957,946	\$3,111,345	\$3,026,878	(2.7)
PROGRAM REVENUE	(0)	(177,460)	25,665	(604,740)	(363,211)	(39.9)
NET GENERAL FUND CONTRIBUTION	\$2,989,667	\$3,752,115	\$3,983,611	\$2,506,605	\$2,663,667	6.3
STAFF YEARS	44.33	51.49	52.24	53.17	51.92	(2.4)

PROGRAM DESCRIPTION

Correctional Facilities Medical Services provides necessary medical, dental, nursing and ancillary services to persons housed at protectory institutions operated by the County Departments of Probation and Social Services. Included are the Probation-Adult Institutions (Campo Westfork, Campo Barrett 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, 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.

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.

1992-93 BUDGET TO ACTUAL COMPARISON

Direct Program Revenues were \$734,730 less than budgeted due to the following actions: the Auditor & Controller set up an allowance for uncollectible accounts which reduced revenue by \$164,994 (this revenue had been billed to the Federal/State governments for immate medical care at Descanso for FY 1991-92); and the partially offsetting receipt of \$68,600 for prior year revenue. In addition, the Board of Supervisors' action on 7/14/92 (#50) approved the transfer of the Descanso Detention Facility to the Sheriff's Department (this action reduced both costs and revenues by \$358,254 and reduced 4.50 staff years). The program received \$280,082 less than budgeted for Patient fees, Insurance & Medi-Cal due to unanticipated delays in the receipt of eligibility verification.

Actual Salary and Benefit costs exceeded budgeted costs by \$210,935 due to appropriation levels having not been adequately adjusted for negotiated salary and benefit changes to nursing classifications and the required use of temporary help to provide adequate 24-hour coverage. These increases are offset by Salary and Benefit Savings in other Physical Health Programs.

The overage of \$635,131 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 XXII of the CAC at the Hillcrest Receiving Home. Expenditures were 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 ACHIEVEMENT OF OBJECTIVES

- 1. To provide 230,000 diagnostic and triage sick call contacts to immates of correctional facilities.
 - Achieved 89.6% of objective (205,998 sick call contacts) because Sheriff cut off admissions to Adult Population Institutions, and populations of Camp Barret, Camp West Fork and the Work Furlough Center were reduced by 70% by attrition.
- 2. To provide 270,000 medication and treatment contacts by physicians and nurses to inmates of correctional facilities.
 - Achieved 107.4% of objective (290,035 medication and treatment encounters to inmates, detainees, and children) even with lower populations due to an increase in the morbidity of the incarcerated population requiring additional medication intervention. Also, the use of psychotropic medications and communicable disease prophylaxis has increased markedly.
- 3. Achieve accreditation by the National Commission on Correctional Health Care.
 - O Did not achieve this objective due to the lack of funding to pay for the \$12,500 cost of accreditation.

1993-94 OBJECTIVES

- 1. To provide 235,000 diagnostic and triage sick call contacts to inmates of correctional facilities.
- 2. To provide 315,000 medication and treatment contacts by physicians and nurses to inmates of correctional facilities.
- 3. Achieve accreditation by the California Medical Association.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Correctional Facilities Medical Services [51.92 SY; E = \$3,026,878; R = \$363,211] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Implementing County Administrative Code, Article XV, Section 344.4; California Code of Regulations, Title XV, Section 1200; and Title XXII, Chapter 7.
 - Providing medical, nursing, and first aid services for the County's honor camps, Juvenile Hall, and Hillcrest Receiving Home.
 - Providing all necessary screening physicals, sick-call contacts, medications and treatments, and emergency responses for all inmates of the correctional facilities.
 - Providing 24-hour nursing service at Hillcrest Receiving Home and Juvenile Hall and 16-hour on-call nursing services for the other facilities, with a medical doctor on call.
 - Reducing 4.50 staff years (0.50 SY Senior Physician, 1.00 SY Head Staff Nurse, and 3.00 Staff Nurse II) and \$358,254 in costs due to the transfer of the Descanso Detention Facility to the Sheriff's Department.
 - Including a transfer of 1.00 SY, Assistant Chief Nurse, from Edgemoor Geriatric Hospital.
 - o Including an increase of 1.25 SY (1.00 SY Licensed Vocational Nurse and 0.25 SY Intermedicate Account Clerk), and, services and supplies costs of \$5,375 for the Polinsky Center (future replacement facility for

Hillcrest Receiving Home).

- 2. Pharmaceuticals and Medical Services/Supplies Provided to Other Departments/Activities [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Providing pharmaceuticals and medical services and supplies to the Coroner, Probation, and Sheriff's Detention Facilities.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:	474 774		.7.7	
Patient Fees, Insurance & Medi-Cal Institutional Care Federal	\$70,729	\$350,811	\$363,211	\$12,400
Misc. Prior Year Revenue	0 (96,394)	358,254 0	0	(358,254) 0
Sub-Total	\$(25,665)	\$709,065	\$363,211	\$(345,854)
Total Direct Program Revenue	\$(25,665)	\$709,065	\$363,211	\$(345,854)
Department Overhead and County External Overhead Allocation:	\$(0)	\$(104,325)	\$(0)	\$104,325
Total	\$(25,665)	\$604,740	\$363,211	\$(241,529)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$3,983,611	\$2,506,605	\$2,663,667	\$157,062
Sub-Total	\$3,983,611	\$2,506,605	\$2,663,667	\$157,062
Total	\$3,983,611	\$2,506,605	\$2,663,667	\$157,062

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1993-94 Direct Program Revenues are decreasing by \$345,854 from the FY 1992-93 level primarily due to Board of Supervisors action on 7/14/92 (#50), approving the \$358,254 transfer of Descanso Honor Camp to the Sheriff's Department. The remaining limited revenue generated by this program is patient care related and cannot be directed to Departmental support services or External Overheads.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY: Correctional Facilities Medical Services					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Admissions and readmissions at nursing stations	20,659	20,658	17,783	19,500	18,500
Sick call contacts	299,680	292,169	205,988	300,500	235,000
Medications and treatment	352,201	322,615	290,035	325,000	315,000
Emergency calls treated at facility	896	1,269	1,182	1,350	1,225
EFFICIENCY					
Cost per nursing contact	\$3.68	\$3.77	\$4.24	\$3.72	\$4.10

EFFECTIVENESS

Not applicable

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2/07	Intermediate Account Clerk	0	0.00	2	0.75	\$0	\$14,841
2493 2510	Senior Account Clerk	1	1.00	2	1.00	23,628	23,304
2700	Intermediate Clerk Typist	3	3.00	4	3.00	58,356	59,688
2730	Senior Clerk	1	0.50	ŏ	0.00	11,640	0,000
2757	Administrative Secretary II	i	1.00	ĭ	1.00	24,180	24,792
4150	Chief, Correctional Health Svcs	: i	1.00	i	1.00	53,448	53,448
4192	Senior Physician	, ;	1.50	i	1.00	102,654	74,880
4193	Physician	1	0.50	i	0.50	33,714	33,834
4497	Assistant Chief Nurse	ń	0.00	ż	2.00	0	107,352
4519	Physician Assistant	1	1.00	ī	1.00	42,084	42,012
4536	Head Staff Nurse	i	1.00	Ó	0.00	43,944	0
4538	Staff Nurse II	38	36.00	35	33.00	1,372,896	1,292,148
4544	Supervising Nurse	4	4.00	4	4.00	199,248	199,248
4625	Licensed Vocational Nurse	2	2.00	6	3.00	46,944	70,884
9999	Extra Help	0	0.67	. 0	0.67	60,406	60,406
	Total	56	53.17	58	51.92	\$2,073,142	\$2,056,837
Salary	Adjustments:					\$40,611	\$(8,677)
Premiu	n/Overtime Pay:					27,600	27,600
Employe	ee Benefits:					626,153	599,748
Salary	Savings:					(54,866)	0
	Total Adjustments			•		\$639,498	\$618,671
Program	n Totals	56	53.17	58	51.92	\$2,712,640	\$2,675,508

PROGRAM: COUNTY PATIENT SUPPORT

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42601

MANAGER: Sandra McChesney

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget - Pg. 16-39

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$ 331,498	\$ 359,426	\$369,307	\$421,893	\$352,789	(16.4)
Services & Supplies	85,443	114, <i>7</i> 51	67,718	93,162	93,162	0.0
Other Charges	9,934,743	10,493,221	11,164,225	12,022,756	9,522,756	(20.8)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$10,351,684	\$10,967,398	\$11,601,250	\$12,537,811	\$9,968,707	(20.5)
PROGRAM REVENUE	(2,927,503)	(1,571,879)	(2,124,490)	(2,069,566)	(875,502)	(57.7)
NET GENERAL FUND CONTRIBUTION	\$7,424,181	\$9,395,519	\$9,476,760	\$10,468,245	\$9,093,205	(13.1)
STAFF YEARS	9.28	8.76	8.89	10.00	9.00	(10.0)

PROGRAM DESCRIPTION

The County is responsible for providing medical services to County residents who are unable to finance needed medical care, either personally or through a third party. In addition, the County is responsible for provision of medical services to individuals in custody of the County in the Protectory 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 Protectory 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.

PROGRAM: COUNTY PATIENT SUPPORT DEPARTMENT: HEALTH SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

Actual FY 1992-93 Direct Program Revenue was \$50,911 higher than budgeted due to prior years revenue of \$191,070 which was partially offset by a \$113,969 shortfall of Health Account Realignment Revenue.

Actual Salaries and Benefits were \$52,586 under budgeted levels due to an unfilled position. Other charges were \$858,531 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 Medical, County Medical Services (CMS) or other resources as appropriate.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To closely monitor the relative volume of patient days and visits for their appropriateness for County sponsorship under the Third Operating Agreement (TOA) by reviewing 100% of referrals and certifying only those patients who are eligible under the terms of the Agreement to receive requisite medical care.
 - O Reviewed 100% of referrals and certified only those patients eligible under the TOA.
- 2. To maintain the Medi-Cal/CMS drop-out rate at the lowest possible level by pursuing alternate funding.
 - Reviewed 100% of referrals in order to identify alternative 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.
 - Custodial outpatient visits increased by 14% while custodial hospital days decreased by 12.5%.
- 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.
 - Billed 100% of patients identified with third party coverage. Informed 100% of certified patients of their responsibility to pay for services rendered, and also initiated account opening at Revenue and Recovery on these patients.
- 5. To continue to seek Federal and State participation in the cost of care of the alien poor.
 - O The State has not acted on legislative recommendations.
- 6. To review and process 100% of claims in accordance with County Policies and Procedures.
 - Reviewed and processed 100% of claims in according to County Policies and Procedures.

1993-94 OBJECTIVES

- 1. To closely monitor the relative volume of patient days and visits for their appropriateness for County sponsorship under the Third/Fourth Operating Agreements 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 review and process 100% of claims in accordance with County Policies and Procedures.

1993-94 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) and the Fourth Operating Agreement (11/9/93, #42) will be effective January 1, 1994. 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 for the Third Operating Agreement and (1993-94) of \$6,605,408 for the Fourth Operating Agreement 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 [9.00 SY; E = \$9,968,707; R = \$875,502] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Monitoring the relative volume of patient days and visits for their appropriateness for County sponsorship under the Third/Fourth Operating Agreements.

- 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.
- o Including an administrative reduction of 1.00 SY (Chief, County Patient Support).
- o Including a transfer of \$2,500,000 to County Medical Services.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES: Patient Fees, Insurance and Medi-Cal Prior Year - Other Revenue	\$273,810 (2,747)	\$300,000 0	\$300,000 0	\$0 0
Sub-Total	\$271,063	\$300,000	\$300,000	\$0
GRANTS: Prior Year State Aid SLIAG	\$193,817	\$0	\$0	\$0
Sub-Total	\$193,817	\$0	\$0	\$0
REALIGNMENT: Health Account - Vehicle License Fees Health Account - Sales Tax	\$1,740,892 65,760	\$1,920,621 0	\$626,491 0	\$(1,294,130) 0
Sub-Total	\$1,806,652	\$1,920,621	\$626,491	\$(1,294,130)
Total Direct Program Revenue	\$2,271,532	\$2,220,621	\$926,491	\$(1,294,130)
Department Overhead and County External Overhead Allocation:	\$(147,042)	\$(151,055)	\$(50,989)	\$100,066
Total	\$2,124,490	\$2,069,566	\$875,502	\$(1,194,064)

GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$524,788	\$524,788	\$0	\$(524,788)
Sub-Total	\$524,788	\$524,788	\$0	\$(524,788)
GENERAL FUND SUPPORT:	\$8,951,972	\$9,943,457	\$9,093,205	\$(850,252)
Sub-Total	\$8,951,972	\$9,943,457	\$9,093,205	\$(850,252)
Total	\$9,476,760	\$10,468,245	\$9,093,205	\$(1,375,040)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

FY 1993-94 Direct Program Revenue decreased by \$1,294,130 due to a transfer of appropriations and revenue to County Medical Services.

The total Health Account Realignment match requirement is \$4.4 million which will be met in eligible Realignment programs.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY: County Patient Services					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
University Hospital Inpatient days: Custodial patients	167	288	252	300	320
Indigent care	4,590	4,353	4,366	4,800	2,250
Outpatient visits (Clinic & ER): Custodial patients	1,950	1,503	1,611	2,000	1,800
Indigent care	12,966	11,753	12,181	15,000	9,149
Sexual assault medical evidentiary examinations	239	261	313	275	320
EFFICIENCY					
University Hospital Cost per inpatient day	\$1,517.00	\$1,567.00	\$1,759.00	\$1,759.00	\$1,876.00
Cost per outpatient visit	\$ 242.00	\$ 222.00	\$ 202.00	\$ 202.00	\$ 215.00
Cost per emergency room visit	\$ 235.00	\$ 280.00	\$ 267.00	\$ 267.00	\$ 284.00
Sexual Assault Cost per person served	\$ 375.00	\$ 386.00	\$ 414.00	\$ 400.00	\$ 400.00

EFFECTIVENESS

Not applicable.

NOTE: The Third/Fourth 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.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2412	Analyst II	1	1.00	1	1.00	\$40,560	\$41,064
2700	Intermediate Clerk Typist	2	2.00	ž	2.00	38,904	39,792
2730	Senior Clerk	1	1.00	1	1.00	23,280	23,496
4149	Chief, County Patient Services	1	1.00	0	0.00	46,464	0
5243	Patient Services Specialist IV	1	1.00	1	1.00	35,100	35,496
5255	Patient Services Specialist II	3	3.00	3	3.00	81,900	82,260
5287	Social Services Administrator I	1	1.00	1	1.00	41,064	43,920
	Total	10	10.00	9	9.00	\$307,272	\$266,028
Salary	Adjustments:					\$7,646	\$5,032
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					115,541	95,386
Salary	Savings:					(8,566)	(13,657)
	Total Adjustments					\$114,621	\$86,761
Prograg	■ Totals	10	10.00	9	9.00	\$421,893	\$352,789

PROGRAM: EDGEMOOR GERIATRIC HOSPITAL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42651

MANAGER: Florence McCarthy

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget — Pg. 16-45

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$12,475,755	\$13,276,385	\$13,295,674	\$15,631,629	\$15,222,200	(2.6)
Services & Supplies	2,937,142	3,836,164	3,887,941	2,355,996	2,340,026	(0.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	68,496	72,274	6,366	0	0	0.0!
TOTAL DIRECT COST	\$15,481,393	\$17,184,823	\$17,189,981	\$17,987,625	\$17,562,226	(2.4)
PROGRAM REVENUE	(15,257,993)	(17,701,028)	(17,435,772)	(17,830,989)	(17,648,917)	(1.0)
NET GENERAL FUND CONTRIBUTION	\$223,400	\$(516,205)	\$(245,791)	\$156,636	\$(86,691)	(155.3)
STAFF YEARS	412.24	396.31	390.00	480.75	476.75	(0.8)

PROGRAM DESCRIPTION

Through the efforts of employees and volunteers, Edgemoor provides long-term care to persons requiring skilled nursing services. Many also require extended physical rehabilitation and/or assistance with emotional problems related to their physical impairments. The use of separate ward areas, varying staff-patient ratios and employment of physicians and therapists enhances continuity of care and emphasizes restorative potential.

This facility is a distinct part of the San Diego County Psychiatric Hospital. The level of Medi-Cal reimbursement allows Edgemoor to admit persons whose medical needs and funding make them unacceptable to private sector facilities. Per Medi-Cal directive, admission occurs only after acute hospitals attempt nursing home placement and each patient is rejected 250 times. Admission to Edgemoor relieves the County Medical Services program (CMS) of the much higher cost for those recipients who would otherwise remain in the acute hospital at CMS expense.

This County-wide program is also involved in Community services intended to delay the need to admit seniors to inpatient facilities; support services to the Heartland Senior Day Care Center; direct provision of meals to the East County "Meals-on-Wheels" service; and operation of the Santee-Lakeside Nutrition Center. Edgemoor boasts an extensive auxiliary, with over 150 volunteers who each contribute over 100 hours of time to Edgemoor patients each year.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and Benefits were underspent by \$2,335,955 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 occurred in Services and Supplies, resulting from payments to registries for temporary help personnel to backfill vacant positions.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To provide quality inpatient nursing, medical and therapeutic or rehabilitative care to an average of 310 patients.
 - O Served an average census of 229 patients due to a lower demand for inpatient services.
- 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.
 - Avoided institutionalization of persons by providing assigned community services with negligible variation from the budget: 141 persons in the nutrition program (94% of budget) and 23,400 meals-on-wheels (117% of budget). The increase in meals was experienced due to an increase in the number of homebound seniors.
- 3. To initiate preliminary architectural planning towards replacement of the physical structure of Edgemoor Hospital.
 O Uncertainties of health care reform and government finances will not allow current progress toward architectural planning.

1993-94 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 Edgemoor Hospital.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Day Care Maintenance</u> [0.50 SY; E = \$13,338; R = \$13,338] including support personnel is:
 - O Discretionary Activity/Discretionary Service Level.
 - 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.
 - Serving an average of 30 senior citizens per day.
- 2. Meals-on-Wheels [1.00 SY; E = \$113,437; R = \$113,437] including support personnel is:
 - O Discretionary Activity/Discretionary Service Level.
 - Providing two-meal packages to Senior Adult Services, Inc. for distribution to homebound persons.
 - Providing approximately 96 meals per day.
- 3. <u>Senior Nutrition Center</u> [5.00 SY; E = \$249,409; R = \$237,929] including support personnel is:
 - O Discretionary Activity/Discretionary Service Level.
 - O Contracted by the Area Agency on Aging.
 - 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 [470.25 SY; E = \$17,186,042; R = \$17,284,213] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - 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.
- Serving an average of 310 patients (98% Medi-Cal).
- Reducing 2.00 SY Administrative positions (1.00 SY Chief, Therapy Services and 1.00 SY Department Personnel Officer) and reducing cost by \$118,617.
- o Including a transfer of 1.00 SY, Assistant Chief Nurse, to Correctional Facilities Medical Services.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Telephone, Commissions and Canteen Rent	\$0	\$450	\$450	\$0
Patient Fees, Insurance and Medi-Cal Employee Meal Sales	16,799,661	17,104,150 740	17,107,618 740	3,468
Employee Housing Rental	4,144 0	17,200	740	(17,200)
Meals-On-Wheels	46,656	34,000	34,000	0
Meal Donations	46,813	45,660	45,660	0
Day Care Maintenance	9,750	9,000	9,000	0
Returned Check Fee	30	0	0	0
Sub-Total	\$16,907,054	\$17,211,200	\$17,197,468	\$ (13, <i>7</i> 32)
GRANTS: Nutrition Center Grant (15% match requirement)	\$76,452	\$80,000	\$76,532	* /7 /49\
City of Santee	13,660	3 60,000	\$70,532 0	\$(3,468) 0
•	•	_	_	
Sub-Total	\$90,112	\$80,000	\$76,532	\$(3,468)
REALIGNMENT: Health Account - Vehicle License Fees	\$2,193,068	\$2,419,479	\$2,419,479	\$0
Health Account - Sales Tax	82,841	0	0	ő
Sub-Total	\$2,275,909	\$2,419,479	\$2,419,479	\$0
OTHER:	470/	••	••	••
Other Miscellaneous	\$724	\$0	\$0	\$0
Sub-Total	\$724	\$0	\$0	\$0
Total Direct Program Revenue	\$19,273,799	\$19,710,679	\$19,693,479	\$(17,200)
Department Overhead and County External Overhead Allocation:	\$(1,838,027)	\$(1,879,690)	\$(2,044,562)	\$(164,872)
Total	\$17,435,772	\$17,830,989	\$17,648,917	\$(182,072)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
REVENUE MATCH:				
Nutrition Center Grant	\$11,468	\$14,118	\$11,480	\$(2,638)
Sub-Total	\$11,468	\$14,118	\$11,480	\$(2,638)
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$661,096	\$661,096	\$665,164	\$4,068
Sub-Total	\$661,096	\$661,096	\$665,164	\$4,068
General Fund Support	\$(918,355)	\$(518,578)	\$(763,335)	\$(244,757)
Sub-Total	\$(918,355)	\$(518,578)	\$(763,335)	\$(244,757)
	\$(245,791)			****

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1993-94 Direct Program Revenues decreased by \$17,200 from FY 1992-93 budgeted revenues due to Employee Housing Rental now being administered by General Services.

The total Health Account Realignment match requirement is \$4.4 million and will be met in eligible Realignment programs. Edgemoor Geriatric Hospital must meet the match associated with its Nutrition Center Grant; however, other Physical Health Services programs with County cost are compensating for the Realignment account undermatch in this Program. Revenues of \$2,044,562 were directed to cover the cost of Department Administration and Support Services, and, External Overhead costs. Edgemoor Geriatric Hospital fully funds these costs for its program of \$1,824,125 and also funds Department Administration costs related to Physical Health Administration for the following programs: \$27,541 for Correctional Facilities Medical Services, \$103,904 for County Patient Support, and \$88,992 for County Medical Services.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY: Edgemoor Geriatric Hospital			•		
% OF RESOURCES: 100%					
WORKLOAD					
Average inpatient census	249	243	229	310	310
Nutrition Center average attendance	145	136	141	145	145
Meals-on-Wheels	21,172	21,670	23,470	20,000	20,000
EFFICIENCY					•
Cost per inpatient day	\$164.04	\$171.27	\$182.17	\$172.83	\$178.40
Nursing hours per patient day	4.61	4.88	4.34	4.50	4.50
EFFECTIVENESS					•
Percent of discharges planned	20.0%	13.0%	16.2%	15.0%	15.0%
Percent of Planned discharges per admission	13.0%	15.0%	18.2%	15.0%	15.0%

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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
ADMINIS	STRATION						
2224 2303 2328 2366 2425 2430 2511 2650 2658 2700 2706 2730 2757 2764 4099	Admin., Edgemoor Hospital Administrative Assistant II Dept. Personnel Officer II EDP Coordinator, Health Svcs. Associate Accountant Cashier Intermediate Account Clerk Senior Account Clerk Senior Payroll Clerk Stock Clerk Storekeeper II Intermediate Clerk Typist Admissions Clerk Senior Clerk Administrative Secretary II Office Manager Assoc. Hospital Administrator	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1.00 1.00 1.00 1.00 1.00 1.00 1.00 1.00	1 1 0 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1.00 1.00 0.00 1.00 1.00 1.00 1.00 1.00	\$77,664 38,376 41,640 40,140 36,492 21,360 19,128 23,628 24,504 18,960 24,780 19,452 21,408 23,280 48,360 29,556 163,656	\$77,664 40,020 0 42,156 37,116 22,296 19,788 23,304 24,864 19,404 24,780 19,896 21,540 23,496 49,584 29,556 157,932
MEDICAL	<u>DEPARTMENT</u>						
3056 4130 4193 4196	Medical Transcriber Medical Director, Edgemoor Physician Psychiatrist II Sub-Total	1 1 4 2 8	1.00 1.00 3.00 2.00	1 1 4 2	1.00 1.00 3.00 2.00 7.00	\$23,340 95,436 202,284 169,752 \$490,812	\$23,880 95,436 203,004 192,360 \$514,680
NURSING	3						
2700 2730 4406 4407 4597 4504 4533 4534 4536 4538 4544 4613 4615 4625 5250	Intermediate Clerk Typist Senior Clerk Recreational Therapy Aid Recreational Therapist Assistant Chief Nurse Chief Nurse Inservice Education Coord. Nursing Inservice Instructor Staff Head Nurse Staff Nurse II Supervising Nurse Hospital Supply Technician Nurses Assistant Licensed Vocational Nurse Sr. Psychiatric Social Worker	4 1 1 2 2 1 1 1 8 58 6 6 225 18 1	4.00 1.00 2.00 2.00 1.00 1.00 1.00 8.00 47.50 6.00 212.75 18.00	4 1 1 2 0 1 1 1 8 58 6 225 18 1	4.00 1.00 1.00 2.00 0.00 1.00 1.00 8.00 47.50 6.00 6.00 212.75 18.00	\$77,808 23,280 19,116 62,928 108,672 62,496 48,096 42,612 351,552 1,811,460 298,872 118,008 4,087,353 422,496 36,216	\$79,584 23,496 20,376 62,520 0 62,484 48,096 42,612 350,112 1,859,910 298,872 117,936 4,133,307 425,304 36,840
	Sub-Total	335	312.25	333	310.25	\$7,570,965	\$7,561,449
MEDICAL	RECORD						
3042 3046 3049	Medical Records Manager Medical Records Clerk Medical Records Technician	1 5 2	1.00 5.00 2.00	1 5 2	1.00 5.00 2.00	\$37,836 101,700 42,912	\$39,516 102,120 42,864
	Sub-Total	8	8.00	8	8.00	\$182,448	\$184,500
PHYSICA	L REHABILITATION						
4402 4406 4407	Geriatrics Therapy Specialist Recreational Therapy Aid Recreational Therapist	2 6 2	2.00 6.00 1.50	2 6 2	2.00 6.00 1.50	\$90,048 114,696 47,196	\$92,280 122,256 46,890

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
4408 4426 4431 4445	Recreation Therapy Supervisor Physical Therapy Assistant Chief Therapy Services Speech Pathologist	1 3 1 1	1.00 3.00 1.00 0.50	1 3 0 1	1.00 3.00 0.00 0.50	36,684 73,944 48,264 21,924	36,684 73,800 0 22,254
	Sub-Total	16	15.00	15	14.00	\$432 ,7 56	\$394,164
SOCIAL	SERVICES						
2700 5260 5263 5266	Intermediate Clerk Typist Social Worker III Sr. Social Work Supervisor Social Worker IV	1 1 1 1	1.00 1.00 1.00 1.00	1 1 1 1	1.00 1.00 1.00 1.00	\$19,452 28,620 41,388 30,852	\$19,896 28,572 43,092 32,400
	Sub-Total	4	4.00	4	4.00	\$120,312	\$123,960
PHARMAI	<u>cy</u>						
4250 4260	Pharmacist Pharmacy Technician	2 1	2.00 1.00	2 1	2.00 1.00	\$115,104 27,168	\$115,776 24,180
	Sub-Total	3	3.00	3	3.00	\$142,272	\$139,956
DIETAR	<u>Y</u>						
2650 2700 4770 4771 4772 6405 6410 6411 6415 7031	Stock Clerk Intermediate Clerk Typist Dietitian Chief, Dietetic Services Asst Chief, Dietetic Services Food Service Supervisor Senior Cook Cook Food Services Worker Custodian	1 1 4 1 1 3 4 3 32 2	1.00 1.00 2.00 1.00 1.00 3.00 4.00 3.00 25.00	1 1 4 1 1 3 4 3 3 32 2	1.00 1.00 2.00 1.00 1.00 3.00 4.00 3.00 25.00 2.00	\$18,960 19,452 53,808 45,072 40,344 81,432 95,952 63,432 386,100 36,624	\$19,404 19,896 61,080 49,644 41,832 81,396 95,568 60,660 405,300 36,864
	Sub-Total	52	43.00	52	43.00	\$841,176	\$871,644
LINEN S	SERVICE						
6520 6530 6531 7010 7520	Linen Marker & Distributor Laundry Worker III Laundry Worker II Linen Service Supv. Sewing Room Operator	8 1 3 1 2	8.00 1.00 3.00 1.00 2.00	8 1 3 1 2	8.00 1.00 3.00 1.00 2.00	\$137,760 18,840 54,000 21,708 34,440	\$136,896 18,816 53,964 21,708 32,712
	Sub-Tota(15	15.00	15	15.00	\$266,748	\$264,096
HOUSEKE	EEPING						
2700 7030 7031 7045 7085	Inter. Clerk Typist Senior Custodian Custodian Executive Housekeeper Supervising Custodian	1 1 19 1	1.00 1.00 19.00 1.00 1.00	1 1 19 1	1.00 1.00 19.00 1.00 1.00	\$19,452 20,712 347,928 25,344 22,836	\$19,896 19,800 350,208 25,296 22,836
	Sub-Total .	23	23.00	23	23.00	\$436,272	\$438,036
MAINTE	NANCE						
2700 5884 5885	Intermediate Clerk Typist Building Maintenance Engr Bldg. Maintenance Supv.	1 4 1	1.00 4.00 1.00	1 4 1	1.00 4.00 1.00	\$19,452 124,464 29,832	\$19,896 125,088 29,784

PROGRAM: EDGEMOOR GERIATRIC HOSPITAL

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
5888	Hosp. Plant/Maint. Super.	1	1.00	1	1.00	40,140	39,108
5905	Carpenter	i	1.00	i	1.00	30,624	30,624
5920	Electrician	i	1.00	i	1.00	33,564	33,564
5940	Painter	2	2.00	2	2.00	58,512	58,464
5950	Plumber	1	1.00	1	1.00	34,176	34,176
5967	Senior Painter	1	1.00	i	1.00	31,836	31,836
6200	Bldg Maint. Engineer Asst II	1	1.00	1	1.00	29,100	29,100
6305	Gardener II	2	2.00	2	2.00	42,000	39,936
7541	Construction Worker I	3	3.00	3	3.00	62,208	62,748
	Sub-Total	19	19.00	19	19.00	\$535,908	\$534,324
NUTRITI	ION CENTER						
2304	Administrative Assistant I	1	1.00	1	1.00	\$32,640	\$33,072
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,452	19,896
4911	Social Services Aid II	2	2.00	2	2.00	37,512	37,848
	Sub-Total	4	4.00	4	4.00	\$89,604	\$90,816
9999	Extra Help	0	7.50	0	7.50	172,860	172,860
	Total	507	480.75	503	476.75	\$11,954,517	\$11,923,881
Salary	Adjustments:					\$(46,819)	\$(63,632)
Premium	n/Overtime Pay:					225,679	225,679
Employe	ee Benefits:					3,977,520	3,774,460
Salary	Savings:					(479,268)	(638, 188)
	Total Adjustments					\$3,677,112	\$3,298,319
Program	ı Totals	507	480.75	503	476.75	\$15,631,629	\$15,222,200

PROGRAM: EMERGENCY MEDICAL SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41012 MANAGER: Gail Cooper ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget - Pg. 16-53

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,387,722	\$1,509,909	\$1,420,475	\$1,642,355	\$1,416,013	(13.8)
Services & Supplies	1,611,900	963,681	1,182,513	1,789,041	1,486,161	(16.9)
Other Charges	4,940	536,610	364,940	4,940	244,940	4,858.3
Fixed Assets	52,658	23,564	84,164	0	0	0.0
TOTAL DIRECT COST	\$3,057,220	\$3,033,764	\$3,052,092	\$3,436,336	\$3,147,114	(8.4)
PROGRAM REVENUE	(1,754,681)	(2,679,518)	(2,106,866)	(2,762,304)	(2,825,333)	2.3
NET GENERAL FUND CONTRIBUTION	\$1,302,539	\$ 354,246	\$945,226	\$674,032	\$321,781	(52.3)
STAFF YEARS	33.41	33.61	30.61	35.00	31.00	(11.4)

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;
- 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).
- Administration of Ambulance Ordinance enforcing vehicle compliance with the community standard established by the Board of Supervisors.

1992-93 BUDGET TO ACTUAL COMPARISON

Total FY 1992-93 Direct Program Revenues were \$718,151 less than budgeted due to several factors. EMS Trust Fund Revenues were \$731,773 lower than budgeted due to: a \$491,773 spending freeze; and a revised procedure where, in lieu of payments, trauma centers agreed to deduct \$240,000 in trauma center designation fees from EMS Trust Fund SB12/612 hospital collections. Trauma Center Designation Fees were \$140,933 lower than budgeted, however, fees of \$282,709 were realized but were offset by adjustments of \$24,651 and \$127,439 for unused equipment purchases and overcharges, respectively. In addition, there was a \$44,000 shortfall in Health Account Realignment Revenue. These shortages were partially offset by \$86,411 of prior year SLIAG revenue, \$38,410 of recovered administrative expenditures, \$35,515 for a Quality Assurance Net grant which was not budgeted, and \$21,000 resulting from a new ordinance for Ambulance Operator Permits.

Salaries and Benefits were \$221,880 less than budgeted due to a hiring freeze, and, resulted in savings of 4.39 staff years. Services and Supplies were \$606,528 less than budgeted due to savings generated by a spending freeze. This savings had been partially offset by \$74,513 for prior years encumbrances paid in current year. "Other Charges" were \$360,000 above budgeted due to a procedure where, in lieu of payments, trauma centers agreed to deduct trauma center designation fees from EMS Trust Fund SB12/612 hospital collections. This amount is reflected as an expenditure for contributions to other agencies and consists of \$120,000 for prior year payments recorded in current year and \$240,000 for current year payments.

Additionally, \$84,164 for prior year's Fixed Assets were paid in FY 1992-93.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 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.
 - Expanded the EMS Data Information System to incorporate the first phase of the QA-NET Wide Area Network.
- To conduct monitoring and site visits at each of the Trauma Centers and Base Hospitals to evaluate and measure performance against contract standards.
 - Utilized the American College of Surgeons site visit team to conduct contract compliance monitoring review during this fiscal year.
- 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.
 - 0 Developed standard operating policies for EMS medical disaster response and began providing training to staff for familiarization.
- To maintain the VHF/EMS communication system, identifying problems and taking steps to resolve them.
 - Maintained VHF/EMS communication system and resolved problems as they arose.
- 5. To continue to utilize the Emergency Medical Care Committee for community/provider input in EMS planning.
 - Utilized Emergency Medical Care Committee for community and provider input in EMS planning.
- 6. To continue to implement EMT-defibrillation programs throughout San Diego County's EMS provider agencies.
 - Continued the EMT-Defibrillation program implementation throughout San Diego County provider agencies.
- To plan, develop and implement rural Advanced Life Support Programs as requested by local jurisdictions in accordance with State and local regulations.
 - East County Rural Ambulance program plan was developed in cooperation with Grossmont Hospital. Implementation to occur in 1994.
- To restore, replenish and repackage prepositioned package disaster supplies.
 - This objective was begun, and slow, steady progress is being made. Completion was impeded due to budget freezes and the Haute virus which may be present in package disaster supply areas.
- To establish a quality assurance program for patients cared for in County Correctional Facilities.

 O This task was moved to Physical Health Services' Correctional Facilities Medical Services. 9.
- 10. To develop and manage the hospital claims fund process.
 - Managed and maintained the hospital claim fund process.
- To report on the status of evidentiary examination for victims of sexual assault.
 - The data collection system has been established and documentation is now being collected for report generation.

1993-94 OBJECTIVES

- 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.
- 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 develop and manage the hospital claims fund process.
- 10. To report on the status of evidentiary examination for victims of sexual assault.

1993-94 SUB PROGRAM ACTIVITIES

The \$4,940 "Other Charges" budgeted represents this program's share of the debt service to SANCAL for the Department's mini-computer.

The activities of this program are summarized as follows:

- 1. Countywide Coordination of EMS [18.25 SY; E = \$2,527,295; R = \$2,205,514] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - o Implementing mandated State Health and Safety Code 1797 1799.201.
 - Reviewing EMT-D, EMT-1, and EMT-P triage treatment and transport policies/protocols.
 - Monitoring State policies and procedures regarding EMT-D, EMT-1, EMT-P certification, recertification and decertification.
 - Monitoring and evaluating EMT-1, EMT-P and MICN certification and testing processes.
 - Coordinating provision of mutual aid agreements with local agencies.
 - Performing accreditation of all advanced life support (paramedic) personnel.
 - Monitoring and approve all EMT-1, EMT-P and MICN training programs.
 - Monitoring/certifying EMT-1 basic life support ambulance personnel to maintain compliance with County and State standards.
 - Administering implementation of EMT-defibrillation program countywide.
 - Managing the hospital claims fund as established by SB 612.
 - Administering an Ambulance Ordinance.
 - Authorizing Mobile Intensive Care Nurses.
 - Monitoring evidentiary examination process for victims of sexual assault.
 - Reducing by 4.00 SY (1.00 SY Intermediate Clerk Typist, 2.00 SY Quality Assurance Specialist, 1.00 SY Emergency Medical Services Coordinator) which will affect coordination, quality assurance, and clerical support.

- 2. Field Operations and Disaster Coordination [2.00 SY; E = \$110,210; R = \$110,210] is:
 - Mandated Activity/Discretionary Service Level.
 - Implementing Health and Safety Code 1797 1999.201.
 - Conducting medical disaster preparedness exercises.
 - O Reviewing and implementing a Countywide Medical Disaster plan.
 - Providing technical input to County EMS Communications including upgrades as necessary.
- 3. County Service Area Administration San Dieguito and Heartland Paramedic Districts [1.25 SY; E = \$76,775; R = \$76,775] is:
 - Mandated Activity/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. <u>Irauma Management System and Base Hospital System Management</u> [9.50 SY; E = \$432,834; R = \$432,834] is:
 - Mandated Activity/Discretionary Service Level.
 - Maintaining and administering the data collection and evaluation system.
 - Managing the Countywide public information system regarding EMS and trauma.
 - Monitoring all designated trauma and base hospitals.
 - Implementing a quality improvement network for trauma centers and base hospitals.

PROGRAM REVENUE BY SOURCE				Change From
Source of Boursey	1992-93 Actual	1992-93	1993-94 Budget	1992-93 Budget
Source of Revenue	Actuat	Budget	Budget	Budget
CHARGES:	en/ 7/n	e7 E00	#7 E00	*0
EMT Certification Fee Trauma Center Designation Fees	\$ 24, 3 62 130,619	\$3, 500 271,552	\$3,500 271,552	\$0 0
Base Hospital Designation Fees	223,371	227,090	227,090	Ŏ
Returned Check Fees	75	0	0	Ŏ
Prior Year State Aid SLIAG, FY 1990-91	86,411	0	0	0
Ambulance Operator Permits	21,000	0	65,000	65,000
Sub-Total	\$485,838	\$502,142	\$567,142	\$65,000
GRANTS:				
Research Grant	\$49,015	\$13,500	\$13,500	\$0
Sub-Total	\$49,015	\$13,500	\$13,500	\$0
SUBVENTION:				
EMS Trust Fund (Implementation of SB 12/612) (no match required)	\$1,037,716	\$1,769,489	\$1,769,489	\$0
Sub-Total	\$1,037,716	\$1,769,489	\$1,769,489	\$0
REALIGNMENT:				
Health Account - Vehicle License Fees	\$672,085	\$741,471	\$741,471	\$0
lealth Account - DSS - Sales Tax	25,387	0	0	0
Sub-Total	\$697,472	\$741,471	\$741,471	\$0
OTHER:				
Recovered Expenditures	\$38,410	\$0	\$0	\$0
Sub-Total	\$38,410	\$0	\$0	\$0
Total Direct Program Revenue	\$2,308,451	\$3,026,602	\$3,091,602	\$65,000
Department Overhead and County External Overhead Allocation:	\$(201,585)	\$(264,298)	\$(266,269)	\$(1,971)
Total	\$2,106,866	\$2,762,304	\$2,825,333	\$63,029
OCHERAL FIRM CONTRIBUTION DETAIL				
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
DEAL TOWNER MATCH.		 -		
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$202,599	\$202,599	\$361,365	\$158,766
Sub-Total	\$202,599	\$202,599	\$361,365	\$158,766
GENERAL FUND SUPPORT (GRANTS):				
Health Account Realignment	\$742,627	\$471,703	\$(39,584)	\$(511,287)
Sub-Total	\$742,627	\$471,703	\$(39,584)	\$(511,287)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1993-94 budgeted revenue is increasing \$65,000 from the FY 1992-93 Adopted Budget in Emergency Medical Services. This action, an ordinance for ambulance fees, was approved by the Board of Supervisors on 12/15/92 (49).

The total Health Account Realignment match requirement is \$4.4 million which will be met in eligible Realignment programs.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Emergency Medical Services					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
No. EMT-1A, EMT-1NA, EMT-P (Paramedics) Certified/Monitored by EMS Director	1,211	1,327	1,540	1,000	
No. prehospital reports processed	132,360	132,200	214,386	120,000	
No. disaster exercises coordinated	5	5	5	5	
No. trauma cases reviewed	4,724	4,719	5,200	5,000	
EFFICIENCY					
Cost per prehospital report processed	\$.30	\$.30	\$.30	\$.30	
Cost per disaster exercise conducted	\$400.00	\$400.00	\$400.00	\$400.00	
Cost per case reviewed	\$ 6.00	\$ 6.00	\$ 6.00	\$ 6.00	
EFFECT I VENESS					
Percent of EMT-1 or higher field evaluations	95.0%	95.0%	95.0%	95.0%	
Percent of Prehospital data available for Management Information Reports to providers and EMS agency	80.0%	95.0%	95.0%	80.0%	
Percent of Prehospital personnel participation in disaster exercises	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%	

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2302	Administrative Assistant III	1	1.00	1	1.00	\$43,896	\$45,276
2303	Administrative Assistant II	1	1.00	1	1.00	38,376	40,020
2304	Administrative Assistant I	1	1.00	1	1.00	32,640	33,072
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	40,140	42,156
2367	Principal Admin. Analyst	1	1.00	1	1.00	50,796	48,168
2379	Chief, Emergency Med Svcs.	<u>1</u>	1.00	1	1.00	57,744	57,744
2382	Coord., Emergency Med Svcs.	3	3.00	2	2.00	158,832	100,488
2384	Emergency Med. Svcs. Spec	4	4.00	4	4.00	145,344	147,072
2387	Quality Assurance Specialist	6	6.00	4	4.00	275,832	185,952
2412 2700	Analyst II	7	1.00	2	1.00 2.00	40,560	41,064
2730	Intermediate Clerk Typist Senior Clerk	3	3.00 1.00	1	1.00	58,356 23,280	39,792 23,496
2754	Board Secretary	7	2.50	3	2.50	68,130	70,380
2757	Administrative Secretary II	í	1.00	1	1.00	24,180	24,792
3120	Dept'l Computer Specialist III	i	1.00	i	1.00	41,280	40,164
4194	Consulting Physician Spec.	i	0.50	i	0.50	85,980	87,318
9999	Extra Help	0	6.00	0	6.00	100,787	100,787
	Total	30	35.00	26	31.00	\$1,286,153	\$1,127,741
Salary	Adjustments:					\$(1,235)	\$11,079
Premiu	m/Overtime Pay:					26,000	26,000
Employe	ee Benefits:					364,555	301,990
Salary	Savings:					(33,118)	(50,797)
	Total Adjustments					\$356,202	\$288,272
Program	n Totals	30	35.00	26	31.00	\$1,642,355	\$1,416,013

PROGRAM: IMMIGRATION HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42604

MANAGER: Yvonne McGuire-Lewis

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -Pg. 16-60

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$ 426, 186	\$320,121	\$0	\$0	\$0	0.0
Services & Supplies	54,075	54,144	0	0	0	0.0
Other Charges	3,003	0	0	0	0	0.0
Fixed Assets	8,286	0	0	0	0	0.0
TOTAL DIRECT COST	\$491,550	\$374,265	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(812,449)	208,852	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$(320,899)	\$583,117	\$0	\$0	\$0	0.0
STAFF YEARS	9.62	6.48	0.00	0.00	0.00	0.0

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.

PROGRAM: PRIMARY CARE DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41028

MANAGER: Margaret Nordstrom

ORGANIZATION # 6000

REFERENCE: 1993-94 Proposed Budget -Pg. 16-65

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change	
DIRECT COST Salaries & Benefits	\$534,355	\$607,715	\$642,423	\$666,745	\$603,841	(9.4)	
Services & Supplies	2,729,432	2,963,892	3,023,164	3,143,218	3,049,742	(3.0)	
Other Charges	0	0	0	0	0	0.0	
Fixed Assets	0	1,351	0	0	0	0.0	
TOTAL DIRECT COST	\$3,263,787	\$3,572,958	\$3,665,587	\$3,809,963	\$3,653,583	(4.1)	
PROGRAM REVENUE	(2,235,540)	(1,702,723)	(3,088,179)	(2,425,469)	(2,135,767)	(11.9)	
NET GENERAL FUND CONTRIBUTION	\$1,028,247	\$1,870,235	\$577,408	\$1,384,494	\$1,517,816	9.6	
STAFF YEARS	12.04	12.49	12.80	14.67	13.67	(6.8)	

PROGRAM DESCRIPTION

The Primary Care Services Program is responsible for the County-wide coordination, administration and maintenance of primary health care services, refugee preventive health services, General Relief Employability Evaluations (GREEs), health screenings for the homeless in County emergency homeless shelters during severe cold weather, emergency dental services for immates 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 health care, refugee preventive health services, emergency dental, GREEs, and health screenings for County homeless shelters are purchased by the County from community clinics, community-based organizations and a refugee resettlement program for refugee health services. The purpose of the Primary Care program is to provide a wide range of low-cost, high quality accessible primary health care services such as general medicine, pediatrics, obstetrics, gynecology and some specialty and preventive health services (in designated clinics) to the working poor residents of the County who are unable to pay the full cost of their care. These residents, who represent significant segments of the population, are affected by such conditions as high infant mortality, low birth-weight babies, inaccessible primary health care physicians and inadequate resources to pay for their health care services. The purpose of the Refugee Preventive Health Program is to provide preventive health care screening and treatment to newly arrived refugees to the County for communicable diseases such as tuberculosis and hepatitis B to prevent the spread of communicable disease by this population and to improve their health status. The purpose of providing emergency dental services to juveniles and adults in the custody of the Probation Department is to fulfill the County's obligation to provide custodial care. The purpose of providing GREEs is to reduce the County cost for the General Relief program, administered by the Department of Social Services. The purpose of providing health screening to homeless persons at County operated emergency shelters is to prevent the spread of communicable disease to other County residents. 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 assessment, and program outcome evaluation), and the provision and/or acquisition of technical assistance. The Primary Care Services Program is also responsible for maintaining and supporting 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.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual Direct Program Revenues exceeded budgeted by \$662,710 due to prior year revenue of \$830,021. This was partially offset by a shortfall of \$114,465 of State Health Account - Vehicle License Fees; a \$99,904 under utilization and \$27,942 billing delay of the pharmacy distribution agreement with contracted clinics; and an over statement of \$75,000 for the Black Infant Health Project.

Actual costs for Salaries and Benefits, and, Services and Supplies were within budget.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To provide 154,000 primary care patient visits to poor and working poor persons unable to pay the full cost of service.
 - Provided 168,708 visits to 72,347 patients (where 73,056 visits were provided to 34,084 children and youth.)
- To provide 1,900 newly arrived refugees with 6,000 preventive health services including health assessments, follow-up health education and other support services.
 - Provided 3,246 refugees with 8,501 preventive health services. It is difficult to predict the number of refugees settling in the County and the amount of medical care needed.
- 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.
 - Provided 5,976 GR Employability Evaluations.
- 4. To provide 140 hours of health screening services at emergency homeless shelters during life-threatening cold weather.
 - O Provided 203 hours of health screening services. The North county shelter was open 60 continuous days at the direction of the Board, and the East county shelter was open 35 days.
- 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.
 - Contracted for the distribution of pharmaceuticals totalling \$200,096 to Primary Care Services' contractors.
- 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.
 - O PCS completely revised the contractor site review tool to measure compliance with the revised contract and Contractor's Manual. Contractor compliance objective was 86% achieved with 12 of 14 contractors exceeding 90% scope of service compliance level. The two contractors not meeting their scope experienced site consolidation, redefinition of their patient population, and/or an unexpected alternative revenue.
- 7. To enhance computer report-generating capabilities for planning purposes and to meet funding requirements.
 - Enhanced computer report-generating capabilities were used during budget planning, site reviews, and compilation of data for a PCS annual report. The new reports provide information on age, gender, ethnicity, diagnosis and income levels of PCS patients and can also provide this information by zip codes.

1993-94 OBJECTIVES

- 1. To provide, through contracts with community clinics throughout San Diego County, 115,500 primary health care patient visits to poor and working poor persons unable to pay the full cost of service.
- 2. To provide, through contract, 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, through contracts with community clinics, 4,500 General Relief (GR) Employability Evaluations to GR clients or applicants who claim they cannot participate in the GR work program.
- 4. To provide, through contracts, public health screening services to prevent the spread of communicable diseases at each County-sponsored emergency homeless shelter during life-threatening cold weather.
- 5. To provide, through contract, a mechanism for the distribution of County-supplied pharmaceuticals to community clinics contracting with the County to deliver primary health care services to medically indigent County residents.
- 6. To formally assess each contractor's performance of contract objectives through on-site reviews and on-going monitoring.
- 7. To enhance computer report-generating capabilities for contract monitoring and planning purposes and to meet funding requirements.
- 8. To provide hardware/software support to automated contract sites using the County supplied MUMPS-based ambulatory medical management information system.
- 9. To determine the feasibility of developing and implementing a single computerized patient eligibility determination system to increase the efficiency for determining patient eligibility for County-funded health care services.

- 10. To promote linkages between community clinics and neighboring hospitals to develop hospital emergency room diversion programs which shifts non-emergent services to less costly ambulatory care or urgent care settings.
- 11. To increase access to health care by promoting the collocation and consolidation of various health care services.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Primary Care</u> [7.67 SY; E = \$3,145,081; R = \$1,627,265] including support personnel is:
 - O Discretionary Activity/Discretionary Service Level.
 - O Providing 154,000 medical visits to poor and working poor residents unable to pay the full cost of services.
 - Including an administrative reduction of 1.00 SY (1.00 SY Analyst II).
- 2. Refugee Preventive Health [2.50 SY; E = \$343,560; R = \$343,560] including support personnel is:
 - Discretionary Activity/Discretionary Service Level.
 - 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 = \$164,942; R = \$164,942] including support personnel is:
 - Discretionary Activity/Discretionary Service Level.
 - 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.

\$900,816

\$900,816

\$617,000

\$617,000

\$1,517,816

\$527,075

\$527,075

\$857,419

\$857,419

\$1,384,494

\$373,741

\$373,741

\$(240,419)

\$(240,419)

\$133,322

PROGRAM:	

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Pharmacy Issues - Community Clinics	\$172,154	\$300,000	\$300,000	\$0
Sub-Total	\$172,154	\$300,000	\$300,000	\$0
GRANTS:	794 700	7// 970	7// 870	•
Refugee Preventive Health (no match required) Black Infant Health Project	381,700 164,285	344,839 89,285	344,839 0	0 (89,285)
Prior Year Revenue	132,320	07,203	ŏ	(0),203,
Prior Year State Aid SLIAG	660,840	Ō	Ö	Ó
Sub-Total	\$1,339,145	\$434,124	\$344,839	\$(89,285)
REALIGNMENT:				
Health Account - Vehicle License Fees Health Account - Sales Tax	\$1,748,476 66,047	\$1,928,988 0	\$1,928,988 0	\$0 0
Sub-Total .	\$1,814,523	\$1,928,988	\$1,928,988	\$0
Total Direct Program Revenue	\$3,325,822	\$2,663,112	\$2,573,827	\$(89,285)
Department Overhead and				0.000 (47)
County External Overhead Allocation:	\$(237,643)	\$(237,643)	. \$(438,060)	\$(200,417)
Total	\$3,088,179	\$2,425,469	\$2,135,767	\$(289,702)
GENERAL FUND CONTRIBUTION DETAIL				
	1992-93	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Health Account - Vehicle License Fees

REALIGNMENT MATCH:

GENERAL FUND SUPPORT: State AB 8/Health Account

Sub-Total

Sub-Total

Total

FY 1993-94 revenues were reduced by \$89,285 due to the expiration of a State contract for the Black Infant Health Project.

\$527,075

\$527,075

\$50,333

\$50,333

\$577,408

The total Health Account Realignment match requirement is \$4.4 million which will be met in eligible Realignment programs. General Fund contribution in this program is the result of Board directed appropriations of \$600,000 for Community Clinic Contracts on 7/28/93 (processed in Change Letter 510) and \$17,000 for Inclement Weather Emergency Shelters on 11/10/93 (6). These directives are beyond PCS' budgeted contribution to the required realignment match.

DEPARTMENT: HEALTH SERVICES

PROGRAM:	PRIMARY	CARE

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Primary Care					
% OF RESOURCES: 100%					
<u>workload</u>					
Primary Care Services (PCS): Number of Patient Visits	163,936	168,708	168,708	154,000	154,000
Number of Patients Served	N/A	N/A	72,347	N/A	66,000
PCS Numbers Above Include: Children and Youth Visits	N/A	N/A	73,347	N/A	69,300
Children and Youth Served	N/A	N/A	34,084	N/A	32,300
Refugee Preventive Health: Number of Services Provided	6,013	6,756	8,501	6,000	6,000
Number of Refugees Screened	1,910	2,314	3,246	1,900	3,246
EFFICIENCY					
Primary Care Services: Cost per visit-Primary Care	\$14.43	\$13.55	\$14.01	\$15.36	\$15.36
Annual Average County Cost per Patient	N/A	N/A	\$32.70	N/A	\$32.70
Refugee Service: Cost per Service - Preventive Health	\$30.48	(a) \$45.00	\$40.56	(a) \$57.47	\$57.47
Number of Refugees Referred and Tracked for Treatment of Communicable Diseases	N/A	N/A	100%	N/A	100%
Number of Refugee Children Referred and Tracked for Childhood Immunizations	N/A	N/A	100%	N/A	100%
<u>EFFECT I VENESS</u>					
Percent of target population served	13.0%	13.0%	13.0%	13.0%	13.0%
Percent of Contractor Performance Reviewed	N/A	N/A	100.0%	N/A	100.0%
Percent of Contracted Services Achieved	N/A	N/A	100.0%	N/A	100.0%

⁽a) Increase in cost per service is due to increase in procedures performed during health screenings and clinics for treatment of non-active tuberculosis infection.

N/A Not Applicable: Additional performance indicators were added for the FY 1993-94 budget and reported for FY 1992-93 estimated actual to reflect the priorities of the Board of Supervisors. Reporting of this data was facilitated and/or made possible due to the development of a computerized data collection system.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
	•						
2366	EDP Coordinator, Health Svcs.	1	1.00	1	1.00	\$40,140	\$42,156
2411	Analyst I	1	1.00	1	1.00	33,384	35,136
2412	Analyst II	3	3.00	2	2.00	121,680	82,128
2413	Analyst III	1	1.00	1	1.00	43,620	43,596
2425	Associate Accountant	1	1.00	1	1.00	36,492	37,116
2700	Intermediate Clerk Typist	2	2.00	2	2.00	38,904	39,792
2730	Senior Clerk	1	1.00	1	1.00	23,280	23,496
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	31,836	33,312
3120	Dept'l Computer Specialist III	1	1.00	1	1:00	41,280	40,164
4125	Chief, Primary Care Services	1	1.00	1	1.00	53,688	55,032
4517	Certified Nurse Practitioner	1	1.00	1	1.00	44,148	47,160
9999	Extra Help	0	0.67	0	0.67	8,020	8,020
	Total	14	14.67	13	13.67	\$516,472	\$487,108
Salary	Adjustments:					\$5,213	\$(17)
Premiu	n/Overtime Pay:				•	200	200
Employ	ee Benefits:					158,348	138,397
Salary	Savings:					(13,488)	(21,847)
	Total Adjustments					\$150,273	\$116,733
Program	n Totals	14	14.67	13	13.67	\$666,745	\$603,841

PROGRAM: UNIVERSITY HOSPITAL

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 42699

MANAGER: Paul B. Simms

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget —Pg. 16-71

AUTHORITY: Under the terms of the Operating Agreement, Contract #269-6100E, 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$23,794	\$0	\$0	\$0	\$0	0.0
Services & Supplies	50	0	0	0	0	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$23,844	\$0	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(16,140)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$7,704	\$0	. \$0	\$0	\$0	0.0
STAFF YEARS	0.53	0.0	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The purpose of this program was to fulfill the contractual agreement with University Hospital concerning those County employees working at the County General Hospital at the time of transfer of the Hospital to the University of California.

The Operating Agreement with the Regents of the University of California (Sections #10 and #14) provided that those County employees in the classified services as of 6-30-66 be retained by University Hospital as long as the agreement was in effect or until promotion, advancement, retirement, resignation, removal, or assignment to another County activity, whichever occurred first. The University was to reimburse the County for gross salary and fringe benefits paid by or on behalf of those employees. The last County employee at University Hospital retired which concluded the agreement with UCSD. The program budget is included for historical purposes.

PROGRAM: ADULT SPECIAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41014

MANAGER: Betty Morell

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget - Pg. 16-60

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.

	•					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$609,307	\$303,962	\$224,381	\$283,501	\$268,761	(5.2)
Services & Supplies	42,356	61,865	13,231	12,025	9,193	(23.6)
Other Charges	4,940	4,940	4,940	4,940	4,940	0.0
Fixed Assets	0	52,376	216,247		71,400	100.0
TOTAL DIRECT COST	\$656,603	\$423,143	\$458,799	\$300,466	\$354,294	17.9
PROGRAM REVENUE	\$(376,669)	\$(475,444)	\$(504,542)	\$(260,000)	\$(313,049)	20.4
NET GENERAL FUND CONTRIBUTION	\$279,934	\$(52,301)	\$(45,743)	\$40,466	\$41,245	1.9
STAFF YEARS	14.11	6.13	4.69	6.84	6.76	(1.2)

PROGRAM DESCRIPTION

County Public Health Nurses in Adult Special Health Services provide 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. These health screenings are provided primarily within the City of San Diego due to limited funding. 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actual Expenditures for the Adult Special Health Program activities were higher than budgeted. Board of Supervisors' action authorized expenditure of Tobacco Tax Capital Outlay funds to automate the Public Health Centers in FY 1991-92 but the completion of this plan was not completed until FY 1992-93 resulting in fixed asset expenditures exceeding the budget. 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 ACHIEVEMENT OF OBJECTIVES

Providing 500 Senior Citizen screenings through the Preventive Health Care for the Aging (PHCA), State Grant.
 Provided 540 screenings.

1993-94 OBJECTIVES

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

1993-94 SUB PROGRAM ACTIVITIES

The budgeted level of this Program remains essentially unchanged from FY 1992-93.

Other charges in FY 1993-94 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 [6.26 SY; E = \$317,656; R = \$281,151] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - O Decreasing by 0.08 staff years as the result of the proposals to reduce Public Health costs.
 - 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 = \$31,898] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Offset by revenue collected by Environmental Health Services.
 - Inclusive of public health education staff time utilized in support of the Environmental Health Service's Program.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GRANTS: State-Preventive Health Care-Aging	\$40,533	\$51,892	\$51,892	\$0
(100.00% match requirement) Miscellaneous, State Aid	4,582	0	0	0
Sub-Total	\$45,115	\$51,892	\$51,892	\$0
	J45,115	331,092	431,072	30
SUBVENTIONS: Prior Year Tobacco Tax, Capital Outlay Tobacco Tax, Capital Outlay	\$293,656 0	\$0 0	\$0 71,400	\$0 71,400
Sub-Total	\$293,656	\$0	\$71,400	\$71,400
OTHER: Environmental Health Services' revenues redirected for Public Health Services for Support Services	\$8,032	\$36,638	\$36,638	\$0
Miscellaneous Revenues	1,120	0	0	0
Sub-Total	\$9,152	\$36,638	* \$36,638	\$0
REALIGNMENT: Health Account - Vehicle License Fees Health Account - Sales Tax	\$226,852 8,569	\$250,272 0	\$247,440 0	\$(2,832) 0
Sub-Total	\$235,421	\$250,272	\$247,440	\$(2,832)
Total Direct Program Revenue	\$583,344	\$338,802	\$407,370	\$68,568
Department Overhead and County External Overhead Allocation:	\$(78,802)	\$(78,802)	\$(94,321)	\$(15,519)
Total	\$504,542	\$260,000	\$313,049	\$53,049

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GRANTS: State Preventive Health Care for the Aging (100% budgeted match)	\$40,533	\$51,892	\$51,892	\$0
Sub-Total	\$40,533	\$51,892	\$51,892	\$0
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$68,374	\$68,374	\$0	\$(68,374)
Sub-Total	\$68,374	\$68,374	\$0	\$(68,374)
GENERAL FUND SUPPORT COSTS:	\$(154,650)	\$(79,800)	\$(10,647)	\$69,153
Sub-Total	\$(154,650)	\$(79,800)	\$(10,647)	\$69,153
Total	\$(45,743)	\$40,466	\$41,245	\$779

EXPLANATION/COMMENT ON PROGRAM REVENUES

The revenue in this Program's FY 1993-94 Adopted Budget has increased from the FY 1992-93 Adopted level due to the addition of Capital Outlay funds.

The required match for Health Account Realignment Revenue previously reflected in this program will be met by other eligible Public Health programs. The total Health Account Realignment match requirement is \$4.4 million which will be met in eligible Realignment programs.

DEPARTMENT: HEALTH SERVICES

PROGRAM: ADULT SPECIAL HEALTH SERVICES

This program must meet the match requirement for its State Preventive Health Care for the Aging funds. The negative General Fund Support Cost of \$10,647 in FY 1993-94 reflects that Health Account Realignment Revenue budgeted in this Program offsets net County cost in other Public Health programs by this amount. The FY 1992-93 Actual reduction of General Fund support cost was caused by the receipt of Prior Year Tobacco Tax Capital Outlay funds.

DEI	DEPARTMENT: HEAL			
Quantity	Unit	Total Cost		
12 1	units lot	\$56,400 15,000		
		\$71,400		
	Quantity	Quantity Unit		

PERFORMANCE INDICATORS								
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget			
ACTIVITY A: Adult Special Health Services								
X OF RESOURCES: 100%								
WORKLOAD								
Public Health Nurse Contacts	9,696	(a) 517	(a) 540	(a) 500	(a) 500			
No-Smoking Ordinance Complaints Handled	(b) 144	(c)	(c) 0	(c)	(c) 0			
No-Smoking Ordinance Information Calls Handled	2,540	(c)	(c) 0	(c)	(c) 0			
EFFICIENCY								
Cost per Community Nursing Service	\$ 46.87	(d) \$247.07	\$250.00	\$250.00	\$250.00			

EFFECTIVENESS

N/A

- (b) Reduction in formal complaints handled is indicator of community compliance with ordinance.
- (c) These two activities have been moved to the Community Disease Control Program for FY 1992-93.
- (d) Increase in unit cost reflects loss of economies of scale resulting from reductions in related services.

⁽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.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2413	Analyst III	1	0.00	4	0.00	\$0	\$0
2700	Intermediate Clerk Typist	1	0.42	4	0.42	8,105	8,290
2730	Senior Clerk	2	2.00	ż	2.00	46,560	46,992
2756	Administrative Secretary I	ō	0.17	Õ	0.17	3,424	3,536
4103	Public Health Nutrition Mgr	ĭ	0.25	ĭ	0.17	9,114	6,262
4560	Chf Nurse, Public Health	Ò	0.25	Ó	0.25	15,624	15,621
4565	Public Health Nurse II	1	1.00	1	1.00	40,296	41,304
4567	Senior Public Health Nurse	1	1.00	1	1.00	43,488	44,124
4770	Dietitian	1	0.00	0	0.00	· 0	. 0
4805	Chf, Public Health Education	0	0.25	0	0.25	14,031	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	8,406	8,688
4842	Supv Health Information Spec.	Q	0.17	0	0.17	6,998	7,168
4844	Supv. Public Health Educator	Q	0.08	0	0.08	3,374	3,357
4911	Social Services Aid II	1	0.50	1	0.50	9,378	9,462
9999	Extra Help	. 0	0.50	0	0.50	18,848	18,848
	Total	11	6.84	10	6.76	\$227,646	\$227,683
Salary	Adjustments:					\$(3,864)	(15,882)
Premium	n/Overtime Pay:					190	190
Employe	ee Benefits:					64,829	62,622
Salary	Savings:					(5,300)	(5,852)
	Total Adjustments					\$55,855	\$41,078
Program	■ Totals	11	6.84	10	6.76	\$283,501	\$268,761

PROGRAM: CALIFORNIA CHILDREN SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41005 MANAGER: Robyn Phelps ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -Pg. 16-65

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,921,588	\$3,235,755	\$3,238,693	\$4,218,240	\$4,240,163	0.5
Services & Supplies	119,904	144,196	115,101	108,729	106,115	(2.4)
Other Charges	4,849,566	5,284,418	4,773,517	4,162,087	4,202,755	1.0
Fixed Assets	12,730	17,100	3,004	5,280	10,000	89.4
TOTAL DIRECT COST	\$7,903,788	\$8,681,469	\$8,130,315	\$8,494,336	\$8,559,033	0.8
PROGRAM REVENUE	(7,680,304)	(7,603,885)	(6,681,966)	(7,844,283)	(6,444,606)	(17.8)
NET GENERAL FUND CONTRIBUTION	\$223,484	\$1,077,584	\$1,448,349	\$650,053	\$2,114,427	225.3
STAFF YEARS	72.29	75.71	73.90	99.09	99.09	0.0

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 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 overspent due to \$1,700,000 of prior year expenditures in FY 1992-93 for FY 1991-92 claims.

1992-93 ACRIEVEMENT OF OBJECTIVES

- To develop and implement a specifically designed computerized CCS Medical Therapy Unit (MTU) Management System. The development of a computerized system for the Medical Therapy Units is an ongoing process. All of the units are linked to the administrative office. They are able to register clients, verify eligibility and issue authorizations via the computer. Current programming is underway to develop a clinic scheduling module.
- 2. To continue to provide therapy services to 2,000 children within the MTU's.
 - Therapy services were provided to 1,800 children, less than stated in the objective. This is primarily due to extreme staff shortages.
- To provide 170,000 physical and occupational therapy treatments to eligible children.

 Objective was achieved with the provision of 178,641 treatments to eligible children. 3.
- 4. To continue to process at least 95% of private provider claims within 30 days.
 - The objective of paying 95% of provider claims within 30 days was not met, again due to staff shortages and county imposed hiring freezes.

1993-94 OBJECTIVES

- To continue to develop and implement a specifically designed computerized CCS Medical Therapy Unit (MTU) Management System.
- 2. To provide therapy services to 1,850 children within the MTU's.
- 3. To provide 170,000 physical and occupational therapy treatments to eligible children.
- To continue to process at least 95% of private provider claims within 30 days.

1993-94 SUB PROGRAM ACTIVITIES

The FY 1993-94 Adopted Budget reflects no significant variation in Salaries and Benefits or Services and Supplies from the FY 1992-93 Adopted level.

Other charges in FY 1993-94 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:

- California Children Services (CCS) Program [99.09 SY; E = \$8,559,033; R = \$6,444,606] is:
 - Mandated Activity/Mandated Service Level.
 - 0 Implementing Public Law 94-142 and the State Health and Safety Code. Sec. 248-273.
 - 0 Elevating Medi-Cal claim processing to a maximum of three working days, mandated by AB 1281.
 - a Processing 52,000 claims.
 - 0 Providing services for 9,500 children.
 - 0 Providing 170,000 therapy treatments in the Medical Therapy Units.

PROGRAM REVENUE BY SOURCE			•	
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Family Repayment for Services Court Fees & Misc. Other Fees	\$ 51,332 363	\$120,000 0	\$63,000 0	\$(57,000) 0
Sub-Total	\$51,695	\$120,000	\$63,000	\$(57,000)
GRANTS: CCS HIV Screening	\$4,048	\$0	\$14,000	\$14,000
Sub-Total	\$4,048	\$0	\$14,000	\$14,000
SUBVENTIONS: State - California Children Services (CCS) CCS - Treatment (25% match required) CCS - Administration CCS - Medi-Cal Prior Year, State Revenue Miscellaneous Other Revenue	\$2,674,176 267,936 682,140 222,879 2,059	\$3,570,000 298,100 929,351 0 0	\$3,570,000 658,853 838,540 0	\$0 360,753 (90,811) 0 0
Sub-Total	\$3,849,190	\$4,797,451	\$5,067,393	\$269,942
REALIGNMENT: Health Account - Vehicle License Fees Social Services - Sales Tax Health Account - Sales Tax	\$1,617,963 1,645,820 61,117	\$1,785,000 1,785,000 0	\$188,141 1,785,000 0	\$(1,596,859) 0 0
Sub-Total	\$3,324,900	\$3,570,000	\$1,973,141	\$(1,596,859)
Total Direct Program Revenue	\$7,229,833	\$8,487,451	\$7,117,534	\$(1,369,917)
Department Overhead and County External Overhead Allocation:	\$(547,867)	. \$(643,168)	\$(672,928)	\$(29,760)
Total	\$6,681,966	\$7,844,283	\$6,444,606	\$(1,399,677)
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GRANTS:				
CCS Treatment (25% budgeted match) CCS Administration	\$891,392 133,968	\$1,785,000 0	\$1,785,000 329,427	\$0 329,427
Sub-Total	\$1,025,360	\$1,785,000	\$2,114,427	\$329,427
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$487,731	\$487,731		
Sub-Total	\$ 487 , <i>7</i> 31	\$ 487,731	\$0	\$(487,731)
GENERAL FUND SUPPORT COSTS:	\$(64,742)	\$(1,622,678)		
Sub-Total	\$(64,742)	\$(1,622,678)	\$0	\$1,622,678

EXPLANATION/COMMENT ON PROGRAM REVENUES

The budgeted revenue for FY 1993-94 is decreasing due to the transfer of \$1,596,859 of Health Account - Vehicle License fee revenue that was redirected to other Public Health programs to reflect revenue and related required matches more clearly. This reduction was partially offset by an increase of \$269,942 in State CCS funds. The total Health Account Realignment match requirement is \$4.4 million which will be met in eligible Realignment programs.

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.

PROGRAM: California Children Services	DEPA	DEPARTMENT: HEALTH SER					
FIXED ASSETS .							
Item	Quantity	Unit	Total Cost				
Automated Filing System	5	units	\$10,000				
Total			\$10,000				
VEHICLES/COMMUNICATION EQUIPMENT							
Item	Quantity	Unit	Total Cost				
None							
Total			\$0				

PERFORMANCE INDICATORS	•				
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: California Children Services					
% OF RESOURCES: 100%					
WORKLOAD					
Total number of children receiving physical or occupational therapy treatment in Medical Therapy Units	1,826	1,813	1,700	2,000	1,850
Total therapy treatments given in Medical Therapy Units	* 150,558	* 145,894	178,641	170,000	170,000
New Referrals	13,500	13,500	13,456	13,500	14,200
Number of CCS claims processed	51,943	54,432	47,996	55,000	52,000
Number of CCS claims processed within 30 days or less	50,789	50,220	46,263	52,000	49,000
EFFICIENCY			•		
Cost per therapy treatment	\$12.86	\$12.59	\$15.50	\$12.86	\$15.00
EFFECTIVENESS					
Percent of claims processed within 30 days	97.0%	92.0%	90.0%	96.0%	92.0%
Percent of children improving enough to discontinue therapy	** 10.0%	** 6.3%	** 11.0%	** 10.0%	** 5.0%
Percent of children awaiting therapy now receiving treatment	80.0%	85.0%	68.0%	80.0%	75.0%

^{*} More cases vendored. More cases waiting services.
** Due to Consult Team, less children being discontinued.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2303	Administrative Assistant II	1	1.00	1	1.00	\$38,376	\$40,020
2493	Intermediate Account Clerk	į	4.00	ż	4.00	76,512	79,152
2510	Senior Account Clerk	ì	1.00	1	1.00	23,628	23,304
2700	Intermediate Clerk Typist	ģ	9.00	9	9.00	175,068	179,064
2710	Junior Clerk Typist	1	1.00	î	1.00	15,240	14,832
2714	Inter. Transcriber Typist	i	1.00	i	1.00	20,724	21,564
2730	Senior Clerk	i	1.08	1	1.08	25,220	25,454
2756	Administrative Secretary I	Ó	0.00	Ó	0.00	0	. 0
2757	Administrative Secretary II	1	1.00	1	1.00	24,180	24,792
4103	Public Health Nutrition Mgr	Ó	0.00	0	0.00	0	, O
4124	Chf, Maternal & Child Health	Ó	0.00	0	0.00	0	0
4192	Senior Physician	1	1.00	1	1.00	68,436	74,880
4390	Chf, California Children Svcs	1	1.00	1	1.00	58,308	58,308
4395	Medical Therapy Unit Clerk	6	6.00	6	6.00	110,592	113,760
4400	Occupational Therapist II	23	23.00	23	23.00	855,876	864,984
4410	Physical Therapist II	26	26.00	26	26.00	925,704	944,424
4432	Chf, Rehabilitation Svcs	1	1.00	1	1.00	51,612	51,612
4435	Supervising Therapist	7	7.00	7	7.00	315 <i>,7</i> 56	309,960
4565	Public Health Nurse II	3	2.00	2	1.00	80,592	41,304
4567	Senior Public Health Nurse	3	3.00	4	4.00	130,464	176,496
4570	Supv. Public Health Nurse	1	1.00	1 '	1.00	50,280	45,768
5221	Eligibility Technician	5	5.00	6	6.00	116,460	142,128
5222	Eligibility Supervisor	1	1.00	1	1.00	26,052	26,004
5261	Social Worker V	2	2.00	1	1.00	71,304	34,152
9999	Extra Help	0	1.01	0	1.01	23,573	23,573
	Total	99	99.09	99	99.09	\$3,283,957	\$3,315,535
Salary	Adjustments:					\$23,585	\$23,395
Premiu	m/Overtime Pay:					3,700	3,700
Employe	ee Benefits:					990,869	981,075
Salary	Savings:					(83,871)	(83,542)
	Total Adjustments					\$934,283	\$924,628
Progra	■ Totals	99	99.09	99	99.09	\$4,218,240	\$4,240,163

PROGRAM: COMMUNITY DISEASE CONTROL DEP

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41003

MANAGER: Stephen H. Waterman, M.D.

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -Pg. 16-71

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 and complies with California State Regulation Title 17, Section 2500 and Section 2512, by reporting and investigating cases and outbreaks of communicable disease and notifiable conditions. HIV antibody testing services are provided as established in Chapter 23, Article 8 Section 1632 of the Health and Safety Code. County Regulatory Ordinance Chapter 5, Section 66.506 requires the Health Officer to provide massage technician exams.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$7,983,278	\$9,356,481	\$9,558,228	\$9,668,549	\$9,406,528	(2.7)
Services & Supplies	1,996,775	3,320,224	6,816,290	5,421,225	8,060,203	48.7
Other Charges	61,232	55,149	53,058	63,870	51,870	(18.8)
Fixed Assets	137,672	28,310	77,133	60,172	30,400	(49.5)
TOTAL DIRECT COST	\$10,178,957	\$12,760,164	\$16,504,709	\$15,213,816	\$17,549,001	15.3
PROGRAM REVENUE	(6,817,622)	(8,273,105)	(11,859,681)	(11,391,338)	(16,346,157)	43.5
NET GENERAL FUND CONTRIBUTION	\$3,361,335	\$4,487,059	\$4,645,028	\$3,822,478	\$1,202,844	(68.5)
STAFF YEARS	187.43	205.57	203.70	223.58	215.16	(3.8)

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 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.

DEPARTMENT: HEALTH SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actual expenditures for this program are higher than the Adopted budget level due to mid-year actions approved by the Board of Supervisors to implement the Federal Housing for People with AIDS (HOPWA), expand Pediatric Immunization and tuberculosis control services.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 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.
 - Contained or reduced 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, except for pertussis.
- Have over 98% of entering school children be adequately immunized against measles, diphtheria, tetanus, polio and pertussis.
 - Over 98% of entering school children were adequately immunized against measles, diphtheria, tetanus, polio and pertussis.
- Establish baseline immunization levels for two year old children attending Public Health Clinics as part of the infant immunization initiative.
 - Established 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.
 - Contain or reduce the average annual reported cases of tuberculosis to the level of those reported during FY 1989-90. Failed to reduce new cases of tuberculosis to 320 (FY 1989-90) but slowed rate of growth to 890 from 1,590 for the two prior years.
- 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).
 - Primary and secondary syphilis rates continue to decline in the wake of an epidemic in San Diego County which peaked in 1988. Rates are likely to stay at or around 5 cases per 100,000 in the absence of another epidemic. Control efforts now will focus on maintaining morbidity at a level below the year 2000 objective while reducing rates in the Central San Diego major statistical area and among African Americans to below 100 per 100,000, as well.
- 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 chiertiye).
- than 50 cases per 100,000 live births (U.S. Public Health Services year 2000 objective).

 Cases declined 12.3% from 1991 to 1992. Sustained declines in transmission of primary and secondary syphilis make achievement of the year 2000 objective a reasonable expectation.
- Provide comprehensive community anti-tobacco health education programs for State-mandated target populations.
 Provided 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.
 - O Prompt investigation of all reported hepatitis A cases was accomplished during this fiscal year.
- 9. Obtain 80% of AIDS case reports within one month of diagnosis and 90% within three months.
 - O The AIDS Case Definition was changed effective January 1, 1993. This change was retroactive resulting in capture of cases meeting the new definition that had been diagnosed in previous years. As the result of this change it was no longer possible to evaluate this activity as stated in the objective.
- 10. Provide early intervention services for 200 HIV infected persons.
 - As of June 30, 1993, the Early Intervention Program had an active case load of 297 HIV infected individuals.
- 11. Provide T-cell testing and counseling for 500 recently identified HIV positive individuals.
- The T-cell testing program initiated service to HIV positive individuals in the second half of this fiscal year. During the first six month period, 154 individuals were tested and counseled.

1993-94 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.

1993-94 SUB PROGRAM ACTIVITIES

The FY 1993-94 Budget reflects an increase of \$2,335,185 in total direct cost which is more than offset by \$5,595,390 in new and redirected direct program revenue. The increases are the result of grant funding for categorical services including those provided by the Office of AIDS Coordination, the Epidemiology Division, Tuberculosis Control, and Immunization activities. The Budget includes administrative reductions and other items necessary to reduce \$1.1 million from Public Health general fund costs. This proposal reduces 8.42 staff years from this program.

Other charges in FY 1993-94 provide \$51,870 for this program's share of debt services incurred for the purchase of the Department's mini-computer through SANCAL.

The activities of this program are summarized as follows:

- 1. Epidemiology [14.67 SY; E = \$1,065,072; R = \$796,738] is:
 - Mandated Activity/Discretionary Service Level.
 - 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.
 - Investigating 2,800 hepatitis and enteric investigations; extensive case reports including malaria, toxic shock, Legionnaire's disease, meningitis, etc.; 600 food related complaints; 5,500 Public Health Nursing visits; major investigations as needed.
 - Providing public health education programs to health professionals and the general public on the transmission and control of communicable diseases.
- 2. <u>AIDS Services</u> [44.67 SY; E = \$2,914,242; R = \$2,538,296] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - 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.
 - Providing services at no cost to the public as no fees are permitted by law.
 - O Targeting persons at high risk for AIDS infection.
 - Providing confidential HIV testing and counseling.
 - Provide 24-hour HIV testing information line.
 - O Providing 18,000 ATS Tests.
 - Providing case finding and follow-up; investigation of 1,100 reported cases; contact follow-up; consultation; confidential testing of high risk persons; risk reduction education for high risk persons and occupational groups; public education.
 - Providing Early Intervention Program for HIV infected asymptomatic persons.
 - 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.
- Tuberculosis Control [60.00 SY; E = \$3,447,712; R = \$3,057,840] is:
 - Mandated Activity/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 Rosecran's Tuberculosis Clinic.
 - O Providing outreach and education to groups at high risk for tuberculosis and general population.
 - O Handling 8,000 clinic visits; 1,275 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.
- Sexually Transmitted Disease [34.45 SY; E = \$1,619,088; R = \$1,472,927] is:
 - Mandated Activity/Discretionary Service Level.
 - 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.
 - Providing outreach and education to high risk groups and general population for prevention and clinical services.
 - Handling 18,000 clinic visits; 65,000 lab tests; 3,500 gonorrhea cases reported county-wide (850 reported by DHS Clinics); 600 syphilis cases reported county-wide (250 reported by DHS Clinics); 12,000 Chlamydia cases reported county-wide (1,000 reported by DHS Clinics).
 - Providing confidential HIV testing, counseling and partner notification.
- 5. <u>Immunization</u> [24.58 SY; E = \$2,017,701; R = \$1,997,897] is:
 - Mandated Activity/Discretionary Service Level.
 - Providing common vaccines for children and adults in special clinics and child screening clinics; distributing State purchased vaccine to community organizations and hospitals; and providing control measures for immunizable diseases including community health education.
 - O Managing distribution of 20,256 doses of influenza vaccine administered by Department of Health Services clinics and 41,161 doses administered by other agencies.
 - Providing outreach and education to health care professionals and the general population with emphasis on children and older adults.
 - 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).
- Chronic Disease Control (23.34 SY; E = \$1,657,227; R = \$1,650,813) is:
 - Mandated Activity/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.
 - Targeting the general population and Hansen's Disease cases' contacts and patients.
 - Providing Tobacco Tax funded comprehensive community tobacco control public health education programs and services to mandated target populations.
 - Implementing No Smoking Ordinance.
- 7. <u>Laboratory Support Services</u> (5.42 SY; E = \$657,827; R = \$408,656) is:
 - Mandated Activity/Discretionary Service Level.

- Providing Clinical Laboratory Services required for accurate and timely testing necessary for Mental and Physical Health Services patients.
- Providing 52,000 routine tests and timely urgent request tests during normal working hours.
- Targeting County Mental Health Patients.
- Regulating community health assessment programs.
- 8. Massage Technician Proficiency Testing (0.00 SY; E = \$7,400; R = \$6,324) is:
 - Mandated Activity/Discretionary Service Level.
 - 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.
 - Targeting Massage Technician License Applicants.
 - O Examining 240 persons.
- 9. Office of AIDS Coordination (6.00 SY; E = \$4,027,095; R = \$4,300,751) is:
 - O Discretionary Activity/Discretionary Service Level.
 - Revenue offset with funding from the Comprehensive AIDS Resources Emergency (C.A.R.E.) Act and from the Housing Opportunities for People with AIDS (HOPWA) Act, 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, 4) housing and tenant-based rental assistance for people with AIDS, and 5) contract-provided medical, dental, counseling, and various social support services for people with HIV infection through 25 community-based agencies.
 - O Providing staff assistance and technical support to the San Diego Regional Advisory Board on AIDS/HIV, the HIV Health Services Planning Council, and the San Diego HIV Care Coalition, and to their various subcommittees including joint committees on AIDS Planning and HIV data collection.
 - O Continuing to fund case management activities in Epidemiology.
- 10. <u>Environmental Health Support Services</u> (2.03 SY; E = \$135,637; R = \$115,915) is:
 - Mandated Activity/Discretionary Service Level.
 - Offset by revenue collected by Environmental Health Services.
 - Examining 1,600 specimens in support of epidemiological investigation of salmonellosis, shigellosis, hepatitis and other enteric and food borne illnesses.
 - Examining 2,700 specimens to monitor the quality of sea water, drinking water and sewage.
 - 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.

PROGRAM REVENUE BY SOURCE				Changa Enem
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
SB910 Medi-Cal	\$520,000	\$0	\$500,000	\$500,000
Employment Tbc Skin Tests	43,037	29,000	84,430	55,430
Employment Tbc X-rays	31,879	21,000	31,354	10,354
Immunizations	193,874	215,000	366,250	151,250
Sexually Transmitted Disease Clinic Visits	55,734	65,400	110,000	44,600
Laboratory Fees (Virology)	96,887	41,470 7,400	50,883 7,400	9,413 0
Massage Technician Proficiency Testing Return Check Fee	9,700 187	7,400	7,400 0	Õ
Regulation of Health Assessments	5,017	31,606	17,519	(14,087)
Medi-Cal, Tuberculosis	0	0	30,000	30,000
Miscellaneous Revenue	7,521	0	16,000	16,000
Sub-Total	\$963,836	\$410,876	\$1,213,836	\$802,960
SUBVENTIONS:				
State, Tobacco Tax, Health Education Account	\$1,116,444	\$1,439,755	\$1,826,759	\$387,004
Prior Year State Aid SLIAG	228,185	42.000	0	412 000
State HIV Children's Program	0	12,000	0	(12,000)
Sub-Total	\$1,344,629	\$1,451,755	\$1,826,759	\$375,004
GRANTS (State and Federal):				
Cooperative Initiative/Health Care Child Care	\$222,695	\$207,000	\$292,000	\$85,000
Health Promotion & Education in Day Care	24,325	11, 197	1// 701	(11,197)
State-Lead Poisoning	27 579	0 15 709	144,791	144,791 0
State-Special P.H. Assistance State-Tuberculosis Allocation	23,538 28,910	15,708 27,010	15,708 27,010	ů
State-Pediatric Immunization Project & Hepatitis B	230,412	202,270	939,206	736,936
Prevention	220,2	2-4,2.	,,,,,,,,,	,,,,,,
State-Preventive Border Health	0	0	59,017	59,017
State-STD Control	26,865	103,778	50,887	(52,891)
State-Rabies Exam	0	768	768	0
State-AIDS AZT	1,067,802	689,638	689,638	0
State-AIDS Master Grant Agreement:				
State-AIDS Counseling & Education Activities in STD Clinics	EQ 0/0	120,000	120,000	0
State-AIDS Education and Prevention Program	58,048	120,000 108,448	120,000 114,000	5,552
State-AIDS Alt. Site Grant	698,340	977,416	980,059	2,643
State-AIDS Block Grant	322,005	439,200	417,600	(21,600)
State-AIDS Sentinel Surveillance	75,000	75,000	75,000	0
State-AIDS Early Intervention	233,123	286,595	300,000	13,405
State-AIDS Plus 1 HIV Education	58, 193	0	0	0
Federal Care Title I Formula	1,926,486	1,524,219	1,024,219	(500,000)
Federal Care Title I Supplemental	1,580,384	1,650,698	1,650,698	0
Federal-Comp. Public Health (314d)	23,368	20,300	20,300	1 (00 150
Federal-HOPWA Grant	41,500	0 /21 57/	1,608,150	1,608,150
Federal-Tuberculosis Grant Tuberculosis/HIV Surveillance	410,982 57,950	421,574 65,317	662,867 66,709	241,293 1,392
Federal-Other (Hansens)	179,684	188,500	179,776	(8,724)
Federal-AIDS HRSA Grant	(137,267)	0	,,0	0
Federal-AIDS Pediatrics	1,846	17,684	17,684	0
Federal-National Survey for Resis. Gon	2,203	1,596	1,596	0
Prior Year, State and Federal Revenue	386,344	0	0	0
Sub-Total	\$7,542,736	\$7,153,916	\$9,457,683	\$2,303,767
REALIGNMENT:				
Health Account - Vehicle License Fees	\$3,416,310	\$3,769,008	\$5,885,867	\$2,116,859
Health Account - Sales Tax Mental Health Account - Sales Tax	129,047 214,000	405,263	405,263	0
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Sub-Total	\$ 3,759,357	\$4,174,271	\$6,291,130	\$2,116,859

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
OTHER: Environmental Health Services' Revenues Redirected to Public Health Services for Support Services	\$176,219	\$135,637	\$135,637	\$0
Private Donation Miscellaneous Revenue Prior Year	5,824 5,397	3,200 0	0	(3,200)
Sub-Total	\$187,440	\$138,837	\$135,637	\$(3,200)
Total Direct Program Revenue	\$13,797,998	\$13,329,655	\$18,925,045	\$5,595,390
Department Overhead and County External Overhead Allocation:	\$(1,938,317)	\$(1,938,317)	\$(2,578,888)	\$(640,571)
Total	\$11,859,681	\$11,391,338	\$16,346,157	\$4,954,819
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES: SB910 Medi-Cal (25.00% budgeted match)	\$173,333	\$0	\$166,667	\$166,667
Sub-Total	\$173,333	\$0	\$166,667	\$166,667
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$1,029,840	\$1,029,840	\$1,036,177	\$6,337
Sub-Total	\$1,029,840	\$1,029,840	\$1,036,177	\$6,337
GENERAL FUND SUPPORT COSTS:	\$3,441,855	\$2,792,638	\$0	\$(2,792,638)
Sub-Total	\$3,441,8 55	\$2,792,638	\$0	\$(2,792,638)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Direct program revenues for FY 1993-94 are increasing by \$5,595,390 over the FY 1992-93 Adopted Budget level due to several actions including the addition of SB910 Medi-Cal revenue of \$500,00 that reduces the net County cost of this program. On 1/19/93 (11) the Board approved a \$59,017 increase in revenue for the Preventive Border Health Initiative which offset a \$51,654 reduction in a State Sexually Transmitted Disease Grant. In actions on 9/29/92 (3) and 1/19/93 (8) the Board approved receipt of \$85,000 for the Prevention of Infectious Diseases and Injuries in Child Day Care Settings. Board action on 10/13/92 (3) revised the fee schedule and reduced estimated revenue for regulation of Nondiagnostic General Health Assessment Programs.

An Ordinance amending the San Diego Administrative Code relating to Public Health Fees approved by Board action on 12/8/92 (23) increased fee revenue by \$86,077. Board action on 2/2/93 (6) approved the increased allocation of \$215,000 in Tobacco Tax funds; on 9/8/92 (1) approved of the execution of the Infant Immunization Initiative (I-3) Grant in the amount of \$250,607; and on 3/9/93 (10) approved the Tuberculosis Cooperative Agreement Renewal for FY 1993-94 increasing that revenue by \$241,293. The State funded HIV Children's program was transferred to the California Children's Services Program budget for FY 1993-94.

On 12/15/92 (17) the Board approved the Federal Formula Grant for Housing Opportunities for People with AIDS Program (HOPWA) and on 3/9/93 (11) approved a follow-up portion of the Grant for a Joint Collaboration with the City of San Diego increasing funding by \$1,608,150, that included \$400,500 of rebudgeted FY 1992-93 HOPWA funds. Additionally \$2,116,859 in Health Account-Vehicle License Fee revenue was redirected to this program to reflect revenue and required matches more clearly. The total Health Account Realignment match requirement is \$.4 million which will be met in eligible Realignment Programs.

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.

PROGRAM:	Community	/ Disease	Control
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FIXED ASSETS			
Item	Quantity	Unit	Total Cost
Time/Date Machines	6	units	\$3,900
Computer Monitors Laboratory Equipment		units units	900 9,600

DEPARTMENT: HEALTH SERVICES

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Minivan	1	unit	\$16,000
Total .			\$16,000

					
PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Community Disease Control					
% OF RESOURCES: 100%					
WORKLOAD					
Chlamydia Reported by DHS	124	244	673	300	1,000
Gonorrhea Reported by DHS	1,531	864	838	750	850
Syphilis Reported by DHS	347	126	314	(c) 250	(c) 325
Total Tuberculosis Cases Under DHS Supervision	842	992	1,132	1,100	1,275
Food Borne Illness Complaints Investigated	693	642	600	650	600
Enteric Disease & Hepatitis Investigations	2,626	2,338	2,760	2,500	2,800
Individuals Served by HIV Educ. Presentations	28,052	14,296	19,415	15,000	16,500
Printed Educational Materials	173,500	199,905	142,420	180,000	150,000
Individuals Served by Tobacco ** Control Presentations	N/A	51,795	121,262	50,000	50,000
Printed Educational Materials **	N/A	33,767	104,951	40,000	100,000
Individuals Served by Other Educ. Presentations	15,265	26,276	38,310	20,000	30,000
Printed Educational Materials	605,110	625,772	631,031	625,000	575,000
PHN Communicable Disease Contacts	* 35,351	(b) 28,899	27,251	20,000	22,250
STD Laboratory Tests	76,167	63,463	54,294	65,000	52,000
STD Clinic Visits	22,787	19,788	18,870	20,600	18,000
Tuberculosis Clinic Visits	9,917	12,515	7,904	13,000	8,000
Immunizations: Administered by DHS Clinics	114,934	121,027	104,556	130,000	104,556
Administered by Contract Clinics	107,652	123,911	175,299	136,000	175,299
AIDS Case Mgt. Contacts	N/A	14,000	16,000	N/A	20,000
ATS AIDS Screening Tests	14,227	22,333	17,800	20,000	*** 18,000

⁽a) Actual numbers served are less than previous year due to changes in State grant requirements and staff reduction.
(b) Public Health Nursing (PHN) contacts adjusted due to closure of Vista Health Center and impact of other budget reductions on staff assignments.

⁽c) 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.
*** Reduced due to budget cuts and reduced State funding.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
Confidential HIV Tests	3,715	2,416	3,280	2,000	6,000
Early Intervention Client Visits	1,784	1,362	1,700	1,700	1,600
T-Cell Testing Visits	N/A	N/A	308	N/A	500
No Smoking Ordinance Complaints Handled	(d) 144	174	226	190	250
No Smoking Information Calls Handled	(d) 2,540	2,400	2,922	2,500	2,950
EFFICIENCY					
STD Clinic Visit	\$63.26	\$70.25	\$71.47	\$70.00	\$70.00
Average Immunization Cost	\$ 6.45	\$ 9.51	\$ 3.66	\$ 9.50	\$ 3.66
TB Skin Test	\$10.61	\$11.89	\$10.47	\$12.00	\$11.00
TB Clinic Cost Visits	\$96.42	\$84.61	\$96.07	\$90.00	\$95.00
EFFECTIVENESS					
New Cases Reported in County:					
AIDS	643	698	(e) 1,368	720	(e) 1,100
Gonorrhea	3,618	3,411	3,417	3,250	3,500
Syphilis	931	434	611	840	600
Tuberculosis	297	390	456	420	500
Measles	617	11	4	22	15
Chlamydia and Associated Syndromes	5,864	7,418	8,999	10,000	12,000
Percent of School Entrants Adequately Immunized:					
Measles	98+%	98+%	98+%	98+%	98+%
Polio	98+%	98+%	98+%	98+%	98+%
Diphtheria	98+%	98+%	98+%	98+%	98+%

⁽d) 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.

⁽e) Part of this increase is due to the expanded definition of AIDS implemented by CDC during FY 1992-93.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
COMMUN	ITY DISEASE CONTROL						
2303	Administrative Assistant II	1	1.00	1	1.00	\$38,376	\$40,020
2304 2359	Administrative Assistant I	1 2	1.00 1.50	1 2	1.00 1.50	32,640	33,072 51,404
2493	Audio-Visual Specialist Intermediate Account Clerk	3	2.67	3	2.17	49,842 51,008	51,606 42,874
2662	Pharmacy Storekeeper	1	1.00	1	1.00	24,192	22,596
2700	Intermediate Clerk Typist	40	34.42	38	32.08	669,473	638,330
2714 2724	Inter. Transcriber Typist Senior Transcriber Typist	2 1	2.00 0.92	2 1	2.00 0.92	41,448 24,035	43,128 22,528
2730	Senior Clerk	ģ	9.58	ġ	9.58	223,100	225,170
2745	Supervising Clerk	1	1.17	1	1.00	31,080	27,084
2756 2757	Administrative Secretary I	3 4	2.00	3 4	2.00	41,088	42,432
3030	Administrative Secretary II Data Entry Operator	1	4.00 1.00	i	4.00 1.00	96,720 17,964	99,168 17,928
3118	Dept'l Computer Specialist I	Ó	0.00	1	1.00	Ô	27,804
4103	Public Health Nutrition Mgr.	0	0.17	0	0.00	6,076	0
4123 4129	Chf, Comm. Disease Control Chf, AIDS & Comm. Epidemiology	1	1.00 1.00	1	1.00 1.00	103,200 88,044	103,200 88,044
4172	Epidemiology Coordinator	i	1.00	i	1.00	46,140	46,140
4175	Epidemiology Specialist	3	2.67	3	2.67	101,952	104,256
4192 4193	Senior Physician Physician	5 2	1.92 2.00	5 2	1.92 2.00	131,169 134,856	143,520 135,336
4300	Asst. Chief, Public Hlth Lab.	1	0.92	í	0.92	51,381	51,392
4315	Chf, Public Health Laboratory	1	0.92	1	0.92	59,499	59,499
4317	Clinical Lab Technologist	3	3.00	1	1.00	92,520	32,352
4321 4322	Senior Clinical Lab Technician Supervising Clinical Lab Tech	2 1	1.50 1.00	1	1.00 1.00	58,878 45,348	40,488 45,348
4330	Laboratory Assistant	5	4.75	5	4.75	100,662	101,061
4346	Public Health Microbiologist	13	12.08	13	12.08	430,650	433,840
4348 4351	Supervising PH Microbiologist Senior Lab Assistant	2 3	1.92 2.92	2 3	1.92 2.92	86,273 76,545	86,273 74,515
4353	Senior PH Microbiologist	5	4.83	5	4.83	196,794	196,794
4370	Radiologic Technician	1	1.00	1	1.00	28,512	28,512
4465	Nutritionist	1	1.00	1	1.00	35,100	35,100
4510 4517	Clinic Services Coordinator Certified Nurse Practitioner	1 3	1.00 2.33	1 3	1.00 2.33	49,668 103,012	49,668 110,040
4527	Clinical Nurse Specialist	ŏ	0.00	1	1.00	103,012	51,108
4538	Staff Nurse II	22	15.08	21	14.33	556,150	561,236
4555 4560	Asst. Chief Nurse, Public Hlth. Chf Nurse, Public Health	. 1	0.67 0.33	1 0	0.67 0.33	38,752	38, <i>7</i> 52 20,828
4565	Public Health Nurse II	17	13.50	17	12.00	20,832 543,996	495,648
4567	Senior Public Health Nurse	10	9.42	8	6.92	409,512	305,191
4570	Supv. Public Health Nurse	2	2.50	4	4.00	125,700	183,072
4571 4615	Public Health Nurse Manager Nurses Assistant	0	0.00 0.08	1 0	1.50 0.08	0 1,601	75,150 1,619
4805	Chf, Public Health Education	ŏ	0.33	ŏ	0.33	18,708	18,708
4806	Asst. Chief, PH Education	1	1.00	1	1.00	48,624	48,624
4815 4816	Health Information Spec. I Health Information Spec. II	1 3	1.00	1 7	1.00	31,296	33,660
4821	Public Health Educator I	5	3.00 4.50	3 4	3.00 3.50	107,100 151,308	108,144 121,632
4822	Public Health Educator II	18	18.33	18	18.33	647,020	651,200
4824	Health Education Associate	1	1.50	1	1.00	43,398	28,932
4842 4844	Supv. Health Information Spec. Supv. Public Health Educator	2 4	1.08 3.58	2 4	1.08 3.08	45,487 145,082	46,592 124, 209
4911	Social Services Aid II	5	4.75	5	4.75	89,091	124,209 89,889
5261	Social Worker V	2	1.50	5 2	1.50	53,478	51,228
5730 5735	HIV Health Advisor	5 13	5.00 12.50	5	5.00	172,800	177,720
5794	Communicable Disease Investig. Supv Comm Disease Investigator	13 3	12.50 3.00	12 3	11.50 3.00	429,000 120,780	401,580 122,724
	Sub-Total	239	213.84	234	205.41	\$7,166,960	\$7,056,564

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
OFFICE	OF AIDS COORDINATION*						
2313	Mental Hith Resource Dev. Spec	1	1.00	1	1.00	\$43,152	\$46,152
2367	Principal Admin. Analyst	1	1.00	0	0.00	50, <i>7</i> 96	0
2412	Analyst II	0	0.00	1	1.00	0	41,064
2413	Analyst III	2	2.00	2	2.00	87,240	87,192
2757	Administrative Secretary II	1	1.00	1	1.00	24,180	24,792
4107	Hith. Planning & Prog. Spec.	1	1.00	ı	1.00	54,744	54,744
	Sub-Total	6	6.00	6	6.00	\$260,112	\$253,944
9999	Extra Help/Rounding Adjustment	0	3.74	0	3.75	142,049	142,049
	Sub-Total		3.74		3.75	\$142,049	\$142,049
	Total	245	223.58	240	215.16	\$7,569,121	\$7,452,557
Salary	Adjustments:					\$(183,786)	\$(15,565)
Premiu	m/Overtime Pay:					7,277	7,401
Employ	ee Benefits:					2,478,675	2,170,890
Salary	Savings:					(202,738)	(208,755)
	Total Adjustments					\$2,099,428	\$1,953,971
Progra	m Totals	245	223.58	240	215.16	\$9,668,549	\$9,406,528

^{*} 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: 1993-94 Proposed Budget -Pg. 16-81

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$303,985	e772 475	#777 /E4	P710 740	\$0	/100 OX
Sataries & Benefits	\$202,502	\$332,135	\$337,451	\$319,360	\$ U	(100.0)
Services & Supplies	31,348	24,192	25,353	22,527	0	(100.0)
Other Charges	2,721	2,556	2,470	2,470	0	(100.0)
Fixed Assets	10,151	0	0	0	0	0.0
TOTAL DIRECT COST	\$348,205	\$358,883	\$365,274	\$344,357	\$0	(100.0)
PROGRAM REVENUE	(49,461)	(47,885)	(53,023)	(46,286)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$298,744	\$310,998	\$312,251	\$298,071	\$0	(100.0)
STAFF YEARS	5.76	5.80	5.87	5.83	0.00	(100.0)

PROGRAM DESCRIPTION

People in the County of San Diego live in close proximity to a large number of livestock and pets which have a potential of acquiring over 180 diseases transmissible from animal to man. These livestock and animals constitute a 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.

DEPARTMENT: HEALTH SERVICES

PROGRAM: COUNTY VETERINARIAN

1992-93 BUDGET TO ACTUAL COMPARISON

There was no significant variance between this Program's FY 1992-93 Budgeted and Actual costs or revenues.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To achieve and maintain an average laboratory response time of seven days.

 O Average response time for laboratory services was 8.5 days.

1993-94 OBJECTIVES

The County Veterinarian program was transferred to the Department of Agriculture, Weights and Measures in the Adopted Budget for FY 1993-94

1993-94 SUB PROGRAM ACTIVITIES

The 1993-94 Adopted Budget reflects the proposal to eliminate this program.

The activities of this program are summarized as follows:

- County Veterinarian [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - 0 Mandated Activity/Discretionary Service Level.
 - Responsible for enforcing veterinary regulations under the State Food and Agriculture Code, the State 0 Administrative Code and the County Regulatory Code.
 - 0 Decreasing by 5.83 staff years if proposal to eliminate program is adopted.

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES: Agricultural Livestock Services Jury or Witness Fees	\$60,174 163	\$53,600 0	\$0 0	\$(53,600) 0
Sub-Total	\$60,337	\$53,600	\$0	\$(53,600)
Total Direct Program Revenue	\$60,337	\$53,600	\$0	\$(53,600)
Department Overhead and County External Overhead Allocation:	\$(7,314)	\$(7,314)	\$(0)	\$7,314
Total	\$53,023	\$46,286	\$0	\$(46,286)
GENERAL FUND CONTRIBUTION DETAIL				-1 -
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$312,251	\$298,071	\$0	\$(298,071)
Sub-Total	\$312,251	\$298,071	\$0	\$(298,071)
Total	\$312,251	\$298,071	\$0	\$(298,071)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1993-94 revenue reflects the transfer of this program from the Department of Health Services to the Department of Agriculture, Weights and Measures.

PROGRAM: COUNTY VETERIN	ł	u	1	۲ì	•	ν	F	TI	=	1	N	٨	R	I	A	N	ł
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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: COUNTY VETERINARIAN					
X OF RESOURCES: 100%					
WORKLOAD					
LABORATORY ACCESSIONS - 80% of Budget (one or more animals or samples received as a single batch)	3,448	3, <i>7</i> 58	3,600	3,600	0
FIELD SERVICES & OFFICE Hog Ranch Inspections	8	8	6	8	0
Zoonotic Inspections	89	91	80	100	0
Public Inquiries & Consultations	4,350	4,420	4,500	4,200	0
EFFICIENCY					
LABORATORY SERVICE Average Cost per Accession	\$77.38	\$76.39	\$80.74	\$76.56	\$0
STAFFING RATIO Accession Cases/Staff Year	749:1	810:1	784:1	772:1	0
<u>EFFECT I VENESS</u>					
LABORATORY SERVICE Average Laboratory Response Time (days)	7.5	7.4	8.5	7.0	0

itle	1992-93 Budget Positions	1992-93 Budget	1993-94 Budget	1993-94 Budget	1992-93	1993-94
		Staff Yrs	Positions	Staff Yrs	Budget Cost	Budget Cost
ounty Veterinarian	1	1.00	0	0.00	\$66,480	\$0
ssoc. Veterinary Pathologist	i	0.50	ŏ	0.00	23,928	Č
eterinary Pathologist	i	1.00	Ŏ	0.00	49,692	
istology Technician	1	0.50	Ō	0.00	15,810	(((
enior Clinical Lab Technician	1	0.75	0	0.00	29,439	(
enior Laboratory Assistant	2	2.00	0	0.00	52,488	(
ktra Help	0	0.08	0	0.00	2,521	C
otal	7	5.83	0	0.00	\$240,358	\$(
justments:					\$855	\$0
vertime Pay:					100	C
Benefits:					84,539	C
vings:					(6,492)	c
otal Adjustments					\$79,002	\$(
otals	7	5.83	0	0.00	\$319,360	\$(
3	ertime Pay: enefits: ings: tal Adjustments	ertime Pay: enefits: ings: tal Adjustments	ustments: \$855 ertime Pay: 100 enefits: 84,539 ings: (6,492) tal Adjustments \$79,002			

PROGRAM: ENVIRONMENTAL HEALTH SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41029

MANAGER: Gary Stephany

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -- Pg. 16-102

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$12,553,227	\$14,375,592	\$14,089,542	\$17,005,821	\$16,244,555	(4.5)
Services & Supplies	2,567,066	1,836,188	1,065,243	2,809,885	2,216,481	(21.1)
Other Charges	61,750	61,750	61,791	61, <i>7</i> 50	61,750	0.0
Fixed Assets	374,102	213,266	36,242	0	69,015	100.0
Reimbursement	0	0	(19,262)	0	0	0.0
TOTAL DIRECT COST	\$15,556,145	\$16,486,796	\$15,233,556	\$19,877,456	\$18,591,801	(6.5)
PROGRAM REVENUE	(13,758,181)	(15,549,776)	(14,817,850)	(16,726,378)	(16,417,238)	(1.8)
NET GENERAL FUND CONTRIBUTION	\$1,797,964	\$937,020	\$415,706	\$3,151,078	\$2,174,563	(31.0)
STAFF YEARS	308.91	324.35	303.35	375.42	360.42	(4.0)

PROGRAM DESCRIPTION

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. 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actual costs for Salaries and Benefits are \$2,916,279 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 eliminating the need to layoff staff.

The \$1.744,642 savings in Services and Supplies is due to a decreased demand for contract services offsetting contract revenue shortfalls.

Environmental Health Services' FY 1992-93 Actual Direct Program revenue was \$2,312,471 less than budgeted due to the reasons mentioned above. Program savings more than offset this revenue shortfall.

The FY 1992-93 Actuals include \$36,242 for prior year Fixed Assets.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 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.
 - Completed 3.2 inspections of all restaurants (19,954 inspections). O
 - Completed 2.3 inspections of retail food markets (5,599 inspections). O
 - 96% of all graded food establishment inspections scored an evaluation of above 90.
- Provide three inspections each fiscal year for all public swimming pools (18,398 inspections) to protect public swimming safety in San Diego County.
 - Provided 3.6 inspections of all public swimming pools (22,278 inspections).
- 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.
 - Completed 1.4 inspections (3,695 inspections) of all regulated apartment houses and hotels.
- 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.
 - 91% of septic tank failures occurred only in systems at least 10 years old.
- 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.
 - Small water systems achieved 99% compliance with state standards for bacteriological quality.
- Conduct 150 hazard evaluations of County worksites to assure compliance with CAL/OSHA and other State and local environmental work standards.
 - Conducted 127 hazard evaluations of County worksites.
- 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.
 - Provided 955 radiation source inspections, investigations and related activities of x-ray machines and radioactive material license holders.
- Provide training to 500 County employees on various occupational health and industrial hygiene topics including respiratory protection and asbestos training.
 - Provided training to 506 County employees on various occupational health and industrial hygiene topics.
- Provide 175,000 Vector Control services throughout the county to prevent the transmission of vector-borne diseases.
 - Provided 159,646 Vector Control services.
- 10. Investigate 800 excessive noise complaints and 1,200 housing complaints.
 - Investigated 637 excessive noise complaints and 1,189 housing complaints.
- 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.

 - Completed 1 inspection of 6,661 permitted hazardous materials establishments.

 Completed 1 inspection every 18 months for 800 small handler permitted hazardous materials establishments.
- 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.
 - Inspected, at the time of drilling, a representative random sample of permitted well sites; and performed 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.

 O Provided 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.
 - Expanded household hazardous materials community education, pursued recycling, treatment and reuse alternatives for household hazardous materials collected; and provided 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.
 - Performed 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.
 - Demonstrated 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.
 - Inspected 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.
 - Improved informational outreach to the public and other government entities on proper management of hazardous materials.

1993-94 OBJECTIVES

- 1. Regulate food establishments by completing four inspections of all restaurants per fiscal year (24,280 inspections) and two to three inspections of retail food markets per fiscal year (5,616 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 (18,759 inspections) to protect public swimming safety in San Diego County.
- 3. Inspect all apartment houses and hotels at least once per fiscal year (2,558 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 90% or more of annual septic tank failures occur only in systems 10 years of age or older.
- 5. Have all small water systems in compliance with State approved work plan and to assure that all systems achieve 95% or more compliance with the state standards for bacteriological quality.
- 6. Conduct 140 hazard evaluations of County worksites to assure compliance with CAL/OSHA and other State and local environmental work standards.
- 7. Provide 958 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 900 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 made up of 25% of permitted well sites, and perform follow up inspections to ensure proper completion and maintenance of 90% of permitted 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.

DEPARTMENT: HEALTH SERVICES

- 14. Provide household hazardous materials community education. Encourage prudent buying habits to minimize household hazardous waste. Pursue recycling, treatment and reuse alternatives for household hazardous materials collected. Provide disposal services for household hazardous waste 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. Conduct inspections and investigations of haulers crossing the United States, Mexico border and at California Highway Patrol weigh stations in San Diego County to determine if the shipments contain hazardous wastes and conform with applicable laws and regulations under contract with the California Environmental Protection Agency of the State Department of Toxic Substance Control.
- 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.
- 19. Provide local oversight for unauthorized releases (leaks) from underground storage tanks (UST) in accordance with the State Water Resources Control Board contract.
- 20. Oversee the design, construction and inspection of new, repaired or upgraded UST including leak detection equipment and the closure of existing UST through plan check review, inspection and required sampling.
- 21. Develop a Memorandum of Understanding between the County and the Regional Water Quality Control Board clarifying the roles of each agency in overseeing environmental assessments and cost recovery for such work.
- 22. Ensure that solid waste facilities are in compliance with the minimum standards required in the Federal and State Law as they pertain to solid waste.
- 23. Encourage the siting of new, permitted facilities to meet the source reduction requirements by facilitating the permitting and working with state agencies to streamline the permitting process.
- 24. Initiate assessment and cleanup of all identified landfill sites known to threaten public health and groundwater, and develop practical corrective action guidelines and a joint enforcement strategy with staff of the Regional Water Quality Control Board.
- 25. Interact with representatives of cities to determine how best to help them achieve their solid waste goals and resolve problems associated with solid waste collection and disposal within cities.
- 26. Minimize solid waste transportation and collection problems related to safety, odors, vectors, leakage, improper disposal of medical, radioactive, and household hazardous wastes by encouraging and evaluating solid waste load check programs.
- 27. Reduce the amount of waste disposed into landfills by training and educating County staff, permitted business, and public agencies to eliminate wastes/waste streams which have alternative uses.
- 28. Audit for the migration of landfill gases during routine inspections, complaint investigations, and agency referral follow-ups and require and promote improved landfill gas control systems throughout the County.
- 29. Investigate and research all available information on historical solid waste sites to evaluate potential impacts on public health and the environment.

1993-94 SUB PROGRAM ACTIVITIES

The FY 1993-94 direct costs are decreasing by \$1,285,655 from the FY 1992-93 Budget level. This reduction includes reductions to Salaries and Benefits of \$388,531 (8.00 SY) to offset reduced Fee Ordinance Revenue; a reduction to Salaries and Benefits by \$104,785 (2.00 SY) and Services and Supplies by \$1,681; Administrative reductions to Salaries and Benefits of \$160,889 (5.00 SY); salary adjustments, Integrated Leave Program and Workers Compensation adjustment reductions of \$107,061; and other mid-year Services and Supplies decreases totalling \$591,723. Fixed Assets totalling \$69,015 are revenue offset; adding to direct costs, not to Net County Cost.

Other charges in FY 1993-94 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 (SY) are decreasing by 15.00. Of the staffing reduction 8.00 SY were included in Environmental Health's Fee Ordinance submission, and 5.00 SY were for administrative Reductions. The remaining 2.00 SY were reduced to offset General Fund costs.

Adopted FY 1993-94 total direct program revenues are decreasing \$911,239. For a further explanation on revenues, refer to the section Explanation/Comment on Program Revenues.

The activities of this program are summarized as follows:

Community Food and Housing Program [89.00 SY; E = \$4,271,152; R = \$4,221,650] including regulation of food establishments, apartment houses, swimming pools, trash and debris and dog dropping complaints is:

- Mandated/Discretionary Service Level.
- O Decreasing 1.00 SY Registered Environmental Health Specialist.
- Decreasing 1.00 SY Secretarial.
- Able to conduct 29,896 Food Handling Establishment Inspections, 18,759 Public Pool Inspections, and 2,558 Multi-Family Housing Inspections.
- Land Use Program [42.67 SY; E = \$1,940,838; R = \$1,463,574] 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:
 - Mandated/Discretionary Service Level.
 - O Decreasing 4.00 SY Environmental Health Land Use Specialists.
 - Able to process 3,700 Land Use Projects.
- 3. <u>Hazardous Materials Management Program</u> [150.50 SY; E = \$7,828,167; R = \$7,060,224] 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:
 - Mandated/Discretionary Service Level.
 - O Decreasing 5.00 SY Hazardous Materials Specialist.
 - Able to conduct 6,700 Hazardous Materials Inspections.
- 4. <u>Vector Surveillance & Control District</u> [48.00 SY; E = \$2,761,227; R = \$2,761,227] including the control of disease-bearing rodents in contract cities and the control of mosquito breeding countywide is:
 - Mandated/Discretionary Service Level.
 - Able to provide 175,000 Vector Control Services.
 - Decreasing 1.00 SY Administrative Assistant.
 - O Decreasing 1.00 SY Word Processing Operator.
- 5. Occupational & Radiological Health Program [16.25 SY; E = \$1,068,141; R = \$372,183] 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:
 - Mandated/Discretionary Service Level.
 - Able to provide 5,500 Occupational Health Services.
- 6. Environmental Health Services Administration and Support [14.00 SY; E = \$722,276; R = \$722,276] including support from Environmental Health Services Administration and clerical staff to all EHS divisions is:
 - O Discretionary/Discretionary Service Level.
 - Able to provide fiscal management of approximately \$19,102,167 in revenues from permits, fees, contracts and subventions.
 - O Decreasing 2.00 SY Secretarial.

PROGRAM REVENUE BY SOURCE				
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Radiation Shielding	\$8,832	\$10,000	\$10,000	\$0
Bulk Asbestos Analysis Fee	4,968	3,275	3,275	0
Pumper Truck Permit Fees Construction Permits-Septic	9,325 225,200	5,500 375,807	5,500 357,837	0 (17,970)
Construction Permits-Septic	17,820	47,983	47,983	(17,970)
Hazardous Materials Division Fees	220,775	219,720	219,720	Ö
Hazardous Materials Permit Fees	2,771,794	2,365,957	2,365,957	0
Monitoring Well Fees	446,075	500,000	500,000	0
Base Permit Fee Tank Installation Fees	1,086,023 138,809	1,075,622 341,818	1,075,622 131,818	0 (210,000)
Tank Closure Fees	171,585	221,265	191,575	(29,690)
Animal Permit Fees	3,522	3,070	3,070	0
Other Misc Permit Fees	5,996	5,220	5,220	0
Food Handling Establishment Fee Food Plan Check Fees	2,834,077	2,841,695 491,300	2,786,260	(55,435) (17,060)
Vending Vehicle Permit Fees	331,326 209,160	219,970	473,331 219,970	(17,969) 0
Housing Permit Fees	408,707	400,116	400,116	Ŏ
Mobile Home Parks	82,387	85,039	85,039	0
Water Permit Fees	86,009	53,710	53,710	0
Public Pool Permit Fees Pool Plan Check Fees	802,005 14,860	877,508 107,800	877,508 107,800	0 0
Returned Check Fee	1,125	107,500	107,800	0
Plan Check & Field Inspection	675,784	1,105,340	1,011,934	(93,406)
Charges Air Pollution Control Dist.	1,494	2,500	2,500	0
County DPW Asbestos Analysis Fee	38,325 (70,750)	300	5,800	5,500
Misc. Revenue Prior Year	(39,359)	0	0	0
Sub-Total	\$10,556,624	\$11,360,515	\$10,941,545	\$(418,970)
CONTRACTS:	F7 00/	#. ana	70 000	.45
State Grant CIWMB State Toxic Substances	53,896 87,798	54,299 110,000	39,299	(15,000)
City SD Household Toxics	192,800	110,000	110,000 192,800	192,800
State-Radiation Control Program	390,034	378,929	445,840	66,911
City (San Diego)-Household Toxics	2,027	733,400	. 0	(733,400)
San Diego Zoological Society Unified Disaster Council-H.I.R.T.	111,293	120,000	120,000	0
(Hazardous Mat'l Incident Response Team)	246,209	211,693	211,693	0
Office of Disaster Preparedness	15,677	10,000	10,000	ŏ
State - Leaking Underground Tanks	1,230,186	1,309,477	1,309,477	0
County DPW-Solid Waste Enforcement	536,906	1,073,033	1,073,033	0
County DPW-Road Fund County/DPW-Household Toxics	264 405 777	424 145	474 145	0 0
City (San Diego)-Solid Waste	605,447 73,073	626,165 40,000	626,165 40,000	0
Encinitas Water District-Household Toxics	5,220	7,500	7,500	ŏ
County-So. CA Hazardous Waste Mgmt.		•	•	
Authority-Joint Powers Agreement	22,183	30,000	30,000	0
City SD Misc Enforce Svcs City SD Mission Bay Water Monitor	1,305 28,707	2,665 13,628	2,665 13,438	0
Sweetwater Cross Conn Control	124,393	124,393	13,628 124,393	0
City (Vista)-Noise Control	0	7,250	4,750	(2,500)
San Diego City Industrial Hygiene	45,557	21,000	21,000	0
City (Del Mar) Noise Control	0	2,000	1,000	(1,000)
City (Encinitas) Noise Control City (Solana Beach) Noise Control	0	9,000 4,174	9,000 2,174	(2,000)
City (Escondido) Noise Control	0	1,000	1,000	(2,000)
City (Chula Vista) Industrial Hygiene	Ŏ	1,700	1,700	Ŏ
City (La Mesa) Industrial Hygiene	0	3,000	3,000	0
Helix Water District Industrial Hygiene City (Oceanside) Industrial Hygiene	0	2,274 2,000	2,274	0
City (San Diego) Water Utilities Vector Control	7,104	20,762	2,000 20,762	0
Military Local Oversight Program	0	79,141	79,141	Ö
Military Underground Tank Program	Ō	0	14,001	14,001
City (Oceanside) Noise	0	10,000	10,000	0
Unified Port Dist Rodent Ctr Contract-State Toxic Substances Emer. Resp.	15,597 0	34,472 66 011	34,472	0 (66 011)
·	_	66,911	0	(66,911)
Sub-Total	\$3,795,676	\$5,109,866	\$4,562,767	\$(547,099)

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
SUBVENTIONS:				
State Pollution Prevention	\$0	\$884	\$0	\$(884)
Sub-Total	\$0	\$884	\$0	\$(884)
OTHER:				
ines and Penalties	\$193,464	\$85,100	\$85,100	\$0
lury or Witness Fee Other Miscellaneous Revenue	4,745	12/ 200	170 700	1/ 500
orner Miscellaneous Kevenue Prior Year Aid Other Govt/Federal	326,748 81,939	124,800 0	139,300 0	14,500
Prior Year State Revenue	330	ŏ	ő	ŏ
Sanitation Other Govt-Vector Control Dist.	2,289,505	2,914,771	2,955,985	41,214
lisc. Revenue Prior Year	86,102	0	0	. 0
HS' revenue directed to Public Health				
Services' programs for support services	(184,251)	(172,275)	(172,275)	0
ub-Total	\$2,798,582	\$2,952,396	\$3,008,110	\$55,714
EALIGNMENT:				
lealth Account - Vehicle License Fees	\$606,310	\$668,905	\$668,905	\$0
Health Account - Sales Tax	22,903	0	0	0
Sub-Total	\$629,213	\$668,905	\$668,905	\$0
Total Direct Program Revenue	\$17,780,095	\$20,092,566	\$19,181,327	\$(911,239)
Department Overhead and				
County External Overhead Allocation:	\$(2,962,245)	\$(3,366,188)	\$(2,764,089)	\$602,099
Total	\$14,817,850	\$16,726,378	\$16,417,238	\$(309,140)
SENERAL FUND CONTRIBUTION DETAIL				
SCHERAL LOND COMINIBOLION DELVIT				Change From
	1992-93	1992-93	1993-94	1992-93
eneral Fund Contribution By Source	Actual	Budget	Budget	Budget
EALIGNMENT MATCH :				
ealth Account - Vehicle License Fees	\$182,771	\$182,771	\$183,896	\$1,125
Sub-Total	\$182,771	\$182,771	\$183,896	\$1,125
ENEDAL FUND CUDDODT.				
ENERAL FUND SUPPORT:	\$232,935	\$2,968,307	\$1,990,667	\$(977,640)
o b. Tanada	·			•
Sub-Total	\$232,935	\$2,968,307	\$1,990,667	\$(977,640)
otal	e/15 704	e7 151 070	#2 47/ 5/7	*/076 E4E
otat	\$415,706	\$3,151,078	\$2,174,563	\$(976,515)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Fiscal Year 1993-94 total direct program revenues are decreasing by \$911,239 from the FY 1992-93 Adopted Budget level. Major reductions are Fiscal Year 1992-93 mid-year actions that reduced Fee revenue \$418,970 and a reduction in contracts of \$547,099.

The total Realignment match requirement is \$4.4 Million which will be met in eligible programs.

The \$1,990,667 showing as General Fund Support exceeding the required match is the result of Discretionary Overmatch for general fund activities which the Board has continuously supported. These activities include the following: Occupational Health, \$599,629; Proposition 65, \$128,769; Water/Housing/Sewage, \$423,730; Hazardous Incident Response Team \$541,414; Jail & Detention Facilities, \$10,785; Non-Permitted Sites \$56,014; Non-Permitted Housing Sites, \$38,975; Contaminated Sites, \$43,767; Non-Permitted Hazardous Materials Sites, \$54,379; and Noise Control, \$93,205.

FIXED ASSET	S
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Item		Quantity	Unit	Total Cost
Automation Equipment Field Equipment	,		units units	\$49,940 19,075
Total				\$69,015

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
None	0	\$0
Total		\$0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Environmental Health Services					
% OF RESOURCES: 100%					
WORKLOAD					
Food Handling Estab Inspections (a)	26,281	29,357	25,553	29,880	29,896
Land Use Projects (b)	5,623	4,582	3,504	4,600	3,700
Multi Family Housing Inspections	2,988	, 3,093	3,695	2,550	2,558
Public Pool Inspections (c)	21,409	18,763	22,278	18,398	18,759
Hazardous Materials Inspections (a)	5,622	6,840	6,661	6,700	6,700
Medical Waste Inspections (d)	N/A	433	646	600	600
Occupational Health Services	8,635	5,162	7,042	5,500	. 5,500
Vector Control Services (a)	163,509	184,101	159,646	175,000	175,000
<u>EFFICIENCY</u>		·	•	•	·
Food Handling Estab Inspections	\$ 91.04	\$ 92.02	\$100.30	\$ 90.41	\$ 96.88
Land Use Projects	\$281.01	\$307.49	\$329.46	\$306.28	\$329.93
Multi Family Housing Inspections	\$117.81	\$ 97.66	\$109.08	\$118.46	\$119.49
Public Pool Inspections	\$ 40.97	\$ 41.17	\$ 37.42	\$ 41.99	\$ 36.31
Hazardous Materials Inspections	\$554.55	\$573.59	\$534.37	\$585.58	\$531.26
Medical Waste Inspections (d)	N/A	\$365.29	\$327.86	\$263.62	\$327.59
Occupational Health Services	\$ 90.07	\$165.24	\$125.24	\$155.09	\$167.96
Vector Control Services	\$ 16.80	\$ 15.02	\$ 16.07	\$ 15.80	\$ 14.75
EFFECT I VENESS					
Percent of Restaurants Scoring 90%	93.5%	96.0%	96.0%	95.0%	95.0%
Percent of Small Water Systems Samples Meeting State Bacteriological Standards	97.0%	95.0%	99.0%	92.0%	95.0%
Percent of Septic Tank Failures in Systems 10 Years or Older	78.0%	94.0%	91.0%	85.0%	90.0%
Response to Noise Complaints Within 3 Working Days	83.0%	81.0%	87.0%	80.0%	80.0%
Response to Vector Complaints Within 3 Working Days	68.0%	80.0%	82.6%	80.0%	80.0%
Percent of Pool Inspections in Compliance with State Regulations	60.9%	55.0%	50.0%	60.0%	60.0%
Percent of Inspected Establishments in Substantial Compliance with State Standards for Hazardous Materials Requirements	90.0%	67.0%	73.0%	90.0%	90.0%

⁽a) Work outputs were down in FY 1992-93 due to staff vacancies.
(b) Work outputs were down in FY 1992-93 due to fewer projects being submitted.
(c) The budgeted workload measure was reduced from four to three inspections per year in FY 1991-92.
(d) This workload and efficiency measure was new for FY 1991-92.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0952	Asst Dep Dir, Envromntl Hith	1	1.00	1	1.00	\$64,056	\$64,056
2230	Dep Dir, Envromentl Hith Svcs	1	1.00	1	1.00	82,248	82,248
2302	Admin Assistant III	3	3.00	3	3.00	131,688	135,828
2303	Admin Assistant II	2	2.00	2	2.00	76,752	80,040
2304	Admin Assistant I	5 1	5.00	4 1	4.00	163,200	132,288
2368 2427	Admin Svcs Manager I Assoc Systems Analyst	3	1.00 3.00	3	1.00 3.00	48,744 145,620	52,152 148,824
2493	Intermediate Account Clerk	3	3.00	3	3.00	57,384	59,364
2700	Intermediate Clerk Typist	51	48.50	51	48.50	943,422	964,956
2729	Office Support Secretary	i	1.00	ž	2.00	20,172	42,192
2730	Senior Clerk	11	11.00	10	10.00	256,080	234,960
2745	Supervising Clerk	3	3.00	3	3.00	79,920	81,252
2756	Admin Secretary I	8	8.00	6	6.00	164,352	127, 296
2757	Admin Secretary II	6	6.00	5	5.00	145,080	123,960
2758	Admin Secretary III	1	1.00	1	1.00	29,856	30,672
3008	Sr. Word Processor Operator	1	1.00	1	1.00	23,928	25,596
3009	Word Processor Operator	3	3.00	2	2.00	66,312	44,328
3114	Microcomputer Programmer	1	1.00	1	1.00	35,280	31,368
3119	Dept'l Computer Specialist II	1	1.00	1	1.00	31,836	33,312
3120	Dept'l Computer Specialist III	2 1	2.00	2 1	2.00	82,560	80,328 57,404
3161 3163	Supv Industrial Hygienist	1	1.00 0.25	1	1.00 0.25	54,696 10,725	54,696 10,047
3615	Industrial Hygienist I Asst Civil Engineer	i	1.00	i	1.00	40,704	38,112
3692	Hydrogeologist	3	3.00	3	3.00	145,584	138,780
3710	Public Health Engineer	Ĭ	1.00	ī	1.00	60,936	60,936
3857	Industrial Hygienist II	6	6.00	6	6.00	284,904	293,400
3860	Chf, Occupational/Radiol. Hith	1	1.00	1	1.00	58,836	58,836
3888	Asst Noise Control Officer	1	1.00	1	1.00	38,472	38,472
4700	Chf, Env. Health Svcs	2	2.00	2	2.00	106,896	106,896
4701	Senior Health Physicist	1	1.00	1	1.00	54,444	54,444
4707	Env Hith Technician	6	6.00	6	6.00	121,608	119,376
4708	Asst Chf, Comm Food & Hsng	1	1.00	1	1.00	51,252	51,252
4711	Chf, Vector Surv & Ctrl	1	1.00	1	1.00	60,576	60,576
4735	Registered Env Hith Spec I	27 17	27.00 16.17	28 1/	28.00	841,104	889,728
4740 4741	Env Hith Land Use Spec III	9	9.00	14 8	13.17 8.00	588,402 389,556	489,010 343,968
4742	Env Hith Land Use Spec III Env Hith Land Use Spec IV	ź	3.00	3	3.00	146,304	146,304
4745	Registered Env Hith Spec II	28	28.00	26	26.00	1,035,216	984,984
4748	Asst Chf, Haz Mat Mgmt	1	1.00	1	1.00	55,080	60,576
4751	Hazardous Materials Spec I	10	10.00	8	8.00	322,200	246,048
4752	Hazardous Materials Spec II	62	61.50	60	59.50	2,412,522	2,394,756
4753	Hazardous Materials Spec III	24	24.00	23	23.00	1,088,640	1,051,836
4754	Hazardous Materials Spec IV	5	5.00	5	5.00	249,600	249,480
4 <i>7</i> 55	Registered Env. Hith Spec III	10	10.00	10	10.00	439,560	429,960
4756	Chf, Hazardous Materials Mgmt	1	1.00	1	1.00	60,576	51,312
4757	Radiation Mgt Specialist	4	4.00	4	4.00	162,384	162,288
4758	Registered Env Hith Spec IV	3	3.00	3	3.00	133,560	133,416
4761	Vector Control Tech II	23	23.00	23	23.00	645,840	672,336
4762 4766	Vector Control Tech III Vector Control Tech IV	7 4	7.00 4.00	7 4	7.00 4.00	231,336 151,008	232,764 152,640
4767	Sr Vector Ecologist	3	3.00	3	3.00	140,400	144,504
4769	Vector Surv & Ctrl Mgr	2	2.00	2	2.00	106,896	106,896
9999	Extra Help	Õ	3.00	ō	3.00	95,785	95,785
	Total	377	375.42	362	360.42	\$13,034,092	\$12,699,434

PROGRAM: ENVIRONMENTAL HEALTH SERVICES

Class Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Salary Adjustments:					\$27,011	\$(4,982)
Premium/Overtime Pay:					181,714	181,714
Employee Benefits:					4,108,156	3,703,224
Salary Savings:					(345,152)	(334,835)
Total Adjustments					\$3,971,729	\$3,545,121
Program Totals	377	375.42	362	360.42	\$17,005,821	\$16,244,555

PROGRAM: MATERNAL AND CHILD HEALTH

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41006

MANAGER: Nancy L. Bowen, M.D.

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget -- Pg. 16-95

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,906,377	\$6,798,584	\$6,697,733	\$9,123,334	\$8,315,608	(8.9)
Services & Supplies	668,095	585,617	1,708,206	1,459,417	2,767,667	89.6
Other Charges	1,399,067	1,989,833	1,766,094	1,799,649	1,533,184	(14.8)
Fixed Assets	144,962	15,058	12,132	0	0	0.0
TOTAL DIRECT COST	\$8,118,501	\$9,389,092	\$10,184,165	\$12,382,400	\$12,616,459	1.9
PROGRAM REVENUE	(5,892,140)	(7,748,294)	(8,917,381)	(9,099,278)	(10,468,094)	15.0
NET GENERAL FUND CONTRIBUTION	\$2,226,361	\$1,640,798	\$1,266,784	\$3,283,122	\$2,148,365	(34.6)
STAFF YEARS	159.85	154.71	146.18	205.31	187.81	(8.5)

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. This countywide effort focuses on low income geographical areas. Services are contracted through community based agencies with locations in the high risk areas.

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 (mandated activity/discretionary service level) provide assessment, teaching, referral and follow-up for prenatal and postpartal, family planning, cervical dysplasia, genetic counseling and related health services to women throughout the County. 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.

PROGRAM: MATERNAL AND CHILD HEALTH

DEPARTMENT: HEALTH SERVICES

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.

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.

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1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Estimated Actual expenditures for this program were underspent in an attempt to contain costs within anticipated revenue levels.

Actual revenues for FY 1992-93 are slightly lower than the FY 1992-93 Adopted Budget level due to shortfalls in Tobacco Tax and State Health Account revenue. These shortfalls were partially offset by increases in funding from the State for Early Periodic Screening Diagnosis and Treatment; the Women, Infants and Children program; and the addition of State SB910 Medi-Cal revenue.

1992-93 ACHIEVEMENT OF OBJECTIVES

OBJECTIVES PREVIOUSLY CONTAINED IN THE MATERNAL HEALTH PROGRAM:

- To identify and provide treatment to at least 85% of all dysplasia patients while the disease is still in a precancerous stage.
 - 0 98% of all dysplasia patients identified and provided treatment.
- To provide family planning services to 3% of the target population.
 - 3% of target population provided family planning services
- To provide assessment, teaching, referral and follow-up for maternal health problems through 19,000 Public Health Nurse contacts.
 - 22,791 Public Health Nurse contacts provided. 0
- 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 45 CPSP participants.
 - Continued 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.
- 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.
 - Provided outreach and perinatal education to 1,083 African-American women of childbearing age: 303 were pregnant and 202 were pregnant and substance using; provided outreach and perinatal education to 706 Latina women of childbearing age; provided outreach and follow-up to 524 Medi-Cal eligible, pregnant women in East County; provided prenatal care referral and/or education regarding importance of early prenatal care to 5,895 women of childbearing age.
- To increase provider enrollment in the Perinatal Referral Service by 3%.
 - Increased provider enrollment in the Perinatal Referral Service by 1%.
- 7. To increase provider enrollment in CPSP by 2%.
 - Provider enrollment in CPSP remained the same. Some providers dropped out of CPSP as others were added, resulting in the same number of overall providers.
- 8. To continue to collect data for analysis and PCN program evaluation.
 - Continued to collect data for analysis and PCN program evaluation. The PCN database currently contains records for more than 10,000 PCN clients. Information contained in the database is used for program planning and evaluation purposes.

OBJECTIVES PREVIOUSLY CONTAINED IN THE CHILD HEALTH PROGRAM:

- 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.
 - 8,156 CHOP screenings provided.
- 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.
 - Provided 86,795 CHDP outreach contacts.
- Provide 100,000 preventive health screening exams through private physicians and clinics to Medi-Cal eligibles, birth through 20 years, who are without medical care.

 O Provided 100,000 Preventive Health Screening exams to Medi-Cal eligible children.
- Provide 50,000 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.
 - Provided 60,463 preventive exams to non-Medi-Cal eligible children.
- Provide WIC program services and nutritional counseling and supplements to at least 13,490 low-income women, infants and children monthly.
 - Provided WIC services to 11,877 low income women, infants and children monthly.

DEPARTMENT: HEALTH SERVICES

PROGRAM: MATERNAL AND CHILD HEALTH

- 6. Provide assessment, teaching, and follow-up for infants, children and their families through at least 7,000 Public Health Nurse contacts.
 - Provided 31,626 child health contacts by Public Health Nurses.
- 7. Provide outreach contacts and referral to 5,000 pregnant women eligible for Medi-Cal.
 - 3,788 women referred to Expedited Medi-Cal.
- 8. Implement CHDP school compliance law to ensure 90% of all first grade entrants have a comprehensive health exam or a waiver signed by their parent.
 - 92% of first grade entrants had a comprehensive health exam or provided a signed waiver from their parent.

1993-94 OBJECTIVES

MATERNAL HEALTH OBJECTIVES:

- 1. To provide assessment, teaching, referral and follow-up for maternal health problems through 15,130 Public Health Nurse contacts.
- 2. 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 45 CPSP participants.
- 3. 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; to provide outreach to Medi-Cal eligible pregnant women in North Coastal San Diego County.
- 4. To increase provider enrollment in the Perinatal Referral Service by 3%.
- 5. To increase provider enrollment in CPSP by 2%.
- To continue to collect data for analysis and PCN program evaluation.

CHILD HEALTH OBJECTIVES:

- 1. Provide CHDP screenings through County clinics to 8634, Medi-Cal-eligible and non-Medi-Cal-eligible children, birth to age six, whose families are at or below 200% of poverty level.
- 2. Provide outreach contacts and referral services to 75,000 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 110,000 preventive health screening exams through private physicians and clinics to Medi-Cal eligibles, birth through 20 years, who are without medical care.
- 4. Provide \$0,000 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 17,850 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 90% of all first grade entrants have a comprehensive health exam or a waiver signed by their parent.

1993-94 SUB PROGRAM ACTIVITIES

The FY 1993-94 Adopted Budget increases Direct Program costs by \$234,059 over FY 1992-93 Adopted Budget Level. Direct program revenue is increasing by \$1,731,219 completely offsetting increased costs and reducing the Net General Fund Contribution significantly in this program.

The Adopted Budget also includes the transfer of Maternal Health Clinic activities to community-based agencies and other items necessary to reduce \$1.1 million from Public Health General Fund costs which reduces 17.50 staff years from this program.

Increased State Maternal and Child Health Block Grant funds and an increase in State Tobacco Health Education Trust funds expand perinatal services by \$1,027,571. State Department of Health Services Child Health and Disability (CHDP) and Early Periodic Screening Diagnosis and Treatment contracts will provide additional services including a dental health program in CHDP.

DEPARTMENT: HEALTH SERVICES

Other charges in FY 1993-94 include \$37,050 for this program's share of debt services incurred for the purchase of the Department's mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

- Maternal Health Services [42.43 SY; E = \$2,681,937; R = \$1,950,397] is:
 - Mandated Activity/Discretionary Service Level.
 - Following State Health and Safety Code 289-320 and Administrative Code, Sections 1276(d) and (k).
 - Providing 15,130 Public Health Nurse visit/contacts.
 - Enroll providers into the PCN's Comprehensive Perinatal Services Program (CPSP) for Medi-Cal-eligible women.
 (Welfare & Institutions Code, Sec. 14134.5[g]).
 - 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.
 - 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) [64.02 SY; E = \$5,222,495; R = \$4,164,582] including support personnel is:
 - Mandated Activity/Mandated Service Level.
 - Providing early detection and prevention of disease and childhood disability through screening and referrals to treatment.
 - Continuing to follow State Health and Safety Code, Sec. 320-324.5.
 - Provide treatment for health conditions detected during CHDP screening exams.
 - Coordinating 50,000 non-Medi-Cal health screenings.
 - Coordinating 110,000 Medi-Cal private provider health screenings.
 - Providing 75,000 Medi-Cal outreach contacts.
 - Insuring that 87% of San Diego's first graders have a comprehensive health exam or waiver signed by their parent.
- 3. Child Health and Youth Clinics (CHYC) and Child Public Health Nursing Services [59.26 SY; E = \$3,266,447; R = \$3,194,282] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Providing periodic health assessments and health supervision for children who have special needs or are at high risk.
 - Continuing to follow State Health and Safety Code 300-309.
 - Providing 7,617 patient screenings in CHYC.
 - O Providing 22,250 Public Health Nursing home contacts.
 - Inclusive of CHDP Public Health Nursing services for the first time in FY 1992-93. Previously included in activity #1 above.
- 4. Women, Infants and Children (WIC) [22.10 SY; E = \$1,445,580; R = \$1,158,833] including support personnel is:
 - Discretionary Activity/Mandated Service Level.
 - Providing a special supplemental food program directed at financially eligible individuals determined to be at nutritional risk.
 - Implementing State Health and Safety Code, Sec. 311-319.
 - O Providing service and nutritional counseling to 17,850 women and children participants monthly.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:	*0	en 075	•0	e/3 073\
Grossmont Hospital Parentcare Patient Fees	\$ 0 22,535	\$2,832 26,500	\$ 0 8,625	\$(2,832) (17,875)
Return Check Fee	10	28,300	0,023	(17,673)
Miscellaneous Revenue	1,758	ŏ	ă	ŏ
Medi-Cal	0	182,567	176,117	(6,450)
State-Medi-Cal (CHDP/EPSDT)	332,983	350,000	440,892	90,892
State SB910 Medi-Cal	680,000	0	1,095,907	1,095,907
Patient Fees-Non Medi-Cal or CHDP	0	950	950	0
Records and Statistics Trust Fund Transfer for Infant Mortality Review	91,150	204,872	204,872	0
Sub-Total	\$1,128,436	\$767,721	\$1,927,363	\$1,159,642
SUBVENTIONS:				
State-Prenatal Care	\$206,780	\$206,966	\$242,010	\$35,044
State-Family Planning - Title XIX (Medi-Cal)	15,089	11,000	11,000	0 .
State-Maternal and Child Health	844,461	930,772	1,423,963	493,191
Categorical Allotment - Title V	7/5 120	202 ((0	0/ 777	/400 77E\
State-Family Planning State-Tobacco Tax, Unallocated Account	345,120 1,815,064	282,668 2,522,835	84,333 2,256,370	(198,335) (266,465)
State-Tobacco Tax, Health Education Account	374,312	394,571	598,532	203,961
State-Tobacco Tax, Prior Year)	380	0	0	0
Prior Year, Other State Revenue	(74,777)	0	0	0
State-Child Health and Disability Prevention Program (CHDP)	560,994	726,157	728,898	2,741
State-Early Periodic Screening, Diagnosis and Treatment Contract (EPSDT)	1,008,170	656,602	1,083,330	426,728
State-Women, Infant and Children Program (WIC)	633,061	679,088	1,434,916	755,828
DSS Family Pres./Foster Care Miscellaneous Revenue	139,533 78	95,932 0	95,932 0	0
Sub-Total	\$5,868,265	\$6,506,591	\$7,959,284	\$1,452,693
GRANTS:				
Federal - Family Planning - Title X	\$242,779	\$237,178	\$59,296	\$(177,882)
State OFP family Planning Info & Ed	100.044	60,000	0	(60,000)
Prior Year Revenue State Follow-up to High Risk Mothers & Infants	108,066 90,000	90,000	0 37,916	(52,084)
State AB 1733-Child Abuse Prevention	43,199	90,000 0	37,710	(32,004)
Black Infant Health	164,285	75,000	84,375	9,375
Breast & Cervical Cancer Control	0	0	15,200	15,200
Sub-Total	\$648,329	\$462,178	\$196,787	\$(265,391)
BEAL LOUMENT				
REALIGNMENT: Health Account - Vehicle License Fees	\$2,385,176	e2 471 420	\$2 015 405	\$1615 7751
Health Account - Sales Tax	\$2,365,176	\$ 2,631,420 \$ 0	\$2,015,695 \$ 0	\$(615,725) \$0
Sub-Total	\$2,475,273	\$2,631,420	\$2,015,695	\$(615,725)
OTHER:	6471 14 5	40/ 000	401 000	
Options for Recovery	\$134,415	\$96,000	\$96,000	\$0
Sub-Total	\$134,415	\$96,000	\$96,000	\$0
Total Direct Program Revenue	\$10,254,718	\$10,463,910	\$12,195,129	\$1,731,219
Department Overhead and County External Overhead Allocation:	\$(1,337,337)	\$(1,364,632)	\$(1,727,035)	\$(362,403)
Total	\$8,917,381	\$9,099,278	\$10,468,094	\$1,368,816

GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES: SB910 Medi-Cal (25.00% budgeted match)	\$226,667	\$0	\$365,301	\$365,301
Sub-Total	\$226,667	\$0	\$365,301	\$365,301
GRANTS: State-Prenatal Care State-EPSDT	\$48,800 146,185	\$48,876 95,284	\$252,191 275,000	\$203,315 179,716
Sub-Total	\$194,985	\$144,160	\$527,191	\$383,031
REALIGNMENT MATCH: Health Account - Vehicle License Fees	\$719,006	\$719,006	\$1,255,873	\$536,867
Sub-Total	\$719,006	\$719,006	\$1,255,873	\$536,867
GENERAL FUND SUPPORT COSTS:	\$126,126	\$2,419,956	\$0	\$(2,419,956)
Sub-Total	\$126,126	\$2,419,956	\$0	\$(2,419,956)
Total	\$1,266,784	\$3,283,122	\$2,148,365	\$(1,134,757)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Estimated Actual revenues for FY 1992-93 reflect an increase of \$1,751,757 over the FY 1992-93 Adopted Budget level due primarily to increases in funding from the State for Early Periodic Screening Diagnosis and Treatment and the Women, Infants and Children program and the addition of State SB910 Medi-Cal revenue.

The major changes in the CAO Proposed Budget for FY 1993-94 include increases in State Maternal and Child Health Block Grant funds and Tobacco Health Education Trust funds approved by the Board on 2/2/93 (6) to expand services to be offered through community providers by \$1,027,571. Board actions on 1/5/93 (14) and 3/2/93 (6) approved increased revenue agreements with the State for the Women, Infants and Children (MIC) Nutrition Supplement Program in the amount of \$346,916. State Department of Health Services Child Health and Disability (CHDP) and Early Periodic Screening Diagnosis and Treatment (EPSDT) revenue contracts resulting in increased revenue of \$466,969 were approved by Board of Supervisors action on 12/8/92 (57). In addition, \$680,000 of State SB910 Medi-Cal revenue reduces the net County cost of this program.

The total Health Account Realignment match requirement is \$4.4 million which will be met in eligible Realignment programs.

PERFORMANCE INDICATORS		•			
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Maternal Health					
X OF RESOURCES: 100%					
<u> WORKLOAD</u>					
Enrolled Family Planning Patients	3,999	4,051	3,765	4,000	** 0
Family Planning Visits*	6,835	6,966	6,957	6,900	** 0
Cervical Dysplasia Visits	979	884	521	875	** 0
No. of Biopsies	687	645	409	640	** 0
Maternal Health PHN Contacts (Nursing)	*** 23,215	24,511	22,791	23,000	**** 15,130
No. of Women Referred to OB Providers	N/A	1,863	1,243	2,000	1,200
No. of Women Referred to Expedited Medi-Cal	N/A	2,710	3,788	3,300	3,500
No. of Women Referred to Other Community Resources	N/A	1,702	1,718	2,000	1,600
No. of Street Outreach Contacts by Community Agencies	N/A	1,371	2,038	2,425	2,425
No. of Education Contacts by PCN Community Representatives	N/A	0	5,895	2,500	5,000
No. of DSS Referrals to PCN on Unborns	N/A	10,000	11,370	9,651	12,900
No. of Public Health Nurse Referrals	N/A	402	1,247	600	1,000
EFFICIENCY					
Cost per Family Planning Visit	\$ 95.16	\$ 88.07	\$ 75.07	\$ 88.00	\$ 0
Cost per Cervical Dysplasia Visit	\$184.14	\$205.88	\$ 345.	\$206.00	\$0
Cost per PHN Contact (Nursing)	\$ 36.23	\$ 38.65	\$ 38.00	\$ 38.00	\$ 38.00
<u>EFFECT I VENESS</u>					
Percent of Population in Need Enrolled as County Family Planning Patients	3.0%	2.8%	2.7%	2.8%	0
Percent of Dysplasia Patients Treated at a Pre-Cancer Stage	98.0%	99.0%	98.5%	95.0%	0
Percent of Women Not Receiving Prenatal Care in San Diego County	*** 10.47%	8.14%	9.3%	7.99%	9.0%
Percent of OB Providers Accepting Pregnant Medi-Cal Patients	57.0%	64.0%	67.	67.0%	67.0%
Percent of OB Providers Participating in Referral Service	32.0%	42.0%	47.0%	45.0%	47.0%
Percent of OB Providers Participating in CPSP	N/A	20.0%	21.0%	22.0%	22.0%

^{*} Does not include pregnancy testing visits.

** Program terminated as of October 13, 1993

*** 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 (FY 1991-92) plus impact of discontinuation of family planning program as well as anticipated changes in data collection of production units.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY B: Child Health	•				
% OF RESOURCES: 100%					
WORKLOAD					
Child Health and Youth Clinic Patients Screened (County)	7,417	8,857	8,156	9,500	7,617
Patient Visits (County)	7,844	9,713	9,113	10,450	8,634
PHN Child Health Contacts (Nursing)	40,883	40,850	31,626	30,000	*22,250
Medi-Cal CHDP Outreach Contacts	68,119	68,871	86,795	60,000	75,000
Women, Infants and Children Program Participants Monthly	6,000	7,000	11,877	10,500	17,850
Women, Infants and Children Program Vouchers Issued Annually	69,240	94,862	142,521	126,000	214,200
Child Health and Disability Prevention Program Services (Health Assessments) O through 18 year olds, non-Medi-Cal	54,639	61,026	60,463	50,000	50,000
O through 20 year old Medi-Cal	101,501	122,497	124,189	100,000	110,000
EFFICIENCY					
Child Health and Youth Clinics (CHYC) Average cost per patient visit - County	\$83.71	\$83.30	\$83.30	\$83.30	\$83.30
<u>EFFECTIVENESS</u>					
Percent CHDP Patients Identified with Health Problem or Referred Medi-Cal birth through 20 years old	19.0%	24.6%	27%	17.0%	20%
Non-Medi-Cal 0-19 years below 200% of poverty level	** 38.0%	52.8%	58%	25.0%	35%

^{*} Public Health Nursing contacts reduced due to closure of Vista Health Center (FY 1991-92) plus impact of other budget reductions on staff assignments, particularly with Public Health Nurses diverted to cover the increasing tuberculosis caseload.

^{**} May include more than one health problem per child.

2303 Administrative Assistant II 2 2.00 2 2.00 76,752 80,040 2359 Audio-Visual Specialist 0 0.50 0 0.50 16,614 17,202 2362 Perinatal Provider Netwick Coord 1 1.00 1 1.00 48,252 50,664 2366 EDP Coordinator, Health Svcs. 1 1.00 1 1.00 48,252 50,664 2436 EDP Coordinator, Health Svcs. 1 1.00 1 1.00 48,252 50,664 243 Accounting Technician 1 1.00 1 1.00 26,340 25,956 2423 Accounting Technician 1 1.00 1 1.00 0.00 40,560 2,956 2424 Analyst III 1 1.00 1 1.00 1 3,620 43,596 2424 Analyst III 1 1.00 1 1.00 43,620 43,596 2424 Analyst III 1 1.00 1 1.00 43,620 43,596 2424 Intermediate Account Clerk 4 4.00 4 4.00 76,512 79,152 2770 Intermediate Clerk Typist 29 26,33 28 25,33 512,235 504,032 2770 2775 2775 2775 2775 2775 2775 277	Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
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2339 Audio-Visual Specialist 0	2302	Administrative Assistant III		2.00				\$45,276
2362 Perinatal Provider Netwick Coord 2366 EDF Coordinator, Netseth Svss. 1 1.00 1 1.00 40,140 42,156 2403 Accounting Technician 1 1.00 1 1.00 40,140 42,156 2403 Accounting Technician 1 1.00 1 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 40,140 42,156 2403 Land State 1 1 1.00 0 0 0.00 10,156 2403 Land State 1 1 1.00 0 0 0.00 10,156 2403 Land State 1 1 1.00 0 0 0.00 10,156 2403 Land State 1 1 1.00 0 0 0.00 10,156 2403 Land State 1 1 1.00 0 0 0.00 10,156 2403 Land State 1 1 1.00 0 0 0.00 10,156 2403 Land State 1 1 1.00 0 0 0 0.00 10,156 2404 Land State 1 1 1.00 0 0 0 0.00 10,156 2405 Land State 1 1 1.00 0 0 0 0.00 10,156 2407 Administrative Secretary 1 0 0.00 1 0.00 11,100 10,100 2408 Land State 1 1 1.00 0 1 0.00 11,100 10,100 2409 Land State 1 1 1.00 0 1 0.00 11,100 10,100 2409 Land State 1 1 1.00 0 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1.00 1 1 0.00 10,100 2409 Land State 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	2303							
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Supervising Public Health Nurse								2,302,696 305 191
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### ### ### ### ### ### ### ### ### ##	4842		0	0.67	0	0.67	27,992	28,672
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Social Worker V								
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Total 227 205.31 216 187.81 \$6,909,386 \$6,362,916 Salary Adjustments: \$197,870 \$203,539 Premium/Overtime Pay: 6,424 6,300 Employee Benefits: 2,188,598 1,920,403 Salary Savings: (178,944) (177,550) Total Adjustments \$2,213,948 \$1,952,692	8801							30,732
Salary Adjustments: \$197,870 \$203,539 Premium/Overtime Pay: 6,424 6,300 Employee Benefits: 2,188,598 1,920,403 Salary Savings: (178,944) (177,550) Total Adjustments \$2,213,948 \$1,952,692	9999	Extra Help/Rounding Adjustment	0	0.48	0	0.48	13,113	13,113
Premium/Overtime Pay: 6,424 6,300 Employee Benefits: 2,188,598 1,920,403 Salary Savings: (178,944) (177,550) Total Adjustments \$2,213,948 \$1,952,692		Total	227	205.31	216	187.81	\$6,909,386	\$6,362,916
Employee Benefits: 2,188,598 1,920,403 Salary Savings: (178,944) (177,550) Total Adjustments \$2,213,948 \$1,952,692	Salary	Adjustments:					\$197,870	\$203,539
Salary Savings: (178,944) (177,550) Total Adjustments \$2,213,948 \$1,952,692	Premiu	n/Overtime Pay:					6,424	6,300
Total Adjustments \$2,213,948 \$1,952,692	Employe	ee Benefits:					2,188,598	1,920,403
	Salary	Savings:					(178,944)	(177,550)
Program Totals 227 205.31 216 187.81 \$9,123,334 \$8,315,608		Total Adjustments					\$2,213,948	\$1,952,692
	Progra	Totals	227	205.31	216	187.81	\$9,123,334	\$8,315,608

PROGRAM: RECORDS AND STATISTICS

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 41002

MANAGER: Donald G. Ramras, M.D.

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget - Pg. 16-104

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.

<u> </u>	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$309,306	\$369,805	\$371,543	\$381,956	\$363,494	(4.8)
Services & Supplies	458,953	492,901	535,702	564,795	564,506	(0.1)
Other Charges	4,473	2,470	2,470	2,470	2,470	0.0
Fixed Assets	11,487	8,821	4,164	27,144	0	(100.0)
TOTAL DIRECT COST	\$784,219	\$873,997	\$913,879	\$976,365	\$930,470	(4.7)
PROGRAM REVENUE	(813,683)	(854,464)	(859,612)	(932,151)	(930,470)	(0.2)
NET GENERAL FUND CONTRIBUTION	\$(29,464)	\$19,533	\$54,267	\$44,214	\$0	(100.0)
STAFF YEARS	11.27	12.17	11.58	12.42	11.84	(4.7)

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. This countywide service is performed by County employees.

More than 70,000 birth and death records are expected to be processed in FY 1993-94. 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actuals show only a slight variation from the Adopted Budget.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To continue to register all births and deaths within five to nine working days of receipt of the document.
 100% of births and deaths registered 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.
 - 90% of over-the-counter requests for certified copies processed by 3:00 p.m. the following work day.
- To process 96% of mail requests for certified copies of births and deaths within three working days of receipt.
 90% of mail requests processed within three working days.
- 4. To continue the orderly transfer of original birth and death records to the County Recorder within five to nine working days of receipt.
 - O Continued orderly transfer of original birth are death records to the County Recorder within five to nine working days.

1993-94 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 85% of over-the-counter requests for certified copies of births and deaths by 3:00 p.m. the following working day.
- 3. To process 90% 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.

1993-94 SUB PROGRAM ACTIVITIES

The FY 1993-94 Adopted Budget reflects lower salary and benefit costs due to the reduction of 0.58 staff years as this program's impact from administrative reductions and the reduction of County cost in Public Health programs.

Other charges in FY 1993-94 provide \$2,470 for this program's share of debt services incurred for the purchase of the Department's mini-computer budgeted through SANCAL.

The activities of this program are summarized as follows:

- 1. Vital Records and Statistics [11.84 SY: E = \$930,470; R = \$930,470] is:
 - Mandated Activity/Discretionary Service Level.
 - Reviewing, registering, processing, reproducing, coding, storing and analyzing birth and death records within the County.
 - Satisfying County requirement to register births and deaths under State Health and Safety Code, Section 10000-10690.
 - O Decreasing by .58 staff years.
 - O Storing current and prior year vital records.
 - Processing 70,476 birth and death records.
 - O Providing 165,468 fee paid copies of vital records on file.
 - Processing 133,776 letters and orders for vital records information.

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Certified Copies - Births	\$547,242	\$340,370	\$340,370	\$0
Certified Copies - Deaths	644,821	783,048	783,048	0
Sub-Total Certified Copies	\$1,192,063	\$1,123,418	\$1,123,418	\$0
Permits for Disposal of Human Remains	\$121,599	\$140,868	\$140,868	\$0
Returned Check Fee	515	0	0	0
Transfer from Trust Fund	0	120,764	120,764	0
Sub-Total	\$122,114	\$261,632	\$261,632	\$0
OTHER:	474 010)	0		0
Other Miscellaneous, Prior Year	(36,910)	0	0	0
Sub-Total	\$(36,910)	\$0	\$0	\$0
Total Direct Program Revenue	\$1,277,267	\$1,385,050	\$1,385,050	\$0
Department Overhead and				'a.a. 404.
County External Overhead Allocation:	\$(417,655)	\$(452,899)	\$(454,580)	\$(1,681)
Total	\$859,612	\$932,151	\$930,470	\$(1,681)
GENERAL FUND CONTRIBUTION DETAIL				
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$54,267	\$44,214	\$0	\$(44,214)
Sub-Total	\$54,267	\$44,214	\$0	\$(44,214)
Total	\$54,267	\$44,214	\$0	\$(44,214)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

There is no change to this program's budgeted revenue as the fees collected for certified copies are set by the State of California and there was no State increase to the fees for the FY 1993-94 Budget year. Reductions in direct program expenditures allow for additional revenue to be applied to program overhead costs.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Records and Statistics					
X OF RESOURCES: 100%					
WORKLOAD					
Births Registered	51,883	52,387	49,021	52,392	52,392
Deaths Registered	17,199	18,083	18,197	18,084	18,084
Certified Copies of Births	48,632	46,793	45,601	46,788	46,788
Certified Copies of Deaths	108,453	118,678	76,804	118,680	118,680
Mail (Letters, Orders, etc.)	145,861	133,778	130,588	133,776	133,776
EFFICIENCY					
Average cost per document processed	\$2.12	\$2.13	\$2.13	\$2.13	\$2.13
EFFECTIVENESS					
Percent of certified copies of birth and death records provided within 3 working days	96.0%	96.0%	90.0%	96.0%	90.0%

PROGRAM: RECORDS & STATISTICS

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2304	Admin. Assistant I	4	1.00	4	4.00	673 //0	477 072
2349	Biostatistician	4	1.00 1.00	1	1.00 1.00	\$32,640 35,376	\$33,072 41,964
2700	Intermediate Clerk Typist	6	6.00	5	5.00	116,712	99,480
2730	Senior Clerk	3	2.42	Ž.	3.17	56,260	74,404
2745	Supervising Clerk	Ž	1.33	1	1.00	35,520	27,084
4821	Public Health Educator I	0	0.08	0	0.08	2,802	2,896
4842	Supv. Health Info. Spec.	0	0.08	0	0.08	3,499	3,584
9999	Extra Help	0	0.51	0	0.51	9,581	9,274
	Total	13	12.42	12	11.84	\$292,390	\$291,758
Salary	Adjustments:					\$11,123	\$(6,087)
Premium	n/Overtime Pay:					1,100	1,100
Employe	ee Benefits:					83,752	83,496
Salary	Savings:			•		(6,409)	(6,773)
	Total Adjustments					\$89,566	\$71,736
Program	Totals	13	12.42	12	11.84	\$381,956	\$363,494

PROGRAM: SUPPORT SERVICES

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92199

MANAGER: Valerie M. Phaler

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget - Pg. 16-109

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,563,366	\$5,066,528	\$4,949,858	\$5,471,766	\$ 5,115,071	(6.5)
Services & Supplies	1,188,289	850,153	940,701	1,445,774	1,399,537	(3.2)
Other Charges	118,903	89,838	107,387	29,640	29,640	0.0
Fixed Assets	169,299	31,372	17,316	8,001	0	(100.0)
TOTAL DIRECT COST	\$6,039,857	\$6,037,891	\$6,015,262	\$6,955,181	\$6,544,248	(5.9)
PROGRAM REVENUE	(4,106,947)	(4,898,659)	(5,027,987)	(5,761,784)	(5,730,233)	(0.5)
NET GENERAL FUND CONTRIBUTION	\$1,932,910	\$1,139,232	\$987,275	\$1,193,397	\$814,015	(31.8)
STAFF YEARS	107.97	119.60	121.57	129.75	124.25	(4.2)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actual costs of Support Services were significantly below the FY 1992-93 Adopted Budget. Vacancies were held in anticipation of required reductions to net County cost and 5.5 staff years have been deleted from the FY 1992-93 Adopted Budget level. Cost control measures including hiring freezes account for this Program's under expenditures.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To continue to provide necessary administrative and fiscal services to support 16 direct service programs as required by mandate and program requirements.
 - Provided necessary administrative and fiscal services to support 16 direct service programs as required by 0 mandate and program requirements.
- To continue to promote program efficiency and effectiveness, generate cost savings and free program staff to direct service program activities.
 - Continued to promote program efficiency and effectiveness, generate cost savings and free program staff to direct service program activities.
- To process 500,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues.

 O The Pharmacy processed 417,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues.
- To process 13,200 storeroom issues and receipts.
 - 14,727 storeroom issues and receipts were processed.
- Provide 24 hours of supervisory training to 100 employées annually including modules on handling change, conflict resolution and sexual harassment.
 - Supervisory training objective was met.

1993-94 OBJECTIVES

- To continue to provide necessary administrative and fiscal services to support 16 direct service programs as required by mandate and program requirements.
- To continue to promote program efficiency and effectiveness, generate cost savings and free program staff to direct service program activities.
- To process 410,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues.
- To process 15,500 storeroom issues and receipts.
- Provide 24 hours of supervisory training to 100 employees annually including modules on handling change, conflict resolution and sexual harassment.

1993-94 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 included 3.50 permanent staff years due to reduced Mental Health and CHIP Tobacco Tax revenue. An additional 2.00 staff years were reduced as part of administrative reductions.

Other charges provide for this program's share of debt services incurred for the purchase of the Department's new minicomputer budgeted through SANCAL.

Each program activity is summarized as follows:

- Management and General Administration Division [18.00 SY; E = \$907,379; R = \$778,712] is:
 - 0 Mandated/Discretionary Service Level.
 - Providing direction for all budget, fiscal, personnel, and EDP Support services for the Department. 0
 - 0 Acting for Director in selected areas.
 - 0 Providing special program development.
 - 0 Responsible as delineated in Section 233.4, 233.5, 238, 239 of the County Administrative Code for operational support of Departmental functions.
 - 0 Providing mail and courier services for the entire Department.
 - 0 Decreasing by 1.00 staff year Administrative Assistant II and 1.00 staff year Analyst III which was transferred to the EDP Support Division and downgraded to an Assistant Systems Analyst.

DEPARTMENT: HEALTH SERVICES

- 2. <u>EDP Support Division</u> [11.00 SY; E = \$1,029,043; R = \$883,124] is:
 - Mandated/Discretionary Service Level.
 - Providing EDP support to the Department's 16 direct service programs, as well as Departmental Administration and Support Services.
 - Acting as liaison with County Department of Information Services.
- 3. Fiscal Division [43.25 SY; E = \$1,728,673; R = \$1,483,547] is:
 - Mandated/Discretionary Service Level.
 - 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.
 - Coordination of and response for audits performed by County, State, and Federal auditors representing the Department on audit appeals.
 - Coordinating EDP and ARMS, revenue billing, cash receipts, petty cash, inventory control, claims processing, expediting cash flow, and contract fiscal monitoring and review.
 - Performing functions required to satisfy State and Federal grant requirements for cost reimbursement purposes and County cost accounting requirements.
 - 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 Assistant Accountant, 1.00 staff year Associate Accountant and 0.50 staff year Cashier.
- 4. <u>Personnel Division</u> [23.00 SY; E = \$933,786; R = \$801,375] is:
 - Mandated/Discretionary Service Level.
 - 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.
 - 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.
 - Decreasing 1.00 staff year Department Personnel Officer I.
- 5. Pharmacy [18.00 SY; E = \$1,142,338; R = \$1,094,316] is:
 - Mandated/Discretionary Service Level.
 - Providing pharmaceutical services to Public Health, Mental Health and Physical Health programs.
 - Providing pharmaceutical services to other County departments (Sheriff's Detention Facilities, Jail, Probation, Juvenile Hall) and the HIV Drug Treatment Program.
 - 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.
 - Going to process 500,000 inpatient pharmacy doses, outpatient prescriptions and clinic issues during FY 1991-92.

- 6. <u>Supply Center</u> [11.00 SY; E = \$803,029; R = \$689,159] is:
 - 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: SUPPORT SERVICES

PROGRAM REVENUE BY SOURCE				a.
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES GENERATED BY SUPPORT SERVICES: Medi-Cal Pharmaceuticals Private Pay Pharmaceuticals Misc Prior Year Adjustments	\$200,169 10,244 36,543	\$923,000 25,000 0	\$779,033 25,000 0	\$(143,967) 0 0
Sub-Total	\$246,956	\$948,000	\$804,033	\$(143,967)
OTHER REVENUE FROM DIRECT PROGRAMS:	\$4,781,031	\$4,813,784	\$4,926,200	\$112,416
Sub-Total	\$4,781,031	\$4,813,784	\$4,926,200	\$112,416
Total	\$5,027,987	\$5,761,784	\$5,730,233	\$(31,551)
GENERAL FUND CONTRIBUTION DETAIL	1992-93	1992-93	1993-94	Change From
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$987,275	\$1,193,397	\$814,015	\$(379,382)
Sub-Total	\$987,275	\$1,193,397	\$814,015	\$(379,382)
Total	\$987,275	\$1,193,397	\$814,015	\$(379,382)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Support Services is funded both by revenue billed directly for pharmaceuticals and by revenue generated by direct programs and applicable to Support Services. The Pharmacy began billing for certain pharmaceuticals in FY 1991-92 and this revenue has been slowly increasing since that time. The budgeted level for FY 1993-94 has been reduced as earlier revenue projections have proven to have been overstated.

PERFORMANCE INDICATORS	PERFORMANCE INDICATORS										
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget ,	1993-94 Budget						
ACTIVITY A: Support Services	·										
X OF RESOURCES: 100%											
WORKLOAD											
Claims and receiving reports processed	41,200	42,533	46,764	43,000	47,000						
Number of employees, plus estimated new hires	3,304	2,443	2,649	2,700	2,630						
Number of inpatient pharmacy doses dispensed, outpatient prescriptions, clinic issues	555,000	440,000	417,000	500,000	418,000						
Supply Center issues and receipts	11,510	12,663	14,727	13,200	15,500						
EFFICIENCY											
Unit cost per pharmacy prescription/issue (a)	\$ 4.76	\$ 6.87	\$ 8.94	\$ 8.00	(c) \$7.22						
Pharmacy prescriptions/issues per professional staff year	37,000:1	27,500:1	26,000:1	27,800:1	28,800:1						

EFFECTIVENESS

Not applicable

⁽a) 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 protectory institutions which include Hillcrest Receiving Home, Adult Honor Camps, Juvenile Hall, Rancho Del Campo and the HIV Drug Treatment Program.

⁽b) Increased costs due to increases in HIV Drug Treatment Program and major increases in Sheriff's Medical Services.

⁽c) Reduced costs expected due to the passage of the Veteran's Health Care Act of 1992 which mandates reduced pricing for government financial programs such as Tuberculosis, Sexually Transmitted Disease and HIV Drug Treatment programs.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget , Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
DEPUTY	DIRECTOR						
2232 2370 2757 2758	Dep. Director, Management Svs. Admin. Services Manager III Admin. Secretary II Administrative Secretary III Subtotal	1 1 1 1	1.00 1.00 1.00 1.00	1 1 1 1	1.00 1.00 1.00 1.00 4.00	\$68,964 56,436 24,180 29,856 \$179,436	\$68,964 60,384 24,792 30,672 \$184,812
ADMINIS	STRATION DIVISION						
2302 2303 2304 2367 2412 2413 2730 3008 3009 3039 3074	Administrative Assistant III Administrative Assistant II Admin. Assistant I Principal Admin. Analyst Analyst II Analyst III Senior Clerk Senior Word Processor Operator Word Processor Operator Mail Clerk Driver Senior Mail Clerk Driver	1 1 1 1 3 1 1 1 5	1.00 1.00 1.00 1.00 1.00 3.00 1.00 1.00	1 0 1 1 1 2 1 1 1 5	1.00 0.00 1.00 1.00 1.00 2.00 1.00 1.00	\$43,896 38,376 32,640 50,796 40,560 130,860 23,280 23,928 22,104 81,504 24,036	\$45,276 0 33,072 48,168 41,064 87,192 23,496 25,596 22,164 82,848 24,036
	Subtotal	17	16.00	15	14.00	\$511 , 980	\$432,912
SUPPLY	CENTER						
2403 2493 2510 2610 2662 2664 3050	Accounting Technician Intermediate Account Clerk Senior Account Clerk Buyer II Pharmacy Storekeeper Pharmacy Stock Clerk Offset Equipment Operator	1 2 1 1 1 4 1	1.00 2.00 1.00 1.00 4.00 1.00	1 2 1 1 1 4 1	1.00 2.00 1.00 1.00 1.00 4.00 1.00	\$26,340 38,256 23,628 33,072 24,192 83,616 23,148	\$25,956 39,576 23,304 33,072 22,596 84,816 23,148
	Subtotal	11	11.00	11	11.00	\$252,252	\$252,468
EDP DIV			4.00		4 00	A/4 /7/	470 700
2426 2427 2472 2499 2525 2700 3020 3119	Assistant Systems Analyst Associate Systems Analyst EDP Operations Manager Principal Systems Analyst Senior Systems Analyst Intermediate Clerk Typist Computer Operator Dept'l Computer Specialist II	1 4 1 1 1 1	1.00 4.00 1.00 1.00 1.00 1.00 1.00	1 4 1 1 1 1	1.00 4.00 1.00 1.00 1.00 1.00 1.00	\$41,436 194,160 64,908 51,252 54,744 19,452 25,428 31,836	\$39,708 198,432 64,908 54,744 54,744 19,896 25,428 33,312
	Subtotal	11	11.00	11	11.00	\$483,216	\$491,172
FISCAL	DIVISION						
2403 2405 2413 2425 2430 2493 2500 2505 2510 2536	Accounting Technician Assistant Accountant Analyst III Associate Accountant Cashier Intermediate Account Clerk Junior Accountant Senior Accountant Senior Account Clerk Health Svcs Finance Officer	2 1 11 6 7 1 7 4	2.00 1.00 1.00 11.00 6.00 6.00 1.00 7.00 4.00	2 0 1 10 6 7 1 7 4	2.00 0.00 1.00 10.00 5.50 6.00 1.00 7.00 4.00	\$52,680 30,168 43,620 401,412 128,160 114,768 27,624 315,252 94,512 57,480	\$51,912 0 43,596 371,160 122,628 118,728 29,016 315,504 93,216 57,480

PROGRAM: SUPPORT SERVICES

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
FISCAL	DIVISION (Continued)	•					
2700	Intermediate Clerk Typist	3	2.50	3	2.50	48,630	49,740
2745	Supervising Clerk	!	1.00	1	1.00	26,640	27,084
2756 2760	Admin. Secretary I Stenographer	1 1	1.00 0.00	1 1	1.00 0.00	20,544 0	21,216 0
	Subtotal	48	44.50	45	42.00	\$1,361,490	\$1,301,280
PERSON	NEL DIVISION						
2312	Dept Personnel & Training Admn.		1.00	1	1.00	\$57,480	\$57,480
2320	Personnel Aide	3	3.00	3	3.00	82,836	82,836
2328 2330	Dept Personnel Officer II Dept Personnel Officer I	3 1	3.00 1.00	3 0	3.00 0.00	124,920 36,372	136,296 0
2356	Video Production Coordinator	i	1.00	ĭ	1.00	38,268	38,268
2359	Audio-Visual Specialist	1	1.00	1	1.00	33,228	34,404
2494 2511	Payroll Clerk	5 5	5.00	5 5	5.00	100,680	105,360
2700	Senior Payroll Clerk Intermediate Clerk Typist	2	5.00 1.00	2	5.00 1.00	122,520 19,452	124,320 19,896
2730	Senior Clerk	ī	1.00	ī	1.00	23,280	23,496
2745 2761	Supervising Clerk Group Secretary	1	1.00 1.00	1	1.00 1.00	26,640 25,260	27,084 25,608
	Subtotal	25	24.00	24	23.00	\$690,936	\$675,048
DHS PHA	ARMACY						
2700	Intermediate Clerk Typist	1	1.00	1	1.00	\$19,452	\$19,896
2730	Senior Clerk	Ō	0.00	1	1.00	0	23,496
2757 4245	Administrative Secretary II	1	1.00	0 1	0.00	24,180	(7.000
4245	Chief Pharmacist Pharmacist	6	1.00 6.00	6	1.00 6.00	63,900 345,312	63,900 347,328
4255	Pharmacist Assistant	6	6.00	Ö	0.00	134,784	347,320
4260	Pharmacy Technician	2	2.00	8	8.00	54,336	193,440
7516	Delivery Vehicle Driver	1	1.00	1	1.00	21,924	21,924
	Subtotal	18	18.00	18	18.00	\$663,888	\$669,984
9999	Extra Help	0	1.25	0	1.25	14,385	14,385
	Subtotal		1.25		1.25	\$14,385	\$14,385
	Total	134	129.75	128	124.25	\$4,157,583	\$4,022,061
Salary	Adjustments:					\$19,287	\$16,277
Premium	u∕Overtime Pay:					25,200	25,200
Employe	ee Benefits:					1,386,391	1,166,147
Salary	Savings:					(116,695)	(114,614)
	Total Adjustments					\$1,314,183	\$1,093,010
Program	ı Totals	134	129.75	128	124.25	\$5,471,766	\$5,115,071

PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: HEALTH SERVICES

PROGRAM #: 92198

MANAGER: Robert K. Ross, M.D.

ORGANIZATION #: 6000

REFERENCE: 1993-94 Proposed Budget — Pg. 16-115

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,887,493	\$2,089,810	\$2,143,977	\$2,274,175	\$1,611,663	(29.1)
Services & Supplies	414,820	328,045	297,106	251,119	177,262	(29.4)
Other Charges	15,788	14,820	14,820	14,820	14,820	0.0
Fixed Assets	24,978	3,506	0	0	0	0.0
TOTAL DIRECT COST	\$2,343,079	\$2,436,181	\$2,455,903	\$2,540,114	\$1,803,745	(29.0)
PROGRAM REVENUE	(1,766,088)	(1,962,825)	(1,911,587)	(2,035,491)	(1,695,887)	(16.7)
MET GENERAL FUND CONTRIBUTION	\$576,991	\$473,356	\$544,316	\$504,623	\$107,858	(78.6)
STAFF YEARS	36.25	32.09	26.74	33.42	23.42	(29.9)

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.

PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: HEALTH SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

This program contained its FY 1992-93 Actual expenditures within approved budgeted levels. Positions were held vacant in anticipation of needed reductions to net County cost and have been deleted in the FY 1993-94 Adopted Budget.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To provide direction to the Department and the 16 direct service programs as required by mandate and program requirements.
 - Provided 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.
 - Deputy Directors provided oversight and leadership to the program activities within their individual Service.
- 3. To formulate long-range direction and solutions on key issues.
 - Developed by consensus a Department policy and structure for information resource management to more effectively and efficiency integrate and use shared EDP resources.
 - Developed by consensus department-wide standard terms and conditions for all department community service contracts.
 - Together with the Department of Social Services and Chief Administrative Officer, coordinated various interand intra-department efforts to better integrate children's services (continuing).
 - Participate in the CAO's reinventing government/community partnership initiative (continuing).
 - O Supported activities for expansion of school partnerships in East County and Vista.
 - Coordinated development of the health component and facility at the New Beginnings demonstration site at Hamilton Elementary School.
- To develop key issue strategies and strategic plans in a crisis mode.
 - Developed and coordinated SB910 County work groups to access this new revenue source; potentially over \$10 Million annually (continuing.)
 - O Developed new contracting methods such as the San Diego State University Foundation Memorandum of Understanding which allows the County to bring in new/additional revenue and high priority programs to the community in an expedited manner, without adding County staff.
- Coordinate Department positions and actions on legislation, resource allocation, new directions and contracts.
 Reviewed and analyzed 25% (approx.) of all State legislation monitored by the County, totaling some 1,500+ individual pieces of proposed new State health legislation.
 - Provided the County Administration and Board of Supervisors with greater flexibility, and less potential liability exposure, in the management of \$600+ million in Medi-Cal funds - through accomplishing changes in the State Medi-Cal plans.
 - Pushed for equitable share of \$10 million State managed care startup funds, resisting potential 1/2 million dollar rip-off of San Diego funds by other northern counties.
 - Orafted and saw the Governor sign changes in realignment law which will provide nearly \$4 million annually in additional mental health funding to the County of San Diego.
 - Provided technical expertise, negotiation services, and Departmental level quality control in the processing of four (4) Requests for Bids and 12 Requests for Proposals.
 - Provided Departmental oversight and ongoing consultation services on procurement approaches and participated in 289 contract renewals and major service related purchase orders totaling \$21,638.031.

1993-94 OBJECTIVES

- To provide direction to the Department and the 14 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, strategies and solutions on key issues, as well as short-term strategic plans.
- 4. Coordinate department positions and actions on legislation, resource allocation, new directions and contracts.

1993-94 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. Appropriations and staff years available to provide Departmental oversight and direction has been reduced \$549,257 and 8.00 staff years. In addition, this program budget has been reduced by an additional \$187,112 and 2.00 staff years with the move of the Deputy Director of Alcohol and Drug Services position and related secretarial support to the Alcohol and Drug Services Program consistent with Board direction.

The activities of this program are summarized as follows:

- 1. <u>Director's Office</u> [3.00 SY; E = \$416,844; R = \$403,186] is:
 - Mandated/Discretionary Service Level.
 - 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.
 - Established by County Administrative Code, Article XV, Section 231.
 - Decreasing by 3.00 staff years with the deletion of the Assistant Director of the Department of Health Services, the Administrative Secretary III position that supported it, and the Department Public Affairs Officer.
- 2. Office of AIDS Coordination [1.00 SY; E = \$75,683; R = \$0] is:
 - O Discretionary/Discretionary Service Level.
 - 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 ...
 - 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 [10.00 SY; E = \$649,789; R = \$649,789] is:
 - Mandated/Discretionary Service Level.
 - Administering the medical and nursing services at County Correctional Facilities, Edgemoor Geriatric Hospital, the operating agreement with University Hospital, County Medical Services, Emergency Medical, and Primary Care Services.
 - Decreasing by three positions and 3.00 SY which included 1.00 SY Assistant Deputy Director, 1.00 SY Medical Director, and 1.00 SY Administrative Services Manager III.
- 4. Public Health General Administration [5.00 SY; E = \$391,467; R = \$391,467] is:
 - Mandated/Discretionary Service Level.
 - Responsible for the overall direction of public health programs and for enforcing the health and sanitary laws of the County.
- 5. <u>Planning</u>, Policy and Development [4.42 SY; E = \$269,962; R = \$251,445] is:
 - Discretionary/Discretionary Service Level.
 - 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.
 - Decreasing by two positions and 2.00 SY which included 1.00 SY Principal Administrative Analyst and 1.00 SY Administrative Secretary III.
- 6. <u>Alcohol & Drug Services</u> [0.00 SY; E = \$0; R = \$0] is:
 - Now reflected as part of the Alcohol and Drug Services Program Budget as approved by the Board of Supervisors.

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Revenue Generated by Direct Programs Applicable to Department Administration	\$1,911,587	\$2,035,491	\$1,695,887	\$(339,604)
Sub-Total	\$1,911,587	\$2,035,491	\$1,695,887	\$(339,604)
Total	\$1,911,587	\$2,035,491	\$1,695,887	\$(339,604)
GENERAL FUND CONTRIBUTION DETAIL	4000 07	4002.07	1007.04	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
	\$544,316	\$504,623	\$107,858	\$(396,765)
GENERAL FUND SUPPORT COSTS:				
GENERAL FUND SUPPORT COSTS: Sub-Total	\$544,316	\$504,623	\$107,858	\$(396,765)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Department Administration is funded through revenue generated by direct service programs.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Department Administration					
% OF RESOURCES: 100%					
WORKLOAD	N/A	N/A	N/A	N/A	N/A
EFFICIENCY	N/A	N/A	N/A	N/A	N/A
<u>EFFECTIVENESS</u>	N/A	N/A	N/A	N/A	N/A

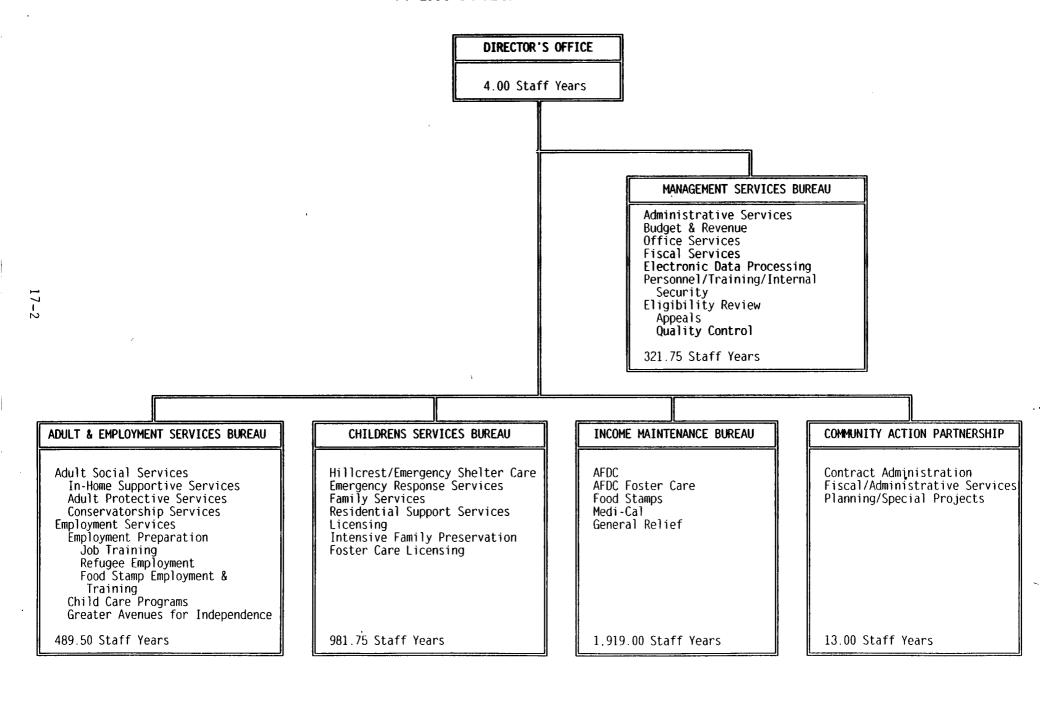
STAFFI	NG SCHEDULE						
, Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
DHS_GE	NERAL ADMINISTRATION - DIRECTOR'	S OFFICE					
2126 2270 2324 2414 2758 2759	Director, Health Services Asst. Director, Health Svcs. Dept. Public Affairs Officer Analyst IV Administrative Secretary III Administrative Secretary IV Sub-Total	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1.00 1.00 1.00 1.00 1.00 1.00	1 0 0 1 0 1	1.00 0.00 0.00 1.00 0.00 1.00	\$131,892 88,344 45,072 52,152 29,856 33,132 \$380,448	\$131,892 0 0 52,152 0 33,132 \$217,176
DHS_OF	FICE OF AIDS COORDINATION						
0970	Chief, Office of AIDS Coord.	1	1.00	1	1.00	\$56,892	\$56,892
	Sub-Total	1	1.00	1	1.00	\$56,892	\$56,892
DHS PH	YSICAL HEALTH SERVICES GENERAL A	DMINISTRAT!	ION				
0305 2130 2223 2370 2410 2412 2413 2422 2730 2757 2758 4107	Asst Dep Dir, Physical Hith Sv. Medical Director, Health Svcs. Dep. Dir. Phys. Hith. Svcs. Administrative Svcs. Mgr. III Legislative Analyst II Analyst III Health Svcs. EDP Prog Admin Senior Clerk Admin. Secretary II Administrative Secretary III Hith. Planning & Prog. Spec. Sub-Total	cs 2 1 1 1 1 1 1 1 1 1 1 2 1 1 1 1 1 1 1	2.00 1.00 1.00 1.00 1.00 1.00 0.00 1.00 2.00 1.00 1	1 0 1 0 1 1 1 0 1 1 2 1 1	1.00 0.00 1.00 0.00 1.00 1.00 1.00 1.00	\$113,088 104,400 91,932 56,436 40,140 40,560 43,620 0 23,280 48,360 29,856 54,744 \$646,416	\$58,128 0 91,932 0 41,832 41,064 0 52,152 23,496 49,584 30,672 54,744 \$443,604
DHS PL	ANNING, POLICY AND DEVELOPMENT						
2227 2367 2414 2622 2729 2758	Dep Dir, Plng/Policy/Develop. Principal Admin. Analyst Analyst IV Procurement Contracting Officr Office Support Secretary Admin. Secretary III Sub-Total	1 1 1 1 1 1	1.00 1.00 1.00 1.00 1.00 1.00	1 0 1 1 1 0 4	1.00 0.00 1.00 1.00 1.00 0.00	\$69,696 50,796 52,152 43,212 20,172 29,856 \$265,884	\$69,696 0 52,152 44,064 21,096 0 \$187,008
DHS_PU	BLIC HEALTH GENERAL ADMINISTRATION	ON .					
0951 2221 2304 2305 2758	Asst Dep Dir, Public Hlth Svcs Dep Dir, Public Health Svcs Administrative Assistant I Chief, Administrative Svcs (T) Administrative Secretary III	1 1 1 1	1.00 1.00 1.00 1.00 1.00	1 1 1 1	1.00 1.00 1.00 1.00 1.00	\$69,924 111,636 32,640 47,592 29,856	\$69,924 111,636 33,072 52,152 30,672
	Sub-Total	5	5.00	5	5.00	\$291,648	\$297,456

STAFFII	NG SCHEDULE						
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
DHS ALC	COHOL & DRUG ABUSE SERVICES						
2222 2758	Dep Dir Alcohol & Drug Svcs Administrative Secretary III	1 1	1.00 1.00	0	0.00 0.00	\$63,408 29,856	0 0
	Sub-Total	2	2.00	0	0.00	\$93,264	\$0
9999	Extra Help	0	0.42	0	0.42	\$6,847	6,847
	Sub-Total		0.42		0.42	\$6,847	\$6,847
	Total	33	33.42	23	23.42	\$1,741,399	\$1,208,983
Salary	Adjustments:					\$(2,135)	\$(8,259)
Premiu	m/Overtime Pay:					7,200	7,200
Employe	ee Benefits:					576,212	438,191
Salary	Savings:					(48,501)	(34,452)
	Total Adjustments					\$532,776	\$402,680
Progra	n Totals	33	33.42	23	23.42	\$2,274,175	\$1,611,663

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Adult Social Services	\$14,642,820	\$71,068,111	\$67,871,686	\$75,179,394	\$76,873,115	1,693,721	2.3
Employment Services	22,566,453	18,683,208	21,156,019	20,064,608	26,147,452	6,082,844	30.3
Childrens Svcs Bureau	44,256,188	45,013,595	46,124,894	50,938,237	47,128,079	(3,810,158)	(7.5)
Community Action Ptnrshp	7,129,777	7,011,597	7,073,559	7,308,757	6,841,642	(467,115)	(6.4)
Income Maintenance Burea	ı						
Aid to Families with Dependent Children	419,010,788	458,480,291	462,759,572	470,475,398	471,003,854	528,456	0.1
Aid to Families with Dependent Children- Foster Care	77,006,165	83,793,626	77,720,341	75,769,168	75,595,360	(173,808)	(0.2)
Food Stamp Admin	78,784,564	119,160,849	138,469,430	112,473,336	145,499,059	33,025,723	29.4
General Relief	25,988,936	25,694,000	21,176,054	22,203,259	18,801,943	(3,401,316)	(15.3)
Medi-Cal	14,993,662	17,136,418	19,960,001	18,189,093	22,980,308	4,791,215	26.3
Refugee Assistance	2,682,998	1,557,432		1,915,307	0	(1,915,307)	(100.0)
Management Svcs Bureau	10,504,288	10,238,691	11,062,570	11,440,147	11,022,488	(417,659)	(3.7)
Eligibility Review	3,403,226	4,020,323	1,891,118	5,760,890	2,119,046	(3,641,844)	(63.2)
Department Admin	1,261,363	1,727,336	1,458,619	1,454,939	1,208,318	(246,621)	(17.0)
TOTAL DIRECT COST	\$722,231,228	\$863,585,477	\$876,723,863	\$873,172,533	\$905,220,664	\$32,048,131	3.7
PROGRAM REVENUE	(663,517,265)	(810,550,314)	(833,853,170)	(822,209,711)	(871,783,912)	(49,574,201)	6.0
NET GENERAL FUND COST	\$58,713,963	\$53,035,163	\$42,870,693	\$50,962,822	\$33,436,752	\$(17,526,070)	(34.4)
STAFF YEARS	3,384.00	3,356.50	3,462.50	3,646.00	3,729.00	83.00	2.3

DEPARTMENT OF SOCIAL SERVICES (Headquarters Location: James R. Mills Building, 1255 Imperial Avenue)

FY 1993-94 ADOPTED PROGRAM BUDGET



PROGRAM: ADULT SOCIAL SERVICES

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27004
MANAGER: T. SCHWEND

ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-3

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 (including the Personal Care Services 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. Social Security Act Title XIX which provides for Federal reimbursement for State and County for services to Medi-Cal eligible persons and families. SB 910 is the legislation which allows California counties to access these Medi-Cal federal revenue sources.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$7,468,968	\$7,265,936	\$7,552,519	\$7,415,726	\$8,396,722	13.2
Services & Supplies	860,986	686,798	739,440	763,668	860,793	12.7
Contracts	6,312,866	63,115,377	59,579,727	67,000,000	67,600,000	0.9
Fixed Assets	0	0	0	0	15,600	100.0
TOTAL DIRECT COST	\$14,642,820	\$71,068,111	\$67,871,686	\$75,179,394	\$76,873,115	2.3
PROGRAM REVENUE	(9,575 <u>,582)</u>	(67,264,494)	(64,369,981)	(71,430,590)	(75,989,895)	6.4
NET GENERAL FUND CONTRIBUTION	\$5,067,238	\$3,803,617	\$3,501,705	\$3,748,804	\$883,220	(76.4)
STAFF YEARS	200.00	176.25	181.75	183.00	209.00	14.2

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. The passage of AB 1172 (September 28, 1992) amended the Welfare and Institutions code, and required that the State Department of Health Services revise the State Medicaid Plan to pursue Title XIX Federal Personal Care Options funding for personal care services provided as part of the In-Home Supportive Services program. As a result, there are now two categories of services provided: personal Care Services (PCSP) and IHSS residual services. Personal care services, which is under Federal Medicaid rules, requires medical documentation that the Personal Care Services are medically required. These services include ambulation, bowel, bladder, feeding, and respiration assistance. IHSS residual services include cleaning and vacuuming, shopping, meal preparation and clean-up. Two delivery systems are used to provide these services. The <u>individual provider</u> system uses individuals hired by the clients and the <u>contract</u> 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 PCSP portion of this program requires that personal care services be supervised by registered nurses (RN's). The RN supervises the plan of treatment and periodically must visit each PCSP recipient to monitor that individual's condition and the effectiveness of services delivery.

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 Inc., DBA National Homecare Systems, Inc. The current contract period is March 1, 1991 through February 28, 1994, 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.

PROGRAM: ADULT SOCIAL SERVICES

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), through an interdepartmental agreement with the county Department of Health Services and Title XIX Medicaid funding that resulted from passage of SB910.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and benefits have exceeded budget due to the implementation of the Personal Care Services Program for the last 3 months of the fiscal year.

IHSS Contract Expenditures are less than budget due to savings associated with the State mandated 12% reduction in service hours during the first nine months of the fiscal year.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To make In-Home Supportive Services initial contact within seven days at least 90% of the time;" was achieved.
- "To make initial Adult Protective Services contact within 5 work days at least 75% of the time;" was not achieved.
 The 5 work day goal was met only 63% of the time.
- "To make initial contact within 5 days upon assignment of a case to Conservatorship, at least 90% of the time;" was exceeded with all initial contacts made within 5 days.
- 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;" was substantially achieved. Only 14,311 persons required services.
- 5. "To terminate Conservatorship on a minimum of 12 persons each month for whom treatment services have been successful;" was exceeded within an average of 25 services terminated each month.
- 6. "To move 15 Conservatees per month from locked treatment facilities to open community settings;" was achieved.

 A monthly average of 16 Conservatees moved out of locked facilities.
- 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;" was exceeded. Less than 2% of IHSS clients complained thereby demonstrating a high level of client satisfaction.

1993-94 OBJECTIVES

- 1. To make initial In-Home Supportive Services contact within seven days at least 90% of the time.
- 2. To make initial Adult Protective Services contact within five days at least 75% of the time.
- 3. To make initial Conservatorship contact within five days upon assignment of a case at least 90% of the time.
- To provide In-Home Supportive Services to 15,000 eligible blind, aged, or disabled adults so they can safely remain in their own homes.
- 5. To terminate Conservatorship on at least 20 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 1% of clients served.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net increase of 26.00 SY due to the implementation of the Personal Care Services program as noted as follows:

- Adult Social Services Administration [2.00 SY; E = \$122,736; R = \$111,356] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for operating Adult Services programs with expenditures of \$76,873,115 and for managing 209 staff years.
- 2. <u>In-Home Supportive Services (IHSS) Case Management, & Program Operations</u> [127.00 SY; E = \$5,391,462; R = \$4,811,820] including support personnel is:
 - Mandated/Mandated Service Level.

- Responsible for providing case management services for all IHSS clients, for maintaining records, and authorizing payments.
- Increased 26.00 SY including 2.00 SY Intermediate Clerk, 8.00 SY Social Worker III, 1.00 SY Social Work Supervisor, 2.00 SY Utilization Review Supervisors (RN) and 13.00 SY Utilization Review Specialists (RN) to implement Personal Care Services Program as required by AB1773. Also included is \$15,600 in fixed assets for 26 desks for new staff.
- Projected to serve an individual provider and contract monthly average caseload of 15,000 cases.
- 3. <u>In-Home Supportive Services (IHSS) Contract Management Staff</u> [8.00 SY; E = \$363,185; R = \$318,241] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for monitoring the IHSS contract providing 675,000 hours of service to IHSS recipients.
- 4. In-Home Supportive Services (IHSS) Contract & Individual Care Provider Payments [0.00 SY; E = \$67,600,000; R = \$67,600,000] is:
 - Mandated/Mandated Service Level.
 - Providing 675,000 hours of service to IHSS recipients by <u>contracted</u> homemakers and an estimated 11,700,000 hours of service to IHSS recipients through <u>independent providers</u>.
 - Increase of \$600,000 for IHSS services expenditure as a result of the implementation of the Personal Care Services Program.
 - O Due to the implementation of the Personal Care Services program, Federal Title XIX revenue was made available, this resulted in Social Service Trust Funds saving which were used to eliminate the \$1,811,248 in county general revenue match previously included in this program.
- 5. Adult Protective Services (APS) [21.00 SY; E = \$990,552; R = \$872,966] 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.
- 6. <u>Conservatorship Services</u> [51.00 SY; E = \$2,405,180; R = \$2,275,512] 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.
 - Reduced \$750,000 in net County cost as a result of the passage of SB 910 which permits the County's participation in Federal Medicaid reimbursement under Title XIX to balance FY 93-94 County Budget.

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
GRANT:				
County Services Block Grant (CSBG) (30% of Non Fed match required)	\$4,064,753	\$4,141,932	\$5,510,845	\$1,368,913
In-Home Supportive Services (IHSS) (35% match required)	38,222,606	43,550,000	48,346,157	4,796,157
Non-Medical Out-of-Home Care	22,583	23,807	28,186	4,379
Health Resource & Service Admin. Admin. Grant (HRSA)	77,768	61,908	61,515	(393)
Conservatorship Medicaid	562,489	315,187	. 0	(315,187)
SB-910	258,514	0	1,188,450	1,188,450
Social Services Trust Fund	19,920,850	22,097,338	19,634,171	(2,463,167
Mental Health Trust Fund	1,240,418	1,240,418	1,220,571	(19,847
Sub-Total	\$64,369,981	\$71,430,590	\$75,989,895	\$4,559,305
Total	\$64,369,981	\$71,430,590	\$75,989,895	\$4,559,305
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget .	Budget
REVENUE MATCH:				
County Services Block Grant (CSBG)	\$866,392	\$882,843	\$919,329	\$36,486
In-Home Supportive Services (IHSS)	21,357,121	23,707,210	19,463,637	(4,243,573
Conservatorship Medicaid	562,489	315,187	0	(315,187
SB 910 Federal Revenue	258,519	0	1,188,450	1,188,450
Match Met with Social Service Trust Fund	(19,920,850)	(22,097,338)	(19,634,171)	2,463,167
Match Met with Mental Health Trust Fund	(1,240,418)	(1,240,418)	(1,220,571)	19,847
Sub-Total	\$1,883,253	\$1,567,484	\$716,674	\$(850,810

EXPLANATION/COMMENT ON PROGRAM REVENUES

General Fund Support Conservatorship

GENERAL FUND SUPPORT COSTS:

Sub-Total

Total

Actual for Conservatorship Medicaid is more than budget due to an increase in the per unit reimbursement.

The passage of SB910 enables the County to claim Federal Medicaid reimbursement under Title XIX but eliminates claiming of Conservatorship Medicaid Services. This change was implemented in the fourth quarter of FY 92-93.

\$1,618,452

\$1,618,452

\$3,501,705

\$2,181,320

\$2,181,320

\$3,748,804

\$166,546

\$166,546

\$883,220

\$(2,014,774) \$(2,014,774)

\$(2,865,584)

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION

The FY 93-94 budget eliminates \$1,811,248 in IHSS general fund support match. The Personal Care Services program increased Federal Title XIX revenue, which made it possible for Social Service Trust Funds to replace the General Fund match.

Required County match is met by a combination of County General Fund and Social Services Trust Fund.

PERFORMANCE INDICATORS								
•	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget			
WORKLOAD (monthly)								
IHSS individual provider cases	11,086	12,151	12,342	13,073	12,750			
IHSS cases served by contract	2,128	1,842	1,969	2,055	2,250			
IHSS total cases	13,214	14,297	14,311	15,128	15,000			
Adults provided protective services	1,566	934	1,075	946	957			
Adults provided conservatorship services	1,759	1,799	1,685	1,725	1,712			
Total AIDS cases included in IHSS, APS, Conservatorship	358	350 ,	399	325	435			
EFFICIENCY	_	~						
IHSS total cases per Social Worker	267	292	292	309	262			
Adult Protective cases per Social Worker	-7 1	85	98	86	87			
Conservatorship Cases per Social Worker	55	56	53	54	54			
<u>EFFECTIVENESS</u>								
To make initial contact within 7 days of IHSS referral	95%	90%	91%	90%	90%			
To make initial contact within 5 days of APS referral	94%	80%	63%	75%	75%			
To make initial contact within 5 days, upon assignment of a case to Conservatorship	100%	100%	100%	90%	90%			

DISCUSSION

Actual IHSS total cases were less than budgeted. Media activity around State funding uncertainty and the FY 92-93 State Budget, which reduced service hours for each client by 12%, appears to have resulted in a decreased service demands during the first half of the fiscal year.

EFFICIENCY

FY 93-94 efficiency indicator for IHSS total cases per Social Worker decrease due to adding more Social Worker Staff for the implementation of the Personal Care Services Program.

STAFFING SCHEDULE

Number Supportive Services Case Mgmt Sub-Total 2 2.00 2 2.00 \$84,959 \$85	Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Sub-Total 1 1.00 1 1.00 25,475 2	Adult :	Social Services Administration						
Sub-Total 2 2.00 2 2.00 \$84,959 \$85		Asst Dep Dir, Soc Svcs	1					\$59,484
The content of the	2757	Admin Sec II	1	1.00	1	1.00	25,475	25,474
1		Sub-Total	2	2.00	2	2.00	\$84,959	\$84,958
1		e Supportive Services Case Mgmt						
\$270 Social Work Supv								\$46,162
1,23								41,843
1		•						260,479
Second								1,830,183
4304 Utilization Review Supv (R.N.) 0 0.00 2 2.00 0 74								29,965 110,750
4314 Utilization Review SpcIst (R.N.) 0 0.00 13 13.00 0 46 2776 Supervising Clerk 1 1.00 1 1.00 27,769 2 2730 Senior Clerk 4 4.00 4 4.00 94,251 9 4911 Soc Svcs Aide II 1 1 1.00 1 1.00 19,733 1 2700 Intermediate Acct Clerk 4 4.00 4 4.00 75,073 7 2700 Intermediate Clerk Typist 28 28.00 30 30.00 567,982 60 Sub-Total 101 101.00 127 127.00 \$2,846,929 \$3,68 In-Home Supportive Services Contract Mgt 5287 Soc Svcs Admin I 1 1 1.00 1 1.00 23,949 2 2412 Analyst II 3 3.00 3 3.00 116,970 12 2730 Senior Clerk 1 1.00 1 1.00 23,949 2 2493 Inter Acct Clerk 1 1.00 1 1.00 23,949 2 2493 Inter Acct Clerk 1 1.00 1 1.00 18,092 1 2700 Intermediate Clerk Typist 2 2.00 2 2.00 41,340 4 Sub-Total 8 8.00 8 8.00 \$244,282 \$25 Adult Protective Services Supv 3 3.00 3 3.00 \$131,616 \$13 5258 S Protective Services Worker 6 6.00 6 6.00 228,378 22 5259 Protective Services Worker 5 5.00 5 5.00 168,271 17 4913 Protective Services Worker 5 5.00 5 5.00 168,271 17 4913 Protective Services Worker 5 5.00 5 5.00 168,271 17 4913 Protective Services Sub-Total 21 21.00 21 21.00 \$669,998 \$68 Conservatorship Services 5289 Soc Svcs Admin III 1 1.00 1 1.00 45,089 4 4.00 79,978 8 Sub-Total 21 21.00 21 21.00 \$69,998 \$68 Conservatorship Services 5289 Protective Services Worker 4 4.00 4 4.00 175,488 17 5258 S Protective Services Supv 5 1 1.00 1 1.00 45,089 4 5259 Protective Services Supv 6 4 4.00 4 4.00 175,488 17 5258 S Protective Services Worker 4 4.00 4 4.00 175,488 17 5259 Protective Services Worker 4 4.00 4 4.00 175,488 17 5259 Protective Services Worker 4 4.00 4 4.00 175,488 17 5259 Protective Services Worker 28 28.00 28 28.00 965,247 95 5270 Protective Services Worker 4 4.00 4 4.00 175,488 17 5280 S Protective Services Worker 4 4.00 4 4.00 175,488 17 5280 S Protective Services Worker 4 4.00 4 4.00 175,488 17 5290 Protective Services Worker 4 4.00 4 4.00 175,488 17 5290 Protective Services Worker 4 4.00 4 4.00 175,488 17 5290 Protective Services Worker 4 4.00 4 4.00 175,488 17 5290 Protective Services Worker 4 4.00 4 4.00 175,488 17 5290 Protective Ser								119,750 78,562
2775 Supervising Clerk		and the second s						463,814
2730 Senior Clerk		•	· .	4 00				27,770
4911 Soc Svcs Aide II				•				92,329
2470 Intermediate Acct Clerk							19,733	19,732
2700 Intermediate Clerk Typist 28 28.00 30 30.00 567,982 60			4		4	4.00	75,073	74,980
In-Home Supportive Services Contract Mgt 5287 Soc Svcs Admin I	2700	Intermediate Clerk Typist	28	28.00	30	30.00		602,864
1 1.00 1 1.00 \$43,931 \$42,12 \$42,12 \$42,12 \$43,931 \$42,12 \$43,931 \$13,00 \$13,00 \$13,00 \$13,00 \$12,949 \$22,00 \$23,949 \$22,00 \$24,00 \$23,949 \$22,00 \$24,00 \$24,00 \$23,949 \$22,00 \$24,00		Sub-Total	101	101.00	127	127.00	\$2,846,929	\$3,688,433
2412 Analyst II	In-Home	e Supportive Services Contract Mg	<u>ıt</u>	*				
2730 Senior Clerk		Soc Svcs Admin I						\$43,931
2493 Inter Acct Clerk		Analyst II						123,080
2700 Intermediate Clerk Typist 2 2.00 2 2.00 41,340 4								23,950
Sub-Total 8 8.00 8 8.00 \$244,282 \$25								18,061
Adult Protective Services 5259 Protective Services Supv 3 3.00 3 3.00 \$131,616 \$13 5258 Sr Protective Svcs Worker 6 6.00 6 6.00 228,378 22 5257 Protective Svcs Worker 5 5.00 5 5.00 168,271 17 4913 Protective Svcs Assistant 3 3.00 3 3.00 61,755 6 2700 Intermediate Clerk Typist 4 4.00 4 4.00 79,978 8 Sub-Total 21 21.00 21 21.00 \$669,998 \$68 Conservatorship Services 5289 Soc Svcs Admin III 1 1.00 1 1.00 \$50,907 \$5 4108 Mental Health Program Mgr 1 1.00 1 1.00 45,089 4 5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Svcs Worker 28 28.00 28 28.00 965,247 95 5257 Protective Svcs Adsistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8	2700	Intermediate Clerk Typist	2	2.00	2	2.00	41,340	41,338
S259 Protective Services Supv 3 3.00 3 3.00 \$131,616 \$13		Sub-Total	8	8.00	8	8.00	\$244,282	\$250,360
5258 Sr Protective Svcs Worker 6 6.00 6 6.00 228,378 22 5257 Protective Services Worker 5 5.00 5 5.00 168,271 17 4913 Protective Svcs Assistant 3 3.00 3 3.00 61,755 6 2700 Intermediate Clerk Typist 4 4.00 4 4.00 79,978 8 Sub-Total 21 21.00 21 21.00 79,978 8 Sub-Total 21 21.00 21 21.00 \$669,998 \$68 Conservatorship Services 5289 Soc Svcs Admin III 1 1.00 1 1.00 \$50,907 \$5 4108 Mental Health Program Mgr 1 1.00 1 1.00 \$50,907 \$5 5244 Program Specialist 1 1.00 1 1.00 45,089 4 5259 Protective Svcs Supervisor 4 4.00 4			_	7.00	-	7.00	2474 /4/	A474 (4)
5257 Protective Services Worker 5 5.00 5 5.00 168,271 17 4913 Protective Svcs Assistant 3 3.00 3 3.00 61,755 6 2700 Intermediate Clerk Typist 4 4.00 4 4.00 79,978 8 Sub-Total 21 21.00 21 21.00 \$669,998 \$68 Conservatorship Services 5289 Soc Svcs Admin III 1 1.00 1 1.00 \$50,907 \$5 4108 Mental Health Program Mgr 1 1.00 1 1.00 45,089 4 5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00		•						\$131,616
4913 Protective Svcs Assistant 3 3.00 3 3.00 61,755 6 2700 Intermediate Clerk Typist 4 4.00 4 4.00 79,978 8 Sub-Total 21 21.00 21 21.00 \$669,998 \$68 Conservatorship Services 5289 Soc Svcs Admin III 1 1.00 1 1.00 \$50,907 \$5 4108 Mental Health Program Mgr 1 1.00 1 1.00 45,089 4 5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 175,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 5290 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								228,372
2700 Intermediate Clerk Typist		_						172,780 64,626
Conservatorship Services 5289 Soc Svcs Admin III 1 1.00 1 1.00 \$50,907 \$5 4108 Mental Health Program Mgr 1 1.00 1 1.00 45,089 4 5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								82,676
5289 Soc Svcs Admin III 1 1.00 1 1.00 \$50,907 \$5 4108 Mental Health Program Mgr 1 1.00 1 1.00 45,089 4 5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8		Sub-Total	21	21.00	21	21.00	\$669,998	\$680,070
4108 Mental Health Program Mgr 1 1.00 1 1.00 45,089 4 5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								
5244 Program Specialist 1 1.00 1 1.00 41,843 4 5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								\$50,907
5259 Protective Svcs Supervisor 4 4.00 4 4.00 175,488 17 5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8							45,089	47,363
5258 Sr Protective Svcs Worker 4 4.00 4 4.00 152,252 15 5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8		•					41,845	41,843
5257 Protective Services Worker 28 28.00 28 28.00 965,247 95 4913 Protective Svcs Assistant 6 6.00 6 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								175,488
4913 Protective Svcs Assistant 6 6.00 6.00 125,133 12 2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								152,248
2903 Legal Procedures Clk I 2 2.00 2 2.00 42,678 4 2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								958,991 128,498
2700 Intermediate Clerk Typist 4 4.00 4 4.00 82,680 8								42,680
								82,676
		Sub-Total	51		51	51.00		\$1,680,694
Total 183 183.00 209 209.00 \$5,527,485 \$6,38		Total	183	183.00	209	209.00	\$5,527.485	\$6,384,515

STAFFING SCHEDULE

Class Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Bilingual Pay:					\$16,840	\$16,840
Premium/Overtime Pay:					3,985	3,985
Employee Benefits:					2,004,736	2,253,568
Integrated Leave Program:	•				0	(112,351)
Salary Savings:					(137,320)	(149,835)
Total Adjustments					\$1,888,241	\$2,012,207
Program Totals	183	183.00	209	209.00	\$7,415,726	\$8,396,722

PROGRAM: EMPLOYMENT SERVICES DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27008

ORGANIZATION #: 3900

MANAGER: T. SCHWEND REFERENCE: 1993-94 Proposed Budget - Pg. 17-11

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). The Greater Avenues for Independence (GAIN) program is mandated by the Welfare and Institutions Code, Section 11320 et seq. Transitional Child Care was established by the Federal Family Support Act of 1988 (PL 100-145) and California Legislation AB1706 implements this program. Miller vs. Carlson court order mandated that on 7/1/92, the State implement the Non-GAIN Education and Training (NET) program to provide child care to Aid to Families with Dependent Children (AFDC) recipients who are not eligible for the Greater Avenues for Independence (GAIN) program. A Federal Child Care Block Grant participation was approved by the Board of Supervisors on November 10, 1992. The Board also approved contracting with the State Department of Education for the Child Care Development and the Child Care Title IV-A At-Risk programs on August 11, 1992 [1] and April 20, 1993 [10] respectively.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,624,900	\$9,755,928	\$10,500,435	\$10,571,430	\$10,886,746	3.0
Services & Supplies	1,370,089	950,801	1,075,087	1,121,500	1,179,302	5.2
Contracts	3,954,827	3,277.878	3,056,819	3,138,053	3,640,865	16.0
Other Charges	6,616,637	4,698,601	6,523,678	5,233,625	10,440,539	99.5
TOTAL DIRECT COST	\$22,566,453	\$18,683,208	\$21,156,019	\$20,064,608	\$26,147,452	30.3
PROGRAM REVENUE	(21,887,906)	(17,984,254)	(20,005,091)	(19,687,584)	(25,002,024)	27.0
NET GENERAL FUND CONTRIBUTION	\$678,547	\$698,954	\$1,150,928	\$377,024	\$1,145,428	203.8
STAFF YEARS	302.00	244.00	264.25	266.75	277.50	4.0

PROGRAM DESCRIPTION

Persons throughout the County seek public assistance for themselves and their families because they are unemployed or not self-sufficient. The Employment Services program seeks to reduce their dependency through promotion of employment as an alternative to public assistance.

In the <u>Job Training</u> 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 <u>Refugee Employment Services</u> 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 <u>Food Stamp Employment and Training program (FSE&T)</u> provides able-bodied Food Stamp recipients an opportunity to develop work skills and employment history as they work for their benefits in public and private non-profit agencies and participate in job search and job club workshops where job finding and interview skills are taught.

The <u>Greater Avenues for Independence program (GAIN)</u> 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 Department has consolidated the following child care programs in order to maximize the accessibility of child care resources as well as the utilization of staff and resources:

- The <u>Transitional Child Care program</u> is mandated by the Family Support Act of 1988 to provide child care funding for former AFDC recipients who are now employed. The state allocates funds for child care payments and program administration.
- The <u>Non-GAIN Education and Training program</u> provides child care assistance to families who receive AFDC but cannot
 participate in GAIN education and training programs.
- The <u>Child Care Federal Block Grant</u> provides child care assistance to working families who qualify based on income and need.

PROGRAM: EMPLOYMENT SERVICES

- The <u>Child Development program</u>, through contract with State Department of Education, provides for respite child care for children at risk and for prevention of child abuse and neglect.
- Child Care Title IV-A At Risk, through contract with the State Department of Education, provides for child care
 assistance to working low income families to help them remain self sufficient and avoid becoming AFDC recipients.

PROGRAM: EMPLOYMENT SERVICES DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

Actual participant benefits (other charges) were higher than anticipated primarily in the GAIN Program where child care demand was greater than anticipated and because of mid year adds of the non GAIN Education and Training (NET) Program.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To place 2,508 GAIN participants in unsubsidized employment during FY 92-93;" was substantially achieved, with 2,410 GAIN participants placed during FY 92-93.
- "To develop and maintain sufficient training sites to accommodate all Word Experience clients assigned to job sites annually;" was achieved. Sufficient training sites were available; for the 15,060 clients who were assigned.
- 3. "To realize an annual value equivalent of \$3,309,100 for hours worked by Work Experience participants;" was exceeded, with Work Experience participant hours valued at \$3.9 million for the year.

1993-94 OBJECTIVES

- 1. To place 2,868 GAIN participants in unsubsidized employment during FY 93-94.
- To develop and maintain sufficient training sites to accommodate all Work Experience clients assigned to job sites annually.
- 3. To realize an annual value equivalent of \$3,932,392 for hours worked by Work Experience participants.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net increase of 10.75 SY due to the 2.00 SY reduction and adding 12.75 SY from mid-year changes as noted below.

- 1. Job Training [10.25 SY; E = \$633,666; R = \$590,466] including support personnel is:
 - Discretionary/Mandated Service Level.
 - 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 Increased 2.00 SY Social Worker III and decreased Contracts by \$11,100 as a result of a mid year adjustment in the Job Training program approved by the Board on August 11, 1992 [10].
 - Prepared to enroll 312 clients during the year.
- 2. Refugee Employment Services [6.50 SY; E = \$297,019; R = \$297,019] including support personnel is:
 - Mandated/Discretionary Service Level.
 - 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.
- 3. Refugee Employment Contract Management [2.00 SY; E = \$1,096,852; R = \$1,096,852] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for managing a series of contracts which provide employment and training services to hard-toemploy refugee cash aid recipients.
 - Increased \$414,071 in refugee employment contracts as a result of a mid-year increase approved by the Board on June 29, 1993 [21].
 - Prepared to provide 5,520 clients services through employment services contracts.

PROGRAM: EMPLOYMENT SERVICES

- 4. Food Stamp Employment and Training (FSE&T) [45.00 SY; E = \$2,255,299; R = \$1,290,724] including support personnel is:
 - Mandated/Discretionary Service Level.
 - 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 25,935 clients during the year.
 - o On April 20, 1993 [21], the Board approved contracting with the San Diego Consortium and Private Industry Council in the amount of \$110,000 for Department staff to provide a comprehensive assessment of General Relief clients in order to develop realistic employment plans. The Department is using existing staff to implement the program.
- 5. <u>Greater Avenues for Independence (GAIN)</u> [192.00 SY; E = \$15,645,548; R = \$15,645,548] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for providing a comprehensive employment, training and education service program to Aid to Families with Dependent Children recipients.
 - o Prepared to register 13,236 clients during the year.
 - o Reclassified 1.00 SY GAIN Coordinator to Assistant Deputy Director, Social Services in GAIN Administration.
 - o Increased \$99,841 to GAIN contracts and \$1,243,662 in Participant Benefits, 100% offset by revenue. This increase maximizes supportive services for GAIN participants within available revenue.
 - Reduced 2.00 SY (one Social Service Administrator IV and one Administrative Secretary II) to balance FY 93-94 County Budget.
- 6. Transitional Child Care (TCC) [10.50 SY; E = \$1,843,213; R = \$1,843,213] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for certifying eligibility and issuing child care payments for up to 12 months for former AFDC recipients who have become employed.
 - Planning to provide child care services to 516 children per month.
 - o Transferred 0.50 SY Eligibility Technician to the Child Care Title IV At-Risk sub-program.
- 7. Non-GAIN Education & Training (NET) [4.50 SY; E = \$2,875,536; R = \$2,843,215] including support personnel is:
 - Mandated/Mandated Service Level.
 - o Increased 4.50 SY (1.00 Intermediate Clerk, 1.00 Eligibility Technician, 2.00 Social Worker III, and 0.50 Social Work Supervisor), and \$2,713,684 in Participant Benefits as a result of the mid year addition of the Non-GAIN Employment & Training (NET) child care program approved by the Board on November 10, 1992 [23].
 - Provided AFDC recipients with child care services if they are in an approved education or training program but not eligible for GAIN. Staff determine eligibility and administer the payment to child care providers.
 - Planning to provide child care to 775 children per month.
- 8. Child Care Federal Block Grant (FBG) [2.75 SY; E = \$550,673; R = \$550,673] including support personnel is:
 - Discretionary/Mandatory Service Level.
 - Increased 2.75 SY (1.00 Intermediate Clerk, 0.50 Eligibility Technician, 1.00 Social Worker III, 0.25 Social Work Supervisor), \$7,000 in Services and Supplies, and \$455,518 in Participant Benefits as a result of a mid year addition of the Child Care Federal Block Grant approved by the Board on November 10, 1992 [23].
 - Provided child care for families with low income working parents with children ages from birth to age 13 or families whose children are at risk of neglect, abuse or exploitation. Staff determine eligibility and

administer the payment to child care providers.

- O Planning to provide child care to 130 children per month.
- 9. Child Development Program [3.50 SY; E = \$761,107; R = \$655,775] including support personnel is:
 - Discretionary/Mandated Service Level.
 - o Increased 3.50 SY (1.00 Intermediate Clerk, 1.00 Eligibility Technician and 1.50 Social Worker III), \$5,246 in Services and Supplies, \$619,050 in Participant Benefits as a result of the transfer of the Child Development grant activities and revenue to this program from the Children Services Program.
 - o Staff administer, under contract with the Department of Education, payments for child care costs to families who are at risk of abuse and neglect.
 - o Planning to provide child care to 120 children per month.
- 10. Child Care Title IV-A At-Risk [0.50 SY; E = \$188,539; R = \$188,539] including support personnel is:
 - O Discretionary/Mandated Service Level
 - Transferred in 0.50 SY Eligibility Technician from the Transitional Child Care sub-program.
 - Added \$175,000 in participant benefits and services and supplies as approved by the Board as a mid year add on April 20, 1993 [10].
 - o Prepared to provide child care for former AFDC families who are working and do not qualify for Transitional Child Care (TCC) and former TCC recipients who are working and have exhausted their TCC benefits. Staff determine eligibility and administer the payment to child care providers.
 - O Planning to provide child care to 50 children per month.

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
Job Training (JTPA)	\$671,518	\$462,471	\$565,177	\$102,706
Refugee Employment Services (RES)	597,091	977,398	1,263,456	286,058
Refugee Social Services	36,428	61,925	27,627	(34,298)
<pre>Food Stamp Employment & Training (FSE&T) (match required)**</pre>	1,393,208	786,388	1,298,277	511,889
Greater Avenues for Independence (GAIN)	12,911,989	13,447,002	13,580,545	133,543
(30% NFS Trust Fund match required)***	12,711,707	15,441,002	15,500,545	100,040
Transitional Child Care Admin. (TCC)	1,126,135	1,822,201	1,836,830	14,629
Youth Services Demonstration Grant	23,480	25,000	1,030,030	(25,000)
Non-GAIN Employment & Training (NET)	412,248	25,000	2,896,845	2,896,845
(15% match required)	412,240	•	2,070,043	2,070,043
Child Care Federal Block Grant	165,963	0	544,679	544,679
Child Development Program*	.05,703	ŏ	641,991	641,991
Child Care Title IV-A At Risk	Ö	Ŏ	180,214	180,214
GR Assessment Contract	Ŏ	ŏ	82,500	82,500
Miscellaneous Grants	ŏ	ŏ	25,000	25,000
Social Services Trust Fund	2,667,031	2,105,199	2,058,883	(46,316)
Sub-Total	\$20,005,091	\$19,687,584	\$25,002,024	\$5,314,440
Total	\$20,005,091	\$19,687,584	\$25,002,024	\$5,314,440
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
REVENUE MATCH:				
Food Stamp Employment & Training	\$1,079,938	\$333,824	\$964,574	\$630,750
Child Development Program (Maintenance of Effort)	0	0	105,332	105,332
Non-GAIN Education & Training (NET)	0	0	32,322	32,322
GAIN	2,667,031	2,105,199	2,058,883	(46,316)
Match met with Social Service Trust Fund	(2,667,031)	(2,105,199)	(2,058,883)	46,316
Sub-Total	\$1,079,938	\$333,824	\$1,102,228	\$768,404
GENERAL FUND SUPPORT COSTS:				
GR Grant Diversion Project	\$70,990	\$43,200	\$43,200	\$0
Sub-Total	\$70,990	\$43,200	\$43,200	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Total

The NET Program, Federal Block Grant, Child Care Title IV-A and GR Assessment Contracts, are new programs approved as 1992-93 mid-year adds and increased revenue by \$4.3 million over last year's budget.

\$1,150,928

\$377,024

\$1,145,428

\$768,404

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

- * The Department of Education Child Development Program was transferred to this program from the Childrens Services Program. This contract requires an initial County maintenance of effort expenditure of \$105,332.
- ** FSET match: no match required for first \$319,691; 15% for next \$88,654; and 50% for the remaining expenditures.
- *** NFS means Non-Federal Share of expenditures.

FSE&T match reflects the County funds required to match available Federal funding. An error in the FY 92-93 Budget understated the required match and revenue. The errors have been corrected for FY 93-94. FSE&T will operate at the same level.

For FY 1992-93 the State met NET Program match with State funds. In the State budget, the match requirement is transferred to the County for FY 93-94.

PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u> WORKLOAD</u>					
Job Training Program					
Clients enrolled (annual)	274	215	243	215	312
Jobs developed in private sector (annual)	1,569	1,357	816	1,357	1,365
Refugee Employment Services (RES)					
Clients served directly (annual)	134	218	152	201	N/A
Total clients served (direct and contract)	5,664	5,812	5,507	N/A	5,821
Work Experience (FSET & GAIN PREP)					
Clients referred (unduplicated/ annual)	22,603	24,642	26,401	27,774	25,935
Clients assigned (unduplicated/ annual)	14,183	14,863	15,060	19,354	15,984
Greater Avenues for Independence (GAIN)					
Carryover participants	20,097	6,579	8,000	8,000	9,600
New participants registered (annual)	26,883	12,488	11,460	13,566	13,236
Total program participants served (annual)	46,980	19,513	19,460	21,566	22,836
Average participants served (monthly)	9,720	7,010	8,678	7,626	9,208
<u>Transitional Child Care</u>					
Eligibility determinations (monthly)	46	49	51	49	53
Cases Supervised (monthly)	264	344	329	347	326
Transitional Child Care Children (monthly)	402	476	519	469	516
Non-GAIN Education & Training (NET) *					
Eligibility determination (monthly)	N/A	N/A	N/A	N/A	155
Cases supervised (monthly)	N/A	N/A	N/A	N/A	517
NET Children (monthly)	N/A	N/A	N/A	N/A	775
<pre>Child Care & Development Block Grant * (FBG)</pre>					
Eligibility determination (monthly)	N/A	N/A	N/A	N/A	14
Cases supervised (monthly)	N/A	N/A	N/A	N/A	87
Children served (monthly)	N/A	N/A	N/A	N/A	130
Child Care Development Program *					
Eligibility determination (monthly)	N/A	N/A	N/A	N/A	81

	1990-91	1991-92	1992-93	1992-93	1993-94
	Actual	Actual	Actual	Budget	Budget
Cases supervised (monthly)	N/A	N/A	N/A	N/A	80
Children served (monthly)	N/A	N/A	N/A	N/A	120
Title IV-A At-Risk Child Care *					
Eligibility determination (monthly)	N/A	N/A	N/A	N/A	3
Cases supervised (monthly)	· N/A	N/A	N/A	N/A	36
Children served (monthly)	N/A	N/A	N/A	N/A	50
EFFICIENCY (Annual)					
Clients per job training worker	56	72	100	75	62
Jobs developed per job training worker	321	452	272	452	273
Clients per refugee counselor	37	73	48	67	N/A
Clients referred per work experience worker	1,076	795	852	896	888
GAIN participants per social worker (annual)	367	222	209	232	246
Transitional Child Care determinations per benefit analyst (monthly)	18	12	. 10	12	9
Transitional Child Care cases supervised (monthly) per benefit analyst	106	86	82	86	59
<u>EFFECTIVENESS</u>					
Job Training clients employed	437	183	230	183	162
Refugee clients employed	43	40	42	40	N/A
Refugee clients entering employment (direct and contract)	379	328	327	N/A	300
Dollar value of work experience hours worked	\$1,280,453	\$2,685,117	\$3,932,392	\$3,309,100	\$3,932,392
Work experience hours worked	301,283	542,483	771,104	663,972	771,104
GAIN participants employed	6,716	2,269	2,410	2,508	2,868
GAIN Program AFDC savings	\$23.4M	\$7.0M	\$5.3M	\$7.74M	\$8.6M

^{*} Denotes performance indicators for Child Care programs which were not fully implemented during FY 92-93 and, therefore, do not have data available.

DISCUSSION

Work Load

The impacts of starting up the three-year GAIN demonstration pilot authorized by SB689 reduced the rate of intake into the program during the early part of 1992-93, thus accounting for the lower then expected workload actuals. However, implementation of the pilot program has begun to produce increases in total workload capacity, efficiencies and effectiveness during the latter months of the fiscal year. These increases are expected to be sustained throughout 1993-94.

PROGRAM: EMPLOYMENT SERVICES DEPARTMENT: SOCIAL SERVICES

Actuals for jobs developed in the private sector and clients enrolled, were less than budget due to the current economy which has made locating jobs and on-the-job training slots more difficult.

Total clients served (direct and contract) is a new workload indicator replacing clients served directly (annual) and Refugee clients entering employment (direct and contract) is replacing the effectiveness indicator Refugee clients employed and the efficiency indicator clients per refugee counselor.

EFFECTIVENESS

FY 90-91 actual for GAIN participants employed was higher than in subsequent years because on July 1, 1991 the State Department of Social Services revised the way of calculating GAIN participants.

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STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
tala Tur							
Job Tra 5288	aining Soc Svcs Admin II	1	1.00	1	1.00	e/4 143	¢/4 143
5270	SW Supervisor	1	1.00	i	1.00	\$46,162 33,228	\$46,162
5260	•	3	3.00	5	5.00		38,210
5221	Social Worker III Eligibility Technician	1	1.00	1	1.00	98,787 23,949	154,316 23,950
2493	Intermediate Acct Clerk	1	1.00	i	1.00	20,797	18,217
2700	Intermediate Clerk	1	1.00	i	1.00	20,670	20,609
9999	Extra Help	i	0.25	i	0.25	9,903	9,903
7777	Extra netp	·		'	0.25	7,703	7,703
	Sub-Total	9	8.25	11	10.25	\$253,496	\$311,367
	e Employment Services	•			4 00	444.449	4// 4/2
2413	Analyst III	1	1.00	1	1.00	\$46,162	\$46,162
5270	SW Supervisor	1	0.50	1	0.50	16,835	17,089
5260	Social Worker III	3	3.00	3	3.00	96,776	98,335
2700	Intermediate Clerk	2	2.00	2	2.00	41,340	38,607
	Sub-Total	7	6.50	· 7	6.50	\$201,113	\$200,193
Refuge	e Employment Contract Mgmt						
2413	Analyst III	1	1.00	1	1.00	\$46,162	\$46,162
2700	Intermediate Clerk	1 '	1.00	1	1.00	20,670	20,669
	Sub-Total	2	2.00	2	2.00	\$66,832	\$66,831
Food St	tamp Employment & Training						
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,162	\$46,162
5287	Soc Svcs Admin I	1	1.00	1	1.00	43,931	43,931
5244	Program Specialist	1	1.00	1	1.00	41,843	41,843
5270	Social Work Supervisor	3	3.00	3	3.00	114,627	109,967
5260	Social Worker III	31	31.00	31	31.00	967,258	969,604
2700	Intermediate Clerk	8	8.00	8	8.00	156,734	155,585
	Sub-Total	45	45.00	45	45.00	\$1,370,555	\$1,367,092
GAIN A	dministration						
0360	Asst Dep Dir, Soc Svcs	0	0.00	1	1.00	\$0	\$60,309
0969	GAIN Coordinator	1	1.00	Ò	0.00	62,866	0
2757	Admin Sec II	1	1.00	1	1.00	24,602	25,474
	Sub-Total	2	2.00	2	2.00	\$87,468	\$85,783
		•	2.00	•	2.00	400,400	405,103
GAIN SE		4	4 00	•	0.00	A/0.7/0	40
5296	Soc Sves Admin IV	1 1	1.00 1.00	0 1	0.00 1.00	\$48,768	\$0 // 1/3
5288	Soc Svcs Admin II	3	3.00	7	3.00	46,162	46,162
2413 5244	Analyst III	2	2.00	3 2	2.00	188,222	138,486
2412	Program Specialist Analyst II	3	3.00	3	3.00	83,686 125,529	83,686 125,529
2757	Admin Sec II	1	1.00	0	0.00	24,603	0
2730	Senior Clerk	i	1.00	1	1.00	22,608	23,236
2700	Intermediate Clerk	4	4.00	4	4.00	77,968	79,844
•	Sub-Total .	16	16.00	14	14.00	\$617,546	\$496,943
						•	
	Derations	4 '	1 00	4	1 00	¢/0 700	#40 740
0360 5287	Asst Dep Dir, Soc Svcs	1 · 6	1.00	1	1.00	\$48,798 263,586	\$60,310
5287	Soc Svcs Admin I		6.00	6	6.00	263,586	263,586
5244	Program Specialist	2	2.00	2	2.00	83,686	83,686
5270 5260	Soc Work Supv	13 121	13.00 93.00	13	13.00	496,717	496,730
5260 2757	Soc Worker III	121	1.00	93 1	93.00	2,994,303	3,025,671
	Admin Sec II	1	1.00	1	1.00 1.00	24,602 24,147	25,474 26,427
2745 2730	Supervising Clerk	8	8.00	8	8.00	24,167	26,427
2493	Senior Clerk Intermediate Acct Clk	12	12.00	12	12.00	180,864 242,777	185,885 242,247
2773	Intermediate ACCL CIX	12	12,00	16	12.00	272,111	C4C, C41

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2700	Intermediate Clerk	39	39.00	39	39.00	760,188	778,674
	Sub-Total	204	176.00	176	176.00	\$5,119,688	\$5,188,690
	tional Child Care						
5244	Program Specialist	1	1.00	1	1.00	\$42,163	\$35,447
5222	Eligibility Supervisor	1	1.00	1	1.00	29,927	29,965
5221	Eligibility Technician	6	6.00	6	5.50	143,531	123,134
2700	Intermediate Clerk	3	3.00	3	3.00	59,922	56,989
	Sub-Total	11	11.00	11	10.50	\$275,543	\$245,535
	IN Education & Training						
5270	Social Work Supervisor	Ō	0.00	1	.50	\$0	\$16,317
5260	Social Worker III	Ō	0.00	2	2.00	0	55,526
5221	Eligibility Technician	0	0.00	1	1.00	0	19,224
2700	Intermediate Clerk	0	0.00	1	1.00	0	17,428
	Sub-Total	0	0.00	5	4.50	\$0	\$108,495
	Care Federal Block Grant						
5270	Social Work Supervisor	0	0.00	1	.25	\$0	\$8,222
5260	Social Worker III	0	0.00	1	1.00	0	27,763
5221	Eligibility Technician	0	0.00	1	.50	0	9,735
2700	Intermediate Clerk	0	0.00	1	1.00	0	17,428
	Sub-Total	0	0.00	4	2.75	\$0	\$63,148
	Care Development	_		_	4 50	•	A// 77/
5260	Social Worker III	0	0.00	3	1.50	\$0	\$46,336
5221	Eligibility Technician	0	0.00	1	1.00	0 0	23,950
2700	Intermediate Clerk	0	0.00	1	1.00		20,669
	Sub-Total	0	0.00	5	3.50	\$0	\$90,955
	Care Title IV-A DOE at Risk	_				•	40 100
5221	Eligibility Technician	0	0.00	1	.50	\$0	\$9,488
	Sub-Total	0	0.00	1	0.50	\$0	\$9,488
	Total	296	266.75	283	277.50	\$7,992,241	\$8,234,520
Salary	Adjustments:					\$(0)	\$79,568
·	-					30,660	30,660
	ual Pay:						20,000
Premiu	m/Overtime Pay:					0	
Employ	ee Benefits:					2,762,832	2,923,893
Integra	ated Leave Program:					0	(159,154)
Salary	Savings:					(214,303)	(222,741)
	Total Adjustments					\$2,579,189	\$2,652,226
Progra	n Totals	296	266.75	283	277.50	\$10,571,430	\$10,886,746

PROGRAM: CHILDRENS SERVICES DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27001 MANAGER: I. JOHNSON ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-23

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, Sections 16500 & 16501). 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, 16101 & 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$35,918,595	\$38,727,539	\$39,321,657	\$41,784,378	\$39,234,871	(6.1)
Services & Supplies	4,139,191	3,719,425	3,884,348	4,286,624	4,289,767	0.1
Contracts	1,159,697	1,205,416	1,663,848	2,762,846	2,057,202	(25.5)
Support & Care	3,038,705	1,322,473	1,227,281	2,075,239	1,546,239	(25.5)
Fixed Assets	0	38,742	27,760	29,150	0	(100.0)
TOTAL DIRECT COST	\$44,256,188	\$45,013,595	\$46,124,894	\$50,938,237	\$47,128,079	(7.5)
PROGRAM REVENUE	(40,478,679)	(41,664,265)	(42,622,759)	(46,220,702)	(45,736,342)	(1.0)
NET GENERAL FUND CONTRIBUTION	\$3,777,509	\$3,349,330	\$3,502,135	\$4,717,535	\$1,391,737	(70.5)
STAFF YEARS	961.50	954.50	954.75	1,025.50	977.75	(4.7)

PROGRAM DESCRIPTION

Protective services for children are required under the provisions of Federal and State law. The Department of Social Services is the agency designated by State law to provide for the protection of all children throughout San Diego County, by preserving and strengthening family ties whenever possible or by removing a 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 for the child's care is developed.

In order to carry out these legal mandates, staff of the Department receive and investigate 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, County staff provide 24-hour screening and response via the Child Abuse Hotline. A team of Social Workers is available to respond immediately to those referrals where the reported victim is in imminent danger. Second, Social Workers provide investigation and assessment of referrals concerning children who are in protective custody or who may require protective services to ensure their safety. Third, staff receive and investigate 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 in 1994. Casa de Amparo provides similar temporary

PROGRAM: CHILDRENS SERVICES

shelter care and treatment services for children prought into protective custody from North County Law enforcement jurisdictions.

<u>Intensive Family Preservation Services</u> are being extended for a third year to continue to explore the provision of intensive family maintenance and reunification services by Department staff as a more efficient, economical, and effective alternative to the 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 by Social Workers 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 include 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 only 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 the 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. Adoptions assistance is funded by the AFDC-Foster Care program.

<u>Residential Support Services</u> includes supervision of those children in residential treatment, in State-licensed foster family agencies or private group homes by Department residential services staff. Staff also provide program development and monitoring of these residential programs. Transportation and supervised visits between parents and children are provided when necessary by Department Protective Service Assistants.

<u>Foster Care Licensing</u> is a service provided under a contract with the State of California. In accordance with the terms of the contract, licensing services provided by County staff include foster home development, issuance of licenses, evaluation and monitoring of licensed homes and investigation of community complaints.

<u>Family Support Services</u> includes services such as drug testing, individual and group counseling, and psychological evaluations that are ordered by the juvenile court. These services are provided by contractors selected by competitive bid and by private therapists on the court approved list. 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.

PROGRAM: CHILDRENS SERVICES DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

Salary and benefit expenditures were less than budgeted due to positions held vacant to maintain expenditures within reduced revenue and the implementation of the Integrated Leave Program. Support and care expenditures were less than budget due to the Department's continuing efforts to contain court ordered support services costs. Contract expenditures were under budget due to lower than anticipated contract expenditures in the Intensive Family Preservation Program.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To limit the average stay at the Hillcrest Receiving Home to 4 days;" was substantially achieved. The average length of stay was 4.1 days.
- "To terminate services for 280 cases that have successfully achieved the Family Maintenance/Reunification and Residential Support Services objectives each month;" was not achieved. Services were ended for an average of 262 cases each month.
- "To make 7.5 adoption placements per adoption worker each year;" was achieved. Adoption workers averaged 7.7
 adoption placements each.
- 4. "To investigate all complaints each month regarding licensing violations in foster home facilities. Complaints average 35 per month;" was substantially achieved. All complaints were investigated each month; with an average of 32 complaints investigated each month.

1993-94 OBJECTIVES

- 1. To limit the average stay in Hillcrest Receiving Home to 4 days.
- 2. To terminate services for 278 cases that have successfully achieved the Family Maintenance/Reunification and Residential Support Services objectives each month.
- To increase to 10% the number of voluntary in-home care cases measured as a percentage of the total number of investigations.
- 4. To make 8.0 adoption placements per adoption worker per year.
- To investigate all complaints each month regarding licensing violations in foster home facilities. Complaints average 35 per month.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Emergency Response Services [404.00 SY; E = \$17,934,512; R = \$17,735,598] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for Initial Services, Court Intervention, and Emergency Services.
 - 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.
 - Reducing 10.00 staff years, including 1.00 Protective Services Supervisor, 1.00 Senior Protective Services Worker, 7.00 Protective Services Workers and 1.00 Intermediate Clerk Typist as part of the reductions required to balance the FY 93-94 County Budget.
 - Projecting to serve 5,520 children monthly.
- 2. Hillcrest/Emergency Shelter Care [78.25 SY; E = \$3,333,387; R = \$3,159,959] including support personnel is:
 - Mandated/Mandated Service Level.
 - Responsible for providing services to children taken into custody by law enforcement or by the Juvenile Court and operating Hillcrest Receiving Home.
 - Reclassifying six Child Care Workers to Psychiatric Technicians to more accurately reflect the work that staff accomplishes.

PROGRAM: CHILDRENS SERVICES

- Adding 3.75 staff years (15 positions) to provide the minimal staffing necessary to open the A.B. and Jessie Polinsky Center for Children. The additions include .25 SY Office Manager, .25 Storekeeper II, .25 Stock Clerk, .25 Volunteer Services Coordinator, .25 Protective Services Supervisor, .25 Protective Service Assistant, .75 Child Care Worker, .25 Supervising Custodian, .25 Custodian, .25 Laundry Worker II, .25 Laundry Worker III, .25 Building Maintenance Engineer.
- o Planning to serve a total of 445 children each month at Hillcrest Receiving Home.
- Intensive Family Preservation [23.00 SY; E = \$2,897,923; R = \$2,897,923] is:
 - Discretionary/Discretionary Service Level.
 - 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.
 - Reclassifying five Senior Protective Service Workers to Protective Service Workers to reflect the results of the Department of Human Resources classification study.
 - o Includes funding for Probation and Health Department staff who are part of the interdisciplinary team.
- 4. <u>Family Services</u> [354.00 SY; E = \$16,515,813; R = \$15,797,967] including Family Maintenance and Reunification and Adoptions/Permanent Placement Services and support personnel is:
 - O Discretionary/Mandated Service Level for Adoptions.
 - Mandated/Mandated Service Level for Family Maintenance and Reunification.
 - Mandated/Mandated Service Level for Permanent Placement.
 - 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.
 - Reducing 35.00 staff years, including 1.00 Social Services Administrator III, 3.00 Protective Services Supervisors, 3.00 Senior Protective Services Workers, 21.00 Protective Services Workers, 1.00 Program Specialist, 1.00 Clinical Psychologist, 1.00 Administrative Secretary I, 1.00 Senior Clerk and 3.00 Intermediate Clerk Typists as part of the reductions required to balance the FY 93-94 County Budget.
 - Projecting to serve 6,800 children per month in Family Maintenance/Reunification/Permanent Placement Services.
 - O Planning to place 39 children in adoptive homes monthly.
- 5. Residential Support Services [97.00 SY; E = \$3,944,108; R = \$3,759,005] including support personnel is:
 - Mandated/Mandated Service Level.
 - 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.
 - Reducing 3.00 Protective Services Assistants as part of the reductions required to balance the FY 93-94 County Budget.
- 6. Foster Care Licensing [21.50 SY; E = \$957,097; R = \$957,097] including support personnel is:
 - Discretionary/Mandated Service Level.
 - Responsible for providing Foster Care licensing, and monitoring Child Development Services.
 - Transferring 3.50 staff years (1.50 Social Worker III, 1.00 Eligibility Technician, 1.00 Intermediate Clerk) in support of the transfer of the Department of Education Child Care program to the Employment Services Program.
 - Projecting a workload of 300 monthly foster licensing actions.
- 7. Child Development Services [0.00 SY; E = \$0; R = \$0] is:
 - Transferring Contract funds associated with the Department of Education Child Care program (\$705,644) to the Employment Services Program as part of the Department's effort to consolidate all child care activities.

DEPARTMENT: SOCIAL SERVICES PROGRAM: CHILDRENS SERVICES

- Family Support Services [0.00 SY; E = \$1,545,239; R = \$1,428,793] is: 8.
 - Mandated/Discretionary Service Level.
 - Providing by contract or private provider the supportive services required as part of a family's 0 reunification plan including drug testing, counseling, psychological evaluation, parent aides and homemaker services.
 - ٥ Reducing contract expenditures by \$500,000 as required to balance the FY 92-93 County Budget.
 - Reducing the Maternity Care program by \$29,000 to reflect actual expenditure levels.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Child Welfare Services (match is 30% of NFS)*	\$28,945,091	\$31,444,432	\$28,828,444	\$(2,615,988)
County Services Block Grant	0	402,245	0	(402,245)
Refugee Unaccompanied Minor	Õ	18,249	Ö	(18, 249)
Refugee Social Services	10,026	28,376	Ó	(28,376)
Foster Care Licensing Contract	1,035,649	1,055,209	1,084,663	29,454
Adoptions Contract	3,320,458	3,138,884	2,976,915	(161,969)
Department of Education Child Care	717,155	733,851	0	(733,851)
(Maintenance of effort required)				• • •
Independent Living Skills Contract	488,916	424,903	623,949	199,046
Adoption Fees	65, 125	86,676	86,124	(552)
Family Preservation	1,812,974	2,341,758	2,897,923	556,165
Specialized Foster Care Grant	332,320	261,320	319,804	58,484
Miscellaneous Grants	29,756	132,970	152,281	19,311
Federal Grants - Aids	37,136	0	0	0
Social Services Trust Fund	5,828,153	6,151,829	8,766,239	2,614,410
Sub-Total '	\$42,622,759	\$46,220,702	\$45,736,342	\$(484,360)
Total ·	\$42,622,759	\$46,220,702	\$45,736,342	\$(484,360)
GENERAL FUND CONTRIBUTION DETAIL				
	4000 07	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	1992-93 Actual	Budget	Budget	Budget
REVENUE MATCH:		And the state of t		
Child Welfare Services (\$ match required)	\$9,093,438	\$9,282,435	\$9,823,678	\$541,243
County Services Block Grant	0	71,613	0	(71,613)
Dept. of Education Contract (Maintenance	105,332	105,332	0	(105,332)
of Effort)	71 004	a	217,852	217,852
Independent Living Skills	71,004	-		•
Match Met with Social Service Trust Fund	(5,828,153)	(6,151,829)	(8,766,239)	(2,614,410)
Sub-Total	\$3,441,621	\$3,307,551	\$1,275,291	\$(2,032,260)
GENERAL FUND SUPPORT COSTS:				
Over match	0	1,293,538	0	(1,293,538)
Court Ordered Services, County Cost	60,514	116,446	116,446	0
Sub-Total	\$60,514	\$1,409,984	\$116,446	\$(1,293,538)
Total	\$3,502,135	\$4,717,535	\$1,391,737	(3,325,798)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

1992-93 actual is lower than budget due to a Child Welfare Services allocation that was less than anticipated.

*Child Welfare Services revenues require a match equal to 30% of the Non-Federal Share of expenditures. County Services Block Grant revenue is being transferred to the Employment Services Program.

Refugee Social Services revenue is being eliminated due to the small number of eligible children.

The Department of Education Child Care Program has been transferred to the Employment Services Program as part of the Department's effort to consolidate all child care activities.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The Independent Living Skills program has been expanded through allowing counties to access additional federal funds by providing a direct match of those funds. That match can be in the form of an in-kind contribution, such as community volunteer hours.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
WORKLOAD (monthly)				-	
Hot Line calls received	5,288	5,941	5,334	N/A	5,500
Children admitted to Hillcrest Receiving Home	463	444	382	480	445
Number of children served by Emergency Response workers (Referrals)	5,205	4,873	5,181	5,175	5,520
Children served in Initial Assessment (Investigations)	4,517	3,931	4,003	N/A	4,300
Children receiving Family Maintenance/Reunification or Permanent Placement Services	. 7,208	7,128	6,600	7,150	6,800
Children Served in In-Home Care (Family Maintenance)	2,302	2,294	2,244	N/A	2,270
Children Served in Temporary Out-of-Home Care (Family Reunification)	2,659	2,338	1,855	N/A	1,955
Children Served in Long-Term Foster Care (Permanency Planning)	2,247	2,496	2,502	N/A	2,575
Children placed in adoptive homes	38	52	. 37	38	39
Foster Home License actions	362	364	283	365	300
EFFICIENCY					
Children per emergency response worker	25.8	24.7	24	23.2	22.5
Children per initial assessment worker	N/A	N/A	20.5	N/A	22.3
Children supervised per continuing protective services worker	35.1	34.7	33.5	32.0	35.4
Children supervised in In-Home Care (per worker)	N/A	N/A	35.1	N/A	27.3
Children supervised in Temporary Out-of-Home Care (per worker)	N/A	N/A	24.1	N/A	25.1
Children supervised in Long-Term Foster Care (per worker)	N/A	N/A	25.8	N/A	25
License actions per social worker	35.0	28.0	21	30.0	22.2
EFFECTIVENESS					
Average length of stay in Hillcrest Receiving Home	2.9 days	3.65 days	4.1 days	4.0 days	4.0 days
Number of cases closed due to successful achievement of goals (monthly)	263	248	262	280	278
Number of applicants provided with licensing orientation (monthly)	291	127	84	150	100

NOTE: The Childrens Services Bureau has adopted a Family Centered Practice approach to services for families and the new performance measures included here reflect this approach.

PROGRAM: CHILDRENS SERVICES

DISCUSSION

WORKLOAD:

Children served by Emergency Response workers: This indicator reflects the total number of children referred for investigation. AB 60 modified the screening criteria for emergency response to child abuse and neglect reports and is expected to result in an increase in the number of cases assigned for investigation.

Children served in Initial Assessments: This new indicator reflects the actual number of child abuse and neglect investigations conducted.

Children receiving Family Maintenance/Reunification/Permanent Placement services (combined indicators): a lower number of dependency petitions and a higher rate of family reunification explain the decreases in these figures. The Department's emphasis on families' voluntary participation in services is expected to increase these workloads slightly in FY 93-94.

EFFICIENCY:

Children per initial assessment worker: This new indicator replaces the previous efficiency indicator to reflect the number of actual child abuse and neglect investigations per worker.

Children supervised in care (combined indicators): These new indicators reflect the Childrens Services Bureau's implementation of Family Centered practice which focuses on strengthening the family to promote the well-being of the child.

EFFECTIVENESS:

Applicants provided with licensing orientation: Day Care licensing was returned to the State in January, 1991. This number now includes only Foster Home licensing actions. The number of orientations has declined due to the declining pool of people willing and able to become foster parents. Since these licensing actions are more complex, the efficiency indicator for this activity has been adjusted to reflect actual expectations.

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STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Emorace	nev Bastonsa Satvisas						
0360	ncy Response Services Asst Dep Dir, Soc Svcs	3	3.00	3	3.00	\$175,705	\$167,878
5289	Soc Svcs Admin III	7	7.00	7	7.00	336,408	346,707
5244	Program Specialist	8	8.00	8	8.00	326,448	327,541
5259	Prot Svc Supv	- · - 32	32.00	31	31.00	1,391,170	1,338,037
5258	Sr Prot Svc Worker	33	33.00	32	32.00	1,240,689	1,225,512
5257	Prot Svc Worker	229	229.00	222	222.00	7,462,357	7,491,464
2425 2726	Assoc Accountant	1 1	1.00 1.00	1	1.00	37,125	37,124
2745	Principal Clerk II Supv Clerk	3	3.00	3	1.00 3.00	34,931 79,705	34,930 79,666
2757	Admin Sec II	3	3.00	3	3.00	75,823	74,347
2756	Admin Sec I	7	7.00	7	7.00	148,742	154,220
2730	Senior Clerk	11	11.00	11	11.00	250,347	257,032
2903	Legal Proc Clerk I	3	3.00	3	3.00	61,235	64,020
2714	Inter Trans Typist	3	3.00	3	3.00	60,802	62,676
2715 2493	Records Clerk Inter Acct Clerk	14 1	14.00 1.00	14 1	14.00 1.00	288,223 18,162	298,833 19,072
2700	Inter Clerk Typist	50	50.00	49	49.00	989,233	973,863
3039	Mail Clerk Driver	5	5.00	Ś	5.00	103,570	103,570
	Sub-Total	414	414.00	404	404.00	\$13,080,675	\$13,056,492
Hillere	est/Emergency Shelter Care						
5289	Soc Svcs Admin III	1	1.00	1	1.00	\$50,907	\$50,907
5244	Program Specialist	1	1.00	1	1.00	40,423	35,447
5259	Prot Svc Supv	6	6.00	7	6.25	263,095	272,669
5258	Sr Prot Svc Worker	1	1.00	1	1.00	38,063	38,062
5257 4407	Prot Svc Worker	8 1	8.00 1.00	8 1	8.00 1.00	276,394 27,720	272,488 27,671
4618	Recreational Therapist Psychiatric Technician	ó	0.00	6	6.00	27,720	114,796
5089	Sr Child Care Worker	8	8.00	8	8.00	164,146	170,354
5072	Child Care Worker	31	31.00	28	25.75	605,401	531,838
2764	Office Manager	0	0	1	. 25	0	6,364
2730	Senior Clerk	1	1.00	1	1.00	23,303	23,950
2756	Admin Sec I	1 8	1.00	1	1.00 7.50	22,051	22,052
2700 2650	Intermediate Clerk Typist Stock Clerk	ő	.7.50 .0	8 1	.25	154,265 0	155,136 4,264
2658	Storekeeper	ŏ	ō	ì	.25	ŏ	5,330
4913	Protective Services Asst	0	0	1	.25	0	4,654
5884	Building Maint Engineer	0	Ō	1	.25	0	6,728
6320	Gardener I	0	0	1	.25	0	4,086
6344 6530	Volunteer Services Coord Laundry Worker III	0	0 0	4	.25 .25	0 0	6,781 4,665
6531	Laundry Worker II	ŏ	ŏ	i	.25	0	4,243
7085	Supervising Custodian	ŏ	ŏ	i	.25	ŏ	4,914
7031	Custodian	2	2.00	3	2.25	31,644	41,073
9999	Temp & Seasonal	6	6.00	6	6.00	71,635	71,635
	Sub-Total	75	74.50	90	78.25	\$1,769,047	\$1,880,107
	Services	_		_			.
0360	Asst Dep Dir, Soc Svcs	3	3.00	3	3.00	\$167,705	\$167,206
5289 5087	Soc Svcs Admin III	9 1	9.00 1.00	8 1	8.00	458,163	397,045
5045	Sr Clinical Psych Clinical Psych	2	2.00	1	1.00 1.00	47,941 86,649	47,941 45,530
5244	Program Specialist	4	4.00	3	3.00	167,091	125,529
2302	Admin Asst III	1	1.00	1	1.00	46,162	46,162
2303	Admin Asst II	1	1.00	1	1.00	36,381	35,358
5259	Prot Svc Supv	34	34.00	31	31.00	1,484,390	1,337,554
5258 5257	Sr Prot Svc Worker	32 204	32.00	29 193	29.00 183.00	1,212,445	1,103,798
2726	Prot Svc Worker Principal Clerk II	204 1	204.00 1.00	183 1	183.00 1.00	6,905,766 34,931	6,202,248 34,930
2745	Supervising Clerk	2	2.00		2.00	55,538	55,540
2757	Admin Sec II	2	2.00	2 2	2.00	50,593	50,948
2756	Admin Sec I	8	8.00	7 5	7.00	171,311	154,260
2730	Senior Clerk	6	6.00	5	5.00	142,899	119,750
2650	Stock Clerk	2 1	2.00	2 1	2.00	37,340	38,063
4913 2906	Prot Svc Asst Legal Proc Clk III	1	1.00 1.00	1	1.00 1.00	17,149 27,227	21,410 27,227
2700	10gut 7.00 Uth 111	•		•	1.00	-1,441	27,227

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2907	Legal Proc Clk II	2	2.00	2	2.00	48,150	48,148
2903	Legal Proc Cik I	10	10.00	10	10.00	204,314	208,008
2760	Stenographer	1	1.00	1	1.00	22,841	19,812
2714 2700	Inter Trans Typist	2 60	2.00	2 57	2.00 57.00	38,792 1 106 635	38,726 1,138,126
2700	Inter Clerk Typist	80	60.00		37.00	1,196,435	
	Sub-Total	389	389.00	354	354.00	\$12,660,213	\$11,463,319
Resider 0360	Asst Dep Dir Ses Syes	2	2.00	2	2.00	\$118,956	\$118,956
5289	Asst Dep Dir, Soc Svcs Soc Svcs Admin III	1	1.00	1	1.00	50,907	50,907
5259	Prot Svc Supv	3	3.00	3	3.00	131,616	131,616
5244	Program Specialist	2	2.00	2	2.00	78,224	70,894
5270	Social Work Supervisor	3	3.00	3	3.00	114,627	109,591
5268	Sr Prot Svc Worker	4	4.00	4	4.00	152,252	152,248
5257	Prot Svc Worker	28	28.00	28	28.00	948,286	924,880
4913	Prot Svc Asst	32	32.00	29	29.00	639,054	619,839
2757	Admin Sec II	2	2.00	2	2.00	49,442	50,642
2756	Admin Sec I	1	1.00	1	1.00	22,051	22,052
2730	Senior Clerk	2	2.00	2	2.00	47,898	46,455
2650	Stock Clerk	.1	1.00	.1	1.00	19,812	19,812
2700	Inter Clerk Typist	19	19.00	19	19.00	366,275	369,563
	Sub-Total	100	100.00	97	97.00	\$2,739,400	\$2,687,455
	Preservation Program	,	/ 00	,	/ 00	#47E / 99	#17E / 00
5259	Prot Svc Supv	4	4.00	4	4.00	\$175,488	\$175,488
5258	Sr Prot Svc Worker	8 0	8.00	3	3.00	289,546 0	119,996
5257	Prot Svc Worker	6	0.00	5 6	5.00	127,077	183,012 122,618
4913	Prot Svc Asst		6.00	2	6.00		
2493 2700	Inter Acct Clerk Inter Clerk Typist	2 3	2.00 3.00	3	2.00 3.00	36,184 54,988	36,743 61,138
	Sub-Total	23	23.00	23	23.00	\$683,283	\$698,995
Licens			4.00	4	4.00	#// 1/D	e// 1/3
5288	Soc Svcs Admin II	1	1.00	1	1.00	\$46,162 76,718	\$46,162
5270	Soc Work Supv	2	2.00	2	2.00	76,418	76,420
5260 5257	Social Worker III	13 2	13.00 2.00	12 2	11.50 2.00	427,294 61,707	378,885 69,112
5221	Prot Svc Worker	1	1.00	Õ	0.00	23,949	07,112
2730	Eligibility Tech Senior Clerk	i	1.00	1	1.00	23,949	23,950
2576	Admin Sec I	i	1.00	i	1.00	19,167	22,919
2700	Inter Clerk Typist	4	4.00	3	3.00	80,283	62,007
	Sub-Total	25	25.00	22	21.50	\$758,929	\$679,455
	Total	1,026	1,025.50	990	977.75	\$31,691,547	\$30,465,823
Biling	ual Pay:					\$49,250	\$49,250
Premiu	m/Overtime Pay:					180,910	180,910
	ee Benefits:					10,700,610	10,265,218
	ated Leave Program:					0	
-	_					-	(669,234)
-	Adjustment:					. 0	(208,663)
Salary	Savings:					(837,939)	(848,433)
	Total Adjustments			·	· · · · · · · · · · · · · · · · · · ·	\$10,092,831	\$8,769,048
Progra	n Totals	1,026	1,025.50	990	977.75	\$41,784,378	\$39,234,871

PROGRAM: COMMUNITY ACTION PARTNERSHIP

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 27017

ORGANIZATION #: 3900

MANAGER: G. TATE REFEREN

REFERENCE: 1993-94 Proposed Budget - Pg. 17-33

AUTHORITY: Community Action Partnership is a Bureau within the Department of Social Services as established by Article XVI of the County Administrative Code and amended by Ordinance 5969(NS) 2-12-81. The Bureau specifically carries out Section 256(d) of that Article through its support of community based agencies. 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$750.984	\$728,519	\$742,756	\$754,731	\$653,662	(13.4)
Services & Supplies	21,960	18,069	12,167	23,351	23,351	0.0
Contracts	6,356,833	6,260,491	6,316,336	6,528,375	6,164,629	(5.6)
Fixed Assets	0	4,518	2,300	2,300	0	(100.0)
TOTAL DIRECT COST	\$7,129,777	\$7,011,597	\$7,073,559	\$7,308,757	\$6,841,642	(6.4)
PROGRAM REVENUE	(4,557,417)	(4,874,307)	(5,182,698)	(5,252,287)	(4,446,573)	(15.3)
NET GENERAL FUND CONTRIBUTION	\$2,572,360	\$2,137,290	\$1,890,861	\$2,056,470	\$2,395,069	16.5
STAFF YEARS	17.00	14.50	15.00	15.00	13.00	(13.3)

PROGRAM DESCRIPTION

The Community Action Partnership (CAP) plans and contracts for the provision of services to the County's poor and disadvantaged. The community based providers funded by CAP offer emergency food and shelter to the poor, alternatives for youth at risk of entering the juvenile justice system, domestic violence prevention, child abuse prevention, services to the homeless and re-entry and residential services to ex-offenders.

1992-93 BUDGET TO ACTUAL COMPARISON

Salary and benefit expenditures are less than budgeted due to the implementation of the Integrated Leave Program. Contract expenditures and revenue were lower than budgeted due to normal variations in individual contractors expenditures.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To develop a Local Plan for the 1992-93 Community Services Block Grant Program;" was achieved. The Plan was submitted in June of 1992.
- 2. "To administered 90 contracts for a variety of community social services;" was achieved.

1993-94 OBJECTIVES

- To enable the County of San Diego to receive \$1.7 million in Community Services Block Grant revenues by preparing and submitting a Local Plan which complies with State requirements.
- Through effective contract administration and monitoring to achieve contract compliance in the fiscal and programmatic performance of 80 social service projects.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Program Administration [13.00 SY; E = \$677,013; R = \$677,013] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for the administration of 80 contract projects that will serve 4,785 clients monthly.
 - Reducing 2 Social Worker III staff years due to the non-renewal of a grant from the Federal Office of Community Services.
- 2. <u>Contract Services</u> [0.00 SY; E = \$6,164,629; R = \$3,769,560] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for providing a variety of social services through supporting community agencies which serve 4,785 clients each month.
 - Adding the O'Farrell Community School Project contract, August 11, 1992 [2].
 - Adding the Teen Fathers Pilot Project contract, February 10, 1993 [5].
 - Reducing contract services provided by community based organizations in the areas of emergency food assistance programs and services in support of the homeless.

PROGRAM: COMMUNITY ACTION PARTNERSHIP

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
	7,01031	- Junger		
Community Services Block Grant	\$1,731,375	\$1,819,913	\$1,739,227	\$(80,686
Assembly Bill 1733	414,518	516,938	516,938	. 0
Senate Bill 1246	431,935	506,062	506,062	0
City of San Diego	104,968	122,480	127,073	4,593
Fed. Homeless Grant	202,883	295,748	115,360	(180,388
Dispute Resolution	345,318	386,000	386,000	. 0
Assembly Bill 2994	418,622	505,750	505,750	0
Challenge Grant	4,152	5,000	1,348	(3,652
Youth Self-Sufficiency Grant	108,862	104,398	. 0	(104,398
San Diego Unified S.D.	54,496	, O	54,496	54,496
Teen Fathers/Private Industry Council	0	0	76,584	76,584
Housing and Community Development	51,899	0	417,735	417,735
Prior Year Revenue	313,672	0	0	. 0
Social Services Trust Fund	989,998	989,998	0	(989,998
Sub-Total	\$5,182,698	\$5,252,287	\$4,446,573	\$(805,714
Total	\$5,182,698	\$5,252,287	\$4,446,573	\$(805,714
GENERAL FUND CONTRIBUTION DETAIL				
	4000 07	4000 07	4007.04	Change From
to the section to the desire	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
Board Directed County Funded Contracts **	\$2,880,859	\$3,046,468	\$2,395,069	\$(651,399
Met with Social Service Trust Fund	(989,998)	(989,998)	0	989,998
Het with Social Service Trust Fund				

^{**} Replaces Revenue Sharing Expenditures and Board Supplantation of AB 90 revenues

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total

The Youth Self-Sufficiency Grant from the Federal Office of Community Services was not renewed for FY 93-94. The two staff years associated with this funding source were eliminated.

\$1,890,861

\$2,056,470

\$2,395,069

338,599

Includes the addition of the O'Farrell Community School Project contract, August 11, 1992 [2].

Includes the addition of the Teen Fathers Pilot Project contract, February 10, 1993 [5].

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 FY 93-94, the \$989,998 in Social Service Trust funds is transferred to the AFDC-FC program to replace County General Fund match. The Board's action to substitute General Fund match for these funds prevented a significant reduction in juvenile diversion programs.

PERFORMANCE INDICATORS	•				
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u>WORKLOAD</u>					
Projects supervised	80	98	90	90	80
EFFICIENCY					
Projects supervised per contract administrator	27:1	22:1	22:1	20:1	20:1
<u>EFFECTIVENESS</u>					
Number of clients served by contract services (monthly)	8,400	10,332	8,019	9,402	4,785
Number of calls answered by Info-Line (monthly)	N/A	N/A	N/A	N/A	10,398
Number of meals served (monthly)	N/A	N/A	N/A	N/A	45,235

DISCUSSION

The number of projects supervised declines in FY 93-94 due to the elimination of emergency food assistance contracts. The number of individuals served through all contracts is expected to decline as a new family self-sufficiency and outcome based service approach focuses on a longer period of service for each family.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2292	Deputy Dir, CAP	1	1.00	1	1.00	\$70,281	\$70,281
0360	Asst Deputy Director	1	1.00	4	1.00	49,294	49,294
5260	Social Worker III	2	2.00	ò	0.00	65,858	47,274
2413	Analyst III	1	1.00	1	1.00	46,162	46,162
2412	Analyst II	ż	2.00	ż	2.00	83,686	83,686
2411	Analyst I	2	2.00	2	2.00	61,326	61,806
2505	Senior Accountant	ī	1.00	1	1.00	45,081	45,081
2425	Assoc Accountant	<u>i</u>	1.00	i	1.00	37,125	37,124
2403	Accounting Tech	i	1.00	i	1.00	26,665	26,666
2758	Admin Sec III	1	1.00	1	1.00	27,726	29,122
2730	Senior Clerk	i	1.00	1	1.00	23,949	23,950
2760	Stenographer	1	1.00	1	1.00	19,860	19,826
	Total	15	15.00	13	13.00	\$557,013	\$492,998
Biling	ual Pay:					0	0
Premium	m/Overtime Pay:					0	. 0
Employe	ee Benefits:					213,068	188,157
Integra	ated Leave Program:					0	(14,101)
Salary	Savings:	-				(15,350)	(13,392)
	Total Adjustments					\$197,718	\$160,664
Program	n Totals	15	15.00	13	13.00	\$754,731	\$653,662

PROGRAM: AID TO FAMILIES WITH DEPENDENT CHILDREN

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24001 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-38

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 Department of Social Services Eligibility and Assistance Standards (Divisions 15, 19-21, and 40-50), which mandates County administration of this program.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$22,494,632	\$25,313,838	\$27,740,759	\$26,847,943	\$28,368,676	5.7
Services & Supplies	3,339,534	3,153,425	3,515,137	3,623,344	3,813,619	5.3
Contracts	0	0	0	0	5,545,226	100.0
Support & Care	393,176,622	429,945,556	431,468,673	439,973,044	433,276,333	(1.5)
Fixed Assets	0	67,472	35,003	31,067	0	(100.0)
TOTAL DIRECT COST	\$419,010,788	\$458,480,291	\$ 462,759,572	\$470,475,398	\$471,003,854	0.1
PROGRAM REVENUE	(391,088,606)	(443,515,586)	(447,486,926)	(454,900,719)	(454,614,707)	(0.1)
NET GENERAL FUND CONTRIBUTION	\$27,922,182	\$14,964,705	\$15,272,646	\$15,574,679	\$16,389,147	5.2
STAFF YEARS	775.75	809.25	864.00	864.50	911.75	5.5

PROGRAM DESCRIPTION

The Aid to Families with Dependent Children program provides financial assistance to eligible families to meet the basic needs of food, clothing, shelter, utilities and household supplies. 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 on family size and income. Operation is on a Countywide basis providing services at nine of the ten district offices.

Changes in Federal policy regarding eligibility for Refugee Assistance have caused that program to shrink to the point that it no longer justifies a separate County program. The staff and other resources associated with the Refugee Assistance program [#24008] have been redirected. The Aid to Families with Dependent Children (AFDC) FY 1992-93 Actual figures include applicable Refugee Assistance figures. The AFDC FY 1992-93 Budget includes only AFDC items; Refugee Assistance FY 1992-93 Budget figures are detailed in that program.

1992-93 BUDGET TO ACTUAL COMPARISON

The Aid to Families with Dependent Children (AFDC) FY 1992-93 Actual figures include applicable Refugee Assistance figures. The AFDC FY 1992-93 Budget includes only AFDC items; Refugee Assistance FY 1992-93 Budget figures are detailed in that program [#24008].

The FY 92-93 actual support and care expenditure was less than the budgeted amount due to the State mandated 4.5% reduction in the maximum aid payment levels, and lower than anticipated caseload growth. FY 92-93 administrative costs were more than budgeted due to the inclusion of Refugee Assistance Program costs.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To certify eligibility for 100% of applicants within 45 days of application;" was substantially achieved with 94.3% of applicants certified within 45 days.
- 2. "To transfer 90% or more of cases to granted within 15 days of intake eligibility certification;" was not achieved. Only 66.3% of cases were transferred to granted within 15 days.
- 3. "To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level;" was achieved. The Federal tolerance level is 96% or the national average, whichever is less (national average data is unavailable), we achieved 95.6% accuracy.

1993-94 OBJECTIVES

- 1. To grant or deny eligibility for 100% of applicants within the Federally mandated 45 day time frame.
- 2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.
- To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level.
- 4. To identify for collection through overpayment specialist activity an average of \$500,000 each month in overpayments resulting from client willful failure to report.
- 5. To refer applicants suspected of misrepresenting facts to District Attorney investigators prior to eligibility determination 100% of the time.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Aid to Families with Dependent Children [911.75 SY; E = \$471,003,854; R = \$454,614,707] including support personnel is:
 - Mandated Activity/Mandated Service Level.
 - 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.
 - Responsible for providing assistance to over 66,000 San Diego County families each month in FY 93-94.
 - Increasing 47.25 Staff Years as follows:
 - 5.00 SY Eligibility Supervisors to improve detection and prevention of welfare fraud through supervisory review and approval of all applications before benefits are issued [1/5/93 #8].
 - 7.25 SY [0.25 Intermediate Clerk Typist, 6.00 Eligibility Technicians, and 1.00 Eligibility Supervisor] to support Welfare Fraud Investigation activities transferred to the District Attorney's Office [3/3/93 #8]. These staff compute and document benefit overpayment amounts in the cases where the DA's investigators discover fraud.
 - 14.50 SY [0.25 Assistant Deputy Director, 0.75 Stock Clerk, 3.50 Intermediate Clerk Typists, 0.75 Senior Clerk, 0.50 Supervising Clerk, 0.25 Administrative Secretary I, 0.25 Administrative Secretary II, 6.50 Eligibility Technicians, 1.00 Eligibility Supervisor, 0.25 Social Services Administrator II, 0.25 Social Services Administrator III, and 0.25 Extra Help1 transferred from the Refugee Assistance Program [#24008] which is being eliminated as a separate program.
 - 16.00 SY [1.50 Intermediate Clerk Typists, 12.75 Eligibility Technicians, and 1.75 Eligibility Supervisors] transferred from the Foster Care Program [#24002].

- 4.50 SY [0.50 Intermediate Clerk Typist, 1.00 Senior Clerk, 1.00 Eligibility Technician, and 2.00 Social Service Administrator Is] transferred from the Eligibility Review Program [#21004].
- O Decreasing Support and Care \$6,696,711 as follows:
 - Reduced \$7,851,394 due to the State mandated 4.5% reduction in the maximum aid payment levels [10/13/92 #20].
 - Increased by \$1,154,683 transferred from the Refugee Assistance Program [#24008] which is being eliminated as a separate program.
- Increasing Contracts reflecting this program's share of the District Attorney's Welfare Fraud Detection and Prosecution Program [3/3/93 #8].

				.,
PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
State AFDC Administrative Reimbursement	\$10,589,193	\$10,675,825	\$11,635,667	\$959,842
(35% of cost) Federal AFDC Administrative Reimbursement (50% of cost)	15,645,450	15,251,177	19,996,304	4,745,127
Federal Refugee Administrative Reimbursement * (100% of cost)	518,030	0	507,527	507,527
State AFDC Aid Payments Reimbursement (47.5% of cost)	205,453,626	208,987,196	206,144,657	(2,842,539)
Federal AFDC Aid Payments Reimbursement. (50% of cost)	213,854,593	219,986,521	215,175,869	(4,810,652)
Federal Refugee Aid Payments Reimbursement * (100% of cost)	1,426,034	0	1,154,683	1,154,683
Sub-Total	\$447,486,926	\$454,900,719	\$454,614,707	\$(286,012)
Total	\$447,486,926	\$454,900,719	\$454,614,707	\$(286,012)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
REVENUE MATCH:				
AFDC Administrative cost match (15% required)	\$4,538,226	\$4,575,353	\$5,588,023	\$1,012,670
AFDC Aid payment match (2.5% required)	10,734,420	10,999,326	10,801,124	(198,202)
GENERAL FUND SUPPORT COSTS:				
Sub-Total	\$15,272,646	\$15,574,679	\$16,389,147	\$814,468
Total	\$15,272,646	\$15,574,679	\$16,389,147	\$814,468

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The State mandated 4.5% reduction in the maximum aid payment levels, and lower than anticipated paid caseload growth resulted in lower than budgeted total program costs.

^{*} FY 1992-93 Actual figures include applicable Refugee Assistance figures. The AFDC FY 1992-93 Budget includes only AFDC items; Refugee Assistance FY 1992-93 Budget figures are detailed in that program [#24008].

PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u>WORKLOAD</u>					
Preapplication	4,047	3,529	3,179	3,787	N/A
Eligibility determination	3,363	3,366	3,558	3,361	N/A
Applications	4,321	4,373	4,575	N/A	4,455
Cases at end of month	52,522	59,151	61,566	N/A	66,084
Cases supervised	52,066	58,829	61,128	63,007	N/A
EFFICIENCY					
Cases per Eligibility Technician	118.9	123.6	125.4	121.8	N/A
Applications per Intake Eligibility Technician	42.3	44.6	46.8	N/A	45.7
Cases per Granted Eligibility Technician	130.7	135.7	136.5	N/A	131.0
<u>EFFECTIVENESS</u>					
Percentage of benefits paid with no dollar errors *	95.4%	97.3%	95.6%	96.0%	96.0%
Percentage of eligible applications certified within 45 calendar days	91.3%	95.7%	94.3%	100%	· 100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility certification	57.6%	68.4%	66.3%	90.0%	75.0%
Overpaid Dollars Identified for Collection by OSU (monthly)	\$532,797	\$496,651	\$521,310	\$500,000	\$500,000

DISCUSSION:

New workload and efficiency measures are being introduced with the FY 93-94 budget. These measures more closely reflect the activities which generate revenue. Prior year actual data for these new indicators is included for comparison purposes.

Staff have been redirected to this program to handle the increase in caseload, and to focus attention on fraud prevention and detection. The anticipated caseload increase primarily comes from the Governor's "Work Pays" reforms which will allow employed individuals to stay on aid longer while retaining a higher percentage of their earned income. Additionally, staff were added by the Board of Supervisors [3/3/93 #8] to compute and document benefit overpayment amounts in cases where the District Attorney's investigators discover fraud. While these actions have the apparent effect of decreasing staff efficiency, the actual impact will be to improve fraud prevention efforts and maximize the effectiveness of each dollar spent by insuring that benefits are only issued to the truly needy.

The proposed percentage of cases transferred to a supervised caseload within 15 days of eligibility certification has been lowered to reflect the time needed for a thorough review to prevent and detect welfare fraud.

^{*} Federal tolerance level is 96% or the national average, whichever is less.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
07/0		4.75	4 7r	2.00	2.00	2400 400	2447 505
0360	Assistant Deputy Director	1.75 4.75	1.75	2.00	2.00	\$100,102	\$116,595
5289 5288	Soc Svcs Admin III Soc Svcs Admin II	6.25	4.75 6.25	5.00 6.50	5.00 6.50	239,554 288,511	251,950 204 103
5287	Soc Svcs Admin I	.50	.50	2.50	2.50	21,608	296,193 109,828
2412	Analyst II	1.00	1.00	1.00	1.00	39,146	39,603
5248	Program Assistant	5.50	5.50	5.50	5.50	218, 118	215,839
5222	Eligibility Supv	81.25	81.25	90.00	90.00	2,358,908	2,610,065
2745	Supervising Clerk	4.75	4.75	5.25	5.25	130,228	144,737
5221	Eligibility Tech	587.75	587.75	614.00	614.00	13,279,618	14,006,098
2757	Admin Secretary II	2.00	2.00	2.25	2.25	47,111	55,304
2730	Senior Clerk	12.50	12.50	14.25	14.25	289,816	334,355
2756	Admin Secretary I	4.75	4.75	5.00	5.00	101,598	110,368
2650	Stock Clerk	2.00	2.00	2.75	2.75	37,861	51,350
2700	Intermediate Clerk Typist	134.25	132.50	138.25	138.25	2,599,002	2,738,679
4911	Social Svcs Aid II	4.00	4.00	4.00	4.00	77,456	78, 181
2709	Department Clerk	2.00	2.00	2.00	2.00	31,644	33,551
9999	Extra Help	11.25	11.25	11.50	11.50	166,633	170,336
	Total	866.25	864.50	911.75	911.75	\$20,026,914	\$21,363,032
Biling	ual Pay:					82,043	84,460
Premium	n/Overtime Pay:					75,115	76,345
Employe	ee Benefits:				٠	7,208,144	7,751,013
Integra	ated Leave Program:					0	(300,117)
Salary	Savings:					(544,273)	(606,057)
	Total Adjustments					\$6,821,029	\$7,005,644
Program	n Totals	866.25	864.50	911.75	911.75	\$26,847,943 ·	\$28,368,676

PROGRAM: AID TO FAMILIES WITH DEPENDENT CHILDREN - FOSTER CARE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24002 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-43

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 Department of Social Services Eligibility and Assistance Standards (Division 15, 19-21 and 40-50), Which mandates County administration of this program.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,536,882	\$1,582,114	\$1,525,100	\$2,025,403	\$1,520,460	(24.9)
Services & Supplies	228,164	196,785	193,251	273,335	206,000	(24.6)
Support & Care	75,241,119	82,014,727	76,001,990	73,470,430	73,868,900	0.5
TOTAL DIRECT COST	\$77,006,165	\$83,793,626	\$77,720,341	\$75,769,168	\$75,595,360	(0.2)
PROGRAM REVENUE	(71,396,637)	(61,504,725)	(59,734,444)	(55,369,949)	(61,530,267)	11.1
NET GENERAL FUND CONTRIBUTION	\$5,609,528	\$22,288,901	\$17,985,897	\$20,399,219	\$14,065,093	(31.1)
STAFF YEARS	53.00	50.50	47.50	65.50	49.25	(24.8)

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. County Eligibility Technicians determine eligibility in accordance with State and Federal regulations. Adoptive parents may be eligible for financial and/or medical assistance to help meet the needs of hard-to-place children for whom adoption proceedings have been initiated. Both the Aid for the Adoption of Children (AAC) and the Adoption Assistance Program (AAP) are designed to provide financial and/or medical assistance to adoptive children with special problems. The program staff is centralized at the Kearny Mesa District Office.

DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 92-93 actual expenditures for support and care exceeded budgeted levels due to higher than anticipated case čosts.

Actual staff years and administrative expenditures fell below budgeted levels due to the County's hiring freeze and the Integrated Leave Program.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To make 100% of eligibility determinations within one day of the receipt of the foster care referral;" was achieved.
- 2. "To establish eligibility for Federal funding in 65% of the AFDC-FC cases;" was exceeded with 70.1% of the cases eligible for federal funding.

1993-94 OBJECTIVES

- 1. To make 100% of eligibility determinations within one day of the receipt of the foster care referral.
- To establish eligibility for Federal funding in 70% of the AFDC-FC cases.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. AFDC Foster Care [49.25 SY; E = \$75,595,360; R = \$61,530,267] including support personnel is:
 - Mandated Activity/Mandated Service Level.
 - Responsible for providing for foster homes or institutional care for children who 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.
 - Responsible for supporting over 7,300 children in FY 93-94.
 - Increasing \$398,470 in Support and Care costs as follows:
 - \$500,000 decrease due to the Department's efforts to reduce the cost of Court Ordered Services for juveniles [10/13/92 #20].
 - \$2,755,136 increase for prior and anticipated caseload growth primarily in the Adoption Assistance Program (AAP).
 - \$160,000 decrease due to the elimination of the excess amount San Diego County has paid above the State approved Foster Care rate.
 - \$30,000 decrease due to the elimination of payments for certain transportation and medical costs related to the special needs of foster children, which are not reimbursed by the State or Federal government.
 - \$1,666,666 decrease due to the Department's efforts to establish Supplemental Security Income (SSI) eligibility for foster children, thus off-setting some or all of the Foster Care payment.
 - Decreasing 16.25 Staff Years as follows:
 - Redistributes 16.00 SY [1.50 Intermediate Clerk Typists, 12.75 Eligibility Technicians, and 1.75 Eligibility Supervisors] to the Aid to Families with Dependent Children Program [#24001].
 - Redistributes 0.25 SY Eligibility Supervisor to the Food Stamp Program [#21007].
 - Increasing revenue reflecting:
 - the County's success in maximizing Federal Revenue through the Presumption of Eligibility Model (POEM);

- the policy change [10/13/92 #20] limiting group-home placements to non-profit facilities consistent with State and Federal law; and,
- Social Services Trust Fund revenue made available by reductions in contract services in the Community
 Action Partnership Program [#27017], and implementation of Personal Care Options in the In-Home
 Supportive Services sub-program of the Adult Social Services program [#27004].

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
State Administrative Reimbursement (35% of cost)	\$601,423	\$804,559	\$604,260	\$(200,299)
State Aid Payments Reimbursement (40%/75% of Non-Federal Cost)*	25,671,491	24,792,049	25,014,001	221,952
Federal Administrative Reimbursement (50% of cost)	859,176	1,149,368	863,230	(286,138)
Federal Aid Payments Reimbursement (50% of Federal Cost)	18,391,360	17,695,230	19,526,391	1,831,161
Revenue and Recovery Collections (for Children in Court Ordered Placement)	92,508	60,000	160,000	100,000
Social Services Trust Fund - Sales Tax	14,118,486	10,868,743	15,362,385	4,493,642
Sub-Total -	\$59,734,444	\$55,369,949	\$61,530,267	\$6,160,318
Total	\$59,734,444	\$55,369,949	\$61,530,267	\$6,160,318
GENERAL FUND CONTRIBUTION DETAIL	-=	=		
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
REVENUE MATCH:				
Administrative cost match (15% required)	\$257,753	\$344,811	\$258,970	\$(85,841)
Aid payment match (60%/25% of Non-Federal Cost)**	30,501,774	29,595,046	28,440,403	(1,154,643)
Care of Court Wards/Emergency Shelter Care	1,344,856	1,328,105	728,105	(600,000)
Match Met with Social Services Trust Fund	(14,118,486)	(10,868,743)	(15,362,385)	(4,493,642)
Sub-Total	\$17,985,897	\$20,399,219	\$14,065,093	\$(6,334,126)
Total	\$17,985,897	\$20,399,219	\$14,065,093	(6,334,126)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Reimbursement is based on actual cost.

FY 92-93 Aid Payment reimbursement increased due to higher than anticipated case costs.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Due to budgeted FY 93-94 reductions in contract services in the Community Action Partnership program [#27017], \$989,998 in increased Social Services Trust Fund revenue is available to off-set the Foster Care Aid Payment Match. This revenue increase results in a \$989,998 decrease in Net General Fund Contribution.

Due to savings from the implementation of Personal Care Options in the In-Home Supportive Services sub-program of the Adult Social Services program [#27004], \$2,272,695 of Social Services Trust Fund revenue is available to offset the Foster Care Aid Payment Match. This revenue increase results in a \$2,272,695 decrease in Net General Fund contributions.

** The County is required to match 60% of the Non-Federal cost of AFDC-Foster Care Aid Payments, and 25% of the Non-Federal cost of Adoption Assistance Program Aid Payments.

Required County match is met by a combination of County General Fund and Social Services Trust Fund.

^{*} The State provides revenue for 40% of the Non-Federal cost of AFDC-Foster Care Aid Payments, and 75% of the Non-Federal cost of Adoption Assistance Program Aid Payments.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
WORKLOAD (monthly)					
Eligibility Determinations	645	561	476	504	N/A
Applications	509	431	476	N/A	421
Cases at end of month	7,283	7,663	7,411	N/A	7,378
Cases supervised	7,283	7,662	7,411	7,594	N/A
<u>EFFICIENCY</u>					
Cases per Eligibility Technician	232.5	251.5	231.6	184.0	N/A
Applications per Intake Eligibility Technician	49.0	49.1	45.5	N/A	44.5
Cases per Granted Eligibility Technician	320.3	344.0	327.5	N/A	372.9
<u>EFFECT I VENESS</u>					
Percentage of eligibility determinations within 1 day of receipt of foster care referral	100%	100%	100%	100%	100%
Percentage of federally eligible children	66.4%	66.8%	70.1%	65.0%	70.0%

DISCUSSION

New workload and efficiency measures are being introduced with the FY 93-94 budget. These measures more closely reflect the activities which generate revenue. Prior year actual data for these new indicators is included for comparison purposes.

Ongoing trends in the makeup of this program's caseload have resulted in a relative decrease in the number of Foster Care cases, and a relative increase in the number of Adoption Assistance Program (AAP) cases. Because AAP cases are less time intensive than other types of Foster Care cases, this change in proportions of each type of case allows us to increase the number of cases per granted eligibility technician.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
5289	Soc Svcs Admin III	.25	.25	.25	.25	\$12,608	\$12,597
5288	Soc Sves Admin II	.25	.25	.25	.25	11,541	11,392
5248	Program Assistant	1.00	1.00	1.00	1.00	39,658	39,244
5222	Eligibility Supervisor	5.75	5.75	3.75	3.75	166,938	108,753
5221	Eligibility Technician	44.75	44.75	32.00	32.00	1,011,081	729,960
2730	Senior Clerk	.50	.50	.50	.50	11,593	11,732
2757	Admin Secretary II	.25	.25	.25	.25	5,889	6,145
2756	Admin Secretary I	.25	.25	.25	.25	5,347	5,397
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,931	18,673
2700	Intermediate Clerk Typist	11.50	11.50	10.00	10.00	225,138	198,096
	Total	65.50	65.50	49.25	49.25	\$1,508,724	\$1,141,989
Biling	ual Pay:					6,204	4,562
Premiu	m/Overtime Pay:					5,680	4,124
Employ	ee Benefits:					545,793	418,565
Integra	ated Leave Program:					. 0	(16,043)
Salary	Savings:		_			(40,998)	(32,737)
	Total Adjustments					\$516,679	\$378,471
Program	n Totals	65.50	65.50	49.25	49.25	\$2,025,403	\$1,520,460

PROGRAM: FOOD STAMP ASSISTANCE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24007 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-49

AUTHORITY: This program carries out State and Federal laws which mandate County Administration of the Food Stamp Program (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)

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,327,918	\$4,936,198	\$5,867,620	\$5,148,314	\$5,981,144	16.2
Services & Supplies	642,519	614,708	743,508	676,034	808,316	19.6
Contracts	0	0	0	0	1,848,402	100.0
Support & Care	73,814,127	113,609,943	131,858,302	106,648,988	136,861,197	28.3
TOTAL DIRECT COST	\$78,784,564	\$119,160,849	\$138,469,430	\$112,473,336	\$145,499,059	29.4
PROGRAM REVENUE	(77,476,034)	(118,328,213)	(137,477,761)	(111,599,684)	(144,342,009)	29.3
NET GENERAL FUND CONTRIBUTION	\$1,308,530	\$832,636	\$991,669	\$873,652	\$1,157,050	32.4
STAFF YEARS	149,25	157.75	182.75	162.00	191.25	18.1

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. In September, 1990, the County fully implemented the Food Stamp Cash-Out Demonstration Project, with cash warrants replacing food stamp coupons for the households receiving these benefits, most of whom are also receiving other cash assistance. This demonstration project 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.

Food Stamp benefits are issued through either a Non-Assistance Food Stamp only case, or through the Aid to Families with Dependent Children (AFDC) case for clients receiving both types of benefits. The Food Stamp Assistance Program Budget includes all Food Stamp Support & Care costs and revenues: both for Non-Assistance Food Stamps, and for AFDC Public Assistance Food Stamp issuances. The staff years, administrative costs and revenues, and workload indicators included in the Food Stamp Assistance Program Budget pertain only to the Non-Assistance Food Stamp caseload; staff years, administrative costs and revenues, and workload indicators associated with Public Assistance Food Stamps are included in the AFDC Program Budget [#24001].

PROGRAM: FOOD STAMP ASSISTANCE DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 92-93 actual support and care expenditure is more than the amount budgeted due to higher than anticipated caseload growth, and higher than anticipated average case cost. Primarily responsible for the increased average case cost was the State mandated 4.5% reduction in Aid to Families with Dependent Children (AFDC) maximum aid payment levels. Because the AFDC aid payment is considered in the Food Stamp benefit calculation for clients receiving both, reductions in the AFDC grant levels result in increases in the Food Stamp benefits.

FY 92-93 staff years and administrative costs were more than budgeted due to higher than anticipated caseload growth. The growth in San Diego's Food Stamp caseload reflects the State and National trend. The amount that FY 92-93 staff years and administrative costs exceeded budgeted levels was mitigated by the County's hiring freeze, and the Integrated Leave Program.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To certify eligibility for 100% of applicants within 30 days of application;" was not achieved. Only 93.3% of applicants were certified within 30 days.
- 2. "To transfer 90% or more of cases to granted within 15 days of intake eligibility certification;" was not achieved. Only 82.5% of cases were transferred to granted within 15 days.
- 3. "To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level;"—was exceeded. The Federal tolerance level is 88.2%. We achieved an accuracy rate of 92.3%.

1993-94 OBJECTIVES

- 1. To grant or deny eligibility for 100% of applicants within the Federally mandated 30 day time frame.
- 2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.
- To operate the program with an eligibility dollar accuracy rate equal to or higher than the State/Federal tolerance level.
- 4. To refer applicants suspected of misrepresenting facts to District Attorney investigators prior to eligibility determination 100% of the time.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Food Stamps [191.25 SY; E = \$145,499,059; R = \$144,342,009] including support personnel is:
 - Mandated Activity/Mandated Service Level.
 - o To provide Food Stamp benefits to all eligible individuals and families.
 - O To provide assistance to over 70,000 San Diego County families and individuals each month in FY 93-94. (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.)
 - Increasing 29.25 Staff Years as follows:
 - Adding 3.00 SY Eligibility Supervisors to improve detection and prevention of welfare fraud through supervisory review and approval of all applications before benefits are issued [1/5/93 #8].
 - Adding 4.00 SY [3.00 Eligibility Technicians, and 1.00 Eligibility Supervisor] to support Welfare
 Fraud Investigation activities transferred to the District Attorney's Office [3/3/93 #8]. These
 staff compute and document benefit overissuance amounts in the cases where the DA's investigators
 discover fraud.
 - Transferring 24.00 SY [4.25 Intermediate Clerk Typists, 0.25 Senior Clerk, 17.00 Eligibility Technicians, and 2.50 Eligibility Supervisors] from the General Relief Program [#24002].
 - Transferring 0.25 SY Eligibility Supervisor from the Foster Care Program [#24002].
 - Exchanging 1.00 SY Group Secretary for (1.00) SY Administrative Secretary 1 with the Eligibility Review Program (#21004].

- Reducing 2.00 SY [1.00 Assistant Deputy Director, and 1.00 Group Secretary] previously responsible for the management of the Eligibility Review Division within the Department of Social Services' Income Maintenance Bureau. These positions are no longer needed as the components of this division have been dispersed: Welfare Fraud Investigations to the DA [3/3/93 #8]; Appeals and Quality Control to the Management Services Bureau; and, the Overpayment Specialist Unit to the District Operations Division.
- o Increasing support and care \$30,212,209 to fund actual expenditures and estimated FY 93-94 cost increases.
- O Increasing contracts reflecting this program's share of the District Attorney's Welfare Fraud Detection and Prosecution Program [3/3/93 #8].

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
State Administrative Reimbursement (35% of cost)	\$2,313,895	\$2,038,522	\$2,699,780	\$661,258
Federal Administrative Reimbursement (50% of cost)	3,305,564	2,912,174	4,781,032	1,868,858
Federal Aid Payments Reimbursement	131,858,302	106,648,988	136,861,197	30,212,209
Sub-Total	\$137,477,761	\$111,599,684	\$144,342,009	\$32,742,325
Total	\$137,477,761	\$111,599,684	\$144,342,009	\$32,742,325
Total . GENERAL FUND CONTRIBUTION DETAIL	\$137,477,761	\$111,599,684	\$144,342,009	\$32,742,325
GENERAL FUND CONTRIBUTION DETAIL	\$137,477,761 1992-93 Actual	\$111,599,684 1992-93 Budget	\$144,342,009 1993-94 Budget	\$32,742,325 Change From 1992-93 Budget
Total	1992-93	1992-93	1993-94	Change From 1992-93
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source REVENUE MATCH: Administrative Cost Match (15% required)	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source REVENUE MATCH: Administrative Cost Match	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES:

PROGRAM: FOOD STAMP ASSISTANCE

Reimbursement is based on actual cost. Food Stamp Aid Payments are 100% revenue offset.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

Higher than anticipated caseload growth resulted in total program costs in excess of budgeted levels. The growth in San Diego's Food Stamp caseload reflects the State and National trend.

DEPARTMENT: SOCIAL SERVICES

DOUCDAM -	FOOD	STAMP	ASSISTANCE

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u>WORKLOAD</u>					
Preapplications	3,865	3,641	3,484	3,619	N/A
Eligibility determinations	2,651	2,693	2,933	2,619	N/A
Applications	4,318	4,356	4,388	N/A	4,399
Cases at end of month	9,418	11,483	12,613	N/A	13,896
Cases supervised	9,502	11,483	12,613	12,785	N/A
EFFICIENCY					
Cases per Eligibility Technician	166.7	170.3	172.1	194.1	N/A
Applications per Intake Eligibility Technician	85.3	87.4	86.8	N/A	87.9
Cases per Granted Eligibility Technician	207.5	211.2	225.6	N/A	203.7
EFFECTIVENESS					
Percentage of benefits issued with no dollar errors *	86.4%	91.0%	92.3%	88.2%	88.2%
Percentage of applications certified within 30 calendar days	91.9%	91.9%	93.3%	100%	100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility determination	70.4%	78.3%	82.5%	90.0%	90.0%
Overissued Dollars Identified for Collection by OSU (monthly)	\$103,668	\$115,229	\$154,848	\$150,000	\$150,000

DISCUSSION

New workload and efficiency measures are being introduced with the FY 93-94 budget. These measures more closely reflect the activities which generate revenue. Prior year actual data for these new indicators is included for comparison purposes.

Staff have been redirected to this program to handle the increase in caseload, and to focus attention on fraud prevention and detection. Additionally, staff were added by the Board of Supervisors [3/3/93 #8] to compute and document benefit overissuance amounts in cases where the District Attorney's investigators discover fraud. While these actions have the apparent effect of decreasing granted staff efficiency, the actual impact will be to improve fraud prevention efforts and maximize the effectiveness of each dollar spent by insuring that benefits are only issued to the truly needy.

^{*} Federal tolerance level is 88.2%.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
27/2		4.25	4 25	25	25	474 502	240.047
0360	Assistant Deputy Director	1.25	1.25	.25	.25	\$71,502	\$18,916
5289 5288	Social Services Admin III Social Services Admin II	2.25 3.00	2.25 3.00	2.25 3.00	2.25 3.00	113,472 138,486	113,378 136,704
5287	Social Services Admin I	.25	.25	.25	.25	10,804	10,982
5248	Program Assistant	2.25	2.25	2.25	2.25	89,230	88,298
5222	Eligibility Supervisor	12.50	12.50	19.25	19.25	362,909	558,264
2745	Supervising Clerk	1.00	1.00	1.00	1.00	27,416	27,569
5221	Eligibility Technician	100.25	100.25	120.25	120.25	2,265,047	2,743,053
2757	Administrative Secretary II	.25	.25	.25	.25	5,889	6,145
2730	Senior Clerk	2.75	2.75	3.00	3.00	63,760	70,390
2756	Administrative Secretary I	2.75	2.75	1.75	1.75	58,820	35,352
2650	Stock Clerk	1.50	1.50	1.50	1.50	28,396	28,010
2700	Intermediate Clerk	22.75	22.75	27.00	27.00	445,382	534,860
4911	Social Services Aid II	4.00	4.00	4.00	4.00	77,455	78,182
9999	Extra Help	5.25	5.25	5.25	5.25	77,762	77,761
	Total	162	162.00	191	191.25	\$3,836,330	\$4,527,864
Salary	Adjustments:					0	(2,787)
Biling	ual Pay:					15,343	17,902
Premium	m/Overtime Pay:					14,047	16,182
Employe	ee Benefits:					1,386,829	1,598,979
Integra	ated Leave Program:					0	(63,610)
Salary	Savings:					(104,235)	(113,386)
	Total Adjustments			· · · · · · · · · · · · · · · · · · ·		\$1,311,984	\$1,453,280
Program	m Totals	162	162.00	191	191.25	\$5,148,314	\$5,981,144

PROGRAM: GENERAL RELIEF DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24004 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-55

AUTHORITY: Welfare and Institutions Code (sections 17000 & 17001), Board of Supervisors action 1/21/86 (#39), and County Administrative Code, Article XVI, Sections 256 through 265 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 the indigent and dependent poor of the county or city and county."

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$2,856,356	\$3,069,302	\$2,729,126	\$3,986,742	\$3,030,910	(24.0)
Services & Supplies	424,052	381,879	345,818	536,237	405,726	(24.3)
Contracts	172,494	181,129	166,908	180,000	362,418	101.3
Support & Care	22,536,034	22,061,690	17,934,202	17,500,280	15,002,889	(14.3)
TOTAL DIRECT COST	\$25,988,936	\$25,694,000	\$21,176,054	\$22,203,259	\$18,801,943	(15.3)
PROGRAM REVENUE	(2,268,611)	(3,246,561)	(2,706,053)	(3,410,000)	(3,410,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$23,720,325	\$22,447,439	\$18,470,001	\$18,793,259	\$15,391,943	(18.1)
STAFF YEARS	98.50	98.00	85.00	128.50	97.00	(24.5)

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. County Eligibility Technicians determine eligibility in accordance with County regulations. The program is operated in five district offices: El Cajon, Logan Heights, Northeast, Oceanside and South Bay.

PROGRAM: GENERAL RELIEF DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 92-93 actual support and care expenditure is more than the amount budgeted because caseload decline was less than anticipated. FY 92-93 staff years and administrative costs were less than budgeted due to caseload declines from historical levels, the County's hiring freeze, and the Integrated Leave Program.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- 1. "To complete at least 95% of renewals due each month;" was not achieved. Only 75.1% of renewals were completed.
- "To make 90% of the eligibility determinations within ten working days of the intake interview;" was achieved. Eligibility determinations were made within ten working days 92.5% of the time.

1993-94 OBJECTIVES

- 1. To complete at least 95% of renewals due each month.
- To refer applicants suspected of misrepresenting facts to District Attorney investigators prior to eligibility determination 100% of the time.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. General Relief [97.00 SY; E = \$18,801,943; R = \$3,410,000] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - To provide cash assistance to all eligible individuals who do not quality for financial assistance under other Federal or State programs as mandated by the California Welfare and Institutions Code, Sections 17000 & 17001.
 - To provide assistance to over 4,200 individuals each month in FY 93-94.
 - O Decreasing 31.50 staff years as follows:
 - Adds 1.00 SY Eligibility Supervisor to improve detection and prevention of welfare fraud through supervisory review and approval of all applications before benefits are issued [1/5/93 #8].
 - Transfers 24.00 SY [4.25 Intermediate Clerk Typists, 0.25 Senior Clerk, 17.00 Eligibility Technicians, and 2.50 Eligibility Supervisors1 to the Food Stamp Program [#24007].
 - Transfers 8.50 SY [2.00 Intermediate Clerk Typists, and 6.50 Eligibility Technicians] to the Medi-Cal Administration Program [#24009].
 - O Decreasing Support and Care (\$2,497,391) as follows:
 - Reduced \$403,716 as part of balancing the FY 92/93 budget [10/13/92 #20].
 - Reduced \$1,468,675 based on the Board's action limiting General Relief eligibility for employable adults [1/14/92 #2]. This change has yet to be implemented pending the outcome of a court challenge (Washington vs. Board of Supervisors).
 - Reduced \$625,000 in anticipation of a grant reduction effective April 1, 1994. This grant reduction
 is contingent on a finding by the State Board on Mandates that the County is in a financial
 emergency.
 - Increasing contracts reflecting this program's share of the District Attorney's Welfare Fraud Detection and Prosecution Program [3/3/93 #8].

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
SSI Reimbursement	\$2,076,750	\$2,860,000	\$2,860,000	\$0
Collection of Aid Payments	629,303	550,000	550,000	0
Sub-Total	\$2,706,053	\$3,410,000	\$3,410,000	\$0
Total	\$2,706,053	\$3,410,000	\$3,410,000	\$0
1000	\$2,700,033	\$3,410,000	33,410,000	∌ ∪
	\$2,100,033	\$3,410,000	33,410,000	····
	1992-93	1992-93	1993-94	Change From
GENERAL FUND CONTRIBUTION DETAIL	<u></u>		· · · · · · · · · · · · · · · · · · ·	Change From
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93	1992-93	1993-94	Change From 1992-93
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source Administration	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source Administration Aid Payments Sub-Total	1992-93 Actual \$3,241,852	1992-93 Budget \$4,702,979	1993-94 Budget \$3,799,054	Change From 1992-93 Budget \$(903,925)

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.

DEPARTMENT: SOCIAL SERVICES

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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
WORKLOAD					
Preapplication	3,201	2,788	2,542	2,908	N/A
Eligibility Determinations	1,918	1,834	1,507	1,860	N/A
Applications	1,960	1,893	1,544	N/A	1,779
Cases at end of month	6,419	6,076	4,872	N/A	4,295
Cases supervised	6,419	6,076	4,872	5,194	N/A
EFFICIENCY					
Cases per Eligibility Technician	181.4	167.2	152.2	121.5	N/A
Applications per Intake Eligibility Technician	48.0	49.8	47.0	N/A	45.5
Cases per Granted Eligibility Technician	288.7	236.5	186.4	N/A	243.5
EFFECTIVENESS					
Percentage of renewals completed by end of certification period	95.0%	79.7%	75.1%	95.0%	95.0%
Percentage of eligibility determinations within ten days of intake interview	90.0%	91.4%	92.5%	90.0%	90.0%

DISCUSSION

New workload and efficiency measures are being introduced with the FY 93-94 budget. These measures parallel the activities which generate revenue in other, similar programs (e.g., Aid to Families with Dependent Children [#24001]). Prior year actual data for these new indicators is included for comparison purposes.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
F200	Carial Carata Adula III	75	75	75	75	#77 01/	677 700
5289	Social Services Admin III	.75 2.25	.75 2.25	.75 2.25	.75 2.25	\$37,824	\$37,792
5288 5244	Social Services Admin II Program Specialist	1.00	1.00	1.00	1.00	103,865 41,843	102,528
5222	Eligibility Supervisor	10.50	10.50	9.00	9.00	304.844	41,843 261,007
2745	Supervising Clerk	.50	.50	.50	.50	13,708	13,784
5221	Eligibility Technician	83.50	83.50	60.00	60.00	1,886,598	1,368,674
2730	Senior Clerk	2.25	2.25	2.00	2.00	52,166	46,927
2756	Administrative Secretary I	.50	.50	.50	.50	10,695	10,794
2650	Stock Clerk	1.00	1.00	1.00	1.00	18,930	18,673
2700	Intermediate Clerk	21.25	21.25	15.00	15.00	416,016	297,144
4911	Social Services Aid II	2.00	2.00	2.00	2.00	38,728	
2709	Department Clerk	1.50	1.50	1.50	1.50	23,733	39,091 25,164
9999	Extra Help	1.50	1.50	1.50	1.50	22,218	22,218
	Total	129	128.50	97	97.00	\$2,971,168	\$2,285,639
Biling	ual Pay:					12,171	8,986
Premiu	m/Overtime Pay:					11,143	8,122
Employe	ee Benefits:					1,072,957	824,751
Integra	ated Leave Program:					. 0	(32,110)
Salary	Savings:					(80,697)	(64,478)
	Total Adjustments					\$1,015,574	\$745,271
Program	Totals	129	128.50	97	97.00	\$3,986,742	\$3,030,910

PROGRAM: MEDI-CAL ADMINISTRATION

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24009 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-60

AUTHORITY: 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) mandate County Administration of this program.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$12,983,474	\$15,188,301	\$17,715,236	\$15,977,924	\$20,328,116	27.2
Services & Supplies	1,927,516	1,891,860	2,244,765	2,126,169	2,527,754	18.9
Other Charges	82,672	56,257	0	85,000	0	(100.0)
Fixed Assets	0	0	0	. 0	124,438	100.0
TOTAL DIRECT COST	\$14,993,662	17,136,418	\$19,960,001	\$18,189,093	\$22,980,308	26.3
PROGRAM REVENUE	(14,993,052)	(17,136,418)	(19,960,001)	(18,189,093)	(24,444,043)	34.4
NET GENERAL FUND CONTRIBUTION	\$610	\$0	\$0	\$0	\$(1,463,735)	(100.0)
STAFF YEARS	447.75	485.50	551.75	509.50	666.75	30.9

PROGRAM DESCRIPTION

The <u>Medi-Cal</u> 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. County Eligibility Technicians determine eligibility in accordance with State and Federal regulations. The program operates Countywide, providing services at nine of the ten district offices.

The <u>County Medical Services</u> 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.

The <u>Adult Special Circumstances</u> 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 was suspended by the State for the period 7/92 - 6/96 and is therefore not currently operated in San Diego County.

DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

FY 92-93 staff years and administrative costs were more than budgeted due to the mid-year addition to meet mandates for out-stationing eligibility staff at medical providers' locations and Perinatal Clinics, and higher than anticipated caseloads. The amount that FY 92-93 staff years and administrative costs exceeded budgeted levels was mitigated by the County's hiring freeze, and the Integrated Leave Program.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- "To certify eligibility for 100% of applicants (other than disability pending applicants) within 45 days of application;" was not achieved. Only 76.6% of applicants were certified within 45 days.
- "To transfer 90% or more of cases to granted within 15 days of intake eligibility certification:" was not achieved. Only 69% of cases were transferred within 15 days of intake.
- 3. "To operate the program with an eligibility accuracy rate equal to or higher than the State/Federal tolerance level;" was nearly achieved. The State accuracy target is 85% accuracy. We achieved 82.5% case accuracy.

1993-94 OBJECTIVES

- To grant or deny eligibility for 100% of applicants (other than disability pending applicants) within the Federally mandated 45 day time frame.
- 2. To transfer 90% or more of cases to granted within 15 days of intake eligibility certification.
- To operate the program with a case eligibility accuracy rate equal to or higher than the State/Federal tolerance level.
- 4. To refer applicants suspected of misrepresenting facts to State Department of Health Services investigators prior to eligibility determination 100% of the time.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Medi-Cal Administration [666.75 SY; E = \$22,980,308; R = \$24,444,043] including support personnel is:
 - Mandated Activity/Mandated Service Level.
 - O To provide medical coverage to all eligible individuals as mandated.
 - To provide assistance to over 61,000 San Diego county individuals and families each month in FY 93-94.
 - Increasing 157.25 Staff Years as follows:
 - Adds 42.00 SY [8.00 Intermediate Clerk Typists, 30.00 Eligibility Technicians, and 4.00 Eligibility Supervisors] to meet mandates for out-stationing eligibility staff at medical providers' locations and Perinatal Clinics [12/15/92 #16].
 - Transfers 5.00 SY [0.25 Stock Clerk, 1.50 Intermediate Clerk Typists, 0.50 Senior Clerk, 0.25 Supervising Clerk, 0.25 Administrative Secretary I, 1.75 Eligibility Technicians, 0.25 Eligibility Supervisor, and 0.25 Social Services Administrator III] from the Refugee Assistance Program [#24008] which is being eliminated as a separate program.
 - Transfers 8.50 SY [2.00 Intermediate Clerk Typists, and 6.50 Eligibility Technicians] from the General Relief Program [#24004].
 - Transfers 0.50 SY [0.25 Assistant Deputy Director, and 0.25 Administrative Secretary II] from the Eligibility Review Program [#21004].
 - Adds 4.75 SY Eligibility Supervisors, with necessary Services & Supplies and Fixed Assets [5 desks and 5 terminals] to improve detection and prevention of welfare fraud through supervisory review and approval of all applications before benefits are issued.
 - Adds 96.50 SY [16.75 Intermediate Clerk.Typists, 1.00 Senior Clerk, 67.00 Eligibility Technicians, and 11.75 Eligibility Supervisors] for prior and anticipated caseload growth.

O Decreasing Support and Care \$85,000 reflecting the State suspension of the Adult Special Circumstances program from July 1992 through June 1996.

- Increasing Services and Supplies \$401,585, and Fixed Assets \$124,438 in support of the staff added and transferred into this program.
- O Increasing revenue \$1,463,735 above total costs in this 100% revenue off-set program, reflecting the one-time only receipt of revenue from the State Department of Health Services' (SDHS) settlement in the Medi-Cal Excess Denial Rate lawsuit. This lawsuit stems from SDHS's failure to pay some of the administrative costs associated with the Medi-Cal program in FY 82-83 through FY 86-87.

PROGRAM: MEDI-CAL ADMINISTRATION

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
State Administrative Reimbursement	\$19,450,908	\$17,966,199	\$24,005,593	\$6,039,394
State Special Circumstances Reimbursement Hospital Council Contract	0 509,093	85,000 137,894	0 438,450	(85,000) 300,556
Sub-Total	\$19,960,001	\$18,189,093	\$24,444,043	\$6,254,950
Total	\$19,960,001	\$18,189,093	\$24,444,043	\$6,254,950
GENERAL FUND CONTRIBUTION DETAIL		•		Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:				
General Fund Savings	\$0	. \$0	\$(1,463,735)	\$(1,463,735)
Sub-Total	\$0	\$0	\$(1,463,735)	\$(1,463,735)
Total	\$0	\$0	\$(1,463,735)	\$(1,463,735)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

The Medi-Cal program is 100% revenue-offset.

\$1,463,735 of the FY 93-94 revenue is a one-time only receipt resulting from the State Department of Health Services (SDHS) settlement in the Medi-Cal Excess Denial Rate lawsuit. This lawsuit stems from SDHS's failure to pay some of the administrative costs associated with the Medi-Cal program in FY 82-83 through FY 86-87.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

The one-time only receipt of revenue above the cost of this program results in a Net General Fund savings.

FIXED ASSETS

I,tem	Quantity	Unit	Total Cost
Terminals	49	ea	\$23,520
Controllers	2	ea	20,166
Personal Computers	2	ea	3,452
Typewriters	19	ea	11,400
TV Monitors	2	ea	1,500
VCR	1	ea	600
Overhead Projector	1	ea	700
Portable TV/VCR	1	ea	1,300
Audio/Visual Cart	1	ea	600
Desks	102	ea	61,200
Total		· · · · · · · · · · · · · · · · · · ·	\$124,438

PROGRAM: MEDI-CAL ADMINISTRATION

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u>WORKLOAD</u>					
Preapplications	5,041	4,369	3,964	4,677	N/A
Eligibility determinations	6,981	7,912	8,409	9,402	. ₂ N/A
Applications	8,705	8,650	9,844	N/A	11,827
Cases at end of month	41,421	49,144	53,748	N/A	61,259
Cases supervised	41,291	48,855	53,548	54,662	N/A
EFFICIENCY					
Cases per Eligibility Technician	184.8	190.1	191.2	206.9	N/A
Applications per Intake Eligibility Technician	50.8	51.6	50.8	N/A	60.3
Cases per Granted Eligibility Technician	351.4	366.9	368.5	N/A	352.6
<u>EFFECTIVENESS</u>					
Percentage of cases with no errors*	85.4%	85.3%	82.5%	97.0%	85%
Percentage of applications (other than disability pending) certified within 45 calendar days	75.6%	78.8%	76.6%	100%	100%
Percentage of cases transferred to a supervised caseload within 15 days of eligibility certification	69.6%	75.1%	69.0%	90.0%	90.0%

DISCUSSION

New workload and efficiency measures are being introduced with the FY 93-94 budget. These measures more closely reflect the activities which generate revenue. Prior year actual data for these new indicators is included for comparison purposes.

Staff have been redirected and added to this program to handle the increase in caseload, and to focus attention on fraud prevention and detection.

^{*} The State changed the definition of the error tolerance level. The previous accuracy rate was based on actual Medi-Cal card usage expected of the State by the Federal government. The State has now set a County case accuracy target level of 85%.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0360	Assistant Deputy Director	0.50	0.50	0.75	0.75	\$28,601	\$43,723
5289	Social Services Admin III	4.50	4.50	4.75	4.75	226,945	239,352
5288	Social Services Admin II	4.00	4.00	4.00	4.00	184,648	182,273
5287	Social Services Admin I	3.25	3.25	3.25	3.25	140,451	142,776
2412	Analyst II	1.00	1.00	1.00	1.00	39,147	39,603
5248	Program Assistant	5.25	5.25	5.25	5.25	208,203	206,028
5222	Eligibility Supervisor	41.50	41.50	62.25	62.25	1,204,858	1,744,217
2745	Supervising Clerk	2.00	2.00	2.25	2.25	54,833	62,030
5221	Eligibility Technician	337.00	337.00	442.25	442.25	7,614,174	9,847,923
2730	Senior Clerk	6.75	6.75	8.25	8.25	156,501	190,293
2757	Administrative Secretary II	0.00	0.00	0.25	0.25	0	6,145
2756	Administrative Secretary I	3.25	3.25	3.50	3.50	69,513	75,559
2650	Stock Clerk	2.50	2.50	2.75	2.75	47,327	51,350
2700	Intermediate Clerk	92.50	92.50	120.75	120.75	1,810,893	2,352,239
4911	Social Services Aid II	4.00	4.00	4.00	4.00	77,455	78,181
9999	Extra Help	1.50	<i>−</i> 1.50	1.50	1.50	22,218	22,218
	Total	509.50	509.50	666.75	666.75	\$11,885,767	\$15,283,910
Salary	Adjustments:					\$0	\$(81,294)
Biling	ual Pay:					\$48,256	52,385
Premium	m/Overtime Pay:		٠			44,180	47,352
Employe	ee Benefits:					4,323,153	5,545,187
Integra	ated Leave Program:					0	(188,060)
Salary	Savings:					(323,432)	(331,364)
	Total Adjustments					\$4,092,157	\$5,044,206
Program	n Totals	509.50	509.50	666.75	666.75	\$15,977,924	\$20,328,116

PROGRAM: REFUGEE ASSISTANCE

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 24008 MANAGER: J. ZINSER ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-66

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).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST	*//0 /0/	£770 700	**	e475 074	\$0	(100.0)
Salaries & Benefits	\$449,494	\$379,708	\$0	\$675,076	> ∪	(100.0)
Services & Supplies	66,731	47,735	0	85,548	0	(100.0)
Support & Care	2,166,773	1,129,989	0	1,154,683	0	(100.0)
TOTAL DIRECT COST	\$2,682,998	1,557,432	\$0	\$1,915,307	\$0	(100.0)
PROGRAM REVENUE	(2,673,779)	(1,557,432)	(0)	(1,915,307)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$9,219	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	15.50	12.25	0.00	20.50	0.00	(100.0)

PROGRAM DESCRIPTION

This program is being eliminated as a separate program effective with the FY 93-94 budget. On January 1, 1990, the Federal Office of Refugee Services reduced the time limit for eligibility for Refugee Demonstration Project (RDP) AFDC assistance from 24 months to four months. This had the effect of transferring approximately 400 cases from a 100% revenue offset program, to the AFDC program which has a 2.5% Net County Cost. On October 1, 1991, the time limit for eligibility for Refugee Cash Assistance (RCA) was reduced from 12 months to eight months. This had the effect of transferring approximately 50 cases from a 100% revenue offset program to the General Relief program which is 100% Net County Cost.

These changes in Federal policy regarding eligibility for Refugee Assistance have caused this activity to shrink to the point that it no longer justifies a separate County program. The staff and other resources associated with this program have been redirected to the AFDC [#24001], Medi-Cal Administration [#24009] and Management Services [#92101] Programs. Applicable FY 92-93 Actual figures are included in those programs.

PROGRAM: REFUGEE ASSISTANCE DEPARTMENT: SOCIAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

Changes in Federal policy regarding eligibility for Refugee Assistance have caused this program to shrink to the point that it no longer justifies a separate County program. The staff and other resources associated with the Refugee Assistance program have been redirected to the Aid to Families with Dependent Children [#24001], Medi-Cal Administration [#24009], and Management Services [#92101] programs. Applicable FY 92-93 Actual figures are included in those programs.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective

- "To certify eligibility for 100% of applicants within 45 days of application;" was substantially achieved with 94.1% of applicants certified within 45 days.
- "To transfer 90% or more of cases to granted within 15 days of intake eligibility certification;" was substantially achieved with 89.6% of cases transferred to granted within 15 days.

1993-94 OBJECTIVES

No objectives are established for FY 93-94 because the program is being eliminated.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program have been redistributed as follows:

- 1. Refugee Assistance [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - Eliminated as a separate program.
 - Redistributed as follows:
 - Transfers \$1,154,683 in Support and Care to the AFDC Program [#24001].
 - Transfers 14.50 SY [0.25 Assistance Deputy Director, 0.75 Stock Clerk, 3.50 Intermediate Clerk Typists, 0.75 Senior Clerk, 0.50 Supervising Clerk, 0.25 Administrative Secretary I, 0.25 Administrative Secretary II, 6.50 Eligibility Technicians, 1.00 Eligibility Supervisor, 0.25 Social Services Administrator III, 0.25 Social Services Administrator III, and 0.25 Extra Help] to the AFDC Program [#24001].
 - Transfers 5.00 SY [0.25 Stock Clerk, 1.50 Intermediate Clerk Typists, 0.50 Senior Clerk, 0.25 Supervising Clerk, 0.25 Administrative Secretary I, 1.75 Eligibility Technicians, 0.25 Eligibility Supervisor, and 0.25 Social Services Administrator III] to the Medi-Cal Administration Program [#24009].
 - Transfers 1.00 SY Program Assistant to the Internal Security Section of the Personnel and Training Sub-Program of the Management Services Program [#92101].

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Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Federal Administrative Reimbursement	\$0	\$760,624	\$0	\$(760,624)
Federal Aid Payments Reimbursement	0	1,154,683	0	(1,154,683)
Sub-Total	\$0	\$1,915,307	\$0	\$(1,915,307)
Total	\$0	\$1,915,307	\$0	\$(1,915,307)
Total			40	0(1,715,5017
		01,712,001		4(1,713,3017
				Change From
GENERAL FUND CONTRIBUTION DETAIL	1992-93 Actual	1992-93 Budget	1993-94 Budget	
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93	1992-93	1993-94	Change From 1992-93
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source Net County Cost of Aid Payments	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source Net County Cost of Aid Payments GENERAL FUND SUPPORT COSTS: Sub-Total	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES:

Changes in Federal policy regarding eligibility for Refugee Assistance have caused this program to shrink to the point that it no longer justifies a separate County program. The revenue and other resources associated with the Refugee Assistance program have been redirected to the Aid to Families with Dependent Children [#24001] and Medi-Cal Administration [#24009] programs. Applicable FY 92-93 Actual figures are included in those programs.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
WORKLOAD					
Preapplications	150	170	188	160	N/A
Eligibility determinations	130	151	168	140	N/A
Cases supervised	654	611	648	650	N/A
EFFICIENCY					
Cases per Eligibility Technician	94.3	113.7	110.3	126.7	N/A
EFFECTIVENESS					
Percentage of applications certified within 45 calendar days	100%	97.7%	94.1%	100%	N/A
Percentage of cases transferred to a supervised caseload within 15 days of eligibility determination	90.0%	92.7%	89.6%	90.0%	N/A

DISCUSSION:

No Performance Indicators are included for FY 93-94 because this program is being eliminated.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Sudget Positions	1993-94 Budget Staff Yrs	. 1992-93 Budget Cost	1993-94 Budget Cost
0360	Assistant Deputy Director	.25	.25	.00	.00	\$14,300	\$0
5289	Soc Svcs Admin III	.50	.50	.00	.00	25,216	0
5288	Soc Sves Admin II	.25	.25	.00	.00	11,541	ŏ
5248	Program Assistant	1.00	1.00	.00	.00	39,658	ŏ
5222	Eligibility Supervisor	1.25	1.25	.00	.00	36,291	Ğ
2745	Supervising Clerk	.75	.75	.00	.00	20,562	ō
5221	Eligibility Technician	8.25	8.25	.00	.00	186,400	Ŏ
2757	Admin Sec II	.25	.25	.00	.00	5,889	Ō
2730	Senior Clerk	1.25	1.25	.00	.00	28,982	Ō
2756	Admin Sec I	.50	.50	.00	.00	10,695	0
2650	Stock Clerk	1.00	1.00	.00	.00	18,931	Ō
2700	Intermediate Clerk Typist	5.00	5.00	.00	.00	97,886	0
9999	Extra Help	.25	.25	.00	.00	3,702	0
	Total	20.50	20.50	0.00	0.00	\$500,053	\$0
Salary	Adjustments:					0	\$0
Biling	ual Pay:					1,942	0
Premiu	n/Overtime Pay:					1,778	0
Employe	ee Benefits:					184,975	0
Salary	Savings:					(13,672)	0
	Total Adjustments					\$175,023	\$0
Progra	■ Totals	20.50	20.50	0.00	0.00	\$675,076	\$0

PROGRAM: MANAGEMENT SERVICES DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 92101 MANAGER: J. SHEPARD ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-71

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 management of programs as required by, and in conformity with, State and Federal statutes and regulations.

V	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$9,089,851	\$9,065,341	\$9,557,350	\$9,948,028	\$10,061,311	1.1
Services & Supplies	1,136,502	972,995	1,036,436	1,270,284	833,677	(34.4)
Contracts	0	0	35,734	0	127,500	100.0
Fixed Assets	277,935	200,355	433,050	221,835	0	(100.0)
TOTAL DIRECT COST	\$10,504,288	\$10,238,691	\$11,062,570	\$11,440,147	\$11,022,488	(3.7)
PROGRAM REVENUE	(8,560,128)	(8,581,326)	(9,734,303)	(9,848,368)	(9,891,433)	0.4
NET GENERAL FUND CONTRIBUTION	\$1,944,160	\$1,657,365	\$1,328,267	\$1,591,779	\$1,131,055	(28.9)
STAFF YEARS	264.00	247.75	254.75	268.50	271.75	1.2

PROGRAM DESCRIPTION

Management Services provides centralized business 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, New Beginnings coordination, volunteer coordination, supplies management, program evaluation and special studies. Coordination of these business services is provided department-wide to avoid duplication of effort and expenditures.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual salaries and benefits and staff years were lower than budgeted as the result of the County's hiring freeze and savings from the Integrated Leave Program.

Actuals for contracts were incurred for the New Beginnings grant. In FY 92-93 budget, appropriations for this grant were budgeted in Services and Supplies.

Actual fixed assets expenditures are over budget due to purchases resulting from mid year adds in the March 3, 1993 [8] Board Letter.

1992-93 ACHIEVEMENT OF OBJECTIVES

The objective:

- 1. "To 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:" was achieved on 12/1/92.
- "To complete the implementation of the San Diego developed Adult Protective Services (APS) on-line system to assist adult protective workers in managing their caseloads;" was achieved in April 1992.
- 3. "To 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;" was not completed. Estimated completion date is December, 1993. Problems associated with locating a vendor with the expertise required for this project and the complexity of developing an interface between the County's, IBM, and Digital Equipment Corporation systems is responsible for the delay.
- "To develop and implement policies and procedures to ensure the security of computer systems within the Department;" was achieved in March 1992.
- 5. "To 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;" was not completed. This system was designed and developed during FY 92-93 and implemented in a test environment. Full implementation is scheduled for June 1994.
- 6. "To develop and implement a bar coding system to ensure accountability and confidentiality for case files;" was not completed. A pilot bar code project was designed, developed and implemented at the Kearny Mesa District Office and the Department's Record Library. Full implementation is now scheduled in the remaining 9 Income Maintenance District Offices by June 1994.
- "To develop and implement an on-line payment system for Childrens Services Bureau court-ordered services;" was completed March 1, 1993.

1993-94 OBJECTIVES

- 1. Design and implement local automated methods to prevent, detect and report fraud in Social Services programs. The systems developed will also be available to the District Attorney's investigative and prosecution staff.
- 2. Implement the Case Tracking System. This system provides automated tracking of the physical location of each of the Department's case files, and improve case handling security.
- Assist the State Department of Social Services in the design of the Child Welfare System/Case Management System (CWS/CMS) and Statewide Automated Welfare System (SAWS).
- 4. Complete development and installation of the Supervisor Review System. This system provides an automated method for Eligibility Supervisors to review all new cases granted prior to issuing benefits.
- 5. Develop an automated audit management tracking and follow up system.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net increase of 3.25 SY due to transfers between programs, reductions, and mid-year adds as noted as follows:

- 1. Support Services [4.00 SY; E = \$248,084; R = \$222,626] including support personnel is:
 - Mandated/Discretionary Service Level.

DEPARTMENT: SOCIAL SERVICES

PROGRAM: MANAGEMENT SERVICES

- Staff is responsible for managing the Office Services and the Word Processing sub-programs and for providing consolidated facility planning and management for the whole Department.
- 2. Word Processing [66.00 SY; E = \$2,269,793; R = \$2.014,726] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for centralized word processing services at the Department's Mission Valley, Levant Street, Ruffin Road, Mills Building, Chesapeake, Oceanside and Escondido facilities.
 - Reduced 1.00 SY Senior Transcriber to balance FY 93-34 County Budget.
 - Transferred in 2.00 SY Word Processing Operators from Eligibility Review Program.
- 3. Office Services [44.00 SY; E = \$1,415,038; R = \$1,274,277] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for inactive case record storage, printing services, forms management and distribution, purchasing, fixed asset inventory and moving services for all departmental programs.
 - Reduced 1.00 SY Reprographics Technician because of utilization of printing/copying equipment with greater efficiencies.
 - Services and Supplies were reduced primarily in rents and leases of facilities to reflect the County's success in negotiating lease cost reductions with the landlords of our leased facilities.
 - Expected to process 799,000 case records.
- 4. Fiscal Services [70.00 SY; E = \$2,474,080; R = \$2,217,949] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for department-wide accounting services, auditing, managing conservatee funds, accounting for Child Support collections, and preparing assistance and administrative revenue claims.
 - Reduced 1.00 SY Senior Account Clerk. This reduction, required to balance the FY 93-94 Budget, will impact the timeliness of completing State fiscal claiming reports.
 - Expected to process 290,000 financial transactions.
- 5. Personnel/Training/Internal Security [54.75 SY; E = \$2,689,855; R = \$2,450,828] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for department-wide personnel and payroll services, internal security activities and training coordination and providing in-house training for Eligibility Technicians and Social Worker staff.
 - Increased 7.00 SY for the Internal Security Unit within the Personnel and Training sub program. This unit evaluates internal controls and investigates allegations of employee fraud. The increase of 4.00 SY (1.00 SY Intermediate Clerk, 1.00 SY Department Personnel Officer II, 1.00 SY Senior Protective Services Worker, and 1.00 SY Social Services Administrator II) and \$3,360 in bi-lingual pay as a result of the mid year add approved by the Board on March 3, 1993 [8]. The transfer in of 2.00 SY (including 1.00 SY Field Investigator, and 1.00 SY Social Services Administrator I) from the Eligibility Review program and the replacement of a Field Investigator by a Program Assistant. Also, 1.00 SY Program Assistant transferred in from the Refugee Services program.
 - Increased 1.25 SY net increase due to transfer of 0.25 SY Intermediate Clerk from the Eligibility Review program to the Personnel Division and 1.00 SY Assistant Deputy Director, Social Services transferred in from Community Relations sub-program. 1.00 SY Social Services Administrator I transferred within this subprogram from Staff Development to the Personnel Services.
 - Reduced 1.00 SY Payroll Clerk due to the efficiency of the automated Payroll System to balance FY 93-94 County Budget.
 - Transferred in of 1.00 SY New Beginnings Coordinator and 1.00 SY Program Assistant from the Community Relations Bureau.

- Expected to provide personnel, payroll and training services for an average of 3,605 employees.
- \$127,500 was shifted within services and supplies from Special Department Expenses to Contracts to implement New Beginnings contracts.
- Expected to obtain 615,000 volunteer hours donated.
- 6. Budget and Revenue [5.00 SY; E = \$294,206; R = \$265,967] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for preparing and monitoring the Department's Budget; analysis of State and Federal Budgets; performing other fiscal analysis as required.
- 7. Information Technology Division [23.00 SY; E = \$1,342,207: R = \$1,165,688] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for developing, coordinating and implementing Departmental record automation efforts, telephones and Voice Mail.
 - Expected to complete 2,430 service requests.
- 8. Community Relations/Media Inquiry/Volunteer Relations [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - This sub program was eliminated due to budget reductions.
 - Reduced 1.00 SY Administrative Secretary II to balance FY 93-94 County Budget.
 - Reduced 1.00 SY Public Information Specialist as a result of budget reductions to balance FY 93-94 County Budget.
 - Transferred out 1.00 SY Assistant Deputy Director, Social Services to the Personnel/Training Internal Security sub-program.
 - o Transferred out 1.00 SY Program Assistant to the Personnel Division to continue volunteer coordination.
 - Transferred out 1.00 SY New Beginnings Coordinator to the Personnel sub-program. This federally funded coordinator administers the New Beginnings program which plans community based service integration projects with other public agencies and schools and transfer to the Personnel Division.
- 9. Evaluation and Contracting [5.00 SY; E = \$289,225; R = \$279,372] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for evaluating the Department's programs, providing centralized contracting out services, and performing planning functions for Departmental programs.

	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget 	Budget 	Budget
Foster Home License Contracts	\$89,250	\$89,735	\$94,248	\$4,513
Adoptions Service Contract	276,115	264,379	258,580	(5,799)
Refugee Social Services	4,003	7,679	33,015	25,336
Child Welfare Services (30% of NFS match required)*	2,155,764	2,503,329	2,372,370	(130,959)
County Services Block Grant	7 0	• •	• •	
(30% match required)	345,291	324,139	343 <i>,7</i> 36	19,597
Refugee Targeted Assistance Program (RTAP)	51,456	83,118	73,804	(9,314)
RETC Contract Administration	43,893	26,819	37,292	10,473
AFDC Administration (15% match required)	2,858,359	2,307,852	2,178,440	(129,412)
Medi-Cal Program Administration	1,409,589	1,615,435	1,546,593	(68,842)
Food Stamp Program Admin. (15% match required)	988,024	833,304	984,783	151,479
Refugee Aid Administration	44,643	65,517	44,199	(21,318)
Child Development Program	0	2,399	9,286	6,887
Food Stamp Employment & Trng (match required)**	118,269	65,651	101,420	35,769
Greater Avenues to Independence				
(30% match of NFS Trust Fund match required)	381,897	846,434	640,708	(205,726)
Independent Living Skills Contract	40,980	33,583	51,608	18,025
Hospital Council Contract	43,873	11,727	38,097	26,370
Adoption Fees	5,612	7,371	7,483	112
Transitional Child Care Admin.	20,663	28,718	30,614	1,896
Family Preservation	143,621	133,991	188,709	54,718
Specialized Foster Care Grant	3,744	22	1,629	1,607
Conservatorship Medicaid	0	26,803	38,097	11,294
New Beginnings Grant	46,249	200,000	200,000	0
Non GAIN Education & Training (15% match)	0	0	15,915	15,915
Federal Child Care Grant	2,541	0	7,747	7,747
Misc. (HRSA, SAVE, IRCA)	246,851	90,823	93,026	2,203
Social Service Trust Fund	413,616	279,540	500,034	220,494
Sub-Total	\$9,734,303	\$9,848,368	\$9,891,433	\$43,065
Total	\$9,734,303	\$9,848,368	\$9,891,433	\$43,065
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
DEVENUE MATOU-				
REVENUE MATCH:	\$501,192	\$443,181	\$579,633	¢174 /F3
Child Welfare Services		70,611	89,421	\$136,452 18,810
County Services Block Grant	74,664 540,537			
AFDC Administration	540,527	816,882	436,513 154,546	(380,369)
Food Stamp Program	90,697	136,368		18,178
Food Stamp Employment & Training	92,750	28,028	87,734	59,706
Independent Living Skills	0	0	18,929	18,929
Non GAIN Education & Training	0 78,385	-	2,809 8/ 5/1	2,809
GAIN		81,211	84,561 38,007	3,350
Conservatorship Medicaid	0	26,803	38,097	11,294
Match Met with Trust Fund Revenue	(413,616)	(279,540)	(500,034)	(220,494)
Sub-Total	\$964,599	\$1,323,544	\$992,209	\$(331,335)
GENERAL FUND SUPPORT COSTS:				•
County Cost Programs	\$363,668	\$268,235	\$138,846	\$(129,389)
Sub-Total	\$363,668	\$268,235	\$138,846	\$(129,389)
	\$1,328,267	\$1,591,779	\$1,131,055	\$(460,724)

DEPARTMENT: SOCIAL SERVICES

EXPLANATION/COMMENT ON PROGRAM REVENUES:

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.

- * NFS means Non-Federal Share of cost.
- ** FSET match: no match required for first \$319,691; 15% for next \$88,654; and 50% for the remaining expenditures.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

For FY 1992-93 the State met NET program match with State funds. The State transferred this match requirement to counties for FY 93-94.

The Independent Living Skills Program has received an additional federal allocation which requires a county match.

County Cost Programs are this program's share of the cost of administering County funded programs such as General Relief.

	1990-91	1991-92	1992-93	1992-93	1993-94
•	Actual	Actual	Actual	Budget	Budget
WORKLOAD (ANNUAL)					
<u>Support Services</u>					
Case records processed	798,000	807,000	839,810	825,000	799,000
Court Reports	18,021	16,035	15,800	16,400	16,425
Personnel/Payroll/Training					
Significant personnel management support (Performance issues, appeals & grievances)	2,090	2,110	2,352	2,350	2,550
Internal Security Investigations	0	1,17	121	120	140
Hours of staff training provided	114,132	90,292	131,449	93,000	93,000
Volunteer hours donated	418,721	531,000	590,000	600,000	615,000
Value of donated time	\$10,370,393	\$12,500,000	\$13,500,000	\$13,000,000	\$14,000,000
Speaking requests filled/audience	191/8,670	184/6,226	340/10,000	150/5,250	350/13,000
Fiscal Services					
Cases provided money management services	20,563	19,753	19,753	19,000	20,000
Aid statements/Child support collections statements/D.A. child support collections	5,088	5,388	6,842	6,858	6,850
Budget and Revenue					
Management reports prepared	16	16	28	16	28
Evaluations and Contracts					
Çontracts negotiated	9	18	7	8	8
Systems studies conducted	3	1	3	4	4
Legislation analyzed, number of bills	193	197	200	200	200
Information Technology Division					
Service requests completed	821	1,499	2,963	1,350	2,430
Applications Service Requests	N/A	412	621	420	420
Hardware Service Requests	N/A	350	173	180	102
Systems & PC Service Requests	N/A	170	179	170	105
Telephone & Voice Mail Svc Requests	N/A	567	1,990	580	1803
New Beginnings					
Schools participating in *					
collaboratives	1	25	. 40	N/A	50

PROGRAM: MANAGEMENT SERVICES

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
Families served by Hamilton * Demonstration Site	N/A	N/A	617	N/A	450

^{*} Denotes new performance indicators that better measure performance.

DISCUSSION:

<u>Training</u>

Actuals for hours of staff training provided were more than budgeted due to increased Benefit Analyst (Eligibility Technician) and Protective Service Worker induction classes. Also, actuals increased due to mandated Fraud training for Income Maintenance staff.

Information Technology Division

FY 93-94 Service requests are lower than in previous years because new fixed asset equipment, which requires support for installation and setup, is not anticipated for FY 93-94.

		1992-93 Budget	1992-93 Budget	1993-94 Budget	1993-94 Budget	1992-93 Budget	1993-94 Budget
Class	Title		Staff Yrs	Positions	Staff Yrs	Cost	Cost
Support	: Services Division						
2412	Admin Svcs Manager II	1	1.00	1	1.00	\$ 54,747	\$ 54,748
2610	Buyer II	i	1.00	1	1.00	33,074	33,075
2413	Analyst III	1	1,00	1	1.00	46,162	46,162
3643	Assoc Mech Engineer	Ì	1.00	1	1.00	44,110	45,872
	Sub-Total	4	4.00	4	4.00	\$178,093	\$179,857
Word Pi	rocessing						
2726	Principal Clerk II	1	1.00	1	1.00	\$ 34,822	\$ 34,930
3010	WP Center Supervisor	5	5.00	5	5.00	150,055	151,210
3008	Sr WP Operator	4	3.50	4	3.50	89,442	78,907
3009	WP Operator	41	40.50	43	42.50	925,235	980,395
2730	Sr Clerk	1	1.00	. 1	1.00	23,949	23,950
2724	Sr Trans Typist	9	9.00	8	8.00	211,265	204,871
2417	Intermediate Trans Typist	4	4.00	4	4.00	89,200	89,204
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,670	20,669
	Sub-Total	66	65.00	67	66.00	\$1,544,638	\$1,584,136
Office	Services Section						
2304	Admin Asst I	1	1.00	1	1.00	\$ 30,663	\$ 30,611
2745	Supervising Clerk	1	1.00	1	1.00	27,769	27,770
2730	Senior Clerk	3	3.00	3	3.00	71,360	79,036
3073	Sr Offset Equipment Oper	2	2.00	2	2.00	50,844	51,108
3050	Offset Equipment Oper	2	2.00	2	2.00	46,314	44,385
2650	Stock Clerk	1	1.00	1	1.00	19,812	19,812
2700	Intermediate Clerk Typist	27	27.00	27	27.00	546,649	550,589
5884	Building Maint Eng	2	2.00	2	2.00	61,834	62,552
7541	Construction & Svcs Wkr I	2	2.00	2	2.00	39,498	40,390
3051	Reprographics Tech	3	3.00	2	2.00	61,164	42,897
2658	Storekeeper II	1	1.00	1	1.00	23,391	23,662
	Sub-Total	45	45.00	44	44.00	\$979,298	\$972,812
Fiscal	Services Division						
2535	Soc Svcs Finance Officer	1	1.00	1	1.00	\$ 55,289	\$ 55,288
2505	Senior Accountant	3	3.00	3	3.00	123,469	129,288
2425	Associate Accountant	5	5.00	5	5.00	171,033	173,494
2730	Sr Clerk	1	1.00	1	1.00	23,949	22,526
2745	Supervising Clerk	1	1.00	1	1.00	27,769	27,770
2500	Jr Accountant	1	1.00	1	1.00	29,920	25,975
2403	Accounting Tech	6	6.00	6	6.00	156,506	159,184
2510	Sr Account Clerk	12	12.00	11	11.00	283,481	253,346
2493	Intermediate Account Clerk	34	34.00	34	34.00	688,125	685,308
2700 3119	Intermediate Clerk Typist Dept Computer Spec II	6 1	6.00 1.00	6 1	6.00 1.00	121,319 31,283	116,229 32,142
3117	. , ,						-
	Sub-Total	71	71.00	70	70.00	\$1,712,143	\$1,680,550
	nel/Training Division	_		4	4 00		6 E 1 071
0360	Asst Dep Dir, Soc Svcs	0	0.00	1	1.00	\$ 0	\$ 54,976 59,094
2378	Soc Svcs Personnel Mgr	1	1.00	1	1.00	58,986	58,986
2730	Senior Clerk	1 1	1.00	1	1.00	23,949 24,011	25,474 22,113
2757	Admin Secretary II		1.00	1	1.00	24,011	22,113
	Sub-Total	3	3.00	4	4.00	\$106,946	\$161,549

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
							
Personi	nel Payroll & Internal Security	/ Section					
2328	Dept Personnel Officer II	5	5.00	6	6.00	\$224,565	\$263,900
2330	Dept Personnel Officer I	1	1.00	1	1.00	39,300	35,447
2363	Personnel Research Psych	1	1.00	1	1.00	51,995	51,720
5290	New Beginnings Coordinator	0	0.00	1	1.00	0	47,051
5248	Program Assistant	0	0.00	3	3.00	0	106,598
5258	Sr Protective Svcs Wkr	0	0.00	1	1,00	0	32,082
5287	Soc Svc Admin I	0	0.00	2	2.00	0	87,862
5288	Soc Svc Admin II	0	0.00	1	1.00	0	37,986
2745	Supervising Clerk	1	1.00	1	1.00	26,135	27,437
2320	Personnel Aide	1	1.00	1	. 1.00	27,623	27,622
2511	Sr Payroll Clerk	5	5.00	5	5.00	122,602	120,418
2494	Payroll Clerk	6	6.00	5	5.00	124,139	107,459
2700	Intermediate Clerk Typist	2	1.75	3	3.00	33,717	56,206
9999	Temporary Extra Help	1	.25	1	.25	8,000	8,000
	Sub-Total	23	22.00	32	31.25	\$658,076	\$1,009,788
Traini	ng Section						
2308	Dept Training Admin	1	1.00	1	1.00	\$ 50,907	\$ 50,907
5287	Soc Svc Admin I	1	1.00	0	0.00	43,931	0
2365	Staff Devel Spec	4	3.50	4	3.50	135,106	136,715
5259	Protective Svcs Supervisor	2	2.00	2	2.00	87,744	87,744
2320	Personnel Aide (Trn Aide)	1	1.00	1	1.00	27,623	27,622
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,950
2700	Intermediate Clerk Typist	4	4.00	4	4.00	73,667	79,945
5234	Social Svc Trainer	8	7.00	8	7.00	224,476	224,476
	Sub-Total	22	20.50	21	19.50	\$667,403	\$631,359
Budget	and Revenue Division						
2534	Chief, SS Rev & Budget	1	1.00	1	1.00	\$ 57,483	\$ 57,482
2413	Analyst III	3	3.00	3	3.00	138,486	138,486
2757	Admin Sec II	1	1.00	1	1.00	22,151	22,052
	Sub-Total	5	5.00	5	5.00	\$218,120	\$218,020
Inform	ation Technology Division						
2471	EDP Systems Manager	1	1.00	1	1.00	\$ 64,917	\$ 64,917
2499	Principal Systems Analyst	1	1.00	1	1.00	58,943	58,942
2525	Sr Systems Analyst	3	3.00	3	3.00	164,241	164,244
2488	Asst Manager, EDP Oper	1	1.00	1	1.00	54,747	54,748
2427	Associate Systems Analyst	9	9.00	9	9.00	408,562	411,479
2428	System Supp Analyst-Trne	1	1.00	1	1.00	29,730	29,730
2303	Administrative Assistant II	1	1.00	1	1.00	41,843	41,843
2756	Administrative Secretary I	1	1.00	<u>1</u>	1.00	22,051	22,840
2485	Distrib Network Tech II	3	3.00	3	3.00	80,092	80,963
2486	Distrib Network Tech III	1	1.00	1	1.00	30,470	32,001
3199	Dept Computer Spec II	1	1.00	1	1.00	31,299	32,019
	Sub-Total	23	23.00	23	23.00	\$986,895	\$993,726

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Commun	ity Relations Media Inquiry/						
	eer Relations						
0360	Asst Dep Dir, Social Svcs	1	1.00	0	0.00	\$ 57,753	\$ 0
2757	Admin Secretary II	1	1.00	0	0.00	22,151	0
5290	New Beginnings Coordinator	0	0.00	0	0.00	(1.80)	0
8801	Soc Svc Admin III	1	1.00	0 0	0.00 0.00	41,894	0
5248 2337	Program Assistant	i	1.00 1.00	0	0.00	39,861 37,960	0
2337	Public Information Spec	J	1.00	U	0.00	37,700	Ū
	Sub-Total	5	5.00	0	0.00	\$199,619	\$0
Evalua	tion and Contracting Division						
2367	Principal Admin Analyst	1	1.00	<u>1</u>	1.00	\$ 52,157	\$ 52,156
2413	Analyst III	3	3.00	3	3.00	134,167	131,432
2757	Admin Sec II	1	1.00	1	1.00	25,024	25,215
	Sub-Total	5	5.00	5	5.00	\$211,348	\$208,803
	Total	272	268.50	275	271.75	\$7,462,579	\$7,640,600
Salary	Adjustments					. 0	7,245
Biling	ual Pay:					33,800	37,160
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					2,652,348	2,732,300
Integra	ated Leave Program:					0	(151,447)
Salary	Savings:					(200,699)	(204,547)
	Total Adjustments					\$2,485,449	\$2,420,711
Progra	m Totals	272	268.50	275	271.75	\$9,948,028	\$10,061,311

PROGRAM: ELIGIBILITY REVIEW

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 21004 MANAGER: J. SHEPARD ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-82

AUTHORITY: This program was developed to implement the Code of Federal Regulations (CFR) 270-283; 45 CFR 205; Welfare and Institutions Code, Sections 10809, 15200.4, 10950; and State Department of Social Service Confidential Fraud and Civil Rights Standards (Division 22) which mandate County administration of this program.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,072,823	\$3,685,205	\$1,720,243	\$4,931,991	\$1,918,274	(61.1)
Services & Supplies	330,403	335,118	170,875	611,699	200,772	(67.2)
Fixed Assets	0	0	0	217,200	0	(100.0)
TOTAL DIRECT COST	\$3,403,226	\$4,020,323	\$1,891,118	\$5,760,890	\$2,119,046	(63.2)
PROGRAM REVENUE	(2,600,412)	(3,478,136)	(1,713,121)	(4,902,194)	(1,812,153)	(63.0)
NET GENERAL FUND CONTRIBUTION	\$802,814	\$542,187	\$177,997	\$858,696	\$306,893	(64.3)
STAFF YEARS	76.75	86.00	42.00	117.75	48.00	(59.2)

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 and Quality Control.

The <u>Appeals</u> 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 or Social Worker. 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 <u>Quality Control</u> 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.

PROGRAM: ELIGIBILITY REVIEW

1992-93 RUDGET TO ACTUAL COMPARISON

The FY 92-93 actual salaries and benefits are lower than budgeted levels because of the transfer of Welfare Investigations to the District Attorney's Office.

Fixed assets were not purchased in this department due to the transfer of Welfare Investigations to the District Attorney's office.

1992-93 ACHIEVEMENT OF OBJECTIVES

- The objective:
 1. "To achieve resolution of 85% of State hearing issues without conducting a formal hearing;" was achieved. 87.1% of State hearing issues were resolved without a hearing.
- "To save, through the Fraud Prevention Program, an average of \$357,802 per month in misspent dollars;" was 2. transferred to District Attorney.
- "To implement 90% of the State hearing decisions within 30 days of receipt;" was not achieved. Only 76.7% of 3. State hearing decisions were implemented within 30 days due to staff shortages which delayed the documentation process.
- "To discover \$5,000 in overpayments each month through the Asset Match Program;" was achieved. 4.
- "To save, through General Relief Fraud Prevention, \$31,564 per month in misspent County dollars;" was transferred 5. to the District Attorney's Office.

1993-94 OBJECTIVES

- To implement 80% of the State hearing decisions within 30 days of receipt. 1.
- To implement the San Diego Quality Control Fraud Study to better identify potential client and internal fraud. 2.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

A net decrease of 69.75 SY due to the transfer of Welfare Investigations to the District Attorney's office, transfers between programs, and mid year additions.

- Quality Control [23.00 SY; E = \$844,093; R = \$721,847] including support personnel is: 1.
 - Mandated Activity/Discretionary Service Level.
 - Responsible for reviewing the eligibility of a random sample of welfare clients to determine the accuracy of the Department's eligibility determination process.
 - The following staff year changes were made: ٥

0.25 SY Assistant Deputy Director and 0.25 SY Administrative Secretary II transferred to the Medi-Cal program; 1.00 SY Social Service Administrator I transferred to the Internal Security Unit in Personnel and Training Sub-program of Management Services; 0.50 SY Group Secretary transferred to the Food Stamp program; and transfer in of 1.00 SY Administrative Secretary I from the Food Stamp program.

- Welfare Investigations [0.00 SY; E = \$0; R = \$0] including support personnel: 2.
 - Mandated Activity/Discretionary Service Level. ٥
 - This sub-program was transferred by the Board to the District Attorney's office on March 3, 1993 [8]. ٥
 - As a result of the transfer of the Welfare Investigations activity to the District Attorney's office all other activities were disbursed to other programs. The following staff year changes have been accomplished; 1.00 SY Social Service Administrator I, 1.00 SY Eligibility Technician, 1.00 SY Sr Clerk, 0.50 SY Intermediate Clerk Typist transferred to the AFDC program, 1.00 Field Investigator and 0.25 SY Intermediate Clerk Typist transferred to Management Services Personnel sub-program, 2.00 SY Word Processor Operators transferred to the Management Services program's Word Processing sub-program and 2.00 SY Intermediate Clerks transferred to Appeals. The following staff years were transferred to the DA's office: 1.00 SY Social Services Administrator III, 8.00 SY Sr Field Investigator, 45.5 SY Field Investigator, 1.00 SY Administrative Secretary I, 2.00 SY Intermediate Transcriber Typist, 6.00 SY Intermediate Clerk Typist, and 1.00 Intermediate Account Clerk.

- 3. Appeals [25.00 SY; E = \$1,274,953; R = \$1,090,306] including support personnel:
 - Mandated Activity/Mandated Service Level.
 - Section staff represents the County at State hearings on client eligibility for assistance.
 - O The following changes were made: 1.00 SY Social Service Administrator I transferred to the AFDC program; 0.50 SY Group Secretary transferred to the Food Stamp program. As a result of the Board letter of March 3, 1993 [8], 3.00 SY Program Assistant and 1.00 SY Social Services Administrator I were added to represent the Department in appeals resulting from increased number of fraud detection activities. 2.00 SY Intermediate Clerk Typist transferred in from the Welfare Investigations sub-program.

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PROGRAM REVENUE BY SOURCE			•	Ob
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
MISC:				
State AFDC Administrative Reimbursement (30% of NFS match required)*	\$311,860	\$1,763,292	\$424,407	\$(1,338,885
Federal AFDC Administrative Reimbursement	445,514	2,518,986	606,321	(1,912,665
State Food Stamp Reimbursement	105,000	105,000	140,000	35,000
(30% of NFS match required)*	·	•	•	•
Federal Food Stamp Reimbursement	150,000	150,000	217,857	67,857
State Medi-Cal Administrative Reimbursement	642,177	290,000	350,000	60,000
Health Trust Fund	\$58,570	\$74,916	\$73,568	\$(1,348
Sub-Total	\$1,713,121	\$4,902,194	\$1,812,153	\$(3,090,041)
fotal	\$1,713,121	\$4,902,194	\$1,812,153	\$(3,090,041
GENERAL FUND CONTRIBUTION DETAIL				Changa Erom
GENERAL FUND CONTRIBUTION DETAIL	1992-93	1992-93	1993-94	Change From
	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
General Fund Contribution By Source	****			1992-93
General Fund Contribution By Source	Actual	Budget	Budget	1992-93 Budget
General Fund Contribution By Source REVENUE MATCH: AFDC Administration	****			1992-93 Budget \$(573,803
General Fund Contribution By Source REVENUE MATCH: AFDC Administration Food Stamp Admin.	Actual \$103,654	Budget \$755,696	Budget \$181,893	1992-93 Budget \$(573,803 15,000
General Fund Contribution By Source REVENUE MATCH: AFDC Administration Food Stamp Admin. Sub-Total	\$103,654 31,732	\$755,696 45,000	\$181,893 60,000	1992-93 Budget \$(573,803 15,000
General Fund Contribution By Source REVENUE MATCH: AFDC Administration Food Stamp Admin. Sub-Total GENERAL FUND SUPPORT COSTS:	\$103,654 31,732	\$755,696 45,000	\$181,893 60,000	1992-93 Budget \$(573,803 15,000
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source REVENUE MATCH: AFDC Administration Food Stamp Admin. Sub-Total GENERAL FUND SUPPORT COSTS: General Relief Sub-Total	\$103,654 31,732 \$135,386	\$755,696 45,000 \$800,696	\$181,893 60,000 \$241,893	1992-93 Budget \$(573,803) 15,000 \$(558,803)

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

County General funds are costs associated with quality control audits and appeal hearings of 100% County funded General Relief cases.

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^{*} NFS means Non-Federal Share of expenditures.

PERFORMANCE INDICATORS			•		
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
WORKLOAD (monthly)					
Number of client hearing requests	528	598	630	598	726
Quality control audits completed	217.2	205.8	194.7	249	244
EFFICIENCY					
Client hearing requests per staff	38	43	45	43	43
Quality control audits per staff	14.5	13.7	12.2	15.6	15.25
<u>EFFECTIVENESS</u>					
Percentage of QC errors challenged and found in error	4.0%	2.9%	1.8%	3.5%	3.5%
Percentage of State hearing decisions implemented within 30 days of receipt	86.7%	80.4%	76.7	90.0%	80.0%

DISCUSSION:

The Welfare Investigators performance indicators have been deleted because this activity was transferred to the District Attorney's office by the Board.

Quality Control audits were less than the budget due to the assignment of some staff to other higher priority activities such as reviewing Foster Care Presumption of Eligibility Model (POEM) cases for Federal eligibility. A federally eligible foster care case incurs one-half the County matching costs of a State only case. This action was a specific effort to minimize the County share of cost in Foster Care; in County cost terms, the most expensive of the Department programs.

Client appeals are expected to increase due to the anticipated increase in Welfare Fraud investigations activities resulting from the transfer of the Investigation function to the District Attorney's office.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Quality	y Control			•			
0360	Assistant Deputy Director	.25	.25	0.00	0.00	\$14,300	\$0
5288	Soc Svcs Admin II	.50	.50	.50	.50	23,081	23,081
5287 52 33	Soc Svcs Admin I	1.00 2.00	1.00 2.00	0.00 2.00	0.00 2.00	43,216	0 42 720
2757	Eligibility Control Supv Admin Secretary II	25	.25	0.00	0.00	60,844 5,889	62,329 0
2756	Admin Secretary I	0.00	0.00	1.00	1.00	0,009	19, 133
2761	Group Secretary	.50	.50	0.00	0.00	11,464	0
5225	Eligibility Control Worker	16.00	16.00	16.00	16.00	392,314	403,940
2493	Intermediate Account Clerk	1.00	1.00	1.00	1.00	20,797	20,797
2730	Senior Clerk	.50	.50	.50	.50	11,593	11,283
2700	Intermediate Clerk Typist	2.00	2.00	2.00	2.00	39,154	19,371
	Sub-Total	24	24.00	23	23.00	\$622,652	\$559,934
	e <u>Investigations</u>						
5289	Soc Svcs Admin III	1.00	1.00	0.00	0.00	\$50,432	\$0
5287	Soc Svcs Admin I	1.00	1.00	0.00	0.00	43,215	0
5717 5719	Sr Field Investigator Field Investigator	8.00 47.00	8.00 46.50	0.00 0.00	0.00 0.00	300,520 1,567,661	0
5221	Eligibility Technician	1.00	1.00	0.00	0.00	22,594	ŏ
2730	Senior Clerk	1.00	1.00	0.00	0.00	23,184	Ō
2756	Admin Secretary I	1.00	1.00	0.00	0.00	21,389	0
2714	Intermediate Trans Typist	2.00	2.00	0.00	0.00	40,452	0
2700	Intermediate Clerk Typist	9.00	8.75	0.00	0.00	164,853	0
2493 3009	Intermediate Account Clerk Word Processor Operator	1.00 2.00	1.00 2.00	0.00 0.00	0.00 0.00	17,551 40,032	. 0
2007	Sub-Total	. 74	73.25		0.00	\$2,291,883	\$0
Annoals							
Appeals 5288	<u>§</u> Soc Sves Admin II	.50	.50	.50	.50	\$23,081	\$23,081
5287	Soc Svcs Admin I	2.00	2.00	2.00	2.00	86,431	80,083
5248	Program Assistant	14.00	14.00	17.00	17.00	555,209	640,144
2761	Group Secretary	.50	.50	0.00	0.00	11,465	0
2730	Senior Clerk	.50	.50	.50	.50	11,593	11,283
2700	Intermediate Clerk Typist	3.00	3.00	5.00	5.00	58,732	116,228
	Sub-Total	.21	20.50	25	25.00	\$746,511	\$870,819
	Total	119	117.75	48	48.00	\$3,661,046	\$1,430,753
Salary	Adjustments:					\$(12,409)	0
Bilingu	ual Pay:					31 <i>,7</i> 37	8,526
Premiun	n/Overtime Pay:					7,523	2,683
Employe	ee Benefits:		•			1,319,757	539,054
Integra	ated Leave Program:					0	(27,233)
Salary	Savings:					(75,663)	(35,509)
	Total Adjustments					\$1,270,945	\$487,521
Deogeog	n Totals	119	117.75	48	48.00	\$4,931,991	\$1,918,274

PROGRAM: DEPARTMENT ADMINISTRATION

DEPARTMENT: SOCIAL SERVICES

PROGRAM #: 93101 MANAGER: C. STEPPE ORGANIZATION #: 3900

REFERENCE: 1993-94 Proposed Budget - Pg. 17-87

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change	
DIRECT COST							
Salaries & Benefits	\$1,232,350	\$1,648,427	\$1,381,319	\$1,375,651	\$1,128,846	(17.9)	
Services & Supplies	29,013	78,909	77,300	79,288	79,472	0.2	
TOTAL DIRECT COST	\$1,261,363	\$1,727,336	\$1,458,619	\$1 ,454,939	\$1,208,318	(17.0)	
PROGRAM REVENUE	(1,027,908)	(1,431,483)	(1,277,318)	(1,228,643)	(1,065,193)	(13.3)	
NET GENERAL FUND CONTRIBUTION	\$233,455	\$295,853	\$181,301	\$226,296	\$143,125	(36.8)	
STAFF YEARS	23.00	20.25	19.00	19.00	16.00	(15.8)	

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.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and benefits savings are \$5,668 over budget as a result of hiring temporary part-time staff for special projects in the Community Relations Bureau.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. The goal of "working to achieve adequate funding for mandated services" is ongoing. During Fiscal year 92-93, the Department actively participated in the California Welfare Director's Association activities to ensure that our voice was heard as State revenue allocation methodologies were discussed to allocate the funds included in the State Budget. Through these discussions/negotiations, the Child Welfare Services preliminary allocation was increased from \$43.6 million to \$46 million prior to release of the allocation; a \$2.4 million increase.
- 2. The goal of "developing new and improving existing automation systems" is ongoing. The Department has implemented a number of new automated payment systems during the year; each one designed to improve services while also improving internal control of funds. Systems developed this year include, a bar coding system for tracking case files, a fraud referral and tracking system, a report system for internal security, and an automation security policy.
- 3. The goal of "simplifying paperwork and streamlining the system" is ongoing. This goal has not been met this year as additional documentation and levels of review has been added to meet the auditor's recommendations directed toward eliminating the system weaknesses that have contributed to past employee thefts.
- 4. The goal of "recognizing quality performance" is ongoing. Four hundred and sixty employee recognition awards have been presented this year and three hundred foster parents and staff were recognized at the annual Foster Parent Recognition Dinner.
- 5. The goal of "providing good working conditions for staff" is ongoing. We continue to work with the CAO to obtain acceptable replacement and new space and have completed a number of refurbishment projects during the year. While some progress has been made, much remains to be accomplished. Remaining to be achieved is approval to refurbish county owned district offices and a replacement for the Logan Heights Office.
- 6. The goal of "encouraging ideas for improvements from staff and the community" is ongoing. We continue to work with the Child Abuse Prevention Foundation on the construction of the Polinsky Children's Center. One day each month is designated as Director's Call-in day and the Director makes himself available to talk with any employee who wishes to talk to him. Staff are encouraged to use the County's Do It Better By Suggestion program with 184 suggestions adopted during the year. Efforts to move to a Family Centered Child Protective Services Program continue. Increased community communication and cooperation has been achieved, especially in the Child Protective Services Programs.
- 7. An "internal security function to deter and detect employee fraud" has been implemented. The Internal Security unit is actively working to identify and eliminate system weakness and the employees who commit fraud by taking advantage of the system.
- 8. The goal of "maintaining an aggressive welfare fraud prevention and detection program" is ongoing. While the District Attorney assumed actual welfare fraud investigation activities, this Department remains active in detecting and preventing fraud and reporting suspected abuse to the District Attorney. In addition we have:
 - trained all 1,500 Income Maintenance staff in fraud prevention;
 - improved computer system security;
 - implemented additional levels of supervisory case reviews to detect errors or fraudulent activities and avoid improper expenditure of public funds.

1993-94 OBJECTIVES

The Department's goals for FY 93-94 include:

- 1. Strive for excellence in service delivery.
- 2. Develop prevention services to reestablish a community, neighborhood and family focus, and break the cycles of unemployment, welfare and child abuse.
- 3. Foster accountability and integrity. Maintain high standards of professional and personal behavior, prevent fraud and deter abuse of public social service programs.
- 4. Improve community relations to relieve fear and misunderstanding of what the Department's programs accomplish; foster community based programs to assist our clients in achieving a better quality of life, reduce future service needs, and reduce dependency and abuse; increase coordination with other social service institutions.

- 5. Value our employees by encouraging innovation, improving facilities and celebrating diversity in our workforce.
- 6. Develop new, and improve existing, automated systems.
- 7. Recognize quality performance in our employees and volunteers.
- 8. Provide reasonable working conditions for staff.
- 9. Encourage ideas for improvement from staff and the community.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Net decrease of 3.00 staff years as noted below:

- 1. <u>Department Administration</u> [16.00 SY; E = \$1,208,318; R = \$1,065,193] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for the administration of the Department's other programs.
 - o Reduced 1.00 SY Assistant Deputy Director, Social Services in the Director's office to balance FY 93-94 County Budget. This position had provided long range planning and policy formulation for the Department.
 - Reduced 1.00 SY Deputy Director and 1.00 SY Administrative Secretary III due to the elimination of the Community Relations Bureau. This Bureau was responsible for building bridges with community through New Beginnings, Social Services volunteer programs, media contacts, and recommendations for improved efficiency in operations.

Source of Revenue	PROGRAM REVENUE BY SOURCE				
Foster Home Lic. Contracts	TROUBLE NEVERSE BY COOKSE				
Adoptions Service Contract Refuges Social Services	Source of Revenue				
Adoptions Service Contract Refuges Social Services	Footon Home Lie Contracto	##4 740	¢11 /13	\$44 72F	#747
Refugee Social Services 528 777 299 (678)		,		•	
Child Velfare Services (30% of Non Fed cost match) County Services Block Grant (30% of Non Fed match) County Services Block Grant (30% of Non Fed match) Ref. Employment Services 6,744 10,571 9,182 (1,389) Ref. Employment Services 6,764 10,577 1,481 11,286 Ref. Employment Services 6,764 10,571 9,182 (1,389) Ref. Employment Services 6,764 10,571 1,575 18,197 (1,375) Ref. Employment Services 6,764 10,577 1,481 11,286 Ref. Employment Services 7,886 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 7,886 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,332 5,499 (2,833) Child Care Development Program (maint. of effort required) 8,065 8,333 5,471 8,481 8,481 8,481 8,481 8,481 8	·	•	•	•	
Cost match 278,120 326,013 295,136 (30,877)	· · · · · · · · · · · · · · · · · · ·	720	,,,		(0.0)
County Services Block Grant (30% of Non Fed match)		278,120	326,013	295,136	(30.877)
Ref. Employment Services Ref. Employment Services RETC Contract Administration 5,787 3,411 4,639 1,282 RETC Contract Administration 159,02 187,816 192,097 4,839 RETC Contract Administration 159,02 187,816 192,097 4,839 Reford Stamp Program Administration 159,02 187,816 192,097 4,837 C15% of cost match) Refugee Aid Administration 159,02 187,886 8,332 5,499 (2,833) Refugee Aid Administration 159,02 187,886 8,332 5,499 (2,833) Refugee Aid Administration 159,02 187,886 8,332 5,499 (2,833) Refugee Aid Administration 159,02 187,886 8,330 213 (8,137) Refugee Aid Administration 159,02 187,886 8,330 213 (8,137) Refugee Aid Administration 159,03 4,271 6,421 2,150 Refugee Aid Administration 159,03 4,271 6,421 2,150 Refugee Avenues to Independence (AGIN) Greater Avenues to Independence (AGIN) Refugee Avenue Avenue (AGIN) Refugee Avenues to Independence (AGIN) Refugee Avenue (AGIN	County Services Block Grant (30% of Non		·	•	•
RETC Contriact Administration 45,787 3,411 4,639 1,228 APTOC Administration (18,1236 29),929 158,194 (133,735) ABG1-Cal Program Administration (159,042 187,816 192,097 4,281 103,735) ABG1-Cal Program Administration (128,006 103,498 93,125 (103,735) (15% of cost match) Refugee Aid Administration (128,006 103,498 93,125 (103,735) (15% of cost match) Refugee Aid Administration (18,1206 103,498 93,125 (103,735) (15% of cost match) Refugee Aid Administration (18,1206 103,498 93,125 (103,735) Child Care Development Program (maint. of effort required) (19,1206 103) Food Stamp Empl. & Training (match required)** (15,594 8,350 213 (8,137) Good Stamp Empl. & Training (match required)** (15,594 8,350 213 (8,137) Greater Avenues to Independence (6AIN) (30% of NFS Trust Fund match required)** (15,403 4,271 6,421 2,150) Hosphital Council Contract (19,1206 103) Hosphital Council Contract (19,1206 103		43,687	49,113	47,033	(2,080)
AFDC Administration (15% match required) AFDC Administration (15%, match required) AFDC Administration (159,042 187,816 192,097 4,281 Food Stamp Program Administration (159,042 187,816 192,097 4,281 Food Stamp Program Administration (158,066 103,498 93,125 (10,373 155 105,050 103,498 13,125 (10,373 115,050 103,498 13,125 (10,373 115,050 103,498 13,125 (10,373 115,050 11	·				
Medi-Cal Program Administration 159,042 187,816 192,097 4,281 Food Stamp Program Administration 128,206 103,498 93,125 10,373 (15% of cost match) 5,886 8,332 5,699 (2,833) Child Care Development Program Maint. of effort required)* 305 1,155 850 Food Stamp Empl. & Training (match required)* 15,594 8,350 213 (8,137) Greater Avenues to Independence (GAIN) (300 of MFS Trust Fund match required)** 5,035 115,387 93,374 (22,013) Hospital Council Contract 5,785 1,491 4,740 3,249 4,740 3,249 Hospital Council Contract 5,785 1,491 4,740 3,249 4,740 3,249 4,740 3,249 4,740 3,249 4,740 1,331 4,812 3,692 3,692 1,551 4,625 3,275 6,435 6,435 6,435 6,435 6,435 6,435 6,435 6,435 6,435 8,163,450 8,163,450 1,980 1,980 1,980 <td></td> <td></td> <td></td> <td></td> <td></td>					
Food Stamp Program Administration 128,206 103,498 93,125 10,375 Refugee Aid Administration 5,886 8,332 5,499 (2,833 Refugee Aid Administration 5,896 8,350 213 (8,137 Refugee Aid Administration 5,594 8,350 213 (8,137 Refugee Aid Administration 15,594 8,350 213 (8,137 Refugee Aid Administration 5,403 4,271 6,421 2,150 Rospital Council Contract 5,785 1,491 4,740 3,249 Adoption Fees 740 937 931 (6) Frank Child Care Admin. 2,724 3,652 3,652 3,809 157 Spec. Foster Care Grant 494 3 203 200 Refugee Prostrion 18,937 17,041 23,476 6,435 Conservatorship Redicated 0 3,409 4,740 1,331 Risc. (IRRA, SAVE, IRCA) 38,962 11,551 14,626 3,275 Social Services Trust Fund \$53,871 \$35,571 \$35,571 \$60,227 \$24,676 Refugee Aid Administration 5,403 \$1,228,643 \$1,065,193 \$1,065,193 \$1,065,193 Sub-Total \$1,277,318 \$1,228,643 \$1,065,193 \$1,065,193 \$1,980 Revenue March 1992-93 1992-95 1993-94 1992-95 Revenue March 1992-95 1992-95 1993-94 1992-95 Revenue March 1992-95 1992-95 1993-94 1992-95 1992-95 Revenue Admin. 10,663 17,343 7,921 (9,22) Revenue Admin. 10,663 17,343 7,921 (9,22) Refugee Aid Administration 17,457 10,2310 36,334 (65,576) Refugee Aid Administration 10,663 17,343 7,921 (9,22) Refugee Aid Administration 10,663 17,343 7,921 (9,22) Refugee	· · · · · · · · · · · · · · · · · · ·				
C15x of cost match Refugee Aid Administration 5,886 8,332 5,499 (2,833) Child Care Development Program (maint. of effort 305 1,155 850 Food Stamp Empl. & Training (match required)* 15,594 8,350 213 (8,137) Food Stamp Empl. & Training (match required)** 15,594 8,350 213 (8,137) Greater Avenues to Independence (GAIN) (30x of NFS Trust Fund match required)** 59,353 115,387 73,74 (22,013) Independent Living Grant 5,403 4,271 6,421 2,150 Hospital Council Contract 5,785 1,491 4,740 3,249 Adoption Fees 740 37 7931 (6) Grant Child Care Admin. 2,724 3,652 3,809 157 Spec. Foster Care Grant 494 3 203 200 Family Preservation 18,937 17,041 23,476 6,355 Conservatorship Medicaid 0 3,409 4,740 1,331 Misc. (MRSA, SAVE, IRCA) 36,982 11,551 14,826 3,275 Social Services Trust Fund \$35,871 \$35,551 14,826 3,275 Social Services Trust Fund \$53,871 \$35,551 4,826 3,275 Social Services Trust Fund \$54,666 0 1,980 1,980 Sub-Total \$1,277,318 \$1,228,643 \$1,065,193 \$(163,450) Total \$1,277,318 \$1,228,643 \$1,065,193 \$(163,450) Total \$1,277,318 \$1,228,643 \$1,065,193 \$(163,450) GENERAL FUND CONTRIBUTION DETAIL \$1,277,318 \$1,228,643 \$1,065,193 \$(163,450) Total \$1,277,318 \$1,228,643 \$1,065,193	-				
Refugee Aid Administration 5,886 8,332 5,499 (2,833) Child Care Development Program (maint. of effort 305 1,155 850 Food Stamp Empl. & Training (match required)* 15,594 8,350 213 (8,137) Greater Avenues to Independence (GAIN) (30% of NS Trust Fund match required)** 50,353 115,387 93,374 (22,013) Independent Living Grant 5,403 4,271 6,421 2,150 Asspital Council Contract 5,785 1,491 4,740 3,249 Adoption Fees 740 937 931 (6) Fram. Child Care Admin. 2,724 3,652 3,809 157 Spec. Foster Care Grant 494 3 203 200 Family Preservation 18,937 17,041 1,331 14,826 3,275 Social Services Trust Fund \$53,871 \$35,551 \$60,227 \$24,676 Mental Health Trust Fund \$666 193 \$49 \$4,740 1,331 Misc. (MRSA) \$1,227 \$18	· •	120,200	103,496	93,123	(10,373)
Child Care Development Program (maint. of effort required)* required) Food Stamp Empl. & Training (maint. or epired)* Food Stamp Empl. & Training (maint. or epired)* Food Stamp Empl. & Training (maint. or epired)* 15,594 8,350 213 (8,137) (302 of NPS Trust Fund match required)** 15,595 1,491 4,740 3,249 Nospital Council Contract 5,785 1,491 4,740 3,249 Adoption Fees 740 397 931 4,740 3,249 Adoption Fees 740 397 931 4,740 3,249 Adoption Fees 740 397 931 2,249 Adoption Fees 740 397 1,041 23,476 6,435 Adoption Fees 740 3,652 3,809 157 Adoption Fees 740 397 1,041 23,476 6,435 Adoption Fees 740 3,652 3,809 157 751 4,826 4,839 15,939 157 Adoption Fees 740 4,740 3,745 Adoption Fees	•	5 886	8 332	5 400	(2.833)
Prequired	<u> </u>	3,000	•		
Greater Avenues to Independence (GAIN) (30% of NS Trust Fund match required)** 50.353 115,387 93,374 (22,013) Independent Living Grant 5,403 4,271 6,421 2,150 Mospital Council Contract 740 937 931 (2) Adoption Fees 740 937 931 (3) Arabic Council Contract 740 937 931 (5) Fran. Child Care Admin. 2,2724 3,655 3,809 15,75 Spec. Foster Care Grant 2,94 3 203 200 Family Preservation 18,937 17,041 23,476 6,435 Conservatorship Medicaid 0 3,409 4,740 1,331 Misc. (MRSA, SAVE, IRCA) 38,982 11,551 14,826 3,275 Mental Health Trust Fund \$55,871 \$55,551 \$60,227 \$24,675 Mental Health Trust Fund \$51,277,318 \$1,228,643 \$1,065,193 \$(163,450) Total \$1,277,318 \$1,228,64				.,,	
S00 of NFS Trust Fund match required)** 50,553 115,387 93,374 (22,013) Hospital Council Contract 5,745 1,491 4,740 3,249 Adoption Fees 740 1,491 4,740 1,331 Addition Fees 740 1,491 4,740 1,491 AFOC Administration 71,457 102,310 36,334 61,494 AFOC Administration 71,457 102,310 36,334 61,494 AFOC Administration 71,457 102,310 36,334 61,494 AFOC Administration 71,457 102,310 36,334 61,497 AFOC Administration 71,457 102,310 36,334 61,597 AFOC Administra		15,594	8,350	213	(8,137)
Independent Living Grant	• • • • • • • • • • • • • • • • • • • •	50.353	115,387	93,374	(22,013)
Nospital Council Contract					
Tran. Child Care Admin	Hospital Council Contract	5,785	1,491	4,740	
Spec. Foster Care Grant					
Family Preservation 18,937 17,041 23,476 6,435 Conservatorship Medicaid 0 3,409 4,740 1,331 Misc. (MRSA, SAVE, IRCA) 38,982 11,551 14,826 3,275 Social Services Trust Fund \$53,871 \$35,551 \$60,227 \$24,676 Mental Health Trust Fund \$5666 0 1,980 1,980 1,980 Sub-Total \$1,277,318 \$1,228,643 \$1,065,193 \$(163,450) \$ Sub-Total \$1,277,318 \$1,228,643 \$1,065,193 \$(163,450) \$				•	
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General Fund Contribution By Source 1992-93 Actual Budget 1993-94 Budget Change From 1992-93 1993-94 1992-93	Total	\$1,277,318	\$1,228,643	\$1,065,193	\$(163,450)
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Total \$181,301 \$226,296 \$143,125 \$(83,171)	Sub-Total		3 37,347	P40,47	∌(13,UYU)
	Total	\$181,301	\$226,296	\$143,125	\$(83,171)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

- * FSET match: no match required for first \$319,691; 15% for next \$88,654; and 50% for the remaining expenditures.
- ** NFS means Non-Federal Share of expenditures.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTION:

For FY 1992-93 the State met NET program match with State funds. In the FY 93-94, State budget, this match is a County responsibility.

The Independent Living Skills Program has received an additional allocation of federal funds which requires a County match.

County Cost Program Support costs include the cost to administer County funded programs such as General Relief.

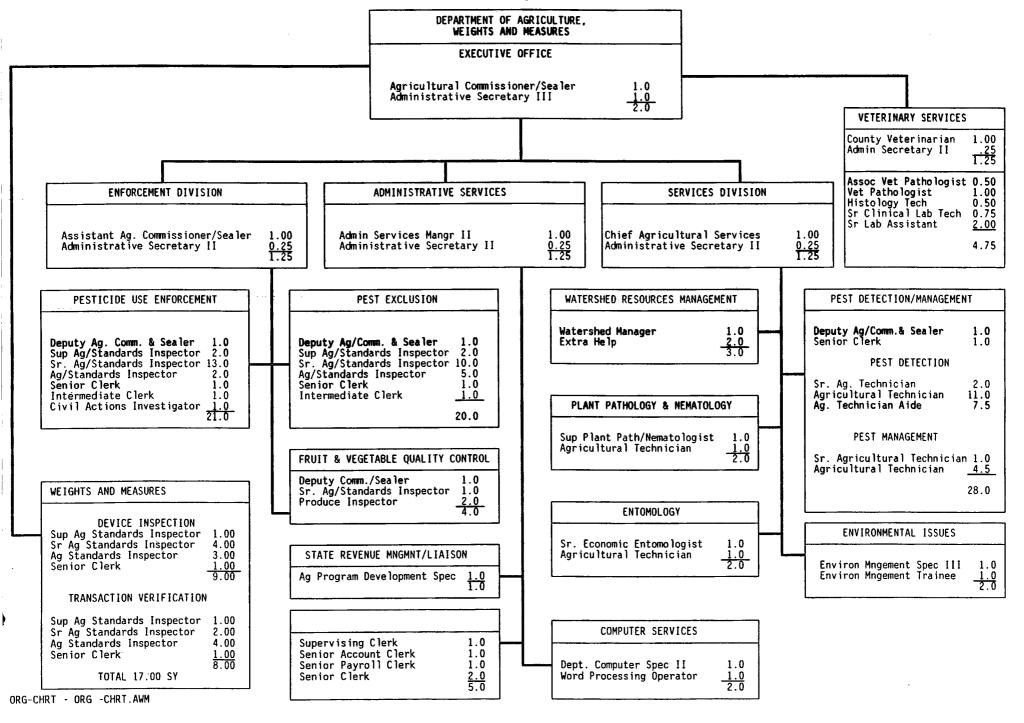
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
DSS Di	rector's Office						
2121	Director, Soc Svcs	1	1.00	1	1.00	\$111,352	\$111,352
2225	Asst Dir, Soc Svcs	1	1.00	1	1.00	91,350	91,350
0360	Asst Deputy Director	1	1.00	0	0.00	68,319	0
2759	Admin. Sec. IV	1	1.00	1	1.00	33,135	33,135
2758	Admin. Sec III	1	1.00	1	1.00	29,449	30,774
	Sub-Total	⁴5	5.00	4	4.00	, \$333,605	\$266,611
	Maintenance Bureau						
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$73,559	\$ 73, 558
2302	Prin Admin Analyst	1	1.00	1	1.00	46,162	52,099
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,774
	Sub-Total	3	3.00	3	3.00	\$150,495	\$156,431
Childre	ens Services Bureau			;~			
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$90,349	\$90,350
2367	Prin Admin Analyst	1	1.00	1	1.00	52,157	52,156
2303	Admin Assistant II	1	1.00	1	1.00	36,381	35,359
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,774
	Sub-Total	4	4.00	4	4.00	\$209,661	\$208,639
Employ	ment Services Bureau						
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$77,110	\$77,111
2367	Prin Admin Analyst	1	1.00	1	1.00	46,162	51,909
2758	Admin Secretary III	· 1	1.00	1	1.00	29,278	30,741
	Sub-Total	3	3.00	3	3.00	\$152,550	\$159,761
	ment Services Bureau	1	1 00	4	1.00	#90 70 5	#4E 00/
2294	Dep Dir, Soc Svcs	1	1.00	1	1.00	\$80,305	\$65,084
2758	Admin Secretary III	1	1.00	1	1.00	27,828	28,908
	Sub-Total	2	2.00	2	2.00	\$108,133	\$93,992
	ity Relations Bureau	•	1.00	0	0.00	e47 047	**
2294	Dep Dir, Soc Svcs	1	1.00	0		\$67,963	\$0
2758	Admin Secretary III	1	1.00	0	0.00	23,949	0
	Sub-Total	2	2.00	0	0.00	\$91,912	\$0
	Total	19	19.00	16	16.00	\$1,046,356	\$885,434
Salary	Adjustments:					\$0	\$2,804
Bilingu	wal Pay:					1,000	1,000
Premium	n/Overtime Pay:					0	0
	ee Benefits:					355,470	305,340
=	ated Leave Program:					0	(34,563)
Salary	Savings:					(27,175)	(31,169)
	Total Adjustments					\$329,295	\$243,412
	n Totals	19	19.00	16	16.00	\$1,375,651	\$1,128,846

COMMUNITY SERVICES

AGRICULTURE/WEIGHTS & MEASURES

•	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Agriculture/Weights & Measures/County Vet	\$4,549,499	\$5,119,690	\$5,251,223	\$5,395,249	\$5,656,905	\$261,656	4.9
TOTAL DIRECT COST	\$4,549,499	\$5,119,690	\$5,251,223	\$5,395,249	\$5,656,905	\$261,656	4.9
PROGRAM REVENUE	(2,673,218)	(3,230,785)	(3,105,452)	(2,929,088)	(3,581,336)	(652,248)	22.3
NET GENERAL FUND COST	\$1,876,281	\$1,888,905	\$2,145,771	\$2,466,161	\$2,075,569	\$(390,592)	(15.8)
STAFF YEARS	102.9	110.12	111.76	114.00	118.75	4.75	4.2

DEPARTMENT OF AGRICULTURE, WEIGHTS AND MEASURES



PROGRAM: Agriculture/Weights & Measures/ DEPARTMENT: AGRICULTURE/WEIGHTS & MEASURES

County Veterinarian

PROGRAM #: 32001, 32002, 32004 ORGANIZATION #: 4850

MANAGER: Kathleen A. Thuner REFERENCE: 1993-94 Proposed Budget - Pg. 18-3

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) which provided for coordinated countywide planning in prescribed burning.

Under Article VII of the County Charter, the position of the County Veterinarian 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,035,608	\$4,553,061	\$4,755,012	\$4,887,318	\$5,157,877	5.5
Services & Supplies	478,903	499,158	424,728	478,731	430,028	(10.2)
Other Charges	0	0	10,378	21,000	69,000	228.6
Fixed Assets	34,988	66,959	15,739	8,200	0	(100.0)
Operating Transfers	0	512	45,366	0	0	0.0
TOTAL DIRECT COST	\$4,549,499	\$5,119,690	\$5,251,223	\$5,395,249	\$5,656,905	4.8
PROGRAM REVENUE	(2,673,218)	(3,230,785)	(3,105,452)	(2,929,088)	(3,581,336)	22.3
NET GENERAL FUND CONTRIBUTION	\$1,876,281	\$1,888,905	\$2,145,771	\$2,466,161	\$2,075,569	(15.8)
STAFF_YEARS	102.90	109.70	111.76	114.00	118.75	4.2

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 nearly 1 billion dollars (1992); has an excess of 4,500 locations which sell gasoline and other petroleum products; has approximately 422 licensed weighing locations; has over 64,000 acres under the Watershed Management Program; receives over 3,500 complaints for animal damage control; and maintains a veterinary disease surveillance and control program for the health, safety and economy of the County.

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 production of 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.
- Provides necropsy services for humane societies, animal control facilities and the public.
- Performs expeditious rabies testing to protect the public and domestic animal health.
- Performs laboratory accessions including necropsies, histologies and microbiologies.

1992-93 BUDGET TO ACTUAL COMPARISON

Estimated actual salary and benefits were lower than budget level due to implementation of a hiring freeze and 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.

1992-93 ACHIEVEMENT OF OBJECTIVES

- ٥ Dedicated significant staff time to creating and implementing the Africanized Honey Bee Preparedness Program, which has a national rejutation for creativity and effectiveness.
- Obtained public and private funding for Africanized Honey Bee Action Plan projects including information 0 dissemination, public education, veterinary and public health coordination and emergency services training.
- Pursued funding and implementation of Geographic Information Systems (GIS) and the county's Regional Urban Information System (RUIS) software and hardware, to track pesticide use permits geographically, to ensure that nearby endangered species are not impacted, and to enhance geographic info for all Agriculture, Weights and Measures programs.
- Implemented a public services satisfaction survey form to provide immediate and continuing feedback regarding the O public's and regulated industry's satisfaction with departmental service delivery.
- Conducted a workshop with members of the regulated community, such as cab companies, farmers, nursery growers and grocery store executives, as well as members of the public who are not regulated by the Department but utilize
- Reduced Departmental Net County Cost by 16% by pursuing new revenue sources and cutting activities that are not revenue offset.

1993-94 OBJECTIVES

In furtherance of this department's mission, measures are being implemented to achieve several goals.

- Ensure San Diego will "Bee Prepared" by implementing the Africanized Honey Bee Action Plan.
- Provide due process in the Agricultural and Structural Civil Penalty process by hiring the Agricultural Civil ٥ Actions Investigator.
- Implement management measures to protect coastal waters from agricultural sources of non-point pollution as ٥ defined by the Coastal Zone Act Reauthorization Amendments of 1990.
- 0 Maximize fee generated revenues to offset net county cost.
- Continue "100% Public Service Satisfaction" efforts including Cultural Diversity training.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration/Technical/Clerical/Indirect Support [11.00 SY; E = \$553,341; R = \$66,170] including support 1. personnel involves the following:
 - Mandated/Discretionary Service Level.
 - 0 Providing department-wide management, budgeting, fiscal, personnel and clerical support.
 - Payroll, purchasing, word processing activities, and automation/data processing interface. ٥ Deleted 1.0 staff year for Account Technician.
 - 0 Agricultural Services support.
 - Agriculture/Weights and Measures Enforcement support.
- Enforcement Functions [63.50 SY; E = \$3,258,217; R = \$1,799,845] 2.
 - Mandated/Mandated Service Level.
 - ٥ Pest exclusion activities.
 - Transferred 2.0 SY to Sub-Meter Inspection Program in Weights and Measures Division.
 - Implemented Quarantine Inspection Charges utilizing existing staff. ٥
 - ٥ Pesticide use enforcement and worker health and safety programs.
 - Deleted 1.0 SY Senior Field Investigator.
 - Added 1.0 SY Agricultural Civil Actions Investigator.
 - ٥ Seed, nursery, and apiary inspections.
 - Enforcing fruit, nut, honey, egg and vegetable standards.

 O Deleted .25 SY for Produce Inspector. ٥
 - Device inspection and consumer protection programs.
 - Implemented Sub-Meter Inspection Program.

- Agricultural Services [38.5 SY; E = \$1,519,015; R = \$1,402,721] 3.
 - Mandated/Discretionary Service Level.
 - Pest detection/eradication/control (including structural pest control) activities. ٥ Deleted 1.0 SY for Agricultural Technician for discretionary structural pest control function.
 - Laboratory Services including entomology, nematology, plant pathology and virology functions.

 O Added 1.0 SY Senior Economic Entomologist 0

 - Deleted 1.0 SY Supervising Entomologist
 - ٥ Environmental Management Services.
 - Deleted 1.0 SY Environmental Management Specialist II ٥
 - ٥ Deleted 1.0 SY Africanized Honey Bee Coordinator.
 - Added 1.0 SY Environmental Management Trainee
 - Enforcement of Watershed Management Policy and coordinating prescribed burns. 0
 - Reduced funding for 1.0 SY and transferred 1.0 SY to Pesticide Use Enforcement.
 - Cooperative Animal Damage Control Program implemented cost recovery.
- <u>Veterinary Services</u> [5.75 SY; E = \$326,332; R = \$312,600]
 - 0 Mandated/Discretionary Service Level.
 - Consolidation of the County Veterinarian with Agriculture, Weights and Measures.
 - ٥ Enforcement of veterinary disease control laws and regulations.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Pest Control Registration	\$11,925	\$10,000	\$7,100	\$(2,900)
Certified Producers	6,696	2,800	3,500	700
Farmers Market	120	200	400	200
Shipping Permit AB 2187 Inventory Hazardous Materials	158,433 29,600	62,691 30,000	120,000 30,000	57,309 0
Imported Food Inspection	207,850	120,646	189,780	69,134
Vertebrate Bait Sales	75,514	50,000	55,000	5,000
Miscellaneous (Fines & Forfeitures/Other)	11,527	. 0	0	. 0
Organic Foods Law	7,108	9,711	3,000	(6,711)
Gypsy Moth Inspection	656	0	0	0
Structural Pest Control Exams	4,134	0	2,500	2,500
Quarantine Inspections	0 415	0	130,779	130,779
Salad Produce Inspection Miscellaneous	10,610	Ŏ	0	0
		<u>-</u>	-	
Sub-Total	\$524,588	\$286,048	\$542,059	\$256,011
OTHER: Road Fund (Plant Pests)	174,024	194,581	194,581	0
Airport Enterprise	14,635	27,600	27,600	0
Special Districts	4,106	24,910	24,910	0
Pesticide Residue Sampling	5,175	4,785	24,710	(4,785)
Seed Agreement	0	0	2,500	2,500
Worker Health & Safety Inspection	11,000	24,550	. 0	(24,550)
Laboratory Fees	0	5,000	0	(5,000)
Agricultural Enterprises	490	0	0	0
Apiary Inspections Miscellaneous	110 651	0 0	0 0	0 0
Sub-Total	\$210,191	\$281,426	\$249,591	\$(31,835)
LOCAL ASSISTANCE:				
State Nursery Contract	\$66,959	\$48,625	\$48,625	\$0
State Egg Quality Control Contract	20,970	28,450	28,450	0
AB 3765 - Pesticide Use Enforcement	107,536	107,536	107,536	0
Detection Contract (Medfly, etc.)	812,018	746,423	784,811	38,388
Asian Gypsy Moth Inspection	46,004	36,175 45,000	0 45 000	(36,175)
100% Pesticide Use Reporting	65,000 74,377	65,000	65,000	/71 709\
100% Pesticide Application Reporting	36,277	61,798	30,000	(31,798)
Sub-Total	1,154,764	1,094,007	1,064,422	(29,585)
SUBVENTION:	****	4505 700	AFOF 700	•
Gas Tax Subvention Pesticide Dealers Tax	\$612,447	\$595,702	\$595,702	\$0 0
Pesticide Deaters Tax Pesticide Enforcement Mil Subvention	1,675 273 082	1,825 294,733	1,825 270,000	(24,733)
Salary Subvention	273,082 6,600	6,600	6,600	(24,133)
Sub-Total	\$893,804	\$898,860	\$874,127	\$(24,733)
Weights & Measures				
LOCAL ASSISTANCE:				
Audit Kosher Food Records	\$0	\$7,560	\$0	\$(7,560)
Device Repairman	2,981	0	2,500	2,500
Petroleum Products Inspection	27,216	25,704	25,704	0
Sub-Total	30,197	33,264	28,204	(5,060)
CHARGES:				_
Device Registration	209,118	216,310	216,310	0
Device Testing (Reinspection) Sub Meter Inspection Program	33,072 0	0	10,000 135,000	10,000 135,000
			•	
Sub-Total	242,190	216,310	361,310	145,000

Total	2,145,771	2,466,161	2,075,569	(390,592
Sub-Total	2,145,771	2,466,161	2,075,569	(390,592
GENERAL FUND SUPPORT COSTS:	2,145,771	2,466,161	2,075,569	(390,592
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND CONTRIBUTION DETAIL				
Total	3,105,452	2,929,088	3,581,336	652,248
Sub-Total Sub-Total	42,860	119,173	149,023	29,850
Miscellaneous	20,578	74,908	74,908	Ŏ
Animal Damage Control Program Dept of the Interior	0 7,783	0 22,430	27,073 22,430	27,073 0
Watershed Management Grazing Land Fund	14,499	21,835	24,612	2,777
Sub-Total	. 0	0	312,600	312,600
Trust Fund Offset	0	0	259,000	259,000
<u>Veterinarian Services</u> Service Fees	0	0	53,600	53,600
Sub-Total	6,858	0	0	0
Other Miscellaneous (Fines & Forfeitures/Other)	6,858	0	0	0

EXPLANATION/COMMENT ON PROGRAM REVENUES

- Veterinary Services were restored from previous elimination within the Health Department to this department and
 offset from the Agricultural Commissioner's Trust Fund. These monies were from overrealized unrefunded gas tax
 revenues and veterinarian service fees.
- 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.
- Issuance of shipping permits has increased due to new regulations on commodities entering Mexico and the subsequent necessity of exporters requiring phytosanitary permits.
- ♦ The present fiscal situation at the State level has resulted in the loss of several funding sources. Pesticide Residue Sampling, Worker Health and Safety Inspections, Kosher Food Inspections and the Asian Gypsy Moth Inspections have been discontinued.
- Legislation became effective January 1, 1993, authorizing the implementation of a sub-meter device registration in the Weights and Measure division of this department. Legislation authorizes the County to recover the cost of the county sealer for inspecting or testing weighing and measuring devices.
- Enhancement of the Animal Damage Control Program will be achieved through cost recovery associated with charges for the control of damaging birds and mammals reducing, terminating, and/or preventing predatation and damage to livestock, crops, and other property and humans within the county.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Exclusion/Detection/Eradication					
<u>WORKLOAD</u>					
Terminal Inspection Units	854,768	958,828	740,748	1,000,000	850,000
Detection Servicings	343,083	310,203	236,384	280,000	257,710
EFFICIENCY					
Actual/mandated	100%	83%	100%	100%	100%
<u>EFFECTIVENESS</u>					
Rejections/intercepts	253	323	202	250	0
ACTIVITY B: Regulation of Pesticides					
WORKLOAD					
Pre-Application Site Insp.	223	107	217	300	200
Field Worker Safety Insp.	149	109	153	300	150
Grower Issued ID number	1,791	1,584	2,372	2,100	1,500
EFFICIENCY					
Actual/mandated	37%	22%	100%	100%	100%
<u>EFFECTIVENESS</u>					
Priority investigation	12	122	203	0	0
ACTIVITY C: Enforcing Nursery Laws					
<u>WORKLOAD</u>					
Inspections	1,271	1,006	1,096	1,400	1,400
EFFICIENCY					
Actual/mandated	91%	100%	100%	100%	100%
<u>EFFECTIVENESS</u>					
Non-Compliances	14	20	13	35	0
ACTIVITY D: Seed and Apiary					
<u>WORKLOAD</u>					
Lots inspected	655	417	122	500	300
Colonies Registered	14,924	14,950	4	15,000	15,000

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u>EFF1CIENCY</u>					
Actual/mandated	100%	100%	100%	100%	100%
EFFECTIVENESS					
Rejections	6	2	2	0	0
ACTIVITY E: Weighing & Measuring					
WORKLOAD					
Device Inspections	15,156	22,522	25,253	16,000	24,000
EFFICIENCY					
Actual/mandated	76%	100%	24,000	100%	155%
<u>EFFECTIVENESS</u>					
Retail scales % defective	16	11	7	0	0
Gasoline pumps % defective	9	7	6		0
			·		
ACTIVITY F: QC/MM/PT					
WORKLOAD					
Establishments visited	2,437	3,021	2,884	3,000	2,750
EFFICIENCY					
Actual/mandated	81%	100%	96%	100%	100%
EFFECTIVENESS					
Notices of violation	841	1131	1,271	0	0
Packages rejected	9,792	4,758	16,466	0	0
Fine obtained	\$57,344	\$32,755	\$23,196	\$0	\$0
Criminal complaints	17	4	12	0	0
ACTIVITY G: Enforcing F,N,V&E Stds.			•		
WORKLOAD					
Ctns. inspected	12,123,935	18,117,018	15,922,807	15,000,000	15,000,000
Dzs. inspected	1,127,686	735,891	844,084	1,000,000	800,000
EFFICIENCY			•		
Actual/mandated	92%	74%	100%	100%	100%

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
<u>EFFECTIVENESS</u>					
Rejections (cns,dzns)	102,640	92,389	83,954	0	0
ACTIVITY H: Watershed Management					
WORKLOAD					
Acres Managed	64,000	64,000	64,000	64,000	64,000
Reforestation	4,200	4,200	4,200	4,200	4,200
Weed Complaints	400	350	300	400	300
Animal Complaints	3,500	4,000	4,500	3,500	3,500
ACTIVITY 1: Grazing Land					
WORKLOAD					
Acres Grazed	103,000	103,000	103,000	103,000	103,000
\$/Animal Unit Month	\$1.86	\$1.81	\$1.86	\$1.92	\$1.86
ACTIVITY J: County Veterinarian					
WORKLOAD					
LABORATORY ACCESSIONS - 80% of Budget (one or more animals or samples received as a single batch)	3,448	3, <i>7</i> 58	3,764	3,600	3,600
FIELD SERVICES & OFFICE Hog Ranch Inspections	8	8	6	8	8
Zoonotic Inspections	89	91	80	100	100
Public Inquiries & Consultations	4,350	4,420	4,500	4,200	4,200
EFFICIENCY					
LABORATORY SERVICE Average Cost per Accession	\$77.38	\$76.39	\$80.74	\$76.56	\$76.56
STAFFING RATIO Accession Cases/Staff Year	749:1	810:1	753:1	772:1	772:1
EFFECTIVENESS					
LABORATORY SERVICE Average Laboratory Response Time (days)	7.5	7.4	6.0	7.0	7.0

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	. 1993-94 Budget Cost
0255	Chief, Agricultural Services	1	1.00	1	1.00	\$54,976	\$54,976
2102	Agr. Comm/Sealer, Wts. & Meas.	1	1.00	1	1.00	81,598	81,598
2120	County Veterinarian	0	0.00	1	1.00	0	66,483
2235	Asst. Agric. Comm/Sealer	1	1.00	1	1.00	66,483	66,483
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,748
2403	Accounting Technician	1	1.00	0	0.00	22,479	0
2510	Senior Account Clerk	1	1.00	1	1.00	23,171	23,950
2511	Senior Payroll Clerk	1	1.00	1	1.00	20,970	24,209
2700	Intermediate Clerk	2	2.00	2	2.00	37,832	41,338
2730	Senior Clerk	7	7.00	7	7.00	162,058	164,886
2745	Supervising Clerk	1	1.00	1	1.00	27,769 25,775	27,770
2757	Administrative Secretary II	1	1.00 1.00	i	1.00 1.00	25,475 30,774	25,474 30,774
2758 3009	Administrative Secretary III	. 1	1.00	i	1.00	17,968	20,602
3119	Word Processor Operator	1	1.00	i	1.00	30,663	30,552
3513	Departmental Computer Spec II Environmental Mngmnt Trainee	0	0.00	i	1.00	30,003	22,875
3513 3514	Environmental Migmint Trainee	0	0.00	i	1.00	0	45,861
3515	Environmental Mngmnt Spec II	1	1.00	ò	0.00	39,945	0
3940	Ag Civil Actions Investigator	ó	0.00	ĭ	1.00	37,743	35,369
4210	Assoc Veterinary Pathologist	Õ	0.00	i	0.50	Ŏ	19,701
4230	Veterinary Pathologist	Ŏ	0.00	1	1.00	Ŏ	41,910
4318	Histology Technician	Ō	0.00	1	0.50	0	13,127
4321	Sr. Clinical Lab Tech	0	0.00	1	0.75	0	27,440
4351	Senior Lab Assistant	0	0.00	2	2.00	0	44,268
5377	Produce Inspector	3	2.25	2	2.00	56,310	50,331
5392	Agric. Standards Inspector	6	6.00	14	14.00	197,058	452,346
5393	Senior Agric. Standards Inspec		37.00	30	30.00	1,376,389	1,180,832
5394	Supv Agric. Standards Inspect	6	6.00	6	6.00	252,176	261,988
5397	Senior Agricultural Technician		3.00	3	3.00	88,632	95,845
5398	Agricultural Technician	19	18.00	18	17.50	433,357	425,968
5399	Agricultural Technician Aid	8	7.50	8	7.50	165,969	166,023
5408	Deputy Commissioner/Sealer	1	1.00	1	1.00	42,365	42,365
5409	Agric. Program Dev. Specialist		1.00	1	1.00	41,887	49,507
5410	Deputy Agric. Comm. & Sealer	3	3.00	3	3.00	145,050	147,747
5420	Plant Pathologist/Nematologist		1.00	0	0.00	39,110	0
5423	Supervising Entomologist	1	1.00	0	0.00	47,291	(8.777)
5426	Senior Economic Entomologist	0	0.00	1	1.00	(8.777)	48,772
5450	Supv Plant Path/Nematologist	1	1.00	1	1.00	48,772	42,338
5453	Watershed Manager		1.00	0	1.00	42,365	42,365 0
5717 8801	Senior Field Investigator Africanized Honey Bee Coord.	1	1.00 .25	0	0.00 0.00	24,938 13,771	0
9999	Extra Help	69	2.00	69	2.00	32,157	32,157
	Total	184	114.00	188	118.75	\$3,744,505	\$4,002,978
Salary	Adjustments:					(3,901)	10,414
Premium	a/Overtime Pay:					17,540	0
Employe	ee Benefits:					1,230,642	1,248,169
Salary	Savings:					(101,468)	(103,684)
	Total Adjustments					\$1,142,813	\$1,154,899
						, ,	,,.,

AIR POLLUTION CONTROL

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Air Pollution Control	\$0	\$0	\$0	\$0	\$0	\$0	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(0)	(584,350)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$0	\$(584,350)	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

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PROGRAM: Air Pollution Control

DEPARTMENT: AIR POLLUTION CONTROL

PROGRAM #: 41010

MANAGER: R. J. Sommerville

ORGANIZATION #: 6710

REFERENCE: 1993-94 Proposed Budget - Pg. 19-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Other Charges	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$0	\$0	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(0)	(584,350)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$(584,350)	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

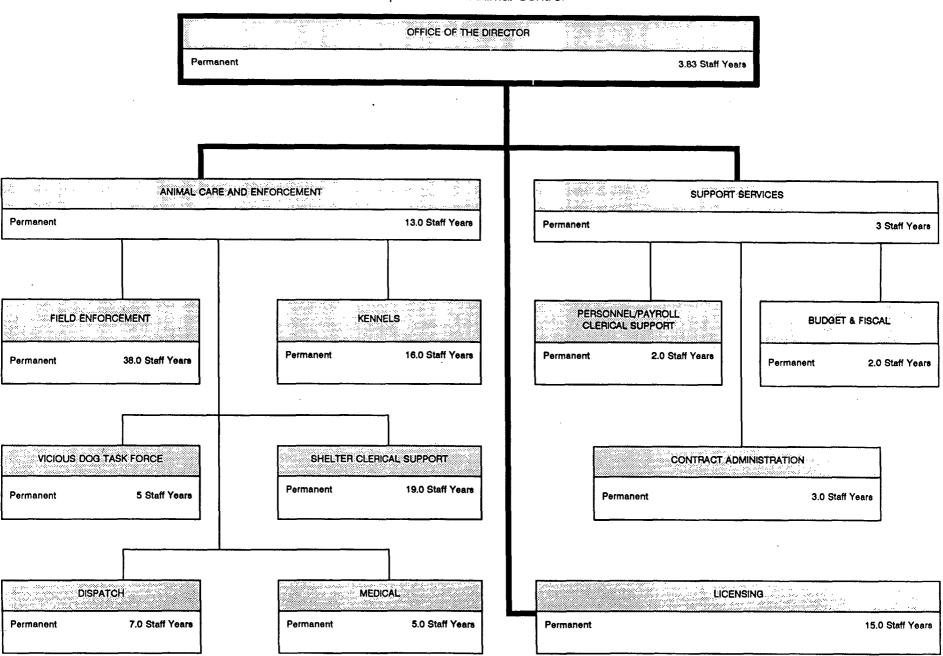
PROGRAM DESCRIPTION

No costs in 1993-94.

ANIMAL CONTROL

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Animal Health & Regulation	\$5,176,740	\$5,507,706	\$5,273,550	\$5,534,795	\$5,398,805	(135,990)	(2.5)
Public Education - Spay/Neuter	\$ 0	\$0	\$12,214	\$60,000	\$66,451	6,451	10.8
TOTAL DIRECT COST	\$5,176,740	\$5,507,706	\$5,285,764	\$5,594,795	\$5,465,256	\$(129,539)	(2.3)
PROGRAM REVENUE	(4,177,323)	(4,519,052)	(4,403,452)	(4,669,333)	(4,769,298)	(99,965)	2.1
NET GENERAL FUND COST	\$999,417	\$988,654	\$882,312	\$925,462	\$695,958	\$(229,504)	(24.8)
STAFF YEARS	145.7	143.75	133.4	136.00	131.83	(4.17)	(3.1)

Department of Animal Control



PROGRAM: Animal Health & Regulation

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31523

MANAGER: Hector Cazares, Director

ORGANIZATION #: 4300

REFERENCE: 1993-94 Proposed Budget - Pg. 20-3

AUTHORITY: Section 597f of the California Penal Code mandates that local agencies are responsible for humane care of all animals found without owners. The 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 Actively Arminal Shetters, treasing of dogs and kennets; radies control; enforcement of a variety of a variet responsible for enforcement of four titles and associate subsections of U.S. Codes.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,647,359	\$5,134,150	\$4,877,031	\$5,174,442	\$4,999,652	(3.4)
Services & Supplies	396,352	358,272	393,025	360,353	361,153	0.2
Other Charges	2,568	15,284	658	0	0	0
Fixed Assets	130,461	0	2,836	0	38,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0
TOTAL DIRECT COST	\$5,176,740	\$5,507,706	\$5,273,550	\$5,534,795	\$5,398,805	(2.5)
PROGRAM REVENUE	(4,177,323)	(4,519,052)	(4,343,452)	(4,609,333)	(4,702,847)	2.0
NET GENERAL FUND CONTRIBUTION	\$999,417	\$988,654	\$930,098	\$925,462	\$695,958	(24.8)
STAFF YEARS -	145.7	143.75	133.4	136.00	131.83	(3.1)

PROGRAM DESCRIPTION

The Department of Animal Control provides animal health and regulatory services for over 72 percent of the population of San Diego County. The Department serves all unincorporated areas and nine contract cities: San Diego, Poway, Del Mar, Lemon Grove, Santee, San Marcos, Carlsbad, Encinitas, and Solana Beach.

To accomplish this task, the department operates three shelters: one in Carlsbad on Palomar Airport Road; one in Bonita on Sweetwater Road; and one in San Diego on Gaines Street. The shelters are open to the public Tuesday - Friday, 9:30 a.m. to 5:30 p.m. and Saturday, 9:00 a.m to 5:00 p.m. Patrol services are available 24 hours/day, seven days a week (10:00 p.m. to 6:00 a.m. on a standby basis). A variety of services are provided for the public and animals, including:

- Emergency medical care for injured pets found without owners
- Control of dangerous dogs
- Surveillance for rabies and quarantine of biting animals
- Investigating violations, enforcing local and state animal control and anti-cruelty laws, and initiating prosecution as required
- Notifying owners of found licensed dogs
- Licensing of dogs
- Rabies control activities, including rabies clinics in conjunction with the Veterinary Medical Association
- Adoption services for dogs, cats, and other pets Kennel licensing and inspection
- Spay/neuter referral programs
- Public education and information programs
- Humane disposal of old, injured, and unwanted pets

1992-93 BUDGET TO ACTUAL COMPARISON

In FY 1992-93, the Department's revenue and expenditure goals were closely met. In anticipation of realizing less city contract revenue than had been budgeted, the department had to re-assign staff in order to generate \$250,000 in additional licensing revenue to offset this revenue loss. Through the Department's management of appropriations (creating savings through unfilled positions), increasing license revenue, and the Integrated Leave and Voluntary Time Off Programs, and Public Education Trust Fund Revenue, the Department's total net county cost was \$43,150 less than the \$925,462 budgeted.

1992-93 ACHIEVEMENT OF OBJECTIVES

- ٥ Reunited 4,621 lost animals with their owners
- ٥ Instituted a microchip identification program for adoption animals
- 0
- Licensed 95,000 dogs, five percent increase Sixty eight percent of licensed dogs were altered, a five percent increase. 0
- Provided rabies vaccinations to 17,000 animals Ó
- Twenty three percent increase in volunteer hours ٥
- Euthanized 25% fewer animals
- Opened a new cattery funded by Friends of Animal Shelters (F.O.C.A.S) at the Central Shelter

1993-94 OBJECTIVES

Provide animal regulatory and health services to ensure the protection and health of animals and people in unincorporated San Diego County and those cities that contract for services.

1993-94 SUB-PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- ADMINISTRATION/SUPPORT, VOLUNTEER SERVICES, AND CONTRACT SUPERVISION [13.83 SY; E = \$669,477; R = \$85,041] including support personnel involves:
 - Mandated/Discretionary Service Level.
 - Furnishing department-wide budgeting, accounting, personnel, payroll, supply, inventory, workers ٥ compensation, and liability services and EDP interface.
 - Providing public education and information. ٥
 - Managing fixed assets and services and supplies. ٥
 - Serving as a liaison to the Chief Administrative Office/Board of Supervisors and nine contract city councils/managers.
 - Directing public relations and volunteer programs.
 - ٥ Capital improvement planning and coordination.
 - Standardizing department policies and procedures.
 - ٥ Organizing department work schedules.
 - Managing and coordinating department-wide risk management, safety, and training. ٥
 - Monitoring of contract cities' services. ٥
 - · Legislative analysis and development. ٥
 - Data collection for city contract billing.
 - Quarterly billing of city contracts. ٥
 - Collecting on bad checks and delinquent fees.
- FIELD ENFORCEMENT/SUPERVISION [56.00 SY; E = \$2,789,242; R = \$1,157,178] including support personnel involves: 2.
 - Mandated/Discretionary Service Level.
 - ٥ Rescuing injured animals.
 - Quarantining biter dogs.
 - ٥ Investigating humane cases and initiating prosecution as required to enforce anti-cruelty laws.
 - ٥ Impounding stray animals.

- DEPARTMENT: ANIMAL CONTROL
- O Investigating humane cases and initiating prosecution as required to enforce anti-cruelty laws.
- Impounding stray animals.
- Investigating animal-related complaints.
- Patrolling, issuing citations, and enforcing local, state and federal laws.
- Returning lost dogs in the field.
- O Presenting animal-related cases to the District Attorney for prosecution.
- Kennel inspection and licensing.
- Dangerous dog investigations and hearings.
- Registering and tracking dangerous dogs and/or other public nuisances.
- o Inspecting annually declared dangerous dog owners' property.
- O District Attorney and Court liaison.
- Operating and managing vehicles and equipment.
- Interfacing with other law enforcement agencies.
- 3. <u>SHELTER/KENNEL</u> [42.00 SY; E = \$1,397,945; R = \$1,135,355] including support personnel involves:
 - Mandated/Discretionary Service Level.
 - O Providing counter service to public.
 - Tracking the status of an average of 600 animals per day.
 - Maintaining adoption, impound, lost and found records.
 - Disseminating Spay/Neuter Referral Program information.
 - Processing over 375,000 incoming calls/requests for information or services.
 - O Dispatching and 24-hour emergency phone operations.
 - o Processing fees and data input.
 - Providing shelter for lost/abandoned/impounded animals.
 - Humanely euthanizing animals.
 - Sanitizing of kennels.
 - Feeding and caring for animals.
 - Screening and processing adoptions.
- 4. MEDICAL SERVICES [5.00 SY; E = \$146,773; R = \$213,079] including support personnel involves:
 - Mandated/Discretionary Service Level.
 - Providing emergency medical treatment.
 - Inoculating animals.
 - Medical screening of adoption animals.
 - Spaying/neutering of adoption animals.
 - Assisting with medical treatment and follow-up.
- 5. <u>LICENSING</u> [15.00 SY; E = \$395,368; R = \$2,112,194] including support personnel involves:
 - Mandated/Discretionary Service Level.

- Processing \$1.95 million in dog license revenue.
- Maintaining dog license records.
- Staffing and scheduling rabies clinics.
- O Enforcing all animal licensing laws.
- License canvassing.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
FEES:				
Animal Licenses	\$1,823,388	\$1,700,000	\$1,943,994	243,994
Kennel Licenses	11,450	10,600	10,600	0
Animal Control Fines	3,104	5,000	5,000	0
Animal Shelter Fees	157,221	174,305	174,305	0
Rabies Vaccination	32,968	32,000	32,000	0
Veterinarian Fees	63,317	55,000	75,000	20,000
Board Fees	61,983	63,000	63,000	0
Return Check Fee	(1,861)	0	0	0
Sub-Total	\$2,151,570	\$2,039,905	\$2,303,899	\$263,994
CONTRACTS:				
City Contracts	2,083,899	\$2,454,428	2,237,949	(216,479)
Other Misc. Government	22,644	25,000	25,000	0
Sub-Total	\$2,106,543	\$2,479,428	\$2,262,949	\$(216,479)
OTHER MISC./TAXABLE:	70.004	****	407 700	44.000
Other Miscellaneous	78,201	\$80,689	126,689	46,000
Other Misc./Taxable	6,226	9,311	9,311	0
Recovered Expenditures	1,384	0	0	0
Prior Year Revenues	(472)	0	0	0
Sub-Total	\$85,339	\$90,000	\$136,000	\$46,000
Total	\$4,343,452	\$4,609,333	\$4,702,848	\$93, 515
	-			
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$930,098	\$925,462	\$695,957	(229,505)
Sub-Total	\$930,098	\$925,462	\$695,957	\$(229,505)
Total	\$930,098	\$925,462	\$695,957	\$(229,505)

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.

PROGRAM: Animal Health & Regulation	DEPARTMENT: ANIMAL CONTR				
FIXED ASSETS					
Item	Quantity Unit	Total Cost			
File Server Video Camera Computer System	Lot Lot Lot	30,000 2,000 6,000			
Total		\$38,000			
VEHICLES/COMMUNICATION EQUIPMENT					
Item	Quantity Unit	Total Cost			

Total

\$0

PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY A:							
ANIMAL HEALTH & REGULATION							
% OF RESOURCES: 100 Percent							
WORKLOAD							
LICENSES SOLD	90,384	91,023	95,512	94,000	95,000		
FIELD OFFICER/SERVICE REQUESTS	1:1,128	1:1,167	1:979	1:1,167	1:1,033		
FIELD OFFICER/POPULATION RATIO	1:43,649	1:46,682	1:50,051	1:46,342	1:52,128		
% OF ALTERED LICENSED DOGS	61%	65%	68%	64%	68%		
# OF ANIMALS EUTHANIZED	26,340	28,321	21,387	25,970	23,000		
VOLUNTEER HOURS	4,979	10,423**	6,108	5,475	6,500		

^{**} Includes community service workers' hours. These hours are no longer incorporated into the budget because of the fluctuation of court assigned hours and the difficulty in estimating future assistance levels.

PROGRAM: Animal Health & Regulation

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2112	Director of Animal Control	1	1.00	1	.83	\$88,467	\$73,553
2216	Asst. Dir. of Animal Control	1	1.00	1	1.00	69,722	76,690
2302	Admin. Assistant III	1	1.00	1	1.00	46,162	46,162
2303	Admin. Assistant II	2	1.00	2	1.00	41,843	41,843
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,748
2403	Accounting Technician	2	2.00	2	2.00	48,120	49,337
2493	Intermediate Acct. Clerk	8	8.00	8	8.00	160,688	161,304
2510	Senior Account Clerk	2	2.00	2	2.00	45,889	46,994
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2700	Intermediate Clerk	7	7.00	6 3	6.00	142,103	123,333
2730	Senior Clerk	3	3.00	_	3.00	70,671	67,079
2745	Supervising Clerk	1	1.00	1 1	1.00	27,769 70,777	27,770 70,777
2758	Admin. Secretary III	1	1.00	8	1.00	30,774	30,774
2778	Animal Control Dispatcher	8	8.00	1	8.00	168,701	168,616
2779	Sr. Animal Control Dispatcher	1	1.00	-	1.00	23,846	23,846
3007	Junior Word Processor	1	1.00	1 1	1.00 1.00	21,250	21,591
3119	Dept. Computer Specialist II	1 3	1.00	3	2.00	37,563	39,453
4225 5699	Veterinarian	4	2.00 4.00	3 4	4.00	92,324	92,324 143,030
5703	Animal Control Dist. Manager	41	41.00	38	38.00	162,024 1,069,218	162,020 1,016,860
5703 5704	Animal Control Officer II Animal Control Officer I	24	24.00	36 24	24.00	531,295	537,570
5704 5705	Animal Control Officer III	11	11.00	11	11.00	330,947	332,966
5708	Chief, Animal Control Oper.	'i	1.00	'1	1.00	49,151	49,151
5709	Animal Control Officer IV	8	8.00	8	8.00	274,040	275,616
5710	Veterinary Assistant	3	3.00	3	3.00	86,962	84,038
5711	Animal Licensing Supervisor	1	1.00	1	1.00	34,452	34,452
9999	Extra-Help	17	0.00	16	0.00	94,080	94,080
	Total	155	136.00	150	131.83	\$3,827,864	\$3,757,226
Salary	Adjustments:					0	14,295
Premium	n/Overtime Pay:					205,750	205,750
Employe	ee Benefits:					1,349,213	1,299,818
Salary	Savings:					(208,385)	(207,420)
ILP:							(70,017)
-	Total Adjustments					\$1,346,578	\$1,242,426
Program	n Totals	155	136.00	150	131.83	\$5,174,442	\$4,999,652

PROGRAM: Public Education Spay/Neuter

DEPARTMENT: ANIMAL CONTROL

PROGRAM #: 31524

MANAGER: Hector Cazares, Director

ORGANIZATION #: 4300

REFERENCE: 1993-94 Proposed Budget - Pg. 20-10

AUTHORITY: Sections 30503 and 31751 of the California Food and Agriculture Code require 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 follow-up 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$4,000	4.051	1.3
Services & Supplies	0	0	12,214	56,000	56,000	0.0
Fixed Assets	0	0	0	0	6,400	100.0
TOTAL DIRECT COST	\$0	\$0	\$12,214	\$60,000	\$66,451	10.8
PROGRAM REVENUE	(0)	(0)	(60,000)	(60,000)	(66,451)	10.8
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$(47,786)	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00

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 to the public emphasizing the importance of spaying/neutering pets to prevent pet overpopulation.
- In-House Spay/Neuter Program Provides in-house spaying/neutering of animals that are being adopted from the Department.
- 4. Spay/Neuter Deposit Follow-up Program A follow-up program to assure that animals adopted from the shelter are spayed or neutered.

In FY 1993-94 , the Department spent \$154,502 on the In-House Spay/Neuter, Public Education, Coalition For Pet Population Control, and the Spay/Neuter Deposit Follow-up Programs. Of these costs \$142,288 was charged to the Animal Health and Regulation Program (#31523) and \$12,214 to the Public Education - Spay/Neuter Program (#31524). To reduce the fiscal impact of these programs on the Animal Health and Regulation Program, \$47,786 was deposited into the general fund from the In-House Spay/Neuter and Public Education Trust Funds.

1992-93 BUDGET TO ACTUAL COMPARISON

In FY 1992-93, the Department spent \$154,502 for the In-House Spay/Neuter, Public Education, Coalition for Pet Population Control, and the Spay/Neuter Deposit Follow-up Programs. Of these expenditures, \$12,214 was charged to the Public Education - Spay/Neuter Program (#31524) and \$142,288 to the Animal Health and Regulation Program (#31523). The \$60,000 in Public Education - Spay/Neuter revenue was used to offset these costs.

1992-93 ACHIEVEMENT OF OBJECTIVES

- In FY 1992-93, the In-House Spay/Neuter Program altered 2,100 adoption animals. All adult cats, purebred animals, and the majority of adult dogs were altered before being adopted. All other adult dogs and puppies and kittens too young to be altered required a spay/neuter deposit from the adopter.
- In November 1992, as part of the Coalition for Pet Population Control, the department disseminated low-cost spay/neuter referrals and information to 500 callers.
- The Public Education Program staff presented information to over 9500 persons at schools, civic groups, libraries, fairs, and events about the importance of spaying/neutering pets to prevent pet overpopulation.
- o Distributed over 300,000 public education brochures and pamphlets to the public.
- Participated in over 180 minutes of television media spots highlighting the need for spaying/neutering to control pet overpopulation.

1993-94 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 follow-up program to assure that adopted animals are spayed or neutered.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Coalition for Pet Population Control [0.00 SY; E= \$4,051; R=\$4,051]
 - Discretionary/Mandated Service Level.
 - Providing public education/information about pet overpopulation.
 - Providing a low-cost spay/neuter referral service.
- Public Education [0.0 SY; E = \$20,000; R = \$20,000]
 - O Discretionary/Mandated Discretionary Service Level.
 - Printing of public information brochures emphasizing the spaying/neutering of pets to prevent pet overpopulation.
- 3. <u>In-House Spay/Neuter Program</u> [0.0 SY; E = \$41,400; R = \$41,400]
 - Discretionary/Mandated Service Level.
 - Spay/neuter animals adopted from the Department.
- 4. Spay/Neuter Deposit Follow-up Program [0.0 SY; E = \$1,000; R = \$1,000]
 - Discretionary/Mandated Service Level.
 - o A follow-up program to assure that animals adopted from the Department are spayed or neutered.

PROGRAM: Public Education Spay/Neuter

DEPARTMENT: ANIMAL CONTROL

PROGRAM REVENUE BY SOURCE				Channa F
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
FEES:			·	
Humane Services - Animal Spay Clinic	60,000	60,000	66,451	6,451
Other Miscellaneous	4	0	0	0
Sub-Total	\$60,004	\$60,000	\$66,451	\$6,451
Total	\$60,004	\$60,000	\$66,451	\$6,451
GENERAL FUND CONTRIBUTION DETAIL				Change Francis
	1992-93	1992-93	1993-94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
seriel at Tunic Contribution by Source				
	\$0	\$0	\$0	\$0
GENERAL FUND SUPPORT COSTS:	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue is derived from the Public Education 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.

PROGRAM: Public Education Spay/Neuter	DE	DEPARTMENT:				
FIXED ASSETS						
Item	Quantity	Unit	Total Cost			
Anesthesia Machine	Lot	lot	\$6,400			
Total			\$6,400			
VEHICLES/COMMUNICATION EQUIPMENT						
Item	Quantity	Unit	Total Cost			
Total			\$0			

PERFORMANCE INDICATORS								
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget			
ACTIVITY A: Public Education Spay/Neuter								
X OF RESOURCES: 100%								
WORKLOAD								
NUMBER OF EDUCATIONAL MATERIALS PRINTED AND DISTRIBUTED	N/A	N/A	303,000	300,000	310,000			
NUMBER OF ANIMALS SPAY/NEUTERED	N/A	N/A	2,100**	900*	2,000			
% OF ANIMALS ALTERED PRIOR TO ADOPTION	62.5%	65%	68%	68%	69%			

^{*} Central Shelter only ** Includes all three shelters

CTA	EETHA	SCHEDULE	
314	T F I M G	SUBERNI F	

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
9999	Extra Help	3	0.00	1	0.00	\$3,716	\$3,716
	Total	3	0.00	1	0.00	\$3,716	\$3,716
Salary	Adjustments:						0
Employ	ee Benefits:					\$284	\$33 5
Salary	Savings:						0\$
Progra	m Totals	3	0.00	1	0.00	\$4,000	\$4,051

CABLE TELEVISION (CATV)

7	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Video Services	\$411,643	\$511,537	\$520,415	\$706,603	\$964,130	\$257,527	36.4
TOTAL DIRECT COST	\$411,643	\$511,537	\$520,415	\$706,603	\$964,130	\$257,527	36.4
PROGRAM REVENUE	(798,878)	(1,321,230)	(1,172,709)	(706,603)	(964,130)	(257,527)	36.4
FUND BALANCE CONTRIBUTION	\$387,235	\$(490,307)	\$98,294	\$0	\$0	\$0	0.0
NET GENERAL FUND COST	\$0	\$(1,300,000)	\$(554,000)	\$0	\$0	\$0	0.0
STAFF YEARS	3.92	3.72	3.33	3.92	3.92	0.00	0.0

CABLE TELEVISION (CATV)

CABLE TELEVISION		
	Staff Years	CATV Review Commission
Cable TV Review Officer	1.00	7 Positions
Admin. Asst. III	1.00	0.00 Staff Years
Board Secretary	1.00	
Student Worker III	.92	

PROGRAM: Video Services DEPARTMENT: CABLE TELEVISION (CATV)

PROGRAM #: 05970 ORGANIZATION #: 5970

MANAGER: Jon W. Fullinwider, Director REFERENCE: 1993-94 Proposed Budget - Pg. 21-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$136,644	\$158,781	\$152,280	\$171,735	\$173,207	0.9
Services & Supplies	89,427	72,571	44,779	148,495	129,839	(12.6)
Other Charges	18,275	13,683	5,809	18,000	18,000	0.0
Fixed Assets	0	87,558	116,994	200,000	473,830	136.9
Operating Transfers	167,297	178,944	200,553	168,373	169,254	0.5
TOTAL DIRECT COST	\$411,643	\$511,537	\$520,415	\$706,603	\$964,130	36.4
PROGRAM REVENUE FUND BALANCE CONTRIBUTION	(798,878) 387,235	(1,321,230) (490,307)	(1,172,709) 98,294	(706,603) 0	(964,130) 0	36.4 0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$(1,300,000)	\$(554,000)	\$0	\$0	0.0
STAFF YEARS	3.92	3.72	3.33	3.92	3.92	0.0

PROGRAM DESCRIPTION

This program is responsible for the administration of the Cable Television Grant Award Program, the production and cable-casting of the Board of Supervisors meetings, video production support to County departments, administrative and technical support to the Cable Television Review Commission, enforcement of cable regulation per the Cable Act of 1992, and the expansion of the County-wide video arraignment system. In addition, this program protects the interests of individual cable television subscribers and the public interest through the process of licensing and encouragement of such service where television signals cannot be received off the air.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual revenues for Cable Television were 66% greater than budgeted. Services and Supplies actual's were less than budgeted, the Cable Television Grant Award Program was not offered to conserve funding for the County's fiscal crisis.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Activate the Government Access Channel over Cox Cable San Diego system.
 The Government Access Channel was not activated due to a lack of funds in the FY 92-93 Budget.
- Develop Policies and Procedures for the Government Access Channel. Policies and Procedures have been developed.
- Produce quality videotaped productions of the Board of Supervisors meetings to cablecast on local systems.
 Seventy Board of Supervisors meetings were videotaped and cablecast to subscribers on local cable systems.
- 4. Videotape special meetings, hearings, summits, State-of-the-County addresses and workshops held in the Board Chambers for cablecasting to local viewers. Special meetings, programs and hearings were videotaped, including the State-of-the-County Address and the Annual Economic Roundtable.
- 5. Produce a variety of videotapes from training tapes to Public Service Announcements for County Departments, as requested with priority given to the Board of Supervisors and CAO's Office.
 Various programs were produced for County Departments, including a program on Juvenile Dependency Mediation and an introduction for Cultural Awareness Training.
- Process new and renewal license applications within an average period of two months.
 The Commission reviewed and acted upon the two licenses presented to it within the two month average period.
- Actively pursue the installation of electronic video arraignment equipment for the arraignment of prisoners between the courts and detention facilities county-wide.
 Video arraignment equipment was installed as funded during FY 92-93.
- Resolve 100% of subscriber and non-subscriber complaints within one week of receipt.
 95% of the subscriber and non-subscriber complaints were resolved within one week of receipt.
- Continue to maintain advisory role to Cable Television Review Commission, reviewing state and federal legislation relating to cable operators and subscribers.
 Staff has assisted the Cable Television Review Commission in the area of local regulation of the cable industry, as provided by the Cable Television Consumer Protection and Competition Act of 1992.

1993-94 OBJECTIVES

- 1. Produce quality videotaped productions of all Board of Supervisors meetings for cablecasting on local systems.
- 2. Provide VHS copies of Board meetings and other programs to other departments and the public within one week of request.
- Videotape special meetings, hearings, summits, State-of-the-County addresses and workshops held in the Board Chambers for cablecasting to local viewers.
- 4. Provide local cable operators with a minimum of thirty-five grant programs per month to be cablecast to subscribers.
- 5. Produce a variety of videotaped programs 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.
- Continue to maintain advisory role to Cable Television Review Commission, reviewing state and federal legislation relating to cable operators and subscribers.
- 10. Effectively enforce the provisions of the Cable Television Customer Protection and Competition Act of 1992 within the timelines provided by the FCC.

- 11. Activate the Government Access Channel over the cable systems in San Diego County.
- 12. Update Policies and Procedures for the Government Access Channel.
- 13. Administer the Grant Award Program to acquire ten quality videotaped programs reflecting community interest.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Video Services</u> [3.92 SY; E = \$964,130; R = \$964,130] is:
 - Discretionary/Discretionary Service Level
 - 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.
 - Offset 100% by revenue.
 - o Providing services to 93,291 cable television systems subscribers in 1993-94.

		Services
rkouton.	TIUCU	SCI VICES

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
License Fees (9159)	\$1,096,420	\$706,603	\$964,130	\$257,527
Recovered Expenditures (9989)	1,590	0	0	<i>4237,327</i>
Miscellaneous (9995)	50	0	Ō	Č
Interest on Fund Balance	74,649	0	0	C
Sub-Total	\$1,172,709	\$706,603	\$964,130	\$257,527
Total	\$1,172,709	\$706,603	\$964,130	\$257,527
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$(554,000)	\$0	\$0	\$0
Sub-Total	\$(554,000)	\$0	\$0	\$0
Jotal	\$(554,000)	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

It is anticipated that actual 93/94 revenue may fluctuate due to recent changes in federal legislation. The exact impact to cable companies and subscribers is still unknown.

PROGRAM: Video Services	DEPARTMENT:	CABLE	TELEVISION (CATV
FIXED ASSETS			
Item	Quantity	Unit	Total Cost
Microwave System	Lot	Lot	\$92,000
Video Production Equipment	Lot	Lot	59,600
Audio Sound System	Lot	Lot	60,000
Video Equipment	Lot	Lot	262,230
Total			\$473,830
VEHICLES/COMMUNICATION EQUIPMENT			
Item	Quantity	Unit	Total Cost

Total

\$0

DDCCDAM -	VIADA	Services

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
12 100 150 81,948 12 1	12 112 200 79,673 16 3	12 139 200 84,810 4 2	20 125 150 87,640 15 0	20 190 200 93,291 10 0
23,789 100% 2.0 mos	79,673 100% 2.0 mos	84,810 100% 2.0 mos	87,640 100% 2.0 mos	93,291 100% 2.0 mos
96% 0% .1%	95% 10% .1%	95% 6% . 16%	100%	100% 5% .2%
	12 100 150 81,948 12 1	12 12 12 12 100 112 150 200 81,948 79,673 12 16 1 3 3 23,789 79,673 100% 2.0 mos 2.0 mos 96% 95% 0% 10%	12 12 12 139 150 200 200 81,948 79,673 84,810 1 3 2 2 3,789 79,673 84,810 100% 100% 2.0 mos 2.	Actual Actual Budget 12 12 12 20 100 112 139 125 150 200 200 150 81,948 79,673 84,810 87,640 12 16 4 15 1 3 2 0 23,789 79,673 84,810 87,640 100% 100% 100% 100% 2.0 mos 2.0 mos 2.0 mos 2.0 mos 96% 95% 95% 100% 0% 10% 6% 10%

PROGRAM: Video Services

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2311	CATV Review Officer	1	1.00	4	1.00	/E 091	/F 001
2302	Admin. Asst. III	1	1.00	1	1.00	45,081 35,270	45,081 39,108
2754	Board Secretary	· i	1.00	1	1.00	28,390	28,582
0943	Student Worker III	2	.92	2	.92	15,810	15,780
0472	CATV Commission	7	0.00	7	0.00	6,600	6,600
	Total	12	3.92	12	3.92	\$131,151	\$135,151
Salary	Adjustments:					1,684	2
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					38,900	38,054
Salary	Savings:					(0)	(0)
	Total Adjustments					\$40,584	\$38,056
Progra	m Totals	12	3.92	12	3.92	\$171,735	\$173,207

FARM AND HOME ADVISOR

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Farm & Home Advisor	\$262,210	\$290,729	\$225,190	\$281,917	\$221,383	\$(60,534)	(21.5)
TOTAL DIRECT COST	\$262,210	\$290,729	\$225,190	\$281,917	\$221,383	\$(60,534)	(21.5)
PROGRAM REVENUE	(0)	(0)	. (0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$262,210	\$290,729	\$225,190	\$281,917	\$221,383	\$(60,534)	(21.5)
STAFF YEARS	9.00	8.77	6.80	8.00	7.00	(1.00)	(12.5)

DEPARTMENT OF FARM AND HOME ADVISOR

(Headquarters Location: County Operations Center)

FARM AND HOM	ME ADVISOR	#5050	
	POS	SY	
County Director(University of Californ	1	1.00	

SUPPORT STAFF #5050 (COUNTY)						
	PO\$	<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				
Permanent Employees	7	7.00				
Total Employees	7	7.00				

Direct Fo	unding		Grant/Special	Funding	
ADVISORS	POS	<u>sy</u>	YOUTH AT RISK	POS	<u>sy</u>
farm/Environmental	8	8.00	Site Coordinators	37	30
Advisors			Para-professionals	3	3
Marine Advisor	1	1.00	Clerical	2	1.10
Home Advisor	1	1.00	RECLAIM WATER	3	2.50
Youth Advisory	2	2.00	PEST CONTROL	1	. 75
ADULT EFNEP			NON-POINT WATER POLLUTION	2	2.00
Admin Assistant	1	1.00	SUMMER INTERNS	2	2.00
Secretary	1	1.00	BLIND READER SERVICE	1	1.00
Aides	5	5.00	AG RESEARCH ASSOC.	1	.50
YOUTH EFNEP					
Staff Assistants	1	1.00			
Secretary	1	.50			
CLERICAL					
Secretary Small Farm	ıs 1	.25			
Secretary Marine Science	1	.50			
Total	23	21.25	Total	52	42.8

PROGRAM: Farm and Home Advisor Education Support

DEPARTMENT: FARM AND HOME ADVISOR

PROGRAM #: 45801

MANAGER: B. Diane Wallace

ORGANIZATION #: 5050

REFERENCE: 1993-94 Proposed Budget - Pg. 22-3

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, 4-H and youth development, and marine science education to San Diego residents.

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
\$239,788	\$275,096	\$208,678	\$262,120	\$202,961	(22.6)
22,422	15,633	16,512	19,797	18,422	(6.9)
0	0	0	0	0	0.0
\$262,210	\$290,729	\$225,190	\$281,917	\$221,383	(21.5)
(0)	(0)	(0)	(0)	(0)	0.0
\$262,210	\$290,729	\$225,190	\$281,917	\$221,383	(21.5)
9.00	8.77	6.80	8.00	7.0	(12.5)
	\$239,788 22,422 0 \$262,210 (0) \$262,210	\$239,788 \$275,096 22,422 15,633 0 0 \$262,210 \$290,729 (0) (0) \$262,210 \$290,729	Actual Actual Actual \$239,788 \$275,096 \$208,678 22,422 15,633 16,512 0 0 0 \$262,210 \$290,729 \$225,190 (0) (0) (0) \$262,210 \$290,729 \$225,190	Actual Actual Actual Budget \$239,788 \$275,096 \$208,678 \$262,120 22,422 15,633 16,512 19,797 0 0 0 0 \$262,210 \$290,729 \$225,190 \$281,917 (0) (0) (0) \$281,917	Actual Actual Actual Budget Budget \$239,788 \$275,096 \$208,678 \$262,120 \$202,961 22,422 15,633 16,512 19,797 18,422 0 0 0 0 0 \$262,210 \$290,729 \$225,190 \$281,917 \$221,383 (0) (0) (0) (0) \$221,383

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, administration of the county-wide 4-H Program and the Expanded Food and Nutrition Education Program (EFNEP) is 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 to improve practices that are environmentally sound.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actual expenditures are \$56,727 less than the budgeted amount. This difference is attributed to an Administrative Assistant position which has remained vacant pending the outcome of a personnel matter which is in litigation.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Support is at a minimum level in accordance with Agreement between County of San Diego and the University of California. Diminishing support and the elimination of positions is drastically slowing administrative process for county input.
- Currently, over 1,200 4-H youth of school age children are enrolled in sites in El Cajon and Chula Vista in model
 programs recognized nationally. A \$125,000 USDA Youth at Risk Grant was secured. Additionally, 10,000 4-H
 members were enrolled last year.
- Over 2,800 low income families were served by the Nutrition Education Program (EFNEP). In addition, over 9,000 senior citizens were served with nutrition education programs in a three month period through collaboration with other agencies.
- 198 volunteers continue to serve in the Master Gardener program providing community education gardening, water conservation and landscaping programs.
- Grants were secured to address issues of lead testing, non-point pollution, endangered species, use of reclaimed water in agriculture and landscaping, bee invasion, youth at risk, and for education and applied research projects.

1993-94 OBJECTIVES

- To provide a level of support that will be consistent with the Agreement between the County of San Diego and the University of California.
- 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.
- 3. To provide a 4-H and youth development 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. Science and reading literacy are also focus thrusts this year. Over 1,800 volunteers to reach 10,000 youth will be recruited and trained.
- 4. To administer a volunteer "Master Gardener" program to assist volunteers in providing community education programs on home gardening and landscaping, reduced water use, alternative plantings, urban pest management and education programming for "Africanized Honey Bee Invasion."
- 5. 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.
- 6. Information on nutrition and food buying to 2,500 low-income families. Program thrusts this year will be delivery of a "Home Study" program to 800 families.
- 7. To research and implement educational programs that are capable of addressing <u>issues</u> of common interest, to reduce 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).
- 8. Development and implementation of new specialty crops suited to the San Diego climate to aid in diversification of San Diego agri-business. New crop focus will be artichokes and sustainable agriculture.
- Address environmental concerns of non-point pollution endangered species, water quality, use of reclaimed water and sludge and recycling agricultural wastes.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. Administrative and Support Services [6.00 SY; E = \$190,510; R = \$0] including support personnel is:

- 0 Discretionary/Discretionary Service Level.
- Deleted 1.00 SY for Intermediate Clerk Typist 0
- Able to provide support and maintenance for the University of California Cooperative Extension (UC-CE) ٥ Program of Agriculture and Home Economics.

 - Paid staff supported by UCCE is 23 Paid staff supported by UCCE Grants is 52
- 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

- [1.00 SY; E = \$30,873; R = 0]Field Support
 - Provides technical assistance to Ag industry
 - 0
 - Support for grant and research projects
 Collects data for implementation of new technology.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0
SENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
General Fund Contribution By Source				1992-93 Budget
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source GENERAL FUND SUPPORT COSTS: Sub-Total	Actual	Budget	Budget	

EXPLANATION/COMMENT ON PROGRAM REVENUES

N/A

PROGRAM: Farm & Home Advisor Education	Support
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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Information Dissemination					
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Number of Publications Distributed	399,200	400,498	400,498	400,498	400,498
EFFICIENCY					
Value of 220 hours donated per volunteer per year to 4-H programs	\$840,000	\$950,880	\$1,574,000	\$1,574,000	\$1,574,000
<u>EFFECTIVENESS</u>					
Distribution of requested materials	100%	100%	100%	100%	100%
ACTIVITY B:			\$630,315	\$630,315	\$1,000,000

DEPARTMENT: FARM ADVISOR

Research and Grants:

- Reclaimed Water Use in Ag and Landscaping - S D Clean Water program
- Youth at Risk USDA
- Water Quality Non Point Pollution -EPA Pesticide Reduction/Management
- Africanized Honey Bee USDA
- Ag Production
- New Crop Diversification Ag Recycling
- Community Based Agriculture

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
270/	4-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	4	1.00	4	1.00	#75 270	#7E 270
2304	Administrative Assistant I	<u> </u>	1.00	1	1.00	\$35,270	\$35,270
2757	Administrative Secretary II	,	1.00	1	4.00	25,164 84,747	25,474
2756	Administrative Secretary I	4	4.00	4	0.00	86,467	88,208
2700 7510	Intermediate Clerk Typist Farm Advisor Field Assistant	1	1.00 1.00	0	1.00	20,670 23,466	0 23,466
9999	Temporary Extra Help	1	0.00	i	0.00	3,000	3,000
	Total	9	8.00	8	7.00	\$194,037	\$175,418
Salary	Adjustments:					(2)	(31,034)
ILP:					0	0	(2,974)
Employ	ee Benefits:					68,085	61,551
Salary	Savings:					(0)	(0)
	Total Adjustments					\$68,083	\$27,543
Drogra	m Totals	9	8.00	8	7.00	\$262,120	\$202,961

HOUSING & COMMUNITY DEVELOPMENT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
DEVELOPMENT	\$6,329,739	\$6,478,620	\$6,149,194	\$13,499,047	\$15,027,461	\$1,528,414	11.3
TOTAL DIRECT COST	\$6,329,739	\$6,478,620	\$6,149,194	\$13,499,047	\$15,027,461	\$1,528,414	11.3
PROGRAM REVENUE	(7,111,503)	(7,414,190)	(6,524,112)	(14,274,745)	(15,813,470)	(1,538,725)	10.8
NET GENERAL FUND COST	\$(781,764)	\$(935,570)	\$(374,918)	\$(775,698)	\$(786,009)	\$(10,311)	1.3
STAFF YEARS	88.40	86.30	85.8	90.00	91.00	1.00	1.1

DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT ORGANIZATION CHART

TOTAL PERMANENT STAFF = 91
STUDENT WORKERS = 7
TOTAL STAFF = 98

DIRECTOR'S OFFI	CE	
S	TAFF	YEARS
DIRECTOR ADMIN SECTY III		1.00 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 ANALYST III ANALYST II ADMINISTRATIVE SECRETARY II	1.00 2.00 1.00 1.00
	5 Positions - 5 Staff Years	5.00

	STAFF	YEARS
HOUSING PROGRAM NANAGER		1.00
PRINCIPAL REHABILITATION SPECIALIST		2.00
HSNG REHAB SPCLST III		2.00
HSNG REHAB SPCLST II Housing aid		5.00 1.00
11 Positions - 11 Staff Years		11.00
PROGRAM DEVELOPMENT DI	VISION	· · · - · · · · · · · · · · · · · · · ·
	STAFF	YEARS
HOUSING PROGRAM MGR	STAFF	YEARS 1.00

7 Positions - 7 Staff Years

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 SERVI	CES
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

7.00

PROGRAM: Housing and Community Development

DEPARTMENT: HOUSING AND COMMUNITY DEVELOPMENT

PROGRAM #: 39001

MANAGER: Gabriel G. Rodriguez

ORGANIZATION #: 5630

REFERENCE: 1993-94 Proposed Budget - Pg. 23-1

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$ 3,466,731	\$3,739,812	\$3,818,718	\$4,034,996	\$ 4,013,410	(0.5)
Services & Supplies	2,044,309	1,913,018	1,878,310	7,616,890	9,166,890	20.3
Other Charges	818,696	825,790	452,166	1,847,161	1,847,161	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$6,329,736	\$ 6,478,620	\$6,149,194	\$13,499,047	\$15,027,461	11.3
PROGRAM REVENUE	(7,111,503)	(7,414,190)	(6,524,112)	(14,274,745)	(15,813,470)	10.8
NET GENERAL FUND CONTRIBUTION	\$(781,767)	\$(935,570)	\$(374,918)	\$(775,698)	\$(786,009)	1.3
STAFF YEARS	88.4	86.30	85.8	90.00	91.00	1.1

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 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, approximately, 7,000 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.

1992-93 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 1993-94.

1992-93 ACHIEVEMENT OF OBJECTIVES

Rental Assistance

 Provided rental assistance to 7,480 low income households, achieving 102% of the goal to assist 7,300 low income households.

Residential Rehabilitation

- Rehabilitated 98 mobilehomes, achieving 93% of the goal of 105 mobilehomes.
- 2. Rehabilitated 104 single/multifamily residences, achieving 65% of the goal of 160 residences.
- Identified and utililized U.S. Department of Housing and Urban Development (HUD) HOME fund for residential rehabilitation.

Program Development

- 1. Received \$1.91 million grant from HUD in HOME Investment Partnership Funding.
- 2. Monitored 2,507 low and moderate income units, 86% of the targeted goal of 2900.

Community Development

1. Monitored 216 projects, 72% of the targeted goal of 300.

1993-94 OBJECTIVES

Rental Assistance

 Assist 7,500 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

- Provide Mobilehome Occupant Assistance Program equity loans to facilitate conversion of two mobilehome parks to home ownership.
- Provide low income housing opportunities through two new housing developments in conjunction with Local, State or Federal programs.
- Create low income housing opportunities by contracting with developers of two housing developments through density bonus programs.

Community Development

1. Expend 94% of the total CDBG entitlement by July, 1994.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Rental Assistance</u> (64.7 SY; E = \$2,610,366; R = \$3,151,890) including support personnel is:
 - Discretionary/Mandated Service Level.

- Providing rental assistance to 7,500 low-income households.
- Leasing 97% of authorized existing rental assistance units.
- Assuming contractual obligations for the Section 8 Moderate Rehabilitation, Rental Rehabilitation and Rental Rehabilitation Demonstration Programs as units are rehabilitated.
- Certifying eligible participants for density bonus developments and participating city programs.
- Overseeing private management company operations of Public Housing developments.
- 2. Residential Rehabilitation (10.9 SY; E = \$1,780,597; R = \$1,882,558) including support personnel is:
 - O Discretionary/Mandated Service Level.
 - Rehabilitating 265 dwelling units.
- 3. Program Development (9.6 SY; E = \$4,977,870; R = \$5,066,021) including support personnel is:
 - Discretionary/Mandated Service Level.
 - 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).
 - Stimulating private sector industrial projects through tax exempt industrial development bond financing.
 - Implementing various State and Local mobilehome assistance programs to promote resident ownership.
 - Implementing County Density Bonus programs.
 - Developing affordable housing through available Federal (HUD) and State Housing and Community Development Department resources.
 - Monitoring twenty-nine density bonus developments, eight bond financing and thirteen mobilehome park conversions for contract compliance.
 - 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 = \$5,658,628; R = \$5,713,001) including support personnel is:
 - O Discretionary/Mandated Service Level.
 - Monitoring the progress and performance of 102 active CDBG projects.
 - Planning and developing the Twentieth-Year CDBG Application in cooperation with the Housing and Program Development Units, other County Departments, cooperating cities and public service agencies.
 - Reviewing approximately 100 projects for inclusion in the Twentieth-Year CDBG Application.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GRANT CONTRACTS:				
Housing Authority Community Development Block Grant	\$3,432,306 2,840,473	\$3,895,094 10,379,651	\$3,845,151 11,945,318	\$(49,943) 1,565,667
Sub-Total	\$6,272,779	\$14,274,745	\$15,790,469	\$1,515,724
OTHER REVENUE: Miscellaneous	\$251,333	\$0	\$23,001	\$23,001
Sub-Total	\$251,333	\$0	\$23,001	\$23,001
Total	\$6,524,112	\$14,274,745	\$15,813,470	\$1,538,725
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$(0)	\$(775,698)	\$(786,009)	\$(10,311)
Sub-Total	\$0	\$(775,698)	\$(786,009)	\$(10,311)
Total	\$0	\$(775,698)	\$(786,009)	(10,311)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue from the Housing Authority is attributed to grant contracts from the U.S. Department of Housing and Urban Development and are based upon reimbursement of actual expenditures by this Department. Community Development Grant Revenues are also for actual expenditures. Projects not completed during this fiscal year are carried over with the remaining revenue appropriations to fiscal year 1993-94.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Housing Assistance					
% OF RESOURCES: 69%					
WORKL OAD					
Households Receiving Assistance	6,175	6,825	7,480	7,300	7,500
<u>EFFECTIVENESS</u>					
% Authorized Units Under Lease	97%	98%	98%	98%	98%
EFFICIENCY					
Households Assisted per Staff Year	104	114	120	117	125
ACTIVITY B: Residential Rehabilitation					
% OF RESOURCES: 16%					
<u>WORKLOAD</u>					
Units Rehabilitated	312	166	202	265	265
<u>EFFECTIVENESS</u>					
Total Dollars of Rehab Work Generated(millions)	\$1.38	\$1.46	\$1.5	\$2.50	\$3.50
EFFICIENCY					
Cost Per Unit Rehabilitated	\$1,242	\$2,881	\$1,674	\$1,962	\$1,99 4
ACTIVITY C: Program Development					
X OF RESOURCES: 9%					
<u>WORKLOAD</u>					
Units in Process	2,837	2,823	2,507	2,900	2,600
<u>EFFECT I VENESS</u>					
Units Approved/Under Construction	693	240	47	200	200
EFFICIENCY					
Cost/Low Moderate Unit in Process	\$154	\$137	\$168	\$135	\$155
ACTIVITY D: Community Development					
Z OF RESOURCES: 6%					
WORKLOAD					
CDBG Projects in Process	350	269	216	300	202
EFFECT I VENESS					
Cumulative CDBG Entitlement Expended	89%	90%	92%	92%	94%
EFFICIENCY					
Cost/CDBG Project in Process	\$1,185	\$1,123	\$1,098	\$1,250	\$1,378

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2278	Director, HCD	1	1.00	1	1.00	\$91,896	\$91,896
0979	Housing Development Mgr	1	1.00	ó	0.00	65,353	0,070
0981	Housing Program Mgr	3	3.00	4	4.00	181,557	246,912
0984	Community Development Mgr	1	1.00	1	1.00	60,386	60,386
2337	Public Information Specialist	4	1.00	i	1.00	37,960	32,940
2403	Accounting Technician	1	1.00	i	1.00	26,665	26,666
2412	Analyst II	ż	2.00	ż	2.00	77,290	70,894
2413	Analyst III	3	3.00	3	3.00	144.882	141,343
2427	Associate Systems Analyst	1	1.00	1	1.00	49,673	49,673
2493	Interm Account Clerk	5	5.00	5	5.00	99,206	99,848
2511	Senior Payroll Clerk	1	1.00	1	1.00	21,685	24,983
2525	•	i	1.00	i	1.00	44,341	46,377
2700	Senior Systems Analyst Interm Clerk Typist	9	9.00	9	9.00	180,130	179,323
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,950
2757	Admin Secretary II	2	2.00	ż	2.00	49,754	50,948
2758	Admin Secretary III	1	1.00	1	1.00	30,774	30,774
3532	Principal Rehab Specialist	2	2.00	ż	2.00	95,948	91,519
3548	Housing Program Analyst II	4	4.00	6	6.00	215,904	290,044
3826	Housing Rehab Spolst II	5	5.00	5	5.00	149,126	161,944
3827	Housing Rehab Spclst III	2	2.00	ž	2.00	76,380	76,317
3828	Housing Prog Rev Coor	1	1.00	ī	1.00	41,843	36,319
3829	Housing Aid	9	9.00	8	8.00	199,522	177,763
3830	Housing Specialist I	11	11.00	11	11.00	303,360	306,836
3831	Housing Specialist II	15	15.00	15	15.00	476,822	473,996
3832	Housing Specialist III	7	7.00	7	7.00	265,993	256,573
	Total	90	90.00	91	91.00	\$3,010,399	\$3,048,224
Salary	Adjustments:					(177)	15,638
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					1,024,774	1,015,911
Salary	Savings:					(0)	(66,363)
	Total Adjustments					\$1,024,597	\$965,186
Program	■ Totals	90	90.00	91	91.00	\$4,034,996	\$4,013,410

COUNTY LIBRARY

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Library Services	\$9,431,926	\$9,267,929	\$8,162,108	\$9,378,294	\$8,452,400	\$(925,894)	(9.9)
TOTAL DIRECT COST	\$9,431,926	\$9,267,929	\$8,162,108	\$9,378,294	\$8,452,400	\$(925,894)	(9.9)
PROGRAM REVENUE	(9,206,976)	(9,139,454)	(7,586,447)	(9,252,633)	(7,831,474)	1,421,159	(15.4)
NET GENERAL FUND COST	\$224,950	\$128,475	\$575,661	\$125,661	\$620,926	\$495,265	394.1
STAFF YEARS	199.19	186.01	167.37	195.00	171.58	(23.42)	(12.0)

LIBRARY (Headquarters Location: County Operations Center) 1993-94 Final Program Budget

ADMINISTRATION	
	STAFF <u>YEARS</u>
County Librarian Administrative Secretary	1.00 1.00
TOTAL	2.00

OPERATIONAL SERVICES

Provides budget, personnel payroll, clerical support, financial development, volunteer management, accounting, financial tracking and facilities management.

Library Develop. Officer 1.00 Administrative Svcs. Mgr. 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 1.00		STAFF YEARS
	Administrative Svcs. Mgr. Principal Clerk Personnel Aide Senior Payroll Clerk Senior Account Clerk Word Processor Intermediate Acct. Clerk Intermediate Clerk Typist	1.00 1.00 1.00 1.00 1.00 2.00 1.00

PROFESSIONAL & TECHNICAL SUPPORT SERVICES

Provides support and program development in the following areas: Adult Literacy, Outreach Interchange, Automation, Cataloging, Acquisitions and Children's

Lo-Org #'s	STAFF
4952, 4954, 4957	YEARS
Principal Librarian	1.00
Coord. Adult Literacy	1.00
Librarian III	3.00
Carpenter	1.00
Librarian II	2.50
Librarian I	0.50
Library Technician IV	0
Graphic Artist	1.00
Library Technician III	.00
Delivery Vehicle Driver	3.00
Library Technician II	4.75
Intermediate Clerk Typist	2.00
Library Technician I	3.00
Library Page	0.49
<u> </u>	
TOTAL	23.24

BRANCH OPERATIONS

Branch operations, reference, interlibrary loan, staff, and supervisors. Operates 31 branches and two bookmobiles.

<u>Lo-Org #</u> 4953	STAFF <u>YEARS</u>
Principal Librarian Librarian III Librarian II Librarian I Library Technician IV Bookmobile Driver Library Technician III Library Technician III Library Technician II Intermediate Clerk Typist Library Technician I Library Substitutes Library Page Extra Help	2.00 5.00 12.00 9.00 3.00 2.00 18.67 29.50 2.50 36.75 6.50 8.42 1.00
TOTAL	136.34

TOTAL POSITIONS 292 TOTAL STAFF YEARS 171.58 PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 43803

MANAGER: Sally B. Hazzard-Diaz

ORGANIZATION #: 4950

REFERENCE: 1993-94 Proposed Budget - Pg. 24-3

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.

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	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,817,834	\$5,827,974	\$5,398,990	\$6,082,284	\$5,369,725	(11.7)
Services & Supplies	3,037,783	3,220,006	2,718,517	3,175,510	3,082,675	(2.9)
Other Charges	461,443	158,716	0	0	0	0.0
Fixed Assets	17,004	50,049	41,027	22,500	0	(100.0)
Vehicle/Comm. Equip.	55,232	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	42,630	11,184	3,574	98,000	0	(100.0)
TOTAL DIRECT COST	\$9,431,926	\$9,267,929	\$8,162,108	\$9,378,294	\$8,452,400	(9.9)
PROGRAM REVENUE	(9,206,976)	(9,139,454)	(7,586,447)	(9,252,633)	(7,831,474)	(15.4)
NET GENERAL FUND CONTRIBUTION	\$224,950	\$128,475	\$575,661	\$125,661	\$620,926	394.1
STAFF YEARS	199.19	186.01	167.37	195.00	171.58	(12.0)

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 1993-94 the County Library will operate thirty-one branches and two bookmobiles to serve 932,000 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. The County Library will also operate an Adult Literacy Services Center located in the City of El Cajon. The State property tax shift in FY 1993-94 eliminated the Special District Augmentation Fund (SDAF), which resulted in a \$475,790 decrease in SDAF funding to the County Library. The Board of Supervisors increased the County General Fund Contribution from \$125,661 in the adopted 1992-93 budget to \$620,926 in the 1993-94 budget to help offset the library property tax loss of \$994,123 in FY 1992-93 and the \$475,790 loss of SDAF revenue in FY 1993-94 due to the state property tax shifts in both years.

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.

1992-93 BUDGET TO ACTUAL COMPARISON

Due to the 1992-93 State property tax shift budgeted 92-93 library salary and benefits were decreased \$400,000 and services and supplies were decreased \$45,600 by a mid-year budget adjustment. The actual cost for salaries and benefits were \$683,294 less than the 1992-93 budget as a result of holding positions open as they became vacant to help balance the budget. Services and Supplies were \$456,993 less than budget because of Library efforts to hold facility and library materials costs down due to decreased Library property tax revenues in FY 1992-93 and included \$207,813 for books and automation equipment that were ordered and encumbered in FY 1992-93 but will not be expended until FY 1993-94. Fixed assets purchased in 1992-93 include a replacement photocopier (\$18,647) at Library Headquarters, 25 facsimile machines (\$13,787) for library branches, prior year funds for partial payment on a theft detection system (\$3,271) for the Fallbrook Library and grant funded computer equipment for the Adult Literacy Services Program (\$5,322). One Library Major Maintenance Project-Imperial Beach heating and air-conditioning replacement project totalling \$98,000 was budgeted but not expended in FY 1992-93. The Imperial Beach Library project was done with CDBG funds approved mid-year in FY 1992-93. Other Charges includes \$3,574 of prior year expenditures for the Imperial Beach roof replacement project.

1992-93 ACHIEVEMENT OF 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:
 - Describe how the County Library currently does business, and identifies options for where it should go from here.
 - Identify the use of volunteers to the maximum extent possible.
 - Establish automation needs to strengthen and make more efficient operations in the Library branches.
 - Propose an interim single shift in staffing branch libraries in order to balance this years budget and allow time for volunteer recruitment and training.
 - Identify short and long term courses of action to deal with County Library revenue shortfalls.

GOAL ACHIEVEMENT: The County's Plan 2002 was approved by the Board of Supervisors on November 17, 1992. A status report with recommendations for additional implementation was also approved on July 20, 1993.

- 2. 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%.
 - Track the County Special District Augmentation Fund and any systematic changes that may affect this funding source.
 - Seek alternate fund-raising/development methodologies.
 - Enhance funding and revenue enhancement programs and revenue monitoring.

GOAL ACHIEVEMENT: Throughout the County's budget process the department monitored and tracked all fiscal impacts resulting from the State budget process. This goal was completed with a balanced budget for 1994 that maintained all libraries albeit at a reduced level.

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 in the Lakeside Library expansion project that is funded by a Community Development Block Grant; d) provide liaison to the Friends of 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.

GOAL ACHIEVEMENT: The process for tracking all facilities issues has been centralized in one unit in the administrator's office. San Marcos and Vista have had their ground breaking. Lakeside's completion date is November 1, 1993. Del Mar has a site selected and is going into escrow. Poway is delayed because of site issues, but will proceed by January 1, 1994. This goal is on target and will be rolled over to next fiscal year as an ongoing goal. The Cardiff lease issue was resolved by Library funding of the expanded lease in the FY 93-94 budget.

1993-94 OBJECTIVES

 Work with Friends of the Library groups, staff, and the public to <u>implement</u> the County Library Plan 2002, accepted and approved by the Board of Supervisors on November 17, 1992 (22) and the status report of July 20, 1993 to accomplish: PROGRAM: Library Services

DEPARTMENT: COUNTY LIBRARY

- Recognizing even with a 10% cut, the work has not diminished, review options to identify and provide core level of service to our community by conducting Needs Assessment Meetings in communities with branch libraries.
- Continue the recruitment, training, and use of volunteers to augment library services by expanding the current number of active volunteers by 20% from a base of 800.
- Complete the automation project began in 1992-93 to strengthen and make more efficient operations in the Library branches and partially provide support for work previously accomplished by positions cut in the 1992-93 and 1991-92 budget.
- 2. Continue planning and design for new facility needs into 1994-95 including: a) assist Poway with location for its new library expansion; b) finish the San Marcos design process; c) completion of the Lakeside Library expansion project that is funded by a Community Development Block Grant; d) continue to 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 Encinitas/Cardiff regional library issue.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration and Operational Services [12.00 SY; E = \$659,812; R = \$659,812] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - Offset 100% by Program Revenue.
 - Responsible for providing comprehensive Library resources and services to 932,000 residents in the unincorporated area and eleven cities.
 - Established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.
 - Providing Library Management, Development Officer, Fiscal/Accounting, Budgeting, Payroll, Personnel and General Clerical services to support 31 branch libraries and the Adult Literacy Services Office.
 - Reducing 3.0 SY's Assistant County Librarian, Librarian III, and one Intermediate Clerk Typist.
 - Department-wide miscellaneous services and supplies cuts of \$92,835.
- 2. <u>Professional and Technical Support Services</u> [23.24 SY; E = \$1,464,873; R = \$1,419,212] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Offset 96.9% by Program Revenue.
 - Providing Children's Services, Outreach, and Adult Literacy Services.
 - Providing Technical Services, Automation, Acquisitions.
 - Including \$45,661 and 2.0 SY's of General Fund Support for the Adult Literacy Services Program.
 - Deleting one Librarian III position (1SY/\$45,384) and the related revenue for Project CLIMB that was not funded.
 - Reducing by 7.86 SY's which will decrease the Library's cataloging, automation, acquisitions, graphics, and outreach support to library branches and the public in FY 1993-94.
- 3. <u>Branch Operations</u> [136.34 SY; E = \$6,327,715; R = \$5,752,450] including support staff is:
 - Discretionary/Discretionary Service Level.
 - Offset 90.9% by Program Revenue.
 - Providing Reference, Interlibrary Loans, Information Programs, operation of 31 branches and two bookmobiles for the unincorporated area and eleven cities.
 - Including General Fund Support of \$575,265 to help offset the state property tax shifts that reduced

- historic library property taxes by \$994,123 in FY 1992-93 and eliminated the Special District Augmentation Fund in FY 1993-94 further reducing library revenues by \$475,790.
- 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 foreign language materials.
- Including \$-0- in Operating Transfers for no Library Major Maintenance Projects for FY 1993-94 due to a lack of funding.
- Reduces library branch hours through implementation of single shifts in most library branches started in FY 1992-93. This is the major cause for the projected decrease in library performance indicators for FY 1993-94. Staff years are reduced by 11.56.
- Increases the Library book budget from \$753,500 in FY 1992-93 to \$807,394 in FY 1993-94.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
PROGRAM REVENUE				
Current Property Taxes	\$6,583,484	\$7,577,607	\$6,585,162	\$(992,445)
Taxes Other than Current Prop.	379,547	369,000	376,000	7,000
Special District Augmentation Fund	476,633	475,790	0	(475,790)
Jse of Money and Property	44,881	44,000	37,940	(6,060)
Fund Balance	148,000	148,000	200,000	52,000
Public Library Fund	175,452	204,000	175,400	(28,600)
Aid from Other Gov't Agencies	55,543	61,000	53,000	(8,000)
Charges for Current SvcsFines	277,268	254,000	333,112	79,112
Other Revenue	89,128	119,236	70,860	(48,376)
Sub-Total	\$8,229,936	\$9,252,633	\$7,831,474	\$(1,421,159)
Total	\$8,229,936	\$9,252,633	\$7,831,474	\$(1,421,159)
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
SENERAL FUND SUPPORT COSTS:	\$575,661	\$125,661	\$620,926	\$495,265
Sub-Total	\$575,661	\$125,661	\$620,926	\$495,265
otal	\$575,661	\$125,661	\$620,926	\$495,265

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted Library property taxes for FY 1992-93 were decreased mid-year by \$895,600 to reflect the revenue loss to the library from the 1992-93 \$1.1 billion State property tax shift from counties, cities, and special districts. The actual 1992-93 property tax reduction to library revenues was \$994,123. The state budget for FY 1993-94 had an additional property tax shift for counties, cities, and special districts and eliminated the Special District Augmentation Fund (SDAF). This action by the state resulted in the County Library loosing the \$475,790 of SDAF revenue it had been receiving in previous years. Library Fund Balance for FY 1992-93 was \$148,000. The Budgeted Fund Balance for FY 1993-94 of \$200,000 is an increase of \$52,000 from FY 1992-93. Public Library Fund Revenue decreased to \$175,452 for 1992-93 a 14% decrease from the 1992-93 budget due to additional State reductions to this fund.

EXPLANATION/COMMENT ON GENERAL FUND CONTRIBUTIONS:

The 1993-94 General Fund Contribution was increased to \$620,926 to help offset the Library's loss of Special District Augmentation Funding and includes \$45,661 for continued support (2 SYs) of the Adult Literacy Program. 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 General Fund contribution to the Library was increased by a one-time \$450,000 mid-year transfer to help offset the \$895,600 loss in Library Property Tax revenue due to the 1992-93 State property tax shift.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Library Services					
% OF RESOURCES: %					
WORKLOAD					
Population	888,830	908,580	926,100	915,665	932,000
Information Units					
Circulation	2,786,741	2,965,274	2,845,685	2,977,000	2,650,000
Reference Questions	642,288	838,370	649,584	673,050	635,500
Program Audience	<u>83,125</u>	73,323	57,454	85,095	62,000
TOTAL:	3,512,154	3,876,967	3,552,723	3,735,145	3,347,500
Number of Volumes	941,249	938,904	988,313	982,000	988,000
Number of Titles	201,052	228,000	206,655	231,000	235,000
EFFICIENCY					
Information Units Per Staff Year	17,632	20,843	21,227	19,155	19,510
EFFECTIVENESS					
Circulation per Capita	3.14	3.26	3.07	3.25	2.84
Volumes per Capita	1.06	1.03	1.07	1.07	1.06

^{* 1993-94} reductions reflect what is estimated can be accomplished with reduced staff and the decrease in library branch hours resulting from the implementation of single shifts at most branches in FY 1992-93. The projected performance indicators for FY 1993-94 in no way reflects anticipated community requests or need.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2115	County Librarian	1	1.00	1	1.00	\$86,276	\$86,275
2205	Assistant County Librarian	1	1.00	0	0.00	67,338	0
4047	Development Officer	1	1.00	1	1.00	54,747	54,748
2369	Admin. Services Manager II	1	1.00	1	1.00	54,747	54,748
4048	Principal Librarian	3	3.00	3	3.00	129,169	127,066
4044	Coordinator, Adult Literacy	1	1.00	1	1.00	40,467	35,118
4023	Librarian III	13	11.00	10	8.00	410,395	297,521
4024	Librarian II	15	14.50	15	14.50	488,505	490,036
3817	Graphic Artist	1	1.00	1	1.00	32,697	27,565
2725	Principal Clerk	1	1.00	1	1.00	31,466	31,465
4025	Librarian I	17	10.50	16	9.50	321,561	279,908
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
5905	Carpenter	1	1.00	1	1.00	30,632	30,632
2320	Personnel Aide	1	1.00	1	1.00	24,386	25,609
4021	Library Technician IV	4	4.00	4	3.00	111,076	78,980
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
4005	Bookmobile Driver	2	2.00	2	2.00	48,522	48,522
2510	Senior Account Clerk	1	1.00	1	1.00	23,949	23,950
3009	Word Processor Operator	2	2.00	2	2.00	45,616	43,926
4020	Library Technician III	22	19.67	22	18.67	465,389	428,682
7516	Delivery Vehicle Driver	3	3.00	3	3.00	63,972	62,092
2493	Intermediate Account Clerk	1	1.00	1	1.00	20,797	17,550
2700	Intermediate Clerk Typist	7	6.50	8	5.50	131,796	102,576
4015	Library Technician II	46	38.42	43	34.25	768,832	674,127
4016	Library Technician I	63	45.83	57	39.7 5	766,718	638,566
4037	Library Substitute	104	6.50	66	6.50	94,307	94,300
4035	Library Page	30	14.08	19	8.91	187,897	118,341
9999	Extra Help	25	1.00	10	1.00	17,500	17,500
	Total	369	195.00	292	171.58	\$4,574,587	\$3,945,633
Salary	Adjustments:					\$47,226	\$142,625
Premium	n/Overtime Pay:					-0-	0
Employe	ee Benefits:					1,568,079	1,338,467
Salary	Savings:					(107,608)	(57,000)
	Total Adjustments					\$1,507,697	\$1,424,092
Program	Totals	369	195.00	292	171.58	\$6,082,284	\$5,369,725

PROGRAM: Library Services-Contingency Reserve

DEPARTMENT: COUNTY LIBRARY

PROGRAM #: 45803

MANAGER: Sally B. Hazzard-Diaz

ORGANIZATION #: 5170

REFERENCE: 1993-94 Proposed Budget - Pg. 24-9

AUTHORITY: The Library Department is established by the Board of Supervisors in accordance with the provisions of the State of California Education Code Section 19100.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	0	0	0	43,624	0	(100.0)
TOTAL DIRECT COST	\$0	\$0	\$0	\$43,624	\$0	(100.0)
PROGRAM REVENUE	(0)	(0)	(0)	(43,624)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

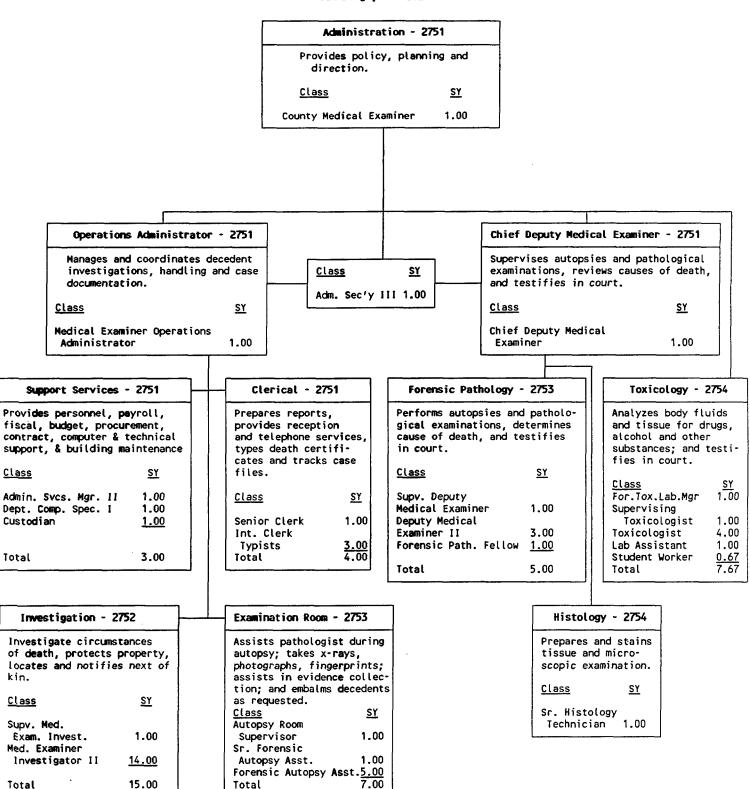
The FY 1992-93 County Library Contingency Reserve was budgeted at \$43,624. No library revenues are projected to be available for the Library Services-Contingency Reserve for FY 1993-94.

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Decedent Investigation	\$3,642,038	\$3,586,268	\$ 3,456,966	\$3,611,444	\$3,110,076	\$(501,368)	(13.9)
TOTAL DIRECT COST	\$3,642,038	\$3,586,268	\$3,456,966	\$3,611,444	\$3,110,076	\$(501,368)	(13.9)
PROGRAM REVENUE	(202,891)	(161,537)	(150,842)	(200,326)	(270,906)	(70,580)	35.2
NET GENERAL FUND COST	\$3,439,147	\$3,424,731	\$3,306,124	\$3,411,118	\$2,839,170	\$(571,948)	(16.8)
STAFF YEARS	55.06	53.12	49.79	52.67	46.67	(6.00)	(11.4)

COUNTY MEDICAL EXAMINER (County Operations Center) 5555 Overland Avenue, Bldg. 14 San Diego, CA 92123



PROGRAM: Decedent Investigation DEPARTMENT: MEDICAL EXAMINER

PROGRAM #: 19001

ORGANIZATION #: 2750 MANAGER: Brian D. Blackbourne, M.D. REFERENCE: 1993-94 Proposed Budget ~ Pg. 25-1

AUTHORITY: This program was developed for the purpose of complying with Section 27491 of the California Government Code which requires the Medical Examiner to investigate and determine the cause of death in certain cases.

MANDATE: This function is mandatory. The level of service for this function is not specific in the legislation.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,102,033	\$3,185,077	\$2,951,090	\$3,220,567	\$2,783,551	(13.6)
Services & Supplies	515,233	389,011	505,876	390,877	326,525	(16.5)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	24,772	12,180	0	0	0	0.0
TOTAL DIRECT COST	\$3,642,038	\$3,586,268	\$3,456,966	\$3,611,444	\$3,110,076	(13.9)
PROGRAM REVENUE	(202,891)	(161,537)	(150,842)	(200,326)	(270,906)	35.2
NET GENERAL FUND CONTRIBUTION	\$3,439,147	\$3,424,731	\$3,306,124	\$3,411,118	\$2,839,170	(16.8)
STAFF YEARS	55.06	53.12	49.79	52.67	46.67	(11.4)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The actual expenditures in Salaries and Benefits were \$269,477, less than budgeted. This includes savings of \$70,107 from the ILP program, deletion of one Supervising Medical Examiner Investigator position (\$65,753), and salary savings of \$133,617. The salary savings of \$133,617 were realized primarily due to staff's cooperative efforts in participating with the VTO program in addition to the ILP program, and the department's commitment not to fill vacant positions. These actions were implemented to generate substantial salary savings to offset anticipated overexpenditures in services and supplies and projected shortfall in revenues. The actual expenditures in Services and Supplies were \$114,999, over budget. This overexpenditure is the result of not having sufficient appropriations to meet increasing costs of supplies and services. The actual revenues were underrealized by \$49,484. This is mainly due to decreases in embalming services and transport services. The decedents' families are now having 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 from cases that are homicides, minors (14 years old and under), indigents, and Jane/John Does.

1992-93 ACHIEVEMENT OF OBJECTIVES

- The cause of death was established and a final death certificate was issued within 30 days of the initial investigation in at least 80% of the cases.
- 2. The average toxicology case backlog of no greater than 5 weeks was maintained.

1993-94 OBJECTIVES

- 1. Establish a cause of death and issue a final death certificate within 30 days of the initial investigation in at least 70% of the cases.
- 2. Maintain the average toxicology case backlog of no greater than 5 weeks.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Support Services [7.83 SY; E = \$347,972; R = \$21,000] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for supporting activities in investigation, laboratory and medical services.
 - Responsible for payroll, personnel, fiscal (including billing for reimbursements), budget, procurement, contracts, computer and technical support, and building maintenance.
 - Responsible for tracking case files, death certificate preparation, medical reports transcription and unkeep.
 - Responsible for communicating with and providing assistance to the public, media and community.
 - Responsible for 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.
 - o Responsible for safekeeping the decedents' personal properties and releasing them to the decedents' next of kin or the Public Administrator.
- 2. <u>Investigation Services</u> [15.84 SY; E = \$861,347; R = \$50,000] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for on scene death investigation, follow-up investigation, initial property protection, and next of kin notification.
- 3. Medical Services [23.00 SY; E = \$1,900,757; R = \$199,906] including support personnel is:
 - Mandated Activity/Discretionary Service Level.
 - Responsible for decedent handling, autopsy services, evidence documentation, embalming, histology, and toxicology.
 - Coordinating training program with various hospitals.

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:				
Trauma - Health Fees	\$0	\$0	\$50,000	\$50,000
Transportation Fees	108,387	118,326	118,326	0
Embalming Fees	14,010	54,000	74,580	20,580
Copies of Reports	24,353	21,000	21,000	0
Other Miscellaneous	4,092	7,000	7,000	0
Sub-Total	\$150,842	\$200,326	\$270,906	\$70,580
Total	\$150,842	\$200,326	\$270,906	\$70,580
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$3,306,124	\$3,411,118	\$2,839,170	\$(571,948)
Sub-Total	\$3,306,124	\$3,411,118	\$2,839,170	\$(571,948)
Total	\$3,306,124	\$3,411,118	\$2,839,170	(571,948)

EXPLANATION/COMMENT ON PROGRAM REVENUES

There is no consistency in the amount of revenues generated from year to year since they are not directly related to caseloads. These revenues 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. In 1993-94, it is projected that additional revenues of \$70,580 will be generated from family requested autopsies (\$20,580), and cost recovery from Emergency Medical Services and Edgemoor Hospital for performing medico-legal investigations and autopsies on deaths not specifically mandated per California statute (\$50,000). Other revenues projected to be realized by source in 1993-94 are as follows:

Transportation Fees (\$118,326) - 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.

Embalming Fees (\$50,000) - Revenues come from fees for embalming the decedents per authorization from the next of kin.

Copies of Reports (\$21,000) - 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 (\$7,000) - Revenues come from sale of pouches (body bags used to seal decomposed cases), and reimbursements for copies of computer files regarding cases.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992~93 Budget	1993-94 Budget
ACTIVITY A: Decedent Investigation					
% OF RESOURCES: 100%					
WORKLOAD					
Total Cases Investigated	7,768	8,133	8,359	8,500	8,500
Cases Not Under the ME's Jurisdiction	5,118	5,457	5,782	5,825	5,810
Cases Under the ME's Jurisdiction*	2,650	2,676	2,577	2,675	2,690
*Homicides *Motor Vehicle Accidents *Drug Related Deaths *Suicides *Other Accidental Deaths *Sudden Infant Death Syndrome *Natural and Other Deaths	274 401 118 353 270 69 1,165	300 388 141 355 280 59 1,153	257 332 173 370 281 54 1,079	300 385 150 355 280 55 1,150	325 350 170 370 280 55 1,140
Number of Autopsies	1,974	1,977	1,915	1,975	1,680
Number of External Examinations	676	699	641	700	1,010
EFFICIENCY					
Cases Per Investigator	555	581	616	607	607
Average On-Scene Response Time	46 minutes	61 minutes	66 minutes	70 minutes	90 minutes
Cases Per Pathologist*	368	382	427	382	448
*Autopsies Per Pathologist *External Examinations Per Pathologist	274 94	282 100	320 107	282 100	280 168
Homicide Cases Per Pathologist	38	43	43	44	54
oxicology Case Backlog	6 weeks	5 weeks	5 weeks	5 weeks	5 weeks
FFECTIVENESS					
Percentage of time the cause of death is established and a final death certificate is issued within 30 days of death.	81%	80%	80%	80%	70%
Percentage of homicide cases (where person is dead on scene), pathologist will be on scene.	100%	100%	100%	100%	80%

NOTES:

The number of autopsies in 1993-94 will be reduced due to the decrease in staff and services and supplies. Autopsies must be performed on all homicides, motor vehicle accidents, drug related deaths, and suicides. The remainder of the cases to be autopsied will be reduced accordingly. Also, the number of homicide autopsies per pathologist is increasing. Each pathologist will need to spend more time on depositions and court trials. The remaining cases to be autopsied will be performed at a slower pace causing delays affecting the decedents' families, the police, the District Attorney, insurance companies, and mortuaries.

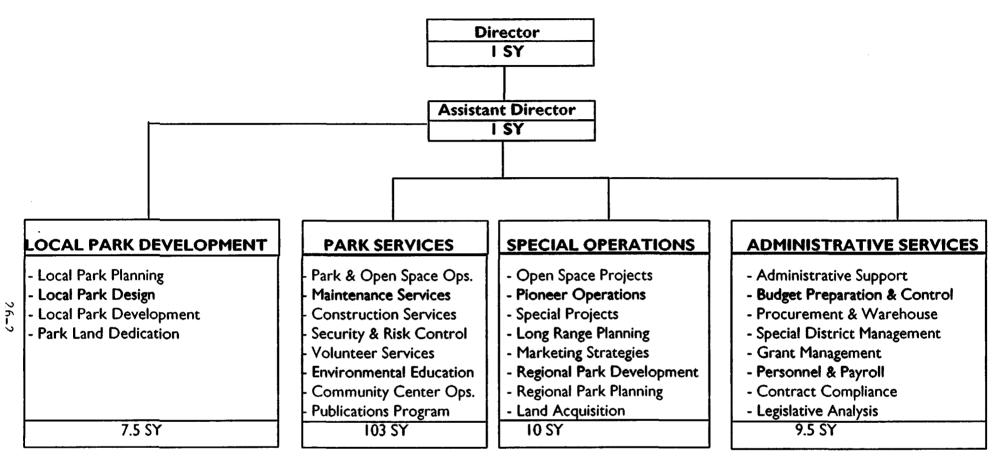
The number of cases investigated per investigator will continue to be up in 1993-94. The elimination of standby and overtime pays will effect an average on-scene response time of 90 minutes. In some cases, the response time may exceed three hours.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0000	Farancia Tay Lab Managan	0	0.00	1	1.00	\$0	¢77 909
0982	Forensic Tox Lab Manager	0 1	0.00 1.00	1	1.00	131,733	\$73,898 131,733
2180 2281	County Medical Examiner Operations Administrator	i	1.00	i	1.00	68,279	68,278
2285	Chief Deputy Medical Examiner	i	1.00	i	1.00	114,864	114,864
2369	Admin. Services Manager II	i	1.00	i	1.00	46,162	52,080
2700	Intermediate Clerk Typist	5	5.00	3	3.00	100,406	62,007
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,950
2758	Administrative Secretary III	i	1.00	ì	1.00	25,024	26,707
3118	Dept. Computer Specialist I	i	1.00	i	1.00	29,258	26,293
4157	Forensic Pathology Fellow	i	1.00	i	1.00	37,145	37,145
4159	Deputy Medical Examiner II	,	4.00	3	3.00	409,832	307,371
4160	Supv. Deputy Medical Examiner	1	1.00	1	1.00	102,458	96,928
4305	Toxicologist	4	4.00	į,	4.00	183,744	183,744
4306	Supervising Toxicologist	i	1.00	1	1.00	52,200	52,200
4316	Chief, Toxicology Laboratory	1	1.00	Ò	0.00	60,386	0
4319	Senior Histology Technician	1	1.00	1	1.00	35,891	35,890
4330	Laboratory Assistant	1	1.00	1	1.00	22,065	22,635
4800	Autopsy Room Supervisor	1	1.00	1	1.00	46,673	47,253
4819	Senior Forensic Autopsy Asst.	2	2.00	1	1.00	75,002	37,501
4820	Forensic Autopsy Assistant	6	6.00	5	5.00	198,913	166,551
5740	Med. Exam. Investigator II	14	14.00	14	14.00	538,135	535,341
5792	Supervising M.E. Investigator	2	2.00	1	1.00	94,376	47,997
7031	Custodian	1	1.00	1	1.00	18,768	18,768
9999	Temporary Extra Help	1	0.67	1	0.67	8,890	8,890
	Total	53	52.67	47	46.67	\$2,424,153	\$2,178,024
Salary	Adjustments:					502	(5,819)
D	(Overtime Dave					0	0
Premiun	n/Overtime Pay: Shift Premium					10,400	10,400
	Standby					30,000	5,000
045 F	•					0	
	extraordinary Pay:					_	4,975
ILP Rec	ductions:					0	(70,107)
Employe	ee Benefits:					758,884	664,164
Salary	Savings:					(3,372)	(3,086)
	Total Adjustments					\$796,414	\$605,527
Program	ı Totals	53	52.67	47	46.67	\$3,220,567	\$2,783,551

PARKS AND RECREATION

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Parks and Recreation	\$ 5,986,758	\$6,228,939	\$6,155,835	\$6,805,922	\$6,915,761	\$109,839	1.6
Holmwood Canyon Debt Svc.	221,990	0	0	0	0	0	0.0
ParkLand Dedication Fund	1,149,866	2,596,853	1,147,734	9,525,299	9,212,692	(312,607)	(3.3)
Fish & Wildlife Fund	9,301	23,499	32,344	50,535	31,571	(18,964)	(37.5)
TOTAL DIRECT COST	\$7,367,915	\$8,849,291	\$7,335,913	\$16,381,756	\$16,160,024	\$(221,732)	(1.4)
PROGRAM REVENUE	(12,836,769)	(13,576,348)	(12,462,133)	(12,224,684)	(12,779,919)	(555,235)	4.5
NET COST ALL FUNDS	\$(5,468,854)	\$(4,727,057)	\$(5,126,220)	\$4,157,072	\$3,380,105	\$(776,967)	(18.7)
STAFF YEARS	136.8	135.3	130.3	130.3	132.0	1.70	1.3



NOTE: Proposed staff year changes from the 92-93 adopted budget are as follows:

<u>Classification</u>	Staff years	<u>Classification</u>	Staff years
Staff Development Specialist	- 0.50	Supervising Park Ranger	- 2.00
Senior Payroll Clerk	- 1.00	Park Maintenance Worker	- 2.00
Intermediate Clerk Typist	- 1.00	Payroll Clerk	+ 1.00
Curator of Plants	- 1.00	Seasonal Staff	+ 0.70
Park Project Manager	- 1.00	Grant Program Seasonal Staff	+ 10.50 (FY 93-94 only)
Park Ranger	- 2.00		

PROGRAM: Parks and Recreation DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45308

MANAGER: Robert R. Copper REFERENCE: 1993-94 Proposed Budget - Pg. 26-1

ORGANIZATION #: 5100

AUTHORITY: Administrative Code Section 430

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,278,335	\$5,454,682	\$5,421,936	\$5,768,437	\$5,829,863	1.1
Services & Supplies	686,013	745,215	696,263	700,302	748,715	6.9
Other Charges	17,240	16,330	20,038	337,183	337,183	0.0
Fixed Assets	5,170	12,712	17,598	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Reserves	0	0	0	0	0	0.0
Operating Transfers	0	0	0.	0	0	0.0
TOTAL DIRECT COST	\$5,986,758	\$6,228,939	\$6,155,835	\$6,805,922	\$6,915,761	1.6
PROGRAM REVENUE	(2,698,794)	(2,739,947)	(2,656,110)	(2,650,355)	(3,535,656)	33.4
NET GENERAL FUND COST	\$3,287,964	\$3,488,992	\$3,499,725	\$4,155,567	\$3,380,105	(18.7)
STAFF YEARS	136.8	135.3	130.3	130.3	132.00	1.3

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 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, 1992-93 revenues are estimated at less than budgeted due to various factors. Attendance at Lake Morena Campground was down during the first half of the fiscal year because the water level was low. However, the spring rains restored the lake to pre-drought level. Also, Sweetwater Summit Campground had to be closed to accommodate the County Water Authority's aqueduct installation.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Tijuana River Valley was staffed and cooperative arrangements were made with the Border Patrol for temporary headquarters. A liaison was formed with a citizens group to support the Volcan Mountain Preserve. The Joint Powers Agreement for operation of the Gooden Ranch property in Sycamore Canyon was negotiated and is in the process of approval by the Cities of Santee and Poway, the California Department of Fish and Game and the County of San Diego. The requirements set forth by the Bureau of Land Management for a patent on the lands leased to the County were completed and the patents were requested.
- 2. User Fee revenue increased from \$1,038,946 in FY1991-92 to \$1,051,094 in FY1992-93 despite an ailing economy.
- 3. The visitor services group developed a docent program for regional parks; docent training was developed and implemented during FY1992-93 and the program should be fully operational in FY1993-94. Following the model developed at Wilderness Gardens Preserve, negotiations are ongoing with the Quail Foundation for cooperative operation of Quail Botanical Gardens.
- 4. All Local Park Planning Areas in the County developed five year capital improvement plans through local advisory boards.
- 5. Grant applications totalling \$5,486,000 were processed in FY1992-93.
- 6. The Visitor Services section was formed and staffed in FY1992-93 using existing staffing. The Docent program was begun. Individual informational brochures were developed for all but two of the County regional Parks, the remainder will be completed in FY1993-94. A revised Master Brochure for all County Parks was completed as well. Also, the Parks and Recreation Department took over the task of producing the county's Volunteer News. In-service training was expanded to include education for project managers provided in cooperation with CALTRANS, the state Department of Transportation.

1993-94 OBJECTIVES

- Develop stewardship capabilities for Proposition 70 regional open space acquisitions and Bureau of Land Management (BLM) wilderness park sites using reduced paid staff and increased volunteers.
- Implement a public/private partnership with the Quail Gardens Foundation for the operation of Quail Botanical Gardens.
- Improve Department revenue base with remaining facilities.
- Develop a flexible operations plan for both existing and newly acquired park lands.
- 5. Pursue competitive grant funding with emphasis on revenue generating projects while preserving existing funding.
- 6. Develop alternative funding sources for regional parks, open space and preserves.

1993-94 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 expenditures by activity can vary over the year. The divisions have the following responsibilities:

- 1. PARK SERVICES AND MAINTENANCE [103.0 SY; E = \$4,993,368; R = \$3,250,360] including support personnel is:
 - O Discretionary/Mandated Service Level ACTIVITIES:
 - Park and Open Space Operations
 - Community Center Operations
 - Maintenance Services
 - Construction Services
 - Security and Risk Control
 - Visitor Services
 - In-Service Training
 - Computer Support Services
 - Environmental Education
 - Volunteer, Marketing and Publication Services

- 2. LOCAL PARK DEVELOPMENT [7.50 SY; E = \$381,068; R = \$136,336] including support personnel is:
- O Discretionary/Mandated Service Level

ACTIVITIES:

- Local and Community Park Development
- Local Park and Community Park Long-Range Planning
- Local and Community Park Design
- Park Land Dedication Mgmt
- 3. SPECIAL OPERATIONS [10.0 SY; E = \$865,700; R = \$136,960] including support personnel is:
 - Discretionary/Mandated Service Level

ACTIVITIES:

- Open Space Planning and Project Management
- Pioneer Operations
- Special Projects
- Legislative Analysis
- Marketing Strategies
- Project Habitat Analysis and Biodiversity Planning
- Regional Park Planning and Development
- Land Acquisition
- 4. EXECUTIVE, ADMINISTRATIVE AND SUPPORT SERVICES [11.50 SY; E = \$675,625; R = \$12,000 including support personnel is:
 - O Discretionary/Mandated Service Level

ACTIVITIES:

- Executive Staff
- Administrative Support
- Budget Preparation and Control
- Procurement and Warehouse Operations
- Contract Compliance and Administration
- Grant Management
- Personnel and Payroll
- Special District Administration

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Rents and Concessions	\$393,171	\$388,166	\$317,643	\$(70,523
Plan Review Charges	13,809	26,200	16,200	(10,000
Inter-Fund Charges, Capital Outlay Fund	300,437	281,471	281,471	0
Inter-Fund Charges, PLDO Fund	67,376	41,000	41,000	0
Inter-Fund Charges, Special Districts	258,937	199,294	199,294	0
ser Fees, Park and Camping	1,051,094	1,094,024	1,052,524	(41,500
Sub-Total	\$2,084,824	\$2,030,155	\$1,908,132	\$(122,023
OTHER:				.==. =
inter-Fund Transfer, Parkland Dedication Fund	\$562,000	\$562,000	\$933,710	\$371,710
fiscellaneous	-5,022	Ō	0	0
Se of Mission Trails Designation	0	0	41,135	41,135
Sub-Total	\$556,978	\$562,000	\$974,845	\$412,845
GRANTS AND AID FROM OTHER AGENCIES:				
Aid From Other Gov't Agencies	26,001	26,000	26,000	0
Aid From Joint Powers Auth	0	32,200	32,200	C
ed Aid - Rain Damage	0	0	293,993	293,993
Fed Aid - Emergency Employment	0	0	300,486	300,486
Sub-Total	\$26,001	\$58,200	\$652,679	\$594,479
Total	\$2,667,803	\$2,650,355	\$3,535,656	\$885,301
SEMERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
IET COUNTY COST:	•		•	
let County Cost	3,489,561	3,489,561	3,380,105	(109,456
Sub-Total	\$3,489,561	\$3,489,561	\$3,380,105	\$(109,456
otal	\$3,489,561	\$3,489,561	\$3,380,105	(109,456

EXPLANATION/COMMENT ON PROGRAM REVENUES

The federal grant revenues included above fund short term, one-time-only, project to repair rain and flood damages, primarily in the Tijuana River Valley. The use of designated fund balance is also one-time-only funding. The Mission Trials lease revenues are no longer being designated and the lease revenue will be credited to the General Fund, Rents and Leases budget.

PERFORMANCE INDICATORS	Budget	1991-92 Actual	Actual	1992-93 Budget	CAO Budget
ACTIVITY A: Parks and Recreation					
X OF RESOURCES: 100X	•				
WORKLOAD					
Parks - County Operated	70	69	69	69	69
Park acreage	30,870	31,912	32,568	32,000	32,700
EFFICIENCY					
Visitor Days/Field Staff	39,107	53,846	56,908	55,658	62,857
Funded Projects/Project Staff	10	10	6	10	6
EFFECTIVENESS					
PLDO Permits Processed	54	27	18	30	18
Developer Impacts Evaluated	23	35	13	35	13
Site Plans & Record Drawings	43	60	67	60	63
Visitor Days	3,109,000	4,200,000	4,325,000	4,230,000	4,400,000

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2131	Director, Parks and Rec.	1	1.00	1	1.00	\$88,467	\$88,467
2215	Asst. Dir., Parks and Rec.	1	1.00	1	1.00	74,061	74,062
2302	Administrative Asst. III	1	1.00	1	1.00	46,162	46,162
2303	Administrative Asst. II	2	2.00	2	2.00	78,095	77,113
2337 2365	Public Info. Specialist Staff Dev. Specialist	1	1.00 1.00	1	1.00 .50	34,817 36,381	36,529 21,161
2368	Administrative Srvs. Mgr I	i	1.00	i	1.00	52,157	52,156
2511	Payroll Clerk	2	1.00	i	1_00	21,793	18,344
2655	Storekeeper III	1	1.00	1	1.00	28,667	28,666
2660	Storekeeper I	1	1.00	1	1.00	21,163	21,934
2700 2745	Intermediate Clk Typist	6 1	6.00 1.00	5 1	5.00 1.00	123,153	103,345
2758	Supervising Clerk Administrative Secretary III	1	1.00	1	1.00	27,769 30,774	27,770 30,774
3009	Word Processor Operator	i	1.00	i	1.00	23,739	23,739
3528	Chief, Park Development	1	1.00	1	1.00	54,747	54,748
3118	Dept. Computer Specialist I	1	.50	1	.50	13,154	13,400
3801	Drafting Tech. II	!	1.00	1	1.00	29,624	30,502
4000 5422	Historian Curator of Plants	1	.50 1.00	1 0	.50 0.00	15,660 28,327	15,898 0
5950	Plumber	į	1.00	1	1.00	31,014	31,926
6032	Equip. Operator I	1	1.00	i	1.00	29,544	29,543
6304	Chief, Park Services & Maint.	1	1.00	1	1.00	54,747	54,748
6323	Asst. Park Project Mgr.	4	4.00	4	4.00	134,638	132,852
6324	Park Project Manager	6	6.00	5	5.00	257,958	214,965
6325	Senior Park Project Mgr.	4 5	3.00	4 5	3.00	136,196	136,071
6327 6332	District Park Manager Park Ranger	27	5.00 27.00	25	5.00 25.00	209,359 761,819	210,007 713,619
6342	Senior Park Ranger	12	12.00	12	12.00	377,427	378,638
6343	Supervising Park Ranger	19	19.00	17	17.00	662,549	589,851
6345	Senior Park Maint Worker	1	1.00	1	1.00	29,857	29,858
6346	Coord, Volunteer & Pub Serv	1	1.00	.1	1.00	42,993	42,993
6347	Park Maintenance Worker	17 1	17.00	15	15.00	438,811	395,496
6301 0735	Div Chief, Park Special Ops Park Attendant	19	1.00 .70	1 19	1.00 .70	54,747 10,752	54,748 11,287
9999	Temporary Extra Help	28	6.60	28	7.30	107,134	114,820
8801	Disaster Grants Temporary Help		0	60	10.50	0	483,183
	Total	173	130.30	223	132.00	\$4,168,255	\$4,389,375
Sal ary	Adjustments:					(11,044)	15,719
Premium	n/Overtime Pay:	•				52,818	52,818
Night E	Outy Differential:					122,341	102,341
Employe	ee Benefits:					1,527,967	1,435,261
Uni for	m Allowance:					21,000	21,000
Salary	Savings:					(112,900)	(97,455)
ILP Sav	vings						(89,196)
	Total Adjustments	······································				\$1,600,182	\$1,440,488
Program	n Totals	173	130.30	223	132.00	\$5,768,437	\$5,829,863

PROGRAM: Holumood Canyon Debt Service DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 00000 ORGANIZATION #: 5100

MANAGER: Robert R. Copper REFERENCE: 1993-94 Proposed Budget - Pg. 26-9

AUTHORITY: Board of Supervisors 6/11/85 (26) 10/15/85 (45)

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Other Charges	221,990	0	0	0	0	0.0
TOTAL DIRECT COST	\$221,990	\$0	\$0	\$0	\$0	0.0
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND COST	\$221,990	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program has been established in response to Board of Supervisors action to borrow \$1,000,000 from the State Coastal Conservancy to be used to purchase park land known as Holmwood Canyon adjacent to San Elijo Lagoon. This approximately 15.6 acre parcel was purchased in 1985 for \$2,000,000 and other consideration. The \$2,000,000 cash payment included the \$1,000,000 loan, \$950,000 of grant funds and \$50,000 of citizen donations. This program records the service of debt entered into for this purchase payment. The loan is repayable over six years beginning in FY 1987-88, the total interest and principal due over that period is \$1,331,940, at \$221,990 per year. 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: Park Land Dedication

DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 45500

MANAGER: Robert R. Copper

ORGANIZATION #: 5400

REFERENCE: 1993-94 Proposed Budget - Pg. 26-10

AUTHORITY: County Code of Regulatory Ordinances (820-202)

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Other Charges	\$47,147	\$53,661	\$69,973	\$8,480,799	\$8,278,982	(2.4)
Operating Transfers	1,593,657	2,543,192	1,077,761	1,044,500	933,710	(10.6)
TOTAL DIRECT COST	\$1,640,804	\$2,596,853	\$1,147,734	\$9,525,299	\$9,212,692	(3.3)
Fund Balance Adjustments	32,220	0	0	0	0	0.0
Fees	1,363,957	862,504	535,885	782,228	436,646	(44.2)
Other Revenue	1,035,292	959,634	772,533	968,780	874,514	(9.7)
Fund Balance	7,685,219	8,966,822	8,452,549	7,774,291	7,901,532	1.6
TOTAL FUNDING	\$10,116,688	\$10,788,960	\$9,760,967	\$9,525,299	\$9,212,692	(3.3)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program was established by the Board of Supervisors in 1972/73 for the purpose of accumulating funds for the provision of local parks. Revenues for this fund are derived by developers as required by the Park Land Dedication Ordinance and interest earned on unspent funds. A variable fee rate reflecting current land acquisition and construction costs and differing by the location of a project was established by the Board of Supervisors to begin 1/1/87. Fees are collected within 21 Local Park Planning Areas (LPPA's). The planning area boundaries were revised to more closely align to subregional areas and to follow assessor parcel map boundaries. Fees collected within a particular LPPA are also spent within the same LPPA. The program costs are used to reimburse either the General Fund or the Capital Outlay Fund for various park expenses. These expenses include planning and administration, local park acquisition and development, and local park element maintenance and operation.

PROGRAM: Fish and Wildlife DEPARTMENT: PARKS AND RECREATION

PROGRAM #: 75802 MANAGER: Elayne Ortiz ORGANIZATION #: 4800

REFERENCE: 1993-94 Proposed Budget - Pg. 26-11

AUTHORITY: County Administrative Code Section 265 and Fish and Game Code Section 13100 et. seq.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Services & Supplies	\$132	\$743	\$0	\$1,535	\$500	(67.4)
Other Charges	9,169	22,756	32,344	49,000	31,071	(36.6)
TOTAL DIRECT COST	\$9,301	\$23,499	\$32,344	\$50,535	\$31,571	(37.5)
Fine & Miscellaneous Revenue Fund Balance	27,910 (18,609)	18,467 5,032	21,026 24,300	22,535 28,000	31,571 0	40.1 (100.0)
TOTAL FUNDING	\$9,301	\$23,499	\$45,326	\$50,535	\$31,571	(37.5)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

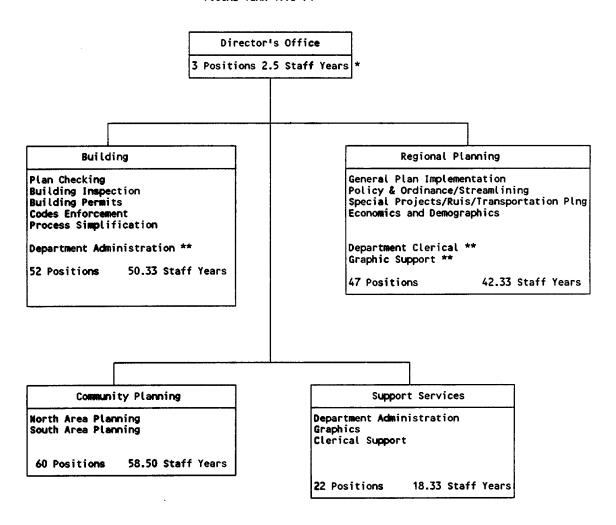
PROGRAM DESCRIPTION

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

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
BUILDING	\$6,216,598	\$5,569,210	\$3,788,101	\$4,907,673	\$3,245,287	\$(1,662,386)	(33.9)
COMMUNITY PLANNING	4,947,997	4,733,517	3,621,092	4,261,125	3,685,550	(575,575)	(13.5)
REGIONAL PLANNING	2,549,449	2,684,562	3,054,021	2,853,484	4,230,886	1,377,402	48.3
SUPPORT SERVICES	1,295,917	1,277,331	1,287,260	1,477,905	1,050,743	(427,162)	(28.9)
TOTAL DIRECT COST	\$15,009,961	\$14,264,620	\$11,750,474	\$13,500,187	\$12,212,466	\$(1,287,721)	(9.5)
FUND BALANCE	(2,658,178)	(2,416,049)	(967,368)	(1,000,000)	(425,000)	575,000	(57.5)
PROGRAM REVENUE	(9,932,684)	(9,345,002)	(9,086,670)	(10,311,000)	(9,996,642)	314,358	(3.0)
NET GENERAL FUND COST	\$2,419,099	\$2,503,569	\$1,696,436	\$2,189,187	\$1,790,824	\$(398,363)	(18.2)
STAFF YEARS	285.9	238.4	184.74	222.6	169.49	(53.11)	(23.9)
•							

PLANNING AND LAND USE FISCAL YEAR 1993-94



Department Totals

Positions = 181.0 Staff Years = 169.49

Director's office is included in the Support Services Program position/staff year totals.

^{**} Supervision of the Support Services Program is divided between the Building and Regional Planning Programs. However, staff years and costs are budgeted in the Support Services Program.

PROGRAM: BUILDING

DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05669 MANAGER: Phil Steed ORGANIZATION #: 5650

REFERENCE: 1993-94 Proposed Budget - Pg. 27-3

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 Policy B-29 establishes the responsibility 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."

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,111,070	\$4,531,959	\$3,500,996	\$4,246,173	\$2,595,287	(38.9)
Services & Supplies	966,133	658,039	286,174	658,500	650,000	(1.3)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	139,395	38,196	931	0	0	0.0
Vehicle/Comm. Equip.	0	0	0	3,000	0	(100.0)
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	341,016	0	0	0	0.0
TOTAL DIRECT COST	\$6,216,598	\$5,569,210	\$3,788,101	\$4,907,673	\$3,245,287	(33.9)
FUND BALANCE	(0)	(1,392,170)	(348,603)	(600,000)	(25,000)	(95.8)
PROGRAM REVENUE	(5,509,463)	(4,778,764)	(4,610,512)	(5,480,000)	(4,468,100)	(18.5)
NET GENERAL FUND CONTRIBUTION	\$707,135	\$(601,724)	\$(1,171,014)	\$(1,172,327)	\$(1,247,813)	6.4
STAFF YEARS	120.4	90.8	65.9	82.5	50.33	(39.0)

PROGRAM DESCRIPTION

The Building 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 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
- 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.

Supervision of department administration; personnel, data processing, budget and fiscal activities, falls under the Building program. However, staff years and costs are budgeted in the Support Services program.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual expenditures were 23% below budgeted due to management efforts initiated in response to the building industry recession. Actual Program Revenues were 16% below budgeted, remaining at recession levels.

1992-93 ACHIEVEMENT OF OBJECTIVES

Plan Check:

- 1. Processed initial plan checks within an average of 2 weeks for residential plans and 3 weeks for complex plans. Maintained a productivity level of 307 equivalent single-family units (ESUs) per line engineer.
- 2. Due to reductions in staff, ie. the deletion of Senior Engineers and a Chief, Land Use, quality standards for Plan Check and Building Inspection activities were not implemented.

Building Inspection:

- 1. Maintained a productivity level of 8.4 calls per line inspector per day, with an average of 15 minutes spent on each site inspection.
- Continued implementation and updating of the Disaster Preparedness Plan for building inspection.

Building Permits:

- 1. Enhanced BPIS computerized Permit Processing System by adding mobile homes to the system and converting from 1980 to 1990 Census Tracts.
- 2. Increased counter productivity level to 18.0 customers per line technician per day and maintained an average customer waiting time of 10 minutes.

Zoning Enforcement:

- 1. Maintained 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. Due to staffing reductions, a productivity level of 25 ECU's could not be met.

1993-94 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.

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:

- Continue to enhance BPIS computerized Permit Processing System.
- 2. Maintain a counter productivity level of 18.0 customers per line technician per day and an average customer waiting time of under 10 minutes.

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 20 zoning enforcement intake equivalent case units (ECU's) per officer per month.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are: Division Management/Support/Process Simplification, Plan Check, Building Inspection, Building Permits and Zoning Enforcement. All expenditures and revenues are budgeted at the division (low org.) level. No cost centers have been established at the section level.

- 1. Building Division [50.33 SY; E = \$3,245,287; R = \$4,493,100] is:
 - Mandated/Discretionary Service Level.
 - O This program is 100% revenue offset by program revenues and department Fund Balance Designation.
 - The changes to this program are: The reduction of -1.0 Chief Plumbing Inspector; -0.5 Chief Fire Inspector; -3.5 Senior Structural Engineers; -1.0 Supervising Building Inspector; -5.0 Associate Structural Engineers; -1.0 Associate Planner; -2.0 Supervising Codes Enforcement Officer; -3.5 Codes Enforcement Officer II; -7.0 Building Inspector II; -5.0 Land Use Technician II; -1.0 Administrative Secretary III; and, -3.0 Intermediate Clerk Typist. The divisional transfer of +1.3 Land Use Technician III was necessary to reflect actual activity and a correction of +0.03 Permit Processing Coordinator staff years.

The net staff year reduction to this program is 32.17.

		ING

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:				
Fees Fund Balance	\$4,610,512 \$348,603	\$5,480,000 \$600,000	\$4,468,100 \$25,000	\$(1,011,900) \$(575,000)
Sub-Total	\$4,959,115	\$6,080,000	\$4,493,100	\$(1,586,900)
Total	\$4,959,115	\$6,080,000	\$4,493,100	\$(1,586,900)
GENERAL FUND CONTRIBUTION DETAIL				at a see Fee
General Fund Contribution By Source	1 992- 93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS	\$ (1,171,014)	\$(1,172,327)	\$(1,247,813)	\$(75,486)
Sub-Total	\$(1,171,014)	\$(1,172,327)	\$(1,247,813)	\$(75,486)
Total	\$(1,171,014)	\$(1,172,327)	\$(1,247,813)	\$(75,486)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 93-94 budgeted revenues are less than FY 92-93 due to the impact of the continuing building industry recession.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Estimated Actual	1992-93 Budget	1993-94 CAO Proposed
ACTIVITY A:			•		
PLAN CHECK					
WORKLOAD					
# OF PLANS PER YEAR (Budgeted)	3,281	2,596	2,286	2,340	2,149
EFFICIENCY			•		
# OF PLANS CHECKED PER ENGINEER	349	242	285	307	307
<u>EFFECTIVENESS</u>					
TURNAROUND TIME IN WEEK	2.0	2.0	2.0	2.0	2.0
ACTIVITY B:					
BUILDING PERMITS COUNTER					
WORKLOAD					
# OF CUSTOMERS PER YEAR (Budgeted)	43,370	37,665	30,174	35,998	24,105
EFFICIENCY					
# OF CUSTOMERS SERVED PER TECH PER DAY	13.7	15.2	17.8	13.0	18.0*
<u>EFFECTIVENESS</u>					
AVERAGE WAITING TIME PER CUSTOMER (Minutes)	8.2	6.6	6.4	10.0	10.0
ACTIVITY C:					
BUILDING INSPECTION					
WORKLOAD					
# OF CALLS PER YEAR (Budgeted)	45,965	34,925	29,680	33,950	26,873
<u>EFFICIENCY</u>					
# OF CALLS PER BI PER DAY	8.3	8.3	7.2	8.4	8.4
<u>EFFECTIVENESS</u>					
AVG MINUTES PER CALL	14.5	15.0	15.0	15.0	15.0

^{*} Reflects significant changes in minor permits being submitted as opposed to larger projects.

DEPARTMENT: PLANNING & LAND USE

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Estimated Actual	1992-93 Budget	1993-94 CAO Proposed
ACTIVITY D:		•			
CODES ENFORCEMENT					
ZONING WORKLOAD					
AVERAGE CASES WORKED (MONTH) (Budgeted)	1,237	1,207	883	1,042	540
EFFICIENCY					
CASES (ECU'S) WORKED PER INVESTIGATOR	14.1	18.0	22.3	15.0	15.0
<u>EFFECTIVENESS</u>					
RESOLUTION RATE (% Resolved in 120 days)	88.3	83.0	82.4	80.0	80.0
RESPONSE TIME (% Responded to in 5 working days)	90.6	93.0	78.5	85.0	80.0
BUILDING WORKLOAD					
AVERAGE CASES WORKED (MONTH) (Budgeted)	837	1,012	840	1,218	720
EFFICIENCY					
CASES (ECU'S) WORKED PER INVESTIGATOR	23.3	27.0	19.1	25.0	20.0
EFFECTIVENESS					
RESOLUTION RATE (% Resolved in 180 days)	77.5	76.0	74.2	77.0	75.0

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
				<u> </u>	•••		
0968	Chief, Land Use	4	3.00	4	3.00	208,407	175,758
2288	Deputy Director	1	1.00	1	1.00	76,315	76,316
2700	Inter. Clerk Typist	8	7.00	4	4.00	143,961	82,676
2730	Senior Clerk	2	2.00	2	2.00	47,898	47,900
2758	Admin. Secretary III	2	1.00	0	0.00	26,754	0
3508	Associate Planner	3	3.00	2	2.00	106,324	74,606
3550	Senior Planner	2	1.00	1	1.00	43,199	44,855
3588	Code Enforcement Inspector II	8	4.50	1	1.00	158,070	37,628
3590	Supr. Code Enforcement Ofc	3	2.00	0	0.00	74,486	0
3650	Assoc. Structural Engineer	11	11.00	6	6.00	531,468	302,056
3661	Building Inspector II	23	22.00	15	15.00	869,466	606,645
3664	Plans Examiner	4	2.00	2	2.00	75,108	86,396
3671	Chief, Fire Inspector	1	1.00	1	0.50	43,199	21,847
3673	Chief, Electrical Inspector	1	1.00	1	1.00	43,199	43,198
3674	Chief, Plumbing Inspector	1	1.00	0	0.00	43,199	. 0
3715	Supervising Building Inspector	4	4.00	3	3.00	177,812	133,359
3735	Sr. Structural Engineer	4	3.50	0	0.00	219,651	. 0
3833	Land Use Technician III	4	2.70	4	4.00	89,412	129,572
3834	Land Use Tech Supervisor	2	2.00	2	2.00	75,254	75,256
3835	Land Use Technician II	11	7.00	2	2.00	208,513	63,190
3838	Permit Process Coord.	1	0.80	1	0.83	36,082	36,246
	Total	100	82.50	52	50.33	\$3,297,777	\$2,037,504
Salary	Adjustments:					8,327	62
Premium	m/Overtime Pay:					0	0
Employe	ee Benefits:					1,026,037	665,784
ILP Rec	ductions:					(0)	(54,784)
Salary	Savings:					(85,968)	(53,279)
	Total Adjustments					\$948,396	\$557,783
Program	m Totals	100	82.50	52	50.33	\$4,246,173	\$2,595,287

PROGRAM: COMMUNITY PLANNING AND LAND USE

PROGRAM #: 05660

MANAGER: Randall L. Hurlburt

ORGANIZATION #: 5650

REFERENCE: 1993-94 Proposed Budget - Pg. 27-9

AUTHORITY: This program was developed to ensure professional review, investigation and recommendations to the Planning Commission, Board of Supervisors, and other hearing bodies. Staff decisions are provided on land development proposals in accordance with sections of the Government Code, Zoning Ordinance, Subdivision Ordinance, local policies and State and National Environmental Quality Acts.

Board of Supervisors Policy B-29 establishes the responsibility for full cost recovery, including indirect costs, in the establishment and collection of fees.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,379,141	\$4,218,441	\$3,214,695	\$3,697,125	\$2,955,170	(20.1)
Services & Supplies	562,292	515,225	406,397	564,000	710,380	26.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	6,564	(149)	0	0	20,000	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$4,947,997	\$4,733,517	\$3,621,092	\$4,261,125	\$3,685,550	(13.5)
FUND BALANCE	(2,658,178)	(1,023,879)	(618,765)	(400,000)	(400,000)	0.0
PROGRAM REVENUE	(3,867,713)	(3,868,887)	(3,520,768)	(4,200,000)	(3,650,000)	(13.1)
NET GENERAL FUND CONTRIBUTION	\$(1,577,894)	\$(159,249)	\$(518,441)	\$(338,875)	\$(364,450)	7.5
STAFF YEARS	102.20	85.4	59.6	71.0	58.5	(17.6)

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 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.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual expenditures were 15% below budgeted due to management efforts initiated in response to the building industry recession. Actual Program Revenues were 16% below budgeted due to impact of the building recession.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Streamlined procedures adopted and implementation in late 1992.
- 2. Automated tracking system including workload monitoring implemented and functioning.
- 3. 90% of referrals on-time.
- 4. Additional streamlining proposals developed in Spring, 1993.
- 5. Staff efficiency/productivity increased from 41 to 50 cases per staff per year (TPM equivalent).

1993-94 OBJECTIVES

Objectives for the Community Planning Division include the following:

- 1. Adopt and implement new "flat fee" structure.
- 2. Work with Board Committee to improve RPO/Greenbook and Open Space/4D Programs.
- 3. Implement new contracting procedures.
- 4. Work with staff Communication Committee to improve morale.
- 5. Maintain streamlined service standards: Cost, time, quality.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are: Division Management/Support, North and South. All expenditures and revenues are budgeted at the division (low org.) level. No cost centers have been established at the section level.

- Community Planning Division [58.5 SY; E = \$3,685,550; R = \$4,050,000] is:
 - Mandated/Mandated Service Level.
 - O This program is 100% revenue offset by program revenues and department Fund Balance Designation.
 - O The changes to this program are: The reduction of -1.0 Senior Planner; -5.0 Associate Planners; -2.0 Environmental Management Specialist III; -1.5 Environmental Management Specialist III; -1.0 Land Use Technician III; -2.0 Land Use Technician II; -1.0 Word Processing Operator; -0.5 Extra-Help; + 0.5 Planning Board Secretary (correction); and +1.0 Analyst II (divisional transfer).

The net staff year reduction to this program is 12.5. This is the third year of staffing reductions in the Community Planning Division, a total of 52.5 staff years have been reduced since FY 90-91.

Services and Supplies include the addition of \$150,000 in appropriations for Environmental Consultant Contracts. This additional cost is 100% offset by revenue from applicants.

PROGRAM REVENUE BY SOURCE				_
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES: Fees	\$3,520,768	\$4,200,000	\$3,650,000	\$(550,000)
Fund Balance	618,765	400,000	400,000	0
Sub-Total	\$4,139,533	\$4,600,000	\$4,050,000	\$(550,000)
Total	\$4,139,533	\$4,600,000	\$4,050,000	\$(550,000)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$(518,441)	\$(338,875)	\$(364,450)	\$(25,575)
Sub-Total	\$(518,441)	\$(338,875)	\$(364,450)	\$(25,575)
Total	\$(518,441)	\$(338,875)	\$(364,450)	\$(25,575)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 93-94 budgeted revenues are less than FY 92-93 due to the impact of the continuing building industry recession.

PROGRAM: Community Planning	DEPARTMENT	: PLANNING & LAND US
FIXED ASSETS		•
I tem	Quantity Uni	t Total Cost
Copier, Photo	1 lot	\$20,000
Total		\$20,000
/EHICLES/COMMUNICATION EQUIPMENT		
I tem	Quantity Uni	t Total Cost
	•	
Total		\$0

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PKULKAM:	LUMBUNIII	PLAMMING

PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A:					
PRODUCTIVITY					
TPM EQUIVALENTS PER STAFF YEAR	-	-	50	41	50
ACTIVITY B:					
TURNAROUND TIME		•			
(DAYS) 1ST REVIEW - EIR	•	-	47	45	45
ALL OTHER	-	-	32	30	30
2ND REVIEW - ALL	-	-	22	21	21
3RD REVIEW - ALL	-	•	18	14	14

ACTIVITY C:

OVERALL PROCESSING TIME

Overall processing times: TPM's - 5 months; TM's and MUP's - 11 months.

NOTE: Data prior to FY 92-93 is not available.

PROGRAM: COMMUNITY PLANNING

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0968	Chief, Land Use	2	2.00	2	2.00	138,938	132,715
2288	Deputy Director	ī	1.00	1	1.00	76,315	76,316
2412	Analyst II	i	1.00	ż	2.00	41,843	83,686
2510	Senior Account Clerk	i	1.00	1	1.00	23,949	23,950
2700	Inter. Clerk Typist	8	6.00	6	6.00	119,609	116,620
2730	Senior Clerk	2	2.00	2	2.00	44,574	46,476
2740	Records Management Coord	1	1.00	ĩ	1.00	27,769	27,770
2752	Planning Board Secretary	ż	1.50	ż	2.00	45,784	57,481
2769	Commission Secretary	ī	1.00	1	1.00	29,900	29,628
3009	Word Processor Operator	3	2.00	1	1.00	47,478	23,739
3504	Landscape Architect I	2	1.50	2	1.50	53,012	55,673
3505	Landscape Architect II	1	0.50	1	0.50	20,759	20,759
3508	Associate Planner	16	12.00	7	7.00	454,656	277, 197
3514	Environmental Mgt Spec. III	4	3.00	1	1.00	136,862	46,162
3515	Environmental Mgt Spec. II	10	6.00	5	4.50	230,336	173,265
3550	Senior Planner	9	9.00	8	8.00	414,980	369,296
3551	Regional Planner	8	8.00	8	8.00	413,902	414,448
3711	Accoustical Engineer	1	1.00	1	1.00	50,737	50,738
3833	Land Use Techician III	3	2.00	1	1.00	69,356	34,678
3834	Land Use Tech. Supervisor	2	2.00	2	2.00	75,254	75,256
3835	Land Use Technician II	11	7.00	5	5.00	207,929	157,149
9008	Plg Cmn & Brd of Plg & Zng Apls		0.00	0	0.00	43,300	43,300
9999	Extra-Help	1 .	0.50	0	0.00	88,500	0
	Total	90	71.00	- 60	58.50	\$2,855,742	\$2,336,302
Salary	Adjustments:					10,138	(43,300)
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					911,163	782,518
ILP Rec	ductions:					0	(59,580)
Salary	Savings:					(79,918)	(60,770)
	Total Adjustments					\$841,383	\$618,868
Program	n Totals	90	71.00	60	58.50	\$3,697,125	\$2,955,170

PROGRAM: REGIONAL PLANNING DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05665

MANAGER: Gerald Hermanson

ORGANIZATION #: 5650

REFERENCE: 1993-94 Proposed Budget - Pg. 27-16

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,068,100	\$2,354,206	\$2,304,118	\$2,461,494	\$2,393,564	(2.8)
Services & Supplies	479,119	287,029	731,435	371,990	1,805,222	385.3
Other Charges	0	0	0	0	2,100	100.0
Fixed Assets	2,230	43,327	18,468	20,000	25,000	25.0
Vehicle/Comm. Equip.	0	0	0	. 0	5,000	100.0
TOTAL DIRECT COST	\$2,549,449	\$2,684,562	\$3,054,021	\$2,853,484	\$4,230,886	48.3
PROGRAM REVENUE	(530,828)	(673,568)	(941,637)	(625,000)	(1,872,542)	199.6
NET GENERAL FUND CONTRIBUTION	\$2,018,621	\$2,010,994	\$2,112,384	\$2,228,484	\$2,358,344	5.8
STAFF YEARS	42.90	43.4	39.9	45.6	42.33	(7.2)

PROGRAM DESCRIPTION

The Regional Planning Program includes five distinct "activity" levels: <u>General Plan Implementation</u>, includes housing element implementation; regional and community projects, ie. growth management, implementation of Prop. C, USDRIP, implementation of Groundwater Ordinance, etc.; <u>Policy and Ordinance Development/Streamlining</u>, includes preparation and streamlining 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; <u>Special Projects/RUIS/Transportation Planning</u>, 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. RUIS application and GIS implementation. Reviews traffic studies and analyzes traffic forecasts, develops congestion management and traffic demand management programs; and, <u>Economics and demographics</u>, 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.

Supervision of the Clerical and Graphic support activities falls under the Regional Planning program. However, staff years and cost are budgeted in the Support Services program.

1992-93 BUDGET TO ACTUAL COMPARISON

Services and Supplies exceeded budgeted due to contract expenditures 100% offset by revenue from property owners. Revenue exceeded budgeted which resulted in savings to the General Fund of \$116,100 in this program.

1992-93 ACHIEVEMENT OF OBJECTIVES

While all major programs made satisfactory progress during FY92-93, the loss of key staff due to layoffs in the department required reprioritizing of some projects. This could continue into FY93-94, with management attention given to Board and CAO priorities. All programs will move forward but at a pace commensurate with resources. It should be noted that activities in the DPLU Work Program are routinely monitored for progress and achievement when projects are taken to the Board of Supervisors.

1. Policy and Ordinance Development

- o Staff continued to assist in the review of regulatory cases requiring design review and to attend and provide expertise to the Historic Site Board at their monthly meetings.
- o The Housing Element implementation activity was not accomplished to the degree envisioned by the Work Program because of ongoing negotiations with State HCD over their certification of the Housing Element.
- o Staff continued to meet monthly on clarification of interpretation of the Zoning Ordinance and prepared necessary clean-up ordinances for Planning Commission and Board of Supervisors action.
- o Special zoning ordinance referrals, such as regulations for crematoriums and PRD's, were taken to hearing.

2. Special Projects and Transportation

SPECIAL PROJECTS

- o Staff continued to meet with the San Dieguito River Park JPA staff to coordinate county planning efforts in the river and organized two special committees, technical and property owners, to work on the San Luis Rey River Plan.
- o Phase I of the Santa Fe Valley Specific Plan was completed and Phase II was begun. Phase I consisted of opportunities and constraints identification and preliminary environmental review. Numerous coordinating meetings were held with property owners.
- o Phase III was close to completion on East Otay Mesa at the end of FY 92-93 and this long running project will be in public hearings in 1994.
- o The entire western 1/3 of the county was mapped and a major part of the remainder of the county was nearing completion. Three subregional planning efforts formed; MSCP, MHCP, and the County open space program. Approximately 3-4 meetings a week were held on open space issues relating to the program between local agencies, special interest groups, property owners, in-house coordination, State and Federal agencies, and combinations of the above, which will continue during this fiscal year.
- o The Mineral Protection Plan was not completed due to change in focus directed by the Board of Supervisors which required a referral to budget. The program was not given additional funding and is on hold.

TRANSPORTATION PLANNING

- o Staff completed work on the Bonsall Update and continues to provide transportation assistance to Otay Ranch.
- o Ongoing efforts to coordinate circulation planning on Otay Mesa by local jurisdictions and State and Federal agencies occurred. Elected officials awareness was raised and public funding to address issues was sought.
- o Ongoing meetings on border issues, Route 125, CMP, mid-county and air quality issues continued to occur with appropriate agencies.
- o Amendment of the Circulation Element was begun but not taken to public hearing.

3. Facilities and General Plan Implementation

- o The implementation of the Public Facilities Element was completed.
- o Efforts were made to continue to coordinate major regionally significant projects by commencing to comprehensively update the County General Plan, coordinate growth management with SANDAG, market USDRIP property, monitor I-15 corridor property owner efforts to prepare specific plans, work with property owners in Del Dios to mitigate zoning violations and health problems with the county and City of San Diego, and monitor DPW work on riding and hiking trails.

- o All major groundwater basins were identified and mapping efforts commenced. This program also continued to provide help to regulatory projects in groundwater impacted areas.
- o All LAFCo requests for assistance were processed. Major efforts to work out costs of development on Otay Ranch were coordinated with the property owner and the City of Chula Vista.

1993-94 ORJECTIVES

The Regional Planning Division objectives are outlined in the General Fund Work Program. Priorities were set by the Board of Supervisors during budget deliberations.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are: Division Management/Support, General Plan Implementation, Policy & Ordinance Development/Streamlining, Special Projects/RUIS/Transportation Planning, and Economic/Demographics. All expenditures and revenues are budgeted at the division (low org.) level. No cost centers have been established at the section level.

- Regional Planning Division [42.33 SY; E = \$4,230,886; R = \$1,872,542] is:
 - Mandated/Discretionary Service Level.
 - O This program is 56% offset by program revenue.
 - The changes to this program are: -0.5 Environmental Management Specialist II; -0.3 Senior Transportation Specialist; -1.5 Associate Planner; -1.0 Intermediate Clerk; -1.0 Associate Structural Engineer; -1.0 Administrative Secretary II (divisional transfer/layoff); -1.0 Land Use Technician II; and, -2.0 Analyst II (divisional transfer and layoff). The correction of a classification from Senior Planner to Environmental Management Specialist III to reflect actual staffing (no net change). Finally, a divisional transfer of +1.0 Chief, Land Use (RUIS) was necessary to reflect the transfer of the RUIS function to Regional Planning Division to begin the application phase and the reclassification of 2.0 Associate Planner positions to Geographic Information Analysts (no net change).

Additionally, the Board of Supervisors approved staffing adjustments related to the enforcement function, they are: +1.0 Supervising Codes Enforcement Officer; +2.0 Codes Enforcement Officer II; +1.0 Building Inspector II; and, +1.0 Intermediate Clerk Typist.

The net staff year reduction to this program is 3.3.

PROGRAM: REGIONAL PLANNING

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES: Services to Property Owners	\$707,697	\$300,000	\$1,302,542	\$1,002,542
Sub-Total	\$707,697	\$300,000	\$1,302,542	\$1,002,542
AID FROM OTHER GOVERNMENTAL AGENCIES:				
Community Development Block Grant Road Fund State Funds - other	\$94,318 24,640	\$125,000 80,000	\$50,000 58,000	\$(75,000) (22,000)
State Funds - Other Fed Aid-HUD TRANSNET	99,528 0	100,000 0	0 100,000 345,000	0 0 345,000
Sub-Total	\$218,486	\$305,000	\$553,000	\$248,000
OTHER REVENUE: Other	\$15,184	\$20,000	\$17,000	\$(3,000)
Sub-Total	\$15,184	\$20,000	\$17,000	\$(3,000)
Total	\$941,367	\$625,000	\$1,872,542	\$1,247,542
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$2,112,384	\$2,228,484	\$2,358,344	\$129,860
Sub-Total	\$2,112,384	\$2,228,484	\$2,358,344	\$129,860
Total	\$2,112,384	\$2,228,484	\$2,358,344	\$129,860

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 93-94 CAO Proposed revenues include \$1,102,542 in revenue from property owners and \$345,000 from TRANSNET for consultant contracts. This revenue offsets appropriations in Services and Supplies.

PROGRAM: Regional Planning	DEPARTI	DEPARTMENT: PLANNING & LAND USE				
FIXED ASSETS						
Item	Quantity	Unit	Total Cost			
Computer Equipment	1	lot	\$25,000			
Total			\$25,000			
VEHICLES/COMMUNICATION EQUIPMENT						
Item	Quantity	Unit	Total Cost			
Communication Equipment	1	lot	\$5,000			
Total			\$5,000			

STAFFING SCHEDULE

Class	Tîtle	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0968	Chief, Land Use	3	3.00	4	4.00	208,407	277,880
2288	Deputy Director	1	1.00	i	1.00	76,315	76,316
2412	Analyst II	5	3.50	ž	1.50	140,455	63,005
2414	Analyst IV	1	1.00	1	1.00	52,157	52,156
2700	Inter. Clerk Typist	3	3.00	3	3.00	58,846	60,591
2752	Planning Board Secretary	1	1.00	1	1.00	28,206	29,622
2757	Admin. Secretary II	1	1.00	0	0.00	22,151	. 0
2758	Admin. Secretary III	1	1.00	0	0.00	30,774	0
3008	Sr. Word Processor Operator	1	1.00	1	1.00	25,602	25,602
3009	Word Processor Operator	2	2.00	2	2.00	45,949	47,478
3508	Associate Planner	16	9.50	10	6.00	344,459	233,914
3509	Geographic Info. Analyst	0	0.00	2	2.00	. 0	77,971
3514	Environmental Mgt Spec. III	1	1.00	2	2.00	46,162	92,324
3515	Environmental Mgt Spec II	2	0.50	0	0.00	16,776	0
3550	Senior Planner	7	6.00	5	5.00	261,912	220,632
3551	Regional Planner	3	3.00	3	3.00	148,647	155,418
3588	Codes Enforcement Officer II	0	0.00	2	2.00	0	63,440
3590	Supervising Codes Enfoc Ofc	0	0.00	1	1.00	0	34,224
3650	Associate Structural Eng	3	2.00	1	1.00	82,856	50,738
3655	Assoc. Transportation Spec	2	2.00	2	2.00	96,833	99,172
3661	Building Inspector II	0	0.00	1	1.00	. 0	34,101
3690	Groundwater Geologist	2	2.00	2	2.00	110,176	112,785
3740	Senior Transportation Spec	1	0.30	0	0.00	17,032	. 0
3835	Land Use Technician	1	1.00	0	0.00	28,058	0
9999	Extra-Help	1	0.80	1	0.83	70,700	70,700
	Total	58	45.60	47	42.33	\$1,912,473	\$1,878,069
Salary	Adjustments:					(18,136)	0
Premium	m/Overtime Pay:					0	0
Employe	ee Benefits:					618,284	607,057
ILP Rec	ductions:					(0)	(45,146)
Salary	Savings:			· · · · · · · · · · · · · · · · · · ·		(51,127)	(46,416)
	Total Adjustments					\$549,021	\$515,495
Progran	n Totals	58	45.60	47	42.33	\$2,461,494	\$2,393,564

PROGRAM: SUPPORT SERVICES DEPARTMENT: PLANNING AND LAND USE

PROGRAM #: 05651

MANAGER: Phil Steed/Gerry Hermanson

ORGANIZATION #: 5650

REFERENCE: 1993-94 Proposed Budget - Pg. 27-20

AUTHORITY: This program was developed to provide administrative, clerical, graphic support for the Department of Planning and Land Use.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,111,310	\$1,148,819	\$1,124,077	\$1,297,905	\$876,898	(32.4)
Services & Supplies	152,224	128,512	163,183	180,000	173,845	(3.4)
Other Charges	32,383	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,295,917	\$1,277,331	\$1,287,260	\$1,477,905	\$1,050,743	(28.9)
PROGRAM REVENUE	(24,680)	(23,783)	(13,753)	(6,000)	(6,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,271,237	\$1,253,548	\$1,273,507	\$1,471,905	\$1,044,743	(29.0)
STAFF YEARS	20.40	18.80	19.34	23.50	18.33	(22.0)

PROGRAM DESCRIPTION

The support services unit provides support for operations of the Department such as; administrative, graphic, clerical services and data processing support services and coordination with Board of Supervisors, Chief Administrative Officer and other County departments. Supervision of this section is divided between the Building and Regional Planning Programs.

1992-93 BUDGET TO ACTUAL COMPARISON

Actual expenditures were 13% below budgeted due to management efforts to reduce expenditures in response to the building industry recession.

1992-93 ACHIEVEMENT OF OBJECTIVES

- The DPLU budget was managed through layoffs, expenditure reductions and use of the DPLU fund balance designation.
 At year end DPLU generated \$17,810 in General Fund savings and had a fund balance designation balance of \$582,101.
- 2. The DPLU Local Area Network was expanded to the San Marcos Office.
- 3. DPLU managers have participated in Countywide administrative initiatives. DPLU is participating in the Central Administrative Service Center (CASC) study for County Operations Center (COC) departments.

1993-94 OBJECTIVES

- 1. Manage the DPLU budget through the continuing recession and County fiscal crisis.
- 2. Relocate staff from the San Marcos to Kearny Mesa Office.
- 3. Participate in countywide administrative initiatives such as the Re-Thinking Government Task Force, the Streamlining Operations Task Force and the Organization Assessment Panel.
- 4. Reorganize the Administration Division into the Support Services Division with the loss of a Deputy Director position.

1993-94 SUB PROGRAM ACTIVITIES

This program is summarized as follows:

- 1. <u>Support Services</u> [18.33 SY; E = \$1,050,743; R = \$6,000] is:
 - Discretionary/Discretionary Service Level.
 - The changes to this program are: The reduction of -0.67 Deputy Director; and -1.0 Administrative Secretary
 III.

With the loss of a Deputy Director in the Administration Division on October 28, 1993 it is necessary to reorganize the program into the Support Services Division. Currently, the supervision of the program is divided between the Building and Regional Planning Deputy Directors.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 , Budget	1993-94 Budget	Change From 1992-93 Budget
Other Miscellaneous	13,753	6,000	6,000	0
Sub-Total	\$13,753	\$6,000	\$6,000	\$0
Total	\$13,753	\$6,000	\$6,000	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,273,507	\$1,471,905	\$1,044,743	\$(427,162)
Sub-Total	\$1,273,507	\$1,471,905	\$1,044,743	\$(427,162)
		and the second s		

EXPLANATION/COMMENT ON PROGRAM REVENUES

PROGRAM: SUPPORT SERVICES

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0968	Chief, Land Use-RUIS	1	1.00	0	0.00	\$69,469	\$0
2137	Dir., Planning and Land Use	i	1.00	ĭ	1.00	105,132	105,133
2268	Assistant Director	i	1.00	Ó	0.00	90,179	.05,155
2288	Deputy Dir., Plng & Land Use	1	1.00	1	0.33	76,315	26,024
2302	Admin. Assistant III	1	1.00	0	0.00	46,162	0
2369	Admin. Svs Manager II	1	1.00	0	0.00	57,483	0
2403	Accounting Technician	1	1.00	1	1.00	23,949	23,141
2412	Anaylst II	1	1.00	1	1.00	37,216	38,142
2413	Anaylst III	4	2.50	4	2.50	110,120	114,839
2426	Asst. Systems Analyst	1	1.00	1	1.00	36,381	36,319
2427	Associate Sys Analyst	1	1.00	0	0.00	44,011	0
2430	Cashier	2	1.00	2	1.00	20,670	22,280
2493	Intermediate Account Clerk	2	2.00	2	2.00	40,368	38,609
2494	Payroll Clerk	1	1.00	1	1.00	20,729	21,524
2525	Senior Systems Analyst	1	1.00	1	1.00	51,976	54,588
2725	Principal Clerk	1	1.00	1	1.00	30,908	31,465
2757	Admin. Secretary II	0	0.00	0	0.00	0	0
2758	Admin. Secretary III	1	1.00	2	1.50	30,774	46,338
3051	Reprographics Clerk	1	1.00	1	1.00	19,313	19,538
3817	Graphic Artist	3	3.00	3	3.00	94,354	95,810
	Total	26	23.50	22	18.33	\$1,005,509	\$673,750
Salary	Adjustments:					983	31,638
Premiur	m/Overtime Pay:					0	0
Employe	ee Benefits:					318,572	215,562
ILP Rec	ductions:					(0)	(25,403)
Salary	Savings:				****	(27, 159)	(18,649)
	Total Adjustments	-				\$292,396	\$203,148
Program	n Totals	26	23.50	22	18.33	\$1,297,905	\$876,898

PUBLIC ADMINISTRATOR

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
FIDUCIARY SERVICES	\$2,030,134	\$2,096,758	\$2,172,993	\$2,250,361	\$2,163,765	\$(86,596)	(3.8)
TOTAL DIRECT COST	\$2,030,134	\$2,096,758	\$2,172,993	\$2,250,361	\$2,163,765	\$(86,596)	(3.8)
PROGRAM REVENUE	(2,220,506)	(2,130,989)	(2,285,740)	(2,176,153)	(2,100,770)	75,383	(3.5)
NET GENERAL FUND COST	\$(190,372)	\$(34,231)	\$(112,747)	\$74,208	\$62,995	\$(11,213)	(15.1)
STAFF YEARS	47.30	49.10	48.37	53.00	50.75	(2.25)	(4.2)

(1993-94 PROPOSED)

28-2

DIRECTOR'S OFFICE

Management-Administration Automation System

Staff Position Years Public Administrator/ 1.00 Guardian Assistant Public 1.00 Administrator/Guardian Administrative Services 1.00 Manager Senior Account Clerk 1.00 Departmental Computer 1.00 Specialist Administrative Sec. III 1.00 Intermediate Clerk 3.00

Total

LEGAL COUNSEL

Advice, Document Preparation & Review, Court Representation

Position Staff
Position Years
Deputy County 1.00
Counsel III
(out-stationed from County
Counsel's Office)

Total 1.00

FINANCIAL MANAGEMENT

Account Services: Payments, Receipts, Records, Taxes; Estate Asset Accountability; Banking Services

		. .
		Staff
	Position	Years
	Superv. Deputy PA/PG	1.00
	Assoc. Accountant	1.00
	Accounting Technician	2.00
	Sr. Account Clerk	1.00
	Intermediate Acct.	4.00
	Clerk	
	Criminal Legt Sec II	1.00
	Criminal Legl Sec I	1.00
	Estate Tax Accountant	1.00
-		
	Total	12.00

CONSERVATORSHIP SERVICES

Case Management; Estate
Administration; Estate Asset
Gathering, Protection,
Management, Liquidation

Position Superv. Deputy PA/PG Deputy PA/PG Supervising Clerk Estate Assistant Stenographer	Staff Years 1.00 6.00 1.00 1.00 2.00
Total	11.00

DECEDENT SERVICES

9.00

Estate Administration; Estate Asset Gathering, Protection, Management, Distribution, Liquidation; Indigent Burial Services

Position Superv. Deputy PA/PG Deputy PA/PG Estate Assistant Intermediate Clerk Legal Asst. I Legal Asst. II	Staff Years 1.00 6.00 1.00 1.00 1.00 0.75
Total	10.75

PROPERTY MANAGEMENT

Personal Property Pickup & Storage; Real Estate Sales, Rentals, Trust Deeds

ears .00
.00
.00
.00
.00
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Total 8.00

PROGRAM: FIDUCIARY SERVICES DEPARTMENT: PUBLIC ADMINISTRATOR

PROGRAM #: 19004

MANAGER: BARBARA A. BAKER

ORGANIZATION #: 2050

REFERENCE: 1993-94 Proposed Budget - Pg. 28-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,668,158	\$1,905,651	\$1,965,725	\$2,049,804	\$1,977,025	(3.6)
Services & Supplies	129,725	102,647	115,053	119,557	107,740	(9.9)
Other Charges						
Indigent Burials	74,139	81,815	72,579	81,000	79,000	(2.5)
Automation System	0	0	0	. 0	. 0	0.0
Exp App to Pr. Yrs OC	41,561	169	1,337	0	0	0.0
Fixed Assets	116,551	6,476	0	0	0	0.0
Fixed Assets - Pr. Yr.	. 0	. 0	18,299	0	0	0.0
TOTAL DIRECT COST	\$2,030,134	\$2,096,758	\$2,172,993	\$2,250,361	\$2,163,765	(3.8)
PROGRAM REVENUE	(2,220,506)	(2,130,989)	(2,285,740)	(2,176,153)	(2,100,770)	(3.5)
NET GENERAL FUND CONTRIBUTION	\$(190,372)	\$(34,231)	\$(112,747)	\$74,208	\$62,995	(15.1)
STAFF YEARS	47.30	49.10	48.37	53.00	50.75	(4.2)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

This department will end the fiscal year with revenue exceeding expenses by approximately \$ 112,747. This will result mainly from the interest rate spread between the long term investments by the County Treasurer, and current interest rates paid by private sector banking institutions.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To implement the automated inventory and estate auction process.
 - ▶ 90% completion of the programming necessary to begin testing automation of the inventory and estate auction process.
- 2. To automate conservatorship and decedent court accountings.
 - ▶ 100% of the court accountings targeted for automation have been automated.
- 3. To begin state certification process for departmental deputies.
 - ► Commenced the academic portion of the certification process for Deputy Public Administrator/Public Guardians on track for completion in June 1995.

1993-94 OBJECTIVES

- To complete the programming necessary to automate the inventory and estate auction process (remaining 10%), complete testing, and implement the automation.
- 2. To continue the new state certification process for departmental Deputy Public Administrator/Guardians.
- 3. To research replacement hardware (and possibly software) used for department-wide automation. Manufacturer of the existing proprietary equipment (and operating system) recently went out of business.

1993-94 SUB PROGRAM ACTIVITIES

The Department's Conservatorship caseload has been steadily increasing while the decedent caseload has been decreasing slightly. 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. <u>Decedent Services</u> [25.98 SY; E = \$1,108,943; R = \$1,190,974] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - Mandated with mandated service level;
 - 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. <u>Conservatorship Services</u> [24.77 SY; E = \$1,054,822; R = \$909,796] including administrative, legal, accounting, clerical, and property management support personnel, is:
 - Mandated with discretionary service level (Under Court supervision and reporting requirements).
 - 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, and (2) to provide case management services.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:				
Estate Administration Fees Estate Legal Service Fees Medi-Cal Services (SB 910)	\$848,382 356,437 0	\$1,075,570 513,000 0	\$950,570 400,000 0	\$(125,000) (113,000) 0
Sub-Total	\$1,204,819	\$1,588,570	\$1,350,570	\$(238,000)
OTHER REVENUE:				
Pooled Estate Investment and Deposit Interest	\$993,149	\$558,383	\$700,000	\$141,617 0
Indigent Burial Cost Recovery & Miscellaneous Banking Services	12,888 0	14,200 15,000	14,200 0	(15,000)
Indigent Burial - Death Certificate Fee	74,884	0	36,000	(12,000)
Sub-Total Sub-Total	\$1,080,921	\$587,583	\$750,200	\$162,617
Total	\$2,285,740	\$2,176,153	\$2,100,770	\$(75,383)
GENERAL FUND CONTRIBUTION DETAIL				•
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS: General Fund Support Costs	\$(112,747)	\$74,208	\$62,995	\$(11,213)
Sub-Total	\$(112,747)	\$74,208	\$62,995	\$(11,213)
Total	\$(112,747)	\$74,208	\$62,995	\$(11,213)

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 1993-94 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					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Decedent Services					
% OF RESOURCES: 51.2%					
WORKLOAD					
Total Cases	2,712	2,684	2,575	2,600	2,600
<u>EFFICIENCY</u>					
Productivity: Cases per Staff Year	113	112	104	108	105
Productivity: cases per starr rear	113	112	104	100	103
<u>EFFECTIVENESS</u>					
Average Open Time per case in months	15.6	14.4	14.3	14	14
				•	
ACTIVITY B: Conservatorship Services					
% OF RESOURCES: 48.8%					
WORKLOAD					
Total Cases	664	671	636	700	675
<u>EFFICIENCY</u>					
	29	26	27	28	29
Productivity: Cases per Staff Year	29	20	۷.	20	29
<u>EFFECTIVENESS</u>					
Average Open Time per case in Months	72	78	80	84	84

PROGRAM: FIDUCIARY SERVICES

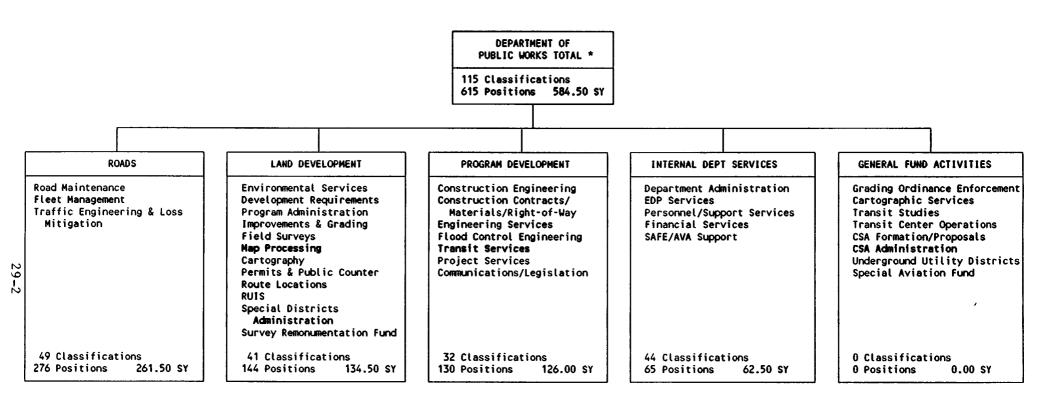
STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2158	Public Administrator	1	1.00	1	1.00	\$70,803	70,803
2282	Asst. Public Administrator	1	1.00	1	1.00	49,294	49,294
2369	Administrative Svcs. Manager I	I 1	1.00	1	1.00	54,747	54,748
2403	Accounting Technician	2	2.00	2	2.00	53,330	53,332
2425	Associate Accountant	1	1.00	1	1.00	29,920	29,920
2493	Intermediate Acct Clerk	4	4.00	4	4.00	79,967	80,452
2502	Estate Tax Accountant	1	1.00	1	1.00	47,313	47,313
2510	Senior Account Clerk	3	3.00	3	3.00.	69,880	70,988
2645	Senior Estate Mover	2	2.00	2	2.00	53,696	53,696
267l	Estate Mover	4	4.00	4	4.00	89,535	91,636
2700	Inter. Clerk Typist	4	4.00	4	4.00	80,145	80,794
2745	Supervising Clerk	1	1.00	1	1.00	27,769	27,770
2758	Administrative Sec. III	1	1.00	1	1.00	28,419	29,846
2760	Stenographer	2	2.00	2	2.00	37,344	40,156
2775	Criminal Legal Sec. I	1	1.00	1	1.00	29,980	25,298
2776	Criminal Legal Sec. II	1	1.00	1	1.00	31,206	27,071
2777	Criminal Legal Sec. III	1	1.00	0	0.00	30,117	. 0
2906	Legal Proc. Clerk III	1	1.00	0	0.00	23,685	0
3119	Dept. Comp. Specialist II	1	1.00	1	1.00	35,270	35,270
3637	Supv Dep Public Admin/Guardian	3	3.00	3	3.00	116,817	117,582
3935	Legal Assistant	1	1.00	1	1.00	26,922	28,280
3936	Legal Asst. II	1	1.00	1	.75	28,749	21,476
5600	Dep Pub Admin/Guardian !!	12	12.00	12	12.00	369,079	384,490
5604	Estate Assistant	2	2.00	2	2.00	47,569	48,726
5605	Estate Property Manager	1	1.00	1	1.00	35,790	37,584
9999	Temporary Extra Help	1	0.00	1	0.00	7,500	7,500
	Total	54	53.00	52	50.75	\$1,554,846	\$1,514,025
Salary	Adjustments:					(6)	10,814
ILP						-0-	(31,144)
Premium	n/Overtime Pay:					3,680	3,680
Employe	ee Benefits:					536,558	523,526
Salary	Savings:					(45,274)	(43,876)
	Total Adjustments					\$494,958	\$463,000
Program	n Totals	54	53.00	52	50.75	\$2,049,804	1,977,025

PUBLIC WORKS

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Roads	\$20,080,013	\$21,276,428	\$24,678,926	\$23,968,529	\$22,958,151	\$(1,010,378)	(4.2)
Land Development	7,537,090	8,191,221	8,216,436	8,635,003	8,094,462	(540,541)	(6.3)
Program Development	17,024,660	20,350,282	18,232,690	35,962,469	52,499,920	16,537,451	46.0
Internal Dept Services	10,944,094	12,899,586	10,622,541	13,533,733	11,066,407	(2,467,326)	(18.2)
General Fund Activities	1,147,396	1,187,005	1,253,169	1,805,226	1,574,402	(230,824)	(12.8)
TOTAL DIRECT COST	\$56,733,253	\$63,904,522	\$63,003,762	\$83,904,960	\$96,193,342	\$12,288,382	14.6
PROGRAM REVENUE	(56,395,695)	(63,583,662)	(62,778,935)	(83,688,135)	(96,024,072)	(12,335,937)	14.7
NET GENERAL FUND COST	\$337,558	\$320,860	\$224,827	\$216,825	\$169,270	\$ (47,555)	(21.9)
STAFF YEARS	567.00	589.25	585.75	642.00	584.50	(57.50)	(9.0)

DEPARTMENT OF PUBLIC WORKS (Headquarters Location: County Operations Center) FY 1993-94 COUNTY FAMILY OF FUNDS PROGRAM BUDGETS *



^{*} The Department of Public Works County Family of Funds Final Program Budget for FY 1993-94 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 1993-94. These program budgets are comprised of Airports, Liquid Waste, County Transit, Solid Waste, County Service Areas, Flood Control District, Sanitation Districts and Sewer Maintenance District. Staff years for the Enterprise Funds, Airports, Liquid Waste and Solid Waste (Total of 299.00 SY, 308 Positions), 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 the Service Authority for Freeway Emergencies (SAFE) and Abandoned Vehicle Abatement (AVA). These two budgets are administered by the County, but have independent governing boards.

The Department of Public Works was reorganized effective 4/16/93 and is reflected in the chart above. The current year budget has been reconstituted for budget comparison purposes. The reorganization eliminates a layer of review and brings programs closer to the managers that oversee them.

PROGRAM: Roads DEPARTMENT: PUBLIC WORKS

PROGRAM #: 10000

MANAGER: Hank Blankinship

ORGANIZATION #: 5769

REFERENCE: 1993-94 Proposed Budget - Pg. 29-3

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Vehicle Code, Section 21351 (Local Authority to establish Traffic Signs, Signals, and Markings); Streets and Highways Code, Section 1330 (County Bridges), Section 1450 (Care and Protection of County Highways), Section 1460 (Permits Within County Highways), Section 1622 (Road Fund), Section 2100 (Highway Users Tax Account), Section 5700 (County Engineer); Government Code, Section 27551 (County Surveyor); San Diego County Charter, Section 706 (Director of Transportation); San Diego County Administrative Code, Section 455 (Functions of the Department of Public Works); and San Diego County Code of Regulatory Ordinances, Title 7 (Highways and Traffic); and Board of Supervisors Policy, Section J (Roads, Streets and Highways).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,942,624	\$11,745,751	\$11,247,350	\$12,428,208	\$11,663,771	(6.2)
Services & Supplies	8,696,154	9,061,341	13,085,008	10,861,247	9,999,804	(7.9)
Other Charges	4,333	8,697	11,039	0	1,097,811	100.0
Fixed Assets	119,661	14,164	42,636	188,095	196,765	4.6
Operating Transfers	317,241	446,475	292,893	490,979	· 0	(100.0)
TOTAL DIRECT COST	\$20,080,013	\$21,276,428	\$24,678,926	\$23,968,529	\$22,958,151	(4.2)
PROGRAM REVENUE	(20,080,013)	(21,276,428)	(24,678,926)	(23,968,529)	(22,958,151)	(4.2)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	260.75	264.00	254.75	281.50	261.50	(7.1)

PROGRAM DESCRIPTION

The Roads 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 Pavement 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 Roads 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 Roads. In addition, the Fleet Management section operates and maintains the Public Works fleet of heavy equipment used to construct, repair and maintain the County Maintained Road System, as well as equipment used in Airports, Liquid Waste, Solid Waste and County Transit Enterprise Funds.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actuals for Salaries and Benefits were under budget by \$1,180,858 due to the hiring freeze and participation in ILP. Services and Supplies were approximately \$2.2 million higher than budget due to a mid-year loan that enabled storm damage projects to be started and contracts to be awarded. Fixed Assets were under budget by \$145,459 due to the fixed asset purchasing freeze. Operating Transfers were under budget by \$198,086 due to projects that were not started or completed this fiscal year.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Implemented 75% of the recommendations on road station consolidation and equipment/land surplusing.
- Improved road conditions from a corrective mode to a preventive maintenance mode on 10% of the total County road mileage.

1993-94 OBJECTIVES

- Continue implementation of the recommendations to eliminate surplus equipment and land surplusing as it relates
 to the road station consolidation report.
- Improve road conditions to move from a corrective mode to a preventive maintenance mode on 10% of the total County road mileage.
- 3. Update the Pavement Management System to provide a user friendly program.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Road Maintenance [191.50 SY; E = \$18,478,349; R = \$18,478,349] 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing 11.00 staff years.
 - Decreasing \$35,482 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Traffic Engineering and Loss Mitigation [27.00 SY; E = \$2,388,946; R = \$2,388,946] including traffic signal maintenance and operations, safety, and operation, safety and loss mitigation, and support for the Traffic Advisory Committee. This activity is:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - Decreasing 4.00 staff years.
 - Decreasing \$188,309 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 3. <u>Fleet Management</u> [43.00 SY; E = \$2,090,856; R = \$2,090,856] 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing 5.00 staff years.
 - Decreasing \$786,587 in total expenditures.

PROGRAM REVENUE BY SOURCE				
Source of Revenue *	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
TAXES:				
TransNet	\$58,311	\$0	\$0	\$0
TransNet Exchange	589	0	26,000	26,000
Sub-Total	\$58,900	\$0	\$26,000	\$26,000
USE OF MONEY & PROPERTY:				
Interest (ISF - Road Subfund)	\$0	\$0	\$400,000	\$400,000
Rents & Concessions	72,148	45,000	60,000	15,000
Sub-Total	\$72,148	\$45,000	\$460,000	\$415,000
INTERGOVERNMENTAL REVENUES:				
State Highway Users Tax (2104)	\$21,416,160	\$22,900,000	\$22,200,000	\$(700,000)
State Highway Users Tax (2106)	1,606,323	1,750,000	1,700,000	(50,000)
Highway Use Tax-10 Yr. (2105)	8,121,868	9,142,214	8,300,000	(842,214)
Federal Construction Other	0	0	12,750	12,750
Federal Aid Hazard Elim/Safety	0	0	2,000	2,000
Federal Forest Reserve	0	0	60,000	60,000
Other Federal/State Agencies	130,866	216,000	15,900	(200,100)
Sub-Total	\$31,275,217	\$34,008,214	\$32,290,650	\$(1,717,564)
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$133,336	\$357,800	\$122,270	\$(235,530)
Other County Departments & Funds	3,777,722	5,116,663	3,815,109	(1,301,554)
Enterprise Funds	773,063	293,689	555,924	262,235
Sub-Total	\$4,684,121	\$5,768,152	\$4,493,303	\$(1,274,849)
OTHER REVENUE/FUNDING SOURCES:				
Sale of Fixed Assets	\$3,098	\$1,840,000	\$0	\$(1,840,000)
Loan Proceeds for Storm Damages	5,000,000	0	0	0
Operating Transfer (ISF Interest)	800,000	0	0	0
Allocated Road Fund Revenues	(17,214,558)	(17,692,837)	(14,311,802)	3,381,035
Sub-Total	\$(11,411,460)	\$(15,852,837)	\$(14,311,802)	\$1,541,035
Total	\$24,678,926	\$23,968,529	\$22,958,151	\$(1,010,378)

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues for FY 1993-94 are estimated to be down a total of \$1,010,378 due to: the one time budgeting for the anticipated sale of road stations; fewer requests for work from other funds and less funding from other governments caused by the downturn in the economy. FY 1993-94 will be the first year of budgeting the interest earned on Road Fund replacement equipment earnings.

FIXED ASSETS Quantity Unit Item Total Cost \$16,210 5,000 5,000 3,432 Copier, photo Miscellaneous equipment ea 1 Lot Traffic radar units 2 Traffic data collector 1 ea 9,823 5,000 4,200 Accident investigation measurement system 1 ea Portable cellular phones Transceiver, handheld, portable 5 ea 6 ea Computer equipment, Mux hardware 1 8,000 ea PC-486 (mid-range) PC-486 (high-end) 8,250 10,800 5,250 2 ea 2 ea Bar code system 1 ea 6,000 105,800 Dot matrix printer 12 ea PC-486 system Camcorder, portable w/power source 23 ea ea 4,000

\$196,765

Total

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: ROAD MAINTENANCE					
X OF RESOURCES: 80.5%					
<u>WORKLOAD</u>					
Lane miles of road surface treatment	584	402	160	390	470
Miles of shoulder graded	534	361	356	663	691
Grading of unpaved roads (miles)	488	606	649	880	720
Pavement markings (miles of striping)	1,448	1,411	1,539	1,983	1,627
Number of trees trimmed	4,997	3,575	4,421	3,945	4,078
Miles of channels cleaned	10.7	5.08	15.28	8.46	12.44
Cubic yds. of digout/rebase	10,775	6,295	5,691	10,383	14,013
Miles of road maintained	1,861	1,868	1,871	1,876	1,850
ACTIVITY B: TRAFFIC ENGINEERING					
X OF RESOURCES: 10.4%					
<u>WORKLOAD</u>					
No. of traffic signals installed	11	10	9	16	17
No. of traffic inquiries received	3,034	2,996	3,000	3,000	3,000
No. of accident reports reviewed	2,978	3,140	2,950	3,240	3,200
No. of serious injury/fatal accidents investigated	132	181	136	160	135
No. of responses to legal claims	76	. 86	77	100	80
No. of plans checked for traffic related impact	523	503	541	520	540
Traffic Advisory Committee agenda items	156	182	185	180	185
EFFICIENCY					
No. of traffic studies conducted	1,449	1,170	883	1,200	1,000
Staff hours/accident report reviewed	0.1	0.1	0.1	0.1	0.1
Staff hrs/serious injury/fatal accidents investigated	18.7	20.0	23.2	20.2	22.0
Staff hours/response to claim	2.4	2.8	9.0	2.8	7.0
Staff hours/plans checked	7.7	8.0	5.2	7.4	5.2
Staff hours/TAC agenda items	32.8	27.8	33.1	27.8	34.0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
EFFECTIVENESS					
% of accidents reports reviewed within time goals	100	100	100	100	100
% of serious injury/fatal accidents investigated within time goal	98	97	98	97	98
% of response to claims prepared with time goals of County Counsel	97	97	98	97	98
ACTIVITY C: FLEET MANAGEMENT					
% OF RESOURCES: 9.1%					
<u>WORKLOAD</u>				•	
Equipment purchase specifications prepared	85	96	80	80	60
Preventive maintenance inspections performed	1,864	1,998	1,940	1,880	1,940
Bi-annual inspections of terminals performed	N/A	132	149	140	150
Smog inspections performed	85	170	130	90	130
No. of vehicles maintained and operated	727	765	703	832	709
No. of parts in stockroom inventory	88,859	83,520	83,500	83,600	83,600

PROGRAM: Roads DEPARTMENT: PUBLIC WORKS

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0390	Deputy County Engineer	1	1.00	1	1.00	\$72,934	\$62,474
2210	Deputy Director, Public Works	1	1.00	1	1.00	78,739	75,916
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,162
2303	Administrative Assistant II	2	2.00	2	2.00	81,434	83,814
2412	Analyst II	1	1.00	1	1.00	39,526	39,526
2416	Fuel Management Specialist	1	1.00	1	1.00	29,780	30,060
2510	Senior Account Clerk	1	1.00	1	1.00	23,949	23,950
2650	Stock Clerk	3	3.00	2	2.00	51,902	37,622
2655	Storekeeper III	1_	1.00	1	1.00	24,190	24,783
2660	Storekeeper I	3	3.00	3	3.00	66,149	67,322
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,880	20,699
2730	Senior Clerk	5	5.00	4	4.00	116,349	91,670
2756	Administrative Secretary I	1	1.00	1	1.00	19,167	18,660
3615	Assistant Engineer	6	6.00	5	5.00	243,509	200,090
3635	Civil Engineer	5	5.00	5	5.00	250,426	250,426
3695 3690	Junior Engineer	4	4.00	1	1.00	140,630	35,282
3699 3700	Chief, Safety & Loss Mitigation Principal Civil Engineer	n 1 3	1.00 3.00	1 3	1.00 3.00	59,368 207,390	59,885
3700 3720	Senior Civil Engineer	3	3.00	3	3.00	207,390 179,466	207,390
3740	Senior Transportation Spec.	1	1.00	0	0.00	59,884	171, <i>7</i> 39 0
3780	Assistant Surveyor	i	1.00	1	1.00	43,911	46,102
3795	Construction Technician	i	1.00	i	1.00	50,738	50,738
3810	Engineering Aide	i	1.00	i	1.00	22,888	19,669
3812	Engineering Technician III	3	3.00	3	3.00	115,273	117,050
3813	Engineering Technician II	3	3.00	2	2.00	93,027	68,598
3814	Engineering Technician I	2	2.00	1	1.00	61,004	30,502
3930	Litigation Investigator	1	1.00	1	1.00	46,814	46,814
4752	Hazardous Materials Specialist	II 1	1.00	1	1.00	42,385	42,386
5761	Traffic Safety Investigator	2	2.00	2	2.00	88,268	90,284
5940	Painter	1	1.00	0	0.00	30,233	0
5970	Sign Painter	1	1.00	1	1.00	31,842	31,842
5999	Assistant Division Road Super.	3	3.00	2	2.00	156,471	104,312
6005	Division Road Superintendent	3	3.00	2	2.00	161,052	112,254
6007	Road Maintenance Superintendent		1.00	1	1.00	65,835	55,772
6018	Preventative Maintenance Coord.		1.00	1	1.00	36,914	38,767
6019	Road Crew Supervisor	21	21.00	18	18.00	841,339	724,284
6023	Road Maintenance Worker	6	6.00	6	6.00	130,050	116,623
6026	Bridge Construction Worker II	4	4.00	4	4.00	138,298	137,473
6027	Bridge Construction Worker III	1	1.00	1	1.00	37,457	37,456
6028 6032	Bridge Construction Supervisor	1 4	1.00	1	1.00	40,237	40,238
6035	Equipment Operator I	109	4.00	0	0.00	114,334	7 200 8/5
6036	Equipment Operator Senior Equipment Operator	21	109.00 21.00	109 20	109.00 20.00	3,248,221	3,290,845
6102	Chief, Fleet Operations	1	1.00	1	1.00	690,136 56,127	701,745 56 127
6108	Senior Equipment Mechanic	3	3.00	3	3.00	56,127 107,487	56,127 107,487
6110	Equipment Mechanic	18	18.00	16	16.00	605,047	540,586
6120	Equipment Service Technician II		0.00	2	2.00	005,047	60,618
6130	Equipment Shop Supervisor	3	3.00	3	3.00	122,167	118,197
6155	Road Equipment Specialist	1	1.00	ī	1.00	43,369	43,370
6164	Traffic Signal Technician III	1	1.00	i	1.00	38,233	38,234
6180	Welder	3	3.00	3	3.00	100,413	96,718
9999	Extra Help	29	14.50	29	14.50	451,649	451,649
	Total	296	281.50	276	261.50	\$9,622,053	\$8,964,210

	PRO)GR	AM:	Roads
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STAFFING SCHEDULE						
Class Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Salary Adjustments:					\$(590,266)	\$(190,338)
Premium/Overtime Pay:					\$178,000	\$178,300
Employee Benefits:					\$3,614,508	\$3,083,838
Salary Savings:					\$(396,087)	\$(372,239)
Total Adjustments					\$2,806,155	\$2,699,561
Program Totals	296	281.50	276	261.50	\$12,428,208	\$11,663,771

PROGRAM: Land Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 20000

MANAGER: Sharon Jasek Reid

ORGANIZATION #: 5771, 5820

REFERENCE: 1993-94 Proposed Budget - Pg. 29-11

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Business & Professions Code, Section 8700 (Professional Land Surveyors Act); Government Code, Section 25210 (County Service Areas), Section 27551 (County Surveyor), Section 27584 (Survey Monument Preservation Fund), Section 65300 (County General Plan), Section 66410 (Subdivision Map Act); Streets and Highways Code, Section 1460 (Permits Within County Highways), Section 5700 (County Engineer); Public Resources Code, Section 8801 (California Coordinate System), Section 21000 (Environmental Quality Act); Public Utilities Code, Section 1550 (Public Utility District Act); San Diego County Charter, Section 706 (Director of Transportation); San Diego County Administrative Code, Section 455 (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, Section I (Planning and Land Use Controls), Section J (Roads, Streets and Highways).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$6,353,677	\$6,628,494	\$6,543,949	\$7,262,556	\$6,740,706	(7.2)
Services & Supplies	1,098,199	1,416,303	1,500,747	1,041,101	1,009,889	(3.0)
Other Charges	4,797	0	0	. 0	75,767	100.0
Fixed Assets	3,687	14,169	18,003	118,346	68,100	(42.5)
Operating Transfers	76,730	132,255	153,737	213,000	200,000	(6.1)
TOTAL DIRECT COST	\$7,537,090	\$8,191,221	\$8,216,436	\$8,635,003	\$8,094,462	(6.3)
PROGRAM REVENUE	(7,537,090)	(8,191,221)	(8,216,436)	(8,635,003)	(8,094,462)	(6.3)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	127.00	133.00	132.00	146.50	134.50	(8.2)

PROGRAM DESCRIPTION

The Land Development Program provides for twelve primary functions in FY 1993-94: Environmental Services; Development Requirements; Program Administration; Permit and Public Counter; Route Locations; Map Processing; Improvements and Grading; RUIS; Special District Administration; 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; 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, Environmental Services, Surveying and Mapping activities benefit all County departments and the public county-wide. This program is 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.

PROGRAM: Land Development DEPARTMENT: PUBLIC WORKS

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actual expenditures were less than the 1992-93 budget by \$418,567 (5%). Salaries and Benefits were under budget by \$718,607 (8%) due to staff participation in the County's Integrated Leave Program (ILP), and to several positions that were left unfilled and underfilled. Services and Supplies were over budget by \$459,646 (5%) primarily due to higher than anticipated expenditures due to one-time acquisition cost to General Services for the Sign Shop. Fixed assets were under budget by \$100,343 (1%) due to the purchasing freeze in response to the County's financial constraints.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Development and implementation of a program to cross-train Map Processing staff to ensure adequate counter
 coverage during staffing shortfalls has been successfully completed. The program will be continued to update
 staff with any changes and to maintain a satisfactory service level.
- 2. Long term funding mechanism for RUIS still in development stage.
- Phase II of the Bridge and Major Thoroughfare Fee Study will complete the second round of public review June 30, 1994.
- 4. Implementation of approved Project and Permit Processing (PAPP) streamlining procedures has been completed, is in full operation and brings in revenues through the Pre-Intake Assistance (PIA) meeting.
- 5. Development of the County Riding and Hiking Trails is ongoing.
- 6. Federal environmental reviewing for 39 Community Development Block Grant (CDBG) project were initiated: 28 were successfully completed, 11 were placed on hold by the agency.
- 7. Environmental reviews for 41 Detail Work Programs for Department projects were completed: 8 Negative Declarations Obtained, 12 Opportunities and Constraints Reports prepared, 21 Major Categorical Exemptions prepared.
- 8. Off-site visits for 61 County Services Areas (CSAs) were completed on an as needed basis dramatically affected by the unprecedented damage sustained with the 1992-93 winter rain storm.

1993-94 OBJECTIVES

- Continue program developed to cross-train Map Processing staff to maintain a satisfactory service level and monitor for effectiveness.
- 2. Develop a long term funding mechanism of RUIS.
- Complete Phase II of the Bridge and Major Thoroughfare Fee Study through the second round of public review by the end of FY 1993-94.
- 4. Continue development of the County's Riding and Hiking Trails System.
- 5. Complete federal environmental review of 35 Community Development Block Grant (CDBG) projects.
- 6. Complete environmental review of 40 Detail Work Program and/or other Departmental projects.
- 7. Complete off-site visits for 70 County Service Areas (CSAs) which include Road, Fire, and Landscape CSA's.

1993-94 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. <u>Environmental Services</u> [11.50 SY; E = \$673,787; R = \$673,787] 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:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - Increasing 2.00 staff years.
 - Increasing \$142,019 in total expenditures.

- 2. <u>Development Requirements</u> [10.50 SY; E = \$628,305; R = \$628,305] 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:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - Decreasing 1.00 staff year.
 - Decreasing \$52,927 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 3. <u>Land Development Administration</u> [12.50 SY; E = \$885,788; R = \$885,788] 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:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - O Decreasing 1.00 staff year.
 - Increasing \$95,907 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 4. <u>Permits and Public Counter</u> [10.00 SY; E = \$423,189; R = \$423,189] including providing mandatory support to the Department of Planning and Land Use; and providing staffing for indirect developer activities. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Unchanged with respect to staff years.
 - Increasing \$7,721 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 5. <u>Route Locations</u> [7.00 SY; E = \$427,729; R = \$427,729] 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - O Decreasing 1.00 staff year.
 - Decreasing \$96,032 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 6. Map Processing [13.00 SY; E = \$798,555; R = \$798,555] 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:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.

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- Decreasing 1.00 staff years.
 - Decreasing \$128,269 in total expenditures.

There is no Net General Fund Contribution in this activity.

7. Improvements and Grading [4.00 SY; E = \$262,868; R = \$262,868] 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:

PROGRAM: Land Development

Mandated/Discretionary Service Level.

- o Offset 100% by revenue.
- O Decreasing 1.00 staff year.
- Decreasing \$48,604 in total expenditures.

There is no Net General Fund Contribution in this activity.

8. Regional Urban Information System (RUIS) [4.00 SY; E = \$484,537; R = \$484,537] including developing and maintaining the base map module and land coordinates for the RUIS landbase. This activity is:

DEPARTMENT: PUBLIC WORKS

- Discretionary/Discretionary Service Level.
- o Offset 100% by revenue.
- Unchanged with respect to staff years.
- Decreasing \$50,736 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 9. Special Districts Administration [9.50 SY; E = \$561,175; R = \$561,175] including administration and management of 90 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing 1.00 staff year.
 - Decreasing \$274 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 10. <u>Field Surveys</u> [22.50 SY; E = \$1,307,428; R = \$1,307,428] 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing 5.00 staff years.
 - Decreasing \$318,297 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 11. <u>Cartography</u> [30.00 SY; E = \$1,441,101; R = \$1,441,101] including providing multi-purpose mapping, graphics, typesetting, photo-reproduction and blueline support services to the public and all County Departments. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing 3.00 staff years.
 - O Decreasing \$91,599 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 12. <u>Survey Remonumentation Fund</u> [0.00 SY; E = \$200,000; R = \$200,000] including preserving and maintaining boundary control monumentation in the County. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Unchanged in total expenditures.

PROGRAM REVENUE BY SOURCE	4000.07	1000 67	1007.01	Change From
Source of Revenue *	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
TAXES:				
Sales and Use Tax - TDA	\$0	\$0	\$60,000	\$60,000
TransNet Sales Tax	490,943	216,272	842,000	625,728
TransNet Exchange	1,212	0	50,000	50,000
Sub-Total	\$492,155	\$216,272	\$952,000	\$735,728
INTERGOVERNMENTAL REVENUE:				
Federal Aid - Bridges/FHWA	\$0	\$0	\$124,800	\$124,800
Federal Construction - Other	0	0	174,250	174,250
Aid From Other Government Agencies	16,543	0	5,000	5,000
Other Governmental Agencies	63,098	0	50,000	50,000
CDBG	0	0	70,000	70,000
Sub-Total	\$79,641	\$0	\$424,050	\$424,050
CHARGES FOR SERVICES:				
Fees/Services to Property Owners	\$4,043,764	\$3,333,532	\$1,987,694	\$(1,345,838)
Interest on Developers' Deposits	859,254	1,200,000	800,000	(400,000)
Survey Monument Preservation Fee	110,990	100,000	100,000	0
Other County Departments & Funds	1,793,197	2,214,602	2,039,219	(175,383)
Interprise Funds	1,022,191	519,948	698,940	178,992
Sub-Total	\$7,829,396	\$7,368,082	\$5,625,853	\$(1,742,229)
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers (SRF)	\$152,467	\$200,000	\$200,000	\$0
Taxable Sales	4,459	100,000	5,000	(95,000)
Fund Balance (Survey Remonumentation Fund)	41,477	100,000	100,000	0
Allocated Road Fund Revenues	(383, 159)	650,649	787,559	136,910
Sub-Total	\$(184,756)	\$1,050,649	\$1,092,559	\$41,910
Total	\$8,216,436	\$8,635,003	\$8,094,462	\$(540,541)

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are estimated to decrease overall for FY 1993-94 by \$540,541 or 6% 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 program costs. In adopting this budget, the Board of Supervisors ratifies and approves the use of developer interest revenue for such purpose.

\$68,100

Total

i tem	Quantity	Unit	Total Cost
Copier, photo	1	ea	\$15,000
Magnetic Locator	1	ea	800
riple prism set	1	ea	1,000
raverse sight set	1	ea	1,000
Computer equipment, ether/net card	4	ea	2,000
PC-486	2	ea	6,000
C-486	2	ea	6,000
C-486 (mid-range w/autocad)	1	ea	4,100
ry mount system	1	ea	24,000
Color reproduction kit	1	ea	300
ligh definition lens for reproduction	1	ea	800
amcorder, portable, w/power source	1	ea	3,500
ile, vertical	1	ea	3,000
li speed audio dubbing recorder	1	ea	600

PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: ENVIRONMENTAL SERVICES					
X OF RESOURCES: 8.3%					
WORKLOAD					
CDBG Federal Environmental Clearance Documents Prepared	N/A	38	28	35	35
Negative Declarations Obtained	N/A _	11	8	10	14
Contracts Administered	N/A	16	13	15	16
Opportunities and Constraints Reports Prepared	N/A	9	12	10	10
Major Categorical Exemptions	N/A	18	. 21	20	20
ACTIVITY B: DEVELOPMENT REQUIREMENTS					
% OF RESOURCES: 7.8%					
WORKLOAD					
TM's Conditioned	209	174	140	200	150
TPM's Conditioned	548	429	234	500	250
Major Use Permits/Rezones	N/A	N/A	49	(new)	50
Pre-Intake Assistance	N/A	N/A	108	(new)	150
EFFICIENCY					
Cost/TM Conditioned	\$2,177	\$2,140	\$2,140	\$1,890	\$1,890
Cost/TPM Conditioned	\$513	\$515	\$515	\$475	\$475
ACTIVITY C: ROUTE LOCATIONS					
X OF RESOURCES: 5.3%					
<u>WORKLOAD</u>					
Traffic EIR Reviewed	104	82	81	100	85
Route Location Studies Completed	1	1	1	2	1
Special Studies Completed	9	4	6	6	6
Recorded Official Centerline Studies	0	0	0	1	1
Building Permits Reviewed	619	478	449	600	500

PERFORMANCE INDICATORS		•	•		
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY D: MAP PROCESSING					
% OF RESOURCES: 9.9%					
<u>workload</u>					
Final Subdivision Maps Processed (new)	48	50	25	40	25
Final Parcel Maps Processed (new)	163	146	130	140	130
Records of Survey Examined (new)	505	482	408	500	408
EFFICIENCY					
Cost/Final Subdivision Map	\$5,958	\$6,855	\$5,924	\$6,500	\$6,000
Cost/Final Parcel Map	\$1,730	\$1,760	\$2,260	\$2,000	\$2,000
ACTIVITY E: RUIS					
% OF RESOURCES: 6.0%					
<u>WORKLOAD</u>					
Modules Planned Into Production	3	2	2	· 1	1
New Lots Added to Landbase	N/A	N/A	300	(new)	300
New Road Segments Added to Landbase	N/A	N/A	100	(new)	100
New Surveys Control Added to Landbase	N/A	N/A	78	(new)	120
ACTIVITY F: IMPROVEMENTS & GRADING					
% OF RESOURCES: 3.2%					
<u>workload</u>					
TM Improvement Plans Reviewed	278	287	240	280	250
TPM Improvement Plans Reviewed	416	459	312	450	350
Curb Grade Improvement Plans Reviewed	160	134	131	160	150
Major and Minor Grading Plans Reviewed	612	626	419	600	450
Road Permits Issued	2,752	2,753	2,719	3,000	2,750
Centerline Projects Processed	112	53	49	75	50
<u>EFFICIENCY</u>					
Cost/TM Plan Reviewed	\$320	\$200	\$200	\$200	\$200
Cost/TPM Plan Reviewed	\$320	\$150	\$150	\$1 <i>7</i> 5	\$175
<u>EFFECTIVENESS</u>					
Day/Initial Plan Check	12	12	12	12	12

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY G: SPECIAL DISTRICT ADMINISTRATION					
X OF RESOURCES: 6.9%			•		
WORKLOAD					
Assessment Districts in Process	5	7	4	8	4
Formations in Process	. 23	34	20	28	18
Special Districts Administered	75	80	90	83	94
Public's Requests	305	200	186	280	200
Street Lights Reported Out	827	912	1,291	900	1,400
EFFICIENCY					
Staff Years Per Formation in Process	0.02	.02	.03	.02	.03
Staff Years Per Special District Administered	0.04	.02	.03	.02	.03
Street Lights Responded to Within 10 Days	827	912	1,291	800	1,400
EFFECTIVENESS					
Special Districts Formed/Terminated/Annexed	3/2/1	5/2/2	5/1/1	2/0/0	3/2/1
Special Districts with Annual Workload	103	116	114	108	116
Response to Public's Requests	305	200	186	280	200
ACTIVITY H: FIELD SURVEYS					
<u>% OF RESOURCES:</u> 16.2%					
WORKLOAD					
Survey Monument Established	602	468	472	508	500
Photogrammetric Model Completed	88	119	129	100	100
EFFICIENCY					
Cost/Monument Established	\$240	\$279	\$279	\$250	\$250

PERFORMANCE INDICATORS							
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget		
ACTIVITY I: CARTOGRAPHY							
% OF RESOURCES: 17.8%							
WORKLOAD							
Cartographic Map Changes Completed	12,487	14,506	11,911	12,000	\$12,000		
Mapping & Graphic Requests Completed	15,523	14,783	13,275	14,500	13,500		
Number of Public Contacts	12,361	11,379	13,292	13,000	13,000		
EFFICIENCY							
Cost/Base Map Charges	\$8	\$10	\$10	\$10	\$10		

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
				100111018			
0390	Deputy County Engineer	1	1.00	0	0.00	\$72,934	\$0
2210	Deputy Director, Public Works	1	1.00	1	1.00	84,774	84,775
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,162
2303	Administrative Assistant II	5	5.00	5	5.00	178,706	175,465
2304	Administrative Assistant I	1	1.00	1	1.00	35,270	35,270
2357	Photo Audio-Visual Specialist	1	1.00	1	1.00	35,530	37,304
2424	Public Works Program Coord. I	1	1.00	1	1.00	54,747	54,748
2700	Intermediate Clerk Typist	4 2	4.00	4	4.00	79,978	80,775
2757	Administrative Secretary II	1	2.00 1.00	2 1	2.00 1.00	50,406	50,948
2761 3009	Group Secretary Word Processor Operator	i	1.00	i	1.00	22,929 21,584	20,460 22,634
3514	Environmental Mgmt. Spec. III	ò	0.00	i	1.00	0	38,934
3515	Environmental Mgmt. Spec. II	5	4.00	5	4.00	153,499	145,272
3516	Environmental Mgmt. Spec. I	1	1.00	1	1.00	32,078	33,688
3517	Environmental Mgmt. Coordinator	1	1.00	1	1.00	51,805	51,806
3518	Cartographer	1	1.00	1	1.00	48,483	48,484
3555	Chief, Special Districts Admin.	. 1	1.00	1	1.00	60,386	60,386
3586	Chief, Mapping Section	1	1.00	1	1.00	53,390	53,389
3615	Assistant Engineer	6	6.00	6	6.00	267,844	267,844
3635	Civil Engineer	6	6.00	6	6.00	298,902	298,902
3654	Assistant Transportation Spec.	1	1.00	0	0.00	40,667	. 0
3655	Associate Transportation Spec.	1	1.00	1	1.00	42,707	42,707
3695	Junior Engineer	1	1.00	0	0.00	35,209	0
3700	Principal Civil Engineer	2	2.00	2	2.00	138,260	138,260
3705	Principal Land Surveyor	1	1.00	1	1.00	60,106	58,562
3720	Senior Civil Engineer	3	3.00	. 3	3.00	179,652	179, <i>6</i> 55
3728	Senior Land Surveyor	.3	3.00	3	3.00	170,261	179,655
3779	Junior Surveyor	12	12.00	10	10.00	444,702	375,371
3780	Assistant Surveyor	13	13.00	9	9.00	565,573	408,342
3785	Land Surveyor	6	6.00	6	6.00	304,422	297,575
3800	Drafting Technician III	4 15	4.00	4	4.00	135,069	136,663
3801 3805	Drafting Technician II	_	15.00 2.00	12	12.00	415,435	349,841
3810	Cartographic Reproduction Tech. Engineering Aide	4	4.00	2 4	2.00 4.00	57,981 97,734	59,355 100,435
3812	Engineering Technician III	5	5.00	5	5.00	187,763	100,425 186,278
3813	Engineering Technician II	9	9.00	8	8.00	289,621	248,715
3814	Engineering Technician I	á	8.00	6	6.00	226,583	161,092
3817	Graphic Artist	3	3.00	3	3.00	94,681	93,864
3818	Graphic Supervisor	1	1.00	1	1.00	35,955	35,956
3819	Mapping Supervisor	ž	2.00	ż	2.00	79,968	79,966
3881	Land Development Process Super.		1.00	ī	1.00	38,187	38,122
5920	Electrician	1	1.00	ì	1.00	33,574	33,574
5970	Sign Painter	Ó	0.00	i	1.00	0	28,881
9999	Extra Help	18	8.50	18	9.50	358,712	416,245
	Total	157	146.50	144	134.50	\$5,682,229	\$5,256,350
Salary	Adjustments:					\$(216,587)	\$(190,868)
Premium	/Overtime Pay:					\$59,000	\$59,000
Employe	e Benefits:					\$1,974,885	\$1,831,326
Salary :	Savings:					\$(236,971)	\$(215,102)
	Total Adjustments					\$1,580,327	\$1,484,356
Drognes	Totals	157	146.50	144	134.50	\$7,262,556	\$6,740,706

PROGRAM: Program Development

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 30000

MANAGER: David S. Solomon

ORGANIZATION #: 5751

REFERENCE: 1993-94 Proposed Budget - Pg. 29-22

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Government Code, Section 27551 (County Surveyor), Section 25680 (Streams and Flood Waters); Water Code, Section 8100 (Flood Control in Counties), Section 8325 (Cooperation in the National Flood Insurance Program), Section 8400 (Flood Plain Management Act), Section 12800 (Flood Control Act of 1946); Water-Uncodified Acts, Act 6914a (San Diego County Flood Control District Act); Streets and Highways Code, Section 1330 (County Bridges), Section 1450 (Care and Protection of County Highways), Section 1622 (Road Fund), Section 2100 (Highway Users Tax Account), Section 5700 (County Engineer); San Diego County Charter, Section 706 (Director of Transportation); San Diego County Administrative Code, Section 455 (Functions of the Department of Public Works); and San Diego County Code of Regulatory Ordinances, Title 7 (Highways and Traffic).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$6,168,787	\$ 6,567,419	\$7,025,470	\$7,7 51,896	\$7,133,317	(8.0)
Services & Supplies	10,330,586	13,071,430	10,428,343	20,978,164	38,594,803	84.0
Other Charges	451,225	710,553	704,232	6,930,697	6,650,000	(4.1)
Fixed Assets	25,377	880	74,645	287,312	121,800	(57.6)
Operating Transfers	48,685	0	0	14,400	0	(100.0)
TOTAL DIRECT COST	\$17,024,660	\$20,350,282	\$18,232,690	\$35,962,469	\$52,499,920	46.0
PROGRAM REVENUE	(17,024,660)	(20,350,282)	(18,232,690)	(35,962,469)	(52,499,920)	46.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	112.00	118.25	127.00	140.00	126.00	(10.0)

PROGRAM DESCRIPTION

The Program Development Program provides for the coordination, planning, engineering, contract administration, right-of-way acquisition, materials testing and construction inspection of Public Works projects in the unincorporated area. These projects include new and improved roads, bridges, culverts, traffic signals, bike lanes, airport improvements, transit centers and sewer projects for divisions within the Department of Public Works, and some projects for other County Departments and other government agencies. Expenditures for Road Fund contracts and right-of-way, more than \$44,000,000 in FY 1993-94, make up the major portion of this program. Transit services and legislative analysis and communications services are also provided through this program.

Expenditures on road projects are prioritized based on criteria established by the Board of Supervisors. First priority is given to the maintenance of primary roads including an 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 adding new lane width or length to increase traffic capacity. Availability of funding and restrictions attached is also considered.

This program is primarily funded from federal, state and local road and transportation taxes, including TransNet, TransNet Exchange, Gas Tax, Community Development Block Grant (CDBG), Transportation Development Act (TDA), Seismic and Federal Highway Administration-Bridges (FHWA) funds.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actuals for Salaries and Benefits were under budget by \$726,426 due to vacant positions not filled during the hiring freeze and to the Department participation in the ILP. Services and Supplies were under budget by \$10,549,821, due to the diversion of engineering and construction staff from budgeted projects to unbudgeted emergency projects resulting from the winter's heavy storm damage to roads and public facilities. Other Charges were under budget by \$6,226,465, for right-of-way acquisition which was not completed in FY 1992-93, but which is rebudgeted in the FY 1993-94 Detailed Work Program. Fixed Assets were \$212,667 under budget due to a Department-wide freeze on Fixed Assets.

Revenues in FY 1992-93 were \$17,729,779 under budget. There are three significant reasons for this variance: 1) Work on revenue producing Transnet projects was delayed when staff was diverted to emergency storm damage projects; 2) Revenue from inspection of development projects was significantly less than anticipated; and 3) Special revenue bonds, which were budgeted to bring in almost \$3 million dollars, were not issued.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Public transit ridership increased by 10.7% overall on the San Diego County Transit System.
- Monitored grading and watercourse enforcement as a collaborative process with the Department of Planning and Land Use.

1993-94 OBJECTIVES

- Increase Gas Tax expenditures on contracted road projects by 10%.
- 2. Increase public Transit ridership by 5% overall on the San Diego County Transit System.
- 3. Continue collaborative process with DPLU to monitor Grading and Watercourse Enforcement.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Transit Services</u> [10.00 SY; E = \$765,488; R = \$765,488] 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:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - Unchanged with respect to staff years.
 - Decreasing \$26,181 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 2. Project Services [4.00 SY; E = \$238,398; R = \$238,398] 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 and special studies; 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Unchanged with respect to staff years.
 - Decreasing \$19,554 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 3. <u>Communications/Legislation</u> [4.00 SY; E = \$205,521; R = \$205,521] including legislative analysis coordination, public information and newsletters, and Board letter processing and review for the department. This activity is:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - 0 Decreasing 1.00 staff year encumbent transferred to Solid Waste Enterprise Fund.
 - Decreasing \$45,983 in total expenditures.

DEPARTMENT: PUBLIC WORKS

- 4. <u>Flood Control Engineering</u> [9.00 SY; E = \$599,475; R = \$599,475] 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue from the Flood Control District and developer projects.
 - O Decreasing 4.00 staff years.
 - Decreasing \$290,358 in total expenditures, due to reduced property tax funding of the Flood Control District.

There is no Net General Fund Contribution in this activity.

- 5. Engineering Services [42.00 SY; E = \$2,706,559; R = \$2,706,559] including general engineering design for all roads, bridges, and County projects; 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 contracting 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing 4.00 staff years.
 - O Decreasing \$320,712 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 6. <u>Construction Engineering</u> [57.00 SY; E = \$3,357,379; R = \$3,357,374] including materials testing and inspection of improvement plans, road permits, bridges, road betterments, road rehabilitations, new construction, Capital Improvement Projects, and other County construction projects. Provides staff support for County Grading Ordinance Enforcement for the General Fund Activities Program. This activity is:
 - 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.
 - Offset 100% by revenue.
 - Decreasing 5.00 staff years.
 - Decreasing \$205,563 in total expenditures.

There is no Net General Fund Contribution in this activity.

- 7. <u>Construction Contracts/Materials/Right-of-Way</u> [0.00 SY; E = \$44,627,100; R = \$44,627,100] including right-of-way acquisition and construction contract costs for road betterments, rehabilitation, and new construction of projects in the Roads Detailed Work Program. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Increasing \$17,455,802 in total expenditures.

PROGRAM REVENUE BY SOURCE				
Source of Revenue *	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
TAXES:				
Sales and Use Tax-TDA TransNet Sales Tax	\$621,422 4,245,410	\$ 1,064,690 15,571,545	\$490,000 29,491,000	\$(574,690) 13,919,455
TransNet Exchange	58,956	0	4,206,000	4,206,000
Sub-Total	\$4,925,788	\$16,636,235	\$34,187,000	\$17,550,765
LICENSES, PERMITS & USE OF PROPERTY:				
Licenses & Permits	\$43,120	\$48,500	\$42,500	\$(6,000)
Rents & Concessions	3,200	0	36,000	36,000
Sub-Total	\$46,320	\$48,500	\$78,500	\$30,000
INTERGOVERNMENTAL REVENUE:				
State Construction Other	\$94,985	\$152,000	\$0	\$(152,000)
State Funding Other	93,032	0	0	0
Federal Aid - Bridges/FHWA	0	0	1,489,600	1,489,600
Federal Construction - Other	424,514	0 75 000	578,000	578,000 75,000
Other Governmental Agencies FAU/FAS	155,454 465,258	35,000 N	70,000 127,000	35,000 127,000
CDBG	1,258,425	950,000	1,030,000	80,000
Sub-Total	\$2,491,668	\$1,137,000	\$3,294,600	\$2,157,600
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$1,161,920	\$5,145,318	\$1,814,216	\$(3,331,102)
Other County Departments & Funds	2,060,787	1,915,967	1,812,352	(103,615)
Enterprise Funds	2,166,071	1,029,441	1,348,715	319,274
Sub-Total	\$5,388,778	\$8,090,726	\$4,975,283	\$(3,115,443)
OTHER REVENUE/FUNDING SOURCES:				
Operating Transfers	\$0	\$0	\$10,000	\$10,000
Other Revenues	\$4,765 5,775,774	\$20,000	\$18,000	\$(2,000)
Allocated Road Fund Revenues	5,375,371	10,030,008	9,936,537	(93,471)
Sub-Total	\$5,380,136	\$10,050,008	\$9,964,537	\$(85,471)
Total	\$18,232,690	\$35,962,469	\$52,499,920	\$16,537,451

^{*} No County General Fund match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Funding for Transnet and Transnet Exchange projects are the primary reasons that FY 1993-94 budgeted revenue will increase \$16,537,451 (46%) over FY 1992-93 budget. Also, Federal Aid will increase and revenue from Work for Others will decrease from the FY 1992-93 budget.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
Copier, photo	1	ea	\$20,000
Fax	1	ea	1,000
Microfilm reader/printer	1	ea	3,200
Copier, photo	1	ea	20,000
Pump, hydraulic	1	ea	5,000
Noise monitor	1	ea	10,000
PC-486	6	ea	18,000
Computer equipment, 10X36" digitizer	1	ea	3,500
Computer equipment, ESZ pen plotter	1	ea	8,500
PC-486	2	ea	6,000
PC-486 (mid-range w/auto cad)	1	ea	4,100
Computer equipment, HP LaserJet printer	2	ea	10,800
PC-486 (low-end)	3	ea	7,500
Turbidimeter/magnetic stirrer	2	ea	1,700
Miscellaneous laboratory equipment	10	ea	2,500
Total			\$121,800

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: TRANSIT SERVICES					
<u>% OF RESOURCES:</u> 1.5%					
WORKLOAD					
Transportation Studies	4	2	0	0	2
Contracts Managed	47	44	48	56	53
EFFICIENCY					
Operating Cost Per Passenger	\$2.46	\$2.68	\$2.60	\$2.68	\$2.20
Operating Cost Per Revenue Mile	\$1.89	\$2.14	\$2.25	\$2.20	\$2.06
<u>EFFECTIVENESS</u>					
Passengers Per Revenue Mile	0.77	1.25	0.87	0.82	0.94
Staff Years Per Transportation Study	0.15	0.00	0.00	0.00	0.05
ACTIVITY B: FLOOD CONTROL ENGINEERING					
X_OF_RESOURCES: 1.1%					
WORKLOAD					
Bridge/Drainage Design Plans Reviewed	78	80	75	85	90
ALERT Storm/Data Stations Operated	56	56	56	55	66
USGS Water Level Gauges Maintained	17	17	14	16	13
Other Rain/Stream Gauges Maintained	65	70	81	70	75
Consultant Studies Administered	3	9	8	8	10
EFFECTIVENESS					
% of Gauges (Rain and Water Level) Maintained On-Line at All Times	95	97	90	97	97
ACTIVITY C: CONSTRUCTION ENGINEERING					
X OF RESOURCES: 6.4%					
<u>workload</u>					
Avg. no. of projects under construction	18	21	23	23	22
Value of projects under construction	6,083,708	9,319,306	15,605,281	14,070,476	12,842,639
Value of projects completed	26,822,658	7,593,626	14,614,678	17,805,100	17,366,747

PERFORMANCE INDICATORS								
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget			
Public Works projects completed	31	32	40	30	34			
No. of active subdivisions	284	302	326	272	292			
No. of active permits	5,650	6,185	6,281	5,685	5,917			
No. of subdivisions completed	66	45	38	47	48			
Private project permits completed	1,994	2,299	1,533	2,203	2,060			
Grading complaints investigated	327	339	328	355	357			
Average response time in days	2.2	2.7	2.3	2.1	2.3			
ACTIVITY D: ENGINEERING SERVICES								
% OF RESOURCES: 5.2%								
WORKLOAD								
No. of bridges or major culverts designed	2	3	1	2	6			
No. of traffic signals designed	5	10	9	7	9			
EFFECTIVENESS								
% Design cost to construction	6%	6%	6%	6%	6%			

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0390	Deputy County Engineer	1	1.00	1	1.00	\$ 75,357	\$72,935
2303	Administrative Assistant II	2	2.00	2	2.00	83,686	83,686
2304	Administrative Assistant I	1	1.00	1	1.00	29,745	34,141
2337	Public Information Specialist	4	4.00	3	3.00	142,802	112,269
2412	Analyst II	3	3.00	3	3.00	92,278	92,278
2413	Analyst III	1	1.00	1	1.00	46,162	46,162
2424	Public Works Program Coord. I	3	3.00	3	3.00	144,707	155,953
2700	Intermediate Clerk Typist	4	4.00	3	3.00	78,397	61,047
2730	Senior Clerk	3	3.00	3	3.00	62,041	67,166
2745	Supervising Clerk	1	1.00	1	1.00	27,769	27,770
2756	Administrative Secretary I	2	2.00	2	2.00	42,377	43,439
2757	Administrative Secretary II	2	2.00	2	2.00	50,950	50,948
3615	Assistant Engineer	19 19	19.00	19 17	19.00	782,970 924,929	782,970 830,169
3635	Civil Engineer	19	19.00 1.00	1	17.00 1.00	43,389	40,976
3654 3655	Assistant Transportation Spec. Associate Transportation Spec.	3	3.00	3	3.00	134,627	142,690
3695	Junior Engineer	4	4.00	1	1.00	143,349	38,002
3700	Principal Civil Engineer	5	5.00	5	5.00	336,159	345,650
3720	Senior Civil Engineer	13	13.00	12	12.00	761,519	716,910
3735	Senior Structural Engineer	1	1.00	1	1.00	62,723	62,723
3740	Senior Transportation Spec.	2	2.00	2	2.00	119,768	119,770
3750	Public Works Program Coord. II	1	1.00	1	1.00	48,513	58,942
3795	Construction Technicican	7	7.00	6	6.00	352,871	304,428
3800	Drafting Technician III	1	1.00	1	1.00	34,476	34,476
3803	Hydrographic Instrument Tech.	2	2.00	1	1.00	77,216	39,120
3810	Engineering Aide	1	1.00	1	1.00	23,663	24,847
3812	Engineering Technician III	15	15.00	13	13.00	588,374	515,919
3813	Engineering Technician II	8	8.00	8	8.00	255,913	262,495
3814	Engineering Technician I	3	3.00	3	3.00	84,021	86,016
5525	Associate Real Property Agent	1	1.00	0	0.00	41,262	0
5585	Supervising Real Property Agent		1.00	1	1.00	51,194 57,035	51,680 57,034
6003 9999	Right-of-Way/Utility Coordinato Extra Help	10 10	1.00 5.00	8	1.00 4.00	57,025 207,661	57,026 169,894
	Total	145	140.00	130	126.00	\$6,007,893	\$5,532,497
Salary	Adjustments:					\$(212,505)	\$(108,141)
Premiu	n/Overtime Pay:					\$48,000	\$74,095
Employe	e Benefits:					\$2,154,320	\$1,862,507
Salary	Savings:					\$(245,812)	\$(227,641)
	Total Adjustments					\$1,744,003	\$1,600,820
Program	Totals	145	140.00	130	126.00	\$7,751,896	\$7,133,317

PROGRAM: Internal Department Services

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 40000

MANAGER: Roger F. Walsh

ORGANIZATION #: 5789

REFERENCE: 1993-94 Proposed Budget - Pg. 29-30

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Streets and Highways Code, Section 2550 (Service Authority for Freeway Emergencies); Vehicle Code, Section 22710 (Abandoned Vehicle Abatement), San Diego County Charter, Section 706 (Director of Transportation); San Diego County Administrative Code, Section 455, (Functions of the Department of Public Works); and Board action of August 12, 1980 (12) to establish the Department of Public Works.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$3,299,071	\$3,750,079	\$3,609,419	\$3,706,641	\$3,232,169	(12.8)
Services & Supplies	7,100,327	9,084,290	6,972,323	9,419,742	7,535,843	(20.0)
Fixed Assets	544,696	65,217	40,799	407,350	298,395	(26.7)
TOTAL DIRECT COST	\$10,944,094	\$12,899,586	\$10,622,541	\$13,533,733	\$11,066,407	(18.2)
PROGRAM REVENUE	(10,944,094)	(12,899,586)	(10,622,541)	(13,533,733)	(11,066,407)	(18.2)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	65.25	74.00	72.00	74.00	62.50	(15.5)

PROGRAM DESCRIPTION

The Internal Department Services Program provides for management and operation of all department-wide support services. These include department administration, computer services, personnel and support services, and financial services provided to the four direct service programs and the Department's Enterprise Funds. The Enterprise Funds reimburse the Road Fund for their allocated share of these support services.

Internal Department Services also provides staff support to the Service Authority for Freeway Emergencies (SAFE) and the Abandoned Vehicle Abatement (AVA) Program on a reimbursement basis.

1992-93 BUDGET TO ESTIMATED ACTUAL COMPARISON

The total actual expenditures for FY 1992-93 were under budget by \$2,911,192 or 21.5%. This was due primarily to savings from reduced A-87 external overhead costs, and savings in computer services due to staff reductions and reduced Services and Supplies expenditures.

1992-93 ACHIEVEMENT OF OBJECTIVES

This is a new program. No objectives for were prepared for 1992-93.

1993-94 OBJECTIVES

- 1. To bring programs closer to the managers that oversee them, and to streamline the decision making process.
- 2. Develop and implement a Developer Trust Fund tracking system.
- 3. Develop an automated Employee Skills Inventory System.
- 4. Develop a report that integrates Project Planning with project cost information.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Department Administration and External Support [9.50 SY; E = \$7,128,000; R = \$7,128,000] 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:
 - Mandated/Discretionary Service Level.
 - o Offset 100% by revenue.
 - Unchanged with respect to staffing.
 - Decreasing \$658,314 in total expenditures.
 - O Responsible for Cost Allocation Plan payments to General Fund Department as follows:

A-87 EXTERNAL COST ITEM	1992-93 Actual	1992-93 Budget	1993-94 Budget
Retirement Office	\$ 1,884	\$ 1,884	\$ 0
Equipment Usage	6,675	6,675	4,596
Space Costs	39,234	39,234	49,427
EOMO			
	22,272	22,272	21,799
Liability Reserve	672,524	672,524	1,114,076
GS Record Management	50,194	72,053	115,862
CAO Executive	64,752	64,752	64,300
Civil Service Commission	11,933	11,933	12,553
A-87 Roll Forward	1,542,511	1,542,511	401,045
GS Real Property	123,249	513,359	534,865
DIS Communications	34,657	35,976	42,591
Auditor & Controller	483,932	499,035	554,581
Purchasing	115, 152	115,152	133,204
GS Facilities Services/Maintenance	75,009	573,188	584,384
Telephone Services/Utilities	95,857	580,571	631,299
DIS Data Processing	351,449	477,638	398,148
Human Resources	271,710	271,710	176,000
Liability Insurance	1,466,681	1,466,681	
County Counsel	368,511	489,205	1,296,822
· · · · · · · · · · · · · · · · · · ·	•	•	499,130
Non-Allocation Plan Costs	21,760	0	0
Total	\$6,119,946	\$7,456,353	\$6,634,682

- Mandated/Discretionary Service Level.
- Offset 100% by revenue. ٥
- ٥
- Decreasing 6.00 staff years.
 Decreasing \$1,208,448 in total expenditures.

There is no Net General Fund Contribution in this activity.

- <u>Personnel and Support Services</u> [19.50 SY; E = \$1,307,651; R = \$1,307,651] including personnel, payroll, training, safety, supply and printing functions. This activity is: 3.
 - Mandated/Discretionary Service Level. Offset 100% by revenue.
 - ٥

 - Decreasing 3.50 staff years.
 Decreasing \$460,979 in total expenditures.

There is no Net General Fund Contribution in this activity.

- Financial Services [12.00 SY; E = \$616,130; R = \$616,130] including responsibilities for budget preparation, fiscal analysis, expenditure and revenue monitoring, and conducting operational/management reviews. This activity is:
 - Mandated/Discretionary Service Level. 0
 - ٥
 - ٥
 - Offset 100% by revenue.
 Decreasing 2.00 staff years.
 Decreasing \$139,585 in total expenditures. 0

DEPARTMENT: PUBLIC WORKS

PROGRAM REVENUE BY SOURCE				
Source of Revenue *	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
TAXES:	,			
TransNet Sales Tax	\$27,396	\$0	\$0	\$0
TransNet Exchange	1,906	0	0	0
Sub-Total	\$29,302	\$0	\$0	\$0
FINES AND INTEREST:				
Vehicle Code Fines	\$12,829	\$120,000	\$12,000	\$(108,000)
Littering Fines	0	400	0	(400)
Interest (Road Fund)	454,499	600,000	502,937	(97,063)
Sub-Total	\$467,328	\$720,400	\$514,937	\$(205,463)
INTERGOVERNMENTAL REVENUE:				
Other State In Lieu	\$190,420	\$0	. \$0	\$0
Federal Forest Reserve	59,275	0	0	0
Aid From Other Governments	835	0	0	0
Sub-Total	\$250,530	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Fees/Services to Property Owners	\$162,710	\$201,902	\$178,338	\$(23,564)
Other County Departments & Funds	285,107	0	100,000	100,000
Enterprise Funds	1,739,531	2,041,161	1,776,238	(264,923)
Sub-Total	\$2,187,348	\$2,243,063	\$2,054,576	\$(188,487)
OTHER REVENUE/FUNDING SOURCES:				
Other Taxable Sales/Miscellaneous	\$19,169	\$10,000	\$14,000	\$4,000
Fund Balance (Road Fund)	0	3,548,090	4,895,188	1,347,098
Allocated Road Fund Revenues	7,668,864	7,012,180	3,587,706	(3,424,474)
Sub-Total	\$7,688,033	\$10,570,270	\$8,496,894	\$(2,073,376)
Total	\$10,622,541	\$13,533,733	\$11,066,407	\$(2,467,326)

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue is expected to decrease overall in FY 1993-94 by a total of \$2,467,326 or 18.2% due to a reduction in Allocated Road Fund Revenues needed for actual expenditures.

PROGRAM: Internal Department Services

Item	Quantity	Unit	Total Cost
Copier, photo	1	ea	\$7,800
Padding press	1	ea	600
FAX	1	ea	2,995
Miscellaneous equipment	1	Lot	2,000
Computer equipment	50	ea	25,000
VAX terminals	100	ea	50,000
Engineering work stations	100	ea	50,000
DEC Gateway, VAX 780 & Microvax II	1	ea	160,000
Total			\$298,395

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
				<u></u>			
0985	PW Policy & Resources Admin.	1	1.00	1	1.00	\$64,894	\$64,894
2113	Director, Public Works	1	1.00	1	1.00	105,507	105,506
2210	Deputy Director, Public Works	1	1.00	1	1.00	79,071	79,071
2211	Assistant Director, Public Work		1.00	1	1.00	89,973	89,973
2302 2303	Administrative Assistant III Administrative Assistant II	1 2	1.00 2.00	0 2	0.00 2.00	46,162 83,686	0 83,686
2312	Departi Personnel & Trng Admin	ī	1.00	1	1.00	57,483	57,482
2320	Personnel Aide	i	1.00	i	1.00	27,035	27,622
2328	Dept. Personnel Officer II	1	1.00	1	1.00	46,162	46,162
2338	Public Works Safety Coordinator	• 1	1.00	1	1.00	41,843	41,843
2364	Senior Personnel Analyst	1	1.00	1	1.00	46,162	46,162
2367	Principal Admin. Analyst	2	2.00	2	2.00	98,319	98,318
2405	Assistant Accountant	1	1.00	1	1.00	32,285	33,741
2411	Analyst I	1 5	1.00	1 3	1.00	29,730	29, <i>7</i> 30
2412 2413	Analyst II Analyst III	2	5.00 2.00	2	3.00 2.00	217,332 92,324	125,529
2424	Public Works Program Coord, I	1	1.00	1	1.00	45,047	92,324 46,894
2425	Associate Accountant	i	1.00	i	1.00	33,306	34,987
2426	Assistant Systems Analyst	2	2.00	2	2.00	78,224	83,686
2427	Associate Systems Analyst	9	9.00	8	8.00	418,118	374,360
2471	EDP Systems Manager	1	1.00	1	1.00	64,917	64,917
2484	Distributed Network Tech. I	1	1.00	0	0.00	20,362	0
2485	Distributed Network Tech II	1	1.00	1	1.00	28,085	28,084
2487	EDP Distributed Network Coord.	1	1.00	1	1.00	49,673	49,673
2493 2499	Intermediate Account Clerk	1 1	1.00	1 0	1.00	18,092	18,061
2510	Principal Systems Analyst Senior Account Clerk	2	1.00 2.00	1	0.00 1.00	51,261 41,612	0 22,234
2511	Senior Payroll Clerk	2	2.00	ż	2.00	50,112	46,814
2525	Senior Systems Analyst	2	2.00	2	2.00	109,494	109,496
2550	Chief, Public Works Rev & Budge	t 1	1.00	0	0.00	47,301	54,800
2650	Stock Clerk	1	1.00	1	1.00	19,812	0
2658	Storekeeper II	1	1.00	1	1.00	24,783	24,783
2660	Storekeeper I	1	1.00	1	1.00	21,045	22,098
2700	Intermediate Clerk Typist	2	2.00	1	1.00	38,300	20,669
2725	Principal Clerk I	1	1.00	1	1.00	30,677	31,465
2730 2745	Senior Clerk	2 1	2.00	2 1	2.00	44,239	42,438
2756	Supervising Clerk Administrative Secretary I	i	1.00 1.00	1	1.00 1.00	27,623 20,018	24,126
2758	Administrative Secretary III	i	1.00	i	1.00	30,774	21,588 30,774
2759	Administrative Secretary IV	i	1.00	i	1.00	33,135	33,135
2769	Commission Secretary	1	1.00	1	1.00	28,794	33,135
3009	Word Processor Operator	1	1.00	1	1.00	21,836	22,936
3018	Computer Operations Specialist	1	1.00	1	1.00	26,922	28,084
3050	Offset Equipment Operator	1	1.00	1	1.00	23,157	23,157
3072	Senior Computer Operator	1	1.00	1	1.00	28,085	25,433
3073 3119	Senior Offset Equip. Operator Departmental Computer Spec. II	1 2	1.00	1 0	1.00	25,554 41,334	25,554
3812	Engineering Technician III	2	2.00 2.00	2	0.00 2.00	61,326 72,452	0 60 363
9999	Extra Help	6	3.00	5	2.50	72,452 109,020	69,362 87,032
	Total	77.	74.00	65	62.50	\$2,901,124	\$2,521,818
Salary	Adjustments:					\$(34,561)	\$17,770
Premium	n/Overtime Pay:					\$8,000	\$8,000
Employe	ee Benefits:					\$946,090	\$787,730
Salary	Savings:					\$(114,012)	\$(103,149)

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
	Total Adjustments					\$805,517	\$710,351
Program	Totals	77	74.00	65	62.50	\$3,706,641	\$3,232,169

PROGRAM: General Fund Activities

DEPARTMENT: PUBLIC WORKS

PROGRAM #: 50000 MANAGER: Roger F. Walsh ORGANIZATION #: 5850, 5950

REFERENCE: 1993-94 Proposed Budget - Pg. 29-37

AUTHORITY: This program was developed for the purpose of complying with the provisions of the following California statutes and authorities: Government Code, Section 25210 (County Service Areas); Streets and Highways Code, Section 10000 (The Municipal Improvement Act of 1913); Public Utility Code, Section 15501 (Public Utility District Act), Section 21684 (Special Aviation Fund); San Diego County Charter, Section 706 (Director of Transportation); San Diego County Administrative Code, Section 455 (Functions of the Department of Public Works); and San Diego County Code of Regulatory Ordinances, Title 8 (Zoning and Land Use Regulations).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Services & Supplies	\$1,147,396	\$1,187,005	\$1,253,169	\$1,782,426	\$1,561,202	(12.4)
Fixed Assets	0	0	0	22,800	13,200	(42.1)
TOTAL DIRECT COST	\$1,147,396	\$1,187,005	\$1,253,169	\$1,805,226	\$1,574,402	(12.8)
PROGRAM REVENUE	(809,838)	(866,145)	(1,028,342)	(1,588,401)	(1,405,132)	(11.5)
NET GENERAL FUND CONTRIBUTION	\$337,558	\$320,860	\$224,827	\$216,825	\$169,270	(21.9)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The General Fund Activities Program consists of all DPW General Fund Activities and the Special Aviation Fund. These activities are not the responsibility of the Department's 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:

<u>Program Development Support</u> - There are three major General Fund activities performed by Program Development staff in the Road Fund. The first 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 to both private and public property. 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. The second activity is Transit which provides for administration and support for transit studies and operation of transit centers at no net County cost. The third activity is fixed asset replacement/enhancement of the County's ALERT Storm/Data System, which provides flood forecasting data for issuance of flood evacuation bulletins through the Office of Disaster Preparedness.

Land Development Support - There are four 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 bluelines, photo-reproduction, graphics and typesetting to all County departments and to 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 County Service Area (CSA) Development which provides administration (no net cost) and support to groups interested in forming a Special District or CSA for extended services for fire protection, road maintenance, street lighting, water supply, landscape maintenance, facilities planning or sewer construction. The fourth activity is Underground Utility District administration which provides for planning, formation and administration of various underground utility districts. This activity is necessary for the expenditure of approximately \$2 million/year by utility companies in the unincorporated area.

<u>Special Aviation Fund</u> - 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.

DEPARTMENT: PUBLIC WORKS

1992-93 RUDGET TO ACTUAL COMPARISON

Services and Supplies were under expended by \$529,257 or -29.7% primarily due to postponement of airport projects and rescheduling of various transit center studies. Revenues were under budget by \$560,059 or -35.3% primarily due to airport and transit activities (both revenue offset) that were not be completed this year.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Investigations of all Grading Ordinance complaints were achieved within four working days.
- 2. Initial investigations for all requests for special district formations were achieved within five working days.

1993-94 OBJECTIVES

- 1. Complete investigations on 80% of all Grading Ordinance complaints within four working days.
- Respond to initial investigations on 90% of all requests for special district formation within five working days.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Program Development Support [0.00 SY; E = \$838,024; R = \$721,775] including enforcement of the County Grading Ordinance, transit center operations; transit center development studies; and purchase of replacement ALERT Storm/Data gauges and Stormwater Quality monitoring equipment. This activity is:
 - Mandated/Discretionary Service Level with respect to Transit activities and Fixed Assets.
 - O Discretionary/Discretionary Service Level with respect to County Grading Ordinance.
 - Offset 86.1% by revenue.
 - Decreasing \$17,819 in total expenditures and increasing \$20,599 in total revenues.
 - Decreasing 0.20 Road Fund SY equivalents for General Fund Transit Activities.

There is a Net General Fund Contribution of \$116,249 in this activity, a decrease of \$38,418 from the \$154,667 Net General Fund Contribution budgeted in FY 1992-93.

- 2. <u>Land Development Support</u> [0.00 SY; E = \$234,482; R = \$181,461] including maps, mapping and cartographic services to all County Departments and the public; preparation of parcel map completion notices; and formation and management of County Service Areas, Underground Utility Districts, and response to citizens requests for information and assistance in forming special districts and service areas. This activity is:
 - Mandated/Discretionary Service Level.
 - Offset 77.4% by revenue.
 - Decreasing \$51,508 in total expenditures and decreasing \$42,371 in total revenues.
 - Decreasing 0.70 Road Fund SY equivalents for decreased work for mapping services to the public and CSA formations.

There is a Net General Fund Contribution of \$53,021 in this activity, a decrease of \$9,137 from the \$62,158 Net General Fund Contribution budgeted in FY 1992-93.

- 4. <u>Special Aviation Fund</u> (0.00 SY; E = \$501,896; R = \$501,896) 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:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue.
 - Decreasing \$161,497 in total expenditures and revenues.
 - Affected by changes in availability of State Funds and Grants.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue *	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
TAXES AND USE OF PROPERTY:				
Sales & Use Tax - TDA Rents, Concessions & Interest	\$423,902 175,499	\$654,376 48,489	\$564,575 161,441	\$(89,801) 112,952
Sub-Total	\$599,401	\$702,865	\$726,016	\$23,151
INTERGOVERNMENTAL REVENUES: State Aid for Aviation	\$111,911	\$392,906	\$349,145	\$(43,761)
Sub-Total	\$111,911	\$392,906	\$349,145	\$(43,761)
CHARGES FOR CURRENT SERVICES: Fees & Services to Property Owners Airport Enterprise Fund Other County Departments & Funds Services to Other Governments	\$66,760 9,857 54,980 1,636	\$59,000 47,800 98,109 10,000	\$51,514 58,657 56,578 2,000	\$(7,486) 10,857 (41,531) (8,000)
Sub-Total	\$133,233	\$214,909	\$168,749	\$(46,160)
OTHER REVENUE/FUNDING SOURCES: Other Sales - Taxable Fund Balance (Special Aviation Fund)	\$109,693 74,104 \$183,797	\$103,523 174,198 \$277,721	\$108,569 52,653 \$161,222	\$5,046 (121,545)
Sub-Total	\$103,191	\$211,121	\$101,222	\$(116,499)
Total	\$1,028,342	\$1,588,401	\$1,405,132	\$(183,269)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$224,827	\$216,825	\$169,270	\$(47,555)
Sub-Total	\$224,827	\$216,825	\$169,270	\$(47,555)
Total	\$224,827	\$216,825	\$169,270	\$(47,555)

^{*} No County match required for any revenue source.

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 1992-93 revenue was \$560,059 under budget primarily as a result of fewer than budgeted revenue-offset transit center studies and airport projects. FY 1993-94 budgeted revenue is \$183,269 less than FY 1992-93, primarily as a result of less State grants for airport maintenance and rehabilitation projects.

PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: LAND DEVELOPMENT					
X OF RESOURCES: 14.9%					
MORKLOAD					
Cartographic Map Changes Completed	12,487	14,506	11,911	12,000	12,000
Mapping and Graphic Requests Completed	15,523	14,783	13,275	14,500°	13,500
Assessment Districts in Process	5	7	4	8	4
Formations in Process	23	34	20	28	18
Response to Citizen's Requests	305	200	186	280	200
<u>EFFECTIVENESS</u>					
Special Districts Formed/Terminated	3/2	5/2	5/1	2/0	3/2
Assessment Districts Formed/Terminated	1/0	0/0	0/0	0/0	0/0
<u>EFFICIENCY</u>					
Cost/Base Map Change	\$8	\$10	\$10	\$10	\$10
ACTIVITY B: PROGRAM DEVELOPMENT					
OF RESOURCES: 53.2%					
FORKLOAD					
ransportation Studies Completed	4	0	0	1	2
Grading Complaints Investigated	327	339	328	355	357
Average Response Time in Days	2.2	2.7	2.3	2.1	2.3

REGISTRAR OF VOTERS

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Registration	\$723,552	\$1,015,779	\$839,275	\$1,109,969	\$1,236,422	\$126,453	11.4
Elections	4,378,125	3,958,808	3,695,031	3,508,394	4,708,239	1,199,845	34.2
Administration	254,393	324,853	331,978	423,098	405,568	(17,530)	(4.1)
TOTAL DIRECT COST	\$5,356,070	\$5,299,440	\$4,866,284	\$5,041,461	\$6,350,229	\$1,308,768	26.0
PROGRAM REVENUE	(2,674,247)	(2,497,238)	(2,231,295)	(1,564,199)	(1,372,000)	192,199	(12.3)
NET GENERAL FUND COST	\$2,681,823	\$2,802,202	\$2,634,989	\$3,477,262	\$4,978,229	\$1,500,967	43.2
STAFF YEARS	82.51	79.37	91.92	87.98	99.96	11.98	13.6

REGISTRAR OF VOTERS

ADMINISTRATION

Department Hanagement Election Planning

Registrar 1.00
Assistant Registrar 1.00
Administrative Sec III 1.00

3 Perm Positions

3.00 Staff Years

ADMINISTRATIVE SERVICES

Budget/Accounting; Purchasing; Personnel/ Payroll; Media Relations; Monitoring Legislation; Facility Management

Admin Assistant III	1.00
Assoc. Accountant	1.00
Personnel Aide	1.00
Inter Account Clerk	1.00
Administrative Sec I	1.00
Extra Help	0.89

5 Permanent Positions 5.89 Staff Years

VOTER SERVICES

Voter Registration; Absentee Voting; Petitions; Public Records; Voter Outreach Campaign Services

Division Chief, ROV	1.00
Elec Proc Supervisor	3.00
Supervising Clerk	3.00
Senior Clerk	6.00
Inter Clerk Typist	9.00
Data Entry Supervisor	1.00
Data Entry Operator	2.00
Extra Help	20.86

25 Permanent Positions 45.86 Staff Years

COMPUTER SERVICES

Data Processing; Programming; Systems Analysis; Computer Operations; Vote Counting

Senior System Analyst Associate System Analyst	1.00 1.00
Assistant System Analyst	1.00
Sr Computer Operator	1.00
Computer Operator	2.00
Extra Help	1.67

6 Permanent Positions 7.67 Staff Years

PRECINCT SERVICES

Polling Places; Officer Recruitment; Precinct Planning/Mapping; Voting Equipment Assembly/ Maintenance; Warehouse

Division Chief, ROV	1.00
Elec Proc Supervisor	1.00
Election Tech Coord	1.00
Precinct Plan Tech III	1.00
Precinct Plan Tech II	2.00
Precinct Plan Tech I	2.00
Drafting Tech II	1.00
Drafting Tech I	1.00
Storekeeper I	1.00
Supervising Clerk	1.00
Senior Clerk	5.00
Extra Help	20.54

17 Permanent Positions 37.54 Staff Years PROGRAM: Registration DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04101

MANAGER: Sally McKenna

ORGANIZATION #: 4230

REFERENCE: 1993-94 Proposed Budget - Pg. 30-3

AUTHORITY: The Registration Program is authorized by Article II, Section 3 of the California State Constitution, and the California Elections Code sections 300 - 828.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$510,870	\$477,908	\$520,859	\$771,134	\$ 819,648	6.3
Services & Supplies	175,885	478,785	273,172	292,557	371,945	27.1
Other Charges	24,354	41,491	45,244	46,278	44,829	(3.1)
Fixed Assets	12,443	17,595	0	0	0	0.0
TOTAL DIRECT COST	\$723,552	\$1,015,779	\$839,275	\$1,109,969	\$1,236,422	11.4
PROGRAM REVENUE	(190,282)	(124,814)	(207,974)	(192,000)	(61,000)	(68.2)
NET GENERAL FUND CONTRIBUTION	\$533,270	\$890,965	\$631,301	\$917,969	\$1,175,422	28.0
STAFF YEARS	17.33	15.86	14.57	20.38	24.58	20.6

PROGRAM DESCRIPTION

To provide all eligible citizens of San Diego County an ongoing opportunity to register to vote, and to take part in the democratic process by citizen choice through elections and petitions.

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.

PROGRAM: Registration

1992-93 BUDGET TO ACTUAL COMPARISON

The 5.9% estimated savings in total cost between the 1992-93 Budget and estimated Actual indicates continuing increased efficiency in the Registration program mainly due to automation, and the recycling rather than replacement of some supplies. The 14.9% decrease in revenues relates to the legislature eliminating the funding for the mandate to conduct a post election voter residency verification (purge). This shortage was partially offset by larger than budgeted postage recovery from the state.

1992-93 ACHIEVEMENT OF 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.

- Exceeded objective by 2%.

1993-94 OBJECTIVES

Conduct a voter purge to update records of registered voters who have moved within the county or outside of San Diego County. Registration after the purge is expected to be approximately 1,290,000 registered voters.

1993-94 SUB PROGRAM ACTIVITIES

The year round registration program summarized below reflects increased costs for Services and Supplies and in Salaries and Benefits due to an anticipated increase in voter registrations and petitions activity requiring more temporary employees. All local and state petitions for the June Primary election and the November General election are filed and verified during the 1993-94 fiscal year. The activities of this program are summarized as follows:

- Registration of Eligible Population and Community Development [2.26 SY; E = \$113,317; R = \$20,000] including distribution and receipt of affidavits, is:
 - Mandated/Mandated Service Level.
 - Offset 17.6% by program revenue.
 - Able to distribute 450,000 and receive 225,000 new affidavits of registration.
- Processing Affidavits [14.45 SY; E = \$721,136; R = \$26,000] including processing new affidavits, updating voter
 records after the November election and sending new registration cards to addresses from which voters have moved,
 is:
 - Mandated/Mandated Service Level.
 - Offset 3.6% by program revenue.
 - Able to process 225,000 new affidavits, update 200,000 address changes to voters' registrations after the November election and send Registration application cards to vacated addresses.
- 3. <u>Signature Verification</u> [5.51 SY; E = \$282,003; R = \$0] including verifying absentee ballot signatures and receiving and verifying petition signatures, is:
 - Mandated/Mandated Service Level.
 - Has no offsetting revenue.
 - Able to verify 100,000 absentee signatures; receive 1,500,000 petition signatures; and verify 250,000 petition signatures.
- 4. <u>Public Record Activity</u> [2.36 SY; E = \$119,966; R = \$15,000] including providing registration and election information to the citizens over the counter and by telephone, and certified copies of registrations for citizenship proof, is:
 - Mandated/Mandated Service Level.
 - Offset 12.5% by program revenue.
 - Able to respond to 150,000 public inquiries and provide 3,950 copies of affidavits for citizenship proof.

PROGRAM: Registration

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
was a second				
Outreach and Community Development	33,076	20,000	20,000	0
Post-Election Registration Verification	0	100,000	0	(100,000)
Recovered Postal Expenditures	156,717	60,000	26,000	(34,000)
Sale of Certified Copies of Affidavits of Registration	18,181	12,000	15,000	3,000
Sub-Total	\$207,974	\$192,000	\$61,000	\$(131,000)
Total	\$207,974	\$192,000	\$61,000	\$(131,000)
SENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$631,281	\$917,969	\$1,175,422	\$257,453
Sub-Total	\$631,281	\$917,969	\$1,175,422	\$257,453

EXPLANATION/COMMENT ON PROGRAM REVENUES

In the last two years, the state has suspended funding for several SB 90 state mandates that affect the Registration program. The legislature and the Governor suspended for one year the state mandate to verify the residency of non-voters (purge) following the General election in August 1992. Therefore, the Registrar did not conduct a voter file purge update in FY 1992-93. Because this file purge was not conducted, tens of thousands of voters who have moved without notifying the Registrar remain on the voter file, which will cause added expense in the future when mailings are sent to voters who have moved. The Registrar expects the state to continue to suspend funding for this mandate in FY 1993-94. The cost of doing a purge is less than the added costs of printing extra sample ballots, postage and polls locations for inflated registered voter numbers.

The decrease in program revenue required a higher amount of general fund support for the Registration program. With one exception, categories of revenue vary with the two year 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 revenue generated by sale of certified copies of a voter's registration used for citizenship proof which remains relatively steady year by year.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Registration					
% OF RESOURCES: 100%					
WORKLOAD					
New Affidavits Processed	168,823	304,246	205,577	275,000	225,000
Voter File Changes/Cancellations	140,487	183,348	258,673	230,000	335,000
Petition & Absentee Sig Verifications	258,868	249,289	250,779	330,500	408,750
New Affs Processed & Change/Cancels	8.99 SY	9.32 SY	11.29 SY	11.30 SY	14.70 SY
Signature Verifications	4.54 SY	3.57 SY	4.39 SY	4.4 SY	5.60 SY
EFFICIENCY					
New Affs Processed & Change/Cancels	\$1.21	\$1.22	\$1.18	\$1.28	\$1.29
Signature Verifications	\$.73	\$.82	\$.94	\$.76	\$.69
SY/100,000 Registered Voter	1.44 SY	1.26 SY	1.05 SY	1.60 SY	1.91 SY
EFFECTIVENESS					
% of Eligible Voters Registered	75.6%	73.5%	72.9%	71.6%	72.6%
Standardized Data Base					
County Population	2,509,919	2,548,700	2,602,244	2,839,000	2,654,000
County Pop. Eligible to Register	1,587,504	1,777,769	1,895,544	1,780,000	1,933,000
Registered Voters	1,200,120	1,254,269	1,382,383	1,275,000	1,290,000

PROGRAM: Registration

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2426	Assistant Systems Analyst	0.50	0.50	0.50	0.50	20,921	20,921
2427	Associate Systems Analyst	0.50	0.50	0.50	0.50	24,836	24,836
2525	Senior Systems Analyst	0.50	0.50	0.50	0.50	27,373	27,374
2700	Intermediate Clerk Typist	6.00	6.00	6.00	6.00	125,556	123,510
2730	Senior Clerk	2.00	2.00	2.00	2.00	46,531	47,477
2745	Supervising Clerk	1.00	1.00	1.00	1.00	26,427	26,721
3020	Computer Operator	1.00	1.00	1.00	1.00	25,432	25,433
3021	Election Processing Spvr	1.00	1.00	1.00	1.00	33,075	33,075
3030	Data Entry Operator	2.00	2.00	2.00	2.00	40,413	41,338
3035	Data Entry Supervisor	1.00	1.00	1.00	1.00	24,867	24,867
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,042	14,042
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	46,162	46,162
9999	Non-Permanent	3.38	3.38	9.00	7.58	35,408	107,091
	Total	20	20.38	26	24.58	\$491,043	\$562,847
Salary	Adjustments:					\$0	\$402
Premium	n/Overtime Pay:					2,028	2,138
Employe	ee Benefits:					283,710	276,990
Integra	ated Leave Program:						(8,523)
Salary	Savings:					(5,647)	(14,206)
	Total Adjustments					\$280,091	\$256,801
Program	■ Totals	20	20.38	26	24.58	\$771,134	\$819,648

PROGRAM: Elections DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 04102

MANAGER: Ingrid Gonzales REFERENCE: 1993-94 Proposed Budget - Pg. 30-8

AUTHORITY: The Elections program is authorized by Articles I and II of the United States Constitution and the 12th, 15th, 17th, 19th, 22nd, 24th and 26th Amendments to Constitution; Article II of the California Constitution; the California Elections Code; and various other California Codes for cities, schools and special districts.

ORGANIZATION #: 4230

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,700,124	\$1,803,416	\$1,841,987	\$1,462,106	\$1,619,370	10.8
Services & Supplies	2,641,204	2,096,304	1,807,135	2,000,010	3,044,040	52.2
Other Charges	24,355	41,492	45,224	46,278	44,829	(3.1)
Fixed Assets	12,442	17,596	685	0	0	0.0
TOTAL DIRECT COST	\$4,378,125	\$3,958,808	\$3,695,031	\$3,508,394	\$4,708,239	34.2
PROGRAM REVENUE	(2,483,965)	(2,372,424)	(2,023,321)	(1,372,199)	(1,311,000)	(4.5)
NET GENERAL FUND CONTRIBUTION	\$1,894,160	\$1,586,384	\$1,671,710	\$2,136,195	\$3,397,239	59.0
STAFF YEARS	57.76	56. <i>7</i> 5	69.35	59.60	67.38	13.1

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 election service 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 who meet statutory requirements.
- 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The variance between 1992-93 budgeted amounts and 1992-93 estimated actual is due to costs incurred conducting three unanticipated and unbudgeted elections in the first half of 1993. This additional workload was more than offset by revenue, with a favorable net effect for the County. An additional cause for the variance was recovering more revenue from the 1992 Presidential General Election than had been budgeted.

1992-93 ACHIEVEMENT OF OBJECTIVES

Increase handicapped accessibile polls locations from the current 86% to 90 % by the November 1992 Presidential General Election.

- Handicapped accessible polls were increased to 88% for the November 1992 Presidential Election.

1993-94 ORJECTIVES

Increase handicapped accessible polls locations from 88% to 90% by the June 1994 Gubernatorial Election.

Solicit donation of 1/3 (500) of the polls needed for the June 1994 Gubernatorial Primary election to save the County these rental fees.

1993-94 SUB PROGRAM ACTIVITIES

The Elections Program summarized below reflects increased costs over the past year due to three scheduled major* elections, rather than the one budgeted major election in FY 1992-93. The main election program activities are summarized as follows:

- 1. <u>Information to Candidates and Campaigns</u> [12.23 SY; E = \$451,160; R = \$40,000] including update of district and precinct boundaries, provision for ballot access, and campaign and candidate financial filing and disclosure is:
 - Mandated/Mandated Service Level.
 - Offset 9% by program revenue.
 - 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. <u>Information to the Voter</u> [10.95 SY; E = \$1,453,454; R = \$40,000] including printing and mailing sample and official ballots for the election and providing polls location and absentee voting information and access to the public is:
 - Mandated/Mandated Service Level.
 - Offset 3% by program revenue.
 - Able to have printed and mailed 1,675,000 sample ballots and 209,000 absentee ballots to the voters.
- 3. <u>Conduct of Elections</u> [44.19 SY; E = \$2,803,625; R = \$1,184,000] including provision of polls and polls officers; collecting, processing, and counting ballots; storing election materials to Elections Code standards; and certifying the results of the election is:
 - Mandated/Mandated Service Level.
 - Offset 41% by program revenue.
 - Able to supply and staff 1,500 polls locations; collect, process, and count 678,750 ballots; and canvass and certify the results of the election.
- Definition of a Major Election
 - 1. A Primary or General Election in the even numbered years.
 - 2. The City of San Diego's Primary Election in the odd numbered years.
 - Any special Federal, State or County election.
 - 4. Any election involving over 100,000 registered voters.

PROGRAM REVENUE BY SOURCE				Oh F
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
Permanent Absentee Ballot Claim	\$24,720	\$0	\$1,000	\$1,000
Election Materials Claim	0	0	5,000	5,000
Election Services to Other Gov't. Agencies	1,707,517	705,199	1,184,000	478,801
Candidate Statements	50,043	32,500	40,000	7,500
Candidate Filing Fee	50,044	32,500	40,000	7,500
Non-Taxable Sales	18,181	15,000	15,000	0
Taxable Sales	20,194	30,000	20,000	(10,000)
Ballot Recount	0	0	0	0
Absentee Ballot Claim	113,283	550,000	0	(550,000)
Physically Handicapped Claim	28,920	7,000	0	(7,000)
Election Central Media Reimbursement	10,419	0	6,000	6,000
Sub-Total	\$2,023,321	\$1,372,199	\$1,311,000	\$(61,199)
Total	\$2,023,321	\$1,372,199	\$1,311,000	\$(61,199)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,671,710	\$2,136,195	\$3,397,239	\$1,261,044
Sub-Total	\$1,671,710	\$2,136,195	\$3,397,239	\$1,261,044
Total	\$1,671,710	\$2,136,195	\$3,397,239	\$1,261,044

EXPLANATION/COMMENT ON PROGRAM REVENUES

A revenue decrease will occur in FY 1993-94 in the Elections program due to the suspension of funding for the universial absentee voting mandate by the legislature and the Governor in August 1992. This action was for one year. The legislature has now reinstated the mandate but there is no provision to cover the year that was missed which would have been reimbursed in FY 93-94 due to claims payment in the fiscal year following the election).

The overrealized revenue during FY 1992-93 for Election Services to Other Governmental Agencies made up for the loss of anticipated revenue from the state for the Absentee Ballot SB 90 claim.

The increase in General Fund cost is due to the Governor calling a special statewide election in November 1993. Normally the Registrar would only be conducting City Council run-off elections in up to half of the City of San Diego at that time. Instead, the County is required to fund a county-wide election for which there is very little reimbursement.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Elections 04102					
X OF RESOURCES: 100%					
WORKLOAD					
Number Major Elections	2	3	1	1	3
Ballots Counted	758,826	659,380	1,002,914	956,250	1,189,195
Sample Ballots Issued	1,601,379	1,823,008	1,657,946	1,605,000	3,498,790
EFFICIENCY					
Net County Cost Per Reg. Voter	\$3.65	\$3.16	\$1.09	\$1.68	\$2.63
# SY's per 100,000 Reg. Voters	4.81 SY	4.52 SY	5.02 SY	4.67 SY	5.22 SY
<u>EFFECTIVENESS</u>					
% Voting, All Elections Combined	52.1%	36.1%	72.55%	75%	40.5%
Standardized Data Base					
Eligible Voter Population	1,587,504	1,777,769	1,895,544	1,780,000	1,933,000
Number Registered to Vote	1,200,120	1,254,269	1,382,383	1,275,000	1,290,000

Preliminary election budget requests were based on a San Diego City Council Primary Election and a June Gubernatorial Primary Election. Because of the uncertainty of how many Council districts would require a November run-off election, It was determined to wait for the results in September before requesting funds for November. The September and November elections were more than 100% revenue offset. Prior to the conclusion of the budget process the Governor called a special statewide election, causing the County to be responsible for funding a county-wide election. This additional funding was included in the final budget action.

After the City Council elections in 1995, the City Council district elections are changing dates with the City primary election consolidated with either the gubernatorial or presidential primary elections and, if needed, run-offs will be consolidated with the November general election.

PROGRAM: Elections

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2/2/		2.52	0.50	0.50	0.50	20, 022	20.022
2426 2427	Assistant Systems Analyst	0.50 0.50	0.50 0.50	0.50 0.50	0.50 0.50	20,922	20,922
2525	Associate Systems Analyst	0.50	0.50	0.50	0.50	24,837 27,374	24,837 27,374
2660	Senior Systems Analyst Storekeeper I	0.00	0.00	1.00	1.00	21,314	
2700	Intermediate Clerk Typist	4.00	4.00	3.00	3.00	83,704	20,098 62,565
2730	Senior Clerk	10.00	10.00	9.00	9.00		
2745	Supervising Clerk	3.00	3.00	3.00	3.00	232,655 79,282	213,648
3020	Computer Operator	1.00	1.00	1.00	1.00	25,432	80,165
3020	Election Processing Spyr	3.00	3.00	3.00	3.00	99,225	25,433 99,225
3050	Offset Equipment Operator	1.00	1.00	0.00	0.00	23,157	99,223
3072	Senior Computer Operator	0.50	0.50	0.50	0.50	14,043	14,042
3100	Div. Chief, Reg. of Voters	1.00	1.00	1.00	1.00	46,162	46,162
3103	Election Technician Coord.	1.00	1.00	1.00	1.00	38,130	38,130
3104	Precinct Planning Tech I	2.00	2.00	2.00	2.00	43,439	45,038
3105	Precinct Planning Tech II	2.00	2.00	2.00	2.00	52,298	52,622
3106	Precinct Planning Tech III	1.00	1.00	1.00	1.00	32,781	34,438
3801	Drafting Technician II	1.00	1.00	1.00	1.00	30,502	30,502
3802	Drafting Technician I	1.00	1.00	1.00	1.00	26,310	26,311
9999	Non-Permanent	26.60	26.60	33.00	36.38	338,933	394,674
	Total	60	59.60	64	67.38	\$1,239,186	\$1,256,186
Salary	Adjustments:					\$(25)	\$732
Premiu	n/Overtime Pay:					21,972	21,862
Employe	ee Benefits:					239,920	386,575
Integra	ated Leave Program:						(16,694)
Salary	Savings:					(38,947)	(29,291)
	Total Adjustments	**********				\$222,920	\$363,184
Program	n Totals	60	59.60	64	67.38	\$1,462,106	\$1,619,370

PROGRAM: Administration

DEPARTMENT: REGISTRAR OF VOTERS

PROGRAM #: 92101 MANAGER: Judy Nelson

ORGANIZATION #: 4230

REFERENCE: 1993-94 Proposed Budget - Pg. 30-13

AUTHORITY: San Diego County Charter and County Administrative Code provides for management services to direct department programs including the Registrar of Voters.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$231,224	\$311,913	\$310,965	\$401,886	\$392,419	(2.4)
Services & Supplies	23,169	12,940	21,013	21,212	13,149	(38.0)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$254,393	\$324,853	\$331,978	\$423,098	\$405,568	(4.1)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$254,393	\$324,853	\$331,978	\$423,098	\$405,568	(4.1)
STAFF YEARS	7.42	6.77	7.85	8.00	8.00	0.0
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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 program consists of:

- 1. Overall department and program administration and coordination.
- Personnel, payroll, and training services.
 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The difference between the 1992-93 budgeted amount and the 1992-93 estimated amount in the Administration program is due to savings from a vacant position, a position being underfilled, use of Voluntary Time Off and the October 13, 1992 Board action decreasing out of county business funding.

1992-93 ACHIEVEMENT OF OBJECTIVES

Complete a standard interview rating system. Train department supervisors in use of the rating system.

- Due to the extended hiring/promotion freeze during this period completion of this project was postponed until the information and training would be more relevant.

Complete a comprehensive report on actual cost savings achieved from the automated signature retrieval system.

- This report has not been completed, and the project is being extended for completion later this year.

1993-94 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.

1993-94 SUB PROGRAM ACTIVITIES

The Overhead program reflects a decrease in services and supplies due to the October 13, 1992 funding reductions in the department's out of county business program. It also reflects a decrease in salaries and benefits due to the County's Integrated Leave Program.

- 1. Administration and Management of the Department [3.00 SY; E = \$207,011; R = \$0] including interpretation of Elections Code compliance, departmental direction, and management is:
 - Mandated/Discretionary Service Level for Elections Code interpretation, and departmental direction and management.
 - Not revenue offset.
 - Able to provide direction, management, and Elections Code interpretation to the department.
- Support Service Activities [5.00 SY; E = \$198,557; R = \$0] including payroll, purchasing and accounting; fiscal
 analysis and control; budget preparation; training; facility maintenance coordination; receiving and storing
 office supplies; contracting; legislative review and analysis; and media interaction and community relations is:
 - Mandated/Discretionary Service Level in payroll, purchasing, accounting and budgeting.
 - Discretionary/Discretionary Service Level in training, facility maintenance coordination, receiving and storing supplies, contracting, legislative review and analysis, and media interaction and community relations.
 - Not revenue offset.
 - Able to meet department requests for services and supplies; personnel; facility maintenance; training opportunities; legislative review; fiscal analysis; budget preparation and monitoring; and provide the media with information and election results; and seek community input in decision making.

PROGRAM: Administration

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2163	Registrar of Voters	1.00	1.00	1.00	1.00	\$77,193	\$77,194
2233	Assistant Registrar of Voters	1.00	1.00	1.00	1.00	61,469	61,468
2302	Administrative Assistant III	1.00	1.00	1.00	1.00	46,162	46,162
2320	Personnel Aid	1.00	1.00	1.00	1.00	26,325	27,592
2425	Associate Accountant	1.00	1.00	1.00	1.00	29,842	33,620
2493	Intermediate Acct Clerk	1.00	1.00	1.00	1.00	17,234	18,061
2756	Administrative Secretary I	1.00	1.00	1.00	1.00	21,983	22,052
2758	Administrative Secretary III	1.00	1.00	1.00	1.00	30,774	23,003
	Total	8	8.00	8	8.00	\$310,982	\$309,152
Salary	Adjustments:					\$0	\$189
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					101,125	101,860
Integra	ated Leave Program:						(8,843)
Salary	Savings:					(10,221)	(9,939)
	Total Adjustments					\$90,904	\$83,267
Progra	m Totals	8	8.00	8	8.00	\$401,886	\$392,419

GENERAL GOVERNMENT

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ASSESSOR

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	X Change
Property Valuation/ Identification	\$12,424,409	\$13,122,279	\$12,864,957	\$12,757,372	\$12,256,754	\$(500,618)	(3.9)
Department Administration	524,986	536,530	452,763	569,624	434,947	(134,677)	(23.6)
TOTAL DIRECT COST	\$12,949,395	\$13,658,809	\$13,317,720	\$13,326,996	\$12,691,701	\$(635,295)	(4.8)
PROGRAM REVENUE	(10,639,111)	(4,438,462)	(5,290,919)	(4,878,090)	(5,166,921)	(288,831)	5.9
NET GENERAL FUND COST	\$2,310,284	\$9,220,347	\$8,026,801	\$8,448,906	\$7,524,780	\$(924,126)	(10.9)
STAFF YEARS	309.88	306.14	283.33	318.25	279.00	(39.25)	(12.3)

OFFICE OF THE ASSESSOR

ADMINISTRATIVE SERVICES 5 POS 5 SY	ASSESSOR'S OFFICE 2 POS 2 SY	SYSTEMS 9 POS 8.5 SY
- Accounting - Budget - Personnel - Payroll - Word Processing	- Management - Planning •	 Systems Analysis Development Systems & Programming Maintenance Systems Coordination Scheduling Computer Operations Data Entry
		STANDARDS 4 POS 4 SY
		- Assessment Appeals - Internal Audits - Legislative Analysis - Training - Data Marketing
PROPERTY VALUATION	7	PROPERTY IDENTIFICATION

BUSINESS

Real Estate Appraisals: Residential Commercial/Indust Rural

RESID/COMMERCIAL

121 POS 117.50 SY

- Supplemental Assmnts
- **53 POS** 51.75 SY
- Business Personal **Property Appraisal**
- Institutional Exemptions
- Agricultural Preserves
- Marine & Aviation
- Mobilehomes
- Audit Appraisals
- Supplemental Assessments
- Business Certificate Program

- NOTE: The above positions and staff years represent permanent staffing only. Refer to the Program Budget Staffing Schedule regarding temporary seasonal help.
 - The FY 1993-94 Adopted Budget includes the reduction of \$(983,000) in salaries and benefits. The staffing decreases related to this reduction include (25) permanent positions & (25.00) permanent staff years. Also the reduction includes the loss of (26) temporary positions, (14.25) temporary staff years, & the elimination of all paid overtime.

RECORDS	MAPPING
61 POS 60.25 SY	30 POS 30 SY
- Assessment Roll Control - Document Processing - Homeowner's/Veteran's - Exemptions - Property Identification - Public Information - Sales Verification - Title Research - Supplemental Assessments	- Assessor Maps - Boundary Changes - Street & Highway Alignments - New Subdivisions & Condominuims - Property Splits & Combinations - Records of Surveys - LAFCO Mapping Support - Tax Searches

- RUIS "Tentative" Parcels

PROGRAM: Property Valuation/Identification

DEPARTMENT: ASSESSOR

PROGRAM #: 07100

MANAGER: Robert W. Frazier

ORGANIZATION #: 1150 <

REFERENCE: 1993-94 Proposed Budget - Pg. 31-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$11,726,263	\$12,605,874	\$12,430,576	\$12,261,578	\$11,762,510	(4 .1)
Services & Supplies	604,952	497,848	434,381	495,794	494,244	(0.3)
Other Charges	0	0	0	. 0	0	0.0
Fixed Assets	93,194	18,557	0	0	0	0.0
TOTAL DIRECT COST	\$12,424,409	\$13,122,279	\$12,864,957	\$12,757,372	\$12,256,754	(3.9)
PROGRAM REVENUE	(10,221,935)	(3,997,932)	(4,806,173)	(4,429,699)	(4,679,361)	5.6
NET GENERAL FUND CONTRIBUTION	\$2,202,474	\$9,124,347	\$8,058,784	\$8,327,673	\$7,577,393	(9.0)
STAFF YEARS	301.22	297.28	276.55	309.25	272.00	(12.0)

PROGRAM DESCRIPTION

The Property Valuation/Identification Program is comprised of two activities which are:

A. <u>Property Valuation</u>

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. <u>Property Identification</u>

This activity is a <u>legal requirement</u> 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).

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 overall salary and benefit actuals are higher than 1992-93 budget due to a revenue offset appropriation adjustment following budget adoption. Staff turnover, unexpected retirements, and the hiring freeze have resulted in (32.70) less actual staff years than budget. 1992-93 actuals for service and supplies are lower than budget as a result of a departmental freeze on the replacement and acquisition of minor equipment, and staff efforts to reduce costs associated with private mileage reimbursement.

1992-93 ACHIEVEMENT OF OBJECTIVES

Continue to develop an expanded data base of the Assessor's records to be marketed to industry to increase program
revenue.

The Assessor's Office continues to develop and expand the marketing of customized data to the real estate, title and appraisal industries.

Expand the in-office appraisal program to minimize appraisal staff travel time and further reduce private mileage reimbursement expenses.

Private mileage reimbursement has been reduced by (11.7%) or \$12,684 between FY 91-92 and FY 92-93.

3. Complete the computerization of the Assessment Appeal process. This computer application will encompass the Assessor's Office, Tax Collector's Office, Auditor & Controller and the Clerk of the Board.

This objective is 100% completed. The computerized system tracked over 12,000 appeals for FY 92-93 and will track over 20,000 applications for FY 93-94.

4. Computerize the Reappraisal Exclusion for Senior's Program.

This objective is 100% completed. This computerized program tracks over 1,000 applications annually.

5. Continue the design of the delayed Cadastral Mapping Module with the County's Regional Urban Information System
Work on this objective has been delayed due to lack of available funds and due to the County's fiscal problems.

1993-94 OBJECTIVES

- 1. Continue marketing efforts of Assessor's records and data to increase program revenue.
- 2. Continue and expanded the in-office appraisal program to minimize appraisal staff travel time and further reduce private mileage reimbursement expenses.
- 3. Improve the computerization of the Assessment Appeal process to increase efficiency.
- 4. Develop a computer application to annually review all temporality reduced values (Prop.8) in a timely and efficient manner.
- 5. Continue the design of the delayed Cadastral Mapping Module with the County's Regional Urban Information System.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Property Valuation: [172.00 SY; E = \$8,612,822; R = \$3,252,361] 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 \$300 million annually for the County, which is our <u>largest single source</u> 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 275,000 public inquiries will be responded to by this sub-program during 1993-94.
- The adopted budget includes the midyear Appraiser II reclassification, 3 POS; 3.00 S.Y., to Audit Appraiser II, Supervising Appraiser I reclassification, 1 POS; 1.00 S.Y., to Supervising Appraiser II. These reclasses were requested and approved to meet audit and commercial workloads demands with no increase in department costs.
- O The adopted budget reductions include the deletion of the following positions and staff years:

			<u> POS</u>	<u>5.Y.</u>
Supv. Appraiser I	(line Mgmt.)		(1)	(1.00)
Sr. Account Clerk	(line Supv.)		(1)	(1.00)
Appraiser II	(line Prof.)		(1)	(1.00)
Prop. Assm't Spec II	(line Tech.)		(11)	(11.00)
Assessment Clerk	(line Clerical)		(3)	(3.00)
Interm. Acct. Clerk	(line Clerical)		(.1)	(1.00)
		Total	(18) POS	(18.00) S.Y.

- The above budget reductions may have the following adverse impacts on the Assessor's Office and on the County:
 - There may be delayed and incomplete appraisals, and untimely and inaccurate assessments due to staff reductions. This may cause an undetermined loss of property tax revenues, lost interest, and an increase in uncollectible taxes. The result could be less funding for general county government, county libraries, county parks, and public protection which depends the most on property tax revenues.
 - The reduction may result in the loss of \$1.5 million in supplemental property tax revenue (AB 2890) which statutorily requires a minimum of 95% accuracy in assessments (Revenue and Taxation Code Section 75.60). This is a very critical source of program revenue to the property tax departments (Assessor, Tax Collector and Auditor and Controller, along with the Department of Information Services). This could mean significant additional staff reductions unless the revenue is made up form other sources or the General Fund.
 - There may be unfavorable, negative reactions from the other 283 property tax jurisdictions due to the loss of property tax funding for their programs. This could result in costly court action with the cities and special districts that pay their fair share of property tax administration costs.
 - The Assessor's ability to complete the annual assessment roll by the State-mandated July 1 deadline may be severely impacted which would result in delays in receiving property tax revenues.
 - Negative public reaction due to incorrect property ownership, addresses and tax bills may occur.
- 2. Property Identification [100.00 SY; E = \$3,643,932; R = \$1,427,000] 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 \$300 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 805,000 parcels in San Diego County.
 - Responsible for providing property tax information and related services to the citizens of San Diego County. More than 400,000 public inquiries will be responded to by this sub-program during 1993-94.
 - The adopted budget reductions include the deletion of the following positions and staff years:

		<u> POS</u>	<u>5.7.</u>
Sr. Assessment Clerk	(line Supv./Tech)	(1)	(1.00)
Cadastral Tech.	(line Tech.,RUIS)	(1)	(1.00)
Assessment Clerk	(line Clerical)	(2)	(2.00)
Data Entry Operator	(line Clerical)	(1)	(1.00)
•	Total	(5) POS	(5.00) S.Y.

- O The above budget reductions may have the following adverse impacts on the Assessor's Office and the County:
 - There may be delayed and incomplete appraisals, and untimely and inaccurate assessments due to staff reductions. This could cause an undetermined loss of property tax revenues, lost interest, and an increase in uncollectible taxes. The result would be less funding for general county government, county libraries, county parks, and public protection which depends the most on property tax revenues.
 - The reduction may result in the loss of \$1.5 million in supplemental property tax revenue (AB 2890) which statutorily requires a minimum of 95% accuracy in assessments (Revenue and Taxation Code Section 75.60). This is a very critical source of program revenue to the property tax departments (Assessor, Tax Collector and Auditor and Controller, along with the Department of Information Services). This could mean significant additional staff reductions unless the revenue is made up form other sources or the General Fund.
 - There may be unfavorable, negative reactions from the other 283 property tax jurisdictions due to the loss of property tax funding for their programs. This could probably result in costly court action with the cities and special districts that pay their fair share of property tax administration costs.
 - The Assessor's ability to complete the annual assessment roll by the State-mandated July 1 deadline
 may be severely impacted could result in delays in receiving property tax revenues.
 - Negative public reaction due to incorrect property ownership, addresses and tax bills may occur.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Witness Fees	\$108	\$1,500	\$1,500	\$0
Property Tax System Administration (SB2557/SB1559)	3,731,275	3,233,769	3,616,491	382,722
Sale of Records	205,972	296,720	225,920	(70,800)
Supplemental Property Tax Admin. (AB 2890)	784,679	825,360	687,155	(138,205)
Miscellaneous	11,789	0	0	0
Reserve Designation Decreases (8999)	0	0	148,295	148,295
Business Certif. Tax Program	72,350	72,350	0	(72,350)
Sub-Total	\$4,806,173	\$4,429,699	\$4,679,361	\$249,662
Total	\$4,806,173	\$4,429,699	\$4,679,361	\$249,662
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$8,058,734	\$8,327,673	\$7,577,393	\$(750,280)
Sub-Total	8,058,734	\$8,327,673	7,577,393	\$(750,280)
Total	\$8,058,734	\$8,327,673	\$7,577,393	\$(750,280)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 93-94 revenue changes for this program are due to: (1) decreased supplemental property tax administration revenue (AB2890) over which the Assessor's office has no control; (2) increased property tax administration revenue related to recent legislation (SB1559) which enables the County to recover property tax administration costs associated which the incremental increase in property taxes revenue allocated to school districts; (3) Business Certificate Tax revenue is now recognized as County general revenue and is no longer shown as budgeted program revenue; (4) and, the use of the Assessor's SB1653 "restricted use" designation to offset costs pursuant to California Revenue and Taxation Code section 408.3(c).

FY 92-93 actuals are higher than budget primarily due to increased property tax administration revenue related to recent legislation (SB1559) which enables the County to recover property tax administration costs associated with the incremental increase in property tax revenue allocated to school districts.

PERFORMANCE INDICATORS

ACTIVITY A:

WORKLOAD

Properties

Business Accounts

Business Audits

Assessment Roll

Leasing Accounts

Mobilehomes

from Audits

Property Valuation

* OF RESOURCES: 70

Reappraisals of Transferred

New Construction Appraisals

Assessment Appeals Cases

Boats/Aircraft Accounts on

DEPART	MENT: ASSESSOR
1992-93	1993-94
Budget	Budget
100,000	110,000
27,000	30,000
125,000	126,000
11,300	20,000
825	850
65,300	67,000
26,000	30,000
10,400	10,300
\$450,000,000	\$450,000,000
138,000	130,000
403,000	414,000

ACTIVITY B: Property Identification

Total Additional Assessed Value

% OF RESOURCES: 30%

WORKLOAD					
Documents Processed	134,842	134,206	143,857	138,000	130,000
Exemptions	391,452	397,736	409,955	403,000	414,000
Property Segregations, New Subs and Condos	17,659	15,233	9,101	12,000	12,000
Changes in Ownership to SPS	239,190	222,199	258,746	232,000	232,000
Total Taxable Parcels	776,727	785,449	794,561	795,000	805,000
TRA Boundary LAFCO and Board Reports	281	243	165	200	200
Homeowners' Claims Processed by Board Action in Lieu of routine processing	5,663	5,702	17,536	8,000	8,000
Property Boundary Research	27,627	21,542	23,461	23,000	18,500

1990-91

Actual

99,516

59,396

121,775

1,974

65,389

23,535

9,833

\$396,699,600

847

1991-92

Actual

115,008

27,042

122,521

2,891

65,540

28,993

10,346

\$327,994,100

838

1992-93 Actual

94,753

27,042

125,259

12,044

80,688

28,585

10,519

\$568,505,100

892

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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0211	Chief of Volunties	1	1.00	4	1 00	¢9/ 501	#9/ FA3
0211 5514	Chief of Valuation Assessor Div. Chief II	3	1.00 3.00	1 3	1.00 3.00	\$84,501 184,259	\$84,502 190,164
5515	Assessor Div. Chief I	4	4.00	4	4.00	229,932	229,928
2499	Principal Systems Analyst	ì	1.00	1	1.00	58,943	58,942
2525	Sr. Systems Analyst	ż	2.00	ż	2.00	109,494	109,496
2427	Associate Systems Analyst	4	4.00	4	4.00	194,044	198,692
2487	EDP Dist. Network Coord.	1	1.00	1	1.00	49,673	49,673
5529	Supv. Audit - Appraiser	2	2.00	2	2.00	108,576	108,576
5513	Supervising Appraiser II	2	2.00	3	3.00	108,576	158,231
5512	Supervising Appraiser I	11	11.00	9	9.00	558 , 738	457,848
5516	Assessor's Field Asst.	1	1.00	1	1.00	45,896	46,040
5530	Audit Appraiser Spec.	2	2.00	2	2.00	79,296	79,296
5502	Appraiser IV	10	10.00	10	10.00	452,910	467,802
5526	Audit Appraiser III	9	9.00	9	9.00	383,911	387,798
5503	Appraiser III	26	26.00	26	26.00	1,132,617	1,121,114
3602	Asst. Div. Chief, Assessor	1	1.00	1	1.00	42,056	42,056
5527	Audit Appraiser II	4	4.00	7	7.00	158,592	276,014
5504	Appraiser II	56	54.00	52	50.00	2,006,163	1,898,674
5518	Property Assessment Spec. III	.5	5.00	5	5.00	131,139	136,545
5517	Property Assessment Spec. II	12	12.00	1	1.00	317,403	28,232
2426	Asst. Systems Analyst	1	0.50	1	0.50	20,681	20,681
2432	Systems Support Analyst II	1	1.00	1	1.00	39,891	41,843
3820	Cadastral Supervisor	4 9	4.00	4	4.00	159,936	159,932
3823	Sr. Cadastral Technician	15	9.00	9	9.00	289,485	297,563
3822 2725	Cadastral Technician	1	14.00	13	13.00	400,690	385,583
2514	Principal Clerk I	6	1.00 6.00	1 6	1.00 6.00	31,466 170,127	31,465
3020	Supervising Assm't. Clerk	1	1.00	1	1.00	170,127 25,432	170,124
2508	Computer Operator Sr. Assessment Clerk	27	24.75	26	23.75	593,201	25,433 579,933
3035	Data Entry Supv.	1	1.00	1	1.00	23,949	21,587
2510	Senior Account Clerk	i	1.00	ò	0.00	23,949	0
3069	Sr. Data Entry Operator	ż	2.00	ž	2.00	44,514	44,514
3030	Data Entry Operator	6	6.00	5	5.00	120,780	103,345
2509	Assessment Clerk	69	67.75	64	62.75	1,396,870	1,325,394
2493	Interm. Account Clerk	1	1.00	Õ	0.00	18,092	0
9999	Seasonal - Extra Help	76	14.25	50	0.00	155,670	0
	Total	378	309.25	328	272.00	\$9,951,452	\$9,337,020
Salary	Adjustments: ILP (9006) and Sal	. Adj. (900	07)			\$(716,414)	\$(833,874)
Premium	n/Overtime Pay:					45,100	0
Biling	ual Pay:					7,800	0
Employe	ee Benefits:					3,390,588	3,259,364
Salary	Savings:					(416,948)	(0)
	Total Adjustments					\$2,310,126	\$2,425,490
Program	n Totals	378	309.25	328	272.00	\$12,261,578	\$11,762,510

PROGRAM: Department Administration

DEPARTMENT: ASSESSOR

PROGRAM #: 92101

MANAGER: Robert W. Frazier

ORGANIZATION #: 1150

REFERENCE: 1993-94 Proposed Budget - Pg. 31-10

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
	710 COST	noceat	necust	Dauget	Daaget	01.01.30
DIRECT COST Salaries & Benefits	\$503,952	\$528,365	\$446,195	\$560,609	\$426,632	(23.9)
Services & Supplies	21,034	8,165	6,568	9,015	8,315	(7.8)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$524,986	\$536,530	\$452,763	\$569,624	\$434,947	(23.6)
PROGRAM REVENUE	(417,176)	(440,530)	(484,746)	(448,391)	(487,560)	8.7
NET GENERAL FUND CONTRIBUTION	\$107,810	\$96,000	\$(31,983)	\$121,233	\$(52,613)	(143.4)
STAFF YEARS	8.66	8.86	6.78	9.00	7.00	(22.2)

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.

DEPARTMENT: ASSESSOR

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actuals are less than 1992-93 budget due to staff turnover and the hiring freeze.

1992-93 ACHIEVEMENT OF OBJECTIVES

Conduct operational surveys to identify areas of cost savings and/or cost avoidance.

In 1992-93, the Assessor's Office received six National Association of Counties Awards. Combined annual cost savings and cost avoidance related to improved operations addressed in these awards are conservatively estimated to be \$547,100.

1993-94 OBJECTIVES

Conduct operational surveys to identify areas of cost savings and/or cost avoidance.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Department Administration: [7.00 SY; E = \$434,947; R = \$487,560] 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.
 - The adopted budget includes the midyear downgrade of the Assessor's only administrative assistant position (Admin. Assist. I, 1 POS, 1.00 S.Y.) to Sr. Payroll Clerk (1 POS, 1.00 S.Y.) to more efficiently perform and supervise payroll and purchasing activities at a cost saving of \$12,392 annually.
 - The adopted budget also includes the deletion of 2 of the 9 positions or a (22.2 %) reduction in the Department Administrative staff at an annual savings of \$114,954.

	POS	<u>s.y.</u>
Assessor's Division Chief II (Admin./Support Mgmt.) Word Processor Operator (Admin. Clerical)	(1)	(1.00) (1.00)
Total	: (2) POS	$\frac{(2.00)}{(2.00)}$ s.y.

				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Supplemental Property Tax Admin. (AB 2890)	\$22,820	\$23,991	\$13,000	\$(10,991)
Property Tax System Admin. (SB 2557/SB1559)	461,926	424,400	474,560	50,160
Sub-Total	\$484,746	\$448,391	\$487,560	\$39,169
Total	\$484,746	\$448,391	\$487,560	\$39,169
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
				1992-93
General Fund Contribution By Source GENERAL FUND SUPPORT COSTS: Sub-Total	Actual	Budget	Budget	1992-93 Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY 93-94 adopted revenue changes and FY 92-93 estimated actual revenues are due to increased property tax administration revenue related to recent legislation (SB1559) which enables the County to recover property tax administration costs associated with the incremental increase in property tax revenue allocated to school districts.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0110	Assessor	1	1.00	1	1.00	\$97,602	\$97,602
0210	Chief Deputy Assessor	i	1.00	1	1.00	88,740	88,740
5514	Assessor Div. Chief II	į	1.00	'n	0.00	63,388	00,140
2759	Admin. Secretary IV	i	1.00	1	1.00	33,135	33,135
2758	Admin. Secretary III	i	1.00	1	1.00	30,009	30,774
2511	Sr. Payroll Clerk	'n	0.00	i	1.00	0,007	24,573
2510	Sr. Account Clerk	1	1.00	i	1.00	23,949	23,950
3009	Word Processor Operator	i	1.00	'n	0.00	20,011	23,750
2494	Payroll Clerk	i	1.00	ĭ	1.00	21,758	21,758
2304	Admin. Asst. I	1	1.00	ó	0.00	33,622	0
	Total	9	9.00	7	7.00	\$412,214	\$320,532
Salary	Adjustments: ILP (9006) and	Sal. Adj. (900	07)			\$0	\$(7,172)
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					148,395	113,272
Salary	Savings:					(0)	(0)
	Total Adjustments					\$148,395	\$106,100
Progra	m Totals	9	9.00	7	7.00	\$560,609	\$426,632

AUDITOR AND CONTROLLER

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Auditing	\$1,524,276	\$1,566,641	\$1,590,345	\$1,663,982	\$1,554,707	\$(109,275)	(6.6)
Fiscal Control	5,592,173	5,492,769	5,613,774	5,602,961	6,547,700	944,739	16.9
Purchasing	2,229,241	2,219,720	2,207,130	2,295,212	2,025,769	(269,443)	(11.7)
Revenue and Recovery	7,688,241	8,355,121	8,311,814	8,346,111	7,930,069	(416,042)	(5.0)
Administrative Support	1,317,836	1,326,270	1,161,130	1,505,280	887,985	(617,295)	(41.0)
TOTAL DIRECT COST	\$18,351,767	\$18,960,521	\$18,884,193	\$19,413,546	\$18,946,230	\$(467,316)	(2.4)
PROGRAM REVENUE	(3,141,319)	(3,131,877)	(3,436,335)	(3,163,383)	(3,909,972)	(746,589)	23.6
NET GENERAL FUND COST	\$15,210,448	\$15,828,644	\$15,447,858	\$16,250,163	\$15,036,258	\$(1,213,905)	(7.5)
STAFF YEARS	491.74	475.85	460.88	496.00	488.00	(8.00)	(1.6)
				•			

Se Auditor/Accountant

Associate Accountant

Total

Word Processor Opr

15.0

30.0

Inancial & Economic Analysis for Program Budget Development Budget Amalysis and Review of Najor County Issues

> Years IV 1.0 Assistant 1.0

> > Total 14.5

COUNTY BUDGET PLANNING & IMPLEMENTATION

Capital Improvement Budget Preparation

Permanent Die FM Div Chief, FH FR Analyst III FH Analyst II Admin Secretary Conf id Off ice

FISCAL CONTROL

3.0

35.0

ACCOUNTS PAYABLE/PAYROLL & TRAVEL ACCOUNTING Contract Review & Fincal Certification County Payroll Processing Emergency Marrent Issuance Employee Information System Hanagem Payment of County Claims rave I/Mi leage Reimbursement

Staff Years Permanent Sr A & C Manage Comp/Sys Coord A & C Comp Spec 1.0 2.0 1.0 2.0 8.0 5.0 1.0 5.0 Sr Auditor/Accountant Associate Accountant Principal Clerk I Accounting Technician A & C Payroll Technician Sr Account Clerk Sr Data Entry Opr Int Account Clerk Date Entry Opr

CONTROLLER REAMON DEFICE

Total

Accounting Services to Public Works, General Services & Other COC Departments Capital Project Control Enterprise & Special District Accounting Fixed Asset Procurement Control Grant Accounting/Assistance MCRVRF Review/Accounting Single Audit Coordination

Staff Years Permanent. Sr Auditor/Accountant Associate Accountant Accounting Technician Sr Account Clerk Sr Clerk 5.0 8.0 2.0 1.0 Cashier Int Account Clerk Int Clerk 6.0 37.0 Total

PURCHASING AND CONTRACTING

> ACMINISTRATION Staff Tears Permanent Dir. Purchasino & Contracting Admin Secretary 111 1.0 Intal 2.0

> PURCHASING Centralized purchasing of services and supplies for all County departments, including standardization of criteria for commonly used items.

Permanent Staff Years Purchasing Hanager Dept Computer Spec III Analyst II Buyer III Buyer II 10.0 Data Entry Supervisory Data Entry Opr Sub-Tota I 20.0 Non-Permanent 20.0

Total CONTRACT ING

Centralized contracting for services on behelf of most County departments.

<u>Permanent</u> Staff Years neger of Contracting Procurement Contracting Officer Sr Clerk 2.0 Int Clerk Typist Tota l 10.0

REVENUE AND RECOVERY

ADMINISTRATION Staff Jears Larmanent Dir. G & B Admin Secretary 111 1.0 lote1 2.0

ADMINISTRATIVE SERVICES

Support activities including personnel, payroll, budgeting, storeroom, and mailroom services.

Permanent Staff Years Admin Services Manager 11 Dept Personnel Officer II Dept Computer Specialist II 1.0 Admin Assistant 1 Personne | Ald Sr Payroll Clerk Storekeeper I Int Account Clerk Int Clerk Typist فيد 10.0 Total

FINANCE

Mental and physical health care billing, payment processing and control, disbursement, financial reporting & other flocal activities

Permonent Staff Years Div Chief R & R Sect Chief, R & R Senior Accountant R & R Officer III Se Account Clerk Sr Cashle Int Account Clerk 21.0 Cashier Int Clerk Typist 6.0 43.0 Tota 1

ADMINISTRAVIVE SUPPORT

ADMINISTRATION Staff Years Permanent Auditor & Controller Assist Auditor & Controller Deputy Auditor & Controller Admin Secretary IV 1.0 Group Secretary 1,0 lotal 5.0

ADMINISTRATIVE SERVICES Permenant Staff Years Admin Services Nanager 11 Admin Assistant III Admin Assistant | Sr Word Processor Opr Storekeeper II A & C Payroll Technician Work Processor On Hail Processing Technician 3.0 Sub-Tota 1 13.0 Non-Permanent 13.5

GENERAL ACCOUNTING

Accounts Receivable Appropriation Accounting Control ARMS Reports Issuance Cash Menegement Control Ledger Accurecy Cost Accounting Control
Debt Financing Accounting Control
Externel Auditor Liaison Financial Reporting Fixed Asset Inventory Control Interest Apportionment Transportation Development Verrant Issuance Reconciliation

Staff Years Senior A & C Hanager Senior Auditor/Accountant Associate Accountant Supervising Clark Accounting Technician Senior Account Clerk Interm Account Clerk 1.0 Intermediate Clerk Intal 23.0

REVENUE AND BUDGET MANAGEMENT Board Letter Review Fund Balance Projection Line Item Budget Preparation Proposition 4 Compliance Revenue Analysis/Forecasting Special Financial Projects State Mandated Cost Reimbursement

Permanent Staff Years Sr A & C Hanager Revenue & Budget Accountant 2.0 Analyst III Sr Auditor/Accountant 20 Accounting Technician 2.0 10.0 Total

PROBATION ACCOUNTING

Adult Institutional Services
Cash Collections/Disbursements event le Care/Haintenance Probation Department Accting Svcs

Staff Years Permanent A & C Hanager 11 Sr Auditor/Accountant Accounting Technician Sr Account clerk 2.0 5.0 Interm Account Clark intermediate Clerk 7.0 17.0 Total

PROPERTY TAX SERVICES

Community Redevelopment
Fiscal Control of Real and Unsecured Property Tax System Tax Apport ignment Tax Rate/Valuation Information Book let

Staff Tears Permanent A & C Manager Compensation Systems Coord Sr Systems Analyst Sr Auditor/Accountant Associate Accountant Accounting Technician Sr Account Clerk Int Account Clerk Int Clerk 2.0 Sub-Total 21.0 Non-Permanent 21.5

NATERIAL AND RESOURCES DIVISION

Naintained inventory of item common ly used throughout the County; coordination/transfer of fixed assets and minor equipment between department: and property disposal.

Staff Years Permanent Material Manager neteriel menager
Analyst II
Supervising Materiel
Storekeeper
Accounting Technician
Sr Account Clerk
Int Account Clerk 1.0 Material Storekeeper III 2.0 Material Storekeeper 1 2.0 Stores Delivery Driver Warehouse Material 3.0 Hand lor 3.0 Sub-Total Non-Permanent 0.0 16.0 Total

BRANCH OPERATIONS

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.

Staff Years Permanent Div Chief, R & R Sect Chief, R & R R & R Officer III R & R Officer II R & R Traince Int Account Clerk Int Clerk Typist 1.0 30.0

COURT SERVICES Collection and enforcement activities for Juvenile & Adult Probation, fines, restitution, court-appointed attorney fees and other court-related collection activities; account opening services for all revenue collection accounts.

<u>Permanent</u> Stoff Years Div Chief R & R 1.0 Sect Chief, R & R R & R Officer III 1.0 R & R Officer II R & R Officer I R & R Officer Trained 6.0 3.0 Int Account Clerk Int Clerk Typist 16.0 54.0

CHILD SUPPORT

Child and spousel support collection and enforcement activities, account maintenance, absent parent location; and tax intercept program.

Staff Years Permanent Div Chief, R & R Sect Chief, R & R R & R Officer III R & R Officer II 19.0 R & R Officer R & R Officer Traines Sr Field Investigator Field Investigator Supervising Clerk 3.0 1.0 1.0 Legal Proc Clerk III Legal Proc Clerk II 3.0 1.0 1.0 Legal Proc Clerk I Int Account Clerk 3.0 Departmental Clerk Int Clerk Typist 19.5 Total 76.5

I FGAL

legal assistance in support of departmental collection activities through initiation of small claims actions, suits through County Counsel, garnishments, seizures, and grants of lien.

Stoff Years Permanent. Sect Chief, R & R 8 & & Officer III R & R Officer II Legal Proc Clerk III Legal Proc Clerk 11 Sr Account Clerk 1.0 Int Account Clerk Int Clerk Typist 5.0 16.0 Tota i

PROGRAM: Auditing DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81802

MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1050

REFERENCE: 1993-94 Proposed Budget - Pg. 32-3

AUTHORITY: This program carries out Auditor responsibilities mandated in Government Code Sections 26883, 26900, 26909 and 26910 and County Charter Section 801.1

	1990-91	1991-92	1992-93	1992-93	1993-94	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST						
Salaries & Benefits	\$1,498,789	\$1,546,092	\$1,567,288	\$1,640,841	\$1,531,566	(6.7)
Services & Supplies	25,487	20,549	23,057	23,141	23,141	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,524,276	\$1,566,641	\$1,590,345	\$1,663,982	\$1,554,707	(6.6)
PROGRAM REVENUE	(179,122)	(198,268)	(180,996)	(130,911)	(196,940)	50.4
NET GENERAL FUND CONTRIBUTION	\$1,345,154	\$1,368,373	\$1,409,349	\$1,533,071	\$1,357,767	(11.4)
STAFF YEARS	30.50	29.25	30.00	30.00	30.00	0.0

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 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 1991-92 audits.

1992-93 ACHIEVEMENT OF OBJECTIVES

All 1992-93 objectives were achieved.

1993-94 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.
- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- <u>Audits</u> [30.00 SY; E = \$1,554,707; R = \$196,940] including support personnel is:
 - 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 \$1.9 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.
 - Reduced \$131,681 for 1993-94 targeted reductions, reduced \$20,417 due to normal fluctuations in salary and benefits related to retirement, step changes, and workers' compensation; and increased \$42,823 for program realignment for a total net reduction of \$109,275.
 - O Increased in revenues by \$66,029 for audit requests from other governmental agencies.
 - Reduced 2.00 staff years for targeted 1993-94 reductions and increased 2.00 staff years for program realignment, resulting in no net program staff year changes.

PROGRAM: Auditing

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
Fees for Auditing Services Interfund Charges	\$104,275 76,721	\$72,921 57,990	\$114,000 82,940	\$41,079 24,950
Sub-Total	\$180,996	\$130,911	\$196,940	\$66,029
Total	\$180,996	\$130,911	\$196,940	\$66,029
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,409,348	\$1,533,071	\$1,357,767	\$(175,304)
GENERAL FUND SUPPORT COSTS: Sub-Total	\$1,409,348 \$1,409,348	\$1,533,071 \$1,533,071	\$1,357,767 \$1,357,767	\$(175,304) \$(175,304)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are estimated to increase in 1993-94.

PROGRAM: Auditing	DEPARTMENT: AUDITOR & CONTROLL				
PERFORMANCE INDICATORS				•	
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Auditing					
% OF RESOURCES: 100%					
WORKLOAD					
Number of Audits Schedule	129	127	125	125	110

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0310	Senior Auditor/Controller Mgr	1	1.00	1	1.00	\$63,388	\$63,388
0311	Auditor/Controller Mgr	ż	2.00	i	1.00	104,314	57,482
2507	EDP Audit Specialist II	ž	2.00	ż	2.00	119,016	119,016
2506	EDP Audit Specialist I	3	3.00	3	3.00	151,287	156,259
2501	Senior Auditor/Accountant	6	6.00	5	5.00	261,669	227,933
2425	Associate Accountant	15	15.00	15	15.00	530,149	536,586
2700	Intermediate Clerk Typist	1	1.00	2	2.00	18,587	39,654
3009	Word Processor Operator	0	0.00	1	1.00	0	22,693
	Total	30	30.00	30	30.00	\$1,248,410	\$1,223,011
Salary	Adjustments:					0	0
ILP							(35,598)
Premiu	m/Overtime Pay:					45,100	22,089
Employ	ee Benefits:					393,972	367,357
Salary	Savings:					(46,641)	(45,293)
	Total Adjustments					\$392,431	\$308,555
Program	n Totals	30	30.00	30	30.00	\$1,640,841	\$1,531,566

PROGRAM: Fiscal Control

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81801

MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1050

REFERENCE: 1993-94 Proposed Budget - Pg. 32-8

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$ 5,040,677	\$5,321,619	\$5,408,966	\$5,425,501	\$6,354,805	17.1
Services & Supplies	264,199	135,683	178,100	162,460	187,645	15.5
Other Charges	1,688	1,798	880	5,250	5,250	0.0
Fixed Assets	285,609	33,669	25,828	9,750	0	(100.0)
TOTAL DIRECT COST	\$5,592,173	\$5,492,769	\$5,613,774	\$5,602,961	\$6,547,700	16.9
PROGRAM REVENUE	(2,436,143)	(2,182,873)	(2,365,402)	(2,233,649)	(2,402,741)	7.6
NET GENERAL FUND CONTRIBUTION	\$3,156,030	\$3,309,896	\$3,248,372	\$3,369,312	\$4,144,959	23.0
STAFF YEARS	134.50	129.75	130.25	137.50	158.00	14.9

PROGRAM DESCRIPTION

The Auditor and Controller is responsible for maintaining public confidence in the fiscal integrity of County government and of 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 \$15.3 billion annually. This system, implemented in 1974, is 19 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 16 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 Fiscal Control Program was below budget due to County-wide efforts to reduce costs. Additionally, several positions were underfilled or held vacant.

1992-93 ACHIEVEMENT OF OBJECTIVES

All 1992-93 objectives were achieved, primarily due to the availability of automation tools and equipment, with the exception of maintaining the highest credit rating given by the Investor Rating Services of Moody's and Standard and Poor's. This was due to California's financial crisis and the ripple effect on County governments.

1993-94 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.
- 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.
- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Revenue and Budget Management [10.00 SY; E = \$586,775; R = \$63,322] is:
 - 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.
 - Reduced \$21,490 from 1992-93 due to normal fluctuations in salaries and benefits related to retirement, step changes and workers' compensation as well as ILP reductions.
 - O 11% offset by program revenues.
- 2. Property Tax Services [21.50 SY; E = \$869,684; R = \$925,529] is:
 - Mandated/Discretionary Service Level.
 - Responsible for preparation of property tax bills and apportionment of tax revenues.
 - Reduced a net of \$34,231 in salaries and benefits due to normal fluctuations related to retirement, step changes and workers' compensation, ILP reductions, required programmatic reductions, and program realignment; programmatic staff year reduction was offset by program realignment.
 - O 106% offset by program revenues.
- 3. <u>Controller Branch Office</u> [37.00 SY; E = \$1,065,446; R = \$822,317] is:
 - Mandated/Discretionary Service Level.
 - Responsible for accounting services to several County departments, special districts and enterprise funds.
 - Increased by a net of \$56,049 for normal fluctuations in salaries and benefits related to retirement,

step changes and workers' compensation. ILP reductions, required programmatic reductions and program realignment; programmatic staff year reductions were offset by program realignment resulting in a 4.00 staff year increase.

- 77% offset by program revenues.
- Probation Accounting [17.00 SY; E = \$562,933; 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.
 - Reduced \$90,596 and 1.00 staff year for normal fluctuations in salaries and benefits related to retirement, step changes, workers' compensation, ILP reductions and required programmatic reductions.
- 5. <u>Financial Management</u> [14.50 SY; E = 1,014,730; R = \$89,147] is:
 - O Discretionary/Discretionary Service Level.
 - Responsible for developing and administering the County's annual program budget and exercising economic oversight of County revenues and expenditures.
 - Reduced by 1.50 SY and is consolidated with the Fiscal Control Program as part of the realignment of the County structure.
 - 9% offset by program revenue.
- 6. Other Fiscal Control Subactivities [58.00 SY; E = \$2,448,132; R = \$502,426] is:
 - Mandated/Discretionary Service Level.
 - O Responsible for General Accounting, Payroll and Travel Accounting and Accounts Payable.
 - Reduced by a net of \$41,329 for normal fluctuations in salaries and benefits related to retirement, step changes, and workers' compensation, ILP reductions, required programmatic reductions and program realignments; programmatic staff year reductions were offset by program realignment resulting in a net increase of 3.00 staff years.
 - 21% offset by program revenue.

PROGRAM:	Fiscal	Control

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES AND FEES: Fees for Various Accounting Services	\$1,449,464	\$1,197,468	\$1,322,934	\$125,466
Interfund Charges	915,938	1,036,181	1,079,807	43,626
Sub-Total	\$2,365,402 ·	\$2,233,649	\$2,402,741	\$169,092
Total	\$2,365,402	\$2,233,649	\$2,402,741	\$169,092
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND CONTRIBUTION:	\$3,248,372	\$3,369,312	\$4,144,959	\$775,647
Sub-Total	\$3,248,372	\$3,369,312	\$4,144,959	\$775,647
Total	\$3,248,372	\$3,369,312	\$4,144,959	\$775,647

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues will increase in 1993-94 due to grant recovery, property tax collection fees, work for other governmental agencies and normal variations in A-87 cost recovery. Financial Management has been consolidated into this program for 1993-94 and includes revenues of \$89,147.

P	RO	GRA	· M	Fiscal	Con	trol

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Fiscal Control					
% OF RESOURCES: 100%					
<u>HORKLOAD</u>					
Deposit Permit	23,555	24,099	24,363	24,000	25,000
Fixed Asset Property Numbers Processed	40,653	40,038	24,734	37,000	25,000
General Claims	183,097	179,808	165,299	175,000	165,000
Probation Account Transaction	446,769	480,101	447,463	497,948	491,800
Property Tax Services Transactions	3,582,129	3,582,066	4,372,450	4,565,600	4,474,832
Redevelopment Project Reports	41	41	44	45	45
Warrants Issued (County and School Districts)	3,110,018	3,017,032	3,378,693	3,200,000	3,400,000
Work Authorization Transactions	31,118	32,971	42,200	30,000	31,000

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
						· · · · · · · · · · · · · · · · · · ·	
0310	Senior Auditor/Controller Mgr	3	3.00	3	3.00	\$202,287	\$202,287
0311	Auditor/Controller Mgr	2	2.00	2	2.00	120,726	114,964
0359	Div Chief, Financial Management		0.00	1	1.00	0	65,001
2161	Director, Financial Management	0	0.00	1	1.00	. 0	86,569
2496	Auditor/Controller Mgr. II	1	1.00	1	1.00	57,483	57,482
2415	Auditor/Controller Comp Spec	1	1.00	1	1.00	49,673	49,673
2429	Revenue & Budget Accountant	2	2.00	2	2.00	94,546	99,014
2412	Analyst III	3	3.00	3	3.00	138,486	138,486
2525	Senior Systems Analyst	1	1.00	1	1.00	54,747	54,748
2335	Compensation/Systems Coord.	2	2.00	2 7	2.00	99,346	99,346
2392	Financial Management Analyst II		0.00	4	6.50	0 0	313,298
2393	Financial Management Analyst II	1 0	0.00	14	4.00		230,096
2501	Senior Auditor/Accountant		16.00	19	14.00 19.00	710,679	627,215
2425 2480	Associate Accountant	22 9	22.00 9.00	9	9.00	768,135	685,310
2403	A/C Payroll Technician Accounting Technician	20	19.00	18	17.00	245,093 498,116	246,381 449,120
2510	Senior Account Clerk	24	24.00	24	24.00	560,905	562,443
2725	Principal Clerk I	0	0.00	1	1.00	0	31,465
2730	Senior Clerk	2	2.00	ż	2.00	47,050	46,840
2745	Supervising Clerk	ō	0.00	ī	1.00	41,030	27,689
2746	Confidential Office Assistant	ŏ	0.00	i	1.00	ŏ	21,627
2759	Administrative Secretary IV	ŏ	0.00	i	1.00	Ŏ	33,135
2493	Intermediate Account Clerk	21	21.00	21	21.00	418,356	417,927
2700	Intermediate Clerk Typist	9	9.00	15	15.00	174,865	297,960
3030	Data Entry Operator	Ò	0.00	4	4.00	0	82,580
3069	Senior Data Entry Operator	Ö	0.00	i	1.00	Ö	22,257
9999	Extra Help	13	.50	13	.50	11,688	11,688
	Total	151	137.50	172	158.00	\$4,252,181	\$5,074,601
Salary .	Adjustments:					(238,285)	(259,038)
ILP							(64,664)
Premiu	m/Overtime Pay:					3,150	3,150
Employ	ee Benefits:			•		1,553,529	1,758,358
Salary :	Savings:					(145,074)	(157,602)
	Total Adjustments					\$1,173,320	\$1,280,204
Progran	n Totals	151	137.50	172	158.00	\$5,425,501	\$6,354,805

PROGRAM: Purchasing & Contracting

DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81301

MANAGER: William L. Napier

ORGANIZATION #: 1050

REFERENCE: 1993-94 Proposed Budget - Pg. 56-1

AUTHORITY: This program was developed for the purpose of complying with Sections 400 through 424 of the Administrative Code and Section 705 of the County Charter which define the Purchasing Agent's responsibilities regarding the acquisition of material, equipment, systems and services, stocking and issuance of commonly-used items, and the disposal of salvage materials and surplus property.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
	7,000	701001		budget	Dadget	
DIRECT COST Salaries & Benefits	\$2,124,134	\$2,118,348	\$2,121,388	\$2,200,196	\$1,939,685	(11.8)
Services & Supplies	105,107	101,372	85,742	95,016	86,084	(9.4)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,229,241	\$2,219,720	\$2,207,130	\$2,295,212	\$2,025,769	(11.7)
PROGRAM REVENUE	(362,163)	(381,643)	(521,467)	(495,126)	(623,017)	25.8
NET GENERAL FUND CONTRI	BUTION \$1,867,078	\$1,838,077	\$1,685,663	\$1,800,086	\$1,402,752	(22.1)
STAFF YEARS	56.00	51.70	49.28	52.00	48.00	(7.7)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actual expenses are \$88,082 less than budget due to the hiring freeze, the Department's inability to fill vacant positions, mid-year budget adjustments and the ILP program.

1992-93 ACHIEVEMENT OF OBJECTIVES

Term contracts allowing direct ordering by customer departments were established for office supplies, plumbing, electrical and construction supplies. The Vendor Master File program was modified to include the Women Business Enterprise program (MWBE).

1993-94 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).

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Purchasing/Contracting [33.30 SY; E = \$1,476,533; R = \$493,742] including support personnel is:
 - Mandated/Discretionary Service Level
 - 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.
 - Purchasing over \$102 million of goods and services annually.
 - o Presently consummating over 40,000 purchase transactions each year.
 - Providing centralized contracting support for approximately \$120 million in contracts generally.
 - Reducing by 2.00 SY, which will affect timely responsiveness to department acquisition needs.
- 2. Stores/Property Disposal [14.70 SY; E = \$549,236; R = \$129,275] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Responsible for the receipt, storage, issuance and delivery of \$5.7 million in commonly used items and surplus food commodities required to support County departments and offices each year.
 - Responsible for surplus property management for the County of San Diego.
 - Responsible for redistribution and disposal of waste and recoverable commodities (i.e., scrap metal, rubber, etc.) for the County of San Diego.
 - Oconducting quarterly cooperative auctions and miscellaneous competitive sales each year, generating approximately \$117,000 in revenue from County property disposal out of \$1.7 million for 38 participating municipalities and districts. Included in the \$117,000 is \$58,000 that participants paid to offset the County's expense in hosting the auctions.
 - Reducing by 2.00 SY, which will affect timely response to department requisition needs.

				Change From
Source of Revenue	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICE:				
Road Fund	\$160,128	\$139,744	\$176,948	\$37,204
Air Pollution Control District	64,524	64,524	57,364	(7,160
Internal Service Fund	44,220	44,220	69,037	24,817
Airport Enterprise Fund	13,674	13,497	11,261	(2,236
iquid Waste Fund	23,332	25 <i>,777</i>	27,071	1,294
Solid Waste Fund	86,192	50,837	131,420	80,583
ibrary Fund	27,252	27,252	20,641	(6,611
Sub-Total	\$419,322	\$365,851	\$493,742	\$127,891
OTHER REVENUE:				
Purchasing fees from other government agencies	\$ 612	\$0	\$0	\$0
Recovered expenses (auction sales)	<i>7</i> 3,219	78,000	78,000	0
Sale of surplus/scrap material (nontaxable)	48,736	48,275	48,275	0
Sale of surplus/scrap material (taxable)	1,781	3,000	3,000	Q
Work Autorization-Excess Cost	-22,199	,000	,000	Q
Sale of Fixed Assets	-4	,000	,000	0
Sub-Total	\$102,145	\$129,275	\$129,275	\$0
Total	\$521,467	\$495,126	\$623,017	\$127,891
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
SENERAL FUND SUPPORT COSTS:				
General Fund Support Costs	\$1,685,663	\$1,800,086	\$1,402,752	£/707 77/
••	• •	• •		\$(397,334
Sub-Total	\$1,685,663	\$1,800,086	\$1,402,752	\$(397,334

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.

	à			
1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
21,537	16,801	24,119	16,000	18,194
\$1.51	\$1.55	\$1.46	\$1.55	\$1.45
64%	86%	37%	85%	45%
104,780	87,032	86,833	90,000	54,600
\$4.68	\$5.32	\$7.61	\$5.25	\$7.35
~				
85%	87%	87%	90%	84%
	21,537 \$1.51 64%	Actual Actual 21,537 16,801 \$1.51 \$1.55 64% 86% 104,780 87,032 \$4.68 \$5.32	Actual Actual Actual 21,537 16,801 24,119 \$1.51 \$1.55 \$1.46 64% 86% 37% 104,780 87,032 86,833 \$4.68 \$5.32 \$7.61	Actual Actual Budget 21,537 16,801 24,119 16,000 \$1.51 \$1.55 \$1.46 \$1.55 64% 86% 37% 85% 104,780 87,032 86,833 90,000 \$4.68 \$5.32 \$7.61 \$5.25

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2160	Director, Purchasing and	1	1.00	1	1.00	\$77,778	\$77,778
2263	Contracting Assistant Director, Purchasing and Contracting	1	1.00	0	0.00	63,980	0.
0285	Manager of Contracting	0	0.00	1	1.00	0	52,304
2368	Admin. Svcs. Mgr. I	1	1.00	0	0.00	52,157	. 0
2403	Accounting Technician	1	1.00	1	1.00	26,386	26,666
2412	Analyst II	0	0.00	2	2.00	10 000	68,868
2493 2510	Int. Acct, Clerk Senior Account Clerk	1 0	1.00 0.00	1 1	1.00 1.00	18,092 0	20,797
2511	Senior Payroll Clerk	1	1.00	Ó	0.00	23,949	20,182
2610	Buyer II	12	12.00	10	10.00	373,164	307,526
2611	Purchasing Clerk	1	1.00	Ö	0.00	24,167	0
2618	Manager, Procurement Planning	1	1.00	Ō	0.00	43,484	Ō
2621	Manager of Contracting	1	1.00	0	0.00	52,097	0
2622	Procurement Contracting Officer		5.00	5	5.00	218,781	220,370
2640	Buyer III	2	2.00	2	2.00	72,874	69,511
2651 2653	Warehouse Material Handler Materiel Manager	3 1	3.00 1.00	3 0	3.00 0.00	61,462 40,467	63,894 0
2665	Materiel Storekeeper I	ż	2.00	2	2.00	44,108	44,074
2666	Materiel Storekeeper II	2	2.00	ō	0.00	50,551	77,0,7
2667	Materiel Storekeeper III	2	2.00	2	2.00	54,288	54,288
2668	Supv. Material Storekeeper	1	1.00	1	1.00	28,077	28,054
2700	Intermediate Clerk Typist	2	2.00	2	2.00	40,335	58,744
2730	Senior Clerk	3	3.00	4	4.00	70,463	71,603
2758	Admin. Secretary III]	1.00	1	1.00	30,774	30,774
3009 3030	Word Processing Operator Data Entry Operator	1 2	1.00 2.00	0 2	0.00	23,739	0 /1 779
3035	Data Entry Supervisor	1	1.00	1	2.00 1.00	41,340 26,955	41,338 24,867
3120	Dept. Computer Specialist III	i	1.00	i	1.00	38,062	39,975
7515	Stores Delivery Driver	ż	2.00	3	3.00	49,894	72,824
8810	Purchasing Manager	Ō	0.00	1	1.00	Ö	48,466
8811	Materiel Manager	0	0.00	1	1.00	Ŏ	45,651
9999	Temporary Extra Help	7	0.00	7	0.00	3,000	3,000
	Total	59	52.00	55	48.00	\$1,650,424	\$1,491,554
Salary	Adjustments:					(9,195)	15,154
ILP						0	(36,481)
Premiu	m/Overtime Pay:					55,000	17,473
Employ	ee Benefits:					551,612	499,630
Salary	Savings:					(47,645)	(47,645)
	Total Adjustments					\$549,772	\$448,131
Program	n Totals	59	52.00	55	48.00	\$2,200,196	\$1,939,685

PROGRAM: Revenue and Recovery DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 81701

MANAGER: Alex A. Martinez

ORGANIZATION #: 1050

REFERENCE: 1993-94 Proposed Budget - Pg. 57-3

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 Code of Civil Procedure §1209 et seq.; and Board of Supervisors 12/1/81(47).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$7,360,796	\$7,825,048	\$7,621,119	\$8,124,591	\$7,700,460	(5.2)
Services & Supplies	269,334	479,435	469,381	221,520	229,609	3.7
Other Charges	19,268	0	0	0	0	0.0
Fixed Assets	38,843	50,638	221,314	0	0	0.0
TOTAL DIRECT COST	\$7,688,241	\$8,355,121	\$8,311,814	\$8,346,111	\$7,930,069	(5.0)
PROGRAM REVENUE	(163,891)	(369,093)	(368,470)	(303,697)	(687,274)	126.3
NET GENERAL FUND CONTRIBUTION	\$7,524,350	\$7,986,028	\$7,943,344	\$8,042,414	\$7,242,795	(9.9)
STAFF YEARS	239.24	237.15	226.1	242.00	233.5	(3.5)

PROGRAM DESCRIPTION

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 five locations throughout the County.

1992-93 BUDGET TO ACTUAL COMPARISON

Total Direct Costs for FY 1992-93 were \$34,297 under the budgeted amount. This total includes \$690,694 in purchases of equipment and software development for the department's new computer system which were made in FY 1991-92 and carried over to FY 1992-93. Actual revenues were \$64,773 over budget figures due to a change in administrative fees for probation accounts. The department exceeded its collection goal for FY 1992-93 by \$8.2 million.

1992-93 ACHIEVEMENT OF OBJECTIVES

Revenue and Recovery exceeded its goals by collecting \$113,220,617 at an average cost of 9.24 cents per dollar collected.

1993-94 OBJECTIVES

1. To collect a total of \$109 million at a cost of no more than 10.5 cents per dollar collected.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Collections of Accounts Receivable [233.50 SY; E = \$7,930,069; R = \$687,274] 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.
 - Staffing in this subprogram was decreased by 4.00 staff years mid-year in FY 1992-93 and increased a net
 6.00 staff years in FY 1993-94.
- 2. Indigency Screening [0.00 SY; E = \$0; R = \$0] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - Responsible for screening defendants who request court-appointed attorneys to determine their ability to pay for legal services.
 - This sub-program has been eliminated in FY 1993-94.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:	*			
Solid Waste Collection Fees	\$86,653	\$86,653	\$87,883	\$1,230
Child Support Collection and Return Check Fees	23,591	45,000	0,,003	(45,000
dult Probation Restitution Administrative Fee	162,367	72,044	113,851	41,807
ollection Fees - Administrative Costs	0	0	385,540	385,540
ub-Total	\$272,611	\$203,697	\$587,274	\$383,577
THER REVENUE:				
Court Fees and Costs - Court Appointed Attorneys	91,667	100,000	100,000	0
ther Court Fines - General	0	0	0	0
ury or Witness Fees	15	0	0	0
Return Check Fees	4,325	0	0	0
Other Miscellaneous	(148)	0	0	0
Sub-Total	95,859	100,000	100,000	0
Total	368,470	303,697	687,274	383,577
GENERAL FUND CONTRIBUTION DETAIL				Characa France
	1992-93	1992-93	1993-94	Change From 1992-93
D. J. Francis Company of the Company				
General Fund Contribution By Source	Actual	Budget	Budget	Budget
ENERAL FUND SUPPORT COSTS:	\$7,943,344	\$8,042,414	\$7,242,795	\$(799,619
Sub-Total	7,943,344	8,042,414	7,242,795	(799,619
		-, -, -, -		

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total

FY 1992-93 actuals for child support collections and return check fees were less than budgeted due to a change in State and Federal guidelines which no longer allow the collection of service charges. Adult probation restitution administrative fees were higher than anticipated in 1991-92 due to a change in the administrative fee collection schedule.

\$7,943,344

\$8,042,414

\$7,242,795

\$(799,619)

For FY 1993-94, revenues for solid waste collection fees will increase as a result of an increase in the A-87 cost plan. Collection fees-Administrative Costs will increase to \$385,540 to offset costs for operating a collection program for the courts under Penal Code §1463.

PERFORMANCE INDICATORS	\				
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Collections of Accounts Receivable					
% OF RESOURCES: 100.0%					
WORKLOAD					
County Receivable	\$183,623,000	\$142,886,000	\$183,483,000	\$160,000,000	\$180,000,000
IV-D Receivable	\$103,653,000	\$106,966,000	\$120,823,000	\$110,000,000	\$137,000,000
Ending Accounts (Number)	262,978	198,939	220,327	220,000	235,000
EFFICIENCY					
Unit Cost (Total Costs/Collections)	\$0.100	\$0.096	\$0.092	\$0.105	\$0.105
<u>EFFECTIVENESS</u>					
Collections	\$95,902,433	\$107,803,925	\$113,220,617	\$105,000,000	\$109,000,000
ACTIVITY B: Indigency Screening					
% OF RESOURCES: 0.0%					
<u>WORKLOAD</u>					
Indigency Financial Interviews	34,941	23,837	23,379	25,000	0
EFFICIENCY					
Interviews/Staff Year	5,134	5,297	1,948	2,083	0
<u>EFFECTIVENESS</u>					
Requests Screened Out	3,344	2,821	2,817	7,500	0

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2144	Director, Rev. and Recovery	1	1.00	1	1.00	\$82,180	\$82,180
2226	Assistant Director, Rev. & Rec.	i	1.00	ó	0.00	73,104	902,100
2369	Administrative Services Mgr II	1	1.00	Ĭ	1.00	54,747	54,748
0900	Division Chief, Rev. & Recovery	, 5	5.00	4	4.00	252,225	201,780
2304	Administrative Assistant I	1	1.00	1	1.00	35,270	35,270
2320	Personnel Aide	1	1.00	1	1.00	27,623	27,622
2328	Departmental Personnel Off. II	<u>1</u>	1.00	1	1.00	45,517	46,162
2430	Cashier	7	6.00	7	6.00	130,776	129,737
2469 2475	Departmental EDP Coordinator	1 9	1.00 9.00	0 9	0.00	44,516 357,777	750 590
2477	Section Chief, Rev. & Recov. Revenue and Recovery Off. III	21	21.00	21	9.00 21.00	628,308	359,580 638,054
2478	Revenue and Recovery Off. I	14	14.00	9	9.00	336,711	216,666
2479	Revenue and Recovery Off. II	43	43.00	52 ์	52.00	1,155,711	1,356,757
2483	Rev. & Recov. Officer Trainee	17	17.00	17	17.00	341,098	340,317
2493	Intermediate Account Clerk	31	31.00	31	31.00	619,824	625,911
2505	Senior Accountant	1	1.00	1	1.00	44,610	45,081
2510	Senior Account Clerk	6	6.00	6	6.00	143,694	142,662
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2513 2660	Senior Cashier Storekeeper I	1	1.00 1.00	1	1.00 1.00	22,272 22,489	23,382 22,490
2700	Intermediate Clerk Typist	51	48.50	54	51.50	943,106	1,010,803
2709	Departmental Clerk	2	2.00	2	2.00	29,914	31,288
2730	Senior Clerk	1	1.00	<u>ī</u>	1.00	22,439	23,571
2745	Supervising Clerk	1	1.00	1	1.00	27,769	27,770
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	29,176
2762	Legal Secretary I	1	1.00	0	0.00	23,014	0
2903	Legal Procedures Clerk I	1	1.00	1	1.00	21,339	21,340
2906	Legal Procedures Clerk III	2 3	2.00	2 4	2.00	54,454	54,454
2907 3009	Legal Procedures Clerk II Word Processing Operator	3 1	3.00 1.00	0	4.00 0.00	68,753 23,730	94,068 0
3039	Mail Clerk Driver	ż	2.00	1	1.00	23, <i>7</i> 39 41,139	20,714
3119	Dept. Computer Specialist II	ō	0.00	i	1.00	41,137	29,027
5717	Senior Field Investigator	1	1.00	1	1.00	40,759	40,760
5719	Field Investigator	4	4.00	3	3.00	146,916	110, 187
9999	Extra Help	45	10.50	34	0.00	203,500	0
	Total	280	242.00	271	233.50	\$6,121,123	\$5,866,613
Salary .	Adjustments:					11,009	11,569
Premiu	m/Overtime Pay:					4,770	4,770
Employ	ee Benefits:					2,156,207	2,091,740
Salary	Savings:					(168,518)	(274,232)
	Total Adjustments					\$2,003,468	\$1,833,847
Progran	n Totals	280	242.00	271	233.50	\$8,124,591	\$7,700,460

 $[\]ensuremath{^{\star\star}}$ ILP reductions are included in the salary savings totals listed above.

PROGRAM: Administrative Support DEPARTMENT: AUDITOR AND CONTROLLER

PROGRAM #: 92101

MANAGER: Robert Booker, Ed.D.

ORGANIZATION #: 1050

REFERENCE: 1993-94 Proposed Budget - Pg. 32-14

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.

1990-91	1991-92	1992-93	1992-93	1993-94	%
Actual	Actual	Actual	Budget	Budget	Change
\$1,141,264	\$1,173,560	\$986,989	\$1,329,393	\$ 658,4 73	(50.5)
176,572	152,710	174,141	175,887	206,512	17.4
0	0	0	0	0	0.0
0	0	0	0	23,000	100.0
\$1,317,836	\$1,326,270	\$1,161,130	\$1,505,280	\$887,985	(41.0)
(0)	(0)	(0)	(0)	(0)	0.0
TION \$1,317,836	\$1,326,270	\$1,161,130	\$1,505,280	\$887,985	(41.0)
31.50	28.00	25.25	34.50	18.50	(46.4)
	\$1,141,264 176,572 0 0 \$1,317,836 (0) UTION \$1,317,836	Actual Actual \$1,141,264 \$1,173,560 176,572 152,710 0 0 0 0 \$1,317,836 \$1,326,270 (0) (0) UTION \$1,317,836 \$1,326,270	Actual Actual Actual \$1,141,264 \$1,173,560 \$986,989 176,572 152,710 174,141 0 0 0 0 0 0 \$1,317,836 \$1,326,270 \$1,161,130 UTION \$1,317,836 \$1,326,270 \$1,161,130	Actual Actual Actual Budget \$1,141,264 \$1,173,560 \$986,989 \$1,329,393 176,572 152,710 174,141 175,887 0 0 0 0 0 0 0 0 \$1,317,836 \$1,326,270 \$1,161,130 \$1,505,280 UTION \$1,317,836 \$1,326,270 \$1,161,130 \$1,505,280	Actual Actual Actual Budget Budget \$1,141,264 \$1,173,560 \$986,989 \$1,329,393 \$658,473 176,572 152,710 174,141 175,887 206,512 0 0 0 0 0 0 0 0 0 0 \$1,317,836 \$1,326,270 \$1,161,130 \$1,505,280 \$887,985 (0) (0) (0) (0) \$1,505,280 \$887,985 JTION \$1,317,836 \$1,326,270 \$1,161,130 \$1,505,280 \$887,985

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 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 six months; various positions were underfilled; and hiring was delayed for vacant positions when the hiring freeze was not in effect.

1992-93 ACHIEVEMENT OF OBJECTIVES

All 1992-93 objectives were achieved.

1993-94 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.
- Maintain current efforts in all Auditor and Controller programs.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration [18.50 SY; E = \$887,985; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for department management, budgeting, personnel, payroll, clerical, and warrant control services.
 - Decreased a total of \$617,295 as follows: decreased \$15,350 for normal fluctuations in salaries and benefits related to retirement, step changes, and workers' compensation; decreased \$6,700 for travel; decreased \$27,977 in targeted reductions; and decreased \$327,593 for realignment of program costs; and reduced \$239,675 as a result of consolidation.
 - Reduced 16.00 staff years as follows: 1.00 staff year for targeted clerical supervision and 15.00 staff years for program realignment.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES: Not Applicable	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND CONTRIBUTION:	\$1,161,130	\$1,505,280	\$887,985	\$(617,295)
Sub-Total	\$1,161,130	\$1,505,280	\$887,985	\$(617,295)
Total	\$1,161,130	\$1,505,280	\$887,985	\$(617,295)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% net County cost.

PROGRAM: Administrative Support	DEPARTMENT:	DEPARTMENT: AUDITOR & CONTROLLS					
FIXED ASSETS							
item	Quantity	Unit	Total Cost				
Office Automation	0	Lot	\$23,000				
Total			\$23,000				
VEHICLES/COMMUNICATION EQUIPMENT							
Item	Quantity	Unit	Total Cost				

\$0

Total

ACTIVITY A: Department Overhead

PROGRAM: Administrative Support

PERFORMANCE INDICATORS

% OF RESOURCES: 100%

WORKLOAD

Total Pieces Processed for Controlled Mailing

5,158,799

4,929,609

6,118,969

5,388,484

6,178,868

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2106	Auditor and Controller	1	1.00	1	1.00	\$106,488	\$106,488
2203	Ass't Auditor/Controller	1	1.00	1	1.00	88,467	97,318
2204	Deputy Auditor/Controller	1	1.00	1	1.00	75,480	75,479
2369	Admin. Services Mgr. II	1	1.00	1	1.00	54,747	54,748
2302	Administrative Assistant III	1	1.00	1	1.00	44,427	46,162
2304	Administrative Assistant I	1	1.00	1	1.00	30,955	32,511
2725	Principal Clerk	1	1.00	0	0.00	31,466	0
2745	Supervising Clerk	1	1.00	0	0.00	26,375	0
2759	Administrative Secretary IV	1	1.00	1	1.00	32,179	33,135
3008	Sr. Word Proc. Operator	1	1.00	1	1.00	25,602	25,602
3009	Word Processing Operator	3	3.00	2	2.00	68,116	45,387
3069	Senior Data Entry Operator	1	1.00	Õ	0.00	22,257	0
3076	Mail Processing Technician	3	3.00	3	3.00	63,956	65,572
3030	Data Entry Operator	4	4.00	0	0.00	81,602	0
2658	Storekeeper II	3	1.00	1	1.00	23,749	24,783
2730	Senior Clerk	3	3.00	2 1	2.00	69,302	45,780
2430	Cashier	:	1.00 1.00	1	1.00 1.00	22,280 25,475	22,280 25,474
2761 2700	Group Secretary Intermediate Clerk Typist	7	7.00	ò	0.00	137,168	25,474
9999	Extra Help	7	.50	7	.50	4,062	4,062
	Total	41	34.50	25	18.50	\$1,034,153	\$704,781
Salary	Adjustments:					0	(300,000)
ILP						•	(14,528)
Premiu	m/Overtime Pay:					7,875	7,875
Employ	ree Benefits:					330,185	300,130
Salary	Savings:					(42,820)	(39,785)
	Total Adjustments					\$295,240	\$(46,308)
Progran	m Totals	41	34.50	25	18.50	\$1,329,393	\$658,473

BOARD OF SUPERVISORS, DISTRICT 1

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
District #1	\$457,636	\$471,875	\$470,281	\$490,522	\$480,299	\$(10,223)	(2.1)
TOTAL DIRECT COST	\$457,636	\$471,875	\$470,281	\$490,522	\$480,299	\$(10,223)	(2.1)
PROGRAM REVENUE	(92)	(0)	(0)	. (0)	(0)	0	0.0
NET GENERAL FUND COST	\$457,544	\$471,875	\$470,281	\$490,522	\$480,299	\$(10,223)	(2.1)
STAFF YEARS	6.79	6.91	7.00	8.75	8.00	(0.75)	(8.6)

PROGRAM: Legislative, District 1

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

MANAGER: Supervisor Brian Bilbray

ORGANIZATION #: 0010

REFERENCE: 1993-94 Proposed Budget - Pg. 33-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1990-91 Actual	1991-92 Actual	1992-93 Actual ¹	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$437,445	\$463,280	\$465,910	\$475,522	\$465,299	(2.1)
Services & Supplies	11,519	8,595	4,371	15,000	15,000	0.0
Fixed Assets ¹	8,672	0	0	0	0	0.0
TOTAL DIRECT COST	\$457,636	\$471,875	\$470,281	\$490,522	\$480,299	(2.1)
PROGRAM REVENUE	(92)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$457,544	\$471,875	\$470,281	\$490,522	\$480,299	(2.1)
STAFF YEARS	6.79	6.91	7.00	8.75	8.00	(8.6)

¹ 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 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 and the San Diego Trolley Board; is a member of the State Air Resources Board; and, is president of the San Diego Council on Literacy.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$72,570
0372	Confidential Investigator I	6	1.75	6	1.00	40,869	23,534
0373	Confidential Investigator II	6	6.00	6	6.00	268,082	268,082
9999	Temporary Extra Help	2	0.00	2	0.00	0	0
	Total	15	8.75	15	8.00	\$381,521	\$364,186
Salary	Adjustments:					\$(20,211)	\$6
Employe	ee Benefits:					114,212	109,428
Integra	ated Leave Plan:						(8,321)
Salary	Savings:					(0)	(0)
	Total Adjustments					\$94,001	\$101,113
Drogra	n Totals	15	8.75	15	8.00	\$475,522	\$465,299

BOARD OF SUPERVISORS, DISTRICT 2

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
District #2	\$535,068	\$570,077	\$492,044	\$534,189	\$518,844	\$(15,345)	(2.9)
TOTAL DIRECT COST	\$535,068	\$570,077	\$492,044	\$534,189	\$518,844	\$(15,345)	(2.9)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$535,068	\$570,077	\$492,044	\$534,189	\$518,844	\$(15,345)	(2.9)
STAFF YEARS	9.94	9.77	8.75	10.00	10.00	0.00	0.0

PROGRAM: Legislative, District 2

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

MANAGER: Supervisor Dianne Jacob

ORGANIZATION #: 0020

REFERENCE: 1993-94 Proposed Budget - Pg. 34-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$516,368	\$547,115	\$481,340	\$522,189	\$506,844	(2.9)
Services & Supplies	11,223	11,823	10,704	12,000	12,000	0.0
Fixed Assets	7,477	11,139	0	0	0	0.0
TOTAL DIRECT COST	\$535,068	\$570,077	\$492,044	\$534,189	\$518,844	(2.9)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$535,068	\$570,077	\$492,044	\$534,189	\$518,844	(2.9)
STAFF YEARS	9.94	9.77	8.75	10.00	10.00	0.0

^{1 1990-91} expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 budget. 1991-92 fixed assets expenditures also reflect use of funds carried over from prior year appropriations.

PROGRAM DESCRIPTION

Supervisor Dianne Jacob represents the Second Supervisorial District, the largest of the five districts, covering more than 2,000 square miles. More than 520,000 citizens reside in the district, with 200,000 residents living in the unincorporated area.

The vast territory of the District includes the cities of El Cajon, La Mesa, Lemon Grove, Poway and Santee, as well as the communities of Del Cerro and Allied Gardens within the City of San Diego.

Alpine, Spring Valley, Tecate, Lakeside, Ramona, Pine Valley, Campo, Jamul, Julian, Mt. Helix, Boulevard and Jacumba are just a few of the more than 30 communities in the Second District.

Supervisor Jacob has made public safety her number one budget priority. Elected to the Board of Supervisors in November of 1992, she hit the ground running by successfully working to open the East Mesa Maximum Security Detention Center and has pledged to put more deputy sheriffs on patrol in the unincorporated area. Supervisor Jacob has also instituted a new Citizen-Based Budget process so each and every tax dollar spent will be scrutinized by the Board of Supervisors.

\$72,570 103,778 214,853 0
103,778 214,853 0
214,853 0
\$391,201
\$6
122,853
(7,216)
(0)
\$115,643
\$506,844

BOARD OF SUPERVISORS, DISTRICT 3

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	X Change
District #3	\$484,662	\$525,970	\$472,487	\$508,819	\$491,671	\$(17,148)	(3.4)
TOTAL DIRECT COST	\$484,662	\$525,970	\$472,487	\$508,819	\$491,671	\$(17,148)	(3.4)
PROGRAM REVENUE	(31)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$484,631	\$525,970	\$472,487	\$508,819	\$491,671	\$(17,148)	(3.4)
STAFF YEARS	8.18	8.69	8.16	10.00	10.00	0.00	0.0

PROGRAM: Legislative, District 3

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

MANAGER: Supervisor Pamela Slater

ORGANIZATION #: 0030

REFERENCE: 1993-94 Proposed Budget - Pg. 35-3

AUTHORITY: California Constitution Article XI, Section 4, Government Code Section 25000 - 26490; County Charter Section 500 & 501.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$440,294	\$503,229	\$462,043	\$498,328	\$481,180	(3.4)
Services & Supplies	26,374	8,609	10,444	10,491	10,491	0.0
Fixed Assets ²	17,994	14,132	0	0	. 0	0.0
TOTAL DIRECT COST	\$484,662	\$525,970	\$472,487	\$508,819	\$491,671	(3.4)
PROGRAM REVENUE	(31)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$484,631	\$525,970	\$472,487	\$508,819	\$491,671	(3.4)
STAFF YEARS	8.18	8.69	8.16	10.00	10.00	0.0

^{1 1990-91} services/supplies expenditures were greater than budgeted due to carry over of expenditures budgeted for the preceding year.

PROGRAM DESCRIPTION

San Diego County Supervisor Slater 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 on December 8, 1992, Supervisor Slater has worked hard to improve and expand the criminal justice system; to ensure funding for County libraries; to preserve and maintain County parks; and, to promote government/private business relationships to create jobs and improve the local economy.

Supervisor Slater represents the County on regional and state organizations, including: County Water Authority; Southern California Hazardous Waste Management Board; Streamlining Open Space (Resource Protection Ordinance); Service Authority for Freeway Emergency/Abandoned Vehicle Abatement; San Diego Association of Governments; San Diego County School Boards Association; and, the California State Association of Counties.

Supervisor Stater's goals for the County of San Diego include:

- To continue efforts to improve and maintain services for the County that are cost-effective and quality driven.
- o To improve and maintain public protection safety.
- o To manage the regional impacts of growth, traffic, air pollution, and solid waste.
- To expand San Diego County's economy by creating positive government/business relations, and actively participating in international trade.
- To focus on prevention in the areas of Health, Social Services, and the Criminal Justice System.
- To continue collaborative efforts for full integration of services for children and families across all appropriate County departments.
- To preserve major open space parks, including San Dieguito River Park, Los Penasquitos Canyon Preserve, and Mission Trails Regional Park.

² 1990-91 expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 final budget. 1991-92 fixed assets expenditures used funds carried over from prior year appropriations.

PROGRAM: Legislative, District 3

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$72,570
0372	Confidential Investigator I	Ó	0.00	Ó	6.00	0	170,616
0373	Confidential Investigator II	12	9.00	12	3.00	332,952	133,656
9999	Temporary Extra Help	1	0.00	1	0.00	0	0
	Total	14	10.00	14	10.00	\$405,522	\$376,842
Salary	Adjustments:					\$(26,479)	\$5
Employe	ee Benefits:					119,285	112,665
Integra	ated Leave Plan:					0	(8,332)
Salary	Savings:					(0)	(0)
	Total Adjustments					\$92,806	\$104,338
Progra	■ Totals	14	10.00	14	10.00	\$498,328	\$481,180

BOARD OF SUPERVISORS, DISTRICT 4

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
District #4	\$462,536	\$494,916	\$485,418	\$512,261	\$498,909	\$(13,352)	(2.6)
TOTAL DIRECT COST	\$462,536	\$494,916	\$485,418	\$512,261	\$498,909	\$(13,352)	(2.6)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$462,536	\$494,916	\$485,418	\$512,261	\$498,909	\$(13,352)	(2.6)
STAFF YEARS	7.97	8.55	7.95	10.00	10.00	0.00	0.0

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PROGRAM: Legislative, District 4

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

MANAGER: Supervisor Leon L. Williams

ORGANIZATION #: 0040

REFERENCE: 1993-94 Proposed Budget - Pg. 36-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 24690; County Charter Sections 500 & 501.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
					222301	
DIRECT COST Salaries & Benefits	\$442,286	\$487,717	\$479,002	\$497,261	\$493,133	(0.8)
Services & Supplies	7,955	7,199	6,416	15,000	5,776	(61.5)
Fixed Assets ¹	12,295	0	0	0	0	0.0
TOTAL DIRECT COST	\$462,536	\$494,916	\$485,418	\$512,261	\$498 , 909	(2.6)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$462,536	\$494,916	\$485,418	\$512,261	\$498,909	(2.6)
STAFF YEARS	7.97	8.55	7.95	10.00	10.00	0.0

^{1 1990-91} expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 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.
- Establishment of the Regional Growth and Planning Review Task Force.
- 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.
- Establishment of the County's Human Relations Commission.
- Formation of the County Commission on Children and Youth.
- 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.
- Initiating the County's Prevent policy which focuses on long-term strategies for reducing crime, gangs, substance abuse and preventable health care costs.
- Leading efforts to require financial institutions to reinvest in moderate and low income communities and comply with the Community Reinvestment Act.
- Establishing the County's Health Care Reform Commission which addresses how to improve the delivery of health care services in San Diego County.
- Creating a smoking ordinance in San Diego County to protect the health of non-smokers in the workplace and other public places.

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--Oak Park--Emerald Hills--Encanto--Valencia Park--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.

PROGRAM: Legislative, District 4

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$72,570
0372	Confidential Investigator I	Ó	0.00	Ó	3.00	0	83,626
0373	Confidential Investigator II	12	8.00	12	6.00	326,771	248,172
9999	Temporary Extra Help	4	1.00	4	0.00	0	0
	Total	17	10.00	17	10.00	\$399,341	\$404,368
Salary	Adjustments:					\$(17,661)	\$(24,994)
Employe	ee Benefits:					115,581	121,621
Integra	ated Leave Plan:					0	(7,862)
Salary	Savings:					(0)	(0)
	Total Adjustments					\$97,920	\$88,765
Progra	■ Totals	17	10.00	17	10.00	\$497,261	\$493,133

BOARD OF SUPERVISORS, DISTRICT 5

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
District #5	\$522,963	\$535,221	\$513,391	\$524,068	\$536,694	\$12,626	2.4
TOTAL DIRECT COST	\$522,963	\$535,221	\$513,391	\$524,068	\$536,694	\$12,626	2.4
PROGRAM REVENUE	(0)	(1)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$522,963	\$535,220	\$513,391	\$524,068	\$536,694	\$12,626	2.4
STAFF YEARS	8.98	8.86	8.46	10.00	10.00	0.00	0.0

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PROGRAM: Legislative, District 5

DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

MANAGER: Supervisor John MacDonald

ORGANIZATION #: 0050

REFERENCE: 1993-94 Proposed Budget - Pg. 37-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000 - 26490; County Charter Sections 500 & 501.

·	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$498,313	\$523,430	\$511,981	\$512,463	\$525,089	2.5
Services & Supplies	9,208	5,957	1,410	11,605	11,605	0.0
Fixed Assets ¹	15,442	5,834	0	0	0	0.0
TOTAL DIRECT COST	\$522,963	\$535,221	\$513,391	\$524,068	\$536,694	2.4
PROGRAM REVENUE	(0)	(1)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$522,963	\$535,220	\$513,391	\$524,068	\$536,694	2.4
STAFF YEARS	8.98	8.86	8.46	10.00	10.00	0.0

¹⁹⁹⁰⁻⁹¹ expenditures for fixed assets represent fund balance money appropriated and added to departmental budgets after adoption of the 1990-91 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).

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0100	County Supervisor	1	1.00	1	1.00	\$72,570	\$72,570
0372	Confidential Investigator I	6	3.00	6	3.00	91,730	75,381
0373	Confidential Investigator II	6	6.00	6	6.00	241,935	258,287
9999	Extra Help	3	0.00	3	0.00	0	0
	Total	16	10.00	16	10.00	\$406,235	\$406,238
Salary	Adjustments:					\$(19,958)	\$6
Employ	ee Benefits:					126,186	127,292
Integra	ated Leave Plan:					0	(8,447)
Salary	Savings:					(0)	(0)
	Total Adjustments					\$106,228	\$118,851
Progra	n Totals	16	10.00	16	10.00	\$512,463	\$525,089

BOARD OF SUPERVISORS, GENERAL OFFICE

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
General Office	\$111,400	\$122,381	\$117,947	\$124,414	\$127,284	\$2,870	2.3
TOTAL DIRECT COST	\$111,400	\$122,381	\$117,947	\$124,414	\$127,284	\$2,870	2.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$111,400	\$122,381	\$117,947	\$124,414	\$127,284	\$2,870	2.3
STAFF YEARS	3.04	2.74	3.90	3.00	3.00	0.00	0.0

PROGRAM: Legislative, General Office DEPARTMENT: BOARD OF SUPERVISORS

PROGRAM #: 80101

MANAGER: Vice Chair/Clerk of the Board

ORGANIZATION #: 0060

REFERENCE: 1993-94 Proposed Budget - Pg. 38-3

AUTHORITY: California Constitution Article XI, Section 4; Government Code Section 25000-26490; County Charter Section 500 & 501.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$94,952	\$90,275	\$95,769	\$100,284	\$104,404	4.1
Services & Supplies	16,448	24,802	22,178	24,130	22,880	(5.2)
Fixed Assets	0	7,303	0	0	0	0.0
TOTAL DIRECT COST	\$111,400	\$122,380	\$117,947	\$124,414	\$127,284	2.3
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$111,400	\$122,380	\$117,947	\$124,414	\$127,284	2.3
STAFF YEARS	3.04	2.74	3.90	3.00	3.00	0.0

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.

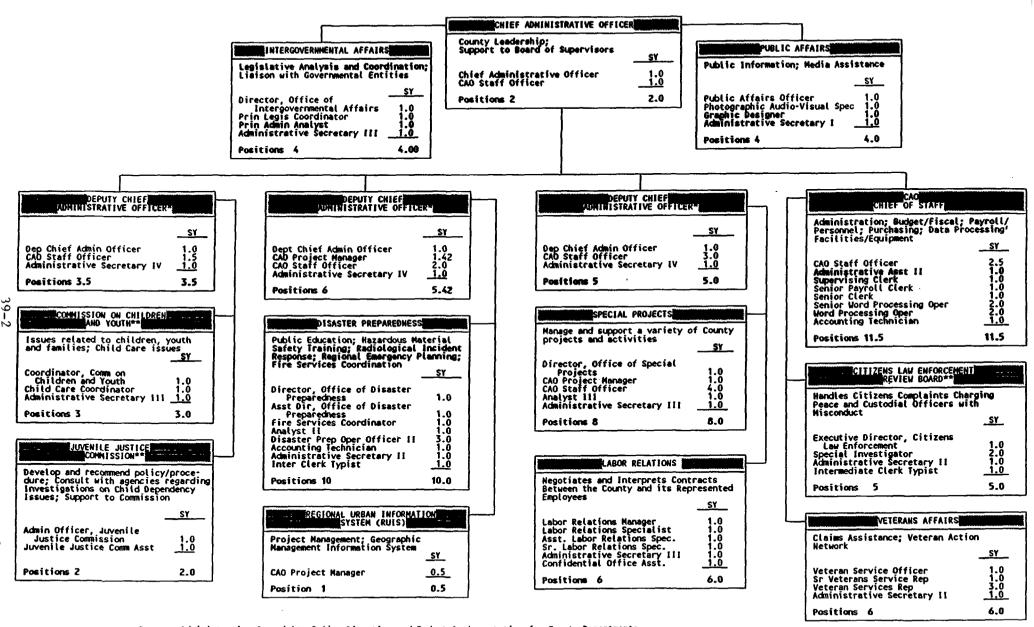
PROGRAM: Legislative, General Office

00 \$45,500 00 31,546 00 0 00 \$77,046	31,546 0 0 0 0
00 31,546 00 0 00 0	31,546 0 0 0 0
00 00	0 0
00 \$77,046	\$77,045
(5,090	0
	(1,286)
28,328	28,645
(0	(0)
\$23,238	\$27,359
00 \$100,284	\$104,404
	\$23,238

¹ In accordance with the Compensation Ordinance exception note, three out of the four positions are funded.

CHIEF ADMINISTRATIVE OFFICE

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Central County Administration	\$6,794,108	\$6,646,288	\$5,742,510	\$5,889,785	\$4,460,306	\$(1,429,479)	(24.3)
CAO Special Projects	1,135,306	1,213,626	1,190,272	969,765	659,084	(310,681)	(32.0)
Disaster Preparedness	586,202	590,307	550,087	645,378	565,503	(79,875)	(12.4)
Memberships, Audits & Other Charges	633,405	648,492	884,870	680,913	1,197,465	516,552	75.9
Regional Urban Information System (RUIS)	750,865	453,220	480,481	510,612	401,268	(109,344)	(21.4)
Citizens Law Enforcement Review Board	0	145,672	291,426	312,189	304,860	(7,329)	(2.3)
TOTAL DIRECT COST	\$9,899,886	\$9,697,605	\$9,139,646	\$9,008,642	\$7,588,486	\$(1,420,156)	(15.8)
PROGRAM REVENUE	(1,235,486)	(1,692,146)	(1,464,697)	(1,244,702)	(1,185,030)	59,672	(4.8)
NET GENERAL FUND COST	\$8,664,400	\$8,005,459	\$7,674,949	\$7,763,940	\$6,403,456	\$(1,360,484)	(17.5)
STAFF YEARS	115.44	111.68	100.86	104.00	76.92	(27.08)	(26.0)



Administrative Oversight, Policy Direction and Budget Implementation for County Departments
Showing for budget purposes only. One CAO Project Manager, who is the Executive Director of San Dieguito JPA, the Juvenile Justice Commission, the Citizens Law Enforcement Review Board and the Commission on Children and Youth do not report directly to the Chief Administrative Officer.

PROGRAM: Central County Administration

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 80103

MANAGER: David E. Janssen

ORGANIZATION #: 0200

REFERENCE: 1993-94 Proposed Budget - Pg. 39-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$5,680,402	\$5,770,345	\$4,934,942	\$4,887,722	\$3,331,725	(31.8)
Services & Supplies	1,082,450	857,521	805,250	995,968	1,128,581	13.3
Other Charges	713	0	0	3,000	0	(100.0)
Fixed Assets	30,543	18,422	2,318	3,095	0	(100.0)
TOTAL DIRECT COST	\$6,794,108	\$6,646,288	\$5,742,510	\$5,889,785	\$4,460,306	(24.3)
PROGRAM REVENUE	(526,970)	(600,071)	(499,691)	(472,664)	(481,437)	1.9
NET GENERAL FUND CONTRIBUTION	\$6,267,138	\$6,046,217	\$5,242,819	\$5,417,121	\$3,978,869	(26.6)
STAFF YEARS	91.98	88.64	75.75	77.50	53.42	(31.1)

PROGRAM DESCRIPTION

The Chief Administrative Officer acts under the supervision of the Board of Supervisors and is subject to its direction. In turn, 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. Central County Administrative Offices are located in the County Administration Center within the City of San Diego, with the exception of Veterans Affairs. This office occupies leased space also in the City. 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 structure 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 Actual costs vary from budget as follows:

- Salaries and Benefits exceeded budget because salary savings were not realized.
- Services and Supplies were under spent in order to offset actual salary and benefits costs.
- Total direct cost is affected by the disbandment of the Community Involvement Office effective July 1993.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Continue to work with the Board of Supervisors to establish quality of life for the County.
 - a. <u>Judicial and Law Enforcement Services</u>: Dedicated the George F. Bailey Detention Facility; Downtown Court/Office Building; East County Court Expansion; Advanced Development of the North County Justice Center; Improved Efforts to Reduce Welfare Fraud; Anti-Graffitti Ordinance; Sheriff's Volunteer Patrol Program; Contract Law Enforcement Cost Recovery; Enhanced Efforts to Increase Municipal Court Collections; Enhanced Efforts to Address Outstanding Arrest Warrants; Considered a Proposal to Develop a Regional Emergency Radio Network.
 - b. <u>Children and Youth Services:</u> Supported Child Support Enforcement Automation; Convened a Joint School/Community College Board Meeting; Refocused Child Protective Services to Family Preservation Efforts; Options for Recovery Expansion; Infant Immunization; Improved Partnerships with Community Clinics for Public Health; Continued Implementation of Prevention Based Services; Received Increased Funding for Perinatal Care; Initiated a Teen Fathers Program.
 - c. <u>Social Services:</u> Convened Forums on Civil Unrest; Convened A City/County Diversity Workshop; Enhanced Job Training Services for AFDC & GR Recipients; Enhanced Vocational Education for Inmates; Food Stamp Cash Out.
 - d. <u>Health Services</u>: Convened a Body to Implement a Managed Medi-Cal Program; Began Renegotiations for the Public Cost of Indigent Health Care; Women's Health Prevention Policy; Breast & Cervical Cancer Control; In-County Mental Health Bed Expansion; AIDS Housing Grant Collaboration with City of San Diego; Received Increased Funding for AIDS/HIV; Developed Guidelines for Ambulance Services; Implemented Measures to Reduce Exposure to Pesticides.
 - e. <u>Community Development:</u> Adopted a Hire San Diego-Local Business Preference Policy; Supported a Region Jobs Conversion Program; Expedited projects to Stimulate the Economy; International Trade & Business Zone Review; Economic/Science Advisory Board Policy Development; Advocated a Wells Fargo Bank Reinvestment Strategy; Considered Opportunities to Reduce Regulation of Businesses.
 - f. <u>Planning and Land Use Services:</u> Began a Series of Public Workshops for Otay Mesa Ranch, Adopted an Upper San Diego River Flood Control Plan; Adopted Measures to Streamline Planning and Land Use Regulations.
 - g. <u>Parks and Recreation Services:</u> Acquired the Roberts Ranch Property; Otay River Valley Acquisition; Anza Borrego State Park Property Transfer.
 - h. <u>Streets and Highways:</u> Palomar College Transit Center; Regional Bikeway Program; Congestion Management Land Use Analysis.
 - Sanitation Services: Joined the Regional Wastewater Management District; Continued Operation of the San Marcos Landfill; Audited the Solid Waste Fund; Developed a Solid Waste Participation Agreement with Cities; Nelco Oil Hazardous Waste Mitigation; Water Reclamation Master Plan; Otay Landfill Annex.
 - j. <u>General Government Support:</u> Developed a Citizen's Based Budget; Convened a Series of Budget Workshops; Utilized Outside Audit Services to Review Sheriff and General Services; Convened a Body to Consolidate APCD & EHS; Developed Strategies to Reduce Departmental Spending; Developed a Long Range Plan for Libraries; Responded to Local Flood Damage.
- 2. Attain equitable funding for regional public services.
 - For 1992-93 the County was able to maintain the status quo for equitable funding of regional services.
- 3. Continue efforts to improve the County's external relationships.
 - Achievement of this goal has been met during FY 92-93 with the following actions:
 - a. At the recommendation of Chairman Bilbray during the 1992 State of the County address and approval of the full Board, the CAO and the Air Pollution Control Officer have been pursuing a study of the feasibility of consolidation the Air Pollution Control District (APCD) and the Environmental Health Services Division (EHS) of the Department of Health Services (DHS). This effort has

involved formation of a FOCUS group composed of affected business, industry and environmental groups. With the active assistance and involvement of the FOCUS group, a preliminary consolidation feasibility study was presented to the Board in July 1993. One significant result of this study is the formalization of a continuous process improvement program which will involve annual efforts to revise APCD and EHS' permit, inspection and enforcement program for purposes of streamlining and better inter-agency cooperation.

- b. The Board of Supervisors endorsed, supported and encouraged the formation of the Interim Solid Waste Commission. This Commission has, as its major function, the design of a new governmental structure to take over the solid waste system. This Commission's formation and its on-going work was and is staffed by City Managers and the CAO.
- c. <u>Community Partnerships:</u> The CAO convened a working group of 30 community-based agencies to join County staff in identifying and implementing the principles of <u>Reinventing Government</u>. Results include inclusion of contracting agencies in the design and planning of services, particularly for children and families. This effort will be continued in 1994.
- d. <u>School Partnerships:</u> The planning and delivery of school-linked services continues through four New Beginnings collaboratives: Vista, El Cajon, National City and San Diego.

The Board continues its annual meeting with representatives of our local and County school boards and community college districts boards.

County departments continue to assist local schools in the development of Healthy Start initiatives.

The CAO coordinated an application for a major County-schools collaborative through the County Policy Academy. If selected, this grant will assist the County in pursuing AB 1741 funding decategorization.

- e. <u>Community Partnerships for Children and Families:</u> The County is a partner in the regional effort to join government, not-for-profit organizations and private industry in support of children and families.
- 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.

The Office of Financial Management prepared a Policy Program Budget which enhanced the Board's ability to provide for comprehensive review of all programs and department budgets with a focus on priorities, efficiency and effectiveness, and appropriate funding levels.

Secure enactment of the 1993 Board of Supervisors' legislative program.

Ten of the Board's 27 sponsorship proposals were chaptered.

1993-94 OBJECTIVES

- 1. Attain equitable funding for regional public services.
- 2. Continue efforts to improve the County's internal/external relationships.
- 3. Secure enactment of the 1994 Board of Supervisors' legislative program.
- 4. Negotiate Title 19 contract for additional medi-cal revenue which is earned by Veterans Affairs.

1993-94 SUB PROGRAM ACTIVITIES

Most activities in this program reflect reductions due to effort to decrease net County cost 20%.

The activities of this program are summarized as follows:

- Executive Office [21.42 SY; E = \$1,866,462; R = \$196,089] directs 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:
 - Discretionary Activity/Discretionary Service level.
 - O Decreasing 2.24 staff years (Special Assistant, Community Affairs -0.08; Administrative Secretary IV -0.16; Deputy CAO -0.50; Extra Help -1.00; CAO Project Manager -0.50).
 - Offset 10.5% by revenue.

- Providing staff support for Peak Hour Traffic Management and the San Dieguito River Valley Regional Open Space Park Joint Powers Authority.
- 2. Office of Intergovernmental Affairs [4.00 SY; E = \$944,334; R = \$0] provides bill, regulation and guideline analysis, provides coordination of responses to bills, regulations and guidelines; and conducts advocacy activities on behalf of the County with other governmental entities. This activity is:
 - O Discretionary Activity/Discretionary Service level.
 - Administering contracts for legislative representation in Washington, DC and Sacramento.
 - Decreasing 2.00 staff years (Analyst III and Senior Clerk).
 - O Preparing the County legislative program and positions on legislation.
- 3. Office of Public Affairs [4.00 SY; E = \$280,408; R = \$102,200] assists citizens in dealing with County government and provides the media with assistance to the Board of Supervisors and County departments. This activity is:
 - O Discretionary Activity/Discretionary Service Level.
 - Offset 36.4% by revenue.
 - O Decreasing 1.00 staff year (Assistant Public Affairs Officer).
 - Responsible for all County publications, the employee newspaper, major public events, and operation of the Speaker's Bureau.
 - Produces films and videos and coordinates all photographic, audiovisual and graphic art activities.
- 4. <u>Veterans Affairs</u> [6.00 SY; E = \$280,333; R = \$130,000] provides direct services to the veteran population in San Diego County. This activity is:
 - Discretionary Activity/Discretionary Service level.
 - Decreasing 1.00 SY (Junior Clerk Typist).
 - Serving a veteran population of approximately 310,000 persons (up 40,000 from FY 1992-93).
 - Offset 46.4% by revenue.
 - Earning revenue based on staffing level and performance, ascertained in an annual audit by the State of California Department of Veterans Affairs.
- 5. Administrative Services [7.00 SY; E = \$314,227; R = \$0] includes support personnel. This activity is:
 - Discretionary Activity/Discretionary Service Level.
 - Decreasing 1.00 staff year (Administrative Assistant III).
 - Providing management, payroll, personnel, fiscal and purchasing support for the Chief Administrative Officer, Equal Management Opportunity Office, Department of Human Resources and the San Dieguito JPA.
 - Coordinating and developing the Chief Administrative Officer's departmental budget.
 - Providing centralized data processing to all CAO activities and some departments.
- 6. <u>Commission on Children and Youth</u> [3.00 SY; E = \$156,594; R = \$0] including an Executive Officer, Child Care Coordinator and clerical staff. This activity is:
 - Discretionary Activity/Discretionary Service Level.
 - Remaining at FY 1992-93 staffing level.
 - Planning, generating funding, consulting on land use and other issues related to child care.
 - Advising on all issues related to children, youth and families.

- Includes Juvenile Delinquency Prevention Committee and Child Care Planning Council.
- 7. <u>Juvenile Justice Commission</u> [2.00 SY; E = \$110,085; R = \$0] including administrative and clerical staff to the Commission. This activity is:
 - O Discretionary Activity/Discretionary Service Level.
 - Remaining at FY 1992-93 staffing level.
 - Investigating unresolved complaints regarding the juvenile dependency and delinquency system after initial review by the Probation Department or the Department of Social Services.
- 8. <u>Labor Relations</u> [6.00 SY; E = \$507,863; R = \$53,148] including support personnel, this activity is:
 - Mandated Activity/Mandated Service Level.
 - Remaining at 1992-93 staffing level.
 - Responsible for negotiating labor contracts.
 - Responsible for administering employee labor agreements and providing clarification to departments and employees regarding labor relations issues.
 - Coordinating all labor/management relations with nine different Unions/Associations encompassing 20 separate bargaining units.
 - Representing the County/department management in grievance arbitrations.
 - Offset 10.5% by revenue.
- 9. <u>Financial Management</u> [0.00 SY; E = \$0; R = \$0]
 - Program was deleted in the Chief Administrative Office and was consolidated with the Auditor and Controller.
 - o 13 staff years, \$922,803 in expenditures and \$89,147 of revenue were transferred to the Office of the Auditor and Controller.
- 10. Human Relations Commission [0.00 SY; E = \$0; R = \$0]
 - Program was deleted by the Board of Supervisors during the 1993-94 budget deliberations.
 - 2.00 staff years and \$101,398 in expenditures were deleted from the Chief Administrative Officer's budget.

PROGRAM REVENUE BY SOURCE				Changa Enco
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund	\$64,752	\$64,752	\$64,300	\$(452)
Air Pollution Control District	12,966	12,966	14,843	1,877
Airport Enterprise Fund	2,423	2,423	2,364	(59)
Liquid Waste Solid Waste	8,209 11,789	8,209 11,789	8,081 16,294	(128) 4,505
ibrary Fund	19,212	19,212	19,055	(157)
Sub-Total	\$119,351	\$119,351	\$124,937	\$5,586
OTHER REVENUE:				
AB 2890 Recovered Costs	\$1,423	\$2,220	\$0	\$(2,220
Recovered Expenditures	590	0	0	0
Other Miscellaneous	785	0	0	. 0
Sub-Total	\$2,798	\$2,220	\$0	\$(2,220
THER FINANCING SOURCES:				
perating Transfer from CATV	\$102,200	\$102,200	\$102,200	\$0
Sub-Total	\$102,200	\$102,200	\$102,200	\$0
NTERGOVERNMENTAL REVENUE:				
State Aid for Veterans Affairs	\$153,904	\$130,000	\$130,000	\$0
State Grants - Other	39,899	36,000	39,626	3,626
id from Joint Powers Authority Other - Federal Grants	81,539 0	82,893 0	84,674 0	1,781 0
Sub-Total	\$275,342	\$248,893	\$254,300	\$ 5,407
Total	\$499,691	\$472,664	\$481,437	\$8,773
SENERAL FUND CONTRIBUTION DETAIL				-
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
SENERAL FUND SUPPORT COSTS:	\$5,242,819	\$5,417,121	\$3,978,869	\$(1,438,252)
Sub-Total	\$5,242,819	\$5,417,121	\$3,978,869	\$(1,438,252)
otal	\$5,242,819	\$5,417,121	\$3,978,869	\$(1,438,252)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in Program Revenues in 1993-94 are due to interfund charges for professional and labor relations services changed due to new cost allocations.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Execut	ive and Administrative Services						" -
0341 0347 0348 2104 2109	Special Asst. Comm. Affairs CAO Project Manager CAO Staff Officer Deputy Chief Admin. Officer Chief Admin. Officer	1 3 12 4	0.08 2.50 12.00 3.50 1.00	0 3 10 3 1	0.00 2.00 10.00 3.00 1.00	\$6,162 187,930 682,749 384,550 135,447	\$0 156,517 576,453 329,427 135,447
2302 2303 2403 2411 2412	Admin. Assistant III Admin. Assistant II Accounting Technician Analyst I Analyst II	1 1 1 1	1.00 1.00 1.00 1.00 1.00	0 1 1 0 0	0.00 1.00 1.00 0.00 0.00	46,162 37,989 23,259 29,745 34,434	39,899 23,950 0
2511 2730 2745 2759 3008	Senior Payroll Clerk Senior Clerk Supervising Clerk Admin. Secretary IV Sr. Word Processor Operator	1 1 1 4 2	1.00 1.00 1.00 3.50 2.00	1 1 1 3 2	1.00 1.00 1.00 3.00 2.00	25,056 23,949 27,769 104,602 47,859	25,056 23,950 27,770 95,014 49,341
3009 9999	Word Processor Operator Extra Help	1	2.00 0.08	0	2.00 0.00	44,409 11,556	41,204 0
Sub-To	,	38	34.66	29	28.00	\$1,853,627	\$1,524,028
2276 2309 2367 2413 2730	of Intergovernmental Affairs Dir, Intergovernmental Affairs Principal Legislative Coord. Principal Admin. Analyst Analyst III Senior Clerk	1 1 1 1	1.00 1.00 1.00 1.00 1.00	1 1 1 0	1.00 1.00 1.00 0.00 0.00	81,013 54,747 52,157 46,162 21,645	81,014 54,748 52,156 0
2758 Sub-To	Admin. Secretary III	i 6	1.00 6.00	. 1	1.00	30,176 \$285,900	30,774 \$218,692
	Relations Commission	Ū	0.00	•	4.00	3203,700	3210,072
2413 2757	Analyst III Admin. Secretary II	1 1	1.00 1.00	0	0.00 0.00	46,162 25,475	0
Sub-To	tal	2	2.00	0 -	0.00	\$71,637	\$0
Juveni	e Justice Commission						
0368 2409	Admin. Ofcr., Juv. Justice Com Juvenile Justice Com. Asst.	0 ~	0.00 0.00	1 1	1.00 1.00	0 .	48,484 30,465
Sub-Tot		0	0.00	2	2.00	. 0	\$78,949
Commiss 0350	sion on Children and Youth Coord, Com. on Children & Youth	n 1	1.00	1	1.00	48,234	48,235
2300 2758	Child Care Coordinator Admin. Secretary III	1 1	1.00	1 1	1.00	44,829 25,475	44,830 25,474
Sub-Tot	al	3	3.00	3	3.00	\$118,538	\$118,539
Financi	al Management						
0359 2161 2392 2393 2746 2759	Div. Chief, Financial Mgmt. Dir., Financial Management Financial Mgmt. Analyst II Financial Mgmt. Analyst III Confidential Office Assistant Administrative Secretary IV	2 1 8 4 1 1	2.00 1.00 6.50 4.00 1.00	0 0 0 0 0	0.00 0.00 0.00 0.00 0.00 0.00	130,002 86,569 371,398 230,092 20,480 33,135	0 0 0 0
Sub-Tot	al	17	15.50	0	0.00	\$871,676	\$0

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Office	of Public Affairs						
0349	Public Affairs Officer	1	1.00	1	1.00	67,923	67,922
2350	Asst. Public Affairs Officer	1	1.00	0	0.00	41,843	0 39,800
2357 2756	Photographic Audio Visual Spec Admin. Secretary I	. 1	1.00 1.00	1 1	1.00 1.00	39,164 22,051	22,052
3816	Graphic Designer	1	1.00	1	1.00	39,799	39,800
Sub-To	tal	5	5.00	4	4.00	\$210,780	\$169,574
<u>Vetera</u>	ns Affairs						
0351	Veteran Service Officer	1	1.00	1	1.00	54,999	54,999
2342 2353	Senior Veteran Services Rep. Veterans Services Rep.	1 3	1.00 3.00	1 3	1.00 3.00	37,068 97,804	37,667 100,758
2700	Intermediate Clerk Typist	1	1.00	. 0	0.00	20,670	0
2757	Administrative Secretary II	1	1.00	1	1.00	15,706	20,669
Sub-To	tal	7	7.00	6	6.00	\$226,247	\$214,093
Commun	ity Involvement Office						
0358	Dir., Community Involvement	1	1.00	0	0.00	58,025	0
2304	Admin. Assistant I	1	0.08	0	0.00	5,811	0
2412 2413	Analyst II Analyst III	1	0.09 1.00	0	0.00 0.00	5,811 42,993	0
2700	Intermediate Clerk Typist	Ó	0.00	0	0.00	0	0
2758 6344	Admin. Secretary III Coord., Volunteer Services	1	0.75 · 1.00	0	0.00 0.00	23,110 31,509	0
Sub-To	•	6	3.92	0	0.00	\$167,259	\$0
Traffic	c Management						
0347	CAO Project Manager	1	0.42	1	0.42	24,050	24,269
Sub-To	tal	1	0.42	1	0.42	\$24,050	\$24,269
Labor	Relations Office						
0355	Labor Relations Manager	0	0.00	1	1.00	0	70,304
0356	Labor Relations Specialist	0	0.00	2	1.00	. 0	57,503
2373 2389	Assoc. Personnel Analyst Sr. Labor Relations Specialist	0 0	0.00 0.00	1	1.00 1.00	0 0	34,434 47,300
2747	Human Resources Assistant I	0	0.00	i	1.00	0	18,593
2758	Admin. Secretary III	0	0.00	1	1.00	0	25,945
Sub-To		0	0.00	7	6.00	\$0 ez eze 71/	\$254,079
	Total	85	77.50	56	53.42	\$3,829,714	\$2,602,223
•	Adjustments:					\$(91,817)	51,917
	n/Overtime Pay:					0	0
Employe	ee Benefits:					1,256,717	833,328
	ductions					0	(90,561)
Salary	Savings:					(106,892)	(65,182)
-	Total Adjustments					\$1,058,008	\$729,502
Program	m Totals	85	77.50	56	53.42	\$4,887,722	\$3,331,725

PROGRAM: Office of Special Projects

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 87131 MANAGER: Rich Robinson

ORGANIZATION #: 0200

REFERENCE: 1993-94 Proposed Budget - Pg. 39-10

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. 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. 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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$778,169	\$743,315	\$691,137	\$685,668	\$564,237	(17.7)
Services & Supplies	357,137	470,311	498,948	284,097	94,847	(66.6)
Other Charges	0	0	187	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,135,306	\$1,213,626	\$1,190,272	\$969,765	\$659,084	(32.0)
PROGRAM REVENUE	(160,508)	(445,411)	(413,051)	(189,330)	(121,000)	(36.1)
NET GENERAL FUND CONTRIBUTION	\$974,798	\$768,215	\$777,221	\$780,435	\$538,084	(31.1)
STAFF YEARS	12.01	10.57	9.74	10.00	8.00	(20.0)

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 is located in the County Administration Center.

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, performing redevelopment analyses, and 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actuals are higher than budgeted due to a mid-year appropriation transfer from the Criminal Justice Construction Fund for work on the Downtown Court/Office Building.

1992-93 ACHIEVEMENT OF OBJECTIVES

 Provide continued staff support to solve the jail overcrowding problem by planning for major capital facilities and their operations.

Selected site for IRC; obtained Board of Corrections approval for \$32.7 million funding extension; began architectural design work; sought City of San Diego support.

2. Provide cost-effective court space expansion within available funding resources.

Selected developer to design and construct the Downtown Court/Office Building; certified an environmental impact report for the construction of the Downtown Court/Office Building; completed land exchange and approved land donation agreement relative to the expansion of the North-County Regional Center.

Manage the County's debt financing function through SANCAL and the Regional Building Authority.

Provided high level support to SANCAL on several financings and refinancings prior to the transfer of this role to the Auditor & Controller.

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.

Drafted workplan for Facilities Master Plan and Board Policy for Design Standards; completed acquisition leasing and County-owned/occupied property subsystems; authorized completion of the system with a Phase III contract with software consultant; with the Department of General Services, continued to analyze lease and purchase options for providing space, and to review leases for consolidation in order to provide operational efficiencies and achieve savings.

Conduct analyses related to the lease or purchase of County property and/or facilities.

<u>District Attorney/Court Building</u>: Project was advanced through the planning process with land acquisition, developer selection, EIR completion and financing; <u>North County Court Expansion</u>: Project is in the design phase and considerable progress has been made in identifying building occupants and developing a financing plan; <u>Kettner St. Annex</u>: Conceptual plans for development of a building on the County-owned Kettner property are awaiting a decision on the co-location of APCD and Environmental Health, and disposition of the Clairemont Hospital building.

 Complete the acquisition process for a new Kearny Mesa Facility for Public Works and to allow consolidation of leases in that area.

Location of a building to accommodate the needs of Public Works and Planning has been influenced by the downturn in the economy; efforts are continuing to assess the feasibility of an acquisition.

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.

Participated in the development of the Harborview/Little Italy Focus Plan; provided an analysis of a proposed 105,000 square foot office building on the County-owned Kettner/Cedar block.

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.

Completed Master Plan proposal and began negotiations with the City of Santee on acceptable land uses and infrastructure financing for the 389-acre Edgemoor property located in the Santee Town Center.

9. Conduct special analyses related to cities' redevelopment projects.

Finalized tax sharing agreements for City of San Diego's Barrio Logan project and City of San Marcos' Project Area No. 1 project amendment; processed resolution entitling County to Prop. 13 "2%" tax increment from San Diego's Central Imperial project; conducted negotiations with City of Poway regarding mitigation for County General fund and Library from proposed Paguay project amendment; analyzed City of San Diego's proposed College Community Redevelopment Project and initiated fiscal review proceedings.

- Provide staff support to the County Redevelopment Agency as needed to meet administrative requirements of State Redevelopment Law.
 - Prepared budget, Annual Report, Statement of Indebtedness, and held the Redevelopment Agency Biennial Public Hearing at which time the Board received testimony on the status of the Gillespie Field and Upper San Diego River redevelopment plans.
- 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.
 - Assisted Public Works Airports and the master lessee with respect to the continued development of the industrial park which constitutes Phase I of the Cuyamaca West redevelopment effort within the Redevelopment Project Area.
- 12. Continue to provide support to the County's four largest unincorporated communities in the implementation of their revitalization plans and programs.
 - Substantially completed revitalization projects in Fallbrook, Lakeside, Ramona and Spring Valley; further assistance transferred to the following departments: HCD, Assessor, Public Works.
- 13. Provide staff support to the Criminal Justice Council and San Diego County Regional Justice Facility Financing Agency.
 - Held Council retreat and established new mission statement and work goals; provided support to Financing Agency Special Counsel. .
- 14. Provide staff support to the Chief Administrative Office regarding selected criminal justice issues.
 - Established two private work furlough contracts which expanded system by 134 beds; began RFP to privatize entire work furlough program which could save up to \$1 million; revised and re-instituted work release program; completed funding which allowed full opening of East Mesa Detention Complex with 2,136 beds.

1993-94 OBJECTIVES

- Provide continued staff support to solve the jail overcrowding problem, including planning for major capital
 facilities and their operations.
- Provide staff support for the financing and construction of additional courts and office space, including the Downtown Court/Office Building, expansion of the North County Regional Center, and possible conversion of the East County Detention Facility to alternative uses.
- Provide staff support to the Chief Administrative Officer regarding selected criminal justice issues, including staffing the Criminal Justice Council, implementation of a private work furlough contract, and seeking funding for a new crime lab and communications center.
- Conduct special analyses related to cities' redevelopment projects, including negotiating and implementing tax sharing agreements.
- 5. In cooperation with Airports Division, Department of Public Works, use redevelopment financing for major infrastructure improvements necessary to implement the Gillespie Field Master Plan.
- Provide staff support to the County Redevelopment Agency as needed to meet administrative requirements of State Redevelopment Law, including preparation of the Agency Budget, an Annual Report, and a Statement of Indebtedness.
- Plan for maximum use/revenue potential of County properties, including preparation of a land development and revenue plan for the Edgemoor property, and liaison with other agencies in Centre City.
- 8. Continue implementation of the Space Planning and Management Work Program, including a Facilities Master Plan, an on-line mainframe data base of County properties/facilities, and design standards for County facilities.
- Conduct analyses related to the lease or purchase of County property and/or facilities, including options for lease consolidation.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Office of Special Projects [8.00 SY; E = \$659,084; R = \$121,000] including support personnel is:
 - Discretionary Activity/Discretionary Service Level.

- Offset 18% by revenue.
- Responsible for managing the acquisition and development of detention and court facilities, County facility space planning, and various redevelopment activities. These include jail and court space planning, the Space Management Work Program, Sale and Lease, Edgemoor property development, redevelopment negotiations with cities, and the Gillespie Field Redevelopment Project, as well as administration of various criminal justice issues.
- O Changing due to a 32% reduction in direct costs which includes the deletion of 2.0 staff years consisting of one Analyst II, one CAO Staff Officer and a reduction of \$180,250 in services and supplies.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Criminal Justice Facilities Court Facilities	\$104,562 192,208	\$0 0	\$0 0	\$0 0
Sub-Total	\$296,770	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:	e34 //7	e10 000	e30 000	e 10, 000
Redevelopment Agency	\$21,467	\$10,000	\$20,000	\$10,000
Aid from Joint Power Authority	16,937	0	0	0
CDBG Funding	5,303	0	0	0
Sub-Total	\$43,707	\$10,000	\$20,000	\$10,000
CHARGES FOR CURRENT SERVICES:				
Recovered Expenditures	\$16,716	\$120,000	\$20,000	\$(100,000)
	•			•
Interfund Charges - Charges in Capital Outlay Fund	3,779	10,000	10,000	0
Sub-Total	\$20,495	\$130,000	\$30,000	\$(100,000)
OTHER FINANCING SOURCES:				
Operating Transfers from the Edgemoor Fund	\$52,079	\$49,330	\$71,000	\$21,670
Sub-Total	\$52,079	\$49,330	\$71,000	\$21,670
Total	\$413,051	\$189,330	\$121,000	\$(68,330)
GENERAL FUND CONTRIBUTION DETAIL				Change Enem
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$777,221	\$780,435	\$538,084	\$(242,351)
Sub-Total	\$777,221	\$780,435	\$538,084	\$(242,351)
Total	\$777,221	\$780,435	\$538,084	\$(242,351)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Changes in revenue between the 1992-93 Budget and the 1993-94 Budget include a decrease of \$68,330. Recovered expenditures from the Downtown Court/Office Building will be lower in FY 1993-94. An increase in reimbursable revenue from the Edgemoor Fund and the Redevelopment Agency is expected due to further development of these projects.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0347	CAO Project Manager	1	1.00	1	1.00	\$58,131	\$58,131
0348	CAO Staff Officer	5	5.00	ż	4.00	258,490	209,468
2136	Dir., Office of Special Proj.	1	1.00	i	1.00	88,467	88,467
2412	Analyst II	i	1.00	ò	0.00	32,506	0
2413	Analyst III	1	1.00	1	1.00	46,162	46,162
2758	Admin. Secretary III	1	1.00	1	1.00	30,774	30,774
	Total	10	10.00	8	8.00	\$514,530	\$433,002
Salary	Adjustments:					0	(0)
Premiu	m/Overtime Pay:				•	0	0
Employ	ee Benefits:					186,379	161,626
ILP Red	ductions:					. 0	(16,637)
Salary	Savings:					(15,241)	(13,754)
	Total Adjustments					\$171,138	\$131,235
Progra	■ Totals	10	10.00	8	8.00	\$685,668	\$564,237

PROGRAM: Office of Disaster Preparedness

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 31519

MANAGER: Daniel J. Eberle

ORGANIZATION #: 0200

REFERENCE: 1993-94 Proposed Budget - Pg. 39-14

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).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$503,785	\$547,938	\$522,421	\$590,128	\$504,510	(14.5)
Services & Supplies	57,872	37,448	26,397	55,250	60,993	10.4
Other Charges	0	0	0	0	0	0.0
Fixed Assets	24,545	4,921	1,269	0	0	0.0
TOTAL DIRECT COST	\$586,202	\$590,307	\$550,087	\$645,378	\$565,503	(12.4)
PROGRAM REVENUE	(348,008)	(406,624)	(350,930)	(382,708)	(382,593)	(0.0)
NET GENERAL FUND CONTRIBUTION	\$238,194	\$183,683	\$199,157	\$262,670	\$182,910	(30.4)
STAFF YEARS	11.53	11.40	10.42	12.00	10.00	(16.7)

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. The Disaster Preparedness Office is located at the County Operations Center Annex on Ruffin Road in the City of San Diego.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actuals are lower than budgeted by \$95,291 due to cost containment to reach the CAO's reduction goal.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Conduct a Train-the-Trainer course in earthquake preparedness for local Department of Defense/COMNAVBASE personnel.
 - This goal will be completed on November 30, 1993.
- 2. Complete a draft Earthquake Advisory Response Plan for review by the Unified Disaster Council.
 - The goal has not been achieved. It was placed lower on the priority list because of the need to respond to, and recover from the flood and fire disasters of 1993.
- 3. Develop a Unified San Diego County Emergency Services Organization Operational Area Emergency Response Plan.
 - This goal was completed in July 9, 1993.
- Develop and adopt a San Diego County Regional Oil Spill Response Plan.
 - The goal is between 75% to 80% completed. Full completion is now scheduled in January 1994.
- 5. Conduct a County-wide full scale Emergency Exercise in April 1993.
 - This goal was completed on April 24, 1993. It was considered to be highly successful by all participants.

1993-94 OBJECTIVES

- 1. Develop, publish, and implement a Hazardous Material Incident Response Team (HIRT) Policy and Procedures Manual.
- Conduct a tabletop exercise for members of the Utilities and Lifelines Subcommittee of the Earthquake Preparedness
 Committee.
- Under the umbrella of the San Diego County Unified Disaster Council, review Emergency Management Programs and needs in the San Diego Operational Area.
- 4. Continue development and implementation of a regional Energy Shortage Contingency Plan under funding grant guidelines of the California Energy Commission.
- 5. Develop a Recovery Annex for inclusion into the County Emergency Plan and the Operational Area Emergency Plan.
- 6. Coordinate the Community Development Block Grant (CDBG) program between Housing and Community Development (HCD) and fire service agencies in San Diego County Neighborhood Revitalization Areas.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

Actual Net Costs to the County are expected to decrease by approximately 28% from the adopted 1992-93 budget due to budgetary cost containment measures and the receipt of an Energy Grant from the State of California.

- SONGS [1.00 SY; E = \$65,000; R = \$65,000] including planning for the San Onofre Nuclear Generating Station. This activity is:
 - Mandated Activity/Mandated Service Level
 - o Offset 100% by revenue
 - Remaining at 1992-93 staffing level.
- 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:
 - Mandated Activity/Mandated Service Level

- Offset 100% by revenue
- Remaining at FY 1992-93 staffing level.
- 3. PLANNING [3.50 SY; E = \$190,086; R = \$126,296] 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. This activity is:
 - Mandated Activity/Discretionary Service Level
 - Offset 66% by revenue
 - Staffing level is reduced by 1.00 SY.
 - Reducing expenditures due to budget constraints.
- 4. OPERATIONS [3.50 SY; E = \$190,087; R = \$126,297] 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:
 - Mandated Activity/Discretionary Service Level
 - Offset 66% by revenue
 - Staffing level is reduced by 1.00 SY.
 - Reducing expenditures due to budget constraints.
- 5. <u>FIRE SERVICES</u> [1.00 SY; E = \$55,330; R = \$0] including coordinating fire services in the County and resolving fire protection issues. This activity is:
 - Discretionary Activity/Discretionary Service Level
 - Remaining at FY 1992-93 staffing level.
 - Serving as a centralized source of information and assistance on legislation and grant opportunities to local fire protection agencies.
 - Representing County at fire agency/protection meetings and liaison between County departments and fire agencies.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES: Civil Defense Cities (44% match required)	\$48,365	\$93,598	\$90,299	\$(3,299)
Sub-Total	\$48,365	\$93,598	\$90,299	\$(3,299)
AID FROM OTHER GOV'T. AGENCIES: Civil Defense Administration (44% match required) Joint Powers Authority	\$160,116 116,625	\$164,110 65,000	\$152,294 65,000	\$ (11,816)
Sub-Total	\$276,741	\$229,110	\$217,294	\$(11,816)
OTHER REVENUE: Recovered Expenditures State Grants - Other Sub-Total	\$824 25,000 \$25,824	\$10,000 50,000 \$60,000	\$0 75,000 \$75,000	\$(10,000) 25,000 \$15,000
Total	\$350,930	\$382,708	\$382,593	\$(115)
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$199,157	\$262,670	\$182,910	\$(79,760)
Sub-Total	\$199,157	\$262,670	\$182,910	\$(79,760)
Total	\$199,157	\$262,670	\$ 182,910	\$(79,760)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Decreased revenue in FY 1992-93 (actual vs. budget) reflects the loss of 1.00 SY Disaster Preparedness Operations Officer II.

PERFORMANCE INDICATORS									
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget				
ACTIVITY A: Operations									
% OF RESOURCES: 36.0%									
<u>WORKLOAD</u>									
Countywide Disaster Exercises	2	2	2 17	2	2				
City Exercises	6	20	17	18	15				
Emergency Training Sessions	100	88	60	<i>7</i> 5	60				
Emergency/Incidents Response Public Contact	75	50	37	45	0				
Videos Loaned	200	167	77	160	100				
Phone Contacts	3,400	3,176	· 3,133	3,200	3,000				
Brochures Mailed	500	3,006	5,563	2,500	3,500				
Media Calls Received	45	154	219	100	150				
Emergency Plans - new									
and revised*	100%	100%	100%	100%	100%				

ACTIVITY B: Planning

% OF RESOURCES: 34.0%

ACTIVITY C:

SONGS (San Onofre Generating Station)

X OF RESOURCES: 11.0%

ACTIVITY D:

HIRT (Hazardous Materials Response Team)

% OF RESOURCES: 11.0%

ACTIVITY E: Fire Services

% OF RESOURCES: 10.0%

^{*} Workload and plan contents are determined by State Guidelines. The Office of Disaster Preparedness is in conformance and on schedule with the Guidelines.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0380	Asst Dir, Ofc/Disaster Prep	1	1.00	1	1.00	\$48,941	\$48,940
0949	Fire Services Coordinator	i	1.00	i	1.00	41,657	41,656
2284	Dir, Ofc/Disaster Preparedness	i	1.00	i	1.00	70,573	70,574
2403	Accounting Technician	i	1.00	i	1.00	23,949	23,950
2412	Analyst II	i	1.00	i	1.00	41,843	41,843
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,670	20,669
2730	Senior Clerk	1	1.00	Ó	0.00	23,949	0
2757	Admininstrative Secretary II	1	1.00	1	1.00	25,475	23,950
5865	Disaster Prep Operations Off. I	11 4	4.00	3	3.00	146,226	114,672
	Total	12	12.00	10	10.00	\$443,283	\$386,254
Salary	Adjustments:					. 0	0
Other (Extraordinary Pay:					13,500	13,500
Employe	ee Benefits:					143,899	126,335
ILP Rec	ductions:					0	(11,278)
Salary	Savings:					(10,554)	(10,301)
	Total Adjustments					\$146,845	\$118,256
Program	■ Totals	12	12.00	10	10.00	\$590,128	\$504,510

PROGRAM: Memberships, Audits, and Other Charges

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICER

PROGRAM #: 00001

MANAGER: David E. Janssen

ORGANIZATION #: 0200

REFERENCE: 1993-94 Proposed Budget - Pg. 39-20

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	625,295	647,622	880,554	670,913	1,189,465	77.3
Other Charges	8,110	870	4,316	10,000	8,000	(20.0)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$633,405	\$648,492	\$884,870	\$680,913	\$1,197,465	75.9
PROGRAM REVENUE	(200,000)	(240,000)	(200,000)	(200,000)	(200,000)	0.0
NET GENERAL FUND CONTRIBUTION	\$433,405	\$408,492	\$684,870	\$480,913	\$997,465	107.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program has County-wide impacts and includes funds for: (1) an independent certified public accountant to conduct the mandated annual audit of the County and other audits of County operations, accounts, and records as needed; (2) memberships in various organizations which will benefit the County and its citizens. This program requires no staff.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actuals are higher than budgted due to:

- A mid-year appropriation approved by the Board of Supervisors on December 15, 1992 (66) for the evaluation of the Departments of the Sheriff and General Services.
- Prior year expenses that cleared in FY 1992-93.

1992-93 ACHIEVEMENT OF OBJECTIVES

N/A

1993-94 OBJECTIVES

N/A

1993-94 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.

Costs for this program are summarized as follows:

Services and Supplies	1992-93 <u>Actual</u>	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Independent Audit County Department Audits	\$ 2,700 240,808	\$ 95,000 0	\$ 85,000 525,000	
California Urban Counties Caucus	40,000	40,000	40,000	
California State Association of Counties (CSAC)	139,324	134,200	153,700	
National Association of Counties (NACo)	31,740	31,740	39,675	7,935
San Diego Association of Governments (SANDAG)	86,427	92,789	82,105	•
Southern California Water Committee	0	10,000	0	(10,000)
Southern California Regional Association of Counties (SCRACS)	0	1,100	0	(1,100)
Watershed Fire Council of Southern California	0	600	0	(600)
Automated Regional Justice Information System	200,000	200,000	200,000	0
San Dieguito Joint Powers Authority	65,484	65,484	63,985	(1,499)
Prior Year Expenses	74,071	0	0	0
Sub-Total	\$ 880,554	\$670,913	\$1,189,465	\$ 518,552
Other Charges				
Search and Rescue	<u>\$ 4,316</u>	\$ 10,000	\$ 8,000	\$ (2,000)
Sub-Total	\$ 4,316	\$ 10,000	\$ 8,000	\$ (2,000)
Total	\$ 884,870	\$680,913	\$1,197,465	\$ 516,552

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
FINES, FORFEITURES & PENALTIES: AB189 Criminal Justice Facilities	\$200,000	\$200,000	\$200,000	\$0
Sub-Total	\$200,000	\$200,000	\$200,000	\$0
Total	\$200,000	\$200,000	\$200,000	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$684,870	\$480,913	\$997,465	\$516,552
Sub-Total	\$684,870	\$480,913	\$997,465	\$516,552
Total	\$684,870	\$480,913	\$997,465	\$516,552

EXPLANATION/COMMENT ON PROGRAM REVENUES

Automated Regional Justice Information System (ARJIS) service enhancements qualify for AB189 funds. The allocation of funding 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: 1993-94 Proposed Budget - Pg. 39-23

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 the purpose of developing and operating an automated information system that will provide production and management information to County Permit Processing (PAPP) and related departments.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$143	0	0	47,012	37,668	(19.9)
Services & Supplies	750,722	453,220	480,481	463,600	363,600	(21.6)
Other Charges	0	0	.0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$750,865	\$453,220	\$480,481	\$510,612	\$401,268	(21.4)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$750,865	\$453,220	\$480,481	\$510,612	\$401,268	(21.4)
STAFF YEARS	0.00	0.00	0.00	0.50	0.50	0.0

PROGRAM DESCRIPTION

The Regional Urban Information System (RUIS) is an automated information system in joint development under a contractual arrangement between the County and the City of San Diego. The system will provide information about land, development, growth, public facilities and the environment. It is a "geographic information management system" which will link all the information together into a common data base. The goal of RUIS is to provide users with the information and analytical tools needed 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 was developed in phases with most of the core system components being completed during 1992-93. Future design, development and the implementation of department specific applications will be the responsibility of the participating County/City departments under the overall coordination of the RUIS project.

The actual expenditure in FY 1992-93 reflects prior year expense for the services of the San Diego Data Processing Corporation (SDDPC). Funding for Salaries and Benefits offsets actual expense reflected in Central County Administration.

1992-93 ACRIEVEMENT OF OBJECTIVES

- Complete the Base Map Core System which will provide the functions required for maintenance of the geographical
 portion of the base map.
 - Completed Base Map Core System providing functions for maintaining graphical portion of 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.
 - Developed "on-line" component of the Core System providing for maintenance of tabular attribute portion of the base map.
- Migrate base map maintenance to workstations running ARC/INFO software.
 - Completed migration of RUIS to workstations using ARCINFO 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.
 - Provided support for existing RUIS applications.
- Begin placement of addresses and Assessor Parcel numbers on the unincorporated area portion of the RUIS base map.
 Began placement of addresses and Assessor parcel numbers on the County's portion of the base map.
- 6. Convert the automated Regional Justice Information System (RUIS) goefile to a file based on the RUIS base map.
 Completed about 80% of the conversion of the Automated Regional Justice System (ARJIS) geofiles to a file based on the RUIS base map.

1993-94 OBJECTIVES

- Restructure RUIS as a Joint Powers Agency (JPA) to replace the existing RUIS agreement between the City of San Diego, and the San Diego Data Processing Corporation (SDDPC). This will provide a mechanism for other public agencies to participate in RUIS and provide more flexibility in marketing data and service to outside organizations.
- Develop lower cost access to the RUIS data base using personal computer-based tools such as Arc/View.
- 3. Enhance the RUIS data base with the addition of certain jurisdictional boundaries.
- 4. Provide maintenance and support for existing RUIS applications, including the Core System (Base Map Maintenance), ADMATCH (address validation and geocoding, CRIME (Crime Reporting and incident Mapping Environment), SPLASH (City water and sewer facility management system), Computer Aided Dispatch Geofile, Census Maintenance System, 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 Census Mapping System, the Fire Demand Zone System, and the Emergency Response Management System.
- 5. Continue placement of addresses and Assessor Parcel numbers on the RUIS base map for the unincorporated area portion of the RUIS base map and all cities (except San Diego, which is complete).
- 6. Investigate possible relationships with third parties to assist in marketing RUIS data and services.

1993-94 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 = \$401,268; R = \$0] including support personnel is:
 - Discretionary Activity/Discretionary Service Level.

- Required to fulfill the County's commitment per a contractual agreement with the City of San Diego.
- Includes the County's share of system development costs.
- Appropriations are not inclusive of amounts budgeted in departments for support, operations and maintenance of the system already developed. Appropriations are reduced in this budget 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 two categories:

- Internal costs are for staff support of system application design and development and management of the department's participation in RUIS.
- 2. Payments to SDDPC for hardware, labor and computer costs associated with system maintenance and operations.

Costs and funding sources are summarized below. <u>These costs are budgeted within the respective department budgets</u>.

<u>Department</u>	Activity (1)	<u>sy</u>	Cost	
Planning and Land Use (DPLU)	 Staff Support Maintenance/Operations 	1.50	\$ 84,246 425,844	Fees Fees
	Subtotal	1.50	\$ 510,090	Fees
Public Works	 Staff Support Maintenance/Operations 	4.00	\$ 209,000 260,000	
	Subtotal	4.00	\$ 469,000	(1)
Assessor	 Staff Support Maintenance/Operations 	1.00	\$ 41,000 31,900	
	Subtotal	1.00	\$ 72,900	(2)
Sheriff	 Staff Support Maintenance/Operations 	0.40	\$ 30,000 102,045	
	Subtotal	0.40	\$ 132,045	(2)
Registrar	 Staff Support Maintenance/Operations 	0.10	\$ 5,000 17,000	
	Subtotal	0.10	\$ 22,000	(2)
Marshal	1. Staff Support	0.20	\$ 10,000	
	Subtotal	0.20	\$ 10,000	(2)
Information Services	1. Staff Support	0.40	\$ 30,600	
Jet vices	Subtotal	0.40	\$ 30,600	(2)
TOTAL DEPARTMENTAL	COSTS	7.60	\$1,246,635	
DEVELOPMENT COST (CAO BUDGET)		\$ 401,268	(2)
TOTAL RUIS BUDGET		8.10	\$1,647,903	

- (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	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
None				
Total	\$0	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change Face
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$480,401	\$510,612	\$401,268	\$(109,344)
Sub-Total	\$480,401	\$510,612	\$401,268	\$(109,344)
Total	\$480,401	\$510,612	\$401,268	\$(109,344)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0347	CAO Project Manager	1	0. 50	1	0.50	\$36,992	\$30,456
	Total	1	0.50	1	0.50	\$36,992	\$30,456
Salary	Adjustments:					0	0
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					10,020	8,702
ILP Rec	ductions:				•	0	(1,490)
Salary	Savings:					(0)	(0)
	Total Adjustments					\$10,020	\$7,212
Progra	m Totals	1	0.50	1	0.50	\$47,012	\$37,668

PROGRAM: Citizens Law Enforcement Review Board

DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 13004 MANAGER: Eileen Luna

M #: 13004 ORGANIZATION #: 0200

REFERENCE: 1993-94 Proposed Budget - Pg. 39-28

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$60,877	\$245,332	\$227,384	\$260,285	14.5
Services & Supplies	0	71,967	31,945	84,805	44,575	(47.4)
Other Charges	0	0	Ċ	0	0	0.0
Fixed Assets	0	12,828	14,149	0	0	0.0
TOTAL DIRECT COST	\$0	\$145,672	\$291,426	\$312,189	\$304,860	(2.3)
PROGRAM REVENUE	(0)	(40)	(1,025)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$145,632	\$290,401	\$312,189	\$304,860	(2.3)
STAFF YEARS	0.00	1.07	4.95	4.00	5.00	25.0

PROGRAM DESCRIPTION

On November 6, 1990, the voters approved an amendment to the Charter of the County of San Diego which requires the establishment of a Citizens Law Enforcement Review Board. The purpose of the Review Board is to investigate citizen complaints, filed against peace officers or custodial officers employed by the County in the Sheriff's Department or the Probation Department, which allege improper conduct on the part of the officers. An eleven (11) member Review Board was proposed by the Chief Administrative Officer and appointed by the Board of Supervisors on May 21, 1991. The office is located in the County Administration Center.

1992-93 actuals are in line with the estimated budget even with the addition of a bilingual special investigative position.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Conduct orientation and training of Review Board per the requirements of the implementing ordinance.
 - All training and orientation per the requirements of the implementing ordinance was completed prior to the 1992/93 fiscal year.
- Develop and receive Board of Supervisors approval of Rules and Regulations governing the conduct of business of the Review Board.
 - Following a Court Order of March 16, 1992 to begin the Meet & Confer process, a total of 7 Meet & Confer sessions and 8 court hearings related to the development of the Rules and Regulations were held. On 10/21/92 the Review Board adopted the Rules and Regulations. On 11/13/92 the Board of Supervisors approved the Rules and Regulations.
- 3. Implement the Rules and Procedures
 - On 12/11/92 the DSA lawsuit was resolved in favor of the County and Review Board. The request for preliminary injunction was denied. The Rules & Regulations were then implemented by the Review Board effective that date.
- 4. Complete investigations and conduct Investigatory Hearings
 - 40 investigations were completed by the Review Board staff. 24 cases closed, 16 brought before the Board.

1993-94 OBJECTIVES

- 1. Train Review Board in conducting Investigative Hearings.
- 2. Conduct training of staff to enhance ability and expertise.
- 3. Implement procedures for receipt of reports and records from subject departments.
- 4. Complete investigations in a timely manner.
- 5. Develop computer data base for annual report, statistical analysis and recommendations on discipline.

1993-94 SUB PROGRAM ACTIVITIES

- 1. <u>Citizens Law Enforcement Review Board</u> [5.00 SY; E = \$304,860; R = \$0] including support personnel is:
 - Mandated Activity/Discretionary Service Level
 - O Changing due to increased cost of employee benefits and mid-year addition of an investigative position; decreased level of funding for services and supplies (-47%) due to Countywide mandated cost reduction of 20%.
 - 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.
 - 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.
 - Review departmental policies and procedures pursuant to a citizen complaint investigation and make recommendations to the Sheriff or Chief Probation Officer and to the Board of Supervisors.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Recovered Expenditures	\$1,025	\$0	\$0	\$0
Total	\$1,025	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$290,401	\$312,189	\$304,860	\$(7,329)
Sub-Total	\$290,401	\$312,189	\$304,860	\$(7,329)
Total	\$290,401	\$312,189	\$304,860	\$(7,329)

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is supported 100% by the General Fund.

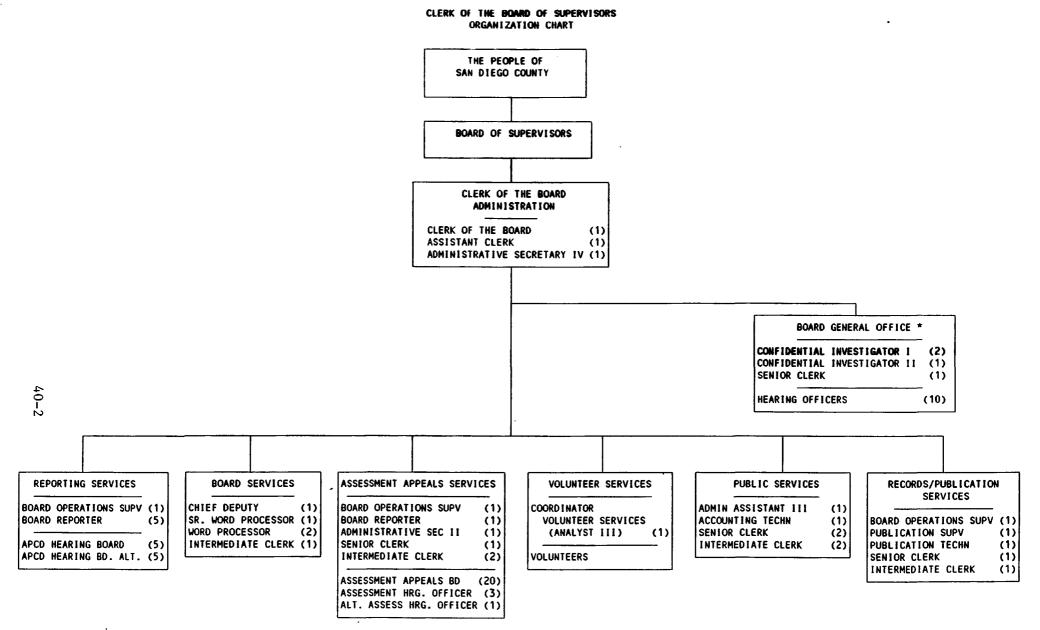
PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Reporting/Staff Services					
% OF RESOURCES: 100%					
WORKLOAD					
Cases Received	3	20	123	0	130
Dispositions Procedural Hearing	0	0	24 49	0 0	36 75
Reports Produced Investigations	0	0 0	16 40	0 0	24 60

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0375	Special Investigator	1	1.00	2	2.00	50,136	86,925
0447	Executive Officer, CLERB	i	1.00	1	1.00	76,777	68,005
2700	Intermediate Clerk Typist	i	1.00	i	1.00	17,968	19,451
2557	Administrative Secretary II	1	1.00	1	1.00	22,151	22,735
9999	Extra Help	2	0.00	0	0.00	15,000	0
	Total	6	4.00	5	5.00	\$182,032	\$197,116
Salary	Adjustments:					\$0	\$0
Premiur	n/Overtime Pay:					0	1,620
Employe	ee Benefits:					49,614	66,684
ILP Rec	ductions:					0	(5,135)
Salary	Savings:					(4,262)	(0)
	Total Adjustments					\$45,352	\$63,169
Program	n Totals	6	4.00	5	5.00	\$227,384	\$260,285

CLERK OF THE BOARD OF SUPERVISORS

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
CLERK OF THE BOARD	\$1,462,904	\$1,459,880	\$1,437,188	\$1,517,330	\$1,405,522	\$(111,808)	(7.4)
TOTAL DIRECT COST	\$1,462,904	\$1,459,880	\$1,437,188	\$1,517,330	\$1,405,522	\$(111,808)	(7.4)
PROGRAM REVENUE	(165,925)	(121,799)	(123,293)	(125,982)	(119,966)	6,016	(4,8)
NET GENERAL FUND COST	\$1,296,979	\$1,338,081	\$1,313,895	\$1,391,348	\$1,285,556	\$(105,792)	(7.6)
STAFF YEARS	36.98	35.03	32.61	36.00	32.00	(4.00)	(11.1)



^{*} Co-managed with the Vice-Chair of the Board of Supervisors

PROGRAM: Reporting/Staff Services DEPARTMENT: CLERK OF THE BOARD OF SUPERVISORS

PROGRAM #: 80102

MANAGER: Thomas J. Pastuszka

ORGANIZATION #: 0130

REFERENCE: 1993-94 Proposed Budget - Pg. 40-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 . Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,309,256	\$1,334,746	\$1,329,286	\$1,393,352	\$1,294,170	(7.1)
Services & Supplies	145,666	124,219	107,902	123,978	111,352	(10.2)
Fixed Assets	7,982	915	0	0	0	0.0
TOTAL DIRECT COST	\$1,462,904	\$1,459,880	\$1,437,188	\$1,517,330	\$1,405,522	(7.4)
PROGRAM REVENUE	(165,925)	(121,799)	(123,293)	(125,982)	(119,966)	(4.8)
NET GENERAL FUND CONTRIBUTION	\$1,296,979	\$1,338,081	\$1,313,895	\$1,391,348	\$1,285,556	(7.6)
STAFF YEARS	36.98	35.03	32.61	36.00	32.00	(11.1)

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; supplying information to the public and news media, process Board appointments to Boards, Commissions, and Committees and maintain related databases. Services are provided for: Board of Supervisors, & 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, Rules of Procedure, and Calendar; monitors the contract for publication and update of the County Code of Regulatory Ordinances and the Administrative Code; coordinates the County Volunteer program; and manages Board of Supervisors General Office function with the Vice Chair.

The 1992-93 actual is lower than 1992-93 budget due to reduced expenditures in salaries and benefits caused by reduced staff years due to unfilled positions, mid-year adjustments in appropriations and diminished revenues.

1992-93 ACHIEVENENT OF OBJECTIVES

Provided consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

Continued to increase application and utilization of the department's automation equipment to realize future efficiencies and increased service.

Specific ongoing objectives were:

- Responded to information and records requests within 24 hours.
- Prepared, printed and distributed Board of Supervisors agenda by 5:00 p.m. Wednesday, 3 working days prior to following week's meeting.
- Recorded Board of Supervisors meeting and prepared statement of proceedings by 5:00 p.m. Thursday, 2 working days
 following the meeting.
- 4. Disseminated Board actions, sent notices of hearing, ordered legal publications within 7 days after meeting.
- 5. Indexed, prepared, microfilmed and filed documents as permanent records within 10 weeks after the meeting.

1993-94 FISCAL YEAR

MISSION STATEMENT:

The Clerk of the Board of Supervisors Department is committed to provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

1993-94 OBJECTIVES

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.
- 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.
- 6. Process Board of Supervisors appointments to committees, commissions and Boards within 1 week and update databases within 3 working days following Board action.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Agenda, minutes, statement of proceedings preparation personnel are:
 1. Agenda, minutes, statement of proceedings preparation personnel are:
 - Mandated/Discretionary Service Level
 - 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 more than 400 Board of Supervisors proclamations annually.
 - Handling correspondence, Special Districts and word processing activities.
 - Receiving applications, setting hearings and recording changes to the assessment roll.
 - Preparing monthly statistical reports of Assessment Appeals Boards and resultant assessment roll changes for the Auditor.

- Receiving applications, setting hearings, and recording minutes for Air Pollution Variance Requests.
- Preparation and maintenance of official County records [13.00 SY; E = \$570,993; R = \$42,981] including support personnel is:
 - Mandatory/Discretionary Level
 - Responsible for indexing, preparing, filming and filing official County records and providing accessibility to the public.
 - Maintaining and updating County Codes, Administrative Code, County Charter and Board of Supervisors Policy Manual.
 - Serving as filing officer for more than 1,600 Statements of Economic Interests Form 730's.
 - Responsible for maintaining Lobbyist Registration and Incompatible Activities Statements.
 - Process Board appointments to Boards, Commissions and Committees; maintain associated databases.
 - Coordinate the County Volunteer program.

PROGRAM: Reporting/Staff Services

PROGRAM REVENUE BY SOURCE	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:				
Return Check Fee	10	0	0	0
Property Tax System Administration	17,578	17,000	17,000	0
egal Serv-Other Govmt Agencies.	2,846	1,800	1,800	0
Service to Property Owners	10,507	10,000	10,000	0
Charge in Air Pollution Control District	34,945	37,000	37,000	0
other Services to Government	17,518	15,000	15,000	0
ther-Jury or Witness Fee				
Sub-Total	\$83,404	\$80,800	\$80,800	\$0
RECOVERED EXPENDITURES:				
Recovered Expenditures AB 2890	16,681	26,016	20,000	(6,016
Sub-Total	\$16,681	\$26,016	\$20,000	\$(6,016
OTHER REVENUE:				
Rev App Pr Yr-Other Revenue	10,670	10,651	10,651	0
Other Sales Taxable	12,538	8,515	8,515	0
Sub-Total	\$23,208	\$19,166	\$19,166	\$0
Total	\$123,293	\$125,982	\$119,966	\$(6,016
GENERAL FUND CONTRIBUTION DETAIL				
	4000 07	4000 67	4007.04	Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
SENERAL FUND SUPPORT COSTS:	\$1,313,895	\$1,391,348	\$1,285,556	\$(105,792
Sub-Total	\$1,313,895	\$1,391,348	\$1,285,556	\$(105,792
otal	\$1,313,895	\$1,391,348	\$1,285,556	\$(105,792

EXPLANATION/COMMENT ON PROGRAM REVENUES

Recovered expenditures through AB 2890 revenues are expected to decline in fiscal year 1993-94.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Bud get
ACTIVITY: Reporting/Staff Services					
% OF RESOURCES: 100%					
WORKLOAD					
Number of Agenda Items Prepared					
- Board of Supervisors	2,555	1,948	1,913	1,948	1,913
- Special Districts	322	320	257	320	300
- Assessment Appeals	1,174	2,443	11,244	11,095	20,000
- APCD Hearing Board	361	681	547	681	600
- Total Agenda Items	4,412	5,392	13,961	14,044	22,813
Number of AAB Applications Filed	1,974	2,892	12,044	11,200	15,000
Number of Proclamations Prepared	464	336	451	350	450
Number of Copies produced by Publications Section	8.8Mil	5.5Mil.	5.5Mil.	5.5Mil.	4.4Mil.
<u>EFFICIENCY</u>					
Number of Total Agenda Items Prepared per Total De partment Staff Year	119	137	436	439	712
Number of AAB Applications Filed per Number of AAB Staff Years	394	723	2,007	1,900	3,300
Number of Agenda Items Indexed Filmed and Filed per Records Section Staff Year (beg. 92-93, incl. AAB and APCD) 10 s.y. EFFECTIVENESS	1,026	1,348	1,396	1,404	2,281
Percent of Agendas Prepared and distributed by 5 PM Wendesday	100%	100%	100%	100%	100%
Percent of Documents Indexed Filmed, and Filed Within 25 Working Days	100%	100%	100%	100%	100%

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2110	Clerk of the B/S	1	1.00	1	1.00	\$63,980	\$63,980
2208	Asst. Clerk of the B/S	i	1.00	i	1.00	53,327	53,327
2927	Chief Dep. Clerk of B/S	i	1.00	1	1.00	45,350	48,623
2302	Administrative Assist. III	1	1.00	1	1.00	43,759	41,843
2413	Analyst III	Ó	0.00	1	1.00	0	42,993
2913	Board Operations Supervisor	4	4.00	3	3.00	156,323	123,585
2902	Board Reporter	6	6.00	6	6.00	195,235	196,077
2759	Administrative Secretary IV	1	1.00	1	1.00	28,906	30,365
2403	Accounting Technician	1	1.00	1	1.00	26,171	26,666
3008	Sr. Word Processor Operator	1	1.00	1	1.00	25,602	25,602
2730	Senior Clerk	4	4.00	4	4.00	93,557	95,333
2757	Administrative Secretary II	1	1.00	1	1.00	25,475	25,474
3009	Word Processor Operator	3	3.00	2	2.00	64,468	46,244
2494	Payroll Clerk	1	1.00	0	0.00	20,049	. 0
2700	Intermediate Clerk Typist	8	8.00	6	6.00	158,610	123,146
3067	Publications Supervisor	1	1.00	1	1.00	26,498	26,856
3048	Publications Technician	1	1.00	1	1.00	22, 195	23,089
9999	Extra Help	0	0.00	0	0.00	2,200	2,200
	Total	36	36.00	32	32.00	\$1,051,705	\$995,403
Salary	Adjustments:					(4,034)	(4,131)
Pay - I	Boards, Commissions, Unclassifi	ed (AAB Hear	ing Boards)			18,200	18,200
Premiu	n/Overtime Pay:					3,000	0
Integra	ated Leave Plan:						(21,722)
Employe	ee Benefits:					355,106	334,527
Salary	Savings:					(30,625)	(28,107)
	Total Adjustments					\$341,647	\$298,767
	Totals	36	36.00	32	32.00	\$1,393,352	\$1,294,170

COMMUNITY ENHANCEMENT PROGRAM

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Community Enhancement	\$1,837,142	\$1,736,921	\$1,686,091	\$1,689,640	\$1,351,712	\$(337,928)	(20.0)
TOTAL DIRECT COST	\$1,837,142	\$1,736,921	\$1,686,091	\$1,689,640	\$1,351,712	\$(337,928)	(20.0)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0	0.0
NET GENERAL FUND COST	\$1,837,142	\$1,736,921	\$1,686,091	\$1,689,640	\$1,351,712	\$(337,928)	(20.0)
STAFF YEARS	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: 1993-94 Proposed Budget - Pg. 41-3

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.

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change

\$0	\$0	\$0	\$0	\$0	0.0
0	0	0	0	0	0.0
1,826,632	1,736,921	1,682,875	1,689,640	1,351,712	(20.0)
10,510	0	3,216	0	00	0.0
\$1,837,142	\$1,736,921	\$1,686,091	\$1,689,640	\$1,351,712	(20.0)
(0)	(0)	(0)	(0)	(0)	0.0
\$1,837,142	\$1,736,921	\$1,686,091	\$1,689,640	\$1,351,712	(20.0)
0.00	0.00	0.00	0.00	0.00	0.0
	\$0 0 1,826,632 10,510 \$1,837,142 (0) \$1,837,142	\$0 \$0 0 0 1,826,632 1,736,921 0 51,837,142 \$1,736,921 (0) \$1,837,142 \$1,736,921	Actual Actual Actual \$0 \$0 \$0 0 0 0 1,826,632 1,736,921 1,682,875 10,510 0 3,216 \$1,837,142 \$1,736,921 \$1,686,091 (0) (0) (0) \$1,837,142 \$1,736,921 \$1,686,091	Actual Actual Actual Budget \$0 \$0 \$0 \$0 0 0 0 0 1,826,632 1,736,921 1,682,875 1,689,640 10,510 0 3,216 0 \$1,837,142 \$1,736,921 \$1,686,091 \$1,689,640 (0) (0) (0) (0) \$1,837,142 \$1,736,921 \$1,686,091 \$1,689,640	Actual Actual Actual Budget Budget \$0 \$0 \$0 \$0 \$0 0 0 0 0 0 0 1,826,632 1,736,921 1,682,875 1,689,640 1,351,712 10,510 0 3,216 0 0 \$1,837,142 \$1,736,921 \$1,686,091 \$1,689,640 \$1,351,712 (0) (0) (0) (0) (0) \$1,837,142 \$1,736,921 \$1,686,091 \$1,689,640 \$1,351,712

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.

Actual expenditures of \$1,686,091 for 1992-93 were \$3,549 less than budgeted. The difference is explained by the reduction of some grants to offset prior year grant funds that were not expended by the contractor.

1992-93 ACHIEVEMENT OF OBJECTIVES

112 non-profit or governmental agencies received a total of \$1,685,140 in County grants to provide various cultural, tourist related and economic development activities.

1993-94 OBJECTIVES

To continue the support to various organizations for cultural and economic activities which contribute to tourism and economic development within San Diego County.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Community Enhancement [0.00 SY; E = \$1,351,712; R = \$0] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - O Decreased by \$337,928 from the 1992-93 budgeted amount.
 - o Provides funding for 100 contractors for tourism and economic development activities.

ORGANIZATION, PROJECTS OR EVENTS	1992-93 <u>ADOPTED</u>	1993-94 <u>ADOPTED</u>
ACCOLADES '93	\$ 3,000	\$ 0
AFRICAN AMERICAN MUSEUM OF FINE ART	55,000	44,000
ALBA 80 SOCIETY	1,000	0
ALPHA PHI ALPHA - MLK CORONATION PAGEANT	5,000	5,000
ALPINE CHAMBER OF COMMERCE	10,000	10,000
ANTIQUE GAS & STEAM ENGINE MUSEUM	21,000	21,000
BLACKFRIARS THEATRE	3,000	2,400
BONITA HISTORICAL MUSEUM	2,500	2,500
BORREGO SPRINGS AIRPORT IMPROVEMENT CORP.	0	5,000
BORREGO SPRINGS COC	25,000	24,000
BORREGO SPRINGS COMMUNITY ASSOCIATION	17,000	15,600
BUENA VISTA AUDUBON SOCIETY	3,400	2,720
CABRILLO FESTIVAL	4,500	3,600
CALIFORNIA CENTER FOR THE ARTS (FELICITA FOUND.)	7,500	7,500
CALIFORNIA BALLET ASSOCIATION	5,000	3,000
CARLSBAD CONVIS	7,000	5,600
CENTRO CULTURAL DE LA RAZA	4,500	3,600
CHILDREN'S MUSEUM OF SAN DIEGO	23,000	18,400
CHINESE HISTORICAL SOCIETY	2,500	2,000
CITY OF CARLSBAD ARTS COMMISSION	500	400
CITY OF CHULA VISTA - TALL SHIP CALIFORNIAN	7,000	5,600
COMMUNITY ARTS ADVISORY COUNCIL	5,000	0
COMMUNITY INVOLVEMENT - COLUMBUS QUINCENTENARY	2,000	0
COUNCIL OF PHILIPPINE AMERICAN ORGANIZATION	3,000	3,000
EAST COUNTY ECONOMIC DEVELOPMENT COUNCIL	15,000	12,000
EAST COUNTY PERFORMING ARTS CENTER	23,000	18,400
ENCINITAS COC	7,000	5,600
ENSEMBLE ARTS THEATRE	5,000	0
ESCONDIDO HISTORICAL SOCIETY	1,000	0
FALLBROOK ART ASSOCIATION	5,000	4,000
FALLBROOK COC	30,000	35,000
FALLBROOK HISTORICAL SOCIETY	1,000	800
FALLBROOK LAND CONSERVANCY	2,000	1,600
FALLBROOK MUSIC SOCIETY	5,000	4,000
FALLBROOK PLAYERS	1,000	0
FERN STREET CIRCUS AND PARADE	500	0
FORT GUIJARROS MUSEUM FOUNDATION	2,000	0
GASLAMP QUARTER THEATRE	2,500	0
GREATER GOLDEN HILL COMMUNITY DEV. CORP.	70.000	500
GREATER SAN DIEGO COC ECON RESEARCH BUREAU	30,000	24,000
GREATER SOLANA BEACH COC	0	2,400
HERITAGE OF THE AMERICAS MUSEUM	20,000	16,000
HISTORICAL SHRINE FOUND WHALEY HOUSE	4,000	3,200
I LOVE A CLEAN SAN DIEGO	6,000	3,800
IMPERIAL BEACH COC INTERNATIONAL AEROSPACE HALL OF FAME	7,000 4,500	5,600 0
ISSACS, MCCALEB & DANCERS (3'S COMPANY)	2,000	1,600
JULIAN CHAMBER OF COMMERCE	8,000	13,000
JULIAN HISTORIC DIST. ARCHITECTURAL	1,000	800
JULIAN HISTORICAL SOCIETY	1,000	800
JULIAN PIONEER MEMORIAL MUSEUM	4,000	4,000
KIDARTZ	2,500	2,000
	2,500	2,000

ORGANIZATION, PROJECTS OR EVENTS	1992-93 <u>Adopted</u>	1993-94 <u>Adopted</u>
LA JOLLA CHAMBER MUSIC SOCIETY	5,000	3,000
LA JOLLA PLAYHOUSE	57,500	46,000
LAKESIDE CHAMBER OF COMMERCE	22,000	22,300
LINDA VISTA MULTI-CULTURAL FAIR	3,000	4,000
MAINLY MOZART FESTIVAL	1,000	800
MALASHOCK DANCE AND COMPANY	1,500	0
MARITIME MUSEUM ASSOCIATION OF SAN DIEGO	3,000	5,400
MAYTIME BAND REVIEW	2,500	0
MINGEI INTERNATIONAL INC.	13,000	0
MOTHER GOOSE PARADE	12,000	9,600
MOUNTAIN EMPIRE HISTORICAL SOCIETY	2,500	2,000
MUSEUM OF PHOTOGRAPHIC ARTS	25,000	20,000
NORTH COUNTY TOURISM MARKETING	42,000	33,600
OCEAN BEACH MERCHANTS ASSOCIATION	5,000	4,000
OCEANSIDE VISITOR INFORMATION CENTER	12,200	9,760
OLD GLOBE THEATRE	18,000	14,400
POWAY HISTORICAL & MEMORIAL SOCIETY	1,000	0
POWAY MIDLAND RAILROAD VOLUNTEERS	1,000	0
PUBLIC ARTS ADVISORY COUNSEL	47,500	0
QUAIL BOTANICAL GARDENS FOUNDATION	20,000	36,000
RAMONA COC	20,000	21,000
RAMONA PIONEER MUSEUM	15,000	12,500
RAMONA REVITALIZATION ASSOCIATION	5,000	4,000
RANCHO SANTA FE HISTORICAL SOCIETY	3,000	3,000
SAN DIEGO AEROSPACE MUSEUM	6,500	5,200
SAN DIEGO AUTOMOTIVE MUSEUM	1,500	1,200
SAN DIEGO BOWL GAME ASSOCIATION	45,000	30,000
SAN DIEGO CHINESE CENTER	3,500	. 0
SAN DIEGO CIVIC LIGHT OPERA - STARLIGHT	5,000	4,000
SAN DIEGO CONVIS	310,000	251,500
SAN DIEGO COUNTY ARCHAEOLOGICAL SOCIETY	3,000	0
SAN DIEGO ECONOMIC DEVELOPMENT CORP.	30,000	30,000
SAN DIEGO HALL OF CHAMPIONS	9,500	5,000
SAN DIEGO HISTORICAL SOCIETY	15,000	12,000
SAN DIEGO MUSEUM OF ART	98,540	78,832
SAN DIEGO MUSEUM OF CONTEMPORARY ART	15,000	8,000
SAN DIEGO MUSEUM OF MAN	50,000	40,000
SAN DIEGO NATURAL HISTORY MUSEUM	61,000	48,800
SAN DIEGO OPERA ASSOCIATION	12,500	6,250
SAN DIEGO RAILROAD MUSEUM	30,500	24,550
SAN DIEGO REPERTORY THEATRE	6,000	3,000
SAN DIEGO SCOTTISH HIGHLAND GAMES	4,500	3,600
SAN DIEGO SPORTFISHING COUNCIL	5,000	4,000
SAN DIEGO SYMPHONY ORCHESTRA	29,500	23,600
SAN DIEGO THEATRE FOUNDATION	5,000	23,800
SAN DIEGO YOUTH SYMPHONY	5,000	2,500
SAN MARCOS CHAMBER RENAISSANCE FAIRE	0.000	500
SAN MARCOS COC - TOURISM INFOR. CTR.	7,000	5,600
SAN DIEGO COUNTY BLACK CHAMBER OF COMMERCE	7,000 0	10,000
SAN DIEGO NORTH COUNTY CONVIS (ESCONDIDO CONVIS)	100,000	83,500
SAN DIEGO SPACE AND SCIENCE FOUNDATION	0	2,500
SLEDGEHAMMER THEATRE	2,000	1,600
	2,000	1,000

PROGRAM: Community Enhancement Program

ORGANIZATION, PROJECTS OR EVENTS	1992-93 <u>ADOPTED</u>	1993-94 <u>Adopted</u>
SOLANA BEACH COC	3,000	0
SOUTH COUNTY ECONOMIC DEVELOPMENT COUNCIL	5,500	5,500
SOUTHEAST COMMUNITY THEATRE	5,000	4,000
SPRING VALLEY CHAMBER OF COMMERCE	16,500	17,500
SPRING VALLEY HISTORICAL SOCIETY	5,000	4,000
SUSHI, INC.	5,000	4,000
THE SUPPORT CENTER OF SAN DIEGO	6,000	3,000
TRAVELERS AID SOCIETY OF SAN DIEGO	2,500	2,500
TWENTY-FIRST CENTURY HARLEM	0	1,500
UNIVERSITY HEIGHTS COMMUNITY DEVELOPMENT ASSOCIATION	0	1,000
U.S. OPEN SANDCASTLE COMMITTEE	12,000	9,600
VALLEY CENTER CHAMBER OF COMMERCE	5,500	5,500
VISTA COC - RANCHO GUAJOME FUNDRAISER	1,000	800
VISTA COC - VISITORS & INFO CENTER	7,000	5,600
VISTA ECONOMIC DEVELOPMENT ASSOCIATION	1,000	800
VISTA TOWN CENTER ASSOCIATION	6,000	4,800
YOUNG AUDIENCES OF SAN DIEGO	3,000	0
TOTAL	\$ 1,689,640	\$ 1,351,212

COUNTY COUNSEL

·	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
County Counsel	\$16,476,862	\$15,142, <i>7</i> 37	\$14,402,118	\$13,236,277	\$12,331,950	\$(904,327)	(6.8)
TOTAL DIRECT COST	\$16,476,862	\$15,142,737	\$14,402,118	\$13,236,277	\$12,331,950	\$(904,327)	(6.8)
PROGRAM REVENUE*	(5,041,228)	(2,448,346)	(3,046,894)	(3,283,525)	(3,221,825)	61,700	(1.9)
NET GENERAL FUND COST	\$11,435,634	\$12,694,391	\$11,355,224	\$9,952,752	\$9,110,125	\$(842,627)	(8.5)
STAFF YEARS	142.00	131.26	124.28	135.00	127.00	(8.00)	(5.9)

^{*} These figures do not include revenue received or budgeted for legal services in the administration of estates, which for 1993-94 budget is \$400,000. These amounts appear in the Public Administrator's <u>program</u> budget and in County Counsel's <u>line-item</u> budget.

OFFICE OF COUNTY COUNSEL

COUNTY COUNSEL'S OFFICE				
	Staff Years			
County Counsel	1.00 1.00			
1 Position - 1 Sta	ff Year			

LITIGATION DIVISION	
	Staff Years
Chief Deputy County Counsel	1.00
Deputy County Counsel V	2.00
Deputy County Counsel IV	9.00
Deputy County Counsel III	19.00
Deputy County Counsel II	2.00
Senior Litigation Investigator	1.00
Litigation Investigator	1.00
Legal Assistant II	11.00
	46.00
46 Positions - 46 Staff	Years

ADMINISTRATIVE SERVIC	ES
	Staff Years
Administrative Services Manager Legal Support Services Manager Confidential Legal Secretary III Confidential Legal Secretary II Confidential Legal Secretary I Senior Clerk Accounting Technician Intermediate Clerk Typist	1.00 1.00 4.00 18.00 1.00 2.00 1.00 5.00 33.00
33 Positions - 33 Staff	Years

CLAIMS DIVISION					
	Staff Years				
Public Liability Claims Supervisor Claims Representative Intermediate Clerk Typist	1.00 2.00 <u>1.00</u> 4.00				
4 Positions - 4 Staff Yea	rs				

ADVISORY DIVISION							
	Staff Years						
Chief Deputy County Counsel	1.00						
Deputy County Counsel V	2.00						
Deputy County Counsel IV	3.00						
Deputy County Counsel III	5.00						
Deputy County Counsel II	2.00						
• • • • • • • • • • • • • • • • • • • •	13.00						
13 Positions - 13 Staff	Years						

JUVENILE DEPENDENCY DIVISION					
	Staff Years				
Chief Deputy County Counsel	1.00				
Deputy County Counsel IV	4.00				
Deputy County Counsel III	13.00				
Confidential Legal Secretary III	1.00				
Confidential Legal Secretary II	2.00				
Legal Procedures Clerk III	1.00				
Legal Procedures Clerk II	4.00				
Legal Assistant II	2.00				
Juvenile Dependency Investigator	2.00				
•	30.00				
30 Positions - 30 Staff Yea	ars				

PROGRAM: County Counsel

DEPARTMENT: COUNTY COUNSEL

PROGRAM #: 81101

MANAGER: Lioyd M. Harmon, Jr.

ORGANIZATION #: 0300

REFERENCE: 1993-94 Proposed Budget - Pg. 42-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$8,205,446	\$8,672,441	\$8,362,262	\$9,050,715	\$8,258,838	(8.7)
Services & Supplies	8,244,959	1,216,391	739,872	785,562	673,112	(14.3)
Other Charges	0	5,232,398	5,299,984	3,400,000	3,400,000	0.0
Fixed Assets	26,457	21,507	0	0	0	0.0
TOTAL DIRECT COST	\$16,476,862	\$15,142, <i>7</i> 37	\$14,402,118	\$13,236,277	\$12,331,950	(6.8)
PROGRAM REVENUE*	(5,041,228)	(2,448,346)	(3,046,894)	(3,283,525)	(3,221,825)	(1.9)
NET GENERAL FUND CONTRIBUTION	\$11,435,634	\$12,694,391	\$11,355,224	\$9,952,752	\$9,110,125	(8.5)
STAFF YEARS	142.00	131.26	124.28	135.00	127.00	(5.9)

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 provides the representation for 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 1993-94 budget is \$400,000. These amounts appear in the Public Administrator's <u>program</u> budget and in County Counsel's <u>line-item</u> budget.

One of the significant differences between 1992-93 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, by strict expenditure controls we spent less than budgeted. During this fiscal year, 9 positions have been kept vacant all of which are now being deleted. Claims payments and litigation expenses resulted in expenses in excess of budget.

1992-93 ACHIEVEMENT OF OBJECTIVES

We achieved efficiencies by increased automation efforts to improve clerical efficiency, and case and assignment tracking.

1993-94 OBJECTIVES

Continue to protect the public fisc by aggressively defending the County from unmeritorious or unreasonable claims and litigation.

Aggressively defend public policy decisions of the Board of Supervisors and assert public policy decisions or interests of the County by pursuing appropriate legal action.

Increase legal research capability and efficiency of legal research by installation of CD-ROM format software including relevant legal publications on our computer network and training of staff in its usage. Achievement of this objective should also result in reduced cost by reducing amount of more costly on-line legal research.

Increase efficiency of workers' compensation representation by connecting workers' compensation attorneys to Human Resources data base. This should assist in handling increasing caseloads with existing staff.

Complete installation of time and billing component of CountyLaw system. This should result in more accurate statistics available, increased capability to monitor litigation expenditures and workload, and elimination of our reliance on an antiquated mainframe system to generate attorney time charges.

1993-94 SUB PROGRAM ACTIVITIES*

The activities of this program are summarized as follows:

- 1. <u>Litigation</u> [46.00 SY; E = \$5,216,515; R = \$1,166,960] is:
 - Mandated/Discretionary Service Level
 - Unchanged in net staffing level.
- 2. Advisory [13.00 SY; E = \$1,474,233; R = \$329,793] is:
 - Mandated/Discretionary Service Level
 - Reduced by 1.00 SY.
- 3. Claims [4.00 SY; E = \$453,610; R = \$101,475] including support personnel is:
 - Discretionary/Discretionary Service Level
 - Unchanged in staffing level.
- 4. <u>Juvenile Dependency Division</u> [30.00 SY; E = \$3,402,075; R = \$761,061] including support personnel is:
 - Mandated/Discretionary Service Level
 - Reduced by 1.00 SY
 - To represent the Department of Social Services in its dependency program.
- 5. <u>Administration/Administrative Services</u> [34.00 SY; E = \$3,855,685; R = \$862,536] is:
 - Mandated/Discretionary Service Level
 - Reduced by 6.00 SY.
- * Note: Expenditures and revenues are not tracked at the sub-program level. Consequently, the allocation of expenditures and revenues is based on the percentage of staffing in each division.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES:				
License Fee - Freeway Call Box	\$9,340	\$0	\$0	\$0
Legal Services - Other Government Agencies	426,378	360,000	447 , 730	87, <i>7</i> 30
Legal Services - Administering Estates	356,437	595,130	400,000	(195,130)
Interfund Charges - Charges in Road Fund	1,865,834	2,341,568	2,173,312	(168,256)
Interfund Charges - Charge in APCD	153,565	144,450	144,450	0
Interfund Charges - Capital Outlay Fund	39,281	0	0	0
Charge in Airport Enterprise Fund	11,680	7,500	7,500	0
Charge in Liquid Waste Enterprise Fund	78,591	76,491	66,904	(9,587)
Charge in Transit Enterprise Fund	1,420	7,000	7,000	0
Charge in Solid Waste Enterprise Fund	242,460	213,990	242,403	28,413
Charge in Library Fund	6,451	7,526	7,526	0
Sub-Total	\$3,191,437	\$3,753,655	\$3,496,825	\$(256,830)
OTHER REVENUE:				
Third Party Recoveries	\$114,177	\$0	\$0	\$0
AB 2890	51,297	80,000	80,000	0
Revenue App. Prior Year - Charges Current Service	(950)		0	0
Revenue App. Prior Year - Other Revenue	0	40,000	0	(40,000)
Recovered Expenditures	22,752	5,000	40,000	35,000
Other - Miscellaneous	24,618	0	5,000	5,000
Sub-Total	\$211,894	\$125,000	\$125,000	\$0
Total Revenue	\$3,403,331	\$3,878,655	\$3,621,825	\$(256,830)
NON-PROGRAM REVENUE:				
Legal Services to Public Administrator*	\$(356,437)	\$(595,130)	\$(400,000)	\$195,130
Total	\$3,046,894	\$3,283,525	\$3,221,825	\$(61,700)
GENERAL FUND CONTRIBUTION DETAIL				Oh F
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
General Fund Support Costs:	\$11,355,224	\$9,952,752	\$9,110,125	\$(842,627)
Sub-Total	\$11,355,224	\$9,952,752	\$9,110,125	\$(842,627)
Total	\$11,355,224	\$9,952,752	\$9,110,125	\$(842,627)

These amounts are subtracted from the revenue totals because they are counted in the Public Administrator's program budget and in County Counsel's <u>line-item</u> budget.

EXPLANATION/COMMENT ON PROGRAM REVENUES

The revenue decrease projected for the Administration of Estates is due to changes in the law, which has reduced the number of larger estates handled by the Public Administrator. The projected reductions in the Road Fund and Liquid Waste Enterprise Fund result from the lower claims reimbursements for liability claims payments through the A-87 cost plan.

PERFORMANCE INDICATORS								
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget			
ACTIVITY A: Juvenile Dependency								
% OF RESOURCES: 23.2%								
WORKLOAD								
Juvenile Dependency petitions filed	3,900	3,400	NA	3,200	NA			
ACTIVITY B: Litigation Division		•						
% OF RESOURCES: 32.3%								
WORKLOAD								
Open litigation cases	4,000	3,200	NA	2,500	NA			

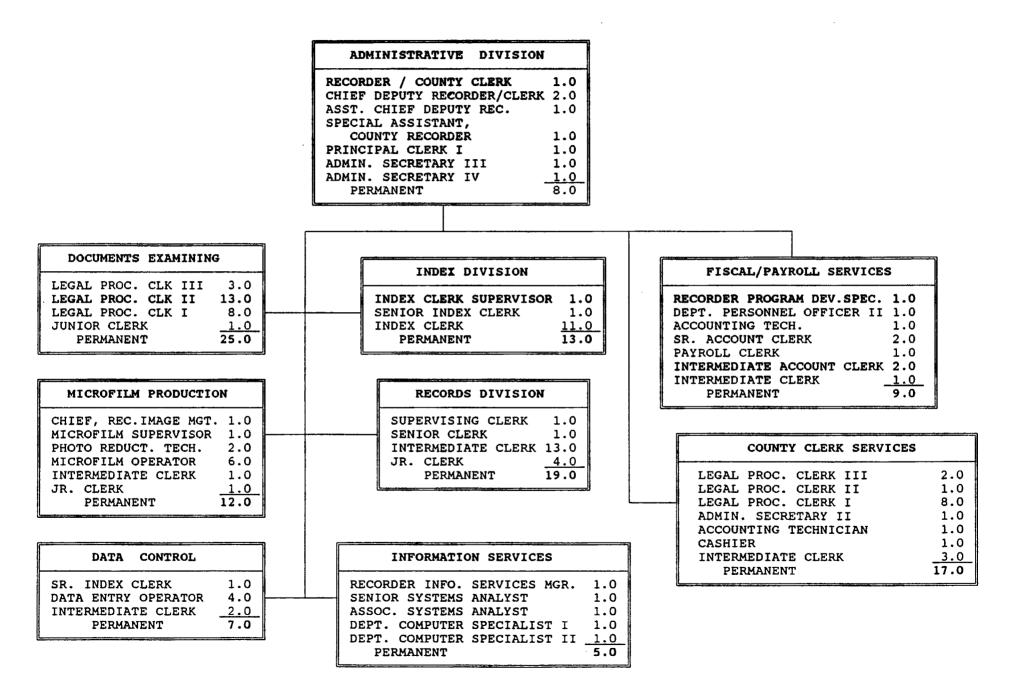
STAFFING SCHEDULE

Class	Tîtle	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2327	Claims Representative II	2	2.00	2	2.00	80,166	82,045
2369	Admin. Services Manager II	ī	1.00	ī	1.00	54,747	54,748
2403	Accounting Technician	1	1.00	1	1.00	26,665	26,666
2700	Intermediate Clerk Typist	6	6.00	6	6.00	112,848	116,859
2730	Senior Clerk	2	2.00	2	2.00	43,696	45,885
2771	Confidential Legal Sec. I	_1	1.00	_1	1.00	27,333	29,980
2772	Confidential Legal Sec. II	25	25.00	20	20.00	747,912	607,811
2773	Confidential Legal Sec. III	5	5.00	5	5.00	170,655	168,628
2774	Legal Support Svcs. Off. Mgr.	1	1.00	1	1.00	39,247	41,215
2906	Legal Procedures Clerk III	!	1.00	1	1.00	27,227	27,227
2907	Legal Procedures Clerk II	4	4.00	4	4.00	95,445	96,296
3900 3901	Assistant County Counsel	3	1.00 3.00	0 3	0.00 3.00	96,381 289,143	0 289,143
3902	Chief Deputy County Counsel	3	1.00	1	1.00	117,845	117,844
3902 3905	County Counsel	6	6.00	4	4.00	548,186	379,600
3906	Deputy County Counsel V	16	16.00	16	16.00	1,308,320	1,295,561
3907	Deputy County Counsel IV Deputy County Counsel III	37	37.00	37	37.00	2,669,208	2,644,456
3908	Deputy County Counsel II	4	4.00	4	4.00	205,258	204,162
3930	Litigation Investigator	ĭ	1.00	ĭ	1.00	46,814	46,814
3933	Sr. Litigation Investigator	i	1.00	i	1.00	50,258	50,257
3932	Pub. Liability Claims Supvr.	i	1.00	i	1.00	48,483	48,484
3936	Legal Assistant II	13	13.00	13	13.00	373,379	387,009
3937	Juvenile Dependency Invest.	2	2.00	2	2.00	83,188	83,188
	Total	135	135.00	127	127.00	\$7,262,404	\$6,843,878
Salary	Adjustments:		•			5,347	(101,048)
Premium	n/Overtime Pay:					0	0
ILP Rec	ductions					0	(246,634)
Employe	ee Benefits:					2,000,028	1,935,114
Salary	Savings:					(217,064)	(172,472)
	Total Adjustments					\$1,788,311	\$1,414,960
Program	n Totals	135	135.00	127	127.00	\$9,050,715	\$8,258,838

RECORDER/COUNTY CLERK

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
COUNTY CLERK SERVICES	\$718,667	\$892,266	\$ 539,001	\$ 740,821	\$677,856	\$ (62,965)	(8.5)
RECORDING SERVICES	\$1,492,332	\$1,746,099	\$1,888,879	\$1,956,863	\$2,337,882	\$381,019	19.5
MICROGRAPHICS	637,477	371,143	537,810	688,142	513,742	(174,400)	(25.3)
MODERNIZATION	2,830,289	2,799,491	1,111,298	1,166,332	1,235,573	69,241	5.9
DEPARTMENT OVERHEAD	351,809	399,169	412,731	454,866	414,218	(40,648)	(8.9)
TOTAL DIRECT COST	\$6,030,574	\$6,208,168	\$4,489,719	\$5,007,024	\$5,179,271	\$172,247	3.4
PROGRAM REVENUE	(7,093,418)	(8,942,128)	(7,207,224)	(6,971,593)	(7,145,395)	(173,802)	2.5
NET GENERAL FUND COST	\$(1,062,844)	\$(2,733,960)	\$(2,717,505)	\$(1,964,569)	\$(1,966,124)	\$(1,555)	0.1
STAFF YEARS	99.2	108.00	108.50	108.50	114.50	6.00	5.5

RECORDER / COUNTY CLERK



PROGRAM: County Clerk Services

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31504

MANAGER: Annette J. Evans

ORGANIZATION #: 1500

REFERENCE: 1993-94 Proposed Budget - Pg. 43 - 3

AUTHORITY: Government Code Section 28600 ET SEQ. Mandates all activities of the County Clerk.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$699,490	\$872,575	\$513,956	\$655,809	\$642,244	(2.1)
Services & Supplies	17,837	19,691	16,950	35,612	35,612	0.0
Other Charges	1,340	0	0	C	0	0.0
Fixed Assets	0	0	8,095	49,400	0	(100.0)
TOTAL DIRECT COST	\$718,667	\$892,266	\$539,001	\$740,821	\$677,856	(8.5)
PROGRAM REVENUE	\$(672,444)	\$(972,389)	\$(992,271)	\$(1,043,132)	\$(1,043,132)	0.0
NET GENERAL FUND CONTRIBUTION	\$46,223	\$(80,123)	\$(453,270)	\$(302,311)	\$(365,276)	20.8
STAFF YEARS	20.00	20.00	19.00	19.00	19.00	0.0

PROGRAM DESCRIPTION

The County Clerk program is responsible for the issuance of marriage licenses; performing weddings; filing of fictitious business name statements; registration of notaries public, process servers, professional photocopiers, unlawful detainer assistants (new) and maintains rosters of qualified individuals performing these functions; Maintains roster of Public agencies, certificates for Judges, oath cards for county employees and "721 filing statements" for elected officials.

Actual expenditures are less than budgeted estimates due to vacancies, not purchasing all budgeted fixed assets and service and supplies cost controls.

1992-93 ACHIEVEMENT OF OBJECTIVES

Able to automate the marriage license process to include all County Clerk sites.

Able to transmit vital record information electronically to the State of CA. Initiated project to document all legislative fee authority.

1993-94 OBJECTIVES

Provide County Clerk services to the Citizens of San Diego County in the most cost-effective and responsive manner possible.

1993-94 SUB PROGRAM ACTIVITIES

- 1. Central Administration Center [9.00 SY; E = \$315,933; R = \$495,211] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Providing the following County Clerk Services:

Fictitious Business Name Filings - Proof of Publications; Issuing copies of Fictitious Business Names (FBN) & proof of publications; Issuing confidential marriage licenses to notaries; Recording confidential licenses; Issuing copies of confidential marriages; performing marriage ceremonies; Filing notice of determinations; Filing environmental impact reports; notices of exemption; Filing all environmental documents; roster of public agencies; state humane officers; 721 filings; oaths of office for superior court judges - court referees and applicable county employees; index FBN and proof of publications.

- 2. <u>Downtown Courthouse Branch</u> [6.00 SY; E = \$211,419; R = \$322,610] including support personnel is:
 - O Mandated/Discretionary Service Level.
 - O Providing the following County Clerk Services:

Issue public and confidential marriage licenses; perform ceremonies; train qualified notaries to issue marriage licenses; notary public sworn and filed; notary bonds; authenticate notaries; process servers; photocopiers; make copies of confidential marriage licenses 1972 - 1991.

- 3. Vista Courthouse Branch [4.00 SY; E = \$150,503; R = \$225,311] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Providing the following County Clerk Services:

All functions of the downtown office and the following; fictitious business names filing and proof of publication; index FBN filings; issue vital record abstracts.

Source of Revenue 1992-93 1992-93 1993-94 1992-93 1992-93 1993-94 1992-93 1992	Total	\$992,271	\$1,043,132	\$1,043,132	\$0
1992-93 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1992-93 1993-94 1993	dub-Total	\$139,880	\$49,400	\$120,000	\$70,600
1992-93 1992-93 1993-94 1993-94 1992-93 1992-93 1992	dicrographics Fee Other - copy	59,435	. 0	60,000	60,000
1992-93 1992-93 1993-94 1992-94 1992	Sub-Total	\$404,694	\$366,337	\$366,337	\$0
1992-93 1992-93 1993-94 1992-93 Actual Budget Budget Budget **HARGES FOR CURRENT SERVICES: Filing fees (FBN & Notary) \$447,697 \$627,395 \$556,795 \$(70,600)		\$404,694	\$366,337	\$366,337	\$0
1992-93 1992-93 1993-94 1992-93 Actual Budget Budget Budget HARGES FOR CURRENT SERVICES:	ub-Total	\$447,697	\$627,395	\$556,795	\$(70,600)
1992-93 1992-93 1993-94 1992-93		\$447,697	\$627,395	\$556,795	\$(70,600)
	Source of Revenue				1992-93

GENERAL FUND CONTRIBUTION DETAIL

General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
NET GENERAL FUND COST: General Fund	\$(453,270)	\$(0)	\$(365,276)	\$(365,276)
Sub-Total	\$(453,270)	\$0	\$(365,276)	\$(365,276)
Total	\$(453,270)	\$0	\$(365,276)	(365,276)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue associated with budgeted fixed assets will only be reflected if those fixed assets were purchased, therefore, actual revenues do not meet budgeted amounts.

Negative General Fund Contributions are revenues received above program costs. These revenues are allocated to Overhead/Administrative support within the Recorder/County Clerk's Office and may also augment this Department's contribution to the County's General Fund.

PROGRAM:	County	Clerk	Services
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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: General Support				•	
% OF RESOURCES: 100%					
<u>WORKLOAD</u>					
Marriage Licenses	24,204	23,688	23,199	24,200	24,200
Marriage Ceremonies Performed	n/a	3,250	3,252	2,100	2,800
Fictitious Business Names	33,992	29,013	32,000	34,000	34,000
Fictitious Business Names - Collections	0	0	\$316,636	\$310,000	\$320,000
EFFICIENCY					
Licenses/Staff Year	2,952	2,888	2,899	3,025	3,000
Fictitious Business Names/ Staff Years	4,249	5,802	4,324	4,437	4,857
EFFECT I VENESS					
100%					

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0130	County Clerk	0	0.00	0	0.00	\$0	\$0
0230	Chief Deputy County Clerk	ĭ	1.00	ĭ	1.00	69,426	69,426
2906	Legal Procedures Clerk III	ż	2.00	ż	2.00	54,454	51,589
2758	Administrative Secretary III	ī	1.00	1	1.00	30,774	30,774
2403	Accounting Technician	1	1.00	1	1.00	26,665	23,950
2757	Administrative Secretary II	1	1.00	1	1.00	25,475	25,474
2907	Legal Procedures Clerk II	1	1.00	1	1.00	22,439	23,563
2430	Cashier	1	1.00	1	1.00	20,428	21,357
2903	Legal Procedures Clerk I	8	8.00	8	8,00	168,141	167, 189
2700	Intermediate Clerk Typist	3	3.00	3	3.00	59,602	61,553
	Total	19	19.00	· 19	19.00	\$477,404	\$474,875
Integra	ted Leave Savings:					0	(8,698)
Premiu	m/Overtime Pay:					17,500	17,500
Employ	/ee Benefits:					174,312	171,670
Salary	Savings:					(13,407)	(13,103)
	Total Adjustments					\$178,405	\$167,369
Program	m Totals	19	19.00	19	19.00	\$655,809	\$642,244

PROGRAM: RECORDING SERVICES

DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31526

MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500

REFERENCE: 1993-94 Proposed Budget - Pg. 43 - 8

AUTHORITY:

Government Code 24000 and Charter Section 13 provide for an elected County Recorder. Government Code Sections 27201 - 27383 describe the duties.

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
\$1,396,693	\$1,616,761	\$1,724,495	\$1,850,496	\$2,231,515	20.6
95,639	109,544	164,384	106,367	106,367	0.0
0	19,794	0	0	0	0.0
\$1,492,332	\$1,746,099	\$1,888,879	\$1,956,863	\$2,337,882	19.5
(3,478,246)	(4,252,093)	(4,522,020)	(3,871,462)	(3,939,266)	1.8
\$(1,985,914)	\$(2,505,994)	\$(2,633,141)	\$(1,914,599)	\$(1,601,384)	(16.4)
48.70	47.50	62.50	62.50	74.50	19.2
	\$1,396,693 95,639 0 \$1,492,332 (3,478,246) \$(1,985,914)	\$1,396,693 \$1,616,761 95,639 109,544 0 19,794 \$1,492,332 \$1,746,099 (3,478,246) (4,252,093) \$(1,985,914) \$(2,505,994)	Actual Actual Actual \$1,396,693 \$1,616,761 \$1,724,495 95,639 109,544 164,384 0 19,794 0 \$1,492,332 \$1,746,099 \$1,888,879 (3,478,246) (4,252,093) (4,522,020) \$(1,985,914) \$(2,505,994) \$(2,633,141)	Actual Actual Actual Budget \$1,396,693 \$1,616,761 \$1,724,495 \$1,850,496 95,639 109,544 164,384 106,367 0 19,794 0 0 \$1,492,332 \$1,746,099 \$1,888,879 \$1,956,863 (3,478,246) (4,252,093) (4,522,020) (3,871,462) \$(1,985,914) \$(2,505,994) \$(2,633,141) \$(1,914,599)	Actual Actual Actual Budget Budget \$1,396,693 \$1,616,761 \$1,724,495 \$1,850,496 \$2,231,515 95,639 109,544 164,384 106,367 106,367 0 19,794 0 0 0 \$1,492,332 \$1,746,099 \$1,888,879 \$1,956,863 \$2,337,882 (3,478,246) (4,252,093) (4,522,020) (3,871,462) (3,939,266) \$(1,985,914) \$(2,505,994) \$(2,633,141) \$(1,914,599) \$(1,601,384)

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 Children Fund 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 service rendered to the public by County employees.

Staff year changes in the 1993-94 Adopted Budget are due to a transfer of positions from the Recorder/County Clerk's Modernization, Micrographics Programs and to staff additions approved in the 1993-94 change letter. The transfer of positions and staff years will better reflect actual assignments in correct program descriptions.

1992-93 BUDGET TO ACTUAL COMPARISON

Salaries and benefit costs were maintained within budgeted levels. Overrealized revenue of approximately \$945,016 in recording and copy fees were collected during the 1992-93 fiscal year. An increase in recording activity and revenue is believed to be the result of consistently lower interest rates, increased refinancing and an increase recording of liens and judgments resulting from a poor economy.

1992-93 ACHIEVEMENT OF OBJECTIVES

Able to accommodate a 21% increase in recording activity over a two year period without increasing staff. This accomplishment was due to increased department utilization of the Automated Recording System.

1993-94 OBJECTIVES

- 1. To 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 within seven working days.
- 5. To examine and Record documents upon presentation.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Examining and Recording Documents [20.50 SY; E = \$566,894; R = \$2,168,091] including support personnel is:
 - Mandated/Mandated Service Level.
 - O Offset 100% by revenue.
 - Able to examine and record 908,692 paid documents, for a total of 2,308,525 pages examined and recorded during the fiscal year.
 - O Able to determine and collect fees of \$110,960 for the Public Works Monument Preservation Survey Fund.
 - Able to collect fees of \$9,251,759 in documentary transfer tax, a portion of which is retained by the County and the remainder is distributed to the cities.
- 2. <u>Lien Notification</u> [1.00 SY; E = \$28,234; R = \$28,234] including support personnel is:
 - Mandated/Mandated Service Level.
 - Copies of liens are provided to owners to notify them of complete information on recorded liens. This
 eliminates most subsequent contacts.
 - Offset 100% by recording fee revenue.
 - Able to process 34,368 lien notifications.
- 3. Preliminary Notice Procedure [.50 SY; E = \$24,234; R = \$24,234] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by recording fee revenue.
 - Able to process contractor preliminary notice filings and notifications within 5 days of Notice of Completion filings.
- 4. <u>Grantor-Grantee Index Production</u> [15.00 SY; E = \$457,613; R = \$457,613] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O The contents and type of Recorder's Indices are included in Government Code Sections 27232 through 27257. Production of a daily index is critical to the public, Real Estate and Finance industry 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.
 - Offset 100% by recording fee revenue.

- O Able to keypunch, verify and produce an index of 3,176,725 official index records.
- 5. <u>Microfilm Production</u> [12.00 SY; E = \$376,307; R = \$376,494] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Offset 100% by recording fee revenue.
 - Able to photographically produce permanent microfilm records of all recorded documents within seven days of recording.
- 6. Records Information [25.50 SY; E = \$884,600; R = \$884,600] including support personnel is:
 - Mandated/Mandated Service Level.
 - O Offset 100% by revenue generated by this and other activities in this program.
 - O Able to collect \$250,462 for the County Battered Women and Battered Children fund; \$257,140 for the State Department of Health; and \$100,571 in Vital Records Improvement Project Funds in addition to County revenue for copy fees.
 - Able to process approximately 272,034 real property copy requests annually and maintain same day copy service to customers.
 - O Able to process 57,879 birth abstract requests; 11,694 marriage certificate copies; 13,547 death certificate copies for the public; and 1,843 copies of the previous transaction types for government agencies.
 - O Able to index 13,652 confidential marriage records; 8,945 public marriages; 18,263 death certificate records; and 50,082 birth records during the 1992-93 fiscal year.

PROGRAM: RECORDING SERVICES

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Recording Fees Copy Fees Administration/Travel Contribution	\$4,272,211 544,267 (294,458)	\$3,363,160 508,302 0	\$3,729,151 508,302 (298,187)	\$365,991 0 (298,187)
Sub-Total	\$4,522,020	\$3,871,462	\$3,939,266	\$67,804
Total	\$4,522,020	\$3,871,462	\$3,939,266	\$67,804
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS	\$(2,633,141)	\$(1,914,599)	\$(1,601,384)	\$313,215
Sub-Total	\$(2,633,141)	\$(1,914,599)	\$(1,601,384)	\$313,215
Total	\$(2,633,141)	\$(1,914,599)	\$(1,601,384)	313,215

EXPLANATION/COMMENT ON PROGRAM REVENUES

Negative General Fund support costs refer to the contribution of Recording Services Program revenue to the General Fund. Administration/Travel Contribution refers to the portion of Recording Services Program revenue allocated to the Overhead/Administration Program to offset the administrative support provided to this program.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Recording, indexing and microfilm production					
% OF RESOURCES: 66%					
<u>MORKLOAD</u>					
Documents Recorded	794,575	845,042	857,507	780,000	820,000
EFFICIENCY					
Recording productivity ratio	183,363/1	187,787/1	190,557/1	173,333/1	182,222/1
EFFECTIVENESS					
Documents recorded	119%	108%	109%	100%	100
ACTIVITY B: Information retrieval					
% OF RESOURCES: 34%					
<u>HORKLOAD</u>					
Requests for information	400,500	400,500	402,000	410,000	418,000
EFFICIENCY					
Records retrieved ratio	28,600/1	28,600/1	26,800/1	27,500/1	29,857/1
<u>EFFECTIVENESS</u>					
Requests for information	100%	100%	100%	100%	100%

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0251	Asst Chief Deputy Recorder	4	1.00	1	1.00	67,564	67,564
2725	Principal Clerk	4	1.00	i	1.00	\$31,466	\$31,465
3023	Index Clerk Supervisor	4	1.00	į	1.00	28,607	28,606
3045	Microfilm Supervisor	i	1.00	i	1.00	27.769	24,126
2745	Supervising Clerk	i	1.00	i	1.00	27,769	27,770
2906	Legal Procedures Clerk III	ż	2.00	;	2.00	53,161	54,454
3071	Senior Index Clerk	Õ	0.00	2 2	2.00	0,101	46,561
3024	Index Clerk	11	11.00	11	11.00	233,957	238,817
3118	Dept. Computer Specialist I	ò	0.00	'i	1.00	233,731	25,433
3053	Photo Reduction Technician	ĭ	1.00	ż	2.00	24,929	46,562
2730	Senior Clerk	i	1.00	ī	1.00	23,949	23,950
2907	Legal Procedures Clerk II	7	7.00	13	13.00	164,666	307,216
2903	Legal Procedures Clerk I	7	7.00	7	7.00	142,668	149,174
3040	Microfilm Operator	5	5.00	6	6.00	106,016	133, 198
2700	Intermediate Clerk Typist	16	15.50	17	16.50	303,484	331,690
3030	Data Entry Operator	2	2.00	2	2.00	39,866	40,829
2710	Junior Clerk Typist	6	6.00	6	6.00	93,989	92,636
	Total	63	62.50	75	74.50	\$1,369,860	\$1,670,051
integra	ted Leave Savings:					0	(27,914)
Premiu	m/Overtime Pay:					25,000	25,000
Employ	/ee Benefits:					491,146	606,670
Salary	Savings:					(35,510)	(42,292)
	Total Adjustments					\$480,636	\$561,464
Program	m Totals	63	62.50	75	74.50	\$1,850,496	\$2,231,515

PROGRAM: MICROGRAPHICS

DEPARTMENT: RECORDER

PROGRAM #: 31501

MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500

REFERENCE: 1993-94 Proposed Budget - Pg. 43 - 15

AUTHORITY: Government Code Section 27361.4 and San Diego County Ordinance #5950 authorizes the implementation of the program in this County.

1990-91	1991-92	1992-93	1992-93	1993-94	%
Actual	Actual	Actual	Budget	Budget	Change
\$184,754	\$161,690	\$138,823	\$88,444	\$45,515	(48.5)
83,036	52,707	104,104	380,898	379,927	(0.3)
369,687	156,746	294,883	218,800	88,300	(59.6)
\$637,477	\$371,143	\$ 537,810	\$688,142	\$513,742	(25.3)
(731,236)	(575,809)	(271,855)	(688,167)	(513,670)	(25.4)
\$(93,759)	\$(204,666)	\$265,955	\$(25)	\$72	(388.0)
6.96	6.00	3.00	3.00	1.00	(66.7)
	\$184,754 83,036 369,687 \$637,477 (731,236) \$(93,759)	Actual Actual \$184,754 \$161,690 83,036 52,707 369,687 156,746 \$637,477 \$371,143 (731,236) (575,809) \$(93,759) \$(204,666)	Actual Actual Actual \$184,754 \$161,690 \$138,823 83,036 52,707 104,104 369,687 156,746 294,883 \$637,477 \$371,143 \$537,810 (731,236) (575,809) (271,855) \$(93,759) \$(204,666) \$265,955	Actual Actual Actual Budget \$184,754 \$161,690 \$138,823 \$88,444 83,036 52,707 104,104 380,898 369,687 156,746 294,883 218,800 \$637,477 \$371,143 \$537,810 \$688,142 (731,236) (575,809) (271,855) (688,167) \$(93,759) \$(204,666) \$265,955 \$(25)	Actual Actual Budget Budget \$184,754 \$161,690 \$138,823 \$88,444 \$45,515 83,036 52,707 104,104 380,898 379,927 369,687 156,746 294,883 218,800 88,300 \$637,477 \$371,143 \$537,810 \$688,142 \$513,742 (731,236) (575,809) (271,855) (688,167) (513,670) \$(93,759) \$(204,666) \$265,955 \$(25) \$72

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 and equipment maintenance to accomplish these activities. The entire cost of the program is borne by the Micrographics Trust 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. Staff year changes reflected in the 1993-94 Budget column are a result of shifts in staffing to other programs to better reflect actual duties and assignments. This is a County-wide service rendered for the public by County employees and contract personnel.

1992-93 BUDGET TO ACTUAL COMPARISON

Unexpended funds in services and supplies resulted from the postponement of projects for the conversion of Official Records. Unexpended funds for this program revert to the Micrographics Trust Fund instead of the General Fund in accordance with Government Code Section 27361.4.

1992-93 ACHIEVEMENT OF OBJECTIVES

Able to research, identify and purchase new equipment to modernize operations and comply with OSHA safety standards. Able to initiate the first steps of the Disaster Preparedness/Recovery Program by removing all official records in the form of, maps, books, and microfilm to environmentally sensitive off site storage. Able to produce outstanding archival quality film to insure record retention and retrieval for future generations.

1993-94 OBJECTIVES

- Develop, initiate and manage the microfilming of all Real Property maps in the Recorder's possession.
- Complete the Disaster Preparedness/Recovery Program. 2.
- Continue to modernize equipment used in the conversion of paper records within the micrographics unit. Continue to purchase equipment and monitor all procedures to insure OSHA standards are maintained. 3.
- 5. Complete research and development of feasibility study for the implementation of Recorder/County Clerk Electronic Imaging Program.
- Assess records management/disaster recovery programs in the Assessor's Office in preparation of merger.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Operations Management [1.00 SY; E = \$53,515; R = \$53,515] including support personnel is:
 - Mandated/Discretionary Service Level.
 - 0 Offset by the Micrographics Trust Fund.
 - Able to perform all required functions on 1,254 master reels containing 2,757,177 images of recorded documents.
 - 0 Able to prepare 5,720 public access duplicate rolls of master microfilm containing 13,673,660 images of recorded documents.
 - 0 Able to prepare 1,188 disaster recovery silver master duplicates containing 2,724,177 images of recorded documents.
- 2. MICROGRAPHIC EQUIPMENT MAINTENANCE/REPLACEMENT/PURCHASE [0.00 SY; E = \$460,227; R = \$460,155] including support personnel is:
 - 0 Mandated/Discretionary Service Level.
 - 0 Offset by the Micrographics Fund.
 - Able to maintain all micrographic and related equipment used in the conversion of the Recorder/County 0 Clerk's document storage system to micrographics.
 - Purchased the following micrographic and related safety equipment to modernize the conversion of paper records to micrographics: Silver microfilm duplicator; (3) Bell and Howell planetary cameras; (4) Microfilm reader printers; Automatic microfilm cleaner; Safety eye wash sink kit; Sensitometer processor calibration unit; Microfilm duplication ammonia release ventilation system.

PROGRAM: MICROGRAPHICS

PROGRAM REVENUE BY SOURCE				A 1 P
				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget ·
dicrographic Fees	\$311,279	\$688,167	\$550,852	\$(137,315)
Administration/Travel Contribution	(39,424)	0	(37,182)	
Sub-Total	\$271,855	\$688,167	\$513,670	\$(174,497)
Total	\$271,855	\$688,167	\$513,670	\$(174,497)
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$(265,955)	\$(25)	\$(72)	\$(47)
Sub-Total	\$(265,955)	\$(25)	\$(72)	\$(47)
Total	\$(265,955)	\$(25)	\$(72)	(47)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Unexpended funds for this program revert to the Micrographics Trust Fund instead of the General Fund in accordance with Government Code Section 27361.4.

Note: Administration/Travel Contribution refers to the portion of Micrographic fees allocated to the Overhead/Administration Program to offset the administrative support provided to the micrographic function.

FIXED ASSETS

Item	Quantity	Unit	Total Cost
MICROFILM READER	10	UNIT	\$45,000
MICROFILM READER/PRINTER	1	UNIT	5,000
PROCESSOR THERMOSTAT VALVE	1	UNIT	4,000
REFRIGERATOR	1	LOT	1,800
FILM DUPLICATING SYSTEM	1	lot	30,000
ULTRASONIC SPLICER	İ	UNIT	2,500
Total			\$88,300

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity Unit	Total Cost
Total		\$0

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PERFORMANCE INDICATORS					
	90-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Microfilming older records and record documentation	, editing,	cleaning and dup	licating produced	d microfilm reels	
% OF RESOURCES: 33%					
HORKLOAD					
Number of master reels released	0	1,296	1,475	1,340	1,480
Number of diazo duplicate reels released	0	5,136	5,726	5,200	5,250
Number of master silver duplicates (disaster reco	v.) 0	1,296	1,475	1,340	1,480
Number of images microfilmed	0	2,853,600	3,206,680	2,700,000	3,150,260
EFFICIENCY n/a EFFECTIVENESS					
% of recorded documents successfully microfilmed	100%	100%	105%	100%	103%

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
7057	Dhata Badustian Tashaisian		4.00		0.00	42/ 055	
3053 3030	Photo Reduction Technician	ļ	1.00 0.00	0	0.00	\$26,955	\$0
3040	Data Entry Operator Microfilm Operator	1	1.00	ŏ	0.00 0.00	22 280	0
2700	Intermediate Clerk Typist	4	1.00	n	0.00	22,280	0
8802	Chief Recorder Image Mgmt. Svcs	. 0	0.00	1	1.00	17,968 0	34,299
	Total	3	3.00	1	1.00	\$67,203	\$34,299
Salary	Adjustments:					0	839
Premiu	m/Overtime Pay:					0	0
Employ	ree Benefits;					22,954	10,377
Salary	Savings:					(1,713)	(0)
	Total Adjustments					\$21,241	\$11,216
Program	m Totals	3	3.00	1	1.00	\$88,444	\$45,515

Staffing changes reflect a redistribution of staff to other programs to better reflect actual duties and assignments. The Micrographics program still provides financial assistance to other Recorder/County Clerk programs where the conversion of the Recorder's document storage system to micrographics is necessary.

PROGRAM: MODERNIZATION DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31503

MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500

REFERENCE: 1993-94 Proposed Budget - Pg. 43 - 21

AUTHORITY: Government Code Section 27361 (State 1984 Ch 1156, Section 3) authorizes the implementation of the program in this County.

·	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$574,649	\$814,971	\$813,485	\$783,200	\$612,670	(21.8)
Services & Supplies	404,960	325,497	230,641	265,032	504,203	90.2
Other Charges	0	0	0	0	0	0.0
Fixed Assets	1,850,680	1,659,023	67,172	118,100	118,700	0.5
TOTAL DIRECT COST	\$2,830,289	\$2,799,491	\$1,111,298	\$1,166,332	\$1,235,573	5.9
PROGRAM REVENUE	(2,693,982)	(3,140,937)	(1,008,347)	(1,200,559)	(1,235,109)	2.9
NET GENERAL FUND CONTRIBUTION	\$136,307	\$(341,446)	\$102,951	\$(34,227)	\$464	(101.4)
STAFF YEARS	18.89	28.50	18.00	18.00	14.00	(22.2)

PROGRAM DESCRIPTION

This program includes: a) the development of programs and procedures to improve the record production, 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.

1992-93 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 vacancies and the filling of some positions at lower levels.

1992-93 ACHIEVEMENT OF OBJECTIVES

Able to develop and implement automated revenue/trust account reporting in the Accounting Division. Added revenue accounts to more accurately, redistribute and account for fee collections. Purchased cash registers with greater key capacity to improve transaction accounting. Able to enhance the Recorder/County Clerk's automated recording system.

1993-94 OBJECTIVES

- Develop additional computer programs to expedite fee determination, collection and reconciliation of fees collected.
- 2. Process all corrections submitted to update current and older vital records.
- Develop/enhance automated systems to support office automation, improve document/record processing, retention and retrieval of County system of Recorded Documents.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Systems <u>Analysis</u> [4.00 SY; E = \$285,644; R = \$285,644] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Offset 100% by revenue collected for the Recorder's Modernization Trust Fund.
 - Able to prepare computer programs to modernize the department's fee collection, fee audit procedure and correspondence procedures.
 - Able to automate the marriage license system to eliminate data entry and save staff time.
 - Enhance system of Recording Documents.
 - O Processing, retention and retrieval of Vital Records.
 - Able to maintain VAX, IBM mainframe and PC based systems with minimum downtime.
- Data Control [2.00 SY; E = \$228,724; R = \$228,724] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by revenue collected for the Modernization Trust Fund.
 - O Able to process 98,000 entries & corrections to vital records files annually.
 - O Providing personal computer maintenance, training and assistance to department personnel.
- 3. Fee Collection [2.00 SY; E = \$173,544; R = \$173,554] including support personnel is:
 - Mandated/Mandated Service Level.
 - O Offset 100% by Modernization Trust Fund.
 - Able to collect, account and deposit fees into 24 different revenue/trust accounts. In the 1992-93 fiscal year, the following was deposited and either retained or disbursed to State and other local public entities: Recording fee \$4,260,805; Modernization Trust 2,179,188; Micrographics Trust \$892,167; Document Transfer Tax \$9,251,674; Battered Children \$192,023; Trial Court \$1,280,407; County Clerk fees \$810,000 Copy fees \$517,166; Fictitious Business Name filings \$409,102;
 - Able to automate revenue/trust account tracking, disbursement, reporting and deposits.
- 4. Examining and Recording Documents [3.00 SY; E = \$152,627; R = \$152,627] including support personnel is:
 - Mandated/Mandated Service Level.
 - Offset 100% by Modernization Trust Fund.
 - Able to examine, determine fees and record documents presented for recording.

- Able to provide training for the automated County system of Document Recording.
- 5. Equipment Maintenance and Acquisition [1.00 SY; E = \$338,010; R = \$337,536] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by Modernization Trust Fund.
 - O Able to provide maintenance contracts on all equipment serving to support, maintain, improve the modernized creation, retention, and retrieval of information in the County's system of recorded documents.
 - Able to acquire approximately \$131,291 in fixed assets to support and improve departmental operations.
 automated County system of Document Recording.
- 6. Personnel/Training/Payroll Services [2.00 SY; E = \$57,024; R = \$57,024] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 100% by Modernization Trust Fund.
 - Able to provide training to all departmental and associated title company personnel in the area of sexual harassment.
 - Able to standardize and improve all interview procedures to insure fairness, limit liability, and insure the acquisition and promotion of the most qualified applicants.
 - Able to provide training to all departmental managers and front line supervisors in the areas of performance appraisal, performance documentation, interactive management techniques, progressive discipline, and general supervision.

\$464

\$464

\$464

\$34,691

\$34,691

34,691

PROGRAM: MODERNIZATION

GENERAL FUND SUPPORT COSTS

Sub-Total

Total

PROGRAM REVENUE BY SOURCE				_
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Modernization Administration/Travel Contribution	\$1,087,196 (78,849)	\$1,200,559 0	\$1,313,958 (78,849)	\$113,399
Sub-Total	\$1,008,347	\$1,200,559	\$1,235,109	\$34, 550
Total	\$1,008,347	\$1,200,559	\$1,235,109	\$34,550
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget

EXPLANATION/COMMENT ON PROGRAM REVENUES

1992-93 Actual revenues are below budgeted amounts because revenues within this program are tied to actual expenditures. Expenditures for this program are projected below budgeted amounts due to hiring, promotion, position classification and expenditure restrictions/controls, therefore, revenues to offset expenditures will meet actual expenditures and not budgeted levels.

\$102,951

\$102,951

\$102,951

\$(34,227)

\$(34,227)

\$(34,227)

Note: Administration/Travel Contribution refers to the portion of Modernization Fees allocated to the Overhead/Administration Program to offset the administrative support provided to this program.

FIXED ASSETS

item .	Quantity	Unit	Total Cost
MODULAR FURNITURE & EQUIPHT	1	LOT	\$15,000
DEMPR SERVER	1	LOT	5,000
COMPUTER STORAGE DISKS	1	LOT	60,000
486 COMPUTERS AND MODEMS	1	LOT	18,000
TAPE BACKUP SYSTEM	1	LOT	1,500
MAX SERVER SYSTEM	1	LOT	10,000
LINE PRINTERS	2	UNIT	3,600
COMPUTER EQUIPMENT	Ĩ	LOT	3,500
HODEHS	3	UNIT	2,100
Total			\$118,700

VEHICLES/COMMUNICATION EQUIPMENT

Item	Quantity	Unit	Total Cost
Total			\$0

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2542	Recorder Information Svcs. Mgr	. 1	1.00	1	1.00	58,943	58,942
2526	Recorder, Program Dev. Special	ist 1	1.00	1	1.00	50,713	49,507
2328	Dept. Personnel Officer II	1	1.00	1	1.00	37,216	38,142
2525	Senior System Analyst	1	1.00	1	1.00	54,747	54,748
2427	Associate System Analyst	1	1.00	1	1.00	49,673	42,076
3071	Senior Index Clerk	2	2.00	0	0.00	47,118	0
3118	Dept. Computer Specialist I	1	1.00	0	0.00	25,847	0
3119	Dept. Computer Specialist II	1	1.00	1	1.00	30,663	29,878
2907	Legal Procedures Clerk II	6	6.00	0	0.00	134,888	Ö
2906	Legal Procedures Clerk III	Ō	0.00	Ī	1.00	0	22969
2493	Intermediate Account Clerk	1	1.00	2	2.00	20,797	38,347
2494	Payroll Clerk	i	1.00	Ī	1.00	21,758	18,882
2710	Junior Clerk Typist	Ó	0.00	1	1.00	0	14407
3030	Data Entry Operator	Ō	0.00	2	2.00	Ō	34856
2510	Senior Acct. Clerk	1	1.00	1	1.00	20,926	23,950
	Total	18	18.00	14	14.00	\$553,289	\$426,704
Salary	Adjustments:					0	10
Integra	ted Leave Program					(6097)	(6097)
Premiu	m/Overtime Pay:					55,000	55,000
Employ	ree Benefits:					188,394	145,520
Salary	Savings:			•		(13,483)	(8,467)
	Total Adjustments					\$223,814	\$185,966
Progran	n Totals	18	18.00	14	14.00	\$777,103	\$612,670

PROGRAM: DEPARTMENT OVERHEAD DEPARTMENT: RECORDER/COUNTY CLERK

PROGRAM #: 31502

MANAGER: ANNETTE J. EVANS

ORGANIZATION #: 1500

REFERENCE: 1993-94 Proposed Budget - Pg. 43 - 26

AUTHORITY:

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$324,567	\$369,056	\$385,512	\$440,486	\$402,078	(8.7)
Services & Supplies	27,242	30,113	27,219	14,380	12,140	(15.6)
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$ 351,809	\$399,169	\$412,731	\$454,866	\$414,218	(8.9)
PROGRAM REVENUE	(189,954)	(900)	(412,731)	(118,273)	(414,218)	250.2
NET GENERAL FUND CONTRIBUTION	\$161,855	\$398,269	\$0	\$336,593	\$0	(100.0)
STAFF YEARS	4.26	6.00	6.00	6.00	6.00	0.0

PROGRAM DESCRIPTION

This program provides leadership, direction and administrative and logistical control for the department; and encompasses major centralized administrative support services and coordination for the Recorder/County Clerk functions county wide. Administrative support services include office management; strategic and operational planning; budgeting, accounting, revenue collection/distribution and fiscal control; statistical analysis and reporting; legislative analysis; purchasing and warehousing; special projects; community relations; interdepartmental communications; and personnel, payroll, staff development and training.

Note: The Overhead Program is 100% revenue offset by administrative reimbursement from the micrographic, modernization and recording fees.

PROGRAM: DEPARTMENT OVERHEAD

1992-93 BUDGET TO ACTUAL COMPARISON

Actual salary and benefit expenditures did not exceed budgeted amounts due to the vacancy of the position of Manager of Receipts and Deposits. Actual services and supplies exceeded budgeted amounts due to increased stores expenditures for necessary support supplies essential to management projects, disaster recovery preparation materials, maps and line staff training.

1992-93 ACHIEVEMENT OF OBJECTIVES

Successfully completed the merger of the offices of the Recorder and the County Clerk, including the integration/modification of Departmental/County Codes, ordinances, Fee schedules, daily fee collections, daily deposits, fiscal reporting, budgets, computerized systems and administrative and operating procedures and manuals.

Able to standardize all personnel hiring, promotion, and progressive discipline procedures department wide. Completed training to front-line supervisors in Interactive Management and staff performance documentation techniques. Successfully coordinated interdepartmental cooperation to provide Vital Record printing at Health Services, Rosecrans. Able to provide sexual harassment training to all employees.

1993-94 OBJECTIVES

Prepare and coordinate the merger of the Office of the Assessor with the Office of the Recorder/County Clerk. Promote and encourage staff development. Insure a working environment where employees grow and take pride in providing exceptional services to all San Diego County Residents.

1993-94 SUB PROGRAM ACTIVITIES

Department Overhead [6.00 S.Y.; E = \$414,218; R = \$414,218]

0

PROGRAM: OVERHEAD

Total

				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
FEES:		•		•
Micrographics fee	\$39,424	\$39,424	\$37,182	\$(2,242)
Modernization fee	78,849	78,849	78,849	0
Recording Fees - Recording Documents (overhead offset)	294,458	0	298,187	298, 187
Sub-Total	\$412 ,7 31	\$118,273	\$414,218	\$295,945
Total	\$412,731	\$118,273	\$414,218	\$295,945
GENERAL FUND CONTRIBUTION DETAIL				Ohan na Farm
GENERAL FUND CONTRIBUTION DETAIL			4000.04	Change From
	1992-93	1992-93	1993-94	1992-93
	1992-93 Actual	1992-93 Budget	1993-94 Budget	_
GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source GENERAL FUND SUPPORT COSTS:				1992-93

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue to this program comes from the overhead and travel costs incurred by the Micrographics, Modernization and Recording programs. A proportionate share of Administrative costs are allocated to each program and charged to trust funds or program fee revenue rather than the County General Fund.

\$0

\$0

\$0

Note: The overhead program is 100% revenue offset, there is no General Fund Contribution to this program.

1992-93 Actuals do not reflect an accurate distribution of revenues between programs. For accuracy in budgeting, revenues to offset expenditures in the Overhead program are budgeted in the Recording Services program where revenues are actually received. The overhead program identifies the recording fee overhead offset contribution.

Class	Title ·	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0450	D	4	1.00	4	1.00	A77 7//	A77 7//
0150	Recorder	!	1.00 1.00		1.00 1.00	\$77,766 71,704	\$77,766 71,707
0250 0249	Chief Deputy Recorder	4	1.00	4	1.00	71,304 57,503	71,303 57,503
2491	Special Assistant, Recorder Manager, Receipts & Deposits	4	1.00	4	1.00	23,949	42,550
3015	Chief, Recording Services	1	0.00	'n	0.00	23,747	42,550
2759	Admin. Secretary IV	1	1.00	1	1.00	28,794	28,744
2510	Senior Account Clerk	i	1.00	i	1.00	23,949	21,985
9999	Temporary Extra Help	21	0.00	12	0.00	5,000	5,000
	Total	28	6.00	18	6.00	\$288,265	\$304,851
Salary	Adjustments:					53,631	(633)
Integra	ted Leave Savings:					0	(6,152)
Employ	/ee Benefits:					106,084	110,874
Salary	Savings:					(7,494)	(6,862)
	Total Adjustments					\$152,221	\$97,227
Program	m Totals	28	6.00	18	6.00	\$440,486	\$402,078

TRANSBORDER AFFAIRS

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Transborder Affairs	\$481,877	\$432,842	\$377,636	\$377,636	\$76,754	\$(300,882)	(79.7)
TOTAL DIRECT COST	\$481,877	\$432,842	\$377,636	\$377,636	\$76,754	\$(300,882)	(79.7)
PROGRAM REVENUE	(1,668)	(0)	(0)	(0)	(0)	0	00.0
NET GENERAL FUND COST	\$480,209	\$432,842	\$377,636	\$377,636	\$76,754	\$(300,882)	(79.7)
STAFF YEARS	7.00	4.75	4.75	4.75	0.00	(4.75)	(100.0)

The Department of Transborder Affairs was eliminated for the last 3/4 of FY 1993-94. Funding of \$100,000 was set aside in contingency for contribution to a merged San Diego City/San Diego County office to handle issues related to the U.S./Mexico border and the Pacific Rim.

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PROGRAM: Transborder Affairs DEPARTME

DEPARTMENT: TRANSBORDER AFFAIRS

PROGRAM #: 75101 MANAGER: Augie Bareno ORGANIZATION #: 0601

REFERENCE: 1993-94 Proposed Budget - Pg. 44-3

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. Disbanded 07/20/93(55) Ordinance No. 8277, Abolishment of Department of Transborder Affairs.

Actual	Actual	Actual	Budget		
				Budget	Change
\$462,332	\$417,802	\$364,054	\$364,054	\$76,754	(78.9)
18,988	15,040	13,582	13,582	0	(100.0)
557	0	0	0	0	0.00
0	0	0	0	0	0.00
\$481,877	\$432,842	\$377,636	\$377,636	\$76,754	(79.7)
(1,668)	(0)	(0)	(0)	(0)	0.00
\$480,209	\$432,842	\$377,636	\$377,636	\$76,754	(79.7)
7.00	4.75	4.75	4.75	0.00	(100.0)
	18,988 557 0 \$481,877 (1,668) \$480,209	18,988 15,040 557 0 0 0 \$481,877 \$432,842 (1,668) (0) \$480,209 \$432,842	18,988 15,040 13,582 557 0 0 0 0 0 0 \$481,877 \$432,842 \$377,636 (1,668) (0) (0) \$480,209 \$432,842 \$377,636	18,988 15,040 13,582 13,582 557 0 0 0 0 0 0 0 \$481,877 \$432,842 \$377,636 \$377,636 (1,668) (0) (0) (0) \$480,209 \$432,842 \$377,636 \$377,636	18,988 15,040 13,582 13,582 0 557 0 0 0 0 0 0 0 0 0 \$481,877 \$432,842 \$377,636 \$377,636 \$76,754 (1,668) (0) (0) (0) (0) \$480,209 \$432,842 \$377,636 \$377,636 \$76,754

PROGRAM DESCRIPTION

The Department of Transborder Affairs was eliminated for the last 3/4 of 1993-94. Funding of \$100,000 was set aside in contingency for contribution to a merged San Diego City/San Diego County office to handle issues related to the U.S./Mexico border and the Pacific Rim.

_		_		_		-
Ю	ROGRAM:	Tranci	horder		++2	120

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Transfer from Cable TV	\$0	\$0	\$0	. \$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$388,870	\$377,636	\$76,754	\$(300,882)
Sub-Total	\$388,870	\$377,636	\$76,754	\$(300,882)

EXPLANATION/COMMENT ON PROGRAM REVENUES

N/A

PERFORMANCE INDICATORS						
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	
ACTIVITY A: Transborder Activities						
X OF RESOURCES: 100%						
<u>WORKLOAD</u>						
Dept. Assistance & Intervention Service to the Public/Public Agencies	200	225	225	275	0	
Policy Impact & Development Studies	50	55	55	50	0	
Advisory Committee Meetings	50	30	50	40	0	

PROGRAM: Transborder Affairs

1992-93 BUDGET TO ACTUAL COMPARISON

FY 1992-93 actual expenditures were \$11,000 higher than budget due to contractual obligations carried over from the from the previous fiscal year.

1993-94 OBJECTIVES

N/A

1993-94 SUB PROGRAM ACTIVITIES

<u>Transborder Affairs</u> ((0.00) SY; E = \$76,754; R = \$0], a discretionary program with a discretionary service level was eliminated for 1993-94.

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2277	Director	4	1.00	0	0.00	e70 054	¢0
2277 2130	Medical Director	, 0	1.00 0.00	0 0	0.00 0.00	\$78,051 0	\$0 0
0950	Project Coordinator	ں ع	2.75	0	0.00	160,308	0
2414	Analyst IV	ň	0.00	ŏ	0.00	000,500	Ö
2413	Analyst III	Ŏ	0.00	ŏ	0.00	ň	ŏ
2758	Admin. Secretary III	ĭ	1.00	Ŏ	0.00	30,774	Ö
9999	Extra Help	6	0.00	Ö	0.00	ó	Ö
	Total	11	4.75	0	0.00	\$269,133	\$0
Salary	Adjustments:					0	86,316
Premius	m/Overtime Pay:					0	0
Employe	ee Benefits:					94,921	0
Salary	Savings:		•			(0)	(9,562)
	Total Adjustments					\$94,921	\$76,754
Progra	m Totals	11	4.75	0	0.00	\$364,054	\$76,754

TREASURER-TAX COLLECTOR

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
TAX COLLECTION	\$2,859,631	\$2,783,655	\$2,784,379	\$2,916,929	\$2,841,085	\$(75,844)	(2.6)
TREASURY	1,888,799	1,770,376	1,846,463	1,897,773	1,890,896	(6,877)	(0.4)
DEPARTMENT OVERHEAD	575,197	586,512	514,530	617,577	613,485	(4,092)	(0.7)
TOTAL DIRECT COST	\$5,323,627	\$5,140,543	\$5,145,372	\$5,432,279	\$5,345,466	\$(86,813)	(1.6)
PROGRAM REVENUE	(5,417,817)	(3,978,115)	(3,679,596)	(3,799,274)	(4,097,362)	(298,088)	7.8 . ·
NET GENERAL FUND COST	\$(94,190)	\$1,162,428	\$1,465,776	\$1,633,005	\$1,248,104	\$(384,901)	(23.6)
STAFF YEARS	111.28	96.24	95.39	116.25	116.25	0.00	0.0

TREASURER-TAX COLLECTOR DEPARTMENT

TREASURER-TAX COLLECTOR	- 1200
St	aff Years
Treasurer-Tax Collector	1.0
Chief Deputy Treasurer	1.0
Chief Deputy Tax Collector	1.0
Administrative Secretary IV	1.0
TOTAL	4.0

ADMINISTRATIVE SERV	ICES - 1200
Permanent Mgr. Adm Svcs Admin. Asst. I Admin. Secy. III Sr. Payroll Clerk Sr. Systems Analyst Dept. EDP Cordinator SUB TOTAL Non-Permanent	Staff Years 1.0 1.0 1.0 1.0 1.0 1.0 0.0 0.42
TOTAL	6.42

TREASURY ACCOUNTING -	1211
Permanent Investment Manager	Staff Years
Asst. Investment Mgr.	2.0
Mgr. Receipts & Deposit	
Tax Pmt. Processor	1.0
Senior Accountant Associate Accountant Accounting Technician Sr. Account Clerk Admin. Secy. II Senior Cashier Cashier Int. Clerk Typist	1.0 1.0 1.0 1.0 1.0 1.0 1.5
TOTAL	13.5

SECURED TAXES - 12	22/1231
Permanent	Staff Year
Mgr. Secured Taxes	1.0
Tax Serv. Div. Chief	2.0
Asst. Div. Chief	2.0
Sr. Account Clerk	6.0
Sr. Clerk	4.0
Admin. Secy. II	2.0
Int. Account Clerk	11.0
Int. Clerk Typist	10.0
SUB TOTAL	38.0
Non-Permanent	9.34
TOTAL	47.34

UNSECURED TAXES - 1	261
Permanent	Staff Years
Mgr. Field Collections	1.0
Ast. Mgr. Field Collection	ns 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
TOTAL	24.0

CASHIERING & PAYMENT PROCESS	SING - 1251
Permanent	Staff Years
Sr. Systems Analyst	1.0
Sr. Tax Pmt. Processor	1.0
Tax Payment Processor	4.0
Cashier	1.5
Photo Reduction Technician	1.0
Intermediate Clerk	<u>1.0</u>
SUB TOTAL	9.5
Non-Permanent	33
TOTAL	9.83

BONDS - 1281					
<u>Permanent</u>	Staff	Years			
Supervising Clerk	1.	.0			
Sr. Account Clerk		.0			
Int. Account Clerk	3.	.0			
TOTAL	5.	.0			

TAX COLLECTION ACCOUNT	ING - 1271
Permanent	Staff Years
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
TOTAL	6.16

PROGRAM: Tax Collection DEPARTMENT: TREASURER—TAX COLLECTOR

PROGRAM #: 07401

MANAGER:

ORGANIZATION #: 1200

REFERENCE: 1993-94 Proposed Budget - Pg. 45-3

AUTHORITY: This program was developed for the purpose of carrying out California Revenue and Taxation Code Section 2602 et seq.

	1990-91	1991-92	1992-93	1992-93	1993-94	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST						
Salaries & Benefits	\$2,333,186	\$2,350,509	\$2,399,523	\$2,649,857	\$2,574,013	(2.9)
Services & Supplies	396,314	338,230	369,431	267,072	267,072	0.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	130,131	94,916	15,425	0	0	0.0
TOTAL DIRECT COST	\$2,859,631	\$2,783,655	\$2,784,379	\$2,916,929	\$2,841,085	(2.6)
PROGRAM REVENUE	(3,730,180)	(2,165,204)	(1,913,671)	(1,996,989)	(2,136,009)	7.0
NET GENERAL FUND CONTRIBUTION	\$(870,549)	\$618,451	\$870,708	\$919,940	\$705,076	(23.4)
STAFF YEARS	86.30	73.18	71.12	89.33	89.33	0.0

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.

1992-93 BUDGET TO ACTUAL COMPARISON

Direct costs were \$132,550 under budget. A savings of \$250,334 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 \$102,359 over the budgeted amount due to \$104,744 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 \$57,453. Fixed Asset expenditures were over budget due to the requirement to include prior year expenditures. Revenue was 4.2% under budgeted level, due to a decrease in Supplemental Tax Bill (AB-2890) collections. This resulted in a Net General Fund Contribution reduction in this program of \$64,657.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 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.
 - O Without any staff increases in 1992-93 all taxpayer telephone calls, inquiries and requests were handled in a timely manner.
- 2. Maintain leadership position in California in the collection effectiveness of unsecured property taxes.
 - O During this fiscal year 98.15% of Unsecured tax charges were collected. This collection percentage sustains our leadership amoung California counties.
- 3. Complete the on-line reporting portion of redemption process automation for prior year secured taxes.
 - On-line reports for the prior year secured taxes were completed and made available during fiscal year 1992-93.

1993-94 OBJECTIVES

- 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Current Secured Tax Collection</u> [36.23 SY; E = \$1,152,344; R = \$866,365] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 77% by program revenue and collects \$1,277,000,000 in taxes.
 - Expediting deposits of collected taxes for increased investment earnings.
- 2. <u>Unsecured Tax Collection</u> [30.12 SY; E = \$958,014; R = \$720,262] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 75% 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 [22.98 SY; E = \$730,727; R = \$549,382] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Offset 75% by program revenue and collects \$62,000,000 in taxes.
 - Adding on-line computer systems to reduce paper records and increase response capacity for taxpayer services.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Delinquent Costs of Secured Property	\$591,519	\$690,335	\$690,335	\$0
Redemption Fees/Cost Recovery of Public Auctions	231,529	164,979	164,979	0
Returned Check Fees	18,713	22,000	22,000	0
Escheatment of Unclaimed Money	0	16,000 10,000	16,000	0
Other Miscellaneous Fees SB813 Recovery	21,357 237,881	370,994	10,000 212,151	(158,843)
Property Tax System Administration	764,918	658,429	746,292	87,863
Business Licenses	47,754	47,754	47,754	0,,003
Aid From Other Gov't Agency	0	16,498	16,498	Ŏ
Pooled Money Fund	Ō	0	210,000	210,000
Sub-Total	1,913,671	1,996,989	2,136,009	139,020
Total	\$1,913,671	\$1,996,989	\$2,136,009	\$139,020
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:				
Program Cost	\$870,708	\$919,940	\$705,076	\$(214,864)
Sub-Total	\$870,708	\$919,940	\$705,076	\$(214,864)
Total	\$870,708	\$919,940	\$705,076	\$(214,864)

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					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Current Secured Taxes					
% OF RESOURCES: 37%					
WORKLOAD					
Tax Bills and Statements	1,424,428	1,309,485	1,360,987	1,386,700	1,380,000
Tax Payments	1,689,666	1,648,274	1,625,856	1,650,000	1,630,000
Refunds	18,637	21,423	29,982	22,000	30,000
Service Requests	160,153	162,170	139,952	150,000	140,000
EFFICIENCY					
Payments/Staff Hour	18.44	29.12	28.59	25.00	25.00
Cost/Current Tax Bill Issued	2.48	2.06	2.15	2.20	2.20
EFFECTIVENESS					
Tax Charge Collected	95 . 75%	95.29%	95.31%	95.00%	95.00%
ACTIVITY B: Prior Year Secured Taxes					
% OF RESOURCES: 27%					
WORKLOAD					
Prior Year Parcels	29,947	36,362	37,820	37,900	38,500
Prior Year Tax Payments	18,963	22,192	18,962	22,500	19,200
<u>EFFICIENCY</u>					
Prior Year Payments/Staff Hour	0.53	.62	.63	.60	.60
<u>EFFECTIVENESS</u>					
Prior Year Tax Charge Collected	54.8%	49.6%	49.7%	50.0%	50.0%
ACTIVITY C: Unsecured Taxes					
% OF RESOURCES: 36%					
<u>WORKLOAD</u>					
Tax Bills Issued	121,493	130,961	121,790	131,543	122,789
Tax Bills Collected	117,538	127,396	118,496	120,000	119,552
EFFICIENCY					
Tax Payment/Staff Hour	2.26	3.54	3.53	3.45	3.45
Cost/Tax Bill Issued	\$7.23	\$12.01	\$11.86	\$11.50	\$11.50
Business Certificates Mailed	N/A	28,051	14,053	18,500	13,251
<u>EFFECTIVENESS</u>					
Tax Charge Collected	98.97%	98.33%	98.15%	97.50%	97.50%

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
		· · · · · · · · · · · · · · · · · · ·					
2403	Accounting Technician	1	1.00	1	1.00	\$23,181	\$23,791
2430	Cashier	2	1.50	2	1.50	31,790	30,701
2449	Manager Field Collections	1	1.00	1	1.00	57,483	57,482
2450	Asst. Mgr. Field Collections	1	1.00	1	1.00	42,199	42,525
2454	Tax Services Division Chief	2	2.00	2 1	2.00	77,406	78,855
2455	Manager Secured Taxes	1	1.00	1	1.00	57,483	57,482
2456	Assistant Division Chief	2	2.00	2 4	2.00	67,482	63,477
2457	Tax Payment Processor	4	4.00		4.00	95,396	96,224
2458	Senior Tax Payment Processor	1	1.00	1	1.00	26,598	26,598
2469	Departmental EDP Coordinator	1	1.00	1	1.00	38,690	44,515
2493	Intermediate Account Clerk	18	18.00	19	18.00	360,291	352,871
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2510	Senior Account Clerk	11	10.00	12	10.00	239,490	235,732
2525	Senior Systems Analyst	1	1.00	1	1.00	54,747	54,748
2700	Intermediate Clerk Typist	16	14.00	19	14.00	263,096	271,774
2730	Senior Clerk	7	7.00	7	7.00	158,214	167,227
2745	Supervising Clerk	1	1.00	1	1.00	26,752	27,770
2757	Administrative Secretary II	3	3.00	3	3.00	72,646	73,788
3053	Photo Reduction Technician	Ĭ	1.00	Ĭ	1.00	24,929	24,928
3118	Dept. Computer Specialist I	1	1.00	1	1.00	25,847	25,804
5719	Field Investigator	7	6.00	8	6.00	199,068	203,705
9999	Extra Help	28	10.83	28	10.83	118,872	118,872
	Total	111	89.33	117	89.33	\$2,106,741	\$2,123,950
Salary	Adjustments:					(76,286)	(155,749)
ILP Rec	duction						(35,451)
Premiu	m/Overtime Pay:					30,600	30,600
Employ	ee Benefits:				•	697,919	709,316
Salary	Savings:					(109,117)	(98,653)
	Total Adjustments					\$543,116	\$450,063
Progran	n Totals	111	89.33	117	89.33	\$2,649,857	\$2,574,013

PROGRAM #: 07701 MANAGER: Norman H. Ernst **ORGANIZATION #: 1200**

REFERENCE: 1993-94 Proposed Budget - Pg. 45-10

AUTHORITY: This program was developed to carry out Government Code 53601 et seq.; Streets and Highways Codes 6400-6427, 6440-6632, and 10600-09.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$635,709	\$720,177	\$772,541	\$778,904	\$763,940	(1.9)
Services & Supplies	1,147,328	984,192	1,063,973	1,000,869	1,046,956	4.6
Other Charges	0	0	0	0	0	0.0
Fixed Assets	105,762	66,006	9,949	118,000	80,000	(32.2)
TOTAL DIRECT COST	\$1,888,799	\$1,770,375	\$1,846,463	\$1,897,773	\$1,890,896	(0.4)
PROGRAM REVENUE	(1,687,637)	(1,812,911)	(1,765,925)	(1,802,285)	(1,961,353)	8.8
NET GENERAL FUND CONTRIBUTION	\$201,162	\$(42,536)	\$80,538	\$95,488	\$(70,457)	(173.8)
STAFF YEARS	16.32	16.14	17.8	18.50	18.5	0.0

PROGRAM DESCRIPTION

To protect and conserve public funds by means of centralized management of banking, investment, disbursement and accountability of all funds, the Treasurer provides custody and payment of all County, school, and special district monies in the County Treasury. He manages the investment of the Pooled Money Fund. Temporarily unneeded County funds and monies from participating school and special districts are invested in interest-bearing bank accounts, government securities, treasury obligations, and money market instruments. These-funds exceed 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.

1992-93 BUDGET TO ACTUAL COMPARISON

Salary and Benefit Costs were \$6,363 under budgeted amounts. Service and Supplies Expenditures were \$63,104 over budget due to the requirement to include prior year expenditures of \$189,549. Fixed Assets expenditures were \$108,051 under budget. This resulted in a Net General Fund Contribution reduction of \$14,950 for this program.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. Earn 5.0% interest on monies in the Treasurer's custody.
 - O During fiscal year 1992-93 the Treasurer earned 7.58% on monies in his 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.
 - O Returns on investments were maximized through active management as evidenced by exceeding the market average with earnings of 7.58% for the Pooled Money Fund.
- 3. Maintain minimum level of services provided on general obligation bonds and coupon payments and collections.
 - O The Bond Division provided all services on general obligation bonds and coupon payments and collections. During this fiscal year 31,954 Bonds and Coupons were paid.

1993-94 OBJECTIVES

- 1. Earn 5.0% 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Treasury</u> [13.50 SY; E = \$1,738,580; R = \$1,829,853] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Offset entirely by program revenue.
 - 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 = \$152,316; R = \$131,500] including support personnel is:
 - Mandated/Discretionary Service Level.
 - O Offset 86% by program revenue.
 - Maintaining bond and coupon payment activity service levels.
 - Managing the County Deferred Compensation Program and providing information and assistance on the Hartford Program.

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES:		•		
Pooled Money Fund Service	\$1,720,398	\$1,746,385	\$1,905,453	\$159,068
Audit Fees Deferred Compensation	1,651	10,000	10,000	0
Audit Fees, Improvement Bonds Miscellaneous	0	100 800	100 800	0
Miscettaneous Collection Fees-Admin Costs	1,416 60	45,000	45,000	0
Work Authorizaiton	42,400	43,000	43,000	ŭ
Sub-Total	\$1,765,925	\$1,802,285	\$1,961,353	\$159,068
Total	\$1,765,925	\$1,802,285	\$1,961,353.	\$159,068
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
	\$80,538	\$95,488	\$(70,457)	\$(165,945)
Sub-Total	\$80,538	\$95,488	\$(70,457)	\$(165,945)
		\$95,488	····	\$(165,945)

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 1993-94 revenues reflects the relative increase in program operating expenditures.

PROGRAM: Treasury	DEPARTMENT: TRE	ASURER-	TAX COLLECT
FIXED ASSETS			
tem	Quantity	Unit	Total Cost
Payment Processor	1	Lot	\$80,000
Total			\$80,000
/EHICLES/COMMUNICATION EQUIPMENT			
tem	Quantity	Unit	Total Cost
Total			\$0

PRO	GR/	M:	Treasury
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PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Treasury					
% OF RESOURCES: 93%					
<u>HORKLOAD</u>					
Investment Transactions	5,809	5,232	5,268	5,300	5,300
Items Deposited	1,459,666	1,554,060	1,457,000	1,500,500	1,500,000
Deposit Permits Proofed	23,537	24,103	24,200	24,600	24,500
EFFICIENCY					
Unit Cost Per Item Deposited	\$0.16	\$0.17	\$0.18	\$0.18	\$0.18
<u>EFFECTIVENESS</u>					
Average Rate of Return to Investment Fund	9.37	8.80	7.7	8.00	7.5
ACTIVITY B: Improvement and General Obligation Bonds					
% OF RESOURCES: 7%					
WORKLOAD					
Bonds and Coupons Paid	10,579	29,499	31,954	32,000	32,000
Bonds Presented for Registration	N/A	72	78	60	70
Subdivision Maps Processed/Approved	N/A	176	151	150	150
Deferred Compensation Accounts					
County Plan	251	399	548	800	800
Hartford Plan	3,961	4,346	4,595	4,450	4,900

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2403	Accounting Technician	1	1.00	1	1.00	\$26,665	\$26,666
2425	Associate Accountant	1	1.00	i	1.00	37,125	37,124
2430	Cashier	2	1.50	2	1.50	29,237	33,710
2457	Tax Payment Processor	1	1.00	. 1	1.00	24,055	24,056
2490	Assistant Investment Manager	2	2.00	2	2.00	102,566	102,568
2491	Manager Receipts & Deposits	1	1.00	1	1.00	50,239	50,240
2492	Investment Manager	1	1.00	1	1.00	85,711	85,712
2493	Intermediate Account Clerk	3	3.00	4	3.00	57,922	58,329
2505	Senior Accountant	1	1.00	1	1.00	45,081	45,081
2510	Sr. Account Clerk	2	2.00	2	2.00	42,826	46,835
2513	Senior Cashier	1	1.00	1	1.00	24,577	24,578
2700	Intermediate Clerk Typist	1	1.00	1	1.00	19,089	20,047
2745	Supervising Clerk	1	1.00	1	1.00	27,431	27, <i>77</i> 0
2757	Administrative Secretary II	1 .	1.00	1	1.00	25,475	25,474
	Total	19	18.50	20	18.50	\$597,999	\$608,190
Salary	Adjustments:					0	3
ILP Red	duction						(14,367)
Premiu	m/Overtime Pay:					0	0
Employ	ee Benefits:					195,933	197,725
Salary	Savings:					(15,028)	(27,611)
	Total Adjustments					\$180,905	\$155 <i>,7</i> 50
Prograi	m Totals	19	18.50	20	18.50	\$778,904	\$763,940

PROGRAM: Department Overhead DEPARTMENT: TREASURER - TAX COLLECTOR

PROGRAM #: 92101 MANAGER: Ray N. Rainer **ORGANIZATION #: 1200**

REFERENCE: 1993-94 Proposed Budget - Pg. 45-15

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$548,393	\$567,087	\$496,016	\$578,027	\$581,303	0.6
Services & Supplies	26,804	19,425	18,514	39,550	32,182	(18.6)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	0	0	0	0	0.0
TOTAL DIRECT COST	\$575,197	\$586,512	\$514,530	\$617,577	\$ 61 3 ,485	(0.7)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$575,197	\$586,512	\$514,530	\$617,577	\$613,485	(0.7)
STAFF YEARS	8.66	6.62	6.45	8.42	8.42	0.0

PROGRAM DESCRIPTION

To provide management and administrative direction for Tax Collection, Treasury, and Retirement Administration programs.

1992-93 BUDGET TO ACTUAL COMPARISON

Salary and Benefit costs were \$82,011 under budget. Services and Supplies expenditures were \$21,036 under budgeted appropriations. This resulted in a Net General Fund Contribution reduction of \$103,047 for this program.

1992-93 ACHIEVEMENT OF OBJECTIVES

1993-94 OBJECTIVES

1993-94 SUB PROGRAM ACTIVITIES

This is a single activity program and summarized as follows:

- 1. <u>Department Overhead</u> [8.42 SY; E = \$613,485; R = \$0] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing management and control support for the department.

\$613,485

\$(4,092)

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
N/A:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
PROGRAM COSTS:	\$514,530	\$617,577	\$613,485	\$(4,092)
Sub-Total	\$514,530	\$617,577	\$613,485	\$(4,092)

\$514,530

\$617,577

EXPLANATION/COMMENT ON PROGRAM REVENUES

This program is 100% offset by net County cost.

Total

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0185	Treasurer-Tax Collector	1	. 1.00	1	1.00	\$91,971	\$91,970
0270	Chief Deputy Tax Collector	i	1.00	i	1.00	79,909	79,910
0280	Chief Deputy Treasurer	i	1.00	i	1.00	79,909	79,910
2304	Admin Asst I	ĺ	1.00	1	1.00	32,690	34,334
2369	Admin Services Manager II	1	1.00	1	1.00	54,747	54,748
2511	Senior Payroll Clerk	1	1.00	1	1.00	19,033	23,453
2758	Administrative Secretary III	1	1.00	1	1.00	30,774	30,774
2759	Administrative Secretary IV	1	1.00	1	1.00	33, 135	33, 135
9999	Extra Help	1	.42	1	.42	4,800	4,800
	Total	9	8.42	9	8.42	\$426,968	\$433,034
Salary	Adjustments:					0	0
ILP Red	duction						(10,391)
Premiu	m/Overtime Pay:					0	0
Employ	ree Benefits:					151,059	158,660
Salary	Savings:					(0)	(0)
	Total Adjustments					\$151,059	\$148,269
Prograi	n Totals	9	8.42	9	8.42	\$578,027	\$581,303

SUPPORT DEPARTMENTS

CAPITAL ASSET LEASING (SANCAL)

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Capital Asset Leasing	\$6,107,791	\$6,366,994	\$4,957,089	\$5,713,967	1,938,803	(3,775,164)	(66.1)
TOTAL DIRECT COST	\$6,107,791	\$6,366,994	\$4,957,089	\$5,713,967	\$1,938,803	\$(3,775,164)	(66.1)
PROGRAM REVENUE	(0)	(200,000)	(0)	(0)	(\$0)	(0)	(0.0)
NET GENERAL FUND COST	\$6,107,791	\$6,166,994	\$4,957,089	\$5,713,967	\$1,938,803	\$(3,775,164)	(66.1)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

46-2

PROGRAM: Capital Asset Leasing (SANCAL) DEPARTMENT: CAPITAL ASSET LEASING (SANCAL)

PROGRAM #: 00001

MANAGER: Robert Powell, Debt Finance Manager

ORGANIZATION #: 5200

REFERENCE: 1993-94 Proposed Budget - Pg. 46-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	0	0	0	0	0	0.0
Other Charges	6,107,791	6,366,994	4,957,089	5,713,967	1,938,803	(66.1)
Fixed Assets	0	0	0	0	0	0.0
Less Reimbursements	(0)	(0)	(0)	(0)	(0)	0.0
Operating Transfers	0	0	0	- · 0	0	0.0
TOTAL DIRECT COST	\$6,107,791	\$6,366,994	\$4,957,089	\$5,713,967	\$1,938,803	(66.1)
PROGRAM REVENUE	(0)	(200,000)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$6,107,791	\$6,166,994	\$4,957,089	\$5,713,967	\$1,938,803	(66.1)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The purpose of the non-profit corporation is to provide a financial vehicle to finance the acquisition of real and personal property for subsequent leasing to County departments. The Corporation is organized under the States's Non-Profit Public Benefit Corporation Law. The Corporation may acquire, purchase, construct or provide for the construction of facilities, renovate existing facilities and other improvements such as shops, warehouses, garages and other buildings and facilities of any type. All such equipment and facilities is subsequently leased to the County. To carry out these activities, the Corporation has the power to incur indebtedness through the Issuance of bonds, debentures, notes or other instruments of indebtedness. The Corporation is organized solely for the purposes noted above as a civic venture for, and on behalf of, the County.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 budget was underspent by \$756,878 which resulted from a decision to refund debt issues to achieve short-term budgetary savings for the County and to reduce the County's total debt service payments over the next 20 years and to obtain an economic gain.

1992-93 ACHIEVEMENT OF OBJECTIVES

The 1992-93 objectives were met by making the following lease payments:

Financing		Lease Payment
1984A Equipmen	it Issue	\$ 1,165,758
1987A Equipmen	it Issue	1,862,648
1989A Capital	Improvements	2,371,826
1989 East Mes		277,832
1993 Master R	efunding	<u>(720,975)</u>
		\$ 4,957,089

1993-94 OBJECTIVES

Make the following lease payments in 1993-94.

Financing	Lease Payment
1987A Equipment Issue	\$ 948,419
1989 East Mesa	277,832
1993 Master Refunding	<u>712,552</u>
	\$ 1.938.803

SUPPLARY OF SANCAL ACTIVITY

This budget unit provides the lease payments for the 1987 SANCAL equipment issue, the equipment and improvements purchased with the proceeds of the 1989 East Mesa issue, and for the 1993 Master Refunding of the 1986 through 1991 lease revenue bonds and certificates of participation. Lease payments for all other SANCAL financings are included in the budgets of the benefitting departments. A summary of SANCAL financing activity, excluding defeased issues, is provided in the following table:

SANCAL DEBT ISSUES

	<u>Issue</u>	<u>Amount</u>	Maturity Date
1984	Equipment Issue	\$ 11,825,000	Aug. 1993
1987	Equipment Issue	10,300,000	Aug. 1995
1989	East Mesa Detention Facility	24,432,600	Oct. 2009
1991	Justice Refunding	38,045,000	Aug. 2007
1993	COP Series A	7,640,000	Aug. 2013
1993	Master Refunding	203,400,000	Sept.2012

CIVIL SERVICE COMMISSION

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
PERSONNEL SERVICES	\$253,227	\$259,072	\$270,570	\$284,846	\$290,205	\$5,359	1.9
TOTAL DIRECT COST	\$253,227	\$259,072	\$270,570	\$284,846	\$290,205	\$5,359	1.9
PROGRAM REVENUE	(19,145)	(23,063)	(22,923)	(22,663)	(24,861)	(2,198)	9.7
NET GENERAL FUND COST	\$234,082	\$236,009	\$247,647	\$262,183	\$265,344	\$3,161	1.2
STAFF YEARS	4.50	4.20	4.20	4.00	4.00	0.00	0.0

ORGANIZATION CHART OF THE CIVIL SERVICE COMMISSION

Members of the Civil Service Commission (5)

Executive Officer (1.0 staff years)

Represent the Commission as its agent and ensure the provision of administrative, investigative and advisory services to the Commission.

Civil Service Commission Analyst II (1.0 staff years)

Provide administrative counsel to the Commission; participate in negotiation of Civil Service Rules; and perform general administrative duties including preparation of the department budget.

Civil Service Commission Analyst I (.75 staff years)

Screen, review and prepare recommendations on complaints and appeals; Interpret authorities & advise departments, applicants and employees on merit issues.

Civil Service Commission Secretary (.75 staff years)

Confidential Legal Secretary II (.50 staff years)

Provide secretarial and clerical support; prepare Minutes and Agendas; schedule hearings & investigations; provide information to County departments and the public.

6 Positions

4.00 Staff Years

PROGRAM: Personnel Services

DEPARTMENT: CIVIL SERVICE COMMISSION

PROGRAM #: 81201

MANAGER: LARRY COOK

ORGANIZATION #: 0450

REFERENCE: 1993-94 Proposed Budget - Pg. 47-1

AUTHORITY: ARTICLE IX, SECTION 904, SAN DIEGO COUNTY CHARTER

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$240,268	\$237,476	\$255,381	\$276,402	\$283,761	2.7
Services & Supplies	12,959	20,863	15,187	8,444	6,444	(23.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	0	733	0	0	0	0.0
TOTAL DIRECT COST	\$253,227	\$259,072	\$270,568	\$284,846	\$290,205	1.9
PROGRAM REVENUE	(19,145)	(23,063)	(22,923)	(22,663)	(24,861)	9.7
NET GENERAL FUND CONTRIBUTION	\$234,082	\$236,009	\$247,645	\$262,183	\$265,344	1.2
STAFF YEARS	4.50	4.20	4.2	4.00	4.00	0.0

PROGRAM DESCRIPTION: The Civil Service Commission resolves potentially litigious personnel issues at the cost-effective, administrative hearing level.

1992-93 BUDGET TO ACTUAL COMPARISON

Although one of the four Commission staff positions remained vacant, all decisions were timely rendered. There was a slight decrease in the number of appeals received.

1992-93 ACHIEVEMENT OF OBJECTIVES

All decisions were timely issued.

1993-94 OBJECTIVES

To continue to produce cost-effective and timely decisions.

1993-94 SUB PROGRAM ACTIVITIES

Mandated Activity/Discretionary Service Level.

As of the sixth month of the 93-94 fiscal year, the Commission has received more appeals than had been received at this point in the previous fiscal year.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
OTHER: ROAD FUND	\$11,933	\$ 11,933	\$12,553	\$ 620
APCD	2,382	2,382	2,819	437
LIBRARY	4,104	4,104	4,071	(33)
AIRPORT/LIQUID/SOLID OTHER MISCELLANEOUS	4,244 0	4,244 0	5,418 0	1,174
OTHER HISCELLANEOUS	U	U	U	U
Sub-Total	\$22,663	\$22,663	\$24,861	\$2,198
Total	\$22,663	\$22,663	\$24,861	\$2,198
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$247,907	\$262,183	\$265,344	\$3,161
Sub-Total	\$247,907	\$262,183	\$265,344	\$3,161
Total	\$247,907	\$262,183	\$265,344	3,161

EXPLANATION/COMMENT ON PROGRAM REVENUES

PROGRAM: Personnel Service	PΡ	OGR4	M: P	ersonn	N Sen	/ices
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PERFORMANCE INDICATORS										
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget					
ACTIVITY A: KEY WORKLOAD INDICATORS										
% OF RESOURCES: 100%										
WORKLOAD										
COMMISSION HEARINGS	44	32	28	37	35					
COMMISSION INVESTIGATIONS	9	8	9	8	9					
STAFF REVIEW/RECOMMENDATION	306	409	382	338	366					

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 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	71,348	71,348
2406	COMMISSION ANALYST II	1	1.00	1	1.00	42,479	44,688
2407	COMMISSION ANALYST I	1	.75	1	.75	27,253	30,958
2753	CSC SECRETARY	1	.75	1	.75	23,640	23,827
2772	CONFIDENTIAL LEGAL SECRETARY	1	.50	1	.50	16,107	16,230
9999	EXTRA HELP	1	.00	1	.00	3,500	3,500
	Total	16	4.00	16	4.00	\$209,977	\$216,201
Salary	Adjustments:			•		(2,202)	(58)
Premiu	m/Overtime Pay:					0	0
Employ	/ee Benefits:					68,627	73,006
ILP							(5,388)
Salary	Savings:					(0)	(0)
	Total Adjustments					\$66,425	\$67,560
Progra	m Totals	16	4.00	16	4.00	\$276,402	\$283,761

ELECTRONIC SYSTEMS AND EQUIPMENT

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change , From 1992-93 Budget	% Change
Communications Equipment	\$3,193,668	\$2,803,687	\$2,746,810	\$2,342,911	\$2,342,911	\$0	0.0
Telephone Utilities	9,316,414	7,691,491	6,233,709	6,536,478	6,629,606	93,128	1.4
TOTAL DIRECT COST	\$12,510,082	\$10,495,178	\$8,980,519	\$8,879,389	\$8,972,517	\$93,128	1.0
PROGRAM REVENUE	(684,099)	(438,151)	(146,425)	(41,832)	(20,370)	21,462	(51.3)
NET GENERAL FUND COST	\$11,825,983	\$10,057,027	\$8,834,094	\$8,837,557	\$8,952,147	\$114,590	1.3
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

48-2

PROGRAM: Communications Equipment DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 86403

MANAGER: Jon W. Fullinwider, Director

ORGANIZATION #: 0800

REFERENCE: 1993-94 Proposed Budget - Pg. 48-6

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			244301	344300	22130
DIRECT COST Services & Supplies	\$14,329	\$14,671	\$3,534	\$0	\$0	0.0
Other Charges	2,821,472	2,342,910	2,342,910	2,342,911	2,342,911	0.0
Fixed Assets	357,867	446,106	400,366	0	0	0.0
TOTAL DIRECT COST	\$3,193,668	\$2,803,687	\$2,746,810	\$2,342,911	\$2,342,911	0.0
PROGRAM REVENUE	(9,595)	(199,543)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$3,184,073	\$2,604,144	\$2,746,810	\$2,342,911	\$2,342,911	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program consolidates the requests of all Countywide replacement communications equipment to be purchased from the General Fund, including acquisitions on a lease-purchase basis. Also managed in this program budget is the acquisition of additional new communications equipment for which appropriation transfers are made from the individual requesting department budgets. Equipment requests are made by the Telecommunications Services Division of Information Services based upon Countywide operational requirements and also by the individual departments based on operational requirements of their own programs. The Telecommunications Services Division provides maintenance support, technical assistance and review of purchase orders.

1992-93 BUDGET TO ACTUAL COMPARISON

Fixed Assets totaling \$400,366 were expended during FY 92/93 for acquisition of communications equipment via approved transfers.

The only lease payment in the Communications Equipment Budget is for the SanConTel Telephone System in the amount of \$2,342,911, paid annually.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. The lease payment for SanConTel was made in February of 1993.
- 2. Communications equipment was procured in the amount of \$400,366 for use by requesting departments.
- 3. Refer to the Telecommunications Program in Information Services for other achievement of objectives.

1993-94 OBJECTIVES

- 1. Pay lease purchase obligations as they become due.
- 2. Acquire approved communications fixed assets equipment.
- Other objectives pertinent to Communications Equipment are listed in the Telecommunications Program of Information Services.

1993-94 SUB PROGRAM ACTIVITIES

1. <u>Communications Equipment</u> [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>	1993-94 Costs	<u>Final Payment</u>
SanConTel Telephone System	2,342,911	FY 1995 - 96

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
Federal Grants	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0
ENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
SENERAL FUND SUPPORT COSTS:	\$2,746,810	\$2,342,911	\$2,342,911	\$0
GENERAL FUND SUPPORT COSTS:	\$2,746,810 \$2,746,810	\$2,342,911 \$2,342,911	\$2,342,911 \$2,342,911	\$0 \$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

PROGRAM: Telephone Utilities

DEPARTMENT: ELECTRONIC SYSTEMS & EQUIPMENT

PROGRAM #: 82305

MANAGER: Jon W. Fullinwider, Director

ORGANIZATION #: 0800

REFERENCE: 1993-94 Proposed Budget - Pg. 48-3

AUTHORITY: Administrative Code 398.5 Section (g) delegates to the Department of Information Services the administration of telephone utilities.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Services & Supplies	\$7,097,247	\$7,105,839	\$6,333,038	\$6,833,798	\$6,937,526	1.5
Fixed Assets	2,556,451	965,774	236,056	0	0	0.0
Less Reimbursements	(337,284)	(380,122)	(335,385)	(297,320)	(307,920)	3.6
TOTAL DIRECT COST	\$9,316,414	\$7,691,491	\$6,233,709	\$6,536,478	\$6,629,606	1.4
PROGRAM REVENUE	(674,504)	(238,608)	(146,425)	(41,832)	(20,370)	(51.3)
NET GENERAL FUND CONTRIBUTION	\$8,641,910	\$7,452,883	\$6,087,284	\$6,494,646	\$6,609,236	1.8
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

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.

1992-93 BUDGET TO ACTUAL COMPARISON

\$610,144 was transferred into the Telephone Utilities Fixed Asset account for the acquisition of telephone/data equipment, part of that amount, \$331,975, was transferred from the Services and Supplies account of Telephone Utilities.

1992-93 ACHIEVEMENT OF OBJECTIVES

Refer to the Telecommunications Program narrative in Information Services for achievement of objectives.

1993-94 OBJECTIVES

- 1. To manage the County telephone system.
- 2. All other objectives are identified in the Telecommunications Program of Information Services.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Telephone Utilities [0.00 SY; E = \$6,629,606; R = \$20,370] is:
 - Discretionary/Discretionary Service Level
 - Responsible to fund the Countywide telephone system.
 - Responsible for providing system expansion and upgrade.

PROGRAM: Telephone Utilities

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
Recovered Expenditures (9989)	17,860	0	14,000	14,000
Other Government Agencies (9746)	\$1,386	\$1,670	\$1,670	\$0
License Fee (9694)	6,521	7,000	4,700	(2,300)
Other Revenue SanCal Proceeds	1,341 0	33,162	0	(33,162)
SB668 (9177)	119,317	0	0	0
Sub-Total	\$146,425	\$41,832	\$20,370	\$(21,462)
Total	\$146,425	\$41,832	\$20,370	\$(21,462)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$6,087,284	\$6,494,646	\$6,609,236	\$114,590
Sub-Total	\$6,087,284	\$6,494,646	\$6,609,236	\$114,590
Total	\$6,087,284	\$6,494,646	\$6,609,236	\$114,590

EXPLANATION/COMMENT ON PROGRAM REVENUES

SB668 revenue is the result of Board-approved transfers in 92/93.

EQUAL OPPORTUNITY MANAGEMENT OFFICE

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Management Office	\$511,972	\$550,178	\$493,904	\$531,359	\$425,605	\$(105,754)	(19.9)
TOTAL DIRECT COST	\$511,972	\$550,178	\$493,904	\$531,359	\$425,605	\$(105,754)	(19.9)
PROGRAM REVENUE	(60,872)	(69,933)	(57,772)	(57,735)	(64,946)	(7,211)	12.5
NET GENERAL FUND COST	\$451,100	\$480,245	\$436,132	\$473,624	\$360,659	\$(112,965)	(23.9)
STAFF YEARS	11.00	9.80	8.89	9.25	7.25	(2.00)	(21.6)

EQUAL OPPORTUNITY MANAGEMENT OFFICE

DIRECTOR 1 SY

APPOINTMENT REVIEW

Review all appointments to determine whether appointments are in conformance with the County's Equal Opportunity Objectives.

.5 SY

- o Review
- VEALEM
- o Concur

- o Evaluate
- o Non-Concur

o Monitor

EQUAL EMPLOYMENT OPPORTUNITY SUPPORT

Plan and develop county-wide E.O. policies and procedures; Train departments in E.O. Issues; Prepare monthly, quarterly & Investigation and annual progress reports; Advisory Board Support; General Administrative duties.

1.75 SY

- o Plan & Develop E.O. policy
- o Department AA Coordinator
- o Training
- o Prepare E.O. Reports
- o Respond to Referrals
- o (Internal/External)
- o General Administrative E.O. Duties
- o Department AA Guidelines

CLERICAL SUPPORT

1 SY

INVESTIGATION

Investigate discrimination allegations; implement the County's Affirmative Fair Housing Marketing Plan; 504 liaison to DHR.

2 SY

- o E.E.O. Discrimination Complaint
- o Intake
- o Review
- o Investigation and Report

CONTRACT COMPLIANCE

Coordinate and monitor all contracts to determine whether contractors are conforming to the County's Affirmative Action and Equal Opportunity programs.

1 SY

- o A-81
- o B-39
- o B-51
- o Fair Housing
- o F-40
- o Grant Review
- o Purchasing Department

ORG-CHRT - EOMO-ORG.CHT

PROGRAM: Equal Opportunity Management Office

DEPARTMENT: EQUAL OPPORTUNITY MANAGEMENT OFFICE

PROGRAM #: 81206

MANAGER: Victor A. Nieto

ORGANIZATION #: 0210

REFERENCE: 1993-94 Proposed Budget - Pg. 49-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$492,295	\$527,079	\$463,686	\$515,786	\$413,164	(19.9)
Services & Supplies	19,677	18,367	30,218	15,573	12,441	(20.1)
Fixed Assets	0	4,732	0	0	0	0.0
TOTAL DIRECT COST	\$511,972	\$550,178	\$493,904	\$531,359	\$425,605	(19.9)
PROGRAM REVENUE	(60,872)	(69,933)	(57,772)	(57,735)	(64,946)	12.5
NET GENERAL FUND CONTRIBUTION	\$451,100	\$480,245	\$436,132	\$473,624	\$360,659	(23.9)
STAFF YEARS	11.00	9.80	8.89	9.25	7.25	(21.6)

PROGRAM DESCRIPTION

1. What EOMO Does

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 (MWBE) contractors. The County's MWBE and Affirmative Fair Housing Marketing programs address the needs of protected groups, and are monitored to assure compliance by construction contractors, vendors, and housing sponsors/developers.

2. Who Benefits

All applicants and employees of the County of San Diego are protected by federal, state and local laws prohibiting discrimination in employment. These laws are monitored and enforced by EOMO. Certifiable minority and women business enterprises benefit from the Contract Compliance and MWBE programs. All prospective purchasers and tenants benefit from the Fair Housing Program.

3. Where It Operates

In all programs, activities, services, and facilities of the County of San Diego.

4. How It Operates

The County of San Diego benefits in receiving all federal and state grants that would be frozen if EOMO did not operate a legal Affirmative Action Program. The Consent Decree gives the EOMO Director authority to administer the County's AA/EO Program. In 1985, the position of EOMO Director was formally included in the County Charter.

5. When It Is Provided

Affirmative Action and Equal Opportunity are provided in all programs, services and activities of the County of San Diego.

1992-93 BUDGET TO ACTUAL COMPARISON

As a result of vacancies within the department, strict fiscal measures, and some additional revenues, a positive general fund balance in the amount of \$14,862 was achieved.

1992-93 ACHIEVEMENT OF OBJECTIVES

1. Appointment Review

Process 6,420 appointments and 340 responses for non-selection.

During FY 92-93, the ARO Unit processed only 3,751 appointments because of the hiring freeze, and 347 reasons for non-selection.

Investigations

Investigative Unit estimated handling 75 formal complaints, 34 short complaints, and 400 requests for information.

During FY 92-93, the Investigative Unit handled 78 formal complaints, 25 short complaints, and 600 requests for information.

3. Contract Compliance

Contract Compliance Unit worked to increase MWBE participation, and perform on-site visits of MWBE firms, vendors and worksites to confirm MWBE status.

During FY 92-93, the Contract Compliance Unit increased the MWBE participation to 19.9%, performed 1 on-site visit per month, and reviewed 27 MWBE applications per month.

4. Fair Housing

The Fair Housing Unit estimated they would monitor 60 housing projects for compliance with the Affirmative Fair Housing Marketing Program (AFHMP), and process 47 applications from developers seeking approval of their marketing plans.

During FY 92-93, the Fair Housing Unit monitored 40 housing projects for compliance with the AFHMP, and processed 30 applications from developers approving their marketing plans.

Employment Statistics

In FY 91-92, the County of San Diego had reached a workforce of 9.5% African-Americans; 15.9% Latinos; 10.3% Asians and Pacific-Islanders; 1% American-Indians; and 58.6% Females.

In FY 92-93, African-Americans made up 9.4% of the workforce; Latinos increased to 16.1% of the workforce; Asian and Pacific Islanders increased to 10.7% of the workforce. American-Indians remained at 1% of the workforce. Females increased to 58.7% of the workforce.

Training

There were no objectives set for FY 92-93 due to budget cuts.

In FY 92-93, EOMO developed a new training program entitled "Preventing Sexual Harassment." Over 200 supervisors in the Department of Health Services have been trained. The Recorder's Office was fully trained during FY 92-93.

1993-94 OBJECTIVES

Appointment Review

EOMO will process approximately 5,086 appointments 1,900 dispositions of examinations, 95 reclassifications and 240 reasons for non-select. If hiring freeze continues, these figures will be reduced proportionately.

Monitor departments' yearly Affirmative Action hiring goals and work with DHR to apply these goals to the new Affirmative Action Plan.

Work with DIS to implement and upgrade the parity levels for the Consent Decree protected groups to their respective 1990 census levels.

Continue to audit the 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, 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 updating and distributing the information brochure.

Improve employees' knowledge of the County's anti-discrimination policies and federal and state laws.

Program Objective: Provide training for all County departments on the Americans with Disabilities Act and Preventing Sexual Harassment.

3. Affirmative Fair Housing Marketing Program

Projects will be undertaken to respond to recommendations of the Fair Housing Task Force numbers 3, 4, 9 and 10.

Monitor 50+ housing projects which are being marketed and review 50+ developers' applications.

4. Contract Compliance

With the implementation of SB486, it is expected that the demand for MWBE certification will increase. This will be due to the fact that firms seeking MWBE certification will opt to obtain certification through a local participating governmental agency (which is much faster) than go through CalTrans who is taking approximately one year to certify; 5-6 months to recertify. Under SB486, CalTrans will honor the certification issued by the local participating agency.

Presently, EOMO is reviewing an average of 27 MWBE applications a month. This figure is expected to increase to approximately 40 applications a month.

Because of an expected increase in MWBE applications, the need for on-site visits will also increase. Presently, we are conducting an average of 1 visit a month. During FY 93-94, approximately 28 on-site visits will be performed.

ECMO will continue to implement and monitor Policy B-39. The Contract Compliance Officer will continue to work cooperatively with County departments in order to maximize MWBE participation. For the last three fiscal years, MWBE firms have received an average of 19.9% participation rate.

Although EOMO has endured severe budget cuts which have resulted in the loss of staff, the Contract Compliance Unit will continue to work towards increasing the MWBE participation rate to 21% for FY 93-94.

5. IIIJ and IIIK

Procedures for application and monitoring will be updated and revised to reflect 1990 census data.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Equal Opportunity Management [7.25 SY; E = \$425,605; R = \$64,946] including support personnel:
 - Mandated/Discretionary Service Level.
 - To assure meeting the County's hiring goals for minorities and women and to encourage vigorous support of goals by all County employees.
 - To assure 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. To provide technical assistance to department heads, Affirmative Action officers and training coordinators in establishing EEO/AA procedures that 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	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
AID FROM OTHER GOVERNMENTAL AGENCIES:	•			
Federal Aid - Community Development Block Grant	\$15,475	\$20,000	\$20,000	\$0
Aid from other Government Agencies	0	1,601	1,601	0
Sub-Total	\$15,4 7 5	\$21,601	\$21,601	\$0
CHARGES FOR CURRENT SERVICES:				
toad Fund	\$22,272	\$19,449	\$21,799	\$2,350
ir Pollution Control District	4,445	3,435	5,068	1,633
irport Enterprise Fund	824	698	815	117
iquid Waste Enterprise Fund	2,807	2,468	2,776	308
Solid Waste Enterprise Fund	4,291	3,187	5,817	2,630
ibrary Fund	7,658	6,897	7,070	173
Sub-Total	\$42,297	\$36,134	\$43,345	\$7,211
OTHER REVENUE:				
Revenue Appropriations Prior Year -				
Charges Current Services	\$0	\$0	\$0	\$0
Sub-Total .	\$0	\$0	\$0	\$0
otal	\$ 57, <i>7</i> 72	\$57,735	\$64,946	\$7,211
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
SENERAL FUND SUPPORT COSTS:	\$436,132	\$473,624	\$360,659	\$(112,965)
ub-Total	\$436,132	\$473,624	\$360,659	\$(112,965
Total	\$436,132	\$473,624	\$360,659	\$(112,965)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Budgeted program revenue from charges for current services will increase compared to the 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								
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget			
ACTIVITY A: Equal Opportunity/Aff	irmative Action							
X OF RESOURCES: 100%								
WORKLOAD								
Appointment Review	5,304	2,520	4,098	6,420	5,326			
Investigation	509	450	753	464	700			
<u>EFFECTIVENESS</u>								

Appointment Review

In FY 1992-93, EOMO processed 3,751 appointments, and 347 reasons for non-selection.

In FY 1993-94, EOMO anticipates processing 5,086 appointments and 240 reasons for non-selection.

Investigations

In FY 1992-93, EOMO handled 78 formal complaints, 25 short complaints, and 650 requests for information.

In FY 1993-94, EOMO anticipates handling 75 formal complaints, 25 short complaints, and 600 requests for information.

Contract Compliance

Presently, EOMO is reviewing an average of 27 MWBE applications a month.

EOMO conducted an average of 1 on-site visit a month.

EOMO will continue to implement and monitor Policy B-39. The Contract Compliance Officer will continue to work cooperatively with the four major County departments in order to maximize MWBE participation. For the last three fiscal years, MWBE firms have received an average of 19.9% participation rate.

Although EOMO has endured severe budget cuts which have resulted in the loss of staff, the Contract Compliance Unit will continue to work towards increasing the MWBE participation rate to 21% for FY 93-94.

Fair Housing

In FY 92-93, EOMO monitored 40 housing projects for compliance with the Affirmative Fair Housing Marketing Program and processed 30 applications from developers for approval of their marketing plans.

In FY 93-94, it is anticipated that these numbers will remain approximately the same or increase only slightly.

Employment

In FY 1992-93, the County of San Diego reached a diverse ethnic workforce representation of 9.4% Blacks, 16.1% Latinos, 10.7% Asians, 1% American Indians, 62.8% Caucasians, and 58.7% Females.

<u>Training</u>

In FY 92-93, EOMO developed a new updated training program, "Preventing Sexual Harassment." Over 200 supervisors in the Department of Health Services have been trained. The Recorder's Office has also been fully trained. Demand and need for the program is increasing. New State law and increasing litigation over the issue require dissemination of information on this issue to protect the County and its employees.

¹ These figures decreased because of the County-wide hiring freeze in effect from January 1993 through June 1993.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2283	Director	1	1.00	1	1.00	\$66,567	\$66,567
2401	Equal Opportunity Officer II	Ś	5.00	Ś	5.00	208,478	209,169
2402	Equal Opportunity Officer I	1	1.00	1	0.25	35,270	8,919
2419	Principal Opportunity Officer	i	0.25	à	0.00	12,260	0,,,,
2757	Administrative Secretary II	i	1.00	Ŏ	0.00	25,475	Ŏ
2758	Administrative Secretary III	1	1.00	1	1.00	29,841	30,774
9999	Temporary Extra Help	5	0.00	5	0.00	1,500	1,500
	Total	15	9.25	13	7.25	\$379,391	\$316,929
Salary	Adjustments:					9,630	(1,631)
Integra	ated Leave Plan						(10,250)
Employe	ee Benefits:					126,765	108,116
Salary	Savings:					(0)	(0)
	Total Adjustments					\$136,395	\$96,235
Program	■ Totals	15	9.25	13	7.25	\$515,786	\$413,164

EQUIPMENT ACQUISITION

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Vehicular Equipment	\$3,771,572	\$3,062,402	\$2,151,526	\$6,535,086	\$2,332,200	\$(4,202,886)	(64.3)
TOTAL DIRECT COST	\$3,771,572	\$3,062,402	\$2,151,526	\$6,535,086	\$2,332,200	\$(4,202,886)	(64.3)
PROGRAM REVENUE	(150,000)	(1,059,864)	(242,000)	(4,756,900)	(774,000)	3,982,900	(83.7)
NET GENERAL FUND COST	\$3,621,572	\$2,002,538	\$1,909,526	\$1,778,186	\$1,558,200	\$(219,986)	(12.4)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

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PROGRAM: Vehicular Equipment DEPARTMENT: EQUIPMENT ACQUISITION

PROGRAM #: 86404

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5600

REFERENCE: 1993-94 Proposed Budget - Pg. 50-1

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	18,091	0	0	0	0	0.0
Vehicle Lease Purchases	1,185,154	777,463	76,665	973,186	977,200	0.4
Fixed Assets	2,568,327	2,284,939	2,074,861	5,561,900	1,355,000	(75.6)
TOTAL DIRECT COST	\$3,771,572	\$3,062,402	\$2,151,526	\$6,535,086	\$2,332,200	(64.3)
PROGRAM REVENUE	(150,000)	(1,059,864)	(242,000)	(4,756,900)	(774,000)	(83.7)
NET GENERAL FUND CONTRIBUTION .	\$3,621,572	\$2,002,538	\$1,909,526	\$1,778,186	\$1,558,200	(12.4)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program consolidates all County department <u>replacement</u> 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 <u>additional new</u> 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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 Actual net County cost was \$131,340 more that the 1992-93 Adopted Budget appropriations. This was due to the net effect of several actions:

(1) Sixty-seven vehicles, including 63 patrol vehicles, which were budgeted and ordered in 1991-92, were delivered and paid for in 1992-93 at a cost of \$1,095,042. The appropriations for these vehicles are not reflected in the 1992-93 Adopted Budget appropriations. The expenditures, however, are reflected in 1992-93 Actual costs. (2) \$979,819 of 1992-93 appropriations for outright purchase of 73 law enforcement vehicles, including 60 replacement patrol vehicles, was spent in 1992-93. Fifty-five additional law enforcement vehicles either approved during the budget process or mid-year were ordered during 1992-93 but will not be delivered and paid for until 1993-94. One High Intensity Drug Trafficking Area (HIDTA) grant-funded vehicle approved mid-year was re-budgeted to 1993-94. (3) 1992-93 Actual debt service for lease-purchase vehicles was \$896,521 less that 1992-93 Adopted appropriations. Semiannual lease payments begin six months after vehicles are actually delivered, invoiced, and paid by a third-party financing source. Due to delays in receiving vehicles, these savings were available to assist in alleviating the County's severe fiscal crisis. A total of 249 vehicles and light industrial equipment (e.g., forklifts) have been approved for lease purchase, mostly for law enforcement agencies. (4) Revenue of \$150,000 from the auction sales of older, worn vehicles was realized as budgeted. \$92,000 in one-time Revenue of \$170,000 budgeted from a Board-approved reduction of 170 vehicles was also realized. Less Revenue was realized because 78 law enforcement vehicles were later exempted from the reduction program. A total of \$242,000 in Revenue was realized in 1992-93.

Fixed assets also reflect an appropriation of \$4,436,900 with offsetting revenue from a third-party financing source for lease purchase vehicles. This is an accounting-only entry to help track acquisition of lease purchase vehicles. Payment to vehicle dealers are being made directly by the financing source and not out of the fixed asset account.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To pay ongoing vehicle lease purchase obligations as they become due.
 - Final debt service payments were made on 288 vehicles authorized for lease purchase in 1986-87. Other debt service payments were made on a new vehicle lease purchase as they became due.
- 2. To acquire replacement and additional vehicles as authorized in the budget and mid-year.
 - All vehicles authorized for outright purchase or lease purchase were ordered in 1992-93, except for one rebudgeted HIDTA grant-funded vehicle, approximately 20 lease-purchase heavy trucks, and nine lease-purchase units of light industrial equipment. These latter vehicles are planned for acquisition in 1993-94.

1993-94 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Vehicular Equipment [0.00 SY; E = \$2,332,200; R = \$(774,000)] is:
 - Discretionary/Discretionary Service Level
 - O Acquiring vehicles for elected officials and County departments whose duties are both mandated and discretionary in nature.
 - Decreasing \$219,986 in net County costs due to the net effect of a debt service adjustment, one-time inclusion of revenue from SANCAL residuals, and outright purchase of 12 more replacement patrol vehicles (72 total) than in 1992-93.
 - Budgeted for 1993-94 Lease Purchase Obligations of:

Fiscal Year Incurred (Lessor)	No. of Vehicles	FY93-94 Obligation
1992-93 (G. E. Capital Public Finance, Inc.) Contingency Costs (e.g., required	249	932,200*
buy-outs of wrecked vehicles)	***********	45,000
Total	249	\$977,200

^{*}Estimated debt service.

PROGRAM: Vehicular Equipment

PROGRAM REVENUE BY SOURCE				
TROUBLE BY GOORGE	1002.07	1000 07	4007.0/	Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
OTHER REVENUE:				
Other Federal Grant Revenue (9678)	\$0	\$0	\$24,000	\$24,000
SANCAL Reimbursements (9949)	0	0	600,000	600,000
Proceeds - Long Term Debt (9964)	0	4,436,900	0	(4,436,900)
Sale of Fixed Assets (9993)	242,000	320,000	150,000	(170,000)
Sub-Total	\$242,000	\$4,756,900	\$774,000	\$(3,982,900)
Total	\$242,000	\$4,756,900	\$774,000	\$(3,982,900)
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	8udget 	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$1,909,526	\$1,778,186	\$1,558,200	\$(219,986)
Sub-Total	\$1,909,526	\$1,778,186	\$1,558,200	\$(219,986)
Total	\$1,909,526	\$1,778,186	\$1,558,200	(219,986)

EXPLANATION/COMMENT ON PROGRAM REVENUES

1992-93 Actual Revenues consisted of \$150,000 from auction sales of older, worn vehicles and also auction sale Revenue of \$92,000 from a one-time reduction of 92 surplus fleet vehicles. Seventy-eight law enforcement vehicles were exempted from an original plan to reduce fleet size by 170 vehicles. This resulted in less Revenue being received from fixed asset sales than budgeted. Budgeted Revenue of \$4,436,900 from long term debt proceeds has been reflected as Revenue from a third-party financing source for accounting purposes only, to assist in tracking acquisition of lease purchase vehicles. This Revenue was not actually received by the County, as a third-party financing source is paying vehicle vendors directly for the initial acquisition cost of lease purchase vehicles.

1993-94 budgeted Revenues consist of (1) \$150,000 from the auction sale of older, worn vehicles; (2) one-time San Diego County Capital Assest Leasing Corporation (SANCAL) residual earnings Revenue of \$600,000 which is intended to partially offset the cost of 72 replacement patrol vehicles; and (3) one-time Revenue of \$24,000 for a re-budgeted vehicle being funded by a High Intensity Drug Trafficking Area (HIDTA) grant.

PROGRAM: Vehicular Equipment	DEPARTMEN	DEPARTMENT: EQUIPMENT ACQUISITION			
FIXED ASSETS					
Item	Quantity	Unit	Total Cost		
Patrol Sedans		unit	\$1,044,000		
4X4 Patrols Patrol Motorcycles		unit unit	270,000 17,000		
HIDTA Law Enforcement Vehicle	1		24,000		
Total			\$1,355,000		
VEHICLES/COMMUNICATION EQUIPMENT					
Item	Quantity	Unit	Total Cost		

\$0

Total

DEPARTMENT OF GENERAL SERVICES

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
\$1,900,624	\$2,046,053	\$1,432,815	\$1,684,470	\$1,068,366	\$(616,104)	(36.6)
14,818,410	15,643,645	14,607,089	15,129,609	14,002,272	(1,127,337)	(7.5)
6,033,935	6,058,509	6,269,969	6,225,376	6,166,525	(58,851)	(0.9)
(191,603)	(90,293)	(153,476)	(168,225)	(190,607)	(22,382)	13.3
563,452	906,404	591,035	550,643	498,680	(51,963)	(9.4)
1,572,227	1,745,094	1,563,576	1,742,405	1,568,197	(174,208)	(10.0)
419,432	473,335	337,327	377,637	325,109	(52,528)	(13.9)
1,491,989	1,368,564	1,574,791	1,751,566	1,432,866	(318,700)	(18.2)
\$26,608,466	\$28,151,311	\$26,223,126	\$27,293,481	\$24,871,408	\$(2,422,073)	(8.9)
(4,033,902)	(4,016,610)	(3,957,673)	(3,432,825)	(3,687,315)	(254,490)	7.4
\$22,574,564	\$24,134,701	\$22,265,453	\$23,860,656	\$21,184,093	\$(2,676,563)	(11.2)
484.47	445.26	405.25	436.25	381.25	(55.00)	(12.6)
	\$1,900,624 14,818,410 6,033,935 (191,603) 563,452 1,572,227 419,432 1,491,989 \$26,608,466 (4,033,902)	\$1,900,624 \$2,046,053 14,818,410 15,643,645 6,033,935 6,058,509 (191,603) (90,293) 563,452 906,404 1,572,227 1,745,094 419,432 473,335 1,491,989 1,368,564 \$26,608,466 \$28,151,311 (4,033,902) (4,016,610) \$22,574,564 \$24,134,701	\$1,900,624 \$2,046,053 \$1,432,815 14,818,410 15,643,645 14,607,089 6,033,935 6,058,509 6,269,969 (191,603) (90,293) (153,476) 563,452 906,404 591,035 1,572,227 1,745,094 1,563,576 419,432 473,335 337,327 1,491,989 1,368,564 1,574,791 \$26,608,466 \$28,151,311 \$26,223,126 (4,033,902) (4,016,610) (3,957,673) \$22,574,564 \$24,134,701 \$22,265,453	\$1,900,624 \$2,046,053 \$1,432,815 \$1,684,470 14,818,410 15,643,645 14,607,089 15,129,609 6,033,935 6,058,509 6,269,969 6,225,376 (191,603) (90,293) (153,476) (168,225) 563,452 906,404 591,035 550,643 1,572,227 1,745,094 1,563,576 1,742,405 419,432 473,335 337,327 377,637 1,491,989 1,368,564 1,574,791 1,751,566 \$26,608,466 \$28,151,311 \$26,223,126 \$27,293,481 (4,033,902) (4,016,610) (3,957,673) (3,432,825) \$22,574,564 \$24,134,701 \$22,265,453 \$23,860,656	\$1,900,624 \$2,046,053 \$1,432,815 \$1,684,470 \$1,068,366 14,818,410 15,643,645 14,607,089 15,129,609 14,002,272 6,033,935 6,058,509 6,269,969 6,225,376 6,166,525 (191,603) (90,293) (153,476) (168,225) (190,607) 563,452 906,404 591,035 550,643 498,680 1,572,227 1,745,094 1,563,576 1,742,405 1,568,197 419,432 473,335 337,327 377,637 325,109 1,491,989 1,368,564 1,574,791 1,751,566 1,432,866 \$26,608,466 \$28,151,311 \$26,223,126 \$27,293,481 \$24,871,408 (4,033,902) (4,016,610) (3,957,673) (3,432,825) (3,687,315) \$22,574,564 \$24,134,701 \$22,265,453 \$23,860,656 \$21,184,093	1990-91

DEPARTMENT OF GENERAL SERVICES (HEADQUARTERS LOCATION: COUNTY OPERATIONS CENTER) 1993-94 ADOPTED PROGRAM BUDGET

OFFICE OF THE DIRECTOR - 5501

3 Positions = 3.00 Staff Years

ADMINISTRATIVE SERVICES - 5502 DIVISION - 5510 RECORDS MGMT PROGRAM - 5525

Personnel and Payroll
Affirmative Action
Legislative Analysis
Information Systems Support
Methods Analysis & Improvement
Purchasing and Fiscal Services
Budget Planning & Implementation
Facility Space Validation
Contract Compliance
MWBE
Micrographics/Records Center

REAL PROPERTY DIVISION - 5512

30.00 Staff Years

Revenue Leasing Services
Sales of Surplus Property
Property Valuation Services
Engineering Services
Property Acquisition &
Leasing Services
Relocation Services

34 Positions =

30 Positions = 28.00 Staff Years

ARCHITECTURE & ENGINEERING DIVISION - 5513

Project Management Services Contract Administration Services Project Support Services Architectural Services Engineering Services Capital Projects Planning

21 Positions = 20.00 Staff Years

FACILITIES SERVICES
DIVISION - 5514

Facilities Systems and Structural Maintenance Facilities Custodial/ Grounds Maintenance Energy Resources Management Security System & Guard Services

219 Positions = 210.25 Staff Years

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 Services

92 Positions = 90.00 Staff Years

PROGRAM: Architecture and Engineering DEPARTMENT: GENERAL SERVICES

PROGRAM #: 85201

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-3

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$1,885,083	\$1,902,503	\$1,464,183	\$1,694,733	\$1,150,927	(32.1)
				• •		(29.8)
Services & Supplies	160,561	320,855	74,217	146,712	102,922	
Fixed Assets	0	0	2,904	0	16,200	100.0
Less Reimbursements	(145,020)	(177,305)	(108,489)	(156,975)	(201,683)	28.5
TOTAL DIRECT COST	\$1,900,624	\$2,046,053	\$1,432,815	\$1,684,470	\$1,068,366	(36.6)
PROGRAM REVENUE	(1,465,223)	(1,313,379)	(1,293,701)	(1,116,268)	(1,028,612)	(7.9)
NET GENERAL FUND CONTRIBUTION	\$435,401	\$732,674	\$139,114	\$568,202	\$39,754	(93.0)
STAFF YEARS	34.00	31.99	22.54	28.00	20.0	(28.6)

PROGRAM DESCRIPTION

The Architecture and Engineering Program of the Department of General Services manages complex architectural projects and contracts in support of the County's Capital Improvements Budget. This ensures that County facilities are constructed and/or remodeled according to Federal, State and local laws and regulations. It also provides for the cost-effective construction of facilities, based on programmatic and budget requirements.

This program manages projects and contracts for the construction and remodel of complex multi-million dollar architectural projects. This includes the construction of office buildings, courts, hospitals, and detention facilities. Contract management duties include developing requests for bids, obtaining Board of Supervisor approval, monitoring the bid process, and recommending contract awards to the Department of Purchasing and Contracting. Contract management duties also include setting up pre-construction conferences, interpreting drawings, inspecting construction sites, monitoring change orders, ensuring contract compliance; managing project and contract budgets and timelines, coordinating final project approval, and managing post-construction project issues.

Project management duties include: 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.

1992-93 BUDGET TO ACTUAL COMPARISON

FY92-93 Net County Costs were \$429,088 lower than budgeted due to overrealized revenue, mid-year staffing reductions, and reduced Services and Supplies expenditures.

Salaries were \$230,550 less than budgeted due to position reductions and contracting out the construction inspection function.

Services and Supplies expenditures were \$72,495 less than budgeted, due to internal cost containment measures.

Revenue increased by \$177,433 due to unscheduled mid-year revenue projects, e.g., Downtown Courts Building.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To maintain project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
 Project service levels were affected by the delay in completion of the Clairemont Hospital Project. Overall project management effectiveness was 88% in FY92-93.
- 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.
 - Communication and coordination objectives were met. Quarterly meetings were held with client departments; monthly meetings were held with all service departments; weekly reports were made to the Deputy CAO.
- To meet or exceed the Department goal of 15% Minority/Women Business Enterprise (MWBE) participation in awarded contracts.
 - The Department MWBE goal of 15% was met.

1993-94 OBJECTIVES

- 1. To maintain project service levels by completing 95% of assigned projects on schedule and within budgeted funds.
- 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.
- To meet or exceed the Department goal of 15% Minority/Women Business Enterprise (MWBE) participation in awarded contracts.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Architecture and Engineering [20.00 SY; E = \$1,068,366; R = \$1,028,612] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing architectural project and contract management for \$207 million in Capital Improvement Projects.
 - Providing primary support for the development, review and implementation of the Capital Improvements Program and Budget.
 - Reducing 4.0 staff years of architectural project manager support: 2.0 SY Architectural Project Manager III, 1.0 SY Architectural Project Manager II, and 1.0 SY Architectural Project Manager I. Two position deletions reflect mid year budget reductions and will be accommodated by service delivery adjustments in the scope of pre-project planning functions and in non-funded projects. Two positions will be restored mid-year in FY93-94 due to post-budget direction from the Board of Supervisors.
 - Reducing 4.0 staff years of construction inspection services. Due to budget reductions countywide, four construction inspectors were deleted, including 1.0 SY Senior Construction Inspector and 3.0 SY Construction Inspector. Inspection services will still be provided; however, they will be completed through a combination of contract inspection services and use of architectural project manager staff.
 - Providing for reclassification of a Senior Clerk (\$25,994) to a Supervising Clerk (\$32,775) to accommodate the department-wide centralization of administrative staff.
 - Reducing Services and Supplies by \$43,790 to reflect anticipated reductions in mileage, travel, and supplies. Of this total, \$30,000 will be restored by a post-budget transfer from the Salary and Benefits account.

Providing \$16,200 in Fixed Assets to acquire computers for remaining project manager staff. Equipment will optimize the day-to-day management of complex multi-million dollar projects.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
INTERGOV'T REVENUE:				
Fed Aid- Comm. Develop Block Grant (9683) Housing & Comm DevComm. Develop Block Grant (9746)	0 \$15,957	0	\$57,351 0	57,351 0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782) Capital Outlay Fund (9785) Airport Enterprise Fund (9787) Solid Waste Enterprise Fund (9790)	\$955 \$1,325,475 \$3,990 \$5,550	0 \$1,116,268 0 0	\$971,261 0 0	0 \$(145,007) 0 0
MISCELLANEOUS REVENUES:				
Recovered Expenditures (9989) Other Sales-Taxable (9996) Work Authorization-Excess Cost (9998)	\$12 \$128 \$(58,366)	0 0 0	0 0 0	0 0 0
Sub-Total	\$1,293,701	\$1,116,268	\$1,028,612	\$(87,656)
Total	\$1,293,701	\$1,116,268	\$1,028,612	\$(87,656)
GENERAL FUND CONTRIBUTION DETAIL	1 99 2-93	1992-93	1 993 -94	Change From 1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$139,114	\$568,202	\$39,754	\$(528,448)
Sub-Total	\$139,114	\$568,202	\$39,754	\$(528,448)
Total	\$139,114	\$568,202	\$ 39, <i>7</i> 54	\$(528,448)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY93-94 revenue is \$87,656 lower than FY92-93 budgeted revenue. A significant portion of the decrease results from a \$145,007 drop in Capital Outlay Fund revenue (Account 9785). \$200,000 in revenue will be restored to this account mid-year. On October 5, 1993 (M/O #22), the Board of Supervisors authorized restoration of \$200,000 in revenue and in related salary and benefit appropriations that were removed during budget deliberations. The decrease in Capital Outlay Fund is offset by a \$57,351 addition from Community Development Block Grant (CDBG) revenue (Account 9683). CDBG revenue is earned for support to projects mandated by the Federal Americans With Disabilities Act program.

PROGRAM: Architecture & Engineering	, DEFA	DEPARTMENT: GENERAL SER				
IXED ASSETS						
tem	Quantity	Unit	Total Cost			
Computer Workstation	1	Lot	\$16,200			
otal			\$16,200			
EHICLES/COMMUNICATION EQUIPMENT						
tem	Quantity	Unit	Total Cost			

\$0

Total

PERFORMANCE INDICATORS		•			
•	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A:					
PROJECT MANAGEMENT					
% OF RESOURCES: 100%					
WORKLOAD					
Number of Projects	124	125	106	95	57
Total Project Value	\$358M	\$4,84M	\$357M	\$300M	\$207M
Number of Contracts	155	160	140	107	72
Contract Expenditures	\$61M	\$27.5M	\$17.5M	\$18.4M	\$60.M
EFFECTIVENESS					
<pre>% of projects completed on schedule and within budget</pre>	98%	98%	88%*	95%	95%
% of MWBE participation	17%	15%	15%	15%	15%

^{*} Reflects the delay in scheduled completion of the Clairemont Hospital project.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2207	Den Die Auch /Fa-	4	1.00	4	4.00	A7F 20F	ATE 20/
2287 2348	Dep. Dir., Arch./Eng.	, 4	1.00	1	1.00	\$75,295	\$75,296
2348 3571	Chief, Capital Fac. Plan	1	1.00	1	1.00	63,388	63,338
3593	Chief, Arch. Plan. & Design	1	1.00	! E	1.00	63,388	63,338
3592	Arch. Project Mgr. III	,	7.00	2	5.00	408,022	292,100
	Arch, Project Mgr. II	0	6.00	2	5.00	303,361	258,782
3591	Architecture Project Mgr. I	3	3.00	0	2.00	125,153	90,012
3511	Senior Constr. Inspector	1	1.00	Ü	0.00	44,453	0
3510	Construction Inspector	3	3.00	U	0.00	121,260	0
2745	Supervising Clerk	0	0.00	1	1.00		23,931
2757	Admin. Secretary II	1	1.00	1	1.00	25,475	25,474
2730	Senior Clerk	2	2.00	1	1.00	47,898	25,994
3009	Word Processor Operator	1	1.00	1	1.00	23,739	23,739
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,670	20,669
9999	Extra Help	3	0.00	1	0.00	0	24,000
	Total	31	28.00	21	20.00	\$1,322,102	\$986,673
Salary	Adjustments:					21,835	(65,686)
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					406,199	312,550
Salary	Savings:					(55,403)	(40,654)
ILP Rec	ductions:					0	(41,956)
	Total Adjustments					\$372,631	\$164,254
Program	n Totals	31	28.00	21	20.00	\$1,694,733	\$1,150,927

PROGRAM: Facilities Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82103

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-9

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$10,052,569	\$9,951,115	\$9,246,305	\$9,476,505	\$8,112,193	(14.4)
Services & Supplies	2,160,929	2,128,067	2,150,736	1,675,937	1,644,237	(1.9)
Privatized Services/Contracts	3,370,773	3,979,983	3,945,262	4,709,717	4,964,892	5.4
Other Charges	0	0	41,378	0	0	0.0
Fixed Assets	109,247	45,557	29,190	0	13,500	100.0
Vehicle/Comm. Equip.	0	0	0	0	0	0.0
Less Reimbursements	(875,108)	(461,078)	(805,782)	(732,550)	(732,550)	0.0
TOTAL DIRECT COST	\$14,818,410	\$15,643,644	\$14,607,089	\$15,129,609	\$14,002,272	(7.5)
PROGRAM REVENUE	(1,106,531)	(1,204,381)	(1,087,390)	(728,352)	(802,260)	10.1
NET GENERAL FUND CONTRIBUTION	\$13,711,879	\$14,439,263	\$13,519,699	\$14,401,257	\$13,200,012	(8.3)
STAFF YEARS	296.7	262.23	231.95	243.75	210.25	(13.7)

PROGRAM DESCRIPTION

Facilities Services provides building operations and maintenance 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 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.

The scope of this program includes 703 County-owned and leased facilities. Operating facilities include 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 6,614,992 square feet of building space and 4,854,811 square feet of grounds space. New facilities under division management in FY93-94 include the Children's Services Center.

DEPARTMENT: GENERAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

FY92-93 Actual Net Costs are \$881,558 under FY92-93 Budget costs, primarily due to savings in contract services and overrealizing budgeted revenues. Salaries and benefits underspent by \$230,200 (2.4%) due to employee Voluntary Time Off contributions and the countywide Integrated Leave Program. Contract expenditures are \$764,455 (16.2%) less than budgeted appropriations primarily due to the reduction in custodial and security guard services. Revenues overrealized budgeted amounts by \$359,038. This overrealization is a result of increased revenues from the Road Fund, the Capital Outlay Fund, Solid Waste Enterprise Fund and Asset Forfeiture Operating Transfers.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To plan, schedule and estimate costs associated with 2,000 projected Work Order Requests.
 - 1,880 Work Order Requests were received and all were planned, estimated and scheduled.
- To complete services on 65% of all Work Order Requests received.
 - Of the 1,880 Work Order Requests received, 771 (41%) were completed. Staff reductions (-30%) negatively impacted the ability to achieve this objective.
- 3. To complete 59 projected Major Maintenance/Capital Projects (90% of 66 Force Account projects).
 - Of the 48 projects implemented, 35 (73%) were completed.
- To implement a minimum of one performance-based energy management contract to achieve utility cost savings and equipment upgrades.
 - Board approval has been obtained to seek proposals for an energy retrofit of HVAC equipment at the Juvenile Hall Complex. Discussion with Purchasing and Contracting is in progress to determine the most appropriate method to achieve the desired contract.

1993-94 OBJECTIVES

- 1. To plan, schedule and estimate costs associated with 2,000 projected Work Order Requests anticipated in FY93-94.
- To complete services on 100% of prior year Work Order Requests and 50% of new Work Order Requests received during FY93-94.
- 3. To complete 29 projected Major Maintenance/Capital Projects (70% of 40 Force Account projects and 100% of 1 Force Account project).
- 4. To continue implementation of one performance-based energy management contract to achieve utility cost savings and equipment upgrades.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Facilities Operations</u> [119.25 SY; E = \$5,642,515; R = \$391,502] includes facilities managers and their consolidated <u>Maintenance</u> 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. <u>Engineering and Energy Management</u> provides electrical and mechanical engineering support for facilities repair and operation activities. An emphasis is placed on developing energy efficient operations with energy management systems. This activity is:
 - O Discretionary/Discretionary Service Level
 - Reducing program costs by \$354,851 and 13.00 SY.
 - Deleting 6.00 SY Facilities Manager and 1.0 SY Constsruction Inspector associated with the management and oversight of decentralized maintenance programs.
 - Deleting 1.00 SY Building Maintenance Supervisor associated with the direct supervision of maintenance staff.
 - Deleting 4.00 SY Intermediate Clerk associated with the clerical support functions of decentralized maintenance programs.
 - Deleting 1.00 SY Building Automation Technician associated with the maintenance of automated building control systems.
 - Adding .25 SY Building Maintenance Engineer Assistant associated with the Children's Services Center.

- Adding \$13,500 in Fixed Assets for computer equipment.
- 2. Facilities Work Control [71.00 SY; E = \$2,907,830; R = \$247,308] 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 decentralized Preventive Maintenance Program develops, monitors and maintains records for approximately 12,000 items of equipment in County facilities. This activity is:
 - Discretionary/Discretionary Service Level
 - Reducing program costs by \$788,957 and 16.00 SY.
 - Deleting 5.00 SY associated with maintenance, construction and repair services 1.00 SY Construction
 Services Worker III, 4.00 SY Construction & Services Worker II.
 - Deleting 4.00 SY associated with central planning and estimating services and with digitizing facilities as-built drawings and preparation of working drawings - 1.00 SY Supervising Planner Estimator, 2.00 SY Planner Estimator II, 1.00 SY Drafting Technician II.
 - Deleting 1.00 SY Carpenter/Painter Supervisor associated with the downsizing of the craft work force.
 - Deleting 2.00 SY Electrician, 3.00 SY Carpenter and 1.00 SY Plumber associated with the reduction in central crafts routine maintenance programs.
 - Adding .25 SY Air Conditioner & Refrigeration Mechanic associated with the full year funding of a position.
- Facilities Support Services [20.00 SY; E = \$5,451,927; R = \$163,450] 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:
 - O Discretionary/Discretionary Service Level.
 - Providing \$4,964,892 for privatized services, which include custodial, security guard, trash, elevator, fire extinguisher maintenance and dead animal pick-up.
 - Increasing \$233,805 in trash contracts and \$87,783 in security guard contracts due to increased landfill fees and increased costs associated with rebidding guard contracts.
 - Deleting 2.00 SY Senior Clerk.
 - Deleting 1.00 SY Accounting Technician.
 - Deleting 1.00 SY Security Guard.
 - Deleting 1.00 SY Tool & Equipment Repairer.
 - Transferring Uninterruptable Power Supplies (\$12,384) to the Department of Information Services.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
Source of Revenue	Actuat	bouget		buoget
AID FROM OTHER GOVERNMENT AGENCIES:				
Parks Special District (9746)	\$1,004	\$35,778	\$0	\$(35,778)
Sub-Total	\$1,004	\$35,778	\$0	\$(35,778)
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$321,309	\$175,246	\$218,268	\$43,022
Air Poll. Contr. Dist. (9783)	18,914	15,698	15,000	(698)
Capital Outlay Fund (9785)	210,624	30,125	75,000	44,875
Airport Enterprise Fund (9787)	23,951	17,503	25,093	7,590
Liquid Waste Enterprise Fund (9788)	0	3,220	1,499	(1,721)
Solid Waste Enterprise Fund (9790)	210,414	191,282	216,000	24,718
OWP-Sanitation Districts (9792)	16, <i>7</i> 57	6,000	9,000	3,000
Library Fund (9793)	225,006	243,500	242,400	(1,100)
Sub-Total	\$1,026,975	\$682,574	\$802,260	\$119,686
OTHER REVENUES:				_
OP. Transfer from Asset Forf. (9816)	24,778	0	0	0
Other Sales - White Paper (9994)	3,133	0	Ō	0
disc. Recovery Fees (9995)	41,111	10,000	0	(10,000)
Jork Auth. Excess Cost (9998)	(9,611)	0	0	0
Sub-Total	\$59,411	\$10,000	\$0	\$(10,000)
Total	\$1,087,390	\$728,352	\$802,260	\$73,908
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$13,519,699	\$14,401,257	\$13,200,012	\$(1,201,245)
Sub-Total	\$13,519,699	\$14,401,257	\$13,200,012	\$(1,201,245)
Total	\$13,519,699	\$14,401,257	\$13,200,012	\$(1,201,245)

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY92-93 revenues overrealized FY92-93 Budget by \$359,038. This is due to increased revenues realized from the Road Fund, Capital Outlay Fund (Mental Health remodel, Ridgehaven Facility remodel, San Marcos Road Station expansion, Hwy. 94 Road Station Storage Shed fabrication, North San Diego Health Center trailers, ECRC Remodel-4 courtrooms, S.D. Muni Court Civil Division expansion/remodel, East Mesa Detention Facility, SCRC court expansion, Juvenile Hall expansion), Solid Waste Enterprise Fund and unanticipated Asset Forfeiture revenue realized for maintenance support at the Ridgehaven facility.

FY93-94 Budget revenue is \$73,908 more than FY92-93 Budget. This is primarily due to the increase in services that will be required from the Road Fund and Capital Outlay Fund.

Total

\$0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: FACILITIES OPERATIONS/CRAFTS					
% OF RESOURCES: 40.3%					
<u>workload</u>					
Total Sq.Ft. Bldg. Space Maintained	6,341,859	6,495,992	6,522,992	6,522,992	6,614,992*
Total Sq.Ft. Grounds Maintained	4,644,811	4,854,811	4,854,811	4,854,811	4,854,811
No. of Site Service Requests Received	45,000	55,000	72,600	69,800	70,000
EFFICIENCY ¹					
Bldg. Maintenance Sq.Ft./SY	38,230	42,513	45,753	42,914	44,322
Gardening Sq.Ft./SY	464,481	445,396	469,064	441,346	441,346
Site Service Requests/BME	509	725	886	873	787
EFFECTIVENESS					
% of Site Service Requests Completed	100%	99%	99%	100%	100%

^{*}Includes 92,000 sq. ft. associated with the Children's Services Center.

1 Measures combined efficiency of <u>Facilities Operations</u> staff and assigned Crafts and Service Crews from <u>Facilities</u> Work Control subprogram.

	Actual	Actual	Actual	1992-93 Budget	1993-94 Budget
/ITY B:					
RESOURCES: 20.8%					
_OAD					
of Work Order Requests Received	3,333	3,537	1,880	2,000	2,000
of Major Maintenance/Capital Projects ¹ emented by Force Account (FA)	90	67	43/5	65/1	40/1
of Maj. Maint. Requests ived (New)	517	155	170	170	100
of Maj. Maint./Capital Req. Funded (New	1) 33	32	15/0	30/0	5/0
of Maj. Maint./Capital Requests Funded -yover/Rebudget)	127	72	75/10	70/10	60/1
of Maj. Maint./Capital Requests Funded ticipated (Mid-Year)	67	41	51/0	60/0	40/0*
nital project is new workload indicator nown worklo <mark>ad based on m</mark> id-year appropr		d by Board and ma	anaged in Facili	ties Services.	

No. of Work Order Requests Processed/Planner Estimator Staff	227	416	537	333*	500
Average Project Cost of Major Maintenance/ Capital projects Implemented (FA)	9,511	\$4,782	\$11,801/5,000	\$5,500/5,000	\$10,000/20,000
No. of Maj. Maint. Projects Managed/PE (Funded New/Carryover/Rebudget/Mid-Year)	25	24	47	53*	35
EFFECTIVENESS					
% of Work Order Requests Completed	56%	54%	41%	65%	50%
% of Major Maintenance/Capital Projects Completed (FA)	67%	44%	70%/90%	90%/90%	70%/100%
% of Maj. Maint./Capital Req. Completed (New	24%	13%	40%/0%	25%/0%	40%/0%
% of Maj. Maint./Capital Req. Completed (Carryover/Rebudgets)	80%	65%	79%/90%	100%/90%	80%/100%
% of Maj. Maint./Capital Req. Completed (Mid-Year)	55%	44%	65%/0%	50%/0%	60%/0%

^{*} Adjusted to reflect budgeted Planner Estimator staffing.

PERFORMANCE INDICATORS					
	1990-9 Actua		1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY C: FACILITIES SUPPORT SERVICES					
% OF RESOURCES: 38.9%					
WORKLOAD					
Total Sq. Ft. Custodial Space Maintained (contracts)	1,600,661	2,811,600	2,922,300	2,922,300	2,922,300

EFFICIENCY

Total \$ for Custodial Contracts

Custodial Cost/Sq. Ft./Year (Contracts) \$.92 \$.71 \$.75* \$.84 \$.84

\$1,473,023 \$2,005,521

\$2,180,820

\$2,455,179 \$2,468,229

EFFECTIVENESS

All custodial services were contracted effective FY91-92.

^{*} Reflects reduction in level of service required by FY92-93 Budget Reductions.

STAFFING SCHEDULE

		1992-93 Budget	1992-93 Budget	1993-94 Budget	1993-94 Budget	1992-93 Budget	1993-94 Budget
Class	Title	Positions	Staff Yrs	Positions	Staff Yrs	Cost	Cost
2289	Deputy Dir., Fac. Svcs.	1	1.00	1	1.00	\$76,797	\$74,872
0953	Asst. Dep. Dir., Fac. Operation	n Ì	1.00	1	1.00	64,079	58,131
2369	Administrative Services Mgr. I	1 1	1.00	1	1.00	54,747	54,748
2302	Administrative Assistant III	1	1.00	1	1.00	46,162	46,162
2413	Analyst III	1	1.00	1	1.00	46,162	46,162
2334	Safety Specialist	1	1.00	1	1.00	38,877	38,877
2757	Administrative Secretary II	1	1.00	1	1.00	25,475	25,474
2756	Administrative Secretary I]	1.00	1	1.00	21,445	19,133
2730	Senior Clerk	4 2	4.00	2 1	2.00 1.00	92,653 49,846	47,689 34,444
2403 2700	Accounting Technician	12	2.00 12.00	8	8.00		26,666 163,425
3643	Intermediate Clerk Typist Assoc. Mechanical Engineer	1	1.00	1	1.00	232,182 50,210	50,738
3617	Assistant Electrical Engineer	i	1.00	i	1.00	38,187	43,910
3120	Dept. Computer Specialist III	i	1.00	i	1.00	35,270	35,447
5919	Bldg. Automation Technician	i	1.00	ò	0.00	32,239	0
6013	Supv. Planner/Estimator	i	1.00	Ŏ	0.00	35,828	ŏ
6010	Planner/Estimator III	3	3.00	3	3.00	109,371	104,573
6011	Planner/Estimator II	6	6.00	4	4.00	182,276	130,360
7532	Tool & Equipment Repairer	1	1.00	0	0.00	21,583	0
2655	Storekeeper III	1	1.00	1	1.00	24,944	28,168
2660	Storekeeper I	1	1.00	1	1.00	24,783	19,512
6015	Facilities Support Manager	_1	1.00	1	1.00	48,819	48,964
7017	Facilities Manager	13	12.00	7	6.00	457,312	234,276
5885	Bldg. Maint. Supv.	1	1.00	0	0.00	28,943	0
5884	Bldg. Maintenance Engineer	62 71	58.00	63 71	58.25	1,765,018	1,807,143
6200 5906	Bldg. Meint. Eng. Asst. II	31 1	31.00	31 0	31.00 0.00	835,956 35,197	851, <i>7</i> 32
5963	Carpenter & Painter Supv. Senior Carpenter	i	1.00 1.00	1	1.00	35,184 32,091	35,185
5905	Carpenter	6	6.00	3	3.00	179,656	91,896
5940	Painter	8	8.00	8	8.00	239,053	240,471
7539	Construction & Svcs. Worker II		2.00	ĭ	1.00	48,402	24,201
7540	Construction & Svcs. Worker II	-	5.00	i	1.00	103,326	21,924
7541	Construction & Svcs. Worker I	3	3.00	3	3.00	62,769	62,749
5925	Electrician Supervisor	1	1.00	1	1.00	39,174	39,174
5923	Senior Electrician	1	1.00	1	1.00	35,599	35,600
5920	Electrician	10	10.00	8	8.00	332,224	268,592
6210	Electrician Assistant	1	1.00	1	1.00	24,141	25,318
3510	Construction Inspector	1	1.00	0	0.00	37,819	0
3801	Drafting Technician II	1	1.00	0	0.00	26,521	0
3802	Drafting Technician I	1	0.00	1	0.00	. 0	0
7536	Mason & Const.Svcs.Supv.	1	1.00	1	1.00	40,759	40,760
5933	Senior Mason	1	1.00	1	1.00	37,019	37,018
5930	Mason	3	3.00	3	3.00	99,429 30,174	100,744
5955 5953	Plumber & Welder Supv. Senior Plumber	1	1.00 1.00	1	1.00 1.00	39,174 35,599	39,174 35,600
5950	Plumber	7	7.00	6	6.00	232,737	204,912
6230	Plumber Assist.	3	3.00	3	3.00	79,234	79,925
6180	Welder	3	3.00	3	3.00	97,843	99,708
5959	Senior A/C Refrig. Mechanic	ī	1.00	ī	1.00	35,599	35,600
5960	Air Cond.& Refrig.Mechanic	7	6.75	7	7.00	226,537	233,214
6315	Gardener Supervisor II	Ö	0.00	1	0.00	0	0
6310	Gardener Supervisor I	2	2.00	2	2.00	52,200	52,200
6305	Gardener II	11	11.00	11	11.00	237,597	241,806
6162	Security Coordinator	1	1.00	1	1.00	37,730	37,729
6163	Sr. Security Alarm Specialist	1	1.00	1	1.00	36,623	36,623
6161	Security Alarm Specialist	7	7.00	7	7.00	233,897	237,400
7098	Security Guard	2	2.00	2	1.00	42,180	21,334
5195	F/S Contract Specialist II	1	1.00	1	1.00	33,906	33,906
5194	F/S Contract Specialist I	3	3.00	3	3.00	81,360	81,360
7097	Photo ID/Sec. Specialist	1	1.00	1	1.00	21,090	21,091
	Total	250	243.75	219	210.25	\$7,335,636	\$6,471,376

STAFFING SCHEDULE						
Class Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
Salary Adjustments:					(146,686)	(39,434)
Premium/Overtime Pay:					180,000	0
Employee Benefits:					2,407,568	2,106,941
Salary Savings:					(300,013)	(280,979)
ILP Reductions:					0	(145,711)
Total Adjustments					\$2,140,869	\$1,640,817
Program Totals	250	243.75	219	210.25	\$9,476,505	\$8,112,193

PROGRAM: Fleet Equipment, Maintenance & Operations

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82503

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-19

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$2,168,659	\$2,288,880	\$2,346,096	\$2,458,876	\$2,371,400	(3.6)
Services & Supplies	3,803,112	3,729,805	3,925,891	3,766,500	3,795,125	0.8
Other Charges	0	0	0	0	0	0.0
Fixed Assets	63,095	40,811	0	0	0	0.0
Less Reimbursements	(931)	(987)	(2,018)	0	. 0	0.0
TOTAL DIRECT COST	\$6,033,935	\$6,058,509	\$6,269,969	\$6,225,376	\$6,166,525	(0.9)
PROGRAM REVENUE	(527,237)	(544,249)	(540,769)	(640,175)	(678,175)	5.9
MET GENERAL FUND CONTRIBUTION	\$5,506,698	\$5,514,260	\$5,729,200	\$5,585,201	\$5,488,350	(1.7)
STAFF YEARS	56.65	54.87	56.17	61.00	59.00	(3.3)

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. Vehicle fuel accounts for \$2,080,410 of services and supplies appropriations for FY 1993-94.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 Actual net County cost exceeded 1992-93 Budget net County cost by \$143,999. Salaries and Benefits were \$112,780 under budget due to staff vacancies and the effects of the Integrated Leave Program (ILP). Services and Supplies were \$151,982 over budget due to higher-than-budgeted costs for auto parts/contracted services and repairs. Gasoline was \$7,409 over budget. Reimbursements were \$2,018 more than budgeted and Revenue was \$99,406 less than budgeted due to underrealization of revenue from the Public Works Road Fund.

1992-93 ACHIEVEMENT OF OBJECTIVES

- 1. To provide training to all Equipment Mechanics on new BAR-90 smog testing/engine diagnostic equipment.
 - All mechanics have received training on the new equipment. In addition, mechanics responsible for smogtesting County vehicles were certified by the State Bureau of Automotive Repairs(BAR).
- 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 (CEC).
 - This program has been completed in conjunction with several other counties and the California Energy Commission. Reports will be submitted each year over a 5-year period to the CEC.
- To evaluate use of retread tires and re-manufactured auto parts to reduce costs and enhance environmental programs.
 - Fleet Operations began utilizing retread tires on August 1, 1993 in a pilot program for heavy trucks and buses. Additional vehicle types will be considered after evaluation has been completed. Some rebuilt auto parts are currently being used and other rebuilt auto parts are being evaluated as they are introduced in the market by various manufacturers.
- 4. To develop an underground tank consolidation and replacement program in conjunction with Facilities Services.
 This program was delayed due to lack of funding in 1992-93. Funding in 1993-94 will permit an RFP to be issued for consultant services to develop a consolidation and replacement program.

1993-94 OBJECTIVES

- 1. To implement results of consultant study of proposed merger with Public Works vehicle fleet.
- 2. To develop a plan for implementation of a General Fund Internal Service Fund (ISF).
- 3. To continue a vehicle operating performance evaluation program for nine compressed natural gas (CNG) pickup trucks acquired in 1992-93, in cooperation with the California Energy Commission.
- 4. To develop an underground tank consolidation and replacement program in conjunction with Facilities Services and Public Works.
- 5. To revise procurement of auto parts and improve productivity of vehicle maintenance staff.
- 6. To develop plans and begin implementation of a new fleet management information system (FMIS).

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Fleet Operations Administration [5.00 SY; E = \$317,242; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Responsible for overall Fleet Operations, Printing and Mail Services 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.
 - Decreasing \$36,257 in net County costs due to ILP reductions and transfer of a Senior Clerk position to Work Control.
- 2. Automotive Parts [5.00 SY; E = \$1,716,332; R = \$185,175] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Responsible for parts ordering and issue, parts stocking, inventory control, special parts purchase, and parts delivery to six satellite garages.

- Providing \$450,000 in privatized auto repair services.
- Increasing \$16,719 in net County costs due to increased appropriations for auto parts for additional vehicles added to the General Fund fleet.
- 3. Work Control [3.00 SY; E = \$149,515; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - 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.
 - Decreasing \$23,540 in net County costs due to ILP reductions and transfer of an Equipment Shop Supervisor position to Satellite Garages.
- 4. Heavy Equipment [10.0 SY; E = \$451,916; R = \$65,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Responsible for performing major repairs, maintenance, and overhauls of light, medium, and heavy trucks, buses, and industrial equipment.
 - Increasing \$10,749 in net County costs due to salary step increases and other benefit adjustments.
- 5. Light Equipment [14.0 SY; E = \$553,869; R = \$65,000] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - Responsible for performing major maintenance, repairs, and overhauls of passenger cars and patrol units.
 - Decreasing \$59,548 in net County costs due to ILP reductions and deletion of two Equipment Service Technician II positions mid-year in 1992-93.
- 6. Satellite Garages [22.0 SY; E = \$897,241; R = \$225,000] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - 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 onsite lubrication and maintenance of sedans, trucks and buses assigned to outlying Probation and Sheriff camps.
 - Increasing \$48,464 in net County Costs due to net effects of transfer of one Equipment Shop Supervisor position from Work Control to Satellite Garages and other salary and benefits adjustments including ILP reductions.
- 7. Fuel [0.00 SY; E = \$2,080,410; R = \$138,000] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing convenient refueling of law enforcement and other vehicles at fuel sites owned by the cities of San Diego, San Marcos, and Imperial Beach, in addition to 27 General Services and Public Works refueling sites located throughout the County.
 - Decreasing \$53,438 in net County costs to reflect the net effect of increased gasoline usage due to approval of additional law enforcement vehicles in the General Fund fleet, offsetting revenue from law enforcement contract cities, and fewer home-garaged vehicles.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
USE OF MONEY AND PROPERTY:				
Equipment Rental-Operating (9211)	\$501 98	\$0 0	\$0	\$0
Equipment Rental-Orig. Cost Replacement (9212) Equipment Rental-Est. Replacement Cost (9213)	176	Ŏ	0	0 0
Sub-Total	\$775	\$0	\$0	\$0
INTERGOVERNMENTAL REVENUE:				
State Aid Agriculture-Oriental Fruit Fly (9429)	\$18,858	\$0	\$0	\$0
Other Federal Grants (9678)	0	4,125	4,125	0
Sub-Total	\$18,858	\$4,125	\$4,125	\$0
CHARGES FOR CURRENT SERVICES:				
Interfund Charges in General Fund (9781)	\$5,029	\$0	\$0	\$0
Air Pollution Control District (9783)	43,488	45,000	45,000	0
Pub. Wks. Equipment Internal Service Fund (9786)	436,211	563,050	563,050	0
County Library (9793) Serra Library (9971)	35,664 264	28,000 0	28,000 0	0 0
Contract Cities Law Enforcement Services (9879)	0	ő	38,000	38,000
Sub-Total	\$520,656	\$636,050	\$674,050	\$38,000
MISCELLANEOUS REVENUE:				
Recovered Expenditures (9989)	\$53	\$0	\$0	. \$0
Other Miscellaneous (9995)	904	0	0	0
Work Authorization Excess Cost (9998)	(477)	0	0	0
Sub-Total	\$480	\$0	\$0	\$0
Total	\$540,769	\$640,175	\$678,175	\$38,000
GENERAL FUND CONTRIBUTION DETAIL				
	1002 67	1002 07	1007.01	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$5,729,200	\$5,585,201	\$5,488,350	\$(96,851)
Sub-Total	\$5,729,200	\$5,585,201	\$5,488,350	\$(96,851)
Total	\$5,729,200	\$5,585,201	\$5,488,350	\$(96,851)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenue is received in this program for (1) fuel provided for enterprise fund vehicles, (2) vehicles maintained and repaired for enterprise funds, and (3) auto parts procurement and inventory for the Department of Public Works vehicles. 1992-93 Revenue was \$99,406 less than budgeted due to underrealization of projected revenue from the Public Works Road Fund. FY93-94 Revenue is budgeted \$38,000 more than 1992-93 to reflect offsetting revenue from contract cities law enforcement vehicle costs.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: FLEET OPERATIONS					
% OF RESOURCES: 100%					
WORKLOAD					
General Fund Vehicles Maintained	2,030	2,058	2,090	1,934	2,111
Miles Driven	26,491,362	26,757,300	27,285,000	25,150,000	28,275,000
Gallons of Fuel Used	2,119,309	2,140,584	2,148,427	2,015,000	2,175,000
Public Works and Other Non-General Fund Vehicles Maintained	237	239	239	239	239
EFFICIENCY					
No. of Gen. Fund Vehicles per Equip. Mechanic (Repairs)	89.51	95.50	95.22	82.30	89.83
No. of Gen. Fund Vehicles Per Equip. Svc. Technician (Preventive Maint. Inspections)	139.71	137.94	139.52	120.88	150.79
<u>EFFECTIVENESS</u>					
No. of Repair Orders per Vehicle	8.45	9.27	8.55	9.00	8.00
No. of Preventive Maintenance Orders per Vehicle	5.25	5.25	4.00	5.25	3.75

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2220	Deputy Dir. Fleet Operations	1	1.00	1	1.00	\$74,872	\$74,872
6102	Chief, Fleet Operations	1	1.00	1	1.00	56,127	56,127
2302	Administrative Assistant III	1	1.00	i	1.00	46,162	46,162
6180	Welder	i	1.00	i	1.00	33,471	33,470
6130	Equipment Shop Supervisor	į.	4.00	ż	4.00	157,596	152,393
2607	Fleet Equipment Specialist	i	1.00	i	1.00	35,829	34,283
6108	Senior Equipment Mechanic	7	7.00	7	7.00	245,177	250,803
6110	Equipment Mechanic	20	20.00	20	20.00	668,302	684,438
6009	Equipment Maintenance Planner	2	2.00	2	2.00	45,060	44,982
6119	Equipment Service Tech. III	1	1.00	1	1.00	27,456	27,455
6120	Equipment Service Tech. II	15	15.00	13	13.00	351,965	318,345
2655	Storekeeper III	1	1.00	1	1.00	28,667	24,901
2660	Storekeeper I	2	2.00	2	2.00	44,978	47,273
2403	Accounting Technician	1	1.00	1	1.00	26,665	26,666
2757	Administrative Secretary II	1	1.00	1	1.00	25,475	25,474
2510	Senior Account Clerk	1	1.00	1	1.00	20,806	20,669
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,950
	Total	61	61.00	59	59.00	\$1,912,557	\$1,892,263
Salary	Adjustments:					\$0	(\$14,547)
Premium	n/Overtime Pay:					0	0
Employe	ee Benefits:					624,582	615,454
Salary	Savings:					(78,263)	(81,612)
ILP Rec	ductions:					0	(40,158)
	Total Adjustments					\$546,319	\$479,137
Program	n Totals	61	61.00	59	59.00	\$2,458,876	\$2,371,400

PROGRAM: Printing Services

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81501

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-25

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.

	1990-91 _Actual	1991-92 Actual	1992-93 Actual	1992-9 3 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$350,659	\$405,748	\$410,962	\$448,920	\$ 440,538	(1.9)
Services & Supplies	454,707	384,459	362,847	441,800	427,800	(3.2)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	138,876	0	0	0	0	0.0
Less Reimbursements	(1,135,845)	(880,500)	(927,285)	(1,058,945)	(1,058,945)	0.0
TOTAL DIRECT COST	\$(191,603)	\$(90,293)	\$(153,476)	\$(168,225)	\$(190,607)	13.3
PROGRAM REVENUE	(67,068)	(65,553)	(62,261)	(66,616)	(79,616)	19.5
NET GENERAL FUND CONTRIBUTION	\$(258,671)	\$(155,846)	\$(215,737)	\$(234,841)	\$(270,223)	15.1
STAFF YEARS	12.01	12.39	12.15	14.00	14.00	0.0

PROGRAM DESCRIPTION

The Printing Services program 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. Specialized printing services are referred to outside vendors through normal procurement procedures.

1992-93 BUDGET TO ACTUAL COMPARISON

Overall, Printing Services Revenues and Reimbursements offset 1992-93 actual costs of operation by \$215,737. This is \$19,104 below the budgeted offset of \$234,841. Printing Services did not achieve its total budgeted offset due primarily to a \$131,660 underrealization of Reimbursements from General Fund client departments. Revenue from non-General Fund client departments was underrealized by \$4,355.

Underrealization of Reimbursements and Revenues was largely balanced by a reduction in expenditures. Salary and Benefits were \$37,958 under budget due primarily to a staff position being held vacant to achieve salary savings. Services and Supplies were \$78,953 under budget due primarily to less use of paper stock.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To meet with five client departments to improve marketing of Printing Services' technical capabilities and discuss future printing needs of client departments.
 - Various departments were contacted to market printing capabilities. Severe budget cuts in all departments have reduced most printing work to basic forms, reports, and communications needs.
- 2. To meet with other private and public print shops to discuss printing technology and equipment.
 - Staff met with staff of other print shops, including the City of San Diego Print Shop, and attended local trade fairs.

1993-94 OBJECTIVES

- 1. Continue to study a consolidation or exchange of printing services with the City of San Diego Print Shop.
- 2. Review procurement procedures to simplify the purchasing of bulk paper products and reduce existing inventories.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Printing Services [14.0 SY; E = \$(190,607); R = \$(79,616)] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - 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.
 - Providing \$25,000 in privatized bindery and printing services.
 - Providing \$50,000 in privatized equipment preventive maintenance services.
 - Decreasing \$35,382 in net County cost primarily due to reduced appropriations for paper stock; reduced appropriations for Salaries and Benefits due to Integrated Leave Program (ILP) reductions and other salary adjustments; and increased budgeted Revenue.
 - Offset 100% by revenues and reimbursements from client departments and enterprise funds.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
AID FROM OTHER GOV'T. AGENCIES:				
Aid From Other Gov't. Agencies (9746)	\$5,861	\$0	\$0	\$0
Sub-Total	\$5,861	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$24,401	\$0	\$0	\$0
APCD (9783) CATV (9784)	12,501 1,082	20,000 523	20,000 523	0
Capital Outlay Fund (9785)	886	0	0	ő
Purchasing/Revolving Fund (9786)	8,750	30,395	30,395	ŏ
Solid Waste Enterprise Fund (9790)	2,852	0	4,000	4,000
Library Fund (9793)	5,928	15,698	24,698	9,000
Sub-Total	\$ 56,400	\$66,616	\$79,616	\$13,000
Total	\$62,261	\$66,616	\$79,616	\$13,000
GENERAL FUND CONTRIBUTION DETAIL				
	1002.07	4003.07	1007.0/	Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$(215,737)	\$(234,841)	\$(270,223)	\$(35,382)
Sub-Total	\$(215,737)	\$(234,841)	\$(270,223)	\$(35,382)
Total	\$(215,737)	\$(234,841)	\$(270,223)	\$(35,382)

Revenue was underrealized by \$4,355 in FY92-93 due to fewer printing and copying job orders from enterprise funds than was anticipated. Budgeted revenue in the Library Fund and Solid Waste Enterprise fund is being increased by a total \$13,000 in 1993-94.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: PRINTING SERVICES					
% OF RESOURCES: 100%					
WORKLOAD					· .
Number of Forms Printed	51,550,295	31,300,528	35,278,649	40,000,000	35,300,000
Number of Copies Made	5,232,541	5,031,269	4,001,637	5,000,000	5,100,000
EFFICIENCY					
Unit Program Cost (incld. overheads):					
Per Form Printed	\$0.0141	\$0.0234	\$0.0204	\$0.0198	\$0.0245
Per Copy Made	\$0.0150	\$0.0247	\$0.0274	\$0.0252	\$0.0251
EFFECTIVENESS					
 Cost effectiveness of providing in-house printing: 					
a. Commercial rate per form	.0300	.0400	.0450	.0400	.0500
b. County rate per form	.0194	.0246	.0241	.0238	.0272
c. Approx. savings per form	.0106	.0154	.0209	.0162	.0228
d. Total approx. savings	\$546,433	\$482,028	\$737,324	\$648,000	\$804,840
 Cost effectiveness of providing in-house copier: 					
a. Commercial rate per copy	.0400	.0450	.0450	.0450	.0450
b. County rate per copy	.0300	.0350	.0350	.0350	.0350
c. Approx. savings per copy	.0100	.0100	.0100	.0100	.0100
d. Total approx. savings	\$52,325	\$50,313	\$40,016	\$50,000	\$51,000
 Privatized Services provided by outside vendor: 	\$21,629	\$15,507	* \$76,739	\$20,000	*\$75,000

^{*} Revised to include equipment maintenance services.

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3004	Chief, Printing Services	1	1.00	1	1.00	\$41,843	\$41,843
3070	Printing Services Supervisor	i	1.00	i	1.00	31,628	25,554
3073	Sr. Offset Equipment Operator	4	4.00	4	4.00	98,214	100,504
3050	Offset Equipment Operator	3	3.00	3	3.00	66,645	66,797
3054	Print Shop Helper	3	3.00	3	3.00	51,787	52,251
2510	Sr. Account Clerk	1	1.00	1	1.00	23,949	23,950
2700	Intermediate Clerk Typist	1	1.00	1	1.00	20,670	20,669
	Total	14	14.00	14	14.00	\$334,736	\$331,568
Salary	Adjustments:					0	966
Premiun	n/Overtime Pay:					0	0
Employe	ee Benefits:					128,890	128,467
Salary	Savings:					(14,706)	(15,089)
ILP Rec	ductions:					0	(5,374)
	Total Adjustments					\$114,184	\$108,970
Program	Totals	14	14.00	14	14.00	\$448,920	\$440,538

PROGRAM: Mail Services DEPARTMENT: GENERAL SERVICES

PROGRAM #: 81502

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-30

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$472,910	\$517,453	\$497,244	\$492,330	\$491,207	(0.2)
Services & Supplies	90,542	69,380	80,983	58,313	7,473	(87.2)
Fixed Assets	0	319,571	12,808	0	0	0.0
TOTAL DIRECT COST	\$ 563,452	\$906,404	\$591,035	\$550,643	\$498,680	(9.4)
PROGRAM REVENUE	(23,659)	(23,659)	(44,607)	(49,970)	(47,063)	(5.8)
NET GENERAL FUND CONTRIBUTION	\$539,793	\$882,745	\$546,428	\$500,673	\$451,617	(9.8)
STAFF YEARS	17.16	17.32	16.63	17.00	17.00	0.0

PROGRAM DESCRIPTION

The Mail Services program provides Countywide processing and delivery of both interoffice mail and U.S. Postal System mail for all elected officials and County departments. Processing includes weighing, metering and tracking departmental usage of outgoing U.S. mail, plus sorting and barcoding U.S. mail by zip code in order to achieve postage discounts.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 Actual net County cost was \$45,755 more than original 1992-93 Budget appropriations for the following reasons: (1) \$12,808 was approved and spent mid-year to replace two postage meters; (2) Services and Supplies were \$22,670 over budget due to the necessity to use temporary contract help to assist permanent staff in processing over 15 million pieces of U.S. and interdepartmental mail; and (3) Revenue was \$5,363 under budget due to underrealization of Revenue from the Public Works Road Fund. Overrealization of Revenue from the Library Fund and APCD partially offset the underrealization of Revenue.

Salaries and Benefits were \$4,914 over budget due to the net effect of staff vacancies and use of two approved, unfunded Mail Clerk Driver positions.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To increase machine-readability of letters processed through high volume letter sorter/barcoder from 60% to 75%.
 72% of all mail processed through the barcoder received the maximum postage discount.
- 2. To introduce 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.
 Eight departments are in process of or have completed the conversion process.

1993-94 OBJECTIVES

- 1. To increase machine-readability of letters processed through high-volume letter sorter/barcoder from 72% to 85%.
- 2. Investigate the concept and feasibility of handling and sorting U.S. mail for other cities in San Diego County.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Mail Services [17.0 SY; E = \$498,680; R = \$(47,063)] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - Responsible for processing and delivering mail routed through the U.S. Postal System and interoffice mail;
 and providing Zip+4 mail systems for client departments.
 - Privatizing \$50,000 in equipment preventive maintenance services.
 - Decreasing \$49,056 in net County cost primarily due primarily to a planned reduction in mail services routes. After this reduction was adopted, however, mail routes were restored and \$56,630 in restored appropriations is pending mid-year in 1993-94.

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PROGRAM REVENUE BY SOURCE				Change From
Outros of Bourses	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget ———————	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Road Fund (9782)	\$7,765	\$27,503	\$24,596	\$(2,907)
APCD (9783)	9,515	4,000	4,000	0
Airport Enterprise Fund (9787)	3,446	568	568	0
Liquid Waste Enterprise Fund (9788)	2,532	1,763	1,763	0
Solid Waste Enterprise Fund (9790)	4,650	4,636	4,636	0
Library Fund (9793)	16,699	11,500	11,500	0
Sub-Total	\$44,607	\$49,970	\$47,063	\$(2,907)
Total .	\$44,607	\$49,970	\$47,063	\$(2,907)
GENERAL FUND CONTRIBUTION DETAIL				
	4000 07	4000 07	4007.07	Change From
Consol Fund Contains Du Course	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$546,428	\$500,673	\$451,617	\$(49,056)
Sub-Total	\$546,428	\$500,673	\$451,617	\$(49,056)
Total	\$546,428	\$500,673	\$451,617	\$(49,056)

Revenue realized in FY92-93 from mail personnel labor services for pickup, delivery and processing of mail to and from enterprise fund locations was \$5,363 less than budgeted due to underrealization of revenue from the Public Works Road Fund. Underrealization of Revenue from the Road Fund was partially offset by an overrealization of Revenue from APCD and the Library Fund. FY93-94 Revenue is \$2,907 less than budgeted in FY92-93.

	· <u></u>				
PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: MAIL SERVICES					
% OF RESOURCES: 100%					
WORKLOAD					
Pieces of Interdepartmental Mail	7,000,000	7,350,000	8,000,000	7,500,000	8,000,000
Pieces of U.S. Mail	6,784,566	6,886,269	7,324,797	7,350,000	7,600,000
County Offices with Mail Services	406	406	415	425	420
Mail Stops per Day	320	400	435	445	445
EFFICIENCY					
Mail Pieces Processed per Direct Staff Year	968,698	1,067,187	978,595	928,125	866,667
EFFECTIVENESS					
Cost of sending County inter- departmental mail through U.S. Postal Service (using standard rate per one ounce mail)	\$2,030,000	\$2,131,500	\$2,320,000	\$ 2,175,000	\$2,320,000
Cost of providing County Mail Services (including overhead)	\$655,254	\$569,885	\$689,544	\$568,819	\$726,524
Approximate Savings	\$1,374,746	\$1,561,615	\$1,630,456	\$1,606,181	\$1,593,476

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3047	Mail Systems Specialist	1	1.00	1	1.00	30,442	30,442
3074 3039	Senior Mail Clerk Driver Mail Clerk Driver	2 16	2.00 14.00	2 16	2.00 14.00	44,750 286,942	44,889 289,372
	Total	19	17.00	19	17.00	\$362,134	\$364,703
Salary	Adjustments:					0	984
Premiu	n/Overtime Pay:					0	0
Employ	ee Benefits:					146,300	147,233
Salary	Savings:					(16,104)	(16,791)
ILP Re	ductions:					0	(4,922)
	Total Adjustments			•		\$130,196	\$126,504
Progra	n Totals	19	17.00	19	17.00	\$492,330	\$491,207

PROGRAM: Real Property

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82151

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-35

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).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,479,532	\$1,679,544	\$1,500,516	\$1,653,104	\$1,500,121	(9.3)
Services & Supplies	88,522	65,553	63,060	89,301	55,476	(37.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	4,173	0	0	0	12,600	100.0
TOTAL DIRECT COST	\$1,572,227	\$1,745,097	\$1,563,576	\$1,742,405	\$1,568,197	(10.0)
PROGRAM REVENUE	(787,414)	(801,114)	(865,438)	(753,533)	(914,500)	21.4
NET GENERAL FUND CONTRIBUTION	\$784,813	\$943,983	\$698,138	\$988,872	\$653,697	(33.9)
STAFF YEARS	31.55	32.45	28.56	32.0	28.0	(12.5)

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; property acquisition, including relocation assistance; surplus property sales; revenue and acquisition leasing; and property descriptions and mapping. This program is primarily administered by County employees. However, contract services are employed in the area of appraisal, building acquisition and leasing, and land title services, as required.

PROGRAM: REAL PROPERTY DEPARTMENT: GENERAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

FY92-93 actual Net County Cost was \$290,734 lower than budgeted. Salaries and Benefits expenditures were under budget by \$152,588 due to employee Voluntary Time Off contributions and Integrated Leave Program savings, lengthy vacancies in three positions and underfilling six positions.

Additional savings were realized by services and supplies underexpenditures of \$26,241. The underexpenditures are 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. Revenues were overrealized by \$111,905 due primarily to additional Road Fund projects.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To improve efficiency and effectiveness by developing better intra-department and inter-department coordination.
 The Real Property Division has improved coordination of decision making for the various County groups involved in property acquisition by implementing a "settlement committee" process. Periodic meetings between staff, County Counsel, and client departments are held when required for eminent domain litigation.
- To enhance revenues through the development of vending machine service contracts.
 Significant progress toward implementation of a vending machine utilities reimbursement program was made, as recommended by the PAS consultant study. Revenues are expected to yield up to \$3,500 per month in FY93-94.
- 3. To reduce costs by renegotiating existing acquisition leases.
 Staff renegotiated ten acquisition leases that will result in savings of \$1,336,223 over the lease terms. In addition, a procedure was drafted whereby property acquisitions under \$25,000 in value are approved by the Director, Department of General Services, instead of continuing the more costly process of obtaining Board of Supervisor approval for minor transactions.
- 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.
 - In conjunction with other County departments, staff developed and implemented a "Space Database". The Revenue and Acquisition Lease components of the system were put on-line and the County-owned land and facility component was developed and will be put on-line in FY93-94.

1993-94 OBJECTIVES

- To improve response to client departments by developing an Acquisition Relocation RFP and a formal Acquisition Settlement Committee procedure.
- 2. To develop procedures to sell uneconomic/unusable small and remainder properties through the Tax Collector.
- 3. To provide valuation and highest and best use data on all vacant or underutilized County-owned property.
- 4. To complete modifications, documentation and training for the space management system database in conjunction with the Office of Special Projects and the Department of Information Services.
- Increase revenue to the General Fund through implementation of the PAS consultant study recommendation regarding vending machine utility cost recovery, and development of new revenue leases and permits at Edgemoor.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Administration Real Property [6.00 SY; E = \$275,859; R = \$42,000] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing supervision and clerical support (4.0 Staff Years) to all program direct service activities.
 - Developing, managing and administering the Real Property Program and Countywide Rents and Leases Program, including over 800 real property projects and leases.
 - Directing program policy development and implementation of standardized operational policies and procedures.
 - Providing advisory support to the Capital and Space Committee and Real Estate Advisory Committee.
 - Deleting 2.0 SY Intermediate Clerk Typist positions.
 - Decreasing \$64,408 in net County cost due to reductions in staffing and in services and supplies.

DEPARTMENT: GENERAL SERVICES

PROGRAM: REAL PROPERTY

- 2. Property Management [4.00 SY; E = \$245,250; R = \$127,000] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing centralized management and administration of 250 revenue leases for the County of San Diego.
 - o Providing surplus property management and disposal for the County of San Diego.
 - Developing revenues from leasing County-owned properties.
 - Deleting 1.0 SY Senior Real Property Agent position.
 - Increasing \$35,129 in net County cost due to the transfer of Vending machine revenue to the Rents and Leases program.
- 3. Engineering [5.00 SY; E = \$287,626; R = \$281,000] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing technical engineering services to County departments and the public.
 - Responsible to describe parcels acquired for County departments; prepares new and/or revised right of way plans; and maintains the County-wide land inventory.
 - Adding 1.0 SY Assistant Surveyor to realize additional Transnet (sales tax) revenue on Road Fund projects.
 - Decreasing \$47,235 in net County cost due to reductions in services and supplies and to revenue enhancement.
- 4. Acquisition [6.00 SY; E = \$377,440; R = \$314,500] including support personnel is:
 - Mandated/Discretionary Service Level.
 - Providing relocation assistance when County real estate acquisitions displace business and residential occupants.
 - Responsible to conduct acquisition services for the Department of Public Works 5-year Capital Improvement Program and for the Department of Parks and Recreation.
 - Acquiring 125 additional acres of property for the San Marcos Landfill expansion.
 - Decreasing \$85,540 in net County cost due to reductions in services and supplies and to revenue enhancement.
- 5. <u>Valuation</u> [3.00 SY; E = \$152,836; R = \$90,000] including support personnel is:
 - Mandatory/Discretionary Service Level
 - Providing appraisal services for County land and facilities acquisition projects.
 - Managing appraisal consultant contracts.
 - Deleting 1.0 SY Extra Help position.
 - 0 Decreasing \$1,361 in net County cost due to reductions in services and supplies, staffing and revenue.
- Acquisition Leasing [4.00 SY; E = \$229,186; R = \$60,000] including support personnel is:
 - Discretionary/Discretionary Service Level
 - Managing Countywide acquisition leasing activities for 31 County departments and offices and 197 leases.
 - Managing real estate consultant contracts.
 - Managing lease savings program.
 - Managing acquisition leasing space management system database.
 - Deleting 1.0 SY Extra Help position.
 - Decreasing \$129,700 in net County cost due to reductions in staffing and in services and supplies, and to revenue enhancement.

PROGRAM REVENUE BY SOURCE				Oh P
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
TAXES OTHER THAN CURRENT PROPERTY:	A/ 707		•	••
Sales and Use Tax (T.D.A.)(9061)	\$4,797	\$0	\$0	\$0
Sub-Total	\$4,797	\$0	\$0	\$0
USE OF MONEY AND PROPERTY:		••		
Rents and Concessions (9210)	\$2,800	\$0	\$42,000	\$42,000
Sub-Total	\$2,800	\$0	\$42,000	\$42,000
INTERGOVERNMENTAL REVENUE:				
Aid From Other Gov't. Agencies (9746)	\$1,373	\$0	\$0	\$0
Sub-Total	\$1,373	\$0	\$0	\$0
CHARGES FOR CURRENT SERVICES:				
Public & Government Plan & Eng-Plan	\$83,262	\$90,533	\$105,000	\$14,467
Check & Field Inspection (9773) Plan & Engineering Service-Other Government (9775)	399	0	0	0
Change in General Fund [1001] (9781)	204	ŏ	ŏ	ŏ
Road Fund (9782)	336,619	273,500	426,000	152,500
Air Pollution Control District (9783)	400	10,000	5,000	(5,000)
Capital Projects (9785)	138,584	99,500	20,000	(79,500)
Airports Enterprise Fund (9787)	36,395	23,000	47,000	24,000
DPW Solid Waste Enterprise Fund (9790)	190,652	217,000	185,000	(32,000)
DPW Special Districts (9792) Library Fund (97 93)	60,872 7,274	15,000 0	24,500 5,000	9,500 5,000
Jury or Witness Fee (9973)	7,274 5	ő	0,000	0,000
Other Miscellaneous (9979)	ő	ŏ	50,000	50,000
Sub-Total	\$854,666	\$728,533	\$867,500	\$138,967
OTHER FINANCING SOURCES:				
General Relief (9702)	\$400	\$0	\$0	\$0
DPW Operating Transfer Other Special Dist (9812)	3,463	25,000	5,000	(20,000)
Excess Cost (9998)	(2,092)	. 0	0	0
Sub-Total .	\$1,771	\$25,000	\$5,000	\$(20,000)
Total	\$865,407	\$753,533	\$914,500	\$160,967
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$709,228	\$988,872	\$653,697	\$(335,175)
Sub-Total	\$709,228	\$988,872	\$653,697	\$(335,175)
•				

For FY92-93, program revenues were overrealized by \$111,904. Revenues were overrealized primarily in Account 9782 by \$63,119, Account 9785 by \$39,084; and Account 9792 by \$45,872. Revenues were underrealized in Account 9790 by \$26,348.

For 1993-94, overall program revenues are budgeted at \$160,967 more than FY92-93 due primarily to an increase in Road Fund projects (Account 9782-\$152,500) and the addition of Acquisition leasing commissions (Account 9979-\$50,000) and Vending Machine revenue (Account 9210-\$42,000).

PROGRAM: Real Property Division	DEPARTMENT: GENERAL SERV						
FIXED ASSETS							
I tem	Quantity	Unit	Total Cost				
Computer Equipment	Lot	\$12,600	\$12,600				
Additional computer work stations required to accomodate the increased workload resulting from staff reductions.							
otal			\$12,600				
/EHICLES/COMMUNICATION EQUIPMENT							
tem	Quantity	Unit	Total Cost				
			\$0				
Total							

PROGRAM: Real Property	DEPARTMENT: GENERAL SERVICES

PERFORMANCE INDICATORS	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
			 		, ' ### 1
ACTIVITY A: PROPERTY MANAGEMENT					
<u>% OF RESOURCES:</u> 19%					
WORKLOAD					
# of Revenue Leases	213	240	256	240	250
EFFICIENCY					
# of Leases/Staff Year*	42.6	48	51	48	62
EFFECTIVENESS					
Cost Effectiveness of Providing In-house Revenue Leasing:				`	
Outside Contracting Estimates**		\$757, 120	\$676,000	\$757,120	\$594,880
County Cost for Same Services	••	\$304,420	\$298,094	\$279,040	\$247,250
Approximate Savings		\$452,700	\$377,906	\$478,080	\$347,630
* Winus 4 0 cv in EVOT-0/					

^{*} Minus 1.0 SY in FY93-94.

ACT:	IVIT	Y B:	ENG	INEER	ING
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% OF RESOURCES: 22%

WORKLOAD

WORKLOAD					
Parcels Prepared	684	403	704	800	800
EFFICIENCY					
Parcels Prepared/Staff Year*	171	101	190	200	160
<u>EFFECTIVENESS</u>					
Cost Effectiveness of Providing In-house Engineering Services:					
Outside Contracting Estimates** County Cost for Same Services	\$255,719	\$466,200 \$232,431	\$466,200 \$228,168	\$466,200 \$242,244	\$577,800 \$287,626

Approximate Savings

\$233,769

\$238,032

\$223,956

\$290,174

^{**} Based on a survey of hourly costs for comparable staff on an annual basis.

^{*} Adding 1.0 SY in FY93-94 **Based on a survey of hourly costs for comparable staff on an annual basis.

PROGRAM: Real Property				DEPARTMENT: GENE	RAL SERVICES
PERFORMANCE INDICATORS	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY C: ACQUISITION					
% OF RESOURCES: 30%					
<u> WORKLOAD</u>					
# of Parcels Purchased	65	62	93	65	65
EFFICIENCY					
# of Parcels Purchased/Staff Year	7.2	11	18.6	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	\$919,360	\$919,360	\$919,360
County Cost for Same Services	\$401,792	\$315,182	\$329,938	\$367,004	\$377,440
Approximate Savings		\$604,178	\$589,422	\$552,356	\$541,920
		<u> </u>			
ACTIVITY D: VALUATION					
X OF RESOURCES: 12%					
WORKLOAD					
Parcels Appraised In-house	104	89	144	80	160
Parcels Appraised by Contract		55	55	50	200
EFFICIENCY					
# of All Parcels Appraised/Staff Yr.*	26	36	69	32	120
<u>EFFECTIVENESS</u>					
Cost Effectiveness of Providing In-house appraisal Services:					
Cost Estimates to Contract Out In-house Appraisals		\$302,600**	\$236,360	\$272,000***	\$248,800
County Cost for Same Services****	\$223,086	\$220,442	\$145,638	\$199,893	\$152,836
Approximate Savings		\$82,158	\$90,722	\$72,107	\$95,964
* Minus 1 0 cV in EVOZ-0/					

[#] Minus 1.0 SY in FY93-94.

Based on FY91-92 average contract cost of \$3,400/parcel appraised.

Based on FY92-93 average contract cost of \$1,555/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 IN	DICATORS		

DEPARTMENT: GENERAL SERVICES

PROGRAM: Real Property

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY E: ACQUISITION LEASING			•		
% OF RESOURCES: 17%					
WORKLOAD					
# of Acquisition Leases	190	190	192	192	197
EFFICIENCY					
# of Leases/Staff Year	38	38	49	38.4	49
<u>EFFECT I VENESS</u>					
Cost Effectiveness of Providing In-house Acquisition Leasing:					
Outside Contracting Estimates*	\$747,914	\$759,166	\$804,938	\$847,609	\$779,688
County Cost for Same Services	\$303,106	\$314,117	\$224,739	\$313,957	\$229,186
Approximate Savings	\$444,808	\$445,049	\$580,199	\$553,652	\$550,502

^{*}Based upon leasing 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	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2290	Deputy Director, Real Property	1	1.00	1	1.00	72,768	72,769
3728	Senior Land Surveyor	i	1.00	i	1.00	59,884	59,885
5585	Supervising Real Property Agent	: 3	3.00	4	4.00	164,181	211,538
3785	Land Surveyor	1	1.00	1	1.00	43,911	43,910
3780	Assistant Surveyor	Ó	0.00	i	1.00	. 0	37,035
5570	Senior Real Property Agent	7	7.00	5	5.00	327,095	241,025
5525	Associate Real Property Agent	10	9.00	10	9.00	361,744	351,595
3813	Engineering Technician II	2	2.00	2	2.00	64,447	65,189
2730	Senior Clerk	2	2.00	3	2.00	44,619	46,002
2757	Administrative Secretary II	1	1.00	1	1.00	25,475	25,474
2756	Administrative Secretary I	1	1.00	1	1.00	22,051	22,052
2700	Intermediate Clerk Typist	2	2.00	0	0.00	38,098	0
9999	Extra Help	2	2.00	0	0.00	52 ,7 50	0
	Total	33	32.00	30 -	28.00	\$1,277,023	\$1,176,474
Salary	Adjustments:					0	. 2,448
Employe	ee Benefits:					431,287	407,110
Salary	Savings:					(55,206)	(52,000)
ILP Rec	ductions:					0	(33,911)
	Total Adjustments					\$376,081	\$323,647
Progran	n Totals	33	32.00	30	28.00	\$1,653,104	\$1,500,121

PROGRAM: Records Management DEPARTMENT: GENERAL SERVICES

PROGRAM #: 82401

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-44

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$352,626	\$359,082	\$289,684	\$326,410	\$251,182	(23.0)
Services & Supplies	43,279	40,493	43,908	51,227	71,227	39.0
Other Charges	0	0	0	0	0	0.0
Fixed Assets	23,527	0	3,735	0	2,700	0.0
TOTAL DIRECT COST	\$419,432	\$399,575	\$337,327	\$377,637	\$325,109	(13.9)
PROGRAM REVENUE	(56,726)	(64,276)	(63,453)	(77,911)	(137,089)	76.0
NET GENERAL FUND CONTRIBUTION	\$362,706	\$335,299	\$273,874	\$299,726	\$188,020	(37.3)
STAFF YEARS	12.00	11.84	9.7	10.0	8.00	(20.0)

PROGRAM DESCRIPTION

Records Management provides efficient, economical records management services for County departments and offices. These services cover three areas: records storage, microfilming, and consultations. Record storage services are provided through a private vendor. 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. Contracts account for \$16,664 of services & supplies in FY 1993-94.

DEPARTMENT: GENERAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

FY92-93 expenditures were \$40,310 less than the budget. This was due to a savings in Salaries & Benefits that resulted from vacancies of an Administrative Assistant 1 and a Microfilm Operator position.

FY92-93 revenues were underrealized by \$14,458. FY92-93 Net County Cost Actuals were \$25,852 under budget.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To assist two departments in developing records classification and retention schedules. 1.
 - Records classifications and draft retention schedules were developed for two departments.
- To produce a Countywide Records Management Manual. 2.
 - A County wide Records Management Manual was produced.
- To transfer Records for 18 departments from County storage to a contract facility. 3.
 - The records for 18 departments were transferred from County storage to a contract facility.
- 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).
 - 838,000 documents were microfilmed; 53,227 microforms were produced; 108,800 feet of film were processed and duplicated. Documents microfilmed and film processed and duplicated were lower than budgeted amounts due to utilizing microfilm staff to transfer records to a private storage facility.
- 5.
- To service 16,000 cubic feet of records and to process 13,500 items.
 13,000 cubic feet of records were serviced. This is 3,000 less than budgeted. We were able to transfer 3,000 additional cubic feet to private storage.

1993-94 OBJECTIVES

- Implement FY93-94 components of a County-wide Records Management Program.
 - Develop draft procedures for revising and updating Board Resolution for Destruction of Records on an ongoing ٥ basis.
 - ٥ Prepare final Global and department retention schedules for departments inventoried in 92-93 (Public Works, General Services and Housing and Community Development).
 - Develop retention schedules for records applicable to all County Departments. ٥
 - Develop action plan and provide orientation concerning Records Management for executive staff of 3 departments.
- To transfer Records for 14 departments from County storage to a contract facility.
- To microfilm 808,000 documents; produce 37,000 microforms (aperture cards & microfiche; process and duplicate 3. 160,000 feet of film (3.5 million documents).

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Micrographics</u> [4.0 SY; E = \$156,408; R = \$83,145] is:
 - ٥ Discretionary/Discretionary Service Level.
 - ٥ Increasing \$25,000 in revenue from Hazardous Materials.
 - Offset 53% by revenue. ٥
 - Servicing 25% of the County's requested microfilming needs.
- 2. Records Center [3.0 SY; E = \$115,595; R = \$2,231] is:
 - Discretionary/Discretionary Service Level. ٥
 - Offset 2% by revenue. ٥
 - Able to service 79% of requested offsite storage needs through privatized services and County storage facility.

- 3. Administration [1.0 SY; E = \$53,106; R = \$51,713] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing administration and clerical support to the Records program.
 - Providing consulting services to County departments.
 - Administering a privatized records storage contract.
 - O Deleting one Administrative Assistant position.
 - Offset 97% by revenue.

PROGRAM:	Records	Management
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PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
CHARGES FOR CURRENT SERVICES:				
Other Governmental Agencies (9971)	\$1,304	\$1,336	\$1,336	\$0
Road Fund (9782)	52,745	49,752	50,800	1,048
Solid Waste Enterprise Fund (9790)	0	351	1,000	649
APCD (9783)	1,769	2,398	2,231	(167)
Liquid Waste (9788)	0	1,946	4,594	2,648
Solid Waste (9911)	12	. 0	0	. 0
Aid From Other Gov't.Agency (9746)	16	0	25,000	25,000
Micrographics Fee (9864)	0	20,913	20,913	0
Sub-Total	\$55,846	\$76,696	\$105,874	\$29,178
OTHER REVENUE:				
Sale of Silver (9994)	\$0	\$500	\$500	\$0
Other Miscellaneous (9995)	7,607	715	30,715	30,000
Sub-Total	\$7,607	\$1,215	\$31,215	\$30,000
Total	\$63,453	\$77,911	\$137,089	\$59,178
GENERAL FUND CONTRIBUTION DETAIL				
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$273,874	\$299,726	\$188,020	\$(111,706)
Sub-Total	\$273,874	\$299,726	\$188,020	\$(111,706)
Total	\$273,874	\$299,726	\$188,020	\$(111,706)

In FY92-93 revenues were underrealized by \$14,458 due to a reduction in the requests from various County departments for micrographic and storage services.

For FY93-94 revenues are expected to increase by \$59,178 due to added requests for micrographic services, i.e. for the Department of Health Services, Environmental Health Services. Increases are expected in Account 9746, Aid from Other Governmental Agency [\$25,000] and in Account 9995, Other Miscellaneous [\$30,000].

PROGRAM: Records Management	DEPAR	DEPARTMENT: GENERAL SERVI					
FIXED ASSETS							
tem	Quantity	Unit	Total Cost				
Computer Work Station	1	lot	\$2,700				
Total			\$2,700				
EHICLES/COMMUNICATION EQUIPMENT							
I tem	Quantity	Unit	Total Cost				
Total			\$0				

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: MICROGRAPHICS					
X OF RESOURCES: 75% WORKLOAD					
DOCUMENTS FILMED: Rotary Planetary Engineer Drawing	1,041,262 944,657 55,486	267,155 1,222,240 10,025	409,000 422,980 5,799	500,000 1,900,000 10,000	350,000 450,000 8,000
TOTAL	2,041,405	1,499,600	838,000*	1,500,000	808,000**
MICROFORMS: Aperture Cards Microfiche TOTAL	49,823 21,550 71,373	35,954 17,490 53,444	39,516 13,711	30,000 20,000	27,000 10,000
Reels (100 ft.) Processed Reels (100 ft.) Duplicated	1,267 1,252	835 740	53,227 650 438	50,000 850 750	37,000 600 350
EFFICIENCY					
Number of Documents Requested for Filming	1,800,000	3,200,000	700,000	700,000	407,900
Number of Documents in Backlog	4,900,000	700,000	1,562,000***	2,400,000	2,262,000
Total Number of Documents to be Filmed	6,700,000	3,900,000	2,262,000	3,100,000	2,669,900
EFFECT I VENESS					
% of Documents filmed	30%	38%	37%	48%	30%

^{*} FY92-93 documents filmed is 55% lower due to Microfilm production staff being utilized in the physical transfer

of 19,000 cubic feet of records to a private storage facility.

*** FY93-94 documents filmed is down to 30% from 48% due to utilization of microfilm staff for Phase II of transferring

records to a private facility.
*** FY92-93 documents in backlog is the prior year total to be filmed (3.9 million) less total documents filmed (838K), less (1.5 million) documents that were sent to private service bureaus.

56%

56%

PROGRAM:	Records	Management
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% Stored through Privatized Services

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY B: RECORDS CENTER					
% OF RESOURCES: 25% WORKLOAD					
Cubic Feet Stored	38,641	38,752	13,087	16,000	13,000
Items Serviced	43,757	45,372	15,000	13,500	15,000
EFFICIENCY					
Number of Cubic Feet Requested for Storage	11,000	4,350	9,000	9,000	9,000
Number of Cubic Feet Currently Stored	38,641	38,752	16,000	16,000	16,000
Cubic Feet to be Stored by Contract	0	0	18,000*	32,000	32,000
Total Cubic Feet to Be Stored	49,641	43,102	43,000	57,000	57,000
Actual cubic feet of records stored by cor records.	ntract facility i	is 14,000 less t	than budget due	to departments []	purging
EFFECTIVENESS					
% of Cubic Feet Stored by County	78%	89%	37%	28%	28%

0

0 42%

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
3052	Chief, Records Mgt. Svcs.	1	1.00	1	1.00	\$41,843	\$37,223
2304	Admin. Assistant I	i	0.75	Ó	0.00	30,663	0
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,950
3040	Microfilm Operator	5	5.00	5	4.00	108,959	88,809
2710	Junior Clerk/Typist	1	1.00	1	1.00	15,329	18,721
2715	Records Clerk	1	1.00	0	0.00	21,359	. 0
2043	Accounting Technician	0	0.00	1	1.00	0	22,479
	Total	10	9.75	9	8.00	\$242,102	\$191,182
Salary	Adjustments:					0	(2,273)
Premiu	m/Overti me Pay:					0	0
Employ	ee Benefits:					112,854	74,916
Salary	Savings:					(10,257)	(8,662)
ILP Re	duction:					(0)	(3,981)
	Total Adjustments			·		\$102,597	\$60,000
Progra	m Totals	10	9.75	9	8.00	\$344,699	\$251,182

PROGRAM: Administration

DEPARTMENT: GENERAL SERVICES

PROGRAM #: 92101

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5500

REFERENCE: 1993-94 Proposed Budget - Pg. 51-50

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,309,254	\$1,267,328	\$1,521,803	\$1,689,874	\$1,360,074	(19.5)
Services & Supplies	109,848	81,253	52,988	61,692	59,292	(3.9)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	72,887	19,983	0	0	13,500	100.0
TOTAL DIRECT COST	\$1,491,989	\$1,368,564	\$1,574,791	\$1,751,566	\$1,432,866	(18.2)
PROGRAM REVENUE	(44)	(0)	(55)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,491,945	\$1,368,564	\$1,574,736	\$1,751,566	.\$1,432,866	(18.2)
STAFF YEARS	24.40	22.17	27.55	32.00	25.00	(21.9)
			27.33			`

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 Personnel and Payroll, Budget Management, Fiscal Accounting, Information Systems Services, 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 implementation functions.
- Providing fiscal management and expenditure control.
- Managing the department's personnel and payroll functions.
- Providing for Countywide management of space utilization.
- 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.
- Providing liaison with the Chief Administrative Office, Auditor and Controller, and other County departments.

PROGRAM: Administration DEPARTMENT: GENERAL SERVICES

1992-93 BUDGET TO ACTUAL COMPARISON

FY92-93 actual expenditures were \$176,775 under budget, primarily in Salaries and Benefits. An underexpenditure of \$168,071 in Salaries and Benefits was due to a retirement, staff transfers due to position deletions, the hiring freeze, ILP reductions, voluntary time off and extended medical leave.

1992-93 ACHIEVEMENT OF OBJECTIVES

- To complete partial consolidation of departmental administrative, automation and accounting staff into Administrative Services to maximize resources and improve service and service levels.
 - The partial consolidation was completed with consolidation of staff supporting Administration, Real Property, Architecture and Records programs.
- 2. To implement the FY92-93 segment of the three year Business Automation Plan. Activities will include:
 - Provide equipment for department participation in testing the County "enterprise network",

- Provided \$2,600 shared cost of network and one dedicated gateway server.

- o Implement LAN database applications for Capital Space Project Planning Management.
 - Project delayed due to staff reductions; under study for future implementation.
- 3. To develop and test an on-line Capital and Space Budget Request process for implementation Countywide in FY93-94.

 Joint DGS/DIS Starpro system development was completed. Implementation in pilot departments will continue in the 1993-94 fiscal year.
- 4. To develop an action plan for assessing the accuracy of valuations of County property and facilities.

- Action plan was developed; implementation to begin in FY93-94.

To develop an MWBE contract compliance information packet and standardized policy and procedures, including mainframe informational access.

- Information packet and policy completed.

- 6. To print and distribute a Customer Service Guide for Space Management.
 - Project was placed on hold pending CAO decision on implementation of the PAS consultant study recommendations.
- 7. To continue development of the department wide training plan and program:
 - Finalize and implement Automation component.

- Completed and implemented.

- Finalize Injury and Illness Prevention Policy and Manual; train staff.
 - Completed for Administration, Architecture and Real Property Divisions.
- Outline Department Orientation training components.
 - Delayed due to staff reductions; continued to FY93-94.

1993-94 OBJECTIVES

- 1. To review and restructure departmental administrative, automation, accounting and clerical services and service levels within Administrative Services to accommodate the reduction of 10 positions within Administration and the addition of 2 positions to form a combined Methods Improvement/Information Services Section.
- To continue the implementation the FY92-93 segment of the three year Business Automation Plan. Activities will include:
 - o Participate in testing and implementation of the County "enterprise network" at the COC.
 - O Implement LAN database applications for Capital Space Project Planning Management.

O Participate in the development of MWBE mainframe information access.

- Develop requirements for Phase III of the Mainframe Space Inventory System.
- 3. To test and implement an on-line Capital and Space Budget Request process Countywide in FY93-94.
- To implement an action plan for assessing and assuring the accuracy of valuations of County property and facilities.
- To develop a Cultural Sensitivity training plan for all department staff.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

1. <u>Director's Office</u> [3.0 SY; E = \$284,418; R = \$0] including support personnel is:

- O Discretionary/Discretionary Service Level.
- Providing overall department management and direction to five operating divisions and five budget units totaling over \$60.99 million/year - General Services, Public Services Utilities, Countywide Rents and Leases, Major Maintenance, and Countywide Vehicle Equipment.
- Coordinating the delivery of support services to all County departments, courts and offices.
- Coordinating legislative analysis and DIBBS suggestions for the department.
- 2. Administration/Secretarial Support [4.0 SY; E = \$198,253; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Providing overall management direction and clerical support for centralized department administrative functions: fiscal, budget, personnel and payroll, information systems services, and Countywide records management and space utilization.
 - Deleting 1.0 SY Word Processing Operator and transferring 1.0 SY Senior Clerk position to the Purchasing and Fiscal Section.
 - Coordinating policies and procedures and service awards for the department.
- Budget/Contracts/Space [6.0 SY; E = \$348,304; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Deleting 2.0 SY Administrative Assistant/Analyst positions from the budget.
 - Responsible to develop and prepare the department budget and four additional budget units, including thirteen program budgets.
 - Providing direct budget implementation to the Architecture and Engineering, Real Property and Administration Divisions, and the Records Management Program.
 - Providing staff support to the countywide Capital and Space Committee. Develops the Capital budget request database and coordinates space requests from County departments and Courts with the CAO Office of Special Projects.
 - Providing administrative support to Capital Project implementation.
 - Administering MWBE Goals.
 - Processing RFB's/RFP's and providing contract support to Architecture and Engineering, Real Property and Administrative Services Divisions, the Records Management and Rents and Leases programs, and Capital projects.
- 4. Methods Improvement/Information Systems Services Unit [3.0 SY; E = \$188,208; R = \$0] including support personnel is:
 - Discretionary/Discretionary Service Level.
 - Reclassifying 1.0 SY Administrative Assistant III position to a Systems Support Analyst II position and adding 1.0 SY Industrial Engineer to implement PAS consultant study recommendations.
 - Providing LAN hardware support to the department.
 - Providing FOCUS application and PC support.
 - Coordinating preparation and implementation of annual department business automation plans.
 - Coordinating departmental project and service requests with the Department of Information Services.

- 5. Personnel/Payroll [4.0 SY; E = \$198,752; R = \$0] including support personnel is:
 - O Discretionary/Discretionary Service Level.
 - 0 Deleting 1.0 SY Analyst III position and support to department wide training.
 - Performing payroll time accounting and general personnel functions.
 - Conducting automation training.
 - Administering the Affirmative Action Plan; Illness, Injury Prevention Plan; discipline cases.
- 6. Purchasing and Fiscal [5.0 SY; E = \$214,931; R = \$0] including support personnel is:
 - Discretionary/Discretionary Services Level.
 - Deleting 1.0 SY Intermediate Account Clerk position, 1.0 SY Supervising Clerk, and 2.0 SY Accounting Technician.
 - O Processing training and travel requests and supplies purchases.
 - Providing accounting support to Capital Project implementation.
 - Providing direct fiscal monitoring support to the Administration, Architecture and Engineering and Real Property Divisions, and the Records Management Program.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
CHARGES FOR CURRENT SERVICES: Capital Outlay Fund (9785)	\$55	\$0	\$0	\$0

Total	\$55	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Ot
General Fund Contribution By Source	. 1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,574,736	\$1,751,566	\$1,432,866	\$(318,700)
Sub-Total	\$1,574,736	\$1,751,566	\$1,432,866	\$(318,700)
Total	\$1, 574 , 736	\$1,751,566	\$1,432,866	\$(318,700)

The Administration Program does not budget revenue. Revenue was earned in FY92-93 from support to Capital projects.

PROGRAM: Administration	DEPARTM	DEPARTMENT: GENERAL SERVIC					
FIXED ASSETS							
I tem	Quantity Un	it Total Cost					
Computer Workstation	1 Lo	\$13,500					
Total		\$13,500					
/EHICLES/COMMUNICATION EQUIPMENT							
Item	Quantity Un	it Total Cost					
Total		\$0					

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Director's Office			1992-93	1992-93	1993-94	1993-94	1992-93	1993-94
2125 Director, General Services 1 1.00 1 1.00 \$99,223 2219 Asst. Director, General Svcs. 1 1.00 1 1.00 88,175 2758 Admin. Secretary III 1 1.00 1 1.00 25,721 Subtotal 3 3.00 3 3.00 \$213,119 \$25,721 Subtotal 3 3.00 1 1.00 74,872 74,872 75,773 75,	Class	Title	Budget Positions	Budget Staff Yrs	Budget Positions	Budget Staff Yrs	Budget Cost	Budget Cost
2758 Asst. Director, General Svcs. 1 1.00 1 1.00 25,721	DIRECTO	R'S OFFICE		•				
2758 Asst. Director, General Svcs. 1 1.00 1 1.00 25,721	2125	Director, General Services	1	1.00	1	1.00	\$99,223	\$99,224
Admin. Secretary III			1					88,174
ADMINISTRATION/SECRETARIAL SUPPORT	2758	Admin. Secretary III	1	1.00	1	1.00		29,678
2280		Subtotal	3	3.00	3	3.00	\$213,119	\$217,076
2737 Admin. Secretary II	ADMINIS	TRATION/SECRETARIAL SUPPORT						
2737 Admin. Secretary II	2280	Deputy Dir. Admin. Services	1	1.00	1	1.00	74 872	74,872
Subtotal								25,474
Subtotal 6 6.00 1 1.00 47,898		and the second s	2		1			23,739
### BUDGET/CONTRACTS/SPACE SECTION 2367	2730	Senior Clerk	2	2.00	1	1.00		23,950
2367		Subtotal	6	6.00	4	4.00	\$189,649	\$148,035
2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157	BUDGET/	CONTRACTS/SPACE SECTION						,
2302 Administrative Assistant III 2 2.00 2 1.00 90,164			4	1 00	•	1 00	E2 4E7	ED 4E/
2413 Analyst III								52,156 46,268
Subtotal								40,200
METHODS IMPROVEMENT/INFORMATION SYSTEMS SERVICES SECTION			-					161,004
2432 Systems Support Analyst II 0 0.00 1 1.00 0 2302 Administrative Assistant III 1 1.00 0 0.00 44,003 3120 Dept. Computer Specialist III 1 1.00 1 1.00 36,381 884 Industrial Engineer 0 0.00 1 1.00 0 Subtotal 2 2.00 3 3.00 \$80,384 PERSONNEL/PAYROLL SECTION 2307 Dept. Personnel Officer III 1 1.00 1 1.00 52,157 2302 Administrative Assistant III 1 1.00 1 1.00 46,162 2413 Analyst III 1 1.00 0 0.00 46,162 2511 Senior Payroll Clerk 2 2.00 2 2.00 50,112 Subtotal 5 5.00 4 4.00 \$194,593 PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0		Subtotal	8	8.00	7	6.00	\$342,984	\$259,428
2432 Systems Support Analyst II 0 0.00 1 1.00 0 2302 Administrative Assistant III 1 1.00 0 0.00 44,003 3120 Dept. Computer Specialist III 1 1.00 1 1.00 36,381 884 Industrial Engineer 0 0.00 1 1.00 0 Subtotal 2 2.00 3 3.00 \$80,384 PERSONNEL/PAYROLL SECTION 2307 Dept. Personnel Officer III 1 1.00 1 1.00 52,157 2302 Administrative Assistant III 1 1.00 1 1.00 46,162 2413 Analyst III 1 1.00 0 0.00 46,162 2511 Senior Payroll Clerk 2 2.00 2 2.00 50,112 Subtotal 5 5.00 4 4.00 \$194,593 PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	METHODS	: IMPROVEMENT/INFORMATION SYSTEM	IS SERVICES	SECTION				
2302 Administrative Assistant III	INE I HOUS	IMPROVEMENTATION STOTES	OLKVICES	SCOTION				
3120 Dept. Computer Specialist III 1 1.00 1 1.00 36,381		Systems Support Analyst II	0	0.00		1.00		37,524
Subtotal 2 2.00 3 3.00 \$80,384								0
Subtotal 2 2.00 3 3.00 \$80,384								35,447
PERSONNEL/PAYROLL SECTION 2307 Dept. Personnel Officer III	884	Industrial Engineer	0	0.00	1	1.00	0	48,502
2307 Dept. Personnel Officer III 1 1.00 1 1.00 52,157		Subtotal	2	2.00	3	3.00	\$80,384	\$121,473
2302 Administrative Assistant III 1 1.00 1 1.00 46,162 2413 Analyst III 1 1.00 0 0.00 46,162 2511 Senior Payroll Clerk 2 2.00 2 2.00 50,112 Subtotal 5 5.00 4 4.00 \$194,593 PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	PERSONN	EL/PAYROLL SECTION						
2302 Administrative Assistant III 1 1.00 1 1.00 46,162 2413 Analyst III 1 1.00 0 0.00 46,162 2511 Senior Payroll Clerk 2 2.00 2 2.00 50,112 Subtotal 5 5.00 4 4.00 \$194,593 PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	2307	Dept. Personnel Officer III	1	1.00	1	1.00	52,157	52,156
2 2.00 2 2.00 50,112 Subtotal 5 5.00 4 4.00 \$194,593 PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	2302	Administrative Assistant III	1	1.00	1			46,268
Subtotal 5 5.00 4 4.00 \$194,593 PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	2413		1	1.00	0			0
PURCHASING & FISCAL SECTION 2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	2511	Senior Payroll Clerk	2	2.00	2	2.00	50,112	50,112
2367 Principal Admin. Analyst 1 1.00 1 1.00 52,157 2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0		Subtotal	5	5.00	4	4.00	\$194,593	\$148,536
2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	PURCHAS	ING & FISCAL SECTION						
2405 Assistant Accountant 1 1.00 1 1.00 33,741 2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0	2367	Principal Admin. Analyst	1	1.00	1	1.00	52 157	52,156
2403 Accounting Technician 3 3.00 1 1.00 77,279 2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0		•	•					33,741
2510 Senior Account Clerk 1 1.00 1 1.00 23,949 2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0			•					26,666
2745 Supervising Clerk 1 1.00 0 0.00 31,024 2730 Senior Clerk 0 0.00 1 1.00 0		-			•			23,950
2730 Senior Clerk 0 0.00 1 1.00 0			1					0
2493 Intermediate Account Clerk 1 1.00 0 0.00 18,092			0				. 0	23,950
		Intermediate Account Clerk	1				18,092	0
Subtotal 8 8.00 5 5.00 \$236,242		Subtotal	8	8.00	5	5.00	\$236,242	\$160,463

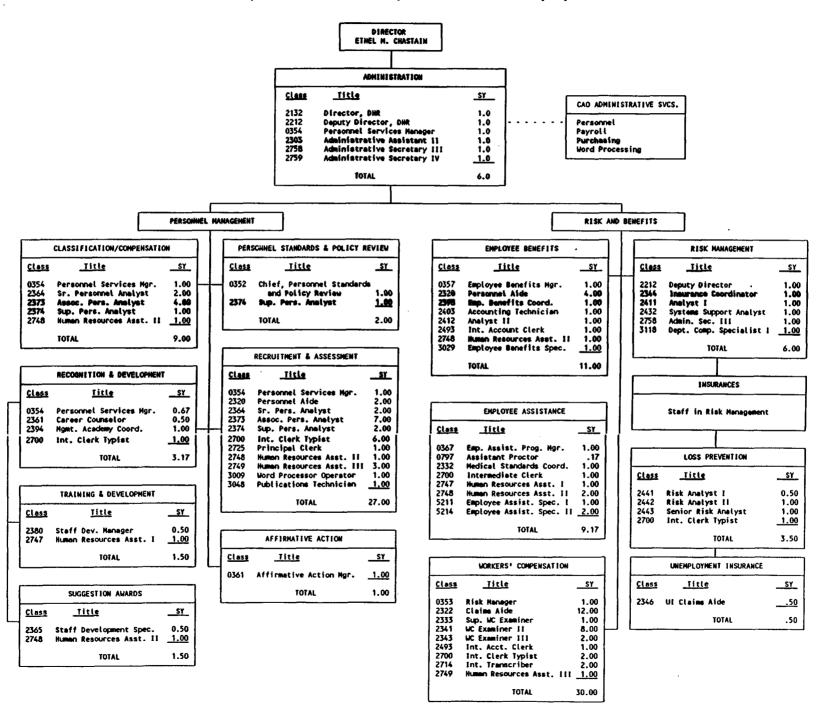
STAFFI	NG SCHEDULE						
Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
UNFUND	ED DEPARTMENT POSITIONS						
2758 2700	Admin. Secretary III Intermediate Clerk Typist	1	0.00 0.00	1	0.00 0.00	0	0
	Subtotal	2	0.00	2	0.00	\$0	\$0
	Total	34	32.00	28	25.00	\$1,256,971	\$1,055,011
Salary Adjustments:						25,907	15,019
Premium/Overtime Pay:						0	0
Employee Benefits:						461,611	371,356
Salary Savings:						(54,615)	(47,406)
ILP Reductions:						(0)	(33,906)
	Total Adjustments					\$432,903	\$305,063
Program Totals		34	32.00	28	25.00	\$1,689,874	\$1,360,074

DEPARTMENT OF HUMAN RESOURCES

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Human Resources	\$8,622,873	\$8,446,796	\$8,460,526	\$9,358,995	\$7,373,335	\$(1,985,660)	(21.2)
TOTAL DIRECT COST	\$8,622,873	\$8,446,796	\$8,460,526	\$9,358,995	\$7,373,335	\$(1,985,660)	(21.2)
PROGRAM REVENUE	(3,039,316)	(3,420,214)	(3,840,273)	(4,336,261)	(3,808,668)	527,593	(12.2)
NET GENERAL FUND COST	\$5,583,557	\$5,026,582	\$4,620,253	\$5,022,734	\$3,564,667	\$(1,458,067)	(29.0)
STAFF YEARS	122.66	124.65	118.58	131.67	111.34	(20.33)	(15.4)

DEPARTMENT OF HUMAN RESOURCES

Headquarters Location: County Administration Center (CAC)



PROGRAM: Human Resources DEPARTMENT: HUMAN RESOURCES

PROGRAM #: 81201

MANAGER: Ethel M. Chastain

ORGANIZATION #: 0500

REFERENCE: 1993-94 Proposed Budget - Pg. 52-1

AUTHORITY: Charter Article IX and Civil Service Rules establish the County's personnel system: Board action 5/17/88 (38) established the department. The following authorities govern the department: Administrative Code Article XII-D; Article X, Sections 150 and 159.1; Article IIIm; Article III, Sections 60, 60.1, 60.2; Article XXVIa, Section 479; Board Policy, Section C; Administrative Manual, Section 0080; State laws: California Constitution, California Family Rights Act of 1991, California Labor Code 6400, State Disability Insurance (SDI), California Unemployment Insurance Code, California Code of Regulations, Title 8, Section 3203 (SB198), Injury and Illness Prevention Program (IIPP), California Code of of Regulations, Title 8 (CAL/OSHA), California Vehicle Code, Section 14606 (Drivers License Pull Notice Program), California Labor Code Section 3202 (Liberal Construction Clause), Commission on Peace Officer Standards and Training California Penal Code section 13510 (b) (P.O.S.T.), California Fair Employment and Housing Act, Workers' Compensation Reform Act of 1989; and Federal Laws: Fourteenth Amendment, U.S. Constitution, Immigration and Control Act of 1986 and 1991, Age Discrimination in Employment Act of 1967, Civil Rights Acts of 1866, 1870 and 1871, 1964 and 1991, Title VII of the Civil Rights Act, Executive Order 11246 (Federal Mandate for Affirmative Action), Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA), Equal Pay Act of 1963, Federal Family Leave Act of 1993, Equal Employment Opportunity Act of 1972, Federal Uniform Selection Guidelines, Americans with Disabilities Act, Consent Decree, Govt. Code Section 3500, et seq. (Meyers, Milias and Brown Act), Drug Free Workplace Act, Emergency Unemployment Compensation Act of 1991, and Fair Labor Standards Act (FLSA).

4000 04	4004 00	4000.07	4000 07	4007.04	
Actual	1991-92 · Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
\$5,212,737	\$5,693,710	\$5,564,329	\$6,138,672	\$5,222,844	(14.9)
3,332,387	2,640,647	2,813,465	3,163,503	2,121,592	(32.9)
44,319	62,922	39,227	26,820	28,899	7.8
33,430	49,517	43,520	30,000	0	(100.0)
\$8,622,873	\$8,446,796	\$8,460,541	\$9,358,995	\$7,373,335	(21.2)
(3,039,316)	(3,420,214)	(3,840,275)	(4,336,261)	(3,808,668)	(12.2)
\$5,583,557	\$5,026,582	\$4,620,266	\$5,022,734	\$3,564,667	(29.0)
122.66	124.65	118.58	131.67	111.34	(15.4)
	\$5,212,737 3,332,387 44,319 33,430 \$8,622,873 (3,039,316) \$5,583,557	\$5,212,737 \$5,693,710 3,332,387 2,640,647 44,319 62,922 33,430 49,517 \$8,622,873 \$8,446,796 (3,039,316) (3,420,214) \$5,583,557 \$5,026,582	Actual Actual Actual \$5,212,737 \$5,693,710 \$5,564,329 3,332,387 2,640,647 2,813,465 44,319 62,922 39,227 33,430 49,517 43,520 \$8,622,873 \$8,446,796 \$8,460,541 (3,039,316) (3,420,214) (3,840,275) \$5,583,557 \$5,026,582 \$4,620,266	Actual Actual Actual Budget \$5,212,737 \$5,693,710 \$5,564,329 \$6,138,672 3,332,387 2,640,647 2,813,465 3,163,503 44,319 62,922 39,227 26,820 33,430 49,517 43,520 30,000 \$8,622,873 \$8,446,796 \$8,460,541 \$9,358,995 (3,039,316) (3,420,214) (3,840,275) (4,336,261) \$5,583,557 \$5,026,582 \$4,620,266 \$5,022,734	Actual Actual Actual Budget Budget \$5,212,737 \$5,693,710 \$5,564,329 \$6,138,672 \$5,222,844 3,332,387 2,640,647 2,813,465 3,163,503 2,121,592 44,319 62,922 39,227 26,820 28,899 33,430 49,517 43,520 30,000 0 \$8,622,873 \$8,446,796 \$8,460,541 \$9,358,995 \$7,373,335 (3,039,316) (3,420,214) (3,840,275) (4,336,261) (3,808,668) \$5,583,557 \$5,026,582 \$4,620,266 \$5,022,734 \$3,564,667

PROGRAM DESCRIPTION

The Department of Human Resources provides the following services to County departments and employees: Employee benefits administration; Risk management; Property and Indemnity Insurance consultation; Organizational planning and analysis; Specialized recruitment and assessment plans to attract highly qualified employees; Consultation on setting obtainable Affirmative Action goals, and on minority recruitment sources; Consultation on training and development needs and solutions; Customized consultation regarding safety issues, accident prevention and analysis, and benefits for injured workers; Civil Service Rule interpretation and administration; Administration of the Countywide temporary help contracts; Career development and counseling; Executive and managemial recruitment; Pre-employment health screening; Employee assistance for all County employees and their families to help with health, behavioral, family and substance abuse; Suggestions awards administration; Unemployment insurance/SDI claims administration; Worker's compensation claims administration.

DEPARTMENT: HUMAN RESOURCES PROGRAM: Human Resources

1992-93 BUDGET TO ACTUAL COMPARISON

FY 92-93 actual expenditures were approximately \$800,000 less than the FY 92-93 adjusted budget. The actual net county cost was approximately \$470,000 less than the budgeted net county cost. Vacant positions as a result of the hiring freeze, a reduction in the number of medical and psychological evaluations, and insurance savings account for the majority of the \$800,000 savings. Approximately \$700,000 of the savings was in the Workers' Compensation (WC) program area. As a result, WC Administrative Cost revenue was \$700,000 less than budget as revenue is collected to match the actual cost for Workers' Compensation administration. Bus pass revenue exceeded budget by \$74,393. The mid-year transfer of \$82,257 revenue from the Sheriff's Forfeiture Asset Trust Fund to cover costs of insuring additional aircraft and \$17,954 in other revenue offset expenditures against existing appropriations.

Mid year adjustments:

• October 13, 1992 (20) Board of Supervisors action reduced the department's FY 92-93 Adopted Budget.

Integrated Leave Program (\$118,347) Department salaries and benefits (\$69,643)

Staff years (2.5): 1.0 SY Intermediate Clerk Typist, 1.0 SY Junior Clerk Typist, and 0.5 SY Loss

Prevention Analyst

Services and supplies (\$51,728)

Travel and memberships (\$13,824)

Revenue (\$106,512).

- January 12, 1993 (15) Board of Supervisors action transferred \$100,000 of Department appropriations to the Department of Information Services for the development of the OPTIONS phone enrollment system.
- . May 5, 1993 (38) Board of Supervisors action transferred \$82,257 in revenue from the Sheriff's Asset Forfeiture Trust Fund to the department to cover costs of insuring additional aircraft.
- May 18, 1993 (28) Board of Supervisors action increased Department appropriations for the Towers, Perrin, Forster, and Crosby (OPTIONS) contract by \$204,000.

1992-93 ACHIEVEMENT OF OBJECTIVES

To implement the in-house OPTIONS phone enrollment system.

- 100% implementation of the automated in-house OPTIONS phone enrollment system.

To conduct OPTIONS benefits enrollment using the internal interactive phone system.

- 90% of all benefits enrollments in September, 1993 were conducted through the phone system.
- To expand ongoing labor relations to address and mitigate the impacts of the severe state funding cutbacks, 2. including career counseling, and restructuring efforts.

- Provided career counseling to personnel notified of layoff.

- To continue executive search with maximum outreach efforts at improving representation of underutilized group 3. members.
 - 100% continuation of maximum outreach efforts.
- To establish ongoing organizational analyses as a County priority to reexamine effective and efficient ways of conducting County business.
 - Conducted County-wide organizational assessment to determine overall percentage of supervisory/management and administrative support positions and supervisory ratios for County Departments.
 - Performed study to determine appropriate staffing and position allocation for the transfer of the Welfare Fraud Functions from Social Services to the District Attorney.
 - Provided staff support to the Rethinking San Diego County's Organizational Structure Task Force.
 - Provided staff support to the Organizational Assessment Panel
 - Provided staff person to serve on the Probation Department Organizational Review Team.
 - Conducted study to restructure and consolidate paraprofessional probation officer classes for approximately 250 positions.
 - Conducted classification study of 92 positions in Superior Court to determine appropriate position allocation as a result of the consolidation of County Clerk into Superior Court.
- 5. To complete a comprehensive review of the County's Risk Management function.
 - Completed review of the County's Insurance program.
- To develop a policy that reflects the County's commitment to support Affirmative Action, reasonable 6. accommodation and a discrimination free environment.
 - Completed the draft of the County's Reasonable Accommodation Policy.
 - Developing the County's Diversity Policy.

1993-94 OBJECTIVES

- Expand employee 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 rightsizing.
- 2. Establish ongoing organizational analyses as a County priority to examine more cost effective and efficient ways of conducting County business.
- 3. Develop a policy that reflects the County's commitment to do the following:
 - Support and advance affirmative action 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.
 - · Support and promote diversity in the workplace.
- Continue executive search with maximum outreach efforts at improving representation of underutilized group members.
- 5. Complete a comprehensive review of the County's Risk Management function.
- 6. Complete departmental training to prevent violence in the workplace.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Administration [6.00 SY; E = \$431,650; R = \$0] includes the Director's Office and is:
 - Mandated/Discretionary Service Level.
 - Responsible for establishing and implementing County policies regarding human resources.
 - Responsible for coordinating all department responses to County Executives and the Board of Supervisors referrals (Executive/Board presentations, administrative studies and program inquiries).
 - Responsible for budget development and administration, personnel and payroll services, purchasing and receiving, facilities and equipment management.
 - Responsible for development and administration of County-wide Temporary Help Contracts.
 - Responsible for economic forecasting of personnel costs and executive compensation studies.
 - Responsible for obtaining and managing department resources.
 - Responsible for automation planning and coordination which includes the development and implementation of the Department Business Automation Plan.
 - O Decreased by \$94,168 and 2.0 SY: 1.0 SY Administrative Services Manager and 1.0 SY Intermediate Account Clerk as part of the 20% reduction proposal.
- 2. Personnel Standards & Policy Review [2.00 SY; E = \$159,735; R = \$16,500] is:
 - Mandated/Discretionary Service Level.
 - Responsible for the Human Resources Policy and Procedures Manual.
 - Responsible for consulting with County Counsel, representatives from County departments and other agencies.
 - Responsible for evaluating and conducting investigations into claims (alleged violations of personnel-related laws) referred from County Counsel, Equal Opportunity Management Office, Civil Service Commission, and State and Federal investigative agencies.
 - Responsible for responding to interrogatories and subpoenas; and testifying at legal administrative hearings and trials.
 - Responsible for executive recruitment.
 - Offset approximately 10% by A-87 revenue.
- 3. <u>Labor Relations</u> [0.00 SY; E = \$8,881; R = \$0] is:
 - Mandated/Discretionary Service Level.
 - Labor Relations transferred to the Chief Administrative Office on July 9, 1993.
- 4. <u>Suggestion Awards</u> [1.50 SY; E = \$72,751; R = \$0] is:
 - O Discretionary/Discretionary Service Level.
 - Responsible for coordinating suggestions evaluations, award payments and ceremonies.
 - Achieved \$600,000 County savings through the Do It Better By Suggestion (DIBBS) Program.

5. <u>Classification/Compensation</u> [9.00 SY; E = \$502,666; R = \$73,194] is:

- Mandated/Discretionary Service Level.
- Responsible for the classification and salary setting of all County positions as required by Civil ٥ Service Rules and the County Charter.
- Responsible for required annual salary surveys in support of County negotiations with employee labor unions.
- Λ Responsible for the maintenance of the Compensation Ordinance and Compensation Plan in conformance with the County Charter.
- Responsible for implementing Board-directed staff reductions, consolidations, new programs, and reorganizations.
- ٨ Responsible for providing staff support for personnel analysis of County department reorganizations, restructuring, rightsizing reviews and other special studies, referrals.
 Responsible for providing staff support and analysis for labor relations process during negotiations
- with employee labor unions.
- ٥ Decreased \$99,418 and 2.0 SY: 1.0 SY Intermediate Clerk Typist and 1.0 SY Supervising Personnel Analyst as part of the 20% reduction proposal.
- Offset approximately 12% by A-87 revenue and salary survey sales revenue.

Recruitment and Assessment [27.00 SY; E = \$1,254,252; R = \$125,182] is: 6.

- Mandated/Discretionary Service Level. ٥
- ٥ Responsible for evaluating and establishing Personnel Policy recommendations related to hiring freeze and layoff activities.
- ٥ Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
- ٥ Responsible for designing test instruments and job descriptions with subject matter experts, conducting job interviews and administering written examinations.
- Responsible for accepting and evaluating applications.
- Responsible for representing the County with community organizations and special boards relating to major personnel issues.
- ٥ Responsible for continuing validation studies for classes involving large numbers of applicants, in order to minimize the County's vulnerability to litigation and to ensure compliance with the Uniform Guidelines on Employee Selection.
- Decreased \$154,271 and 4.99 SY as part of the 20% budget reduction: 1.0 SY Associate Personnel Analyst, 3.0 SY Intermediate Clerk Typist, .33 SY Head Proctor and .66 SY Assistant Proctor. Decreased 1.00 SY Intermediate Clerk Typist mid-year.
- 0
- Decreased \$43,346 in services and supplies: reduction includes advertising, subject matter expert, and law enforcement scoring expenditures.

 Offset approximately 10% by A-87 revenue.

7. Employee Benefits [11.00 SY; E = \$780,314; R = \$289,758] is:

- ٥ Mandated/Discretionary Service Level.
- Responsible for administering employee health insurance and life insurance plans, and other benefits pursuant to the Memorandums of Agreements (MOAs) with employee labor unions.
- ٥ Responsible for providing staff support and analysis for labor relations process during negotiations with employee labor unions.
- Decreased \$765,219 with the reduction of temporary help, services and supplies, and the decentralization of the bus pass program as part of the 20% reduction proposal.
- Offset approximately 37% by A-87 revenue and Flexible Spending Account (FSA) revenue. FSA forfeitures ٥ offset the cost of flexible spending account administration.

Affirmative Action [1.00 SY; E = \$81,934; R = \$0] is: 8.

- Mandated/Discretionary Service Level.
- Responsible for designing and implementing affirmative action programs and special efforts to enhance ٥ the County's commitment to work force diversity.
- ٥ Responsible for providing consultation services to departments in meeting affirmative action goals.
- Responsible for developing and conducting local, regional and national outreach recruitment activities to expand recruitment of underutilized group members.

PROGRAM: Human Resources

DEPARTMENT: HUMAN RESOURCES

- 9. Recognition & Development [3.17 SY; E = \$164,015; R = \$28,647] is:
 - Mandated/Discretionary Service Level.
 - Responsible for developing, implementing and coordinating procedures to implement the County Career ٥ Development and Management Academy Programs, providing career counseling, administering Career Development Assessment Centers.
 - Responsible for overseeing the County's Training and Development and Suggestion Awards programs. ٥
 - Responsible for developing and administering selection work simulations.
 - Decreased \$113,756 and 1.33 SY as part of the 20% budget reduction: 1.0 SY Career Counselor and .33 SY Personnel Services Manager.
 - Offset approximately 17% by A-87 revenue.
- 10. Training and Development [1.50 SY; E = \$64,750; R = \$0] is:
 - Discretionary/Discretionary Service Level.
 - Responsible for new employee and executive orientation.
 - ٥ Responsible for limited organizational training and development.
 - Decreased responsibility for all centralized training programs due to reduction in staff and funding. ٥
 - Decreased \$27,576 and 0.5 SY Staff Development Specialist as part of the 20% budget reduction proposal.
- 11. Employee Assistance [9.17 SY; E = \$1,298,515; R = \$1,298,515] is:
 - Mandated/Discretionary Service Level.
 - 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.
 - ٥ Responsible for implementation of County Alcohol and Drug Use Policy.
 - Responsible for case management of employees receiving rehabilitation as a result of referral through 0 the Alcohol and Drug Use Policy, often a "last chance agreement". Responsible for the provision of transitional services for those facing layoff.
 - ٥
 - ٥ Responsible for the provision of organizational interventions for stress and potentially volatile worker relationships.
 - ٥ Responsible for pre-authorization of mental health benefits.
 - Responsible for counseling employees experiencing personal problems and for referring them to appropriate community-based services.
 - Offset by revenue from the Workers' Compensation Trust Fund.
- 12. Loss Prevention [3.5 SY; E = \$167,573; R = \$167,573] is:
 - Mandated/Discretionary Service Level.
 - Responsible for County operations safety services, including coordination between departments of Cal-٥ OSHA citation correction, inspections and training.
 - Responsible for implementing the Injury and Illness Prevention Program. 0
 - Decreased 0.5 SY Loss Prevention Analyst as a result of the 10/13/92 #20 reduction.
 - Offset by revenue from the Workers' Compensation Trust Fund.
- 13. Risk Management [6.00 SY; E = \$921,120; R = \$344,120] is:
 - Mandated/Discretionary Service Level. ٥
 - Responsible for evaluation and administration of the County's risk management system. ٥
 - Responsible for County safety, property and casualty insurance and Unemployment and State Disability insurance and insurance claims activity.
 - 0 Decreased 1.0 SY Junior Clerk Typist as a result of the 10/13/92 #20 reduction.
 - Partially offset by revenue from the Workers! Compensation Trust Fund.
- 14. Workers' Compensation [30.00 SY; E = \$1,441,466; R = \$1,441,466] is:
 - Mandated/Mandated Service Levels.
 - Responsible for evaluating and paying claims, processing vocational rehabilitation referrals, and representing the County before the Workers' Compensation State Appeals Board. ٥
 - Offset by revenue from the Workers' Compensation Trust Fund.
- <u>Unemployment Insurance/SDI</u> [0.5 SY; E = \$23,713; R = \$23,713] is: 15.
 - Mandated/Discretionary Service Level.
 - ٥ Responsible for overseeing all Unemployment Insurance and State Disablility Insurance (SDI) claims activity for the County.
 - ٥ Offset by revenue from the Unemployment Insurance Trust Fund.

PROGRAM REVENUE BY SOURCE				
	1992-93	1992-93	1993-94	Change From 1992-93
Source of Revenue	Actual	Budget	Budget	Budget
A-87 CHARGES FOR CURRENT SERVICES:				-
Road Fund	\$271,710	\$271,710	\$176,000	\$(95,710)
Air Pollution Control District	53,717	53,717	40,516	(13,201)
Airport Enterprise Fund	10,019	10,019	6,561	(3,458)
Liquid Waste Fund	33,946	33,946	22,206	(11,740)
Solid Waste Fund	51,879	51,879	46,537	(5,342)
Library Fund	94,010	94,010	57,461	(36,549)
Other Service to Government Agencies	5,704	4,000	4,000	0
Sub-Total	\$520,985	\$519,281	\$353,281	\$(166,000)
OTHER REVENUE:				
Workers' Compensation Administrative Cost	\$ 2,582,885	\$3,258,034	\$3,251,674	\$(6,360)
Unemployment Insurance Administrative Cost	25,604	22,755	23,713	958
Flex Plan Forfeitures	339,000	339,000	180,000	(159,000)
Rev. App. Pr. Yr.	. 0	. 0	0	. 0
Recovered Exp.	14,232	0	0	0
Other Miscellaneous	3,722	0	Ô	Ô
State Grants-Other	0,1.2	ă	Ŏ	ā
Bus Pass Sales	271,584	197,191	Ö	(197, 191)
Operating Transfer from Sheriff Asset Forfeiture	82,257	0	Ō	0
Sub-Total	\$3,319,284	\$3,816,980	\$3, 455,387	\$(361,593)
Total	3,840,269	4,336,261	3,808,668	(527,593)
GENERAL FUND CONTRIBUTION DETAIL				_
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$4,620,253	\$5,022,734	\$3,564,667	\$(1,458,067)
Sub-Total Sub-Total	\$4,620,253	\$5,022,734	\$3,564,667	(1,458,067)
Total	4,620,253	5,022,734	3,564,667	(1,458,067)

EXPLANATION/COMMENT ON PROGRAM REVENUES

• Bus Pass program expenditures and revenue eliminated from Department budget.

[•] FY 93-94 A-87 Charges for Current Services budgeted revenue reflects changes in the Auditor/Controller's A-87 cost plan.

Workers' Compensation and Unemployment Insurance administration cost revenue decreased/increased respectively to match FY 93-94 budget unit costs.

[•] Flexible Spending Account (FSA) revenue decreased by \$159,000. FY 91-92 forfeitures were reserved to cover one-time project expenditures instead of FY 91-92 actual FSA administrative costs. FSA administrative costs were absorbed in the FY 91-92 Department budget.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Actual	1993-94 Budget
ACTIVITY A:					
% OF RESOURCES: 100%					
WORKLOAD					
Classification Studies Completed	2,688	. 3,631	2,300	2,145	1,400
Applications received	43,626	18,556	32,000	35,000	20,000
Counter Inquiries	123,351	56,492	71,000	95,000	40,000
Eligibility Lists Established	604	263	365	450	250
Request to Fill Positions	4,964	1,761	2,800	5,000	2,500
Candidates Certified to Position	34,068	12,249	19,000	35,000	15,000
Employee Assistance Assessment	541	625	775	550	800
Employee Training Hours Provided	19,000	14,379	11,138	8,000	11,000
Suggestions Received	509	607	450	600	600
Incoming Salary Surveys completed	106	98	185	185	110
Military Leave Requests completed	421	399	325	377	480
Non-military Leave Requests completed	968	234	300	390	300
Workers' Compensation Indemnity Claims Received/Closed	2,303/1,859	2,492/2,022	2,216/2,082	2,585/2,298	2,400/2,200
Bi-Weekly Payroll Benefits Changes	37,793	47,463	31,266	23,000	30,000
EFFICIENCY					
Processing Days Per Exam	53	61	52	60	60
Eligible Lists/Analysts	40	20	30	35	25
WC Claims/Claims Rep.	230	263	223	250	260
<u>EFFECTIVENESS</u>					
Percentage Employees Trained	13%	6%	7%	5%	6%
Estimated First Year Savings/ Suggestion Awards	493,000	938,000	275,000	600,000	600,000
Unsettled Workers' Compensation Indemnity Claims	1,843	2,100	2,234	2,521	2,600

STAFFING SCHEDULE

		1992-93 Budget	1992-93 Budget	1993-94 Budget	1993-94 Budget	1992-93 Budget	1993-94 Budget
Class	Title	Positions	Staff Yrs	Positions	Staff Yrs	Cost	Cost
0352	Chief, Personnel Standards	1	1.00	1	1.00	\$65,001	\$65,001
0353	Risk Manager	1	1.00	1	1.00	71,973	71,974
0354	Personnel Services Mgr.	4	4.00	4	3.67	249,856	229,583
0355 0356	Labor Relations Manager Labor Relations Specialist	1 2	1.00 1.00	0 0	0.00 0.00	70,304 57,503	0
0357	Employee Benefits Manager	1	1.00	1	1.00	57,503 62,284	62,284
0361	Affirmative Action Manager	i	1.00	i	1.00	60,240	60,241
0367	Employee Asst. Prog. Mgr.	1	1.00	1	1.00	63,245	63,245
2132	Director, Human Resources	1	1.00	1	1.00	99,805	99,806
2212	Deputy Dir., Human Resources	2	2.00	2	2.00	150,126	150,125
2303	Administrative Assistant II	1	1.00	1	1.00	38,425	40,355
2320 2322	Personnel Aide Claims Aide	6 12	6.00 12.00	6 12	6.00 12.00	158,435 305,470	162,041
2331	Loss Prevention Analyst	2	2.00	0	0.00	72,691	320,840 0
2332	Medical Serv. Coord.	ī	1.00	1	1.00	43,278	45,443
2333	Supervising WC Examiner	i	1.00	· i	1.00	53,201	53,200
2341	Workers' Comp. Examiner II	8	8.00	8	8.00	302,698	314,426
2343	Workers' Comp. Examiner III	2	2.00	2	2.00	85,097	91,437
2344 .	Insurance Coordinator	1	1.00	1	1.00	38,208	41,342
2345	Loss Prevention Manager	1	1.00	0 1	0.00	43,188 17,850	19 174
2346 2361	UI Claims Aide Career Counselor	ż	0.50 1.50	2	0.50 0.50	17,859 54,489	18,136 19,234
2364	Senior Personnel Analyst	4	4.00	4	4.00	184,648	184,648
2365	Staff Development Specialist	ž	1.00	ż	0.50	42,163	21,161
2369	Admin. Services Mgr. II	1	1.00	1	0.00	54,747	0
2373	Associate Personnel Analyst	13	13.00	11	11.00	513,453	425,849
2374	Supervising Personnel Analyst	5	5.00	5	4.00	258,966	212,800
2380	Staff Development Manager	1	0.50	1	0.50	26,702	26,905
2389	Senior Labor Relations Spec.	1	1.00	0	0.00	57,483	0
2394 2398	Management Academy Coord. Employee Benefits Coord.	1	1.00 1.00	1 1	1.00 1.00	46,185 40,195	46,185 41,843
2403	Accounting Technician	i	1.00	i	1.00	26,665	41,843 26,666
2411	Analyst I	i	1.00	i	1.00	29,745	29,730
2412	Analyst II	1	1.00	1	1.00	36,381	35,447
2432	Systems Support Analyst	1	1.00	1	1.00	39,793	39,359
2441	Risk Analyst I	0	0.00	1	0.50	0	16, 184
2442	Risk Analyst II	0	0.00	1	1.00	0	34,434
2443 2493	Senior Risk Analyst Intermediate Account Clerk	0 3	0.00 3.00	1 2	1.00 2.00	0 55 770	37,986
2700	Intermediate Clerk Typist	18	17.00	13	11.00	55, <i>7</i> 30 326,619	37,363 222,264
2710	Junior Clerk Typist	1	1.00	ŏ	0.00	14,857	222,204
2714	Intermediate Transcriber	2	2.00	2	2.00	40,189	40,020
2725	Principal Clerk I	1	1.00	1	1.00	31,466	31,465
2747	Human Resources Asst. I	3	3.00	2	2.00	64 , 736	43,560
2748	Human Resources Asst. II	6	6.00	6	6.00	133,298	138,349
2749	Human Resources Asst. III	4	4.00	4	4.00	100,707	109,160
2758	Administrative Secretary III	3	3.00	2	2.00	87,927	57,481
2759 3009	Administrative Secretary IV Word Processor Operator	1	1.00 1.00	1 1	1.00 1.00	33,135 23,105	33,135
300 9 3029	Employee Benefits Spec.	ť	1.00	1	1.00	23,105 28,517	20,602 29,950
5048	Publications Technician	i	1.00	i	1.00	22,344	21,107
3118	Dept. Computer Spec. I	1	1.00	1	1.00	28,499	26,145
5211	Employee Assist. Spec.	1	1.00	1	1.00	35,808	35,807
214	Employee Asst. Specialist II	2	2.00	2 2	2.00	78,798	78,798
796	Head Proctor	5	0.33	2	0.00	8,258	0
0797	Assistant Proctor	16	0.84	6	0.17	14,266	2,945
)942)948	Student Worker Student Worker V	3 1	0.00 0.00	3 1	0.00	0	0
9999	Extra Help	96	0.00	6	0.00 0.00	53,697	0 41,621
-	Total	256	131.67	138	111.34	\$4,702,458	\$4,057,682

STAF	FING	SCHEDULE	:
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Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
ILP:						0	(109,679)
Extraor	dinary Pay (Suggestion Awards):	:				15,000	15,000
Premius	n/Overtime Pay:					3,000	0
Employe	ee Benefits:					1,554,890	1,386,094
Salary	Savings:					(120,031)	(114,360)
	Total Adjustments					\$1,436,214	\$1,165,162
Program	• Totals	256	131.67	138	111.34	\$6,138,672	\$5,222,844

INFORMATION SERVICES

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Account Management	1,061,909	1,060,303	1,007,514	1,019,203	991,835	(27,368)	(2.7)
Application Systems	5,968,953	6,799,995	5,774,513	5,940,271	5,428,063	(512,208)	(8.6)
Operations	7,718,208	7,738,022	7,319,990	7,733,033	7,486,781	(246,252)	(3.2)
Telecommunications	2,795,398	3,038,948	3,056,706	3,250,003	2,825,858	(424,145)	(13.1)
Dept. Administration	\$1,970,301	\$1,474,191	\$1,203,741	\$1,456,292	\$1,199,934	\$(256,358)	(17.6)
TOTAL DIRECT COST	\$19,514,769	\$20,111,459	\$18,362,464	\$19,398,802	\$17,932,471	\$(1,466,331)	(7.6)
PROGRAM REVENUE	(2,380,174)	(1,309,856)	(1,028,618)	(1,199,540)	(805,317)	394,223	(32.9)
NET GENERAL FUND COST	\$17,134,595	\$18,801,603	\$17,333,846	\$18,199,262	\$17,127,154	\$(1,072,108)	(5.9)
STAFF YEARS	301.29	302.40	269.66	305.17	272.17	(33.00)	(10.8)

DEPARTMENT OF INFORMATION SERVICES

OFFICE OF THE DIRECTOR 52 Positions 12.17 SY

ADMINISTRATIVE SERVICES

- o Budget
- o Fiscal Control
- o Cost Allocation
- o Purchasing/Contracting
- o Facility Mgmt & Capital Planning
- o Personnel
- o Inventory Control
- o Service Level Agreements
- o Customer/DIS Training 13 Positions 13 SY

NOTE:

o All extra help positions have been transferred to Office of the Director to provide central control.

CUSTOMER SERVICES

ACCOUNT MANAGEMENT

- o Customer Support
- o Customer & County-wide Business Automation Plans
- o Stragegic Directions
- o Application & Hardware Customer Consulting
- o Product Evaluation 15 Positions 15 SY

APPLICATIONS SYSTEMS

APPLICATION PROGRAMS

- o Design
- o Development
- o Maintenance
- o Product Evaluation INFORMATION RESOURCES
- o Database Design
- o Performance Tuning
- o Application Consulting
- o Database Backup and Recovery
- o Standards Development
- o System Documentation
- o Product Evaluation
- 89 Positions 88 SY

OPERATIONS

COMPUTING OPERATIONS

- o Svc Control Center
- o Resource Management
- o Configuration Mgmt
- o Remote Computing Support
- o Data Control
- o Job 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
- 86 Positions 86 SY

TELECOMMUNICATIONS

MICROWAVE/RADIO SVCS o Design, Install & Maint.

- Microwave & Radio Sys. o Install & Maint.
- Port/Mobile Radios TELECOM ENGINEERING
- o Planning, Design and Engineering
- TELEPHONE NETWORK MGMT
- o Network Control Center o Information Operators
- o Telephone Billing
- TELECOM SERVICES
- o Telephone Design & Inst. 58 Positions 58 SY

PROGRAM: Account Management DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81401 ORGANIZATION #: 0750

MANAGER: Graham Lynch, IS Manager REFERENCE: 1993-94 Proposed Budget — Pg. 53-3

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.

1,021,375 39,526	\$1,034,722 25,581	\$997,531	Budget \$1,006,303	Budget \$979,135	Change
•		\$997,531	\$1,006,303	\$979 135	(2.7)
39,526	25 581			-,,,,,,,	(2.7)
	23,301	9,983	12,900	12,700	(1.6)
0	0	0	0	0	0.0
1,008	0	0	0	0	0.0
1,061,909	\$1,060,303	\$1,007,514	\$1,019,203	\$991,835	(2.7)
(111)	(0)	(0)	(0)	(0)	0.0
1,061,798	\$1,060,303	\$1,007,514	\$1,019,203	\$991,835	(2.7)
17.39	16.35	15.31	17.00	15.00	(11.8)
	(111) (1,061,798	(111) (0) 1,061,798 \$1,060,303	(111) (0) (0) 1,061,798 \$1,060,303 \$1,007,514	(111) (0) (0) (0) 1,061,798 \$1,060,303 \$1,007,514 \$1,019,203	1,061,909 \$1,060,303 \$1,007,514 \$1,019,203 \$991,835 (111) (0) (0) (0) (0) 1,061,798 \$1,060,303 \$1,007,514 \$1,019,203 \$991,835

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, disposition, and management of information systems.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 actual expenses are within 1% of budgeted.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Complete Business Automation Plans: 44 departments, courts and agencies submitted their Business Automation Plans
 to Account Management Division (AMD) by the end of October, 1992. Completed.
- 2. Review Automation Acquisitions: From January through December, 453 requisitions for software and hardware acquisitions were received at AMD. 390 of these requisitions were reviewed at AMD within 7 working days. Ongoing.
- 3. <u>Standardize AMD Method of Written Recommendations</u>: A standardized format for AMD recommendations for requisitions and Board letters has been developed and is being used by all AMD staff. **Completed.**
- 4. Publish the County Computing Manual: No work has been done on this item.
- 5. Reduce or Eliminate Hard Copy Output: Account Managers are working with all departments to review their printed output and develop other more cost effective alternatives. The total estimated savings on this project for FY 91/92 through FY 92/93 are \$624,820. Ongoing.
- 6. <u>Reduce Data Entry Requirements</u>: AMD staff is working on projects to reduce Department of Information Services (DIS) data entry with the Recorder/Health Services, General Services Work Control, Area Agency on Aging (AAA) and Animal Control. AAA's Meal-log Reporting data entry was assumed by the customer which reduced DIS data entry by 455 hours annually. Work has begun on modifying DHS procedures to accept a file from the Recorder system in lieu of the DIS data entry file. **Ongoing.**
- 7. Implement the County Virus Policy: The County Virus Policy has been issued and a Standards Committee has been established. AMD will roll the policy out to the customers in First Quarter of 1993. The second phase of the project dealing with Virus software is being defined in the Standards Committee. Ongoing.
- 8. <u>Implement Enterprise Electronic Mail (E-mail)</u>: AMD has rolled out the enterprise-wide County electronic mail to 41 County departments, courts and agencies and 4 outside agencies. A total of 2,498 people are registered to use it as of 12/31/92. Ongoing.
- 9. Implement ACF2 Access Control Software: AMD staff is working with Revenue and Recovery and the DIS Security Administrator to develop ACF2 security for the new DB2 SMART system to be implemented in the First Quarter of 1993. The Department of Social Services has been meeting with the DIS Security Administrator to identify their requirements for ACF2 implementation. The DIS Security Administrator will made some changes to DSS files and will implement them in the First Quarter of 1993. Ongoing.
- 10. Continue Implementation of Ad Hoc Reporting Software (FOCUS): Account Managers have been working with customers as the situation warrants to increase the use of FOCUS. 141 County employees were trained in 1990. 143 County employees were trained in 1991. 40 County employees have been trained in 1992. Ongoing.
- 11. <u>Continue Implementation of the On-line Requisition System</u>: Account Managers are continuing to work with departments to encourage the implementation of the On-line Requisition System. Of 45 departments, 25 departments were using the system as of January, 1992; 5 departments have been implemented since January; 15 departments still remain to be implemented. **Ongoing**.
- 12. <u>Introduce Imaging Technology</u>: AMD organized and presented a one-day Imaging Conference attended by 17 vendors, over 37 County departments, 30 non-County agencies and in excess of 250 people. AMD is working on imaging projects with the Treasurer/Tax Collector and the Municipal Courts. **Ongoing.**
- 13. Expand STARpro Usage: The Assessment Appeals Board system used by the Clerk of the Board, the Assessor, the Auditor and Controller and the Treasurer/Tax Collector was put in production in July 1992. The Assessor Service Request Tracking system was implemented in January 1992. Social Services and General Services have shown an interest in using the system. Ongoing.
- 14. Market the Use of the Inquire/Text Software: The following applications have been added to Inquire/Text in 1992: San Diego County Charter for Clerk of the Board, E-mail ID Directory for DIS, Chief Administrative Office (CAO) Bulletin Board for the CAO, DIS Bulletin Board for DIS, DIS Key Projects List for DIS, DIS General Information, DIS Technical Standards and Procedures, Enterprise-wide E-Mail Information and Directory, and the DIS Administrative Policy Manual for DIS. Ongoing.
- 15. Relocate Account Management: This project is on hold due to budgetary constraints.
- Upgrade Account Management Local Area Network (LAN): AMD now has access to the enterprise-wide County electronic mail system. Ongoing.

- 17. <u>Maintain and Enhance Technical Competence</u>: From January through December, various Account Managers have attended 46 free yendor demonstrations and presentations. **Ongoing.**
- 18. Implement Personal Training Plans: AMD is working with the DIS Training Coordinator to see what can be done within the existing budget constraints. Three Account Managers have attended a Business Writing class. Three Account Managers are scheduled to attend a Business Writing class in January 1993. Twelve Account Managers attended PLCS and Sexual Harassment Training. One Account Manager attended a More Sexual Harassment Training and Gay and Lesbian Awareness class. Ongoing.
- 19. <u>Develop AMD Policies and Procedures</u>: AMD routine tasks have been defined and assignments have been made to develop written procedures for each of them. **Ongoing.**
- 20. <u>Continue Training AMD Staff in Marketing</u>: AMD is working with the DIS Training Coordinator to see what training is available within our budget constraints. Account Managers have had some marketing training at their bi-weekly staff meetings and during strategy sessions with Executive management. In addition, AMD subscribes to several customer service periodicals that are routed to staff. **Ongoing**.
- 21. Market the Account Management Division: AMD staff has developed a presentation on AMD's role and services. AMD has given the presentation 17 times and is scheduled to give this presentation one more time to cover all DIS Divisions. Some customers have attended these presentations. Ongoing.
- Maintain Service Levels: Two Account Manager positions have been vacant from January through June. One Account
 Manager position was vacant from June through August. Critical service levels have been maintained. Completed.
- 23. <u>Reassess AMD Work Assignments</u>: Executive management eliminated the Deputy Director position for AMD, one of the DIS Account Specialist III positions and one of the DIS Account Specialist II positions. Work assignments were reviewed and modified. Completed.

1993-94 OBJECTIVES

- 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 years, and 100% will be completed by October 1993.
- 2. <u>Publish the IBAP and County Automation Accomplishments Report:</u> Develop and publish the 1993 Integrated Business Automation Plan and County Automation Accomplishments Report by November, 1993.
- 3. Revise the County Computing Manual: Coordinate the revision and publication (via Inquire/Text) of the County Computing Manual.
- 4. Review Automation Acquisitions: Review hardware and software acquisitions to insure compliance with customer Business Automation Plans, County strategic direction and DIS standards. Complete DIS review of requisitions with 7 working days.
- 5. <u>Develop and Implement a County Microcomputer Request for Proposal (RFP):</u> Develop and implement an RFP for County-Wide Microcomputer acquisition and maintenance with the approval of the DIS Director and Purchasing.
- 6. <u>Revise Requisition Processing Procedures in DIS:</u> Review and streamline the requisition processing procedures in the Department of Information Services in light of the new Microcomputer Products and Services Contract.
- 7. Revise the Microcomputer Equipment Repair Process: Revise and streamline the microcomputer equipment repair process for all County departments, courts and agencies.
- 8. <u>Provide Microcomputer Management Information:</u> Provide DIS Executive Management with information on different aspects of the County microcomputer acquisition and maintenance processes through the vendor management mechanism.
- 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 RMS ONLINE, for microfiche and for quadruplexing. Provide the County with a \$100,000 cost savings in paper reduction.
- 10. <u>Reduce Data Entry Requirements:</u> Work with customer departments to develop alternatives for entering data at the point of collection. Reduce DIS data entry by 500 hours annually.
- 11. <u>Implement the County Virus Policy:</u> Implement the County Virus Policy in all County departments, courts, and agencies.
- 12. <u>Implement Enterprise Electronic Mail (E-mail):</u> Provide the customer interface for the implementation of multiplatform enterprise-wide e-mail.
- 13. <u>Implement Computer Associates' ACF2 Access Control Software:</u> Provide the customer interface for the implementation of ACF2.

- 14. 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.
- 15. <u>Continue Implementation of the On-line Requisition System:</u> Assist the Department of Purchasing and Contracting with continuing the implementation of the On-line Requisition System.
- 16. 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.
- 17. Relocate/Improve Account Management Environment: 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 to include resident Voice-Mail box.
- 18. <u>Upgrade Account Management LAN:</u> Upgrade Account Management Division's workstations and LAN servers to meet minimum DIS standards.
- 19. <u>Implement Personal Training Plans:</u> Work with the DIS Training Coordinator to develop an individualized training plan for all AMD staff and schedule training for staff as the budget allows.
- 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.
- 21. Provide Cultural Diversity Training for AMD: Schedule all AMD staff to attend a class in communicating in a culturally diverse society.
- 22. <u>Develop AMD Policies and Procedures:</u> Develop AMD policies and procedures for routine tasks to ensure efficiency and consistency.
- 23. <u>Continue Training AMD Staff in Marketing:</u> Continue to provide training to all account managers in marketing skills in 1993. Focus the efforts of account managers on marketing DIS services to County customers, as well as ensuring that DIS continues to provide quality service.
- 24. Market the Account Management Division: Continue to market AMD's services to all County departments, courts, and agencies as well as to DIS direct service divisions.
- 25. <u>Develop Performance Metrics</u>: Develop measurable and reportable metrics that reflect AMD's service delivery and effectiveness as the primary DIS representative to our customers.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Program Management</u> [2.00 SY; E = \$144,652; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Increased by one Information Systems Manager (Class 0971) modified from EDP Systems Manager (Class 2471) and transferred from Account Management sub program to provide overall program management in place of Deputy Director position deleted in FY 92-93.
 - Decreased by one Admin Secretary II position (Class 2757) transferred to Operations Program to reflect current reporting structure.
 - Modified by one Temporary Expert Professional position (Class 0896) reclassed to a Data Security Administrator position (Class 0983) to reflect appropriate function.
- 2. Account Management [13.00 SY; E = \$847,183; 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 by one Information Systems Manager (Class 0971) modified from EDP Systems Manager (Class 2471) and transferred from Account Management sub program to provide overall program management in place of Deputy Director position deleted in FY 92-93.
- O Decreased by one Intermediate Clerk Typist position (Class 2700) in support of County's FY 93-94 Budget Reduction Program.

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
MISCELLANEOUS:	\$0	\$0	\$0	\$0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	. 1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,007,514	\$1,019,203	\$991,835	\$(27,368)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Total

Although costs of this program are claimed for reimbursement by other County departments from State and Federal funds, revenue from that reimbursement is retained by those departments and not allocated to DIS.

\$1,007,514

\$1,019,203

\$991,835

\$(27,368)

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A:					
Account Management					
% OF RESOURCES: 100%					
WORKLOAD					
Customer Support Hours	10,588	11,001	17,666	15,000	18,000
EFFICIENCY					
Customer Agencies/Support Staff	4.5	5.2	4.6	4.2	4.3
EFFECTIVENESS					
Business Automation Plans Drafted	48	42	46	44	45
Executive Conferences Coordinated	38	23	9	37	25
Automation Board Ltrs. Processed	N/A	N/A	33	N/A	35
Automation Requisitions Processed	N/A	· N/A	384	N/A	390

PROGRAM: Account Management

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0896	Temp Exp Prof	1	1.00	0	0.00	\$54,747	\$0
0971	Info Systems Mgr	ò	0.00	1	1.00	034,141	\$71,659
0983	Data Security Admin	Ö	0.00	i	1.00	Ŏ	\$45,037
2231	Deputy Director, DIS	Ŏ	0.00	Ó	0.00	Ö	0
2471	EDP Systems Manager	1	1.00	Ö	0.00	64,917	Ö
2539	DIS Account Spec II	11	11.00	12	12.00	559,607	657,697
2540	DIS Account Spec III	1	1.00	0	0.00	60,219	0
2700	Intermed Clerk Typist	2	2.00	1	1.00	39,476	20,669
2757	Admin Sec II	1	1.00	0	0.00	23,198	0
	Total	17	17.00	15	15.00	\$802,164	\$795,062
Salary	Adjustments:					(833)	(4,852)
Premiu	m/Overtime Pay:					0	0
Employe	ee Benefits:					250,362	249,206
ILP Red	duction					(0)	(23,661)
Salary	Savings:					(45,390)	(36,620)
	Total Adjustments				**************************************	\$204,139	\$184,073
Progra	n Totals	17	17.00	15	15.00	\$1,006,303	\$979,135

PROGRAM: Application Systems

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81402

MANAGER: Steve Reuel, Deputy Director

ORGANIZATION #: 0750

REFERENCE: 1993-94 Proposed Budget - Pg. 53-9

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$5,208,069	\$5,855,312	\$5,564,550	\$5,887,890	\$5,404,332	(8.2)
Services & Supplies	701,605	924,513	180,897	40,920	23,731	(42.0)
Other Charges	. 0	0	0	0	0	0.0
Fixed Assets	59,279	20,170	29,066	11,461	0	(100.0)
TOTAL DIRECT COST	\$5,968,953	\$6,799,995	\$5,774,513	\$5,940,271	\$5,428,063	(8.6)
PROGRAM REVENUE	(1,751,735)	(110)	(411, 101)	(641,142)	(437, 165)	(31.8)
NET GENERAL FUND CONTRIBUTION	\$4,217,218	\$6,799,885	\$5,363,412	\$5,299,129	\$4,990,898	(5.8)
STAFF YEARS	89.82	95.97	87.53	97.00	88.00	(9.3)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 estimated actual expenses in the Salaries and Benefits Account are less than budgeted due to a hiring freeze and a mid-year CAO designated net cost reduction resulting in layoff of staff. The estimated actual expenses in the Services & Supplies Account are more than budgeted due to expenditures for Temporary Contract Analyst staff in support of critical and time sensitive projects. The estimated actual expenses in the Fixed Assets account include payment of prior year encumbrances.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Department of Human Resources (DHR) Automation Planning: Provided an outstationed analyst to implement automation requirements leading to improved DHR operational efficiency and service delivery.
- 2. <u>Human Resources OPTIONS System:</u> Completed implementation of an in-house OPTIONS Employee Telephone Enrollment System.
- 3. Purchasing NIGP System: Completed implementation of the On-line NIGP commodity identification system.
- 4. <u>Purchasing Automation Planning:</u> Provided outstationed analysts to implement automation requirements leading to improved departmental operational efficiency and service delivery.
- 5. <u>Accounting Automation Planning:</u> Expanded on-line receiving of goods and services to pilot the Controller Branch Office. Completed implementation of the interface between S.D.G.& E. and Accounts Payable. Completed implementation of the system for Special Districts.
- 6. <u>County Payroll System:</u> Converted 100 county job classifications for compliance with FLSA regulations. Completion of conversion of all remaining pertinent classifications pending decision from County Counsel.
- 7. Sheriff Overtime System: Completed implementation of the Sheriff's overtime control system.
- 8. Treasurer/Tax Collector: Implemented the Retirement Administration System.
- 9. Treasurer/Tax Collector: Implemented a service credit accrual process for Retirement.
- 10. <u>Auditor/Assessor Shared Property:</u> Completed requested enhancements to the Business Certificate system, which included processing of the first annual renewal cycle. Added the standardized functionality of Group1 Software's address retrieval system to the Business Certificate system and the Assessor's Nucleus database mail address editing process. Completed modifications to the Assessor's on-line document routing and control system to improve system navigation and to establish file purge criteria. Developed a plan for purging the Assessor's Nucleus property information database.
- 11. <u>Auditor and Controller Apportionment System:</u> Completed development of the new Values and Rates components of the Apportionment system. These components interface with the current tax apportionment system, and will support the new apportionment process when it is implemented. Modified the current tax apportionment system to accommodate a major new property tax shift distribution resulting from State budget shortfalls (ERAF).
- 12. <u>Sheriff and Probation Inmate Booking Information System (IBIS):</u> Completed review of Vendor Systems. In process of contacting an outside consultant to assist in an internal customer needs assessment.
- 13. Municipal Courts' Minor Offense System: In progress. Awaiting Municipal Courts' DPS6 to DPX/2 conversion of the Fiscal Accounting System.
- 14. Chief Administrative Office: County property module installed in production.
- 15. Revenue and Recovery Systems Managed Accounts Receivable and Trust (SMART) System: System implemented and fully operational.
- 16. <u>Telecommuting</u>: Management staff is piloting telecommuting.
- 17. County-wide Email: Public Works and County Library added this year.
- 18. Inquire/Text Applications: Completed implementation of County and Administrative Codes for Clerk of the Board.
- 19. <u>Contract Programmer:</u> Reported quarterly on County usage of contract programmers. Extended the use of contract programmers to two new departments.
- 20. <u>Computer Aided Software Engineering:</u> Distributed Directions 90's to customer departments with IS staff including DSS, Health, Recorder, Public Works, Planning and Land Use, and the Sheriff. Completed implementation of BMS/GT to full production for the Revenue and Recovery SMART system. Implemented ViaSoft Existing Systems Workbench.

- 21. <u>Departmental Service Objectives:</u> Service levels for 1993 were; Completion rate of "50 a 30" service requests at 98%. Completion rate of non "50 a 30" service requests at 89%. Overall satisfaction rating of 4.5.
- 22. <u>Establish a DB2 Environment:</u> Set up a production DB2 subsystem and database on SA17. Implemented production and development DB2 backup procedures. Completed establishment of ACF2/DB2 Security plans and a procedure to manage DB2/application security for the Revenue & Recovery customers. Completed evaluation and selection of a 3rd party DB2 performance monitor package.
- 23. <u>Improve Operational Efficiency:</u> Improved the operational efficiency of the DIS application production portfolio through the application of software tools as follows:
 - Remove the write to console messages where ACO or program code to eliminate operator intervention.
 - Completed JCL changes required to convert print output from the 3800 to the 9790 as identified by the AMD representatives and Operations.
 - Ongoing incorporation of existing TSO based FOCUS systems into the MSO based FOCUS FRONT END PROCESSOR.

1993-94 OBJECTIVES

- 1. <u>Department of Human Resources (DHR) Automation Planning:</u> Continue to provide an outstationed analyst to implement automation requirements leading to improved DHR operational efficiency and service delivery.
- 2. <u>Purchasing NIGP System:</u> Implement the On-line National Institute of Government Procurement commodity identification system by 05/31/94.
- 3. <u>Purchasing Automation Planning:</u> Continue to provide outstationed analysts to implement automation requirements leading to improved departmental operational efficiency and service delivery.
- 4. <u>Accounting Automation Planning:</u> Implement phase II of the system requirements for the Controller Branch Office Trust Fund Accounting system.
- 5. <u>County Payroll System:</u> Continue modification of the Payroll System to comply with FLSA changes.
- 6. <u>Treasurer/Tax Collector:</u> Convert pension payroll to the Human Resources Management system.
- 7. <u>Treasurer/Tax Collector:</u> Provide Human Resource Management System interfaces for the new Retirement Imaging System by 09/30/94.
- 8. <u>Auditor and Controller Apportionment System:</u> Complete implementation for the Auditor and Controller's replacement Apportionment system by 03/30/94.
- Sheriff and Probation Inmate Booking Information System (IBIS): Assist the Sheriff and Probation departments in the determination of replacement system requirements for IBIS to include booking, classifications, medical, and accounting functions by 06/30/94.
- Municipal Courts' Minor Offense System: Enhance the mainframe Municipal Courts' Minor Offense system for integration with the Municipal courts' Bull Fiscal Accounting System by 11/30/94.
- 11. <u>Chief Administrative Office:</u> Implement phase III of the Space Management System for the Chief Administrative Office by 12/01/94.
- Revenue and Recovery Systems Managed Accounts Receivable and Trust (SMART) System: Support post implementation
 of the new SMART system for Revenue and Recovery. Implement SMART interfaces for Probation, Municipal Courts and
 District Attorney by 09/30/94.
- 13. <u>Telecommuting:</u> Register staff, with microcomputers and modems, to Defender. Long range goal to have 15-20% of staff telecommuting.
- 14. County-wide Email: Complete the Enterprise-wide Electronic Mail Project for LAN and DEC platforms by 06/30/94.
- Inquire/Text Applications: Implement Inquire/Test functions for the following:
 - o Civil help files for the Marshall
- 16. <u>Contract Programmer:</u> Applications Deputy Director to work with the DIS Account Management Division and County departments to identify opportunities and anticipated levels of effort for FY 93/94 contract programmer bid.
- 17. <u>Computer Aided Software Engineering:</u> Continue development of a cohesive CASE strategy and identify supporting products that will improve systems development timeliness and product quality.
- 18. <u>Departmental Service Objectives:</u> Maintain DIS Service Level Satisfaction in all categories as perceived by customer departments at the current overall rating of 4.4.

- 19. <u>Establish and Support County-wide Database Environments:</u> Establish and support County-wide database environments to include database installation and configuration issues, disk space management procedures, application and database standards, backup/recovery, and database/application monitoring and performance tuning.
- 20. <u>Improve Operational Efficiency:</u> Continue to improve the operational efficiency of the DIS application production portfolio through the application of software tools.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Program Management [2.00 SY; E = \$129,624; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
- Application Programs [77.00 SY; E = \$4,781,426; R = \$437,165] develops, enhances and supports all centrally-managed County application systems and maintains the availability of these systems at specified operating levels.
 The function is:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Increased 35 positions transferred from Major Projects sub program which has been eliminated.
 - Decreased \$203,977 in revenues due to projected shortfall in AB2890 funds. Matching appropriations reductions of \$30,142 were taken in the Applications Program and \$173,835 in the Operations Program.
 - Decreased 7 Assistant Systems Analyst positions (Class 2426) and 1 Associate Analyst position (Class 2427) deleted in October of 1992 as part of CAO designated net cost reduction.
 - Decreased 1 Intermediate Account Clerk position (Class 2493) deleted mid-year in FY 92-93 to fund reclassification of Datacommunications Technician positions in Operations Program.
 - Increased 1 Associate System Analyst position (Class 2427) transferred from Operations Program to reflect current reporting structure.
 - Decreased 1 Principal Systems Analyst position (class 2499) in support of CAO's FY 93-94 Budget Reduction Program.
- 3. <u>Information Resources</u> [9.00 SY; E = \$517,013; 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: Application Systems

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
MISCELLANEOUS:				
9918 AB2890 - Recovered Costs	\$411,101	\$641,142	\$437,165	\$(203,977)
Sub-Total	\$411,101	\$641,142	\$437,165	\$(203,977)
Total	\$411,101	\$641,142	\$437,165	\$(203,977)
GENERAL FUND CONTRIBUTION DETAIL				channe rann
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$5,363,412	\$5,299,129	\$4,990,898	\$(308,231)
Sub-Total	\$5,363,412	\$5,299,129	\$4,990,898	\$(308,231)

EXPLANATION/COMMENT ON PROGRAM REVENUES

The estimated actual revenues in FY 92-93 are less than budgeted due to a shortfall in AB 2890 revenues. Budgeted revenues in FY 93-94 have been reduced for the same reason.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Application Systems					
% of RESOURCES: 100%					
WORKLOAD					
Service Requests Received	1,550	3,054	2,794	3,400	2,873
Development Activity	10,861	10,129	8,288	11,300	9,120
New/Modified Programs	4,984	5,483	4,168	6,130	4,585
New/Modified Jobs	5,877	4,646	4,120	5,170	4,535
Shared Property System Development	2,590	1,976	4,499	2,510	4,700
New/Modified Programs	835	1,113	3,321	1,310	3,400
New/Modified Jobs	1,755	863	1,178	1,200	1,300
Database System Development	1,567	4,310	6,624	4,765	6,425
New/Modified NATURAL Programs	1,350	3,875	6,331	4,260	6,100
New/Modified CSP Programs	217	435	293	505	325
EFFICIENCY					
40 Hr Requests Complete w/i 30 Days	98%	99%	N/A	N/A	N/A
Over 40 Hr Complete w/i Target	77%	80%	N/A	N/A	N/A
50 Hr Requests Complete w/i 30 Days	N/A	N/A	97%	99%	99%
Over 50 Hr Complete w/i Target	N/A	N/A	87%	80%	94%
<u>EFFECTIVENESS</u>					
Total Service Requests Completed	2,044	2,503	2,462	2,619	2,512
Customer Satisfaction Rating (1-5)	4.0	4.3	4.5	4.4	4.4

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0971	Info Systems Mgr	1	1.00	1	1.00	e/1 7/2	#/1 7 /2
0971	Data Base Administrator	1	1.00	<u> </u>	1.00 1.00	\$61,762 58,298	\$61,762 58,298
2231	Deputy Director, DIS	1	1.00	1	1.00	83,793	83,793
2426	Assist Systems Analyst	7	7.00	ó	0.00	251,105	05,750
2427	Assoc Systems Analyst	52	51.00	52	51.00	2,464,518	2,507,707
2493	Int Account Clerk	1	1.00	0	0.00	20,797	2,301,101
2499	Principal Syst Analyst	6	6.00	5	5.00	343,920	294,432
2522	DIS Systems Programmer II	1	1.00	1	1.00	50,907	50,907
2525	Senior Systems Analyst	17	17.00	17	17.00	914,143	911,952
2527	Data Base Specialist III	3	3.00	3	3.00	163,770	155,873
2528	Data Base Specialist II	2	2.00	2	2.00	77,470	91,749
2529	Data Base Specialist I	1	1.00	1	1.00	39,445	41,418
2533	DIS QA Analyst III	ĺ	1.00	i	1.00	52,426	52,426
2700	Intermed Clerk Typist	2	2.00	Ž	2.00	39,171	41,098
2730	Senior Clerk	<u>1</u>	1.00	1	1.00	22,314	22,655
2757	Admin Sec II	1	1.00	1	1.00	23,483	22,992
	Total	98	97.00	89	88.00	\$4,667,322	\$4,397,062
Salary	Adjustments:					(585)	1,456
Premiu	n/Overtime Pay:					0	0
Employe	ee Benefits:					1,437,923	1,349,763
ILP Rec	ductions:				•	0	(145,490)
Salary	Savings:					(216,770)	(198,459)
	Total Adjustments					\$1,220,568	\$1,007,270
Program	n Totals	98	97.00	89	88.00	\$5,887,890	\$5,404,332

PROGRAM: Operations DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 81403

MANAGER: Vicky Pion, Deputy Director

ORGANIZATION #: 0750

REFERENCE: 1993-94 Proposed Budget - Pg. 53-15

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$4,002,100	\$4,339,891	\$4,096,404	\$4,377,833	\$3,902,527	(10.9)
Services & Supplies	2,882,136	3,051,605	2,778,798	3,066,835	3,170,889	3.4
Other Charges	0	94,974	298,597	288,365	288,365	0.0
Fixed Assets	833,972	251,552	146,191	0	125,000	100.0
TOTAL DIRECT COST	\$7,718,208	\$7,738,022	\$7,319,990	\$7,733,033	\$7,486,781	(3.2)
PROGRAM REVENUE	(429,054)	(423,402)	(248,649)	(272,277)	(192,150)	(29.4)
NET GENERAL FUND CONTRIBUTION	\$7,289,154	\$7,314,620	\$7,071,341	\$7,460,756	\$7,294,631	(2.2)
STAFF YEARS	100.67	99.41	87.40	97.00	86.00	(11.3)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The FY 1992-93 estimated actuals are less than budgeted in the Salaries and Benefits Account due to a hiring freeze and a mid-year CAO designated net cost reduction. Services & Supplies include over \$400,000 in payments of prior year encumbrances. Fixed Assets expenditures exceed budgeted due to a mid-year transfer to fund an upgrade to the mainframe computer.

1992-93 ACHIEVEMENT OF OBJECTIVES

Automated Operations: The completed consolidation of the Public Works (DPW) DEC/VAX platform, will provide the
facility to eliminate most of the operator tape handling activities currently being performed in support of the
vax

Completed consolidation of the system consoles for the production and development MVS images.

Completed elimination of numerous console messages to simplify the operators resource management capability.

Introduced a productivity product called Quick-Ref to provide the console operator with easy on-line reference to the textual meaning of console messages.

- 2. Reduce mailing costs for the County: The new postal mail bar code system was completed in August in time to include bar code print on the annual tax bills.
- 3. <u>Microfiche:</u> More than five large reports have been converted to microfiche. Additional printed reports are in process of being converted to microfiche.
- 4. <u>Paper reduction:</u> Completed the conversion of more than 2.8 million pages of simplex printed output from the IBM 3800 printer to the Xerox 9790 in duplex mode.

Completed converting three preprinted forms to the Xerox 9790 using the Elixer forms product.

Completed the implementation of the Report Management System (RMS).

- 5. <u>Automated Tape Library (ATL)for DEC/VAX:</u> Project is targeted to be completed during the first quarter of 1994 as part of the DPW DEC/VAX consolidation implementation.
- 6. Automated Scheduling and Restart: Completed the implementation of the Automated Scheduling System CA7.

The Restart System was not approved for the 93/94 budget year. A recommendation to acquire it in 94/95 will be submitted as a budget request item.

Municipal Court Operations Management: Researched existing performance measuring, monitoring tools on the BULL processors.

Researched the market place to determine what system management tools were available for the BULL processors.

- 8. REJIS WordProcessing System Upgrade: Upgraded the REJIS DEC/VAX 6430 processor to a 6530 processor.
- 9. <u>Operations Standards/Procedures:</u> Reviewed the standards and procedures on all DIS managed computing systems for SCC/QPC/Operations personnel and updated documentation to currency.
- 10. Computer Facilities Orientation: Reviewed and updated the Computer Facilities documentation and procedures.
- 11. Operations Training Plan: Updated the Operations training plan for Operations personnel.
- 12. <u>Operations Division 'Team Approach':</u> Bi-weekly meetings with Operations and Operating Systems personnel are regularly being held to facilitate a 'team approach' in delivering service.
- 13. <u>Telecommuting:</u> The completion of the telecommuting project is directly related to the approval of funding to upgrade the Defender II Dial-Back system. To-date funds have not been approved to proceed on this project.
- 14. Capacity Planning: Phase two of this project was completed during the first half of FY 1993/94.
- 15. Upgrade the existing 3090 mainframe: The 3090-400E was upgraded to a 3090-600E on February 14, 1993.
- 16. <u>Install an additional 30GB of Direct Access Storage Devices (DASD:</u> Board letters have been submitted requesting approval to acquire additional DASD.
- 17. <u>CPU cycle reduction:</u> Implementation of MVS 4.2 was completed August 22, 1993. Installation of CICS V3.3 in SA16 test region was completed. Implementation of CSP V4.1 is targeted for the first half of 1994.

18. Mainframe Security/ACF2: Published the DIS security policies and guidelines for the DIS IBM environments. Completed the implementation of access control for DIS. Completed the implementation of access control for the Department of Revenue and Recovery. Started the discussions for the implementation of access control for the Department of Social Services. Implemented access control for the Sheriff's Overtime project. Implemented access control for the District Attorney's Child Support VAX project. Implemented access control for phase one of the SAA LAN project. Implemented a management control interface between HRMS, ACF2 and Komand to ensure data integrity.

1993-94 OBJECTIVES

- 1. <u>Telecommuting:</u> Implement the technical and supporting network infrastructure for supporting the Telecommuting project.
- 2. <u>Automated Operations:</u> Continue the implementation of a system managed Operations environment to fully leverage a "lights-out" computer facility. Acquire and install an automated console product to replace ACO and ANO.
- Capacity Planning: Finalize the report management information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth.
- 4. <u>Improve Analyst and Operator Productivity:</u> Install the Quick-REF message text translator product to enhance the productivity of mainframe console operators and applications systems analysts.
- 5. <u>Identify Enterprise Client/Server Solutions</u>: Define, identify and prototype Client/Server Technology for the purpose of evaluating and recommending the products to accomplish the strategic objective.
- Conduct Feasibility Study on TCP/IP for the 3090: Complete an analysis and make recommendations on the feasibility of using TCP/IP on the host. This includes a needs analysis, identification of potential applications and a cost justification.
- 7. Extend the useful life of the IBM 3090 mainframe: Extend the usable life of the IBM 3090 mainframe by implementing more efficient software with a target of reducing total utilization by no less than 10%. Complete the installation of CICS V3.3.

 With DSS complete the implementation of CSP V4.1. Implement ACF2 Release 6.0
- 8. <u>Identify poor performing applications:</u> Assist the Applications Division in identification of the poor performing applications so they may be re-engineered to use less system resources.
- 9. <u>Provide for automated VSAM file recovery</u>: Implement the BMC Recovery Plus system to facilitate automatic recovery of VSAM data base systems without having applications develop and maintain local developed systems.
- 10. <u>Maintain all DIS Software products at prudent currency:</u> Install new versions and upgrades on all the DIS software portfolio as soon as they are proven to be stable and benificial.
- 11. Mainframe Security/ACF2: Implement ACF2 facilities into all CICS regions. Fully implement ACF2 throughout all County Departments. Establish departmental security administrators. Replace embedded application security with ACF2 security.
- 12. <u>Support the AS400 installations and solutions:</u> Provide support and both technical and operational solutions to assure the success of the forthcoming AS400 installations for the Assessor and Justice Community.
- 13. Accomplish consolidation of islands of computing: Consolidate the Department of Public Works DEC/VAX system into the DIS DEC/VAX Cluster.
 - Complete the integration of the Municipal Courts DPX2 mini-computers into the DIS operating environment. This includes the assignment, training and development of UNIX operations and administration DIS staff.
- 14. CD ROM Documentation: Begin to convert all Operating Systems software documentation from hard copy to CD ROM.
- 15. Reduce hard copy output: Reduce the number of printed pages created by DIS by 10%; through the elimination of hard copy output, the conversion of paper output to microfishe output, and the conversion of paper output to softcopy.
- 16. Reduce IBM 3090 workload: Reduce the workload on the IBM 3090 by 10% by re-engineering inefficient jobs and procedures, setting and enforcing efficiency standards, and eliminating unnecessary Proclibs.
- 17. Optimize staff and equipment resources: Optimize staff time and equipment resources through more effective work shifts and workload balancing to better utilize the time available.
- 18. <u>Automated Tape Library (ATL):</u> Complete the installation and conversion to the Automatic Tape Library System for the DEC/VAX platform.

19. Acquire and Install Additional DASD: Acquire and install an additional 40 GB of DASD to provide storage for the County's growth in data files.

- 20. <u>Increase Solid State DASD capacity:</u> Acquire additional solid state DASD capacity to maintain the current satisfactory level of service and performance from our 3090 processor.
- 21. <u>Disaster Recovery Plan:</u> Dévelop a Disaster Recovery Plan based on an understanding of the fiscal constraints but formulating steps to be taken in case of a major disaster.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Program Management</u> [2.00 SY; E = \$131,651; 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.
 - Increased one Administrative Secretary II position (Class 2757) transferred from the Account Management program to reflect current reporting structure.
- 2. <u>Computing Operations</u> [54.00 SY; E = \$3,482,161; R = \$192,150] 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.
 - Increased \$106,537 in Services & Supplies Account to fund contractual increases related to forms charges and ongoing maintenance charges for computer hardware.
 - Decreased one Data Entry Supervisor position (Class 3035) deleted in October 1992 as part of CAO designated net cost reduction.
 - O Decreased one EDP Operations Manager (Class 0973), 3 Data Processing Supervisor II positions (Class 3026), one Data Control Technician II position (Class 3033), one Mainframe Computer Specialist position (Class 3110), one Mainframe Computer Operator position (Class 3112), and 2 Data Entry Operator positions (Class 3030), in support of the County's FY 93-94 Budget Reduction Program.
 - o Increased \$125,000 in Fixed Assets to fund the procurement of two remote printers and additional DASD in support of Operations shift consolidations. Shift consolidation will allow for staff reductions listed above.
 - Increased one Telecommunications Manager position (Class 2819), transferred from Data Network Management Division to reflect current reporting structure.
- 3. Operating System Software [15.00 SY; E = \$2,446,048; 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.
 - Increased \$148,685 in the Services & Supplies Account to fund contractual increases related to ongoing software license charges.
 - Decreased \$173,835 in Services & Supplies Account to match projected shortfall in AB 2890 revenues in the Applications program.
- 4. <u>Data Network Management</u> [15.00 SY; E = \$1,426,921; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions are performed in support of mandated programs and mandated service levels in customer departments.

- Decreased one Datacommunications Network Manager (Class 2828) eliminated in support of CAO's FY 93-94 Budget Reduction Program.
- Increased \$30,324 in Services & Supplies Account to fund contractual increases related to network equipment maintenance.
- Decreased one Associate Systems Analyst position (Class 2427) transferred to Applications program and one Telecommunications Manager position (class 2819) transferred to Operations Division to reflect current reporting structure.
- Modified by reclass of one Associate Systems Analyst (class 2427), one Datacommunications Technician III (Class 2832), and 5 Datacommunications Technician II (Class 2833) to one DIS Lan System Analyst II (Class 2466), one Datacommunications Network Specialist III (Class 2843), 4 Datacommunications Network Specialist II (Class 2842), and one Department Computer Specialist II (Class 3113).

PROGRAM: Operations

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:		•		
9176 AB189 Criminal Justice	\$10,590	\$0	\$0	\$0
9782 Interfund Charges-Road Fund	34,657	111,148	23,000	(88,148)
9783 Interfund Charges-APCD	3,504	7,500	5,000	(2,500)
9786 Charges in Internal Service Fund	89,647	35,000	74,500	39,500
9787 Charges in Airport Ent Fund	152	0	0	0
9790 Charge in Solid Waste Ent Fund	ō	Ŏ	Ŏ	Ō
9792 Charges in Spec Dists	9,590	Ō	8,500	8,500
9793 Charges in Library Fund	753	1,575	150	(1,425)
9864 Micrographics Fee	0	0	0	0
9971 Other Svcs to Other Govmt Agencies	99,756	117,054	81,000	(36,054)
9988 Rev App Pr Yr-Other Revenue	. 0	0	0	0
9996 Other Sales-Taxable	0	Ō	0	Ō
Sub-Total	\$248,649	\$272,277	\$192,150	\$(80,127)
Total -	\$248,649	\$272,277	\$192,150	\$(80,127)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$7,071,341	\$7,460,756	\$7,294,631	\$(166,125)
Sub-Total	\$7,071,341	\$7,460,756	\$7,294,631	\$(166,125)
Total	\$7,071,341	\$7,460,756	\$7,294,631	\$(166,125)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Variances between estimated actuals and budgeted in FY 92-93 include the following: Account 9176 reflects collection of prior year revenues; Accounts 9782 and 9786 reflect significant decrease/increase in resource utilization; and Account 9792 reflects new resource utilization. In FY 92-93, rates have been decreased due to budget reductions, and revenues have been reduced accordingly.

PROGRAM: Operations	DEPARTMENT:	DEPARTMENT: INFORMATION SERVIO				
FIXED ASSETS						
i tem	Quantity Uni	t Total Cost				
Remote Printers Spool DASD	. 1 lot 1 lot					
Total		\$125,000				
VEHICLES/COMMUNICATION EQUIPMENT						

Total

\$0

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Operations					
% OF RESOURCES: 100%					
WORKLOAD	•				
Disk Storage in Bytes (Billions)	190	190	· 190	190	230
CICS Transactions (Millions)	304.2	380.2	426.5	437.2	465.9
CPU Hours (Thousands)	14.0	16.9	20.1	20.5	24.0
Network Devices	8,606	8,976	10,528	10,000	11,474
EFFICIENCY					
Devices supported/network staff	593.5	683.63	703.27	555.56	764.93
EFFECTIVENESS					
% of Network Uptime	99.6	99.6	98.7	99.6	98.9
% of Production Runs w/o ABEND	99.9	99.9	99.3	99.9	99.3

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
0973	EDP Operations Manager	1	1.00	0	0.00	\$60,615	\$0
2231	Deputy Director, DIS	1	1.00	1	1.00	71,660	78,051
2427	Assoc Systems Analyst	2	2.00	0	0.00	89,663	0
2466	DIS LAN Sys Analyst II	5	5.00	6	6.00	220,593	272,395
2467	DIS LAN Sys Analyst III	. 1	1.00	1	1.00	54,747	54,748
2468	DIS LAN Sys Supervisor	1	1.00	1	1.00	58,922	58,942
2471	EDP Systems Manager	1	1.00	1	1.00	64,917	64,917
2487	EDP Distr Netwrk Coord	1	1.00	1	1.00	49,673	49,673
2518	DIS Systems Programmer IV	2 7	2.00	2 7	2.00	123,644	123,644
2520 2522	DIS Systems Programmer III	3	7.00	3	7.00	396,529 152,731	396,524 152,721
2524	DIS Systems Programmer II	1	3.00 1.00	1	3.00 1.00	152,721	152,721
2532	DIS Systems Programmer I DIS QA Analyst II	ź	2.00	2	2.00	49,821 79,251	45,081 82,064
2650	Stock Clerk	ī	1.00	1	1.00	19,812	19,812
2700	Intermed Clerk Typist	3	3.00	3	3.00	59,859	60,753
2757	Admin Secy II	Ō	0.00	1	1.00	0	24,331
2819	Telecomm Net Mgr	1	1.00	1	1.00	43,108	49,590
2828	Datacomm Net Mgr	1	1.00	0	0.00	41,843	. 0
2832	Datacomm Tech III	1	1.00	0	0.00	37,647	0
2833	Datacomm Net Tech II	5	5.00	0	0.00	153,608	0
2834	Datacomm Net Tech I	3	3.00	3	3.00	84,255	84,252
2842	Datacomm Net Spec II	0	0.00	4	4.00	0	128,869
2843	Datacomm Net Spec III	0	0.00	1	1.00	0	40,788
3026	Data Process Supvr II	.5	5.00	2	2.00	202,401	81,722
3030	Data Entry Operator	12	12.00	10	10.00	242,557	200,268
3031	Data Control Tech IV	1	1.00	1	1.00	27,533	27,770
3032 7077	Data Control Tech III	3 3	3.00	3	3.00	67,266	69,452
3033 3035	Data Control Tech II	2	3.00 2.00	2 · 1	2.00 1.00	60,134	41,338
3036	Data Entry Supervisor EDP Operations Coord	1	1.00	i	1.00	49,734 43,931	24,867 43,931
3069	Senior Data Entry Oper	4	4.00	4	4.00	89,028	88,595
3110	Mainframe Comp Oper Spec	ĩ	1.00	ŏ	0.00	30,186	00,00
3111	Senior Mainframe Comp Oper	7	7.00	7	7.00	221,980	223,237
3112	Mainframe Computer Operator	15	15.00	14	14.00	417,018	389,226
3113	Dept Com Spec II	0	0.00	1	1.00	0	41,843
	Total	97	97.00	86	86.00	\$3,364,656	\$3,019,404
Salary	Adjustments:					0	30,368
Premius	m/Overtime Pay:					90,700	90,700
Employe	ee Benefits:					1,088,543	1,003,724
ILP Rec	ductions:						(84,035)
Salary	Savings:					(166,066)	(157,634)
	Total Adjustments					\$1,013,177	\$883,123
Program	n Totals	97	97.00	86	86.00	\$4,377,833	\$3,902,527

PROGRAM: Telecommunications

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 82303

MANAGER: Jon Fullinwider, Director

ORGANIZATION #: 0750

REFERENCE: 1993-94 Proposed Budget - Pg. 53-23

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
DIRECT COST Salaries & Benefits	\$2,474,817	\$2,730,620	\$2,603,232	\$2,765,568	\$2,508,423	(9.3)
Services & Supplies	257,667	308,328	453,474	484,435	317,435	(34.5)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	62,914	0	0	0	0	0.0
TOTAL DIRECT COST	\$2,795,398	\$3,038,948	\$3,056,706	\$3,250,003	\$2,825,858	(13.1)
PROGRAM REVENUE	(199,274)	(203,306)	(368,868)	(286,121)	(176,002)	(38.5)
NET GENERAL FUND CONTRIBUTION	\$2,596,124	\$2,835,642	\$2,687,838	\$2,963,882	\$2,649,856	(10.6)
STAFF YEARS	62.59	63.03	57.82	64.0	58.00	(9.4)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 estimated actual expenses in the Salaries & Benefits account are less than budgeted due to the hiring freeze. The estimated actual expenses in the Services & Supplies Account are less than budgeted to offset the CAO's mid-year net cost reduction.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Software Telephone Service Requests (TSR): Due to projects such as judge's moves, 84% of all software TSRs were completed within 3 days.
- 2. <u>Hardware TSR's</u>: Due to suborder process, the reduction in staff by GTE, as well as new projects being included in this count, 60% of all hardware Telephone Service Requests were completed within 10 days.
- 3. <u>Urgency Repair</u>: GTE responded to 95% of all urgency 1 within 1 hour and cleared 75% of all urgency 1 within 2 hours. GTE responded to 70% of all urgency 2 within 2 hours and cleared 60% of all urgency 2 within 4 hours. GTE responded to 80% of all urgency 3 problems within 4 hours and cleared 90% of all urgency 3 problems within 8 hours.
- 4. <u>Telephone Directory</u>: The SanConTel directory was updated, printed, and distributed to all SanConTel customers by February 1,1993.
- 5. Mobile Computer Terminal Pilot: Project was not funded.
- 6. San Marcos Peak: Occupied the new building and installed antennas on the new 100 foot tower at San Marcos Peak.
- 7. <u>Lyons Peak</u>: Project to locate a private firm to joint venture with the County on upgrading the radio site on Lyons Peak was withdrawn due to 800mhz project.
- 8. 821mhz Frequencies: Licensed the 20 pairs of 821mhz Frequencies for a trunked radio system.
- 9. 800MHz Project: Hired a consultant for the 800mhz project.
- 10. Autops: "Autops" (Automated Opertors Services System), was not implemented because funding was not approved.
- 11. Voice Mail: Voice Mail was not implemented at the downtown courthouse because funding was not approved.
- 12. <u>Network Documentation</u>: This task was rolled into a telephone equipment audit where the CAC, COC and Downtown Courthouse were completed in FY 92/93. Staff reductions have delayed the completion of the review and update of all voice and data network documentation.
- 13. Telephone Audit: The NCC completed the audit of telephones and trunks for site 2.

1993-94 OBJECTIVES

- 1. Software TSR's: Complete 98% of all software Telephone Service Requests within 3 days.
- 2. <u>Hardware TSR's:</u> Complete 90% of all hardware Telephone Service Requests within 10 days.
- 3. <u>Urgency Repair:</u> Clear 90% of all telephone/microwave urgency 1 trouble within 2 hours, urgency 2 trouble within 4 hours, and urgency 3 trouble within 8 hours.
- 4. Telephone Directory: Update, print, and distribute a revised County telephone directory by February 1, 1994
- 5. Radio/Microwave Remodel: Remodel work areas of the radio/microwave Technicians in Building 5,6, & 12 of the COC.
- 6. Office Automation System: Obtain portable PCs and bar-coding equipment to complete Radio/Microwave Office Automation System.
- Mobile Radio Troubleshooting Enhancement: Obtain a computerized Master Technician Mobile Radio Troubleshooting System.
- 8. 800 MHz Radio System: Support and enhance County services on a regional basis.
- 9. <u>County Automation:</u> Seek funding and start implementation of a County-wide Automation Project to expand INET and integrate departmental LANS.
- 10. Video Teleconferencing: Develop standards to meet the County's teleconferencing requirements.

11. <u>Voice Documentation:</u> Review and update all voice and data documentation for CAC, COC, Courthouse, North County Regional Center, East County Regional Center, and South Bay Regional Center.

1003-04 SIR PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Program Management [3.00 SY; E = \$81,175; R = \$0] including support personnel was responsible for the overall planning, coordinating, and controlling of allocated telecommunications assets and resources. The Deputy Director position has been deleted and the various sub programs are being managed through self directed work groups. The function is:
 - O Discretionary/Discretionary Service Level.
 - Decreased one Deputy Director position (Class 2231) eliminated in support of County's FY 93-94 Budget Reduction Program.
- 2. <u>Telecommunications Engineering</u> [2.00 SY; E = \$135,821; R = \$0] including support personnel is responsible for the design of the San Diego County Telephone, Data, and Video Network. The function is:
 - Discretionary/Discretionary Service Level.
 - Decreased 1.00 Assistant Electronic Engineer position (Class 3620) in support of County Budget Reduction Program.
- 3. Microwave/Radio Services [31.00 SY; E = \$1,707,601; R = \$55,600] 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 2,250 mobile radios; provides digital and voice pager service Countywide; and is responsible for installing and maintaining audio Board monitors. The function is:
 - Discretionary/Discretionary Service Level.
 - Decreased \$150,000 in one time appropriations and revenue from asset forfeiture to fund consultant for 800 MHz project.
- 4. <u>Telecommunications Services</u> [11.00 SY; E = \$457,716; R = \$120,402] including support personnel provides service to over 17,440 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:
 - Discretionary/Discretionary Service Level.
 - Decreased 3 Telephone Network Analyst positions (Class 2818) transferred to Telephone Network Management Division to reflect current reporting structure.
 - Increased 4 Telephone Switchboard Operator positions (Class 2810) and 1 Telephone Supervisor position (Class 2815) transferred from Telephone Network Management Division to reflect current reporting structure.
- 5. <u>Telephone Network Management</u> [11.00 SY; E = \$443,545; R = \$0] including support personnel provides operational control of the County's telephone system; updating of MACS data base to reflect add, moves, and changes; monitoring of system failure alarms, and initiating of remedial action, when required; handling customer service problems; updating of PBX's to reflect adds, moves, and changes of departmental telephones; and coordinating telephone repairs for all County offices. The function is:
 - Discretionary/Discretionary Service Level.
 - Decreased 4 Telephone Switchboard Operator positions (Class 2810) eliminated in support of the County's FY 93-94 Budget Reduction Program.
 - Increased 3 Telephone Network Analyst positions (Class 2818) transferred from Telecommunications Services
 Division to reflect current reporting structure.
 - Decreased 4 Telephone Switchboard Operator positions (Class 2810) and 1 Telephone Supervisor position (Class 2815) transferred to Telecommunications Services Division to reflect current reporting structure.

PROGRAM REVENUE BY SOURCE				_
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
rrro-				
FEES: 9210 Rents and Concessions	\$59,615	\$46,725	\$50,725	\$4,000
9694 License Fee	0	2,000	0	(2,000)
9720 Communications Svcs	100	0	ō	(2,000,
9746 Other Governmental Agencies	1,032	Ŏ	Ŏ	ŏ
9784 Interfund Chgs	0	Ō	Ŏ	Õ
9786 Chg in Internal Service Funds	83,912	15,000	52,000	37,000
9787 Chg in Airport Ent. Fund	451	200	200	0.,000
9788 Chg in Liquid Waste Ent. Fund	2,822	200	200	ŏ
9790 Chg in Solid Waste Ent. Fund	418	200	200	Ŏ
9792 Chg in Other/Special Dist.	5,900	3,000	3,000	Ŏ
9804 Transfer from CATV	66,173	66,173	67,054	881
9816 TSFR From Asset Forftr	148,145	150,000	0,,054	(150,000)
9987 Rev App Prior Year	0	0	Ŏ	0
9989 Recovered Expenditures	ŏ	Ď	Õ	ŏ
9994 Other Sales Revenue	300	2,623	2,623	ŏ
9998 Work Auth-Excess Cost	0	0	0	ŏ
Sub-Total	\$368,868	\$286,121	\$176,002	\$(110,119)
Total	\$368,868	\$286,121	\$176,002	\$(110,119)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$2,687,838	\$2,963,882	\$2,649,856	\$(314,026)
Sub-Total	\$2,687,838	\$2,963,882	\$2,649,856	\$(314,026)
Total	\$2,687,838	\$2,963,882	\$2,649,856	\$(314,026)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Decrease in FY 93-94 budget reflects \$150,000 reduction in one-time revenues from asset forfeiture to fund consultant for 800 MHz project. Variance between estimated actual and FY 92-93 budget in Account 9786 reflects increased customer utilization.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Telecommunications Services					
% OF RESOURCES: 40%					
WORKLOAD				**	
Phone Service Requests & Orders	4,000	2,798	2,561	3,500	3,000
SanConTel Telephone System Numbers	15,100	17,032	17,910	18,000	18,000
Non-SanConTel Telephone Numbers	4,000	4,667	4,449	4,800	4,800
EFFICIENCY					
Service Requests Per Direct Staff Year	960	466	640	583	700
Hardware Service Request/Direct Staff Year	1,000	490	390	613	420
Software Service Request/Direct Staff Year	500	420	250	350	280
EFFECTIVENESS					
% Phone Equipment Serviced	100%	100%	100%	100%	100%
Customer Satisfaction Rating (1-5)	4.2	4.3	4.6	4.4	4.7
ACTIVITY B: Microwave Transmission Systems					
X OF RESOURCES: 35%					
WORKLOAD					
Equipment Installed/Maintained:					
Radio Control Consoles	66	78	80	83	85
Base Stations	298	351	371	370	378
Voting Receivers	97	104	105	110	110
Microwave Radios	69	73	74	77	77
Microwave Multiplex Units	758	773	778	800	810
Receiver Voter Signal Modules	217	248	253	255	260
ACTIVITY C: Mobile Radio Electronics					
% OF RESOURCES: 35%					
WORKLOAD					
Audio/Office Electronics Maintained	750	805	830	825	840
Mobile Radios Maintained	2,000	2,150	2,280	2,275	2,300
Pager Receiver Maintained	1,700	1,760	1,785	1,780	1,830
Portable Hand Held Radios Maintained	1,420	1,670	1,760	1,770	1,825
Sirens/PA Systems Maintained	950	850	825	850	750

STAFFING SCHEDULE

Class	Tîtle	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2231	Deputy Director, Info Svcs	1	1.00	0	0.00	\$78,300	\$0
2360	Video Op Coord	i	1.00	1	1.00	52,157	52,156
2376	Telephone Sys Spec	4	4.00	4	4.00	145,808	147,553
2386	Telecomm Manager	1	1.00	1	1.00	53,454	53,455
2403	Accounting Technician	1	1.00	1	1.00	23,181	23,923
2488	Asst Mgr EDP Ops	1	1.00	1	1.00	54,747	54,748
2493	Intermed Account Clerk	5	5.00	5	5.00	95,119	96,549
2615	Electronics Pts Storekpr	1	1.00	1	1.00	21,967	21,968
2616	Senior Elect Pts Storekpr	1	1.00	1	1.00	24,201	24,201
2730	Senior Clerk	1	1.00	1	1.00	23,949	23,950
2757	Admin Secretary II	1	1.00	1	1.00	22,151	22,960
2810	Telephone Switchbd Oper	8	8.00	4	4.00	158,906	81,640
2815	Telephone Supervisor	1	1.00	1	1.00	22,672	22,672
2816	Telecomm Customer Rep	2	2.00	2	2.00	52,890	54,146
2818	Telecomm Network Analyst	3	3.00	3	3.00	108,373	111,819
3119	Dept Comp Op Spec II	1	1.00	1	1.00	33,648	35,270
3620	Asst Electronics Engr	1	1.00	Ö	0.00	42,655	0
3670	Senior Electronics Engr	1	1.00	1	1.00	58,108	58,108
3672	Assoc Electronics Engr	1	1.00	1	1.00	48,912	50,738
6148	Telecomm Technician IV	2	2.00	2	2.00	93,208	93,206
6149	Telecomm Technician III	3	3.00	3	3.00	127,155	127, 158
6150	Telecomm Technician II	20	20.00	20	20.00	714,062	734,145
6151	Telecomm Technician I	2	2.00	2	2.00	63,488	64,816
6153	Radio Comm Manager	1	1.00	1	1.00	53,454	53,455
	Total	64	64.00	58	58.00	\$2,172,565	\$2,008,636
Salary	Adjustments:					0	4,864
Premiu	n/Overtime Pay:					37,315	37,315
Employe	ee Benefits:					659,822	609,112
ILP Red	ductions:					0	(51,256)
Salary	Savings:					(104,134)	(100,248)
	Total Adjustments					\$593,003	\$499,787
Progra	n Totals	64	64.00	58	58.00	\$2,765,568	\$2,508,423

PROGRAM: Department Administration

DEPARTMENT: INFORMATION SERVICES

PROGRAM #: 92101

MANAGER: Jon W. Fullinwider, Director

ORGANIZATION #: 0750

REFERENCE: 1993-94 Proposed Budget - Pg. 53-30

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$1,144,637	\$1,122,867	\$984,602	\$1,111,529	\$980,795	(11.8)
Services & Supplies	393,507	240,087	219,139	344,763	219,139	(36.4)
Other Charges	431,787	111,237	0	0	0	0.0
Fixed Assets	370	0	0	0	0	0.0
TOTAL DIRECT COST	\$1,970,301	\$1,474,191	\$1,203,741	\$1,456,292	\$1,199,934	(17.6)
PROGRAM REVENUE	(0)	(683,038)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$1,970,301	\$791,153	\$1,203,741	\$1,456,292	\$1,199,934	(17.6)
STAFF YEARS	30.82	27.64	21.61	30.17	25.17	(16.6)

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.

1992-93 BUDGET TO ACTUAL COMPARISON

The 1992-93 estimated actual expenses in the Salaries & Benefits account are less than budgeted due to the hiring freeze. The estimated actual expenses in the Services & Supplies account are less than budgeted to offset the CAO's mid-year net cost reduction and an Auditor's encumbrance placed as a result of a projected shortfall in AB 2890 revenues.

1992-93 ACHIEVEMENT OF OBJECTIVES

Training Plans:

Ensure every DIS employee has a current/updated training plan.

The departmental training plan program was completed in January 1993 with managers updating training plans with staff at the time of each performance evaluation. This project will be carried over into the 1994 performance objectives as an emphasis in keeping the plan current and relevant to our changing environment. This is an ongoing program in DIS.

2. Employee Recognition

Continue to enhance the DIS Employee Recognition Program. This will include, Employee of The Quarter, Employee/Team Accomplishments, Director's Award. Since the programs inception, DIS is committed to continually refining and reviewing the program in addition to striving to provide timely recognition awards.

Fourth quarter awards were presented in the Spring. This project will be carried over into the 1994 performance objectives with improvements in the program to ensure timely presentation of awards in 1994.

3. Employee Round-Table Meeting

Each Deputy Director will, on a bi-monthly basis, hold an informal round-table meeting with randomly selected staff from his/her organization. The key purpose is to discuss important departmental issues, directions, etc., and to listen to employee concerns and recommendations for change/improvement.

Round table meetings were regularly held by DIS division managers which provided valuable two-way communication during this year of severe fiscal constraints. This project will carried over into the 1994 performance objectives with continued emphasis on keeping employees informed, listening to their concerns, and considering their suggestions for more positive changes and growth in DIS.

4. 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 infrastructure and networked computing platforms.

The telecommuting project is approved for the FY 1993-94 Budget, but remains unfunded due to fiscal shortages. This project is being carried over into the 1994 performance objectives as it is unlikely that funding will be made available this fiscal year. It should be noted this is a critical area for growth if the County is truly interested in making telecommuting a viable alternative to the current work environment.

5. Employee Service Awards

Ensure that all employee service awards are presented in a manner that clearly honors the employee.

Objective accomplished. Approximately 40 employee service awards were distributed during the fiscal year. This project will be carried over as a 1994 performance objective with an emphasis on keeping employee recognition one of the top DIS objectives.

6. Relocate DIS

Actively seek an alternative work environment to relocate DIS employees from the basement of the CAC, preferably to a site sufficiently large enough to co-locate all DIS employees into one facility.

Several alternatives were investigated in conjunction with local agency/departmental consolidation feasibility studies. However, this project could not be completed due to the County's severe fiscal condition. This project will be carried over as a 1994 performance objective due to the continued vulnerability of the County's mainframe computing resources and the poor environmental conditions DIS employees must continually work under. It is anticipated that this objective will be one of the recommendations of the forthcoming management audit.

7. Improve Physical Environment

Until DIS is able to move from the CAC basement, an effort to improve the physical work environment in the CAC basement is of interest and concern.

Due to lack of funding, this project was not completed. However, some improvements were made: the Datacommunication Unit was moved to improved quarters and wiring previously laid through lighting fixtures was removed. This project will be carried over into the 1994 performance objectives.

8. DIS Cultural Diversity Team

DIS will establish a cultural diversity team comprised of employees of various ethnic origins. The team will focus on improving the awareness of cultural diversity issues and provide a general understanding of what cultural diversity is and how we can strive to break down the barriers found today.

A survey was sent to all staff to determine how the department viewed the topic of cultural diversity and what issues existed within DIS related to cultural diversity. This was completed with a summary sent to all staff. A program has been established through a cultural diversity team to promote a program for the department. This objective will be carried over into the 1994 performance objectives with full support given to the team in carrying out this program.

9. <u>Cultural Diversity of The DIS Workforce</u>

Work to develop a departmental workforce that is representative of the cultural diversity of the community we serve and support.

While DIS has a workforce that is culturally diverse, improvements in certain classifications are needed. However, the County's hiring freeze prevented this objective from being completed. DIS has always subscribed to the County's affirmative action program and will continually strive to meet this objective when the hiring freeze is lifted.

10. Cultural Diversity Training

Develop and implement a formal cultural diversity training plan for all DIS staff and management.

The DIS Training Unit is currently developing an in-house Cultural Diversity program/orientation for the Fourth Quarter of 1993. All DIS staff are scheduled to attend.

11. <u>Community Involvement</u>

Encourage employee and management participation in community-based issues through management organized or sanctioned programs by allowing 2% of the employees work time to be devoted to such programs.

Participation of all supervisors and staff has been encouraged and endorsed with many DIS employees actively involved in community organizations. This program will be carried over into the 1994 performance objectives.

12. EOMO Training Program

Continue to provide DIS staff with all required EOMO training programs. During FY 93-94 an estimated number of 150 staff will have been trained in EOMO related topics.

Staff was scheduled to all EOMO programs as required. This program will be carried over into the 1994 performance objectives with staff scheduled for all training programs mandated by EOMO.

County-wide Business Automation Planning

Continue to support the development, consolidation, and management presentation of County-wide automation activities.

44 departments, courts and agencies submitted their Business Automation Plans to the Account Management division (AMD) by mid-November 1993. The 1993 Integrated Business Automation Plan (1BAP) and County Automation Accomplishments Report is scheduled to be completed and published for County executive management review in December 1993. This program will be carried over into the 1994 performance objectives for the 1994 Business Automation Plans (BAP).

14. Board of Supervisor (BOS) Communication and Coordination

Improve communications with the Board of Supervisors and coordination of DIS technical directions, plans, and actions.

FY 1993-96 Integrated Business Automation Plan (IBAP) forwarded to all Districts. Coverage by Account Management Division (AMD) was greatly improved with the assignment of an Account Manager more experienced in County-wide issues. DIS executives and staff interaction with Board Staff Aides has been ongoing. This project is being carried over into the 1994 performance objectives as continuing communication with the Board of Supervision is extremely critical as the move toward automation is viewed as a means of increased productivity, "doing more with less", and transforming government.

15. DIS Staff Communications

Improve communication for DIS staff to ensure that all employees are better informed of technical, procedural, and administrative directions within the Department.

DIS Executive and Supervisory staff are committed to the dissemination of departmental information as is occurs. Staff are regularly updated via staff meetings, bulletin board posting, voice mail, and electronic mail. This project is being carried over into the 1994 performance objectives.

16. DIS Staff Training

Continue to provide departmental training to ensure that staff are fully qualified to provide technical support and representation required to be successful in providing customer service.

Training for DIS staff have resulted in over 300 staff being trained, in house, on a variety of technical applications, PC applications, and professional skills. This project is being carried over into the 1994 performance objectives.

17. Virus Protection and Software Compliance Policy

Complete the recommendation and implementation of an appropriate virus protection hardware/software distribution plan and publish policies and guidelines County-wide to support this direction.

This objective was completed. The County Virus Policy was distributed to all County departments, courts, and agencies in the First Quarter of 1993. The second phase of the project which focuses on dealing with Virus software was defined in the Standards Committee. The Municipal Courts officially accepted the virus policy in September 1993. Account Managers reviewed acceptance and compliance plans with all department coordinators during October and November 1993 timeframes.

18. Network Prevention Strategies

Create a telecommunications network environment in which Prevention Strategies are the foundation of its operations.

Significant support activity was devoted to this objective. Annual, monthly, and bi-weekly preventative maintenance inspections are being performed. Random site inspections of vendor maintenance activity are being conducted and issues which are identified at the time of inspections are being addressed on an as-needed basis. This project is being carried over into the 1994 performance objectives with improvements scheduled for maintenance and operations of Telecommunications computing systems.

19. PC/LAN Outsourcing

Obtain Board approval and solicit the use of contractors to provide County-wide PC/LAN coordination, planning, setup, installation and maintenance.

This objective will be completed with the contract award scheduled for December 1993.

20. Enterprise Electronic Messaging

Complete the installation of enterprise-wide electronic transmission of mail and attached documents across disparate computing platforms within the County's enterprise network environment.

Significant activity was devoted to this project during the year: 570 customers were added to the existing DEC platforms; 295 customers were added to existing LAN Platforms; 103 new SYSM customers were added to the IBM Mainframe. This project is being carried over into the 1994 performance objectives with a projected goal of having 75% of the County's departments capable of transmitting messages and attached documents via enterprise wide electronic mail capabilities.

21. <u>Use of Contract Programmers</u>

Continue to contract with private agencies providing contract programmers to augment programming support services for DIS in its efforts to provide a sustaining level of customer service.

Continuing the use of contract programmers utilized by DIS and other departments. The Deputy Director for Application Systems Development provides quarterly reporting on use of contract programmers. Use of contract programmers directly improves productivity approximately 25% as they are not paid for time off, while DIS staff averages 75% of their time in direct customer billing activities. Also, contract programmers are already trained for the current technological application development skills required. This project is being carried over into the 1994 performance objectives as DIS will continue to utilize contract programmers whenever feasible.

22. 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.

This project was canceled as the magnetic tape of phone bills supplied by Pacific Bell was undergoing constant record changes and, therefore, an unreliable media for input into the DIS system. In place of the magnetic tape DIS ordered the Billing Diskette from Pacific Bell. This diskette offers file export capabilities and a set of standard reports based upon the billing numbers. It can also be manipulated from a personal computer. Most of the requirements of this performance objective are satisfied by the diskette alternative.

23. 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.

The County's fiscal problems have prevented this objective from being completed. This project is being carried over into the 1994 performance objectives.

24. Implement and Formalize the CAC LAN Administrator Role

Plan, prepare, publish a recommended LAN software upgrade schedule for the year that targets the currency of all versions of network-supported products, County-wide. Inventory all hardware and software and determine functionality for each in order to recommend necessary upgrades/replacements in advance for actual replacement and funding.

This objective was completed. The DIS Standards Committee approved the detailed specifications for the operational role/duties of LAN/WAN administration in local and remote environments. The LAN Administrator's Guide was published and distributed in October 1993. This project is being carried over into the 1994 performance objectives as LAN administration procedures will continually be reviewed and with the LAN Administration Guide being updated to reflect changes in technology and the County's environment and resources.

25. Operations Standards/Procedures

Review standards and procedures on all DIS managed computing systems for SCC/QPC Operations staff.

This objective was completed in December 1993.

26. Improve SCC Effectiveness

Implement internal management and support proposals for improving the SCC operations. Develop and complete a plan to educate DIS customers on the function and purpose of the SCC.

This objective was completed. A guidebook on the Service Control Center services has been published and distributed. Skills for all SCC staff have been enhanced through seminars, workshops in order to support all DIS managed systems.

27. Department Service Level Objectives

DIS will continue to emphasize service level objectives across all programs with formal reporting and result publication.

During the period from 1/1/93 to 11/1/93, 2931 Service Request Satisfaction Rating forms were sent to a total of 54 agencies, courts and departments. Of these, 1962 were returned (69%) with an overall average satisfaction rating of 4.5 out of a possible 5.0. DIS continues to emphasize throughout all its Divisions that "service is our only product". This project is being carried over into the 1994 performance objectives as emphasis will always be given to maintaining service level objectives.

28. <u>Capacity Planning</u>

Improve the fidelity of capacity planning in support of the IBM and DEC systems.

Improved the report management information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth. Completed the implementation of the new version of the service level reporting system in August 1993. This project is being carried over into the 1994 performance objectives to finalize the Report Management Information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth.

29. Upgrade The Existing 3090 Mainframe

Extend the usable life of the IBM 3090 mainframe for two years by upgrading it from a 3090-400E to a 3090-600E.

This objective was completed in February 1993.

30. CPU Cycle Reduction

Implement appropriate software program products that will provide performance improvements in CPU cycle reductions to help extend the useful life of the County's mainframe and minimize fund balance expenditures.

Implementation of MVS 4.2 was completed in August 1993. Implementation of CICS 3.3 was started with testing in December 1993. DSS obtained state approval for sharing the cost of CSP 4.2; funding was approved in FY93-94 Budget. The Board of Supervisors approval to purchase was obtained. This project is being carried over into the 1994 performance objectives to continue the implementation of software program products.

31. Intelligent Network

Seek funding to continue to expand the intelligent network project so as to improve the telecommunication network and extend the usable life of the SanConTel System.

Five-Year plan has been completed and project is included in County-wide Automation Projects package for presentation to Board of Supervisors for possible one-time funding consideration. This project is being carried over into the 1994 performance objectives.

32. Install an Additional 30GB of DASD

Acquire and install an additional 30GB of DASD to provide storage for forecasted customer growth in data files.

Project was approved for Board of Supervisors referral and Board letters have been submitted requesting approval to acquire additional DASD. Based upon the County's fiscal picture, DIS has severe reservations that timely Board approval will be granted for accomplishing this objective. This is one of the projects that is critical in sustaining the DIS infrastructure for supporting current service levels to our customers.

33. Automated Operations

Complete the implementation of a system managed Operations environment to fully leverage a "lights-out" computer facility.

Project is ongoing to automate the operations environment. New products such as Sysview and DB2 were implemented under the control of ACO. Additional messages have been suppressed during this reporting period to improve the productivity of the SCC console operator. This project is being carried over into the 1994 performance objectives.

34. Automated Tape Library (ATL)

Develop the capability to provide a path to the Automatic (robotics) Tape Library System for the DEC/VAX platform.

Due to funding limitations, this objective was not completed and this project is being carried over into the 1994 performance objectives.

35. Re-evaluate System Backup and Restore Procedures

Prepare least costly viable solutions and complete the implementation of appropriately sized backup hardware/software capabilities for LAN file disaster recovery.

This objective was not completed and this project is being carried over into the 1994 performance objectives.

36. Network Management Tool

Develop and determine network management alternative solutions, in order to implement the most effective, centralized network management capability in the LAN, DEC and Token-Ring environments.

Completed project goals and objectives. An outline was developed and reviewed with a consultant with budget requests submitted for global requirements. This project is being carried over into the 1994 performance objectives for full implementation, subject to funding approval.

37. 800 MHZ Project

In concert with the Sheriff, supporting fire districts and police departments within the County and surrounding counties, develop the technical direction and establish funding for a new 800 MHz system.

The 800 MHz project is on schedule. Staff is working with the cities to establish the CSA. The Auditor and Controller is working on the portion of the project that will not be funded by the CSA. This project is being carried over into the 1994 performance objectives for full implementation, subject to funding approval.

38. 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 priorities.

This project is being carried over into the 1994 performance objectives as DIS will continue the role as facilitator/project leader for the successful implementation of the IJIS system and operational concepts.

39. Revenue and Recovery Collection System

DIS will continue to work with R & R and ProData to ensure the timely completion of the R & R automated collection system.

The Systems Management of Accounts Receivable & Trust (SMART) system was implemented June 28, 1993. This new system has increased the productivity of collectors and supervisors by replacing a paper driven process with an on-line system. Receivables management and collections are now performed in a more timely and less labor intensive manner without an increase in staff.

40. LAN/WAN Administration

Finalize and publish detailed specifications for the operational role/duties of LAN/WAN administration in local and remote environments with concurrence of the DIS Standards Committee.

This objective was completed. The DIS Standards Committee approved the detailed specifications for the operational role/duties of LAN/WAN administration in local and remote environments. The LAN Administrator's Guide was published and distributed in October 1993.

41. Facilities Space Management System

DIS will complete the funded phases of the Facilities Space Management System.

The County property module for Rents and Acquisitions was placed into production in September 1993. This project is being carried over into the 1994 performance objectives. During 1994, DIS will complete the funded phases of the County Facilities Space Management System which will provide management of internal facility space, budget forecasting, enhanced rent and acquisition reporting and space validation standards.

42. SDDPC Network Support

Develop a plan to maintain and expand the token ring services throughout the network; prepare TCP/IP standards. Complete the specification of replacement network service from City devices to County devices. Develop a memorandum of understanding with SDDPC regarding future RUIS/County network support and maintenance.

This objective was completed in December 1993. A plan to maintain and expand the token ring services throughout the network. TCP/IP standards were approved by Standards Committee. A memorandum of understanding with SDDPC regarding future RUIS/County network support and maintenance was developed.

43. DMV Support

Provide administrative and network support for DMV access for authorized County Departments, Agencies and Courts.

This objective was completed. The Memorandum of Agreement was signed with the State and DIS has assumed role for centralized DMV access. All customers requiring access now have it. New customers will be added as router maintenance or requests come in. The benefits of the DMV project are: less costly access, centralized local access control and more rapid installation of connection.

44. Options Enrollment System

Automate the Flexible Benefits Program enrollment to run on in-house computer and telecommunications systems rather than retain the costs for outside service.

This objective was completed. The Options Enrollment System was operational for September 1993 enrollment period. In previous years, the County had contracted with an outside firm to administer the open enrollment for the Options program for all County employees. This year, a cooperative effort by DIS, DHR and a vendor, eliminated the need for that contract. By using existing technology in the Treasurer Tax Collector's Office, employees were able to enroll exactly as they did in previous years, only this time they were saving the County over \$130,000 in the process.

45. Grand Jury LAN

Support and install (if funding is available) a Local Area Network to provide automation for the Grand Jury.

This objective was completed. LAN was installed and operational in August 1993. This system automates the Grand Jury Master Calendar, creates a database for documenting recommendations, and schedules conference rooms electronically. Selected jurors can now draft their own correspondence, electronically attach documents to this correspondence and send it through the County's enterprise-wide E-mail system. One of the system's major benefits is the ability for the jurors to access the master calendar to assist in scheduling their time. Another feature provides a five year history of all recommendations made by the Grand Jury. Another big benefit of the system is the use of standard automation tool which require minimal training, for a new Grand Jury is seated every year.

1993-94 OBJECTIVES

- 1. <u>Training Plans</u>: Ensure every DIS employee has a current/updated training plan.
- 2. Employee Recognition: Improve and sustain the DIS Employee Recognition Program awards and ceremonies.
- 3. Employee Round-Table Meeting: Each Deputy Director and Manager will continue on a bi-monthly basis to hold an informal round-table meeting with randomly selected staff from his/her organization. The key purpose will be to discuss important departmental issues, directions, etc., and to listen to employee concerns and recommendations for change and improvement.
- 4. <u>Employee Service Awards</u>: Ensure that all employee service awards are presented in a manner that clearly honors the employee.
- 5. <u>Relocate DIS</u>: Actively seek to move DIS out of the basement of the CAC, preferably to a site sufficiently large enough to relocate all of DIS in one facility.
- 6. <u>Improve Physical Environment</u>: Until DIS is able to move from the CAC basement, take all opportunities to improve the physical environment in the CAC basement.
- 7. <u>Cultural Diversity Committee and Training Program</u>: Continue support for the established DIS Cultural Diversity Committee and promote a departmental training program on this topic.
- 8. <u>Community Involvement</u>: Continue to encourage employee and management participation in community-based issues through management organized or sanctioned programs by allowing 2% of the employees work time to be devoted to such programs.
- 9. EOMO Training Program: Continue to provide DIS personnel with all EOMO training programs.
- 10. <u>County-wide Business Automation Planning</u>: Continue to support the development, consolidation and management presentation of County-wide automation activities.
- 11. <u>BOS Communication and Coordination</u>: Continue to improve communications with the Board of Supervisors and coordination of County/DIS automation directions, plans and actions.
- 12. <u>DIS Staff Communications</u>: Improve DIS staff communications to ensure employees are better informed of technical, procedural and administrative directions.
- 13. <u>DIS Staff Training</u>: Continue to provide training to assure staff is fully qualified to use the software and hardware tools required to be successful in providing customer service.
- 14. <u>Mainframe Security/ACF2</u>: Protect the County's investment in computer information resources by continuing to implement the ACF2 mainframe security system within the DIS/IBM/Digital operating environment. Specific milestone goals for 1994 are: implement ACF2 facilities into all CICS regions; fully implement ACF2 throughout all County Departments; establish departmental security administrators; and replace application security with ACF2 security.
- 15. <u>Enterprise Electronic Messaging</u>: Continue the installation of enterprise-wide electronic transmission of mail and attached documents across disparate computing platforms within the County's enterprise network environment to include 75% of County departments.
- 16. <u>Identify Enterprise Client/Server Solutions</u>: Define, identify and prototype Client/Server Technology for the purpose of evaluating and recommending the products to accomplish the strategic objective.
- 17. Implement and Formalize the CAC LAN Administrator Role: Plan, prepare, publish a recommended LAN software upgrade schedule for the year that targets currency of all versions of network-supported products County-wide. Inventory hardware/software functionality of devices/software in order to recommend necessary upgrades/replacements and funding in advance of actual requirement.

- 18. <u>Department Service Level Objectives</u>: DIS will continue to emphasis service level objectives across all programs with formal reporting and result publication.
- 19. <u>Capacity Planning</u>: Finalize the report management information project on computer resources usage and on forecasted capacity required to provide continuous availability of resources for future growth.
- 20. <u>Increase Solid State DASD Capacity</u>: Acquire additional solid state DASD capacity to maintain the current satisfactory level of service and performance from our 3090 processor.
- 21. Extend Useful Life of the IBM 3090 Mainframe: Extend the usable life of the IBM 3090 mainframe by implementing more efficient software, re-engineering inefficient jobs and procedures, setting and enforcing efficiency standards, with a target of reducing total utilization by no less than 10%.
- 22. <u>Intelligent Network</u>: Seek funding to continue to expand the intelligent network project so as to improve the telecommunication network and extend the usable life of the SanConTel System.
- 23. <u>Install an Additional 40GB of DASD</u>: Acquire and install an additional 40GB of DASD to provide storage for forecasted customer growth in data files.
- 24. <u>Automated Operations</u>: Continue the implementation of a system managed Operations environment to fully leverage a "lights-out" computer facility by expanding the use of the ACO (Automatic Console Operator) software product.
- 25. <u>Automated Tape Library (ATL)</u>: Develop the capability to provide a path to the Automatic (robotics) Tape Library System for the DEC/VAX platform.
- 26. Re-evaluate LAN System Backup and Restore Procedures: Prepare least cost viable solution alternatives and complete implementation of appropriately sized backup hardware/software capability for LAN file disaster recovery.
- 27. <u>Network Management Tool</u>: Develop and determine network management alternative solutions, in order to implement the most effective, centralized network management capability in the LAN, DEC and Token-Ring environments.
- 28. <u>Disaster RecoveryOblantisaster Recovery Plan based on an understanding of the fiscal constraints but formulating steps to be taken in case of a major disaster.</u>
- 29. 800 MHZ Project: In concert with the Sheriff, supporting fire districts and police departments within the County and surrounding counties, develop the technical direction and establish funding for a new 800 MHz system.
- 30. Integrated Justice Information System (IJIS): Continue the DIS role as facilitator/project leader for the successful implementation of the IJIS system and operational concepts. Specific efforts will be directed towards 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; determination of a solution for Municipal Courts Minor Offense and Criminal Systems; and continued improvement of the processing capability within the REJIS system.
- 31. Support the AS400 Installations and Solutions: Provide support and both technical and operational solutions to assure the success of the forthcoming AS400 installations for the Assessor and Justice Community.
- 32. <u>Network Prevention Strategies</u>: Create a telecommunications network environment in which "Prevention Strategies" are the foundation of its operations.
- 33. <u>Five-Year Investment in Information Technology Plan</u>: Complete, present, obtain approvals and coordinate the first year's implementation of a County-wide Five-Year Investment in Information Technology Plan.
- 34. <u>PC/LAN Outsourcing Contract</u>: Implement procedures for managing, monitoring and reporting on Contract to provide County-wide PC/LAN coordination, planning, setup, installation and maintenance.
- 35. <u>Telecommuting</u>: 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.
- 36. <u>Use of Contract Programmers</u>: Continue to contract with private agencies providing contract programmers to augment and enhance DIS in its efforts to provide a sustaining level of customer service.
- 37. Accomplish Conepsidadaen the Delpandement Computing: Works DEC/VAX system into the DIS DEC/VAX Cluster. Complete the integration of the Municipal Courts DPX2 mini-computers into the DIS operating environment.
- 38. <u>Facilities Space Management System</u>: DIS will complete the funded phases of the County Facilities Space Management System which will provide management of internal facility space, budget forecasting, enhanced rent and acquisition reporting and space validation standards.
- 39. <u>Automated Telephone Information & Routing Service</u>: 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.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- Office of the Director [12.17 SY; E = \$375,820; 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.
 - O Decreased one Intermediate Clerk Typist position (Class 2700) eliminated in support of the County's FY 93-94 Budget Reduction Program.
- Administrative Services [13.00 SY; E = \$824,114; 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:
 - Discretionary/Discretionary Service Level. However, many of its functions support mandated programs and mandated service levels in customer departments.
 - Decreased \$99,841 in Travel and Membership funds as part of CAO designated net cost reduction in FY 92-93.
 - Decreased 2 Intermediate Account Clerk positions (Class 2493), 1 Intermediate Clerk Typist position (Class 2700) and 1 Payroll Clerk position (Class 2494) in support of the County's FY 93-94 Budget Reduction Program.

PROGRAM: Department Administration

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
MISCELLANEOUS:				
9176 Criminal Justice Facilities	\$0	\$0	\$0	\$0
9918 Recovered Cost	0	0	0	0
9745 Aid from Housing Authority	0	0	0	0
9995 Other Miscellaneous	0	0	0	0
Sub-Total	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$1,203,741	\$1,456,292	\$1,199,934	\$(256,358)
Sub-Total	\$1,203,741	\$1,456,292	\$1,199,934	\$(256,358)
Total	\$1,203,741	\$1,456,292	\$1,199,934	\$(256,358)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Although costs of this program are claimed for reimbursement by other County departments from State and Federal funds, revenue from that reimbursement is retained by those departments and not allocated to DIS.

PERFORMANCE INDICATORS					
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Administrative Services					
X OF RESOURCES: 52%					
WORKLOAD					•
Line staff years supported	301.28	302.40	269.66	305.17	272.17
EFFICIENCY					
Line staff/support staff	16.78	17.03	16.98	17.95	20.94
EFFECTIVENESS					
Requisitions processed	377	344	336	300	396
Suborders processed	649	624	696	600	<i>7</i> 50
Payables processed	858	1,171	1,213	1,200	1,450
Work orders processed	93	126	111	150	100
DIS training sessions	254	408	340	500	234
Receivables processed	858	1,148	1,353	1,200	1,505
Direct Fiscal cust support hrs	900	1,828	3,000	3,000	3,656
Billing related cust contacts	125	300	550	525	590
Personnel exams processed	35	5	23	20	20
New hires/promotions	129	14	41	30	40

STAFFING SCHEDULE

Class	Title	1992-93 Budget Positions	1992-93 Budget Staff Yrs	1993-94 Budget Positions	1993-94 Budget Staff Yrs	1992-93 Budget Cost	1993-94 Budget Cost
2427		4	4.00		4 00	0402.4//	2402 4/7
2123	Director, DIS	1	1.00	1	1.00	\$102,166	\$102,167
2302	Admin Assistant III	2 3	2.00 3.00	2 3	2.00	78,642	88,005
2303	Admin Assistant II	3		3	3.00	115,067	124,420
2307	Dept Personnel Ofc III	1	1.00	1	1.00	52,157	52,156
2369	Admin Services Mgr II	1	1.00		1.00	54,747	54,748
2383	Tech Training Coordinator	1	1.00	1	1.00	46,162	46,162
2403	Accounting Technician	1	1.00	1	1.00	26,665	26,666
2413	Analyst III	1	1.00	1	1.00	46,162	39,108
2425	Associate Accountant	1 -	1.00	1	1.00	37,125	32,206
2493	Intermed Account Clerk	3	3.00	1	1.00	59,686	20,797
2494	Payroll Clerk	1	1.00	0	0.00	18,976	0
2511	Senior Payroll Clerk	1	1.00	1	1.00	25,056	25,056
2700	Intermed Clerk Typist	2	2.00	0	0.00	40,687	0
2758	Admin Secretary III	_1	1.00	_1	1.00	29,449	26,911
9999	Extra Help	50	10.17	50	10.17	183,241	183,241
	Total	70	30.17	65	25.17	\$915,988	\$821,643
Salary	Adjustments:		,			1,897	8,730
Premium	n/Overtime Pay:					0	0
ILP Rec	ductions					0	(18,780)
Employe	ee Benefits:					235,173	209,288
Salary	Savings:					(41,529)	(40,086)
	Total Adjustments					\$195,541	\$159,152
Program	n Totals	70	30.17	65	25.17	\$1,111,529	\$980,795

MAJOR MAINTENANCE

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
MAJOR MAINTENANCE	\$2,872,239	\$2,345,209	\$2,233,766	\$2,522,467	\$1,911,594	\$(610,873)	(24.2)
MAJOR MAINTENANCE REMODELS	1,076,892	683,055	295,428	21,000	0	(21,000)	(100.0)
TOTAL DIRECT COST	\$3,949,131	\$3,028,264	\$2,529,194	\$2,543,467	\$1,911,594	\$(631,873)	(24.8)
PROGRAM REVENUE	(2,484,342)	(2,114,834)	(2,022,525	(2,123,876)	(1,247,075)	876,801	(41.3)
NET GENERAL FUND COST	\$1,464,789	\$913,430	\$506,669	\$419,591	\$664,519	\$244,928	58.4
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM: Major Maintenance

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 81900

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5590

REFERENCE: 1993-94 Proposed Budget - Pg. 54-3

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurnish 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.

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
\$2,774,514	\$2,185,884	\$2,232,571	\$2,491,396	\$1,911,594	(23.3)
608	0	0	0	0	0.0
97,117	159,325	1,195	31,071	0	(100.0)
\$2,872,239	\$2,345,209	\$2,233,766	\$2,522,467	\$1,911,594	(24.2)
(1,918,255)	(1,506,464)	(1,734,380)	(2,102,876)	(1,247,075)	(40.7)
\$953,984	\$838,745	\$499,386	\$419,591	\$664,519	58.4
0.00	0.00	0.00	0.00	0.00	0.0
	\$2,774,514 608 97,117 \$2,872,239 (1,918,255) \$953,984	\$2,774,514 \$2,185,884 608 0 97,117 159,325 \$2,872,239 \$2,345,209 (1,918,255) (1,506,464) \$953,984 \$838,745	\$2,774,514 \$2,185,884 \$2,232,571 608 0 0 97,117 159,325 1,195 \$2,872,239 \$2,345,209 \$2,233,766 (1,918,255) (1,506,464) (1,734,380) \$953,984 \$838,745 \$499,386	Actual Actual Actual Budget \$2,774,514 \$2,185,884 \$2,232,571 \$2,491,396 608 0 0 0 97,117 159,325 1,195 31,071 \$2,872,239 \$2,345,209 \$2,233,766 \$2,522,467 (1,918,255) (1,506,464) (1,734,380) (2,102,876) \$953,984 \$838,745 \$499,386 \$419,591	Actual Actual Actual Budget Budget \$2,774,514 \$2,185,884 \$2,232,571 \$2,491,396 \$1,911,594 608 0 0 0 0 97,117 159,325 1,195 31,071 0 \$2,872,239 \$2,345,209 \$2,233,766 \$2,522,467 \$1,911,594 (1,918,255) (1,506,464) (1,734,380) (2,102,876) (1,247,075) \$953,984 \$838,745 \$499,386 \$419,591 \$664,519

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.
- 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 <u>Health and Safety</u> the highest category and <u>Essential to Program</u> 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.

1992-93 BUDGET TO ACTUAL COMPARISON

1992-93 program expenditures were \$2,233,766. These expenditures primarily reflect 89 projects completed during the fiscal year. This represents 64% of the active workload completed. In addition, 23 projects were carried over, with encumbrances totaling \$902,000 for open contracts and purchase orders to be completed in FY93-94. Another 26 projects were rebudgeted for FY93-94.

The net difference between the FY92-93 budgeted and actual revenue is a reduction totaling \$368,496. This reduction is due primarily to the following:

- A decrease of \$325,996 in Court Facilities revenue due to seven projects rebudgeted and an additional seven projects with encumbrances carried over to FY93-94;
- A decrease of \$270,416 in Road Fund revenue due to the cancellation of 11 projects, and encumbrances totaling \$183,554 carried over to FY93-94; and
- 3. A decrease of \$94,426 in Library Fund revenue due to an Auditor freeze.

Decreases are offset by increases in three accounts:

- 4. An increase of \$96,424 in Criminal Justice Facilities revenue due to, (1) mid-year appropriations for two projects approved by the Board, and, (2) reinstatement of four rebudgeted FY91-92 projects subsequent to adoption of the final budget:
- An increase of \$125,707 in Community Development Block Grant revenue from mid-year appropriations for five projects benefitting the Imperial Beach Library and five public health centers; and
- 6. An increase of \$90,641 in State Aid Construction to Recreation Areas revenue for appropriations carried over from 91-92 and mid-year appropriations to resurface William Heise Park.

1992-93 ACHIEVEMENT OF OBJECTIVES

Not applicable.

1993-94 OBJECTIVES

Not applicable.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

The 1993-94 Adopted Budget has 38 projects totaling \$1,911,594. A list of these projects is attached. The activities of this program are summarized as follows:

- <u>Craft Support</u> [0.00 SY; E = \$644,207; R = \$420,023] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - Discretionary/Discretionary Service Level.
 - Offset by 65.2% in program revenue.
- 2. <u>Contracted Services</u> [0.00 SY; E = \$1,267,387; R = \$827,052] 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:
 - Discretionary/Discretionary Service Level.
 - o Providing an estimated \$1.2 million (66.3% of budget) in privatized services.
 - Offset by 65.2% in program revenue.

PROGRAM REVENUE BY SOURCE				Change From
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
FINES, FORFEITURES & PENALTIES:			•	
Criminal Justice Facilities (9176)	\$585,664	\$489,240	\$551,056	\$61,816
Court Facilities (9177) Marshal Writ Disbursement (9195)	555,805 44, 3 65	881,801 0	175,544 20,000	(706,257) 20,000
Sub-Total	\$1,185,834	\$1,371,041	\$746,600	\$(624,441)
AID FROM OTHER GOVERNMENTAL AGENCIES:				
State Aid for Cr. Children	\$0	\$0	\$21,000	\$21,000
State Aid Constructions-Rec.Areas (9444)	90,641	0	0	0
Regional Auto Theft Team (9505)	3,255	3,255	10,000	(3,255)
AB75 Cap Outlay Rev (9515) Fed Aid-Comm.Develop Block Grant (9683)	7,998 125,707	0 0	10,000 137,525	10,000 137,525
Co. Water Authority (9746)	58,552	68,701	0	(68,701)
Sub-Total	\$286,153	\$71,956	\$168,525	\$96,569
CHARGES FOR CURRENT SERVICES:				
Serv. Chg. on Collected Act (9824)	\$178	\$0	\$0	\$0
Micro-Automation Fee (9834)	0	0	33,850	33,850
Micrographics Fee (9864)	245	0	13,000	13,000
Recording Fee-Modernization (9865) Other-Employee Maintenance (9974)	0 61,958	0 80,000	50,000 80,000	50,000 0
Other Miscellaneous (9979)	01,938	0	3,500	3,500
Sub-Total	\$62,381	\$80,000	\$180,350	\$100,350
OTHER REVENUE :			24/2 222	
Inter-Service Fund Sales (9917)	\$0	\$0	\$140,000	\$140,000
Other Miscellaneous (9995) Other Sales-Taxable (9996)	2 1,043	0 0	0 0	0
Sub-Total	\$1,045	\$0	\$140,000	\$140,000
OTHER FINANCING SOURCES:				
Road Fund (9802)	\$193,963	\$464,379	\$0	\$(464,379)
APCD (9803)	1,137	0	0	0
Parkland Dedication (9811)	293	17,500	11,600	(5,900)
Library Fund (9813)	3,574	98,000	0	(98,000)
Sub-Total	\$198,967	\$579,879	\$11,600	\$(568,279)
Total	\$1,734,380	\$2,102,876	\$1,247,075	\$(855,801)
GENERAL FUND CONTRIBUTION DETAIL				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$499,386	\$419,591	\$664,519	\$244,928
Sub-Total	\$499,386	\$419,591	\$664,519	\$244,928

EXPLANATION/COMMENT ON PROGRAM REVENUES

The FY93-94 Budget shows an overall decrease in revenue from FY92-93 totaling \$855,801. This decrease is primarily due to a \$644,441 reduction in Penalty Assessment revenue (Accounts 9176 and 9177), shown in the budget as Fines, forfeitures and Penalties and a \$464,379 reduction in Road Fund revenue (Account 9802). Individual revenue increases are shown for (1) Community Development Block Grant (CDBG) funding (Account 9683) for \$137,525 and (2) San Diego Gas and Electric Co. (SDG&E) rebate revenue (Account 9917) for \$140,000. The CDBG revenue was budgeted to remove physical barriers to handicapped persons in five public health centers. The SDG&E revenue is anticipated rebates for relighting and other energy retrofit projects in County facilities.

1993-94 MAJOR MAINTENANCE PROJECTS

	Annales Postitates Association Fund	
MB4700	<u>Justice Facilities Construction Fund</u> Courthouse Construction Unanticipated Maintenance Activities (UMA)\$	300 000
MB4900	Jail/Camp Construction UMA	
MB3907	Las Colinas Det. Fac. Kitchen Wall Repairs	
MB3911	Rancho Del Rayo Replacement of Urinals	
MB3912	Vista Det. Fac. Drainage Repairs in Kitchen Dock	
MB2994	El Cajon Regional Center Security Panel	
SUBTOTAL		
Courthouse	se Construction Fund	
MB3704	Traffic Court Parking Lot Repairs	14,600
MB9372	Downtown Courthouse Chilled Water Rprs	
MB2503	South Bay Regional Center Chair Repairs, Dep. 8	
MB2502	Escondido Courthouse, HVAC Repairs	
MB0267	Traffic Court HVAC Repairs	20,000
MB3714	North Co Regional Center Reroof Modular Units	
MB3715	Juvenile Court Elevator Repairs	15,000
MB2260	South Bay Regional Center Courtroom Status Lights	
SUBTOTAL		\$ <u>175,544</u>
Manahalda	Haid Bishussanah Fas Fund	
MB3899	s Writ Disbursement Fee Fund Downtown Courthouse Dispatch Rm HVAC	20,000
SUBTOTAL	DOWNTOWN COUNTIONS DISPATCH KIN NAC	
SOBIOTAL		20,000
State Aid	d for Children Services	
MB3206		21.000
33373777		<u> </u>
AB75/Tobac	acco Tax	
MB4197		10,000
SUBTOTAL		
		
Community	/ Development Block Grant	
MB3890	East SD Health Center Removal of Impediments to Disabled\$	27,500
MB3891	South East SD Health Center Removal of Impediments to Disabled	
MB3892	Oceanside Health Center Removal of Impediments to Disabled	38,200
MB3893	Escondido Health Center Removal of Impediments to Disabled	35,400
MB3893 SUBTOTAL	Escondido Health Center Removal of Impediments to Disabled	-
SUBTOTAL	· · · · · · · · · · · · · · · · · · ·	•
SUBTOTAL Municipal	Court Automation Trust Fund	\$ <u>137,525</u>
SUBTOTAL Municipal MB3887	<pre>L Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers</pre>	33,850 \$ <u>137,525</u>
SUBTOTAL Municipal MB3887	Court Automation Trust Fund	33,850 \$ <u>137,525</u>
SUBTOTAL Municipal MB3887 SUBTOTAL	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ <u>137,525</u>
SUBTOTAL Municipal MB3887 SUBTOTAL Recorder's	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ <u>33,850</u>
SUBTOTAL Municipal MB3887 SUBTOTAL Recorder's MB3888	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ 33,850
SUBTOTAL Municipal MB3887 SUBTOTAL Recorder's MB3888	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ 33,850
SUBTOTAL Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ 33,850
SUBTOTAL Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ <u>33,850</u> \$ <u>13,000</u>
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ 33,850 \$ 33,850 \$ 13,000 \$ 13,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers	33,850 \$ <u>33,850</u> \$ <u>33,850</u> \$ <u>13,000</u> \$ 13,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL	SD Municipal Court Emergency Back-up for computers . \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 50,000 \$ 50,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$	33,850 33,850 13,000 50,000 80,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300	SD Municipal Court Emergency Back-up for computers . \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance	33,850 \$ <u>137,525</u> 33,850 \$ <u>33,850</u> 13,000 \$ <u>13,000</u> 50,000 80,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL	SD Municipal Court Emergency Back-up for computers \$ 'S Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$ 'S Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$	33,850 \$ <u>137,525</u> 33,850 \$ <u>33,850</u> 13,000 \$ <u>13,000</u> 50,000 80,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$	\$\frac{137,525}{33,850}\$ \$\frac{33,850}{33,850}\$ \$\frac{13,000}{30,000}\$ \$\frac{50,000}{30,000}\$ \$\frac{50,000}{30,000}\$ \$\frac{80,000}{30,000}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$ Sometimes S	\$\frac{137,525}{33,850}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{50,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{3,500}{\cdots}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$	\$\frac{137,525}{33,850}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{50,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{3,500}{\cdots}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL	SD Municipal Court Emergency Back-up for computers \$ S Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$ S Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ Sealth Services Trust Fund Health Services Complex HVAC Repairs \$	\$\frac{137,525}{33,850}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{50,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{3,500}{\cdots}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego	SD Municipal Court Emergency Back-up for computers \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ ealth Services Trust Fund Health Services Complex HVAC Repairs \$ of Gas and Electric Rebates	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 50,000 \$ 50,000 \$ 80,000 \$ 80,000 \$ 3,500 \$ 3,500
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195	SD Municipal Court Emergency Back-up for computers \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ ealth Services Trust Fund Health Services Complex HVAC Repairs \$ or Gas and Electric Rebates Countywide Lighting Retrofit \$1	\$\frac{137,525}{33,850}\$ \$\frac{33,850}{33,850}\$ \$\frac{13,000}{3,500}\$ \$\frac{50,000}{3,500}\$ \$\frac{80,000}{3,500}\$ \$\frac{3,500}{3,500}\$ \$\frac{3,500}{40,000}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195	SD Municipal Court Emergency Back-up for computers \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ ealth Services Trust Fund Health Services Complex HVAC Repairs \$ of Gas and Electric Rebates	\$\frac{137,525}{33,850}\$ \$\frac{33,850}{33,850}\$ \$\frac{13,000}{3,500}\$ \$\frac{50,000}{3,500}\$ \$\frac{80,000}{3,500}\$ \$\frac{3,500}{3,500}\$ \$\frac{3,500}{40,000}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL	SD Municipal Court Emergency Back-up for computers \$ \[\frac{\struct{S Micrographics Trust Fund}}{\struct{Recorder/CAC Repairs to Equipment}} \] \[\frac{\struct{S Modernization Trust Fund}}{\struct{Recorder/CAC Carpeting Room 260}} \] \[\frac{\struct{Housing Maintenance}}{\struct{Employee Housing Maintenance UMA}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Housing Maintenance UMA}} \] \[\frac{\struct{Selth Services Complex HVAC Repairs}}{\struct{Selth Services Complex HVAC Repairs}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \] \[\frac{\struct{Selth Services Trust Fund}}{\struct{Selth Services Complex HVAC Repairs}}} \]	\$\frac{137,525}{33,850}\$ \$\frac{33,850}{33,850}\$ \$\frac{13,000}{3,500}\$ \$\frac{50,000}{3,500}\$ \$\frac{80,000}{3,500}\$ \$\frac{3,500}{3,500}\$ \$\frac{3,500}{40,000}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers SMicrographics Trust Fund Recorder/CAC Repairs to Equipment SMODERNIZATION Trust Fund Recorder/CAC Carpeting Room 260 SMOUSING Maintenance Employee Housing Maintenance UMA SMODERNIZATION SMOUSING Maintenance Employee Housing Maintenance UMA SMODERNIZATION SMOUSING MAINTENANCE SMOUSING M	\$\frac{137,525}{33,850}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{13,000}{\cdots}\$ \$\frac{50,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{80,000}{\cdots}\$ \$\frac{3,500}{\cdots}\$ \$\frac{3,500}{\cdots}\$ \$\frac{140,000}{\cdots}\$
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014	SD Municipal Court Emergency Back-up for computers \$ SMicrographics Trust Fund Recorder/CAC Repairs to Equipment \$ SModernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ Salth Services Trust Fund Health Services Complex HVAC Repairs \$ So Gas and Electric Rebates Countywide Lighting Retrofit \$1 Dedication Ordinance Nancy Jane Park Resurface \$	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 50,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers SMicrographics Trust Fund Recorder/CAC Repairs to Equipment SMODERNIZATION Trust Fund Recorder/CAC Carpeting Room 260 SMOUSING Maintenance Employee Housing Maintenance UMA SMODERNIZATION SMOUSING Maintenance Employee Housing Maintenance UMA SMODERNIZATION SMOUSING MAINTENANCE SMOUSING M	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 50,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014	SD Municipal Court Emergency Back-up for computers \$'s Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$'s Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ ealth Services Trust Fund Health Services Complex HVAC Repairs \$ Countywide Lighting Retrofit \$1 Dedication Ordinance Nancy Jane Park Resurface \$	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 50,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014 SUBTOTAL	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 50,000 \$ 50,000 80,000 \$ 80,000 3,500 \$ 3,500 \$ 3,500 \$ 140,000 11,600 \$ 11,600
SUBTOTAL Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014 SUBTOTAL General Fu	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 \$ 13,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000 11,600 \$ 11,600 \$ 11,600
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014 SUBTOTAL Parkland D MB0014 SUBTOTAL General Fu MB4800 MB4202 MB4202 MB4202	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$\$ S Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$\$ S Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$\$ Housing Maintenance Employee Housing Maintenance UMA \$\$ Ealth Services Trust Fund Health Services Complex HVAC Repairs \$\$ Dedication Ordinance Nancy Jane Park Resurface \$\$ Sund Countywide Cou	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 \$ 13,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000 11,600 \$ 11,600 \$ 11,600
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014 SUBTOTAL Parkland D MB0014 SUBTOTAL General Fu MB4800 MB4202	SD Municipal Court Emergency Back-up for computers \$ SM Micrographics Trust Fund Recorder/CAC Repairs to Equipment \$ SM Modernization Trust Fund Recorder/CAC Carpeting Room 260 \$ Housing Maintenance Employee Housing Maintenance UMA \$ Salth Services Trust Fund Health Services Complex HVAC Repairs \$ Cas and Electric Rebates Countywide Lighting Retrofit \$1 Dedication Ordinance Nancy Jane Park Resurface \$1 Mancy Jane Park Resurface \$3 Countywide Underground Tank Insp Multi-Yr Management Strategy for Underground Storage Tanks RFP Rancho Del Campo Fire System Modifications \$1	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 \$ 13,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000 11,600 \$ 11,600 \$ 11,600 11,600 11,600 11,600 11,600
Municipal MB3887 SUBTOTAL Recorder's MB3888 SUBTOTAL Recorder's MB4194 SUBTOTAL Employee H MB4300 SUBTOTAL Mental Hea MB4196 SUBTOTAL San Diego MB4195 SUBTOTAL Parkland D MB0014 SUBTOTAL Parkland D MB0014 SUBTOTAL General Fu MB4800 MB4202 MB4202 MB4202	Court Automation Trust Fund SD Municipal Court Emergency Back-up for computers \$	\$ 137,525 33,850 \$ 33,850 13,000 \$ 13,000 \$ 13,000 \$ 50,000 \$ 50,000 \$ 80,000 \$ 3,500 \$ 3,500 \$ 3,500 \$ 140,000 11,600 \$ 11,600 \$ 11,600 11,600 11,600 11,600 11,600

MB3810	Encinitas Library Replace HVAC
MB3882	Downtown Courthouse DA LAN Installation
MB3883	North Co. Regional Center DA A/C for LAN
MB3885	County Ops. Center DIS A/.C for Phone Rm
MB3884	Countywide Lighting Retrofit (rebate revenue received from SDG&E) 131,000
SUBTOTAL	
GRAND TOTA	ı \$ 1.911.594

PROGRAM: Major Maintenance Remodels

DEPARTMENT: MAJOR MAINTENANCE

PROGRAM #: 82000

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5590

REFERENCE: 1993-94 Proposed Budget - Pg. 54-6

AUTHORITY: State Administrative Code 25351, 25351.3, 25358: The Board may construct, lease, build, rebuild, furnish, refurnish 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.

1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
\$1,076,892	\$683,055	\$295,428	\$21,000	\$0	(100.0)
0	0	0	0	0	0.0
0	0	0	0	0	0.0
\$1,076,892	\$683,055	\$295,428	\$21,000	\$0	(100.0)
(566,087)	(608,370)	(288, 145)	(21,000)	(0)	(100.0)
\$510,805	\$74,685	\$7,283	\$0	\$0	0.0
0.00	0.00	0.00	0.00	0.00	0.0
	\$1,076,892 0 0 \$1,076,892 (566,087) \$510,805	Actual Actual \$1,076,892 \$683,055 0 0 0 0 \$1,076,892 \$683,055 (566,087) (608,370) \$510,805 \$74,685	Actual Actual Actual \$1,076,892 \$683,055 \$295,428 0 0 0 0 0 0 \$1,076,892 \$683,055 \$295,428 (566,087) (608,370) (288,145) \$510,805 \$74,685 \$7,283	Actual Actual Actual Budget \$1,076,892 \$683,055 \$295,428 \$21,000 0 0 0 0 0 0 0 0 \$1,076,892 \$683,055 \$295,428 \$21,000 (566,087) (608,370) (288,145) (21,000) \$510,805 \$74,685 \$7,283 \$0	Actual Actual Actual Budget Budget \$1,076,892 \$683,055 \$295,428 \$21,000 \$0 0 0 0 0 0 0 0 0 0 0 0 0 \$1,076,892 \$683,055 \$295,428 \$21,000 \$0 (566,087) (608,370) (288,145) (21,000) (0) \$510,805 \$74,685 \$7,283 \$0 \$0

PROGRAM DESCRIPTION

This program is intended to display remodeling projects separate from facility maintenance requirements. Typically, these projects are smaller in scope than Capital Improvement projects. They address programmatic space requirements and usually involve space reconfigurations in County facilities. This program also includes trailer purchases designed to meet additional space needs.

1992-93 BUDGET TO ACTUAL COMPARISON

The variance between FY92-93 actuals of \$295,428 and FY92-93 budget of \$21,000 reflects expenditures for projects with encumbrances in FY91-92, carried over to FY92-93, and mid-year appropriations. The program had twelve remodels in the fiscal year: six were completed, five were carried over to FY93-94 and one was rebudgeted in FY93-94.

1992-93 ACHIEVEMENT OF OBJECTIVES

Not applicable.

1993-94 OBJECTIVES

Not applicable.

1993-94 SUB PROGRAM ACTIVITIES
The activities of this program are summarized as follows:

The 1993-94 Adopted Budget has no projects.

- <u>Craft Support</u> [0.00 SY; E = \$0; R = \$0] including carpentry, welding, masonry, painting, plumbing, electrical and service work, is:
 - O Discretionary/Discretionary Service Level.
 - Decreasing by \$4,872.
- Contracted Services [0.00 SY; E = \$0; R = \$0] 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 Decreasing by \$16,128.

PROGRAM REVENUE BY SOURCE				Change From
	1992-93	1992-93	1993-94	1992-93
Source of Revenue	Actual	Budget	Budget	Budget
FINES, FORFEITURES & PENALTIES:				
Criminal Justice Facilities (9176)	\$48,125	\$0	\$0	0
Court Facilities (9177)	13,693	0	0	\$0
Marshal's Writ Disbursement (9195)	50	0	0	0
Sub-Total	\$61,868	\$0	\$0	\$0
AID FROM OTHER GOVERNMENTAL AGENCIES:				
State Aid For Ca. Children (9342)	\$0	\$21,000	\$0	\$(21,000)
AB75 Capital Outlay Revenue (9515)	165,155	0	0	0
Comm. Develop Black Grant (9683)	5,732	0	0	0
Sub-Total	\$170,887	\$21,000	\$0	\$(21,000)
CHARGES FOR CURRENT SERVICES:				
Court Fees & Costs (9827)	\$7,886	\$0	\$0	\$0
Micrographics Fee (9864)	15,324	0	0	0
Sub-Total	\$23,210	\$0	\$0	\$0
OTHER FINANCING SOURCES:				
CATV (9804)	\$32,180	\$0	\$0	\$0
Sub-Total	\$32,180	\$ 0	\$0	\$0
Total	\$288,145	\$21,000	\$0	\$(21,000)
GENERAL FUND CONTRIBUTION DETAIL	-			
				Change From
	1992-93	1992-93	1993-94	1992-93
General Fund Contribution By Source	Actual	Budget	Budget	Budget
GENERAL FUND SUPPORT COSTS:	\$7,283	\$0	\$0	\$0
Sub-Total	\$7,283	\$0	\$0	\$0
Total	\$7,283	\$0	\$0	\$0

EXPLANATION/COMMENT ON PROGRAM REVENUES

No revenue is budgeted for this program in FY93-94. Revenue increases at the end of FY92-93 were due to projects carried over from FY91-92 and expended in FY92-93, and mid-year projects approved by the Board after adoption of the budget. Major projects carried over were: (1) MR1895, Various Health Centers Remodels/Repairs, AB75/Tobacco Tax revenue (Account 9515) for \$142,856; (2) MB2898, Trailer Installation for Health Centers, AB75/Tobacco Tax revenue for \$22,299; and (3) MR1898, Central Detention Facility Video Arraignment, Cable TV revenue, (Account 9804), for \$32,180. The largest mid-year project was MR2799, Escondido Courthouse Remodel, with revenue from AB189 (Account 9176) for \$48,125 and Small Claims Service Charges, (Account 9827), in the amount of \$7,886.

PUBLIC SERVICES UTILITIES

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Public Services Utilities	\$13,873,535	\$14,222,853	\$16,581,736	\$15,001,826	\$16,951,826	\$1,950,000	13.0
TOTAL DIRECT COST	\$13,873,535	\$14,222,853	\$16,581,736	\$15,001,826	\$16,951,826	\$1,950,000	13.0
PROGRAM REVENUE	(33,422)	(46,866)	(257,270)	(258,559)	(208,559)	50,000	(19.3)
NET GENERAL FUND COST	\$13,840,113	\$14,175,987	\$16,324,466	\$14,743,267	\$16,743,267	\$2,000,000	13.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

55-2

PROGRAM: Public Services Utilities DEPARTMENT: PUBLIC SERVICES UTILITIES

PROGRAM #: 82104

MANAGER: Jane F. Huston, Director

ORGANIZATION #: 5610

REFERENCE: 1993-94 Proposed Budget - Pg. 55-1

AUTHORITY: Administrative Code 398.5 Sections (j) Utilities/Vehicle Fuels and (i) Postage, delegate to the Department of General Services the administration of utilities.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93	1993-94 Budget	% Chango
	Actuat	ACTUAL	ACTUAL	Budget	buuget	Change
DIRECT COST Gas & Electric	\$9,185,755	\$9,376,639	\$11,489,971	\$10,019,290	\$11,609,290	15.9
Cogeneration Leases	132,487	0	0	0	. 0	0.0
Postage	4,069,150	4,441,335	4,467,778	4,068,120	4,068,120	0.0
Water and Sewage	967,000	1,097,842	1,398,910	1,533,098	1,933,098	26.1
· Bottled Gas	76,413	85,872	85,197	130,000	90,000	(30.8)
Fixed Assets	129,471	0	0	0	0	0.0
Less Reimbursements	(699,926)	(778,835)	(860,120)	(748,682)	(748,682)	0.0
Operating Transfers	13,185	0	0	0	0	0.0
TOTAL DIRECT COST	\$13,873,535	\$14,222,853	\$16,581,736	\$15,001,826	\$16,951,826	13.0
PROGRAM REVENUE	(33,422)	(46,866)	(257,270)	(258,559)	(208,559)	(19.3)
NET GENERAL FUND CONTRIBUTION	\$13,840,113	\$14,175,987	\$16,324,466	\$14,743,267	\$16,743,267	13.6
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Public Services Utilities Program consists of four major categories: (1) gas and electric which provides for services from 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.

1992-93 BUDGET TO ACTUAL COMPARISON

FY92-93 Actual Net Costs were \$1,581,199 greater than budgeted, primarily due to \$1,871,628 in overexpenditures in gas, electricity and postage and underrealized revenue. These were offset by underexpenditures of \$290,429 in water and bottled gas and overrealized costs applied.

Gas and electric expenditures were over budget by \$1,470,681 (14.7%) due to underfunding of actual utility consumption countywide.

Postage expenditures were \$399,658 (9%) over budget, also due to underfunding of actual countywide usage.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Evaluate the most economical operating schedule for the cogeneration plants.
 - A preliminary draft Board letter has been prepared seeking authorization to issue an RFP for the private operation of selected cogeneration sites. Specifications for the privatization of the operation of cogeneration systems will be designed to upgrade the operational efficiency of the systems, at no cost to the County, through energy cost savings and sales, as well as to share in any revenues to the operator derived from energy sales to the utility.
- 2. Install back-up steam boilers to eliminate steam purchases from SDG&E.
 - This objective was partially achieved with the rental of steam boilers for the Downtown Courthouse, resulting in utilities cost avoidance savings totaling \$165,123.
- 3. Continue to investigate water conservation methods and implement when feasible.
 - This objective was achieved with the installation of low flow toilets and shower heads at the Downtown Courthouse.
- 4. Establish a Lighting Retrofit Program in those facilities where significant energy savings will pay for the cost of retrofit.
 - This objective was achieved at five (5) facilities resulting in \$131,046 in energy savings (lighting retrofit) rebates from SDG&E.
- 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.
 - Eight departments are in process of or have completed the conversion process.

1993-94 OBJECTIVES

- Evaluate performance based energy management contracts to achieve economical operating schedule and equipment
 upgrades for the cogeneration plants.
- 2. Complete the purchase and installation of back-up steam boilers at the Downtown Courthouse and Law Library to eliminate steam purchases from SDG&E.
- 3. Continue to investigate water conservation methods and implement when feasible.
- 4. Establish a comprehensive self funding energy management program.
- Increase machine-readability of letters processed through the County mail center's high-volume letter sorter/barcoder from 72% to 85% to further reduce postage costs.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. <u>Gas and Electricity</u> [0.00 SY; E = \$11,003,256; R = \$175,784] is:
 - Discretionary/Discretionary Service Level.
 - Providing for payments to SDG&E (\$10,363,256) and contracted chilled water services at the downtown Courthouse (\$360,000); and allocating funds for the maintenance of utility equipment (\$280,000).
 - Reducing annual steam purchase cost by \$750,000.
 - Offset by \$612,034 in costs applied.
 - Increasing by \$1,590,000 for the full year funding of projected gas and electricity consumption and rate increases.

- 2. <u>Postage</u> [0.00 SY; E = \$3,963,420; R = \$0] is:
 - O Discretionary/Discretionary Service Level.
 - o Providing funding to process County U.S. metered, bulk and business reply mail.
 - Remaining at the 1992-93 budgeted level. However, a \$369,705 transfer of appropriations from the Gas and Electric account will occur mid-year in 1993-94 to correct underfunding in this account.
 - Offset by \$104,700 in costs applied.
- 3. Water and Sewage [0.00 SY; E = \$1,895,150; R = \$32,775] is:
 - O Discretionary/Discretionary Service Level.
 - Providing for the water and sewage costs of operating over 6 million square feet of County facilities.
 - Offset by \$31,948 in costs applied.
 - o Increasing by \$400,000.
- 4. <u>Bottled Gas</u> [0.00 SY; E = \$90,000; R = \$0] is:
 - O Discretionary/Discretionary Service Level.
 - O Providing for ongoing requirements for bottled gas, which is used primarily in outlying facilities.

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES FOR CURRENT SERVICES				
Internal Service Fund (9786)	\$4,862	\$4,500	\$4,500	\$0
Employee Maintenance (9974)	7,077	21,500	21,500	0
Cogeneration Sales (9976)	0	50,000	0	(50,000)
Sub-Total	\$11,939	\$76,000	\$26,000	\$(50,000)
OTHER REVENUE:				
Aid From City of San Diego (9741)	\$97,097	\$125,395	\$125,395	\$0
Aid From Other Govt. Agencies (9746) Other Miscellaneous (9995)	0 11,362	56,664 500	56,664 500	0
Recovered Expenditures (9989)	136,872	0	0	ő
Sub-Total	\$245,331	\$182,559	\$182,559	\$0
Total	\$257,270	\$258,559	\$208,559	\$(50,000)
GENERAL FUND CONTRIBUTION DETAIL				
	1992-93	1002.07	1993-94	Change From
General Fund Contribution By Source	Actual	1992-93		1992-93
General Fund Contribution by Source	Actuat	Budget	Budget 	Budget
GENERAL FUND SUPPORT COSTS:	\$16,324,466	\$14,743,267	\$16,743,267	\$2,000,000
Sub-Total	\$16,324,466	\$14,743,267	\$16,743,267	\$2,000,000
Total	\$16,324,466	\$14,743,267	\$16,743,267	\$2,000,000

EXPLANATION/COMMENT ON PROGRAM REVENUES

FY92-93 revenues underrealized FY92-93 Budget by \$1,289. Unanticipated revenue of \$147,734 was offset by underrealized revenue of \$142,023. An additional \$136,872 in Recovered Expenditures (Account 9989) was realized primarily from SDG&E lighting retrofit rebates. \$56,664 in Aid From Other Government Agencies, (Account 9746), was not realized from the Health Services Department for utilities costs at the Topaz facility. Also, \$50,000 was not earned for Cogeneration Sales (Account 9976).

FY93-94 Budget revenue is \$50,000 less than FY92-93 Budget due to the deletion of Cogeneration Sales (Account 9976).

PERFORMANCE INDICATORS	_				
	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget
ACTIVITY A: Gas and Electric					
% OF RESOURCES: 65%					
WORKLOAD Sq.ft. County Owned & Leased Space	6,341,859	6,495,992	6,522,992	6,522,992	6,614,992
Electricity purchased (1,000 KWH)	91,255	103,183	112,007	100,000	120,000
Gas purchased (1,000 Therms)	1,545	1,355	1,558	1,600	1,700
Steam purchased (1,000 lbs)	24,313	25,079	12,153	24,000	. 01
Water Units Purchased* (1 unit = 748 Gallons)	440,329	424,690	515,898	420,000	460,000
EFFICIENCY Unit Cost All Facilities:					
Electricity per 1,000 KWH	\$ 80.72	\$ 80.76	\$ 78.54	\$ 81.00	\$ 81.00
Gas per 1,000 Therms	\$479.14	\$516.79	\$532.98	\$510.00	\$534.00
Steam per 1,000 lbs.	\$ 42.21	\$ 39.16	\$ 95.35	\$ 85.00	\$ 0 ¹
Water per unit*	\$ 1.00	\$ 1.23	\$ 1.40	\$ 1.23	\$ 1.50
Sewer & Fees per unit*	\$ 1.15	\$ 1.34	\$1.29	\$1.34	\$1.34
EFFECTIVENESS Electricity (KWH) Energy Savings** (Retrofit Rebates)	N/A	N/A	131,046	\$119,500	0
KWH Saved (1000 KWH)**	N/A	N/A	\$ 1,484	\$ 8,784	\$ 0
Conservation Program Results: Water Units Saved From Base		.,,,,	• .,	J 3,	
Year 1989-90 (536,498 units)*	96,169	111,808	20,600	116,498	76,498
Water & Sewer Cost Avoidance*	\$206,763	\$287,347	\$55,414	\$299,400	\$217,254
ACTIVITY B: Postage					
% OF RESOURCES: 23%					
<u>WORKLOAD</u> Number of Pcs. U.S. Mail	13,214,638	14,101,790	15,354,113	14,300,000	16,400,000
Postage Cost	\$4,069,150	\$4,441,335	\$4,467,778	\$4,068,120	\$4,068,120
EFFICIENCY U.S. Postal Rate/First Class/1 oz only	\$.2900	\$.2900	\$.2900	\$.2900	\$.2,900
County Cost when presorted & barcoded by Zip Code/First Class/1 oz.	\$.2480	\$.2330	\$.2330	\$.2330	\$.2330
Differential	\$.0420	\$.0570	\$.0570	\$. 0570 -	\$.0570
EFFECTIVENESS Cost Avoidance Percentage	14.48%	19.65%	19.65%	19.65%	19.65%

¹Converted to County owned steam boilers in April, 1993. Additional natural gas cost is included in 93/94 Budget estimates.

^{*}New work load indicator beginning FY92-93.

^{**}New work load indicator beginning FY92-93; moved to Major Maintenance in FY93-94.

AUDITOR AND CONTROLLER

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Auditing	\$1,524,276	\$1,566,641	\$1,590,345	\$1,663,982	\$1,554,707	\$(109,275)	(6.6)
Fiscal Control	5,592,173	5,492,769	5,613,774	5,602,961	6,547,700	944,739	16.9
Purchasing	2,229,241	2,219,720	2,207,130	2,295,212	2,025,769	(269,443)	(11.7)
Revenue and Recovery	7,688,241	8,355,121	8,311,814	8,346,111	7,930,069	(416,042)	(5.0)
Administrative Support	1,317,836	1,326,270	1,161,130	1,505,280	887,985	(617,295)	(41.0)
TOTAL DIRECT COST	\$18,351,767	\$18,960,521	\$18,884,193	\$19,413,546	\$18,946,230	\$(467,316)	(2.4)
PROGRAM REVENUE	(3,141,319)	(3,131,877)	(3,436,335)	(3,163,383)	(3,909,972)	(746,589)	23.6
NET GENERAL FUND COST	\$15,210,448	\$15,828,644	\$15,447,858	\$16,250,163	\$15,036,258	\$(1,213,905)	(7.5)
STAFF YEARS	491.74	475.85	460.88	496.00	488.00	(8.00)	(1.6)
				•			

Se Auditor/Accountant

Associate Accountant

Total

Word Processor Opr

15.0

30.0

Inancial & Economic Analysis for Program Budget Development Budget Amalysis and Review of Najor County Issues

> Years IV 1.0 Assistant 1.0

> > Total 14.5

COUNTY BUDGET PLANNING & IMPLEMENTATION

Capital Improvement Budget Preparation

Permanent Die FM Div Chief, FH FR Analyst III FH Analyst II Admin Secretary Conf id Off ice

FISCAL CONTROL

3.0

35.0

ACCOUNTS PAYABLE/PAYROLL & TRAVEL ACCOUNTING Contract Review & Fincal Certification County Payroll Processing Emergency Marrent Issuance Employee Information System Hanagem Payment of County Claims rave I/Mi leage Reimbursement

Staff Years Permanent Sr A & C Manage Comp/Sys Coord A & C Comp Spec 1.0 2.0 1.0 2.0 8.0 5.0 1.0 5.0 Sr Auditor/Accountant Associate Accountant Principal Clerk I Accounting Technician A & C Payroll Technician Sr Account Clerk Sr Data Entry Opr Int Account Clerk Date Entry Opr

CONTROLLER REAMON DEFICE

Total

Accounting Services to Public Works, General Services & Other COC Departments Capital Project Control Enterprise & Special District Accounting Fixed Asset Procurement Control Grant Accounting/Assistance MCRVRF Review/Accounting Single Audit Coordination

Staff Years Permanent. Sr Auditor/Accountant Associate Accountant Accounting Technician Sr Account Clerk Sr Clerk 5.0 8.0 2.0 1.0 Cashier Int Account Clerk Int Clerk 6.0 37.0 Total

PURCHASING AND CONTRACTING

> ACMINISTRATION Staff Tears Permanent Dir. Purchasino & Contracting Admin Secretary 111 1.0 Intal 2.0

> PURCHASING Centralized purchasing of services and supplies for all County departments, including standardization of criteria for commonly used items.

Permanent Staff Years Purchasing Hanager Dept Computer Spec III Analyst II Buyer III Buyer II 10.0 Data Entry Supervisory Data Entry Opr Sub-Tota I 20.0 Non-Permanent 20.0

Total CONTRACT ING

Centralized contracting for services on behelf of most County departments.

<u>Permanent</u> Staff Years neger of Contracting Procurement Contracting Officer Sr Clerk 2.0 Int Clerk Typist Tota l 10.0

REVENUE AND RECOVERY

ADMINISTRATION Staff Jears Larmanent Dir. G & B Admin Secretary III 1.0 lote1 2.0

ADMINISTRATIVE SERVICES

Support activities including personnel, payroll, budgeting, storeroom, and mailroom services.

Permanent Staff Years Admin Services Manager 11 Dept Personnel Officer II Dept Computer Specialist II 1.0 Admin Assistant 1 Personne | Ald Sr Payroll Clerk Storekeeper I Int Account Clerk Int Clerk Typist فيد 10.0 Total

FINANCE

Mental and physical health care billing, payment processing and control, disbursement, financial reporting & other flocal activities

Permonent Staff Years Div Chief R & R Sect Chief, R & R Senior Accountant R & R Officer III Se Account Clerk Sr Cashle Int Account Clerk 21.0 Cashier Int Clerk Typist 6.0 43.0 Tota 1

ADMINISTRAVIVE SUPPORT

ADMINISTRATION Staff Years Permanent Auditor & Controller Assist Auditor & Controller Deputy Auditor & Controller Admin Secretary IV 1.0 Group Secretary 1,0 lotal 5.0

ADMINISTRATIVE SERVICES Permenant Staff Years Admin Services Nanager 11 Admin Assistant III Achin Assistant | Sr Word Processor Opr Storekeeper II A & C Payroll Technician Work Processor On Hail Processing Technician 3.0 Sub-Tota 1 13.0 Non-Permanent 13.5

GENERAL ACCOUNTING

Accounts Receivable Appropriation Accounting Control ARMS Reports Issuance Cash Henegment Control Ledger Accurecy Cost Accounting Control
Debt Financing Accounting Control
Externel Auditor Liaison Financial Reporting Fixed Asset Inventory Control Interest Apportionment Transportation Development Verrant Issuance Reconciliation

Staff Years Senior A & C Hanager Senior Auditor/Accountant Associate Accountant Supervising Clerk Accounting Technician Senior Account Clerk Interm Account Clerk 1.0 Intermediate Clerk Intal 23.0

REVENUE AND BUDGET MANAGEMENT

Board Letter Review Fund Balance Projection Line Item Budget Preparation Proposition 4 Compliance Revenue Analysis/Forecasting Special Financial Projects State Mandated Cost Reimbursement

Permanent Staff Years Sr A & C Hanager Revenue & Budget Accountant 2.0 Analyst III Sr Auditor/Accountant 20 Accounting Technician 2.0 10.0 Total

PROBATION ACCOUNTING

Adult Institutional Services
Cash Collections/Disbursements event le Care/Haintenance Probation Department Accting Svcs

Staff Years Permanent A & C Hanager 11 Sr Auditor/Accountant Accounting Technician Sr Account clerk 2.0 5.0 Interm Account Clark intermediate Clerk 7.0 17.0 Total

PROPERTY TAX SERVICES

Community Redevelopment
Fiscal Control of Real and Unsecured Property Tax System Tax Apport ignment Tax Rate/Valuation Information Book let

Staff Tears Permanent A & C Manager Compensation Systems Coord Sr Systems Analyst Sr Auditor/Accountant Associate Accountant Accounting Technician Sr Account Clerk Int Account Clerk Int Clerk 2.0 Sub-Total 21.0 Non-Permanent 21.5

NATERIAL AND RESOURCES DIVISION

Naintained inventory of item common ly used throughout the County; coordination/transfer of fixed assets and minor equipment between department: and property disposal.

Staff Years Permanent Material Manager neteriel menager
Analyst II
Supervising Materiel
Storekeeper
Accounting Technician
Sr Account Clerk
Int Account Clerk 1.0 Material Storekeeper III 2.0 Material Storekeeper 1 2.0 Stores Delivery Driver Warehouse Material 3.0 Hand lor 3.0 Sub-Total Non-Permanent 0.0 16.0 Total

BRANCH OPERATIONS

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.

Staff Years Permanent Div Chief, R & R Sect Chief, R & R R & R Officer III R & R Officer II R & R Traince Int Account Clerk Int Clerk Typist 1.0 30.0

Collection and enforcement activities for Juvenile & Adult Probation, fines, restitution, court-appointed attorney fees and other court-related collection activities; account opening services for all revenue collection accounts.

COURT SERVICES

<u>Permanent</u> Stoff Years Div Chief R & R 1.0 Sect Chief, R & R R & R Officer III 1.0 R & R Officer II R & R Officer I R & R Officer Trained 6.0 3.0 Int Account Clerk Int Clerk Typist 16.0 54.0

CHILD SUPPORT

Child and spousel support collection and enforcement activities, account maintenance, absent parent location; and tax intercept program.

Staff Years Permanent Div Chief, R & R Sect Chief, R & R R & R Officer III R & R Officer II 19.0 R & R Officer R & R Officer Traines Sr Field Investigator Field Investigator Supervising Clerk 3.0 1.0 1.0 Legal Proc Clerk III Legal Proc Clerk II 3.0 1.0 1.0 Legal Proc Clerk I Int Account Clerk 3.0 Departmental Clerk Int Clerk Typist 19.5 Total 76.5

I FGAL

legal assistance in support of departmental collection activities through initiation of small claims actions, suits through County Counsel, garnishments, seizures, and grants of lien.

Stoff Years Permanent. Sect Chief, R & R 8 & & Officer III R & R Officer II Legal Proc Clerk III Legal Proc Clerk 11 Sr Account Clerk 1.0 Int Account Clerk Int Clerk Typist 5.0 16.0 Total

COUNTY WIDE RENTS AND LEASES

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
RENTS AND LEASES	\$9,233,282	10,640,429	\$11,266,999	\$11,494,179	\$10,891,762	\$(602,417)	(5.2)
TOTAL DIRECT COST	\$9,233,282	\$10,640,429	\$11,266,999	\$11,494,179	\$10,891,762	\$(602,417)	(5.2)
PROGRAM REVENUE	(2,435,001)	(2,217,575)	(2,421,479)	(3,051,140)	(2,783,987)	267,153	(8.8)
NET GENERAL FUND COST	\$6,798,281	\$8,422,854	\$8,845,520	\$8,443,039	\$8,107,775	\$(335,264)	(4.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

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PROGRAM: RENTS AND LEASES DEPARTMENT: COUNTY-WIDE RENTS AND LEASES

PROGRAM #: 82105

ORGANIZATION #: 5580

MANAGER: JANE F. HUSTON, Director REFERENCE: 1993-94 Proposed Budget - Pg. 57-3

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).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	10,563,412	11,959,405	12,495,708	12,827,311	12,187,514	(5.0)
Other Charges	18,031	0	0	0	0	0.0
Less Reimbursements	(1,348,161)	(1,318,976)	(1,228,709)	(1,333,132)	(1,295,752)	(2.8)
TOTAL DIRECT COST	\$9,233,282	\$10,640,429	\$11,266,999	\$11,494,179	\$10,891,762	(5.2)
PROGRAM REVENUE	(2,435,001)	(2,217,575)	(2,421,479)	(3,051,140)	(2,783,987)	(8.8)
NET GENERAL FUND CONTRIBUTION	\$6,798,281	\$8,422,854	\$8,845,520	\$8,443,039	\$8,107,775	(4.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The County-wide Rents and Leases Budget provides funds for the payment of Board approved leases that house approved County programs. Lease payments from the Rents and Leases budget are detailed on the attached <u>Summary of Existing Rents and Leases</u>. The Rents and Leases program is managed by the Real Property Division of the Department of General Services and serves 27 County departments. This budget does not include \$7,118,806 in lease payments made directly from the budgets of the departments of District Attorney, Health Services, Public Works, and Social Services. Leases outside the Rents and Leases Budget are also listed herein.

1992-93 BUDGET TO ACTUAL COMPARISON

Services & Supplies expenditures (account 2329) during 1992-93 were \$331,603 less than budgeted. Cost applied reimbursements were underrealized by \$104,423. Revenues were underrealized by \$629,661.

1992-93 ACHIEVEMENT OF OBJECTIVES

- Consolidation of leased space into County-owned facilities.
 - Consolidated lease space into County-owned facilities by purchasing the Topaz and Ridgehaven facilities.
- 2. Renegotiation of leases to reduce rental costs.
 - Renegotiated ten leases to reduce rental costs resulting in approximately \$1,336,223 in savings over lease term.

1993-94 OBJECTIVES

- 1. Consolidation of leased space into County-owned facilities.
- Renegotiation of leases to reduce rental costs.

1993-94 SUB PROGRAM ACTIVITIES

The activities of this program are summarized as follows:

- 1. Rents and leases [0.00 SY; E = \$10,891,762; R = \$2,783,987]
 - Mandated/Discretionary Service Level
 - Acquiring Board approved leases for all County departments and offices.
 - Providing property management services for 197 leases serving 31 County departments and offices.
 - Providing budget administration for 162 leases serving 27 County departments.
 - Offset by \$1,295,752 in costs applied.
 - Decreasing by \$639,797 in expenditures.

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
FINES, FORFEITURES & PENALTIES				
Criminal Justice Facilities (9176)	\$117,942	\$0	\$248,920	\$248,920
Court Facilities (9177)	1,176,021	1,232,679	1,123,000	(109,679)
Sub-Total	\$1,293,963	\$1,232,679	\$1,371,920	\$139,241
USE OF MONEY AND PROPERTY:				
Rents and Concessions (9210)	\$853,946	\$1,032,914	\$848,137	\$(184,777)
Sub-Total	\$853,946	\$1,032,914	\$848,137	\$(184,777)
AID FROM OTHER GOVERNMENT AGENCIES:				
State Auto Ins. Fraud (9502)	\$34,671	\$39,217	\$32,004	\$(7,213)
State Reg. Auto Theft (9505)	65,046	. 0	0	0
State Aid - Office of Alcohol (9516)	38,442	0	73,074	73,074
Women, Infants & Children-WIC (9538)	13,986	18,950	20,500	1,550
Victim/Witness (9543)	0	0	0	0
State Narcotics & Drug (9547)	0	80,000	0	(80,000)
Fed Aid for Contr - Other (9617)	54,323	54,773	58,900	4,127
Fed - Other Fed Grants (9678)	39,256	39,338	41,200	1,862
Fed - Other - IVD Admin Costs (9679)	0	0	70,771	70,771
Contract Cities - Law Svcs (9879)	0	0	55,500	55,500
Sub-Total	\$245,724	\$232,278	\$351,949	\$119,671
CURRENT SERVICES:				
Aid From Other Government Agencies (9746)	\$25,800	\$415,833	\$129,761	\$(286,072)
Recording Fee - Modernization (9865)	· 0	52,772	52,500	(272)
Trauma - Health Fees (9888)	0	7,200	9,720	2,520
Sub-Total	\$25,800	\$475,805	\$191,981	\$(283,824)
OTHER REVENUE:				
Other Miscellaneous (9995)	\$2,046	\$71,852	\$20,000	\$(51,852)
Sub-Total .	\$2,046	\$71,852	\$20,000	\$(51,852)
OTHER FINANCING SOURCES:				
Operating Transfer From Asset ForFtr (9816)	\$0	\$5,612	\$0	\$(5,612)
Sub-Total	\$0	\$5,612	\$0	\$(5,612)
Revenue Total	\$2,421,479	\$3,051,140	\$2,783,987	\$(267,153)
EXPENDITURE TRANSFER AND REIMBURSEMENT:				
Road Fund (5682)	\$273,031	\$289,000	\$267,917	\$(21,083)
APCD (5683)	236,200	248,750	290,000	41,250
Internal Service Fund (5686)	68,856	72,000	71,800	(200)
Liquid Waste Enterprise Fund (5688)	125,634	115,350	122,633	7,283
Transit Enterprise Fund (5689)	0	. 0	0	. 0
Solid Waste Enterprise Fund (5690)	3,861	46,150	0	(46,150)
Inmate Welfare Fund (5692)	2,750	0	0	0
Library Fund (5693)	522,008	561,882	543,402	(18,480)
Cost Applied-Excess Cost (5998)	(3,631)	0	0	0
Cost Applied Total	\$1,228,709	\$1,333,132	\$1,295,752	\$(37,380)
Total Revenue & Cost Applied	\$3,650,188	\$4,384,272	\$4,079,739	\$(304,533)

PROGRAM: RENTS AND LEASES

GENERAL FUND CONTRIBUTION DETAIL General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$8,845, 520	\$8,443,039	\$ 8,107,775	\$(335,264)
Sub-Total	\$8,845,520	\$8,443,039	\$8,107,775	\$(335,264)
Total	\$8,845,520	\$8,443,039	\$8,107,775	\$(19,651)

EXPLANATION/COMMENT ON PROGRAM REVENUES:

For FY92-93, revenue actuals, including costs applied, are \$734,084 less than budgeted. Reimbursements to Account 5690, Solid Waste Enterprise Fund, were underrealized by \$42,289 due to the purchase of the Ridgehaven facility.

Revenue was underrealized by \$390,033 in Account 9746, Aid from Other Government Agencies, due to the purchase of the Topaz Facility; by \$52,772 in Account 9865, Recording Fees, due to delays in the North County Recorder lease; and by \$80,000 in Account 9547, State Narcotics & Drugs, due to the cancellation of the Southwood Hospital lease project. The \$178,968 underrealization of revenue in Account 9210, Rents and Concessions, was due to the postponement of the vending machine program; the reduction of space leased out at the Hillcrest Receiving Home; and the tenant lease cancellations at the Kettner & Beech and Front & B Street properties.

For FY93-94, revenue and cost applied projections are \$304,533 below the FY92-93 budgeted level. Decreases are anticipated due to the purchase of the Ridgehaven facility (Account 5690), and the Topaz facility (Account 9746); the delay in the North County Recorder lease (Account 9865); the cancellation of the Southwood Hospital lease (Account 9547); revenue lease reductions and postponement of the vending machine program (Account 9210).

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET SUMMARY

	FY92-93	FY93-94		FY93-94	FY93-94
	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT	COST	COST	(DECREASE)	REV/COST A	NET COST
AGRICULTURE	28,000	30,500	2,500	0	30,500
AIR POLLUTION CONTROL	248,750	290,000	41,250	290,000	0
ALTERNATE DEFENSE COUNSEL	71,800	74,800	3,000	26,900	47,900
ALTERNATE PUBLIC DEFENDER	194,025	223,524	29,499	48,570	174,954
ANIMAL CONTROL	96,500	56,460	(40,040)	0	56,460
ASSESSOR	465,397	469,700	4,303	0	469,700
BOARD OF SUPERVISORS	. 0	0	0	0	0
CAO	55,196	57,800	2,604	0	57,800
COUNTY COUNSEL	160,000	163,300	3,300	0	163,300
DISTRICT ATTORNEY	1,629,075	1,352,109	(276,966)	143,975	1,208,134
GENERAL GOVERNMENT	951,500	956,200	4,700	800,271	155,929
GENERAL SERVICES	180,091	128,343	(51,748)	47,866	80,477
HEALTH SERVICES	2,114,864	1,822,172	(292,692)	196,435	1,625,737
HUMAN RESOURCES	174,000	153,109	(20,891)	0	153,109
INFORMATION SERVICES	92,276	73,221	(19,055)	9,720	63,501
LIBRARY	576,382	557,902	(18,480)	543,402	14,500
MARSHAL	26,400	25,050	(1,350)	23,450	1,600
MUNICIPAL COURT NORTH COUNTY	344,565	356,050	11,485	356,050	0
MUNICIPAL COURT SAN DIEGO	113,670	0	(113,670)	0	0
PARKS & RECREATION	2,012	913	(1,099)	0	913
PLANNING & LAND USE	183,500	79,200	(104,300)	0	79,200
PROBATION	1,155,848	1,287,850	132,002	200,350	1,087,500
PUBLIC DEFENDER	1,406,700	1,422,000	15,300	0	1,422,000
PUBLIC WORKS ROAD FUND	450,500	390,550	(59,950)	390,550	0
RECORDER/COUNTY CLERK	52,772	52,500	(272)	52,500	0
REVENUE & RECOVERY	233,500	233,900	400	0	233,900
SHERIFF	888,944	973,261	84,317	206,200	767,061
SUPERIOR COURT	931,044	957,100	26,056	743,500	213,600
TOTAL	12,827,311	12,187,514	(639,797)	4,079,739	8,107,775
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Revised 12/07/93

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET EXISTING RENTS & LEASES DETAIL

Page 2			FY92-93	FY93-94		FY93-94	FY93-94
DEPARTMENT	NUMBER	R FACILITY NAME	ADOPTED COST	FINAL COST	INCREASE/ (DECREASE)	FINAL REV/COST A	FINAL NET COST
AGRICULTURE/WTS&MS	PL4003	VISTA OFFICE	28,000	30,500	2,500	0	30,500
TOTAL AGRICULTURE			28,000	30,500	2,500	0	30,500
AIR POLLUTION CONTROL **	PL4216	KEARNY MESA OFFICE	248,750	290,000	41,250	290,000	0
TOTAL AIR POLL CTRL.			248,750	290,000	41,250	290,000	0
ALTERNATE DEFENSE CNSL	PL4380	INDIGENT CONFLICT ADM.	46,000	47,900	1,900	0	47,900
ALTERNATE DEFENSE CNSL *	PL4380	SMALL CLAIMS	25,800	26,900	1,100	26,900	0
TOTAL ALT. DEF. COUNSEL			71,800	74,800	3,000	26,900	47,900
ALTERNATE PUBLIC DFNDR	PL4375	CONFLICT KEARNY MESA	75,000	77,200	2,200	0	77,200
ALTERNATE PUBLIC DENDR	PL4392	CONFLICT N. COUNTY	12,525	18,724	6,199	0	18,724
ALTERNATE PUBLIC DFNDR *	PL4419	CONFLICT DOWNTOWN	106,500	127,600	21,100	48,570	79,030
TOTAL ALT. PUBLIC DEFENDER			194,025	223,524	29,499	48,570	174,954
ANIMAL CONTROL	PL2021	N. COUNTY ANIMAL SHLTR	96,500	56,460	(40,040)	0	56,460
ANIMAL CONTROL	PL4075	CENTRAL SHELTER	0	0	o	0	0
TOTAL ANIMAL CONTROL			96,500	56,460	(40,040)	0	56,460
ASSESSOR	PL4206	KEARNY MESA OFFICE	143,500	147,500	4,000	0	147,500
ASSESSOR	PL4333	EL CAJON OFFICE	32,500	40,500	8,000	0	40,500
ASSESSOR	PL4345	ESCONDIDO OFFICE	76,397	75,500	(897)	o	75,500
ASSESSOR	PL4347	CARLSBAD OFFICE	53,000	51,600	(1,400)	0	51,600
ASSESSOR	PL4404	SO. BAY CT. EXPANSION	160,000	154,600	(5,400)	0	154,600
TOTAL ASSESSOR			465,397	469,700	4,303	0	469,700
BOARD OF SUPERVISORS	PL4306	1ST DIST FLD OFF-SO. BAY	0	0	0	0	0
TOTAL BOARD OF SUPERVISORS			0	0	0	0	0
	PL4350	VETERANS AFFAIRS OFF.	30,500	30,600	100	0	30,600
CAO	PL4421	HUMAN RELATIONS COMM.	24,696	27,200	2,504	0	27,200
TOTAL CAO			55,196	57,800	2,604	. 0	57,800
* REVENUE ** (COST APF	PLIED	***	BUDGETED IN	OTHER PRO	GRAMS	

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COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET

			FY93-94 FINAL BUDGET					
Page 3				FY92-93	FY93-94		FY93-94	FY93-94
		CONTRO	L	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT		NUMBER	FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
COUNTY COUNSEL	-	PL4206	KEARNY MESA OFFICE	160,000	163,300	3,300	0	163,300
TOTAL COUNTY COUNSEL				160,000	163,300	3,300	0	163,300
DISTRICT ATTORNEY		PL0358	COURTHOUSE PARKING	36,168	37,000	832	0	37,000
DISTRICT ATTORNEY		PL4329	DOWNTOWN WELLS FARGO	1,100,000	676,833	(423,167)	0	676,833
DISTRICT ATTORNEY	*	PL4329	WELLS FARGO-AUTO INS FR	39,217	32,004	(7,213)	32,004	0
DISTRICT ATTORNEY		PL4329	WELLS FARGO-VICTIM/WITN	0	60,801	60,801	***	60,801
DISTRICT ATTORNEY	*	PL4329	WELLS FARGO-CS AUTOMAT	0	70,771	70,771	70,771	0
DISTRICT ATTORNEY		PL4363	FILE ROOM CENTRE CITY	44,500	46,000	1,500	0	46,000
DISTRICT ATTORNEY		PL4414	NORTH COUNTY	298,000	308,600	10,600	0	308,600
DISTRICT ATTORNEY	*	PL4418	JUDGE UNIT - VISTA	39,338	41,200	1,862	41,200	0
DISTRICT ATTORNEY		PL4445	REGIONAL AUTO THEFT TEA	71,852	78,900	7,048	***	78,900
TOTAL DISTRICT ATTORNEY				1,629,075	1,352,109	(276,966)	143,975	1,208,134
GENERAL GOVERNMENT	*	LEASES	REVENUE LEASES			***************************************	800,271	(800,271)
GENERAL GOVERNMENT		PLCOCL	COC ANNEX GROUND LEAS	31,500	0	(31,500)	0	0
GENERAL GOVERNMENT		PL4379	MTS OPER EXP/GRND LSE	920,000	956,200	36,200	0	956,200
TOTAL GENERAL GOV'T				951,500	956,200	4,700	800,271	155,929
GENERAL SERVICES		PLDESC	DESCANSO GARAGE	7,200	7,500	300	0	7,500
GENERAL SERVICES		PL0390	SANTEE GARAGE	70,600	66,600	(4,000)	0	66,600
GENERAL SERVICES	*	PL4216	TRACOR SUBLEASE	48,791	43,650	(5,141)	47,866	(4,216)
GENERAL SERVICES		PL4316	CENTRAL RECS STORAGE	53,500	10,593	(42,907)	0	10,593
TOTAL GENERAL SERVICES				180,091	128,343	(51,748)	47,866	80,477
HEALTH SERVICES		PLSTWD	SOUTHWOOD HOSPITAL	80,000	0	(80,000)	0	0
HEALTH SERVICES	*	PLWWIC	WIC NEW LEASE	0	0	0	0	0
HEALTH SERVICES	*	PL4043	ALCOHOL DETOX CENTER	176,880	249,954	73,074	73,074	176,880
HEALTH SERVICES		PL4086	MENTAL HEALTH - ESCON	54,500	55,100	600	0	55,100
HEALTH SERVICES		PL4217	MTL HLTH CLINIC EL CAJON	131,000	135,200	4,200	0	135,200
HEALTH SERVICES		PL4245	LOMA PORTAL HLTH SVC	130,000	336,000	206,000	0	336,000
HEALTH SERVICES		PL4314	EAST CO HLTH CTR	0	0	0	0	0
HEALTH SERVICES		PL4335	UCSD MENTAL HLT PRKNG	10,000	10,000	0	0	10,000
HEALTH SERVICES		PL4344	CONREP	56,500	43,100	(13,400)	0	43,100
HEALTH SERVICES		PL4365	LOMA PORTAL EXPANSN	61,000	38,238	(22,762)	0	38,238
HEALTH SERVICES		PL4370	CENTRAL CLINIC	335,000	274,727	(60,273)	***	274,727
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*** BUDGETED IN OTHER PROGRAMS

* REVENUE

** COST APPLIED

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COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET

		FY92-93	FY93-94		EV02.04	
					FY93-94	FY93-94
		ADOPTED	FINAL	-		FINAL
NUMBER	R FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
PL4371	LOMA PORTAL ANNEX	31,000	24,762	(6,238)	. 0	24,762
PL4373	NC ENVIRONMENTAL HLTH	369,500	352,300	(17,200)	***	352,300
PL4282	HILLCREST REC HOME ADJ	0	0	0	***	0
PL4384	CLAIREMONT HOSP, PARKN	13,000	15,250	2,250	0	15,250
PL4399	ENVIRN HEALTH EL CAJON	186,000	193,340	7,340	***	193,340
* PL4408	VECTOR CONTROL - TOPAZ	390,033	0	(390,033)	102,861	(102,861
PL4423	LOMA PORTAL II-C&A SVCS	71,500	73,700	2,200	0	73,700
* PL4436	VISTA WIC	8,250	10,200	1,950	10,200	0
PL4440	SELPA TRAILER	1	1	0	0	1
* PL4449	ESCONDIDO WIC	10,700	10,300	(400)	10,300	o
		2,114,864	1,822,172	(292,692)	196,435	1,625,737
PL4324	RISK MANAGEMENT	174,000	153,109	(20,891)	0	153,109
		174,000	153,109	(20,891)	0	153,109
PXXXXX	O'SIDE RADIO SANCTL-MOA	0	0	0	0	0
PXXXXX	SDG&E BLDG SANCONTEL	0	0	0	0	0
* PLXXXX	MONUMENT PEAK	0	300	300	300	0
PLXXXX	MT SOLEDAD-EMER MED	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 EMERG MED RAD	3,000	6,600	3,600	6,600	0
PLFBDR	FALLBROOK DELUZ RADIO	1,200	0	(1,200)	0	0
* PLSMGL	SAN MIGUEL EMERG MED	4,200	2,400	(1,800)	2,400	0
PL0300	DICKINSON RADIO SITE/UCS	20,000	0	(20,000)	0	0
PL1904	MONUMENT PEAK RADIO	233	210	-	210	0
* PL1905	LYONS PEAK RADIO	180	210	30	210	0
* PL1908	LOS PINOS PEAK RADIO	180	210	30	0	210
PL1909	SAN MIGUEL MT. (25023)	4,200	4,200	0	0	4,200
PL1909	SAN MIGUEL MT. (21228)			8	0	12,680
PL1909	SAN MIGUEL-SCNTL(25708)			0	0	9,500
PL1909				0	0	3,360
PL2004	VALLEY CENTER RADIO	100		0	0	100
				0		1
						60
						2,000
PL4339	SN MIGUEL ANTENNA(23740	19,140	19,140	(200)	0	19,140
	PL4371 PL4373 PL4282 PL4384 PL4399 * PL4408 PL4423 * PL4436 PL4449 * PL4449	PL4373 NC ENVIRONMENTAL HLTH PL4282 HILLCREST REC HOME ADJ PL4384 CLAIREMONT HOSP, PARKN PL4399 ENVIRN HEALTH EL CAJON * PL4408 VECTOR CONTROL - TOPAZ PL4423 LOMA PORTAL II-C&A SVCS * PL4436 VISTA WIC PL4440 SELPA TRAILER * PL4449 ESCONDIDO WIC PL4324 RISK MANAGEMENT PXXXXX O'SIDE RADIO SANCTL-MOA PXXXXX SDG&E BLDG SANCONTEL * PLXXXX MT SOLEDAD-EMER MED PXXXXX MT. WOODSON RADIO PXXXXX RAINBOW PEAK RADIO * PLBORR BORREGO EMERG MED RAD PLFBDR FALLBROOK DELUZ RADIO * PLSMGL SAN MIGUEL EMERG MED PL0300 DICKINSON RADIO SITE/UCS PL1904 MONUMENT PEAK RADIO * PL1905 LYONS PEAK RADIO * PL1905 LYONS PEAK RADIO * PL1908 LOS PINOS PEAK RADIO PL1909 SAN MIGUEL MT. (25023) PL1909 SAN MIGUEL MT. (21228) PL1909 SAN MIGUEL MT. (2122708) PL1909 SAN MIGUEL MT. (21228)	NUMBER FACILITY NAME	NUMBER FACILITY NAME	NUMBER FACILITY NAME	NUMBER FACILITY NAME

^{*} REVENUE

^{**} COST APPLIED

^{***} BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET

Page 5				FY92-93	FY93-94		FY93-94	FY93-94
INFO SVCS (CONT'D)		CONTRO	_	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT		NUMBER	R FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
INFORMATION SERVICES		PL4339	SAN MIGUEL-SHER(28952)	4,200	4,200	0	0	4,200
INFORMATION SERVICES		PL4341	SHARP CABRILLO HOSPITAL	1,800	1,800	0	0	1,800
INFORMATION SERVICES		PL4377	HUBBARD HILL RADIO	350	350	0	0	350
INFORMATION SERVICES		PL4413	SAN MARCOS PEAK	2,600	2,800	200	0	2,800
INFORMATION SERVICES		PL4435	MT SOLEDAD (ANIMAL CTRL	3,100	3,100	0	0	3,100
TOTAL INFORMATION SVCS				92,276	73,221	(19,055)	9,720	63,501
LIBRARY	**	PL2077	DEL MAR BRANCH	1	1	0	1	0
LIBRARY	**	PL4010	VALLEY CENTER BRANCH	13,500	13,700	200	13,700	0
LIBRARY	**	PL4028	BORREGO BRANCH	5,300	5,500	200	5,500	0
LIBRARY	**	PL4050	RANCHO SANTA FE	22,500	24,600	2,100	24,600	0
LIBRARY	**	PL4084	LA MESA PARKING	1	1	0	_ 1	0
LIBRARY	**	PL4127	DESCANSO BRANCH (MOA)	0	0	0	O	0
LIBRARY	**	PL4133	CASA DE ORO BRANCH	26,900	27,000	100	27,000	0
LIBRARY	**	PL4134	SPRING VALLEY BRANCH	35,400	35,600	200	35,600	0
LIBRARY	**	PL4172	CAMPO BRANCH	2,950	3,000	50	3,000	0
LIBRARY	**	PL4173	POTRERO BRANCH	5,300	5,900	600	5,900	0
LIBRARY	**	PL4174	POWAY BRANCH	45,500	45,500	0	45,500	0
LIBRARY	**	PL4202	PINE VALLEY BRANCH	11,800	13,700	1,900	13,700	0
LIBRARY	**	PL4231	JACUMBA BRANCH	2,400	2,400	0	2,400	0
LIBRARY	**	PL4236	ALPINE BRANCH	15,900	16,500	600	16,500	0
LIBRARY	**	PL4244	BONITA BRANCH	41,580	44,800	3,220	44,800	0
LIBRARY	**	PL4249	CREST BRANCH	5,550	5,400	(150)	5,400	0
LIBRARY	**	PL4251	LEMON GROVE	40,300	42,000	1,700	42,000	0
LIBRARY	**	PL4303	SOLANA BEACH BRANCH	86,000	48,200	(37,800)	48,200	0
LIBRARY	**	PL4319	CARDIFF BRANCH	44,500	46,600	2,100	46,600	0
LIBRARY	**	PL4322	SAN MARCOS BRANCH	68,000	68,400	400	68,400	0
LIBRARY	**	PL4325	SANTEE BRANCH	88,500	94,600	6,100	94,600	0
LIBRARY		PL4400	ADULT LITERARY PROGRAM	14,500	14,500	0	0	14,500
TOTAL LIBRARY				576,382	557,902	(18,480)	543,402	14,500

^{*} REVENUE

^{**} COST APPLIED

^{***} BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET

Page 6				FY92-93	FY93-94		FY93-94	FY93-94
		CONTRO)L	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT		NUMBER	R FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
MARSHAL		PL0090	DOWNTOWN PARKING	1,500	1,600	100	0	1,600
MARSHAL	*	PL4373	SAN MARCOS MUNI CT	24,900	23,450	(1,450)	23,450	0
TOTAL MARSHAL				26,400	25,050	(1,350)	23,450	1,600
MUNI CT NO. COUNTY		PL4373	SAN MARCOS MUNI CT	344,565	356,050	11,485	356,050	0
TOTAL MUNI CT NO. CNTY				344,565	356,050	11,485	356,050	0
MUNI CT SAN DIEGO	*	PL4427	MUNI SATELLITE CLEVELAN	62,170	0	(62,170)	0	0
MUNI CT SAN DIEGO	*	PL4429	1ST NAT'L BANK W.'A' ST.	51,500	0	(51,500)	0	0
TOTAL MUNI CT SAN DIEGO				113,670	0	(113,670)	0	0
PARKS & RECREATION		PL0015	OAK OASIS PARK	800	900	100	0	900
PARKS & RECREATION		PL1900	AGUA CALIENTE SPRGS	12	12	0	0	12
PARKS & RECREATION		PL2064	OTAY COMM CENTER - MOA	0	0	0	0	0
PARKS & RECREATION		PL4000	LAKE JENNINGS PARK-MOA	0	0	0	0	0
PARKS & RECREATION		PL4053	SOUTH BAY MARINE STY	1,200	1	(1,199)	0	1
PARKS & RECREATION		PL4263	HERITAGE PARK - MOA	0	0	0	0	0
PARKS & RECREATION		PL4330	SAN ELIZO NATURAL CTR	0	0	0	0	0
PARKS & RECREATION		PLXXX1	BLM PARCELS - MOA	0	0	0	0	0
TOTAL PARKS & RECREATIO	N			2,012	913	(1,099)	0	913
PLANNING & LAND USE		PL4293	SAN MARCOS OFFICE	79,000	79,200	200	0	79,200
PLANNING & LAND USE		PL4387	DPLU KEARNY MESA	104,500	0	(104,500)	0	o
TOTAL PLANNING/LAND USE	i			183,500	79,200	(104,300)	0	79,200

^{*} REVENUE

^{**} COST APPLIED

^{***} BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET

Page 7				FY92-93	FY93-94		FY93-94	FY93-94
		CONTRO	L	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT		NUMBER	FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
PROBATION		PL1906	WESTFORK	1,300	1,300	0	0	1,300
PROBATION		PL4110	BARRETT LAKE CAMP	2,400	2,400	0	0	2,400
PROBATION		PL4178	ADULT SUPR. OHIO ST.	327,648	338,000	10,352	0	338,000
PROBATION	*	PL4267	ADULT - ASH ST.	78,000	200,350	122,350	200,350	0
PROBATION		PL4405	SO. BAY COURT EXPAN.	311,500	302,000	(9,500)	0	302,000
PROBATION		PL4416	JUVENILE - EL CAJON	104,000	110,800	6,800	0	110,800
PROBATION		PL4422	ADULT - EL CAJON	331,000	333,000	2,000	0	333,000
TOTAL PROBATION				1,155,848	1,287,850	132,002	200,350	1,087,500
PUBLIC DEFENDER		PL4367	EAST COUNTY OFFICE	83,000	83,700	700	0	83,700
PUBLIC DEFENDER		PL4368	DOWNTOWN OFFICE	533,000	547,000	14,000	0	547,000
PUBLIC DEFENDER		PL4369	NO. COUNTY OFFICE	182,500	182,900	400	0	182,900
PUBLIC DEFENDER		PL4375	KEARNY MESA OFFICE	270,500	272,100	1,600	0	272,100
PUBLIC DEFENDER		PL4403	SOUTH BAY OFFICE	300,500	297,300	(3,200)	0	297,300
PUBLIC DEFENDER		PL0358	PARKING DOWNTOWN	37,200	39,000	1,800	0	39,000
TOTAL PUBLIC DEFENDER				1,406,700	1,422,000	15,300	0	1,422,000
PUBLIC WORKS	**	PL4340	RUFFIN RD-ROAD FUND	234,500	267,917	33,417	267,917	0
PUBLIC WORKS	**	PL4340	RUFFIN RD-LIQUID WSTE	115,350	122,633	7,283	122,633	0
PUBLIC WORKS		PL4340	RUFFIN RD-SOLID WASTE	46,150	0	(46,150)	0	0
PUBLIC WORKS		PL4381	KEARNY MESA TRANS OPS	54,500	0	(54,500)	0	0
TOTAL PUBLIC WORKS				450,500	390,550	(59,950)	390,550	0
RECORDER/COUNTY CLERK	*	PLRCDR	NORTH COUNTY	52,772	52,500	(272)	52,500	0
TOTAL RECORDER				52,772	52,500	(272)	52,500	0
REVENUE & RECOVERY		PL4404.	SO BAY COURT EXPAN.	125,500	118,600	(6,900)	0	118,600
REVENUE & RECOVERY		PL4416	EL CAJON	108,000	115,300	7,300	0	115,300
TOTAL REVENUE & RECOVER	ìΥ			233,500	233,900	400	0	233,900
* REVENUE	** (COST APP	LIED	***	BUDGETED IN OTHER PROGRAMS			

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COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET

SHERIFF	FY93-94	FY93-94		FY93-94	FY92-93	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			Page 8
SHERIFF	FINAL	FINAL	INCREASE/	FINAL	ADOPTED		CONTRO		
SHERIFF PL0090 FRONT & B PARKING 20,400 21,000 600 0 SHERIFF PL2009 EMERG, SHELTER GILLESPI 10,500 6,300 (4,200) 0 0 SHERIFF PL2028 NAVALAIR RANGE REPL 1 1 0 0 0 0 SHERIFF PL2028 NAVALAIR RANGE REPL 1 1 0 0 0 0 SHERIFF PL2031 AVAITON FACILITY 27,900 26,500 (1,400) 0 0 SHERIFF PL2058 DULZURA LOT RENTAL 250 350 100 0 0 0 SHERIFF PL4090 FALLBROOK SUBSTATION 17,500 18,850 1,350 0 0 0 0 SHERIFF PL4101 JULIAN SUBSTATION 11,000 11,200 200 0 0 0 0 0 0 0	NET COST	REV/COST A	(DECREASE)	COST	COST	FACILITY NAME	NUMBER		DEPARTMENT
SHERIFF	0	55,500	55,500	55,500	0	SAN MARCOS SUBSTATION	PLSMRC	*	SHERIFF
SHERIFF	21,000	o	600	21,000	20,400	FRONT & B PARKING	PL0090		SHERIFF
SHERIFF	6,300	0	(4,200)	6,300	10,500	EMERG. SHELTER GILLESPI	PL2009		SHERIFF
SHERIFF	1	0	0	1	1	NAVAL AIR RANGE REPL	PL2028		SHERIFF
SHERIFF	26,500	0	(1,400)	26,500	27,900	AVIATION FACILITY	PL2031		SHERIFF
SHERIFF	350	0	100	350	250	DULZURA LOT RENTAL	PL2058		SHERIFF
SHERIFF	18,850	0	1,350	18,850	17,500	FALLBROOK SUBSTATION	PL4090		SHERIFF
SHERIFF	11,200	o	200	11,200	11,000	JULIAN SUBSTATION	PL4101		SHERIFF
SHERIFF	2,800	0	0	2,800	2,800	BORREGO SPRINGS SUB	PL4128		SHERIFF
SHERIFF	229,100	0	10,100	229,100	219,000	FORENSIC LAB	PL4132		SHERIFF
SHERIFF * PL4230 POWAY SUBSTATION 62,500 67,000 4,500 10,000 SHERIFF PL4290 VALLEY CENTER STATION 5,200 5,600 400 0 SHERIFF PL4300 IMPERIAL BEACH SUBSTA 17,800 22,950 5,150 10,000 SHERIFF PL4307 ALPINE SUBSTATION 34,481 36,760 2,279 0 SHERIFF PL4308 LEMON GROVE SUBSTA 93,500 93,600 100 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (5,612) 0 SHERIFF PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4349 REGIONAL INVEST FAC 214,000	0	0	(2,450)	0	2,450	RESERVES-CHESAPEAKE	PL4216		SHERIFF
SHERIFF PL4290 VALLEY CENTER STATION 5,200 5,600 400 0 SHERIFF * PL4300 IMPERIAL BEACH SUBSTA 17,800 22,950 5,150 10,000 SHERIFF PL4307 ALPINE SUBSTATION 34,481 36,760 2,279 0 SHERIFF PL4308 LEMON GROVE SUBSTA 93,500 93,600 100 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4344 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4348 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4335 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0<	9,200	o	100	9,200	9,100	PINE VALLEY SUBSTATION	PL4220	*	SHERIFF
SHERIFF * PL4300 IMPERIAL BEACH SUBSTA 17,800 22,950 5,150 10,000 SHERIFF PL4307 ALPINE SUBSTATION 34,481 36,760 2,279 0 SHERIFF PL4308 LEMON GROVE SUBSTA 93,500 93,600 100 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4349 PARKING KURTZ STREET 6,600	57,000	10,000	4,500	67,000	62,500	POWAY SUBSTATION	PL4230	*	SHERIFF
SHERIFF PL4307 ALPINE SUBSTATION 34,481 36,760 2,279 0 SHERIFF PL4308 LEMON GROVE SUBSTA 93,500 93,600 100 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4366 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 3,150 3,150 0 SHERIFF PL44441 BONSALL 0	5,600	0	400	5,600	5,200	VALLEY CENTER STATION	PL4290		SHERIFF
SHERIFF PL4308 LEMON GROVE SUBSTA 93,500 93,600 100 0 SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF * PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4365 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 3,150 3,150 0 SHERIFF **PL4446 CHAPLAIN/INMATE WELFAR	12,950	10,000	5,150	22,950	17,800	IMPERIAL BEACH SUBSTA	PL4300	*	SHERIFF
SHERIFF PL4318 INTERNAL AFFAIRS 5,612 0 (5,612) 0 SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF * PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF PL4366 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF PL4441 BONSALL 0 3,150 3,150 0 0 SHERIFF ** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF ** PL4433 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4333 EL CAJON 75,500<	36,760	o	2,279	36,760	34,481	ALPINE SUBSTATION	PL4307		SHERIFF
SHERIFF PL4327 RANCHITA LOT RENTAL 350 0 (350) 0 SHERIFF * PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF *** PL4366 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF PL4441 BONSALL 0 3,150 3,150 0 SHERIFF *** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF *** PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4335 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT * PL4374 FURNITURE STORAGE 14	93,600	o	100	93,600	93,500	LEMON GROVE SUBSTA	PL4308		SHERIFF
SHERIFF * PL4331 CARLSBAD NARCOTICS 56,000 58,900 2,900 58,900 SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF *** PL4366 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF *** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT PL4374 <t< td=""><td>0</td><td>0</td><td>(5,612)</td><td>0</td><td>5,612</td><td>INTERNAL AFFAIRS</td><td>PL4318</td><td></td><td>SHERIFF</td></t<>	0	0	(5,612)	0	5,612	INTERNAL AFFAIRS	PL4318		SHERIFF
SHERIFF PL4349 REGIONAL INVEST FAC 214,000 226,700 12,700 0 SHERIFF ** PL4366 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF ** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF ** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT * PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT * PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT * PL4439	0	0	(350)	0	350	RANCHITA LOT RENTAL	PL4327		SHERIFF
SHERIFF *** PL4366 JAIL STORES 72,000 71,800 (200) 71,800 SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF *** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF *** PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT PL4439 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700	0	58,900	2,900	58,900	56,000	CARLSBAD NARCOTICS	PL4331	*	SHERIFF
SHERIFF PL4395 PARKING KURTZ STREET 6,600 6,000 (600) 0 SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF *** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF 888,944 973,261 84,317 206,200 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	226,700	0	12,700	226,700	214,000	REGIONAL INVEST FAC	PL4349		SHERIFF
SHERIFF PL4441 BONSALL 0 0 0 0 0 SHERIFF *** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF 888,944 973,261 84,317 206,200 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	0	71,800	(200)	71,800	72,000	JAIL STORES	PL4366	**	SHERIFF
SHERIFF ** PL4446 CHAPLAIN/INMATE WELFAR 0 3,150 3,150 0 TOTAL SHERIFF 888,944 973,261 84,317 206,200 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT * PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT * PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT * PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	6,000	0	(600)	6,000	6,600	PARKING KURTZ STREET	PL4395		SHERIFF
TOTAL SHERIFF 888,944 973,261 84,317 206,200 SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	0	0	0	0	0	BONSALL	PL4441		SHERIFF
SUPERIOR COURT PL4333 EL CAJON 75,500 105,900 30,400 0 SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT * PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT * PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT * PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	3,150	0	3,150	3,150	0	CHAPLAIN/INMATE WELFAR	PL4446	**	SHERIFF
SUPERIOR COURT PL4355 GRAND JURY 105,500 107,700 2,200 0 SUPERIOR COURT * PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT * PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT * PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	767,061	206,200	84,317	973,261	888,944				TOTAL SHERIFF
SUPERIOR COURT * PL4372 MTL HEALTH COUNS-SD 105,500 106,500 1,000 106,500 SUPERIOR COURT * PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT * PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	105,900	0	30,400	105,900	75,500	EL CAJON	PL4333	-	SUPERIOR COURT
SUPERIOR COURT * PL4374 FURNITURE STORAGE 14,000 14,200 200 14,200 SUPERIOR COURT * PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	107,700	0	2,200	107,700	105,500	GRAND JURY	PL4355		SUPERIOR COURT
SUPERIOR COURT * PL4439 TEMP CTS - HOME SAVINGS 595,684 595,700 16 595,700 SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	0	106,500	1,000	106,500	105,500	MTL HEALTH COUNS-SD	PL4372	*	SUPERIOR COURT
SUPERIOR COURT * PL4430 CHAMBER BLDG 27,390 27,100 (290) 27,100	0	14,200	200	14,200	14,000	FURNITURE STORAGE	PL4374	*	SUPERIOR COURT
	0	595,700	16	595,700	595,684	TEMP CTS - HOME SAVINGS	PL4439	*	SUPERIOR COURT
SUPERIOR COURT * PL4442 MISSION VALLEY 7 470 0 (7 470) 0	0	27,100	(290)	27,100	27,390	CHAMBER BLDG	PL4430	*	SUPERIOR COURT
7,770	0	0	(7,470)	0	7,470	MISSION VALLEY	PL4442	*	SUPERIOR COURT
TOTAL SUPERIOR COURT 931,044 957,100 26,056 743,500	213,600	743,500	26,056	957,100	931,044		-		TOTAL SUPERIOR COURT
	8,107,775 ======					=======================================	====	=	

^{*} REVENUE

Revised 12/07/93

^{**} COST APPLIED

^{***} BUDGETED IN OTHER PROGRAMS

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET LEASES OUTSIDE OF RENTS & LEASES BUDGET SUMMARY

	FY92-93	FY93-94		FY93-94	FY93-94
	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
	COST	COST	(DECREASE)	REV/COST A	NET COST
AREA AGENCY ON AGING	303,080	0	(303,080)	0	0
DISTRICT ATTORNEY	0	230,091	230,091	172,568	57,523
HEALTH SERVICES	155,020	128,345	(26,675)	128,345	0
PUBLIC WORKS AIRPORTS ENTERPRISE FUND	24,000	0	(24,000)	0	0
PUBLIC WORKS ROAD FUND	2,400	1,200	(1,200)	1,200	0
PUBLIC WORKS SANITATION DISTRICT	10,200	7,200	(3,000)	7,200	0
PUBLIC WORKS SOLID WASTE ENTERPRISE FUND	17,682	22,020	4,338	22,020	0
PUBLIC WORKS SPECIAL DISTRICT	100	100	0	o	. 100
SOCIAL SERVICES	7,850,440	6,729,850	(1,120,590)	5,383,880	1,345,970
TOTAL LEASES OUTSIDE RENTS & LEASES BUDGET	8,362,922	7,118,806	(1,244,116)	5,715,213	1,403,593
		======	======		
TOTAL - ALL COUNTY LEASES	21,190,233	19,306,320	(2,114,004)	9,622,384	9,453,845
		======	======	======	

Revised: 5/11/93

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET LEASES OUTSIDE RENTS & LEASES DETAIL

			FY92-93	FY93-94		FY93-94	FY93-94
	CONTRO	L	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT	NUMBER	FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
AREA AGENCY ON AGING	PL4408	TOPAZ	303,080	0	(303,080)	0	0
TOTAL AAA			303,080	0	(303,080)	0	0
DISTRICT ATTORNEY	PL4329	WELLS FARGO-WELFARE FR	0	230,091	230,091	172,568	57,523
TOTAL DISTRICT ATTY			0	230,091	230,091	172,568	57,523
HEALTH SERVICES	PL4394	ADMIN MEDICUS	140,500	113,045	(27,455)	113,045	0
HEALTH SERVICES	PL1700	SOLANA BCH PARAMEDICS	14,520	15,300	780	15,300	0
TOTAL HEALTH SERVICES		·	155,020	128,345	(26,675)	128,345	0
PUB WORKS AIRPORTS ENT FD	PL4437	GILLESPIE AMBROSIA SUBL	24,000	0	(24,000)	0	0
TOTAL AIRPORTS ENT FUND			24,000	0	(24,000)	0	0
PUBLIC WORKS ROAD FUND	PL3506	MONTE VISTA	2,400	1,200	(1,200)	1,200	0
TOTAL PUBLIC WORKS RD FUND			2,400	1,200	(1,200)	1,200	0
PUB WORKS SANITATION	PL9120	PUMP STATION-CARDIFF	1,200	0	(1,200)	0	0
PUB WORKS SANITATION	PL9390	PINE VALLEY SANI DIST.	9,000	7,200	(1,800)	7,200	0
TOTAL PUBLIC WORKS SANITATION	ON DIST		10,200	7,200	(3,000)	7,200	0
PUB WORKS SOLID WSTE	PL1342	BIN SITE OCOTILLO	600	600	0	600	0
PUB WORKS SOLID WSTE	PL2003	BIN SITE-VALLECITO - MOA	0	0	0	0	0
PUB WORKS SOLID WSTE	PL2056	SYCAMORE LANDFILL	5,450	10,000	4,550	10,000	0
PUB WORKS SOLID WSTE	PL5002	BIN SITE - RANCHITA	2,400	2,400	0	2,400	0
PUB WORKS SOLID WSTE	PL5009	BIN SITE PALOMAR	120	0	(120)	. 0	0
PUB WORKS SOLID WSTE	PL5018	OTAY DISPOSAL SITE	4,500	4,500	0	4,500	0
PUB WORKS SOLID WSTE	PL5019	BIN SITE JULIAN - MOA	12	20	8	20	0
PUB WORKS SOLID WSTE	PL5100	BIN SITE - SUNSHINE	1,500	1,500	0	1,500	0
PUB WORKS SOLID WSTE	PL5260	SYCAMORE RECYCLING	3,100	3,000	(100)	3,000	0
TOTAL PW SOLID WASTE ENT. FO) 		17,682	22,020	4,338	22,020	0
PUB WORKS SPECIAL DIST	PL4385	SAN PASQUAL FIRE DEPT	0	0	0	0	0
PUB WORKS SPECIAL DIST	PLRINC	RINCON	100	100	0	0	100
TOTAL PUB WORKS SPECIAL DIS	т		100	100	0	0	100

COUNTYWIDE RENTS & LEASES FY93-94 FINAL BUDGET LEASES OUTSIDE OF RENTS & LEASES BUDGET

PAGE 2

			FY92-93	FY93-94		FY93-94	FY93-94
·	CONTRO	DL	ADOPTED	FINAL	INCREASE/	FINAL	FINAL
DEPARTMENT	NUMBER	R FACILITY NAME	COST	COST	(DECREASE)	REV/COST A	NET COST
SOCIAL SERVICES	PL2329	LOGAN HEIGHTS ANNEX	0	143,600	143,600	114,880	28,720
SOCIAL SERVICES	PL4070	MISSION VALLEY OFFICE	962,000	999,300	37,300	799,440	199,860
SOCIAL SERVICES	PL4171	LOGAN HGHT DIST OFF	640,000	239,200	(400,800)	191,360	47,840
SOCIAL SERVICES	PL4272	JOB CLUB - OCEANVIEW	42,000	42,400	400	33,920	8,480
SOCIAL SERVICES	PL4277	JOB CLUB CHULA VISTA	14,500	14,500	o	11,600	2,900
SOCIAL SERVICES	PL4299	OCEANSIDE EXPANSION	782,000	361,600	(420,400)	289,280	72,320
SOCIAL SERVICES	PL4299	DIST OFFICE-OCEANSIDE	467,000	469,000	2,000	375,200	93,800
SOCIAL SERVICES	PL4340	CPS 5454 RUFFIN	760,000	748,050	(11,950)	598,440	149,610
SOCIAL SERVICES	PL4343	DIST OFFICE SO BAY	468,500	481,600	13,100	385,280	96,320
SOCIAL SERVICES	PL4352	GAIN & ADULT SVCS	493,500	518,900	25,400	415,120	103,780
SOCIAL SERVICES	PL4354	CPS ESCONDIDO	264,500	195,200	(69,300)	156,160	39,040
SOCIAL SERVICES	PL4357	GAIN - ESCONDIDO	67,000	67,200	200	53,760	13,440
SOCIAL SERVICES	PL2329	LOGAN HTS ANNEX (PL4358)	177,000	143,600	(33,400)	114,880	28,720
SOCIAL SERVICES	PL4359	GAIN - NORTHEAST	220,000	158,300	(61,700)	126,640	31,660
SOCIAL SERVICES	PL4360	GAIN - EL CAJON ADULT	325,000	338,600	13,600	270,880	67,720
SOCIAL SERVICES	PL4361	GAIN - OCEANSIDE	71,000	62,500	(8,500)	50,000	12,500
SOCIAL SERVICES	PL4362	GAIN - BEECH - UPTOWN	212,000	151,000	(61,000)	120,800	30,200
SOCIAL SERVICES	PL4379	FOOD STAMP MILLS BLD	8,000	7,900	(100)	6,320	1,580
SOCIAL SERVICES	PL4382	HILLCREST RECEIVING	30,000	. 0	(30,000)	0	0
SOCIAL SERVICES	PL4383	DIST OFF LEMON GROVE	964,800	964,800	0	771,840	192,960
SOCIAL SERVICES	PL4386	TAYARI ADOPTIONS UNIT	47,000	46,500	(500)	37,200	9,300
SOCIAL SERVICES	PL4398	DIST OFFICE NORTHEAST	101,000	103,500	2,500	82,800	20,700
SOCIAL SERVICES	PL4415	CPS CAMINO DEL RIO	434,500	403,000	(31,500)	322,400	80,600
SOCIAL SERVICES	PL4450	ESCONDIDO I.M. EXPANSIO	299,140	213,200	(85,940)	170,560	42,640
TOTAL SOCIAL SERVICES			7,850,440	6,729,850	(1,120,590)	5,383,880	1,345,970
TOTAL - LEASES OUTSIDE RE	 NTS & LEASE	S BUDGET	8,362,922	7,118,806	(1,474,207)	5,542,645	1,346,070
				======	======		======

Revised: 5/11/93

AUDITOR AND CONTROLLER

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Auditing	\$1,524,276	\$1,566,641	\$1,590,345	\$1,663,982	\$1,554,707	\$(109,275)	(6.6)
Fiscal Control	5,592,173	5,492,769	5,613,774	5,602,961	6,547,700	944,739	16.9
Purchasing	2,229,241	2,219,720	2,207,130	2,295,212	2,025,769	(269,443)	(11.7)
Revenue and Recovery	7,688,241	8,355,121	8,311,814	8,346,111	7,930,069	(416,042)	(5.0)
Administrative Support	1,317,836	1,326,270	1,161,130	1,505,280	887,985	(617,295)	(41.0)
TOTAL DIRECT COST	\$18,351,767	\$18,960,521	\$18,884,193	\$19,413,546	\$18,946,230	\$(467,316)	(2.4)
PROGRAM REVENUE	(3,141,319)	(3,131,877)	(3,436,335)	(3,163,383)	(3,909,972)	(746,589)	23.6
NET GENERAL FUND COST	\$15,210,448	\$15,828,644	\$15,447,858	\$16,250,163	\$15,036,258	\$(1,213,905)	(7.5)
STAFF YEARS	491.74	475.85	460.88	496.00	488.00	(8.00)	(1.6)
				•			

Se Auditor/Accountant

Associate Accountant

Total

Word Processor Opr

15.0

30.0

Inancial & Economic Analysis for Program Budget Development Budget Amalysis and Review of Najor County Issues

> Years IV 1.0 Assistant 1.0

> > Total 14.5

COUNTY BUDGET PLANNING & IMPLEMENTATION

Capital Improvement Budget Preparation

Permanent Die FM Div Chief, FH FR Analyst III FH Analyst II Admin Secretary Conf id Off ice

FISCAL CONTROL

3.0

35.0

ACCOUNTS PAYABLE/PAYROLL & TRAVEL ACCOUNTING Contract Review & Fincal Certification County Payroll Processing Emergency Marrent Issuance Employee Information System Hanagem Payment of County Claims rave I/Mi leage Reimbursement

Staff Years Permanent Sr A & C Manage Comp/Sys Coord A & C Comp Spec 1.0 2.0 1.0 2.0 8.0 5.0 1.0 5.0 Sr Auditor/Accountant Associate Accountant Principal Clerk I Accounting Technician A & C Payroll Technician Sr Account Clerk Sr Data Entry Opr Int Account Clerk Date Entry Opr

CONTROLLER REAMON DEFICE

Total

Accounting Services to Public Works, General Services & Other COC Departments Capital Project Control Enterprise & Special District Accounting Fixed Asset Procurement Control Grant Accounting/Assistance MCRVRF Review/Accounting Single Audit Coordination

Staff Years Permanent. Sr Auditor/Accountant Associate Accountant Accounting Technician Sr Account Clerk Sr Clerk 5.0 8.0 2.0 1.0 Cashier Int Account Clerk Int Clerk 6.0 37.0 Total

PURCHASING AND CONTRACTING

> ACMINISTRATION Staff Tears Permanent Dir. Purchasino & Contracting Admin Secretary 111 1.0 Intal 2.0

> PURCHASING Centralized purchasing of services and supplies for all County departments, including standardization of criteria for commonly used items.

Permanent Staff Years Purchasing Hanager Dept Computer Spec III Analyst II Buyer III Buyer II 10.0 Data Entry Supervisory Data Entry Opr Sub-Tota I 20.0 Non-Permanent 20.0

Total CONTRACT ING

Centralized contracting for services on behelf of most County departments.

<u>Permanent</u> Staff Years neger of Contracting Procurement Contracting Officer Sr Clerk 2.0 Int Clerk Typist Tota l 10.0

REVENUE AND RECOVERY

ADMINISTRATION Staff Jears Larmanent Dir. G & B Admin Secretary III 1.0 lote1 2.0

ADMINISTRATIVE SERVICES

Support activities including personnel, payroll, budgeting, storeroom, and mailroom services.

Permanent Staff Years Admin Services Manager 11 Dept Personnel Officer II Dept Computer Specialist II 1.0 Admin Assistant 1 Personne | Ald Sr Payroll Clerk Storekeeper I Int Account Clerk Int Clerk Typist فيد 10.0 Total

FINANCE

Mental and physical health care billing, payment processing and control, disbursement, financial reporting & other flocal activities

Permonent Staff Years Div Chief R & R Sect Chief, R & R Senior Accountant R & R Officer III Se Account Clerk Sr Cashle Int Account Clerk 21.0 Cashier Int Clerk Typist 6.0 43.0 Tota 1

ADMINISTRAVIVE SUPPORT

ADMINISTRATION Staff Years Permanent Auditor & Controller Assist Auditor & Controller Deputy Auditor & Controller Admin Secretary IV 1.0 Group Secretary 1,0 lotal 5.0

ADMINISTRATIVE SERVICES Permenant Staff Years Admin Services Nanager 11 Admin Assistant III Achin Assistant | Sr Word Processor Opr Storekeeper II A & C Payroll Technician Work Processor On Hail Processing Technician 3.0 Sub-Tota 1 13.0 Non-Permanent 13.5

GENERAL ACCOUNTING

Accounts Receivable Appropriation Accounting Control ARMS Reports Issuance Cash Henegment Control Ledger Accurecy Cost Accounting Control
Debt Financing Accounting Control
Externel Auditor Liaison Financial Reporting Fixed Asset Inventory Control Interest Apportionment Transportation Development Verrant Issuance Reconciliation

Staff Years Senior A & C Hanager Senior Auditor/Accountant Associate Accountant Supervising Clerk Accounting Technician Senior Account Clerk Interm Account Clerk 1.0 Intermediate Clerk Intal 23.0

REVENUE AND BUDGET MANAGEMENT

Board Letter Review Fund Balance Projection Line Item Budget Preparation Proposition 4 Compliance Revenue Analysis/Forecasting Special Financial Projects State Mandated Cost Reimbursement

Permanent Staff Years Sr A & C Hanager Revenue & Budget Accountant 2.0 Analyst III Sr Auditor/Accountant 20 Accounting Technician 2.0 10.0 Total

PROBATION ACCOUNTING

Adult Institutional Services
Cash Collections/Disbursements event le Care/Haintenance Probation Department Accting Svcs

Staff Years Permanent A & C Hanager 11 Sr Auditor/Accountant Accounting Technician Sr Account clerk 2.0 5.0 Interm Account Clark intermediate Clerk 7.0 17.0 Total

PROPERTY TAX SERVICES

Community Redevelopment
Fiscal Control of Real and Unsecured Property Tax System Tax Apport ignment Tax Rate/Valuation Information Book let

Staff Tears Permanent A & C Manager Compensation Systems Coord Sr Systems Analyst Sr Auditor/Accountant Associate Accountant Accounting Technician Sr Account Clerk Int Account Clerk Int Clerk 2.0 Sub-Total 21.0 Non-Permanent 21.5

NATERIAL AND RESOURCES DIVISION

Naintained inventory of item common ly used throughout the County; coordination/transfer of fixed assets and minor equipment between department: and property disposal.

Staff Years Permanent Material Manager neteriel menager
Analyst II
Supervising Materiel
Storekeeper
Accounting Technician
Sr Account Clerk
Int Account Clerk 1.0 Material Storekeeper III 2.0 Material Storekeeper 1 2.0 Stores Delivery Driver Warehouse Material 3.0 Hand lor 3.0 Sub-Total Non-Permanent 0.0 16.0 Total

BRANCH OPERATIONS

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.

Staff Years Permanent Div Chief, R & R Sect Chief, R & R R & R Officer III R & R Officer II R & R Traince Int Account Clerk Int Clerk Typist 1.0 30.0

Collection and enforcement activities for Juvenile & Adult Probation, fines, restitution, court-appointed attorney fees and other court-related collection activities; account opening services for all revenue collection accounts.

COURT SERVICES

<u>Permanent</u> Stoff Years Div Chief R & R 1.0 Sect Chief, R & R R & R Officer III 1.0 R & R Officer II R & R Officer I R & R Officer Trained 6.0 3.0 Int Account Clerk Int Clerk Typist 16.0 54.0

CHILD SUPPORT

Child and spousel support collection and enforcement activities, account maintenance, absent parent location; and tax intercept program.

Staff Years Permanent Div Chief, R & R Sect Chief, R & R R & R Officer III R & R Officer II 19.0 R & R Officer R & R Officer Traines Sr Field Investigator Field Investigator Supervising Clerk 3.0 1.0 1.0 Legal Proc Clerk III Legal Proc Clerk II 3.0 1.0 1.0 Legal Proc Clerk I Int Account Clerk 3.0 Departmental Clerk Int Clerk Typist 19.5 Total 76.5

I FGAL

legal assistance in support of departmental collection activities through initiation of small claims actions, suits through County Counsel, garnishments, seizures, and grants of lien.

Stoff Years Permanent. Sect Chief, R & R 8 & & Officer III R & R Officer II Legal Proc Clerk III Legal Proc Clerk 11 Sr Account Clerk 1.0 Int Account Clerk Int Clerk Typist 5.0 16.0 Tota i

CAPITAL/MISCELLANEOUS

CAPITAL

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget	% Change
Capital Outlay Fund	\$28,937,204	\$37,728,386	\$24,691,940	\$22,022,048	\$15,583,605	\$(6,438,443)	(29.2)
County Health Complex	3,107,513	9,612,259	3,072,341	4,263,928	3,399,556	(864,372)	(20.3)
Criminal Justice Facilities	63,927,530	31,576,708	23,309,389	9,634,206	9,281,099	(353,107)	(3.7)
TOTAL DIRECT COST	\$95,972,247	\$78,917,353	\$51,073,670	\$35,920,182	\$28,264,260	\$(7,655,922)	(21.3)
PROGRAM REVENUE	(75,647,780)	(57,911,498)	(36,164,820)	(11,701,631)	(10,462,700)	1,238,931	(10.6)
NET GENERAL FUND COST	\$20,324,467	\$21,005,855	\$14,908,850	\$24,218,551	\$17,801,560	\$(6,416,991)	(26.5)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.00	0.0

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 and 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.

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PROGRAM: Capital Outlay Fund

DEPARTMENT: CAPITAL

PROGRAM #: 86200

ORGANIZATION #: 5490

MANAGER: Manuel Lopez

REFERENCE: 1993-94 Proposed Budget - Pg. 59-3

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, B-46, F-20, F-37 and F-39.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST		•				
Lease/Purchase	\$14,671,400	\$14,722,138	\$7,654,872	\$15,519,566	\$10,527,193	(32.2)
Land Acquisition	5,604,576	12,200,799	11,419,913	665,000	466,832	(29.8)
Capital Projects	8,317,735	10,766,094	5,339,955	5,837,482	4,589,580	(21.4)
Less Reimbursements	(33,276)	(15,994)	(0)	. (0)	(0)	0.0
Operating Transfers	376,769	55,349	277,200	0	0	0.0
TOTAL DIRECT COST	\$28,937,204	\$37,728,386	\$24,691,940	\$22,022,048	\$15,583,605	(29.2)
PROGRAM REVENUE	(28,617,748)	(35,664,593)	(16,541,711)	(6,502,482)	(5,625,725)	(13.5)
Fund Balance	(319,456)	(2,063,793)	30,961	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$319,456	\$2,063,793	\$8,181,190	\$15,519,566	\$9,957,880	(35.8)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program, Capital Outlay Fund (Org. #5490), identifies lease/purchases, land acquisition and capital improvements. Lease/purchases are the result of the County meeting its space needs through the purchase of an existing building or construction of a new one with costs spread over a long term (usually 20 years). Land acquisitions are most often park land purchases. Capital projects are any substantial improvements to an existing facility that results in added value to that facility.

1992-93 BUDGET TO ACTUAL COMPARISON

The actual lease/purchase debt service was less than budgeted due to the refinancing of the debt on 4 facilities. Land acquisition costs exceed budget due to park land and transit center purchases budgeted in prior years, principally San Dieguito River Valley Park (\$6,059,000). Capital Project expenditures varies from the budget due to work on projects originally budgeted prior to FY 92-93. Clairemont Hospital accounts for \$2,258,513 of the capital project expenditures for this fiscal year. Please see note under Revenues for explanation on variances.

1993-94 CAPITAL PROJECTS

Project #	Project Description	Funding Source	Amount
Lease-Pur	chase		
PP0085	Vista Regional Center	Gen Fund	s 0
PP0047	South Bay Regional Center	Gen Fund	•
	• •		2,943,590
PP0052	East County Regional Center	Gen Fund	3,946,006
PP4379	MTS Towers	Gen Fund	2,598,376
PP0396	Topaz Bldg (AAA/Vector Cntrl)	Gen Fund	405,278
NEW	Children's Center	Contrib.	569,313
NEW	Star Builders Bldg Restore	Gen Fund	64,630
Land Acqu	isition		
KA7686	Oceanside Transit Center	TDA	\$200,000
KA4261	Escondido Transit Center	TDA	266,832
Capital P	rojects		,
кн0070	Carlsbad Transit Center	NCTDB	\$1,750,000
KH7686	Oceanside Transit Center	NCTDB	2,500,000
KH8764	CAC Trolley Station	TDA	100,000
	· · · · · · · · · · · · · · · · · · ·		
KH9629	Encinitas Transit Center	TDA	239,580

PROGRAM REVENUE BY SOURCE				a
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
Sales & Use Tax (TDA)	\$665,645	\$2,765,482	\$806,412	\$(1,959,070)
Federal Aid (CDBG)	\$562,724	\$898,000	\$0	\$(898,000)
Road Fund	\$99,841	\$54,000	\$0	\$(54,000
Parkland Dedication (PLDO)	\$515,469	\$465,000	\$0	\$(465,000
Aid From Other Gov't Agent	\$225,714	\$2,300,000	\$4,250,000	\$1,950,000
State Aid Local Agencies	\$0	\$20,000	\$0	\$(20,000)
State Aid Construction - Recreation	\$11,422,076	\$0	\$0	\$0
AB-189 Criminal Justice Facilities	\$33,850	\$0	\$0	\$0
Interest	\$215,805	\$0	\$0	\$0
Transfer from COF	\$17,948	\$0	\$0	\$0
Fed Aid Highways Construction	\$2,193	\$0	\$0	\$0
Interfund Charges for Services - General Fund	\$0	. \$0 \$0	\$0	\$0
Other - Misc Revenues	\$16,965	\$0	\$0	\$0
SANCAL Reimbursement	\$2,595,217	\$0	\$0	\$0
Sale of Fixed Assets	\$24,432	\$0	\$0	\$0
Charges in Internal Service Funds	\$143,832	\$0	\$0	0
Proceeds Long Term Debt	\$0	\$0	\$569,313	\$569,313
General Fund Contribution	\$8,181,190	\$15,519,566	\$9,957,880	\$(5,561,686)
Sub-Total	\$24,722,901	\$22,022,048	\$15,583,605	\$(6,438,443)
Total	\$24,722,901	\$22,022,048	\$15,583,605	\$(6,438,443)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$8,181,190	\$15,519,566	\$9,957,880	\$(5,561,686)
Sub-Total	\$8,181,190	\$15,519,566	\$9,957,880	\$(5,561,686)
Total	\$8,181,190	\$15,519,566	\$9,957,880	(5,561,686)

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY92-93 actuals DO NOT relate to the budgeted revenues for FY92-93. 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 canceled. Example: In 1988-89 a project is budgeted at \$1,000,000 in both expenditures and revenues. During FY88-89 only the plans are 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, FY89-90, construction begins and during the year \$350,000 in payments are made and construction is completed in FY90-91 for the remaining \$600,000. For the last three years no new monies were budgeted for the project although the actual expenditures and revenues would show \$50,000, \$350,000 and \$600,000 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 canceled. Remaining funds from closed or canceled projects usually revert to fund balance for the fund from which it was originally appropriated.

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.

NOTE: FY 92-93 Revenues exceeded expenditures by \$308,161 due to reimbursements booked this year for expenditures that occurred in previous years and the impact of the State's disallowance of the use of Park Bond Funds for Land Acquisition. Combined with a total of \$277,200 of fund balance expenditures, the COF fund balance experienced a net increase of \$30,961 as shown.

PROGRAM: County Health Complex

DEPARTMENT: CAPITAL

PROGRAM #: 86500

MANAGER: Manuel Lopez

ORGANIZATION #: 5491

REFERENCE: 1993-94 Proposed Budget - Pg. 59-5

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37; F-20; F-37.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Lease/Purchase - Structures	\$2,223,273	\$3,994,065	\$2,321,760	\$4,263,928	\$3,399,556	(20.3)
Fixed Assets - Structures	794,882	323,280	84,833	0	0	0.0
Operating Transfers	89,358	5,294,914	665,748	0	0	0.0
TOTAL DIRECT COST	\$3,107,513	\$9,612,259	\$3,072,341	\$4,263,928	\$3,399,556	(20.3)
PROGRAM REVENUE	(2,728,519)	(5,147,362)	(56,939)	(0)	(0)	0.0
FUND BALANCE	(378,994)	(4,464,897)	(693,642)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$378,994	\$4,464,897	\$2,321,760	\$4,263,928	\$3,399,556	(20.3)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program was established to track and account for the proceeds from the sale of University Hospital and the expenditures associated with the Rosecrans Health Complex. The proceeds were placed in a Special Fund with interest accruing to the Fund. The debt service on a bond issue to raise additional funds is paid out of general fund monies with all other expenditures paid out of the Special Balance.

1992-93 BUDGET ACTUAL COMPARISON

The actual lease-purchase debt services was less than budgeted due to the refinancing of the debt on two facilities. Please see explanation under Capital Outlay Fund budget on Program Revenues.

1993-94 CAPITAL PROJECTS

Lease-Purchase

Project #	Project Description	Funding Source	Amount
PP0385	Health Services Complex	Gen Fund	\$1,968,884
PP0090	Clairemont Hospital	Gen Fund	1,430,672

PROGRAM: County Health Complex

PROGRAM REVENUE BY SOURCE				
Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES: Transfer from General Fund Interest	\$2,321,760 56,939	\$4,263,928 0	\$3,399,556 0	\$(864,372) 0
Sub-Total	\$2,378,699	\$4,263,928	\$3,399,556	\$(864,372)
Total	\$2,378,699	\$4,263,928	\$3,399,556	\$(864,372)
GENERAL FUND CONTRIBUTION DETAIL				Change From
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$2,321,760	\$4,263,928	\$3,399,556	\$(864,372)
Sub-Total	\$2,321,760	\$4,263,928	\$3,399,556	\$(864,372)
Yotal	\$2,321,760	\$4,263,928	\$3,399,556	(864,372)

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

36400 ORGANIZATION #: 5492

MANAGER: Manuel Lopez REFERENCE: 1993-94 Proposed Budget - Pg. 59-7

AUTHORITY: California Government Code #53730-37; Board of Supervisors Policy B-37, F-20, and F-37.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Lease/Purchase	\$6,363,336	\$7,736,706	\$9,032,119	\$9,634,206	\$9,281,099	(3.7)
Land Acquisition	21,701,818	11,048	163,186	0	0	0.0
Capital Projects	35,863,376	21,279,802	13,864,084	. 0	0	0.0
Operating Transfers	. 0	2,549,152	250,000	0	0	0.0
TOTAL DIRECT COST	\$63,928,530	\$31,576,708	\$23,309,389	\$9,634,206	\$9,281,099	(3.7)
PROGRAM REVENUE	(64,097,179)	(29,164,767)	(19,492,996)	(5,199,149)	(4,836,975)	(7.0)
Fund Balance	\$(47,613)	\$(2,411,941)	\$589,507	\$0	\$0	0.0
NET GENERAL FUND CONTRIBUTION	\$(168,649)	\$2,411,941	\$4,405,900	\$4,435,057	\$4,444,124	0.2
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

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.

1992-93 BUDGET ACTUAL COMPARISON

The actual lease-purchase debt service was less than budgeted due to the refinancing of nterest 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. Major project expenditures this year include the acquisition of the new San Diego Municipal Court Civil Division Building (\$7,014,026) and the East County Regional Center addition of 4 courtrooms (\$3,009,390).

1993-94 ADOPTED CAPITAL PROJECTS

No new Criminal Justice Capital projects are included in the Adopted FY 93-94 budget.

Lease-Purchase

	·-·	Funding	
Project #	Project Description	Source	Amount
PP4356	East Mesa Land (SANCAL 91)	Gen Fund	\$2,058,578
PP4356	East Mesa CSAC	Gen Fund	2,225,672
PP4356	East Mesa (SANCAL 89A)	Gen Fund	159,874
PP4356	East Mesa (SANCAL 87A Intrm Just)	AB-189(PA)	2,263,273
PPMUN I	SD Muni Ct Civil Bldg	SB-668(PA)	652,340
PP4338	Burnham Bldg (Supr. Ct.)	SB-668(PA)	766,980
PP0340	Juvenile Hall(SANCAL 87A [J)	AB-189(PA)	788,252
PP0340	Juvenile Hall (SANCAL 89A)	AB-189(PA)	94,015
NEW	Ridgehaven (Sheriff)	Asset Fort	272,115

Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES:				
AB-189 (County Justice Facility Constr. Fund)	\$3,660,003	\$3,420,567	\$1,209,519	\$(2,211,048)
SB-668 (County Courthouse Constr. Fund)	\$3,297,604	\$1,278,582	\$3,355,341	\$2,076,759
Aid from Joint Powers Authority (JPA)	\$387,769	\$0	\$0	\$0
State Aid Correctional Facility Const.	\$158,644	\$0	\$0	\$0
Aid from Other Gov't Agency	\$5,256	\$0	\$0	\$0
Interest	\$136,606	\$0	\$0	\$0
Court Fees & Costs - Other	\$13,201	\$0	\$0	\$0
Sale of Fixed Assets	282,180	0	0	0
Other - Misc	\$7,886	\$0	\$0	\$0
Transfer from Asset Forfeiture	\$1,000,000	\$500,000	\$272,115	\$(227,885)
SANCAL Reimbursements	\$16,453,827	\$0	\$0	\$0
Proceeds Long Term Debts	(\$5,909,980)	0	0	0
General Fund Contribution	\$4,405,900	\$4,435,057	\$4,444,124	\$9,067
Sub-Total	\$23,898,896	\$9,634,206	\$9,281,099	\$(353,107)
Total	\$23,898,896	\$9,634,206	\$9,281,099	\$(353,107)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$4,405,900	\$4,435,057	\$4,444,124	\$9,067
Sub-Total	\$4,405,900	\$4,435,057	\$4,444,124	\$9,067
Total	\$4,405,900	\$4,435,057	\$4,444,124	9,067

EXPLANATION/COMMENT ON PROGRAM REVENUES

Revenues are "booked" in Capital ONLY after the expenditure occurs. Generally, FY92-93 actuals DO NOT relate to the budgeted revenues for FY92-93. 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 canceled. Example: In 1988-89 a project is budgeted at \$1,000,000 in both expenditures and revenues. During FY88-89 only the plans are 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, FY89-90, construction begins and during the year \$350,000 in payments are made and construction is completed in FY90-91 for the remaining \$600,000. For the last three years no new monies were budgeted for the project although the actual expenditures and revenues would show \$50,000, \$350,000 and \$600,000 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 canceled. Remaining funds from closed or canceled projects usually revert to fund balance for the fund from which it was originally appropriated.

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.

NOTE: FY 92-93 Actuals, received exceed expenditures by \$839,507 due to reimbursements booked this year for expenditures that occurred in prior years. Combined with fund balance expenditures of \$250,000, the COF Fund Balance increased by \$589,507 as shown.

PROGRAM: Contributions to Capital

DEPARTMENT: CAPITAL

PROGRAM #: 86300

MANAGER: Manuel Lopez

ORGANIZATION #: 5350

REFERENCE: 1993-94 Proposed Budget - Pg. 59-8

AUTHORITY: California Government Code # 53730-37; Board of Supervisors Policy B-37, F-37.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Operating Transfers	\$20,324,467	\$21,005,855	\$14,848,445	\$24,218,551	\$17,801,560	(26.5)
TOTAL DIRECT COST	\$20,324,467	\$21,005,855	\$14,848,445	\$24,218,551	\$17,801,560	(26.5)
PROGRAM REVENUE	(111,785)	(0)	(193,203)	(175,638)	(0)	(100.0)
NET GENERAL FUND CONTRIBUTION	\$20,212,682	\$21,005,855	\$14,655,242	\$24,042,913	\$17,801,560	(26.0)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

This program, Contribution to Capital, is one of four that comprise the Capital budget. The other three, Capital Outlay Fund (Org. 5490), County Health Complex (Org. 5491) and Criminal Justice Facilities (Org. 5492) are special funds and reflect the actual projects and expenditures. In order not to commingle special funds and general funds, all general fund costs associated with Capital is budgeted in this program, Contributions to Capital, and reflected in the special fund programs as revenue.

Examples of projects that are either full or partially offset with General Fund monies are:

- 1. Capital Outlay Fund (Org. 5490)
 - a. East County Regional Center
 - b. South Bay Regional Center
 - c. Vista Regional Center
 - d. MTS Towers
- 2. County Health Complex (Org. 5491)
 - a. County Health Complex
 - b. Clairemont Hospital
- 3. Criminal Justice Facilities (Org. 5492)
 - a. East Mesa Detention Facility Phase I
 - b. Juvenile Hall Expansion
 - c. San Diego Municipal Court Civil Division Bldg.

1992-93 BUDGET TO ACTUAL COMPARISON

Taking advantage of lower interest rates, in May, 1993 the county successfully refinanced the debt on 6 facilities. This master refinancing plus an earlier refinancing of the Vista Regional Center, enabled the county to enjoy a current year general fund savings of \$9,992,005 in this budget unit.

NOTE: The FY92-93 Actual total net cost of the three COF orgs. (5490, 5491, 5492) exceeds the direct cost listed above because of general fund contributions to projects received from DPLU, Agriculture and Community Enhancement.

PROGRAM REVENUE BY SOURCE Source of Revenue	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
CHARGES: Rents and Concessions	\$0	\$15,180	\$0	\$(15,180)
Aid from Other Gov't Agency	150,203	142,000	ő	(142,000)
Transfer from Road Fund	0	18,458	0	(18,458)
AB-75 Capital Outlay	43,000	0	0	0
Sub-Total	\$193,203	\$175,638	\$0	\$(175,638)
Total	\$193,203	\$175,638	\$0	\$(175,638)
GENERAL FUND CONTRIBUTION DETAIL				
General Fund Contribution By Source	1992-93 Actual	1992-93 Budget	1993-94 Budget	Change From 1992-93 Budget
GENERAL FUND SUPPORT COSTS:	\$14,655,242	\$24,042,913	\$17,801,560	\$(6,241,353)
Sub-Total	\$14,655,242	\$24,042,913	\$17,801,560	\$(6,241,353)
Total	\$14,655,242	\$24,042,913	\$17,801,560	(6,241,353)

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.

The change to budgeted revenues relates to the Topaz building occupied by Area Agency on Aging and Vector Control, Public Works and a private lessee. The purchase of this building was successfully completed this year. Cost allocation for AAA and Vector Control will now be recovered through the Cost Plan (A-87); other revenues will now be budgeted in Rents & Leases (org 5580).

PROGRAM: Edgemoor Development Fund DEPARTMENT: CHIEF ADMINISTRATIVE OFFICE

PROGRAM #: 00001

MANAGER: Rich Robinson

ORGANIZATION #: 5480

REFERENCE: 1993-94 Proposed Budget - Pg. 60-1

AUTHORITY: Board Policy F-38.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Operating Transfers	14,156	185,804	55,542	74,330	86,000	15.7
TOTAL DIRECT COST	\$14,156	\$185,804	\$55,542	\$74,330	\$86,000	15.7
PROGRAM REVENUE FUND BALANCE	(63,705) 49,549	(61,066) (124,738)	(55,542) (0)	(74,330) (0)	(57,000) (29,000)	(23.3) (100.0)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The 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.

DEPARTMENT: CONTINGENCY RESERVE PROGRAM: Contingency Reserve

PROGRAM #: 80000

ORGANIZATION #: 1850 REFERENCE: 1993-94 Proposed Budget - Pg. 61-1 MANAGER: Manuel A. Lopez

AUTHORITY: Section 29084 of the Government Code allows the Board of Supervisors to establish a Contingency Reserve up to 15% of the total appropriations.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Operating Transfers	\$0	\$0	\$0	\$11,748,060	\$6,636,250	(43.5)
TOTAL DIRECT COST	\$0	\$0	\$0	\$11,748,060	\$6,636,250	(43.5)
PROGRAM REVENUE	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$11,748,060	\$6,636,250	(43.5)
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

Contingency Reserve is a source of funding for extra-ordinary needs or events that may occur during the fiscal year. 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: Contribution To LAFCO

DEPARTMENT: CONTRIBUTION TO LAFCO

PROGRAM #: 31007

ORGANIZATION #: 0220

REFERENCE: 1993-94 Proposed Budget - Pg. 62a-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.).

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Contribution to LAFCO	\$385,296	\$347,970	\$251,394	\$344,996	\$331,163	(4.0)
TOTAL DIRECT COST	\$385,296	\$347,970	\$251,394	\$344,996	\$331,163	(4.0)
NET GENERAL FUND CONTRIBUTION	\$385,296	\$347,970	\$251,394	\$344,996	\$331,163	(4.0)

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:

- to encourage the orderly formation and development of local government agencies;
- 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;
- to determine when special districts may provide new services;
- to establish and update "spheres of influence" for the cities and special districts in the county;
- to assist in studies of existing local agencies with the goal of improving the efficiency and reducing the cost
 of providing urban services; and
- 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 cites 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.

PROGRAM: Contribution to Library Fund

DEPARTMENT: CONTRIBUTION TO LIBRARY FUND

PROGRAM #: 00001

ORGANIZATION #: 0245

REFERENCE: 1993-94 Proposed Budget - Pg. 62b-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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST Contribution to Library	224,950	128,475	575,661	125,661	620,926	394.1
TOTAL DIRECT COST	\$224,950	\$128,475	\$575,661	\$125,661	\$620,926	394.1
NET GENERAL FUND CONTRIBUTION	\$224,950	\$128,475	\$575,661	\$125,661	\$620,926	394.1

PROGRAM DESCRIPTION

The County Library operated 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.

PROGRAM: Cash Borrowing **DEPARTMENT: GENERAL REVENUES**

PROGRAM #: 86000

ORGANIZATION #: 1080

REFERENCE: 1993-94 Proposed Budget - Pg. 63-1 MANAGER: Robert Booker, Ed.D.

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.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
				3-9-1		
DIRECT COST Services & Supplies	\$0	\$0	\$0	\$0	\$0	. 0.0
Contributions for Self Insurance:	0	2,000,000	1,442,000	1,442,000	0	(100.0)
Debt Service-Service Charge	0	0	148,760	0	0	0.0
Other Charges	11,655,093	10,084,505	12,541,957	9,500,000	11,600,000	22.1
TOTAL DIRECT COST	\$11,655,093	\$12,084,505	\$14,132,717	\$10,942,000	\$11,600,000	6.0
Funding	(0)	(558,000)	(0)	(0)	(0)	0.0
Cancellation of Reserve	(0)	(0)	(0)	(0)	(0)	0.0
NET GENERAL FUND CONTRIBUTION	\$11,655,093	\$11,526,505	\$14,132,717	\$10,942,000	\$11,600,000	6.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The County undertakes a short-term borrowing program in order to finance its General Fund cash flow requirements. This budget reflects the County's short-term General Fund financing program which is comprised of interest payments and the costs of issuance on the County's offering of Tax and Revenue Anticipation Notes.

The Adopted budget is based on \$360 million borrowing at a 3.0% interest cost.

DEPARTMENT: RESERVES/DESIGNATIONS PROGRAM: Reserves/Designations

PROGRAM #: 00001, 00002, 00003, 00004, 00005 MANAGER: Manuel Lopez

ORGANIZATION #: 1090

REFERENCE: 1993-94 Proposed Budget - Pg. 64-1

AUTHORITY: Section 29085 of the Government Code allows the Board of Supervisors to establish reserves including designations in such amounts as the Board deems sufficient.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change	
DIRECT COST Mission Trails Park	\$80,293	\$84,308	\$0	\$0	\$0	0.0	
Planning & Land Use	0	0	0	0	0	0.0	
Kettner Boulevard	0	. 0	0	0	0	0.0	
Assessor	82,466	126,000	0	o	0	0.0	
Family Support	0	0	1,361,854	1,361,854	0	(100.0)	
TOTAL DIRECT COST	\$162,759	\$210,308	\$1,361,854	\$1,361,854	\$0	\$(100.0)	
FUND I NG	(0)	(0)	(0)	(0)	(0)	0.0	
NET GENERAL FUND CONTRIBUTION	\$162,759	\$210,308	\$1,361,854	\$1,361,854	\$0	(100.0)	
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0	

PROGRAM DESCRIPTION

This program reflects the various reserves and revenue designations established by the Board. 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: 1993-94 Proposed Budget - Pg. 65-1

AUTHORITY: This program was developed for the purpose of carrying out Administrative Code Section 66.1 which established the Sheriff's Asset Forfeiture Program. Government Code Section 53647 authorizes the retention of interest in this fund.

	1990-91 Actual	1991-92 Actual	1992-93 Actual	1992-93 Budget	1993-94 Budget	% Change
DIRECT COST						
Salaries & Benefits	\$0	\$0	\$0	\$0	\$0	0.0
Services & Supplies	265,010	213,816	1,273,712	300,000	282,984	(5.7)
Other Charges	0	0	0	0	0	0.0
Fixed Assets	342,271	504,799	273,226	600,000	590,085	(1.7)
Vehicle/Comm. Equip.	14,377	450,000	460,400	475,000	125,000	(73.7)
Less Reimbursements	0	0	. 0	0	0	0.0
Operating Transfers	1,101,529	1,060,198	716,353	1,352,565	691,515	(48.9)
TOTAL DIRECT COST	\$1,723,187	\$2,228,813	\$2,723,691	\$2,727,565	\$1,689,584	(38.1)
PROGRAM REVENUE	(2,149,265)	(2,302,091)	(1,740,196)	(1,900,000)	(1,548,069)	(18.5)
FUND BALANCE CONTRIBUTION	426,078	73,278	(983,495)	(827,565)	(141,515)	(82.9)
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.0	0.0

PROGRAM DESCRIPTION

The Sheriff's Asset Forfeiture Program establishes a means whereby the Sheriff of San Diego County may receive seized assets transferred to him by Federal agencies as provided by the Comprehensive Crime Control Act of 1984.

1992-93 BUDGET TO ACTUAL COMPARISON

\$1.0 million in actual FY 92-93 Services and Supplies expenditures are the result of a transfer from Account 3453 for the Ridgehaven Acquisition. FY 92-93 actual revenues reached 92% of budgeted levels. Revenues in this fund continue to be difficult to predict as they are dependent upon the processing of claims at the Federal level.

1993-94 BUDGET

The \$1,689,584 included in the FY 1993-94 Budget will be utilized as follows:

Services and Supplies	282,984
subtotal	282,984
Fixed Assets Office Equipment, Misc. Computer Equipment, Misc. Laboratory Equipment, Misc. Video Equipment, Misc. Safety Equipment, Misc. Vehicles, Misc.	75,000 315,085 75,000 75,000 50,000 50,000
Communications Equipment, Misc. subtotal	75,000 715,085
Operating Transfers Ridgehaven Acquisition Salaries & Benefits subtotal	272,115 419,400 691,515
TOTAL	\$1,689,584 =======

PROGRAM: Sheriff's Inmate Welfare

DEPARTMENT: SHERIFF

PROGRAM #: 03540

ORGANIZATION #: 3540

MANAGER: Emie Frial, Facility Services Manager

REFERENCE: 1993-94 Proposed Budget - Pg. 66-1

AUTHORITY: The Inmate Welfare Fund was established pursuant to Penal Code Section 4025 which authorizes the Sheriff to expend funds solely for the benefit, education and welfare of the inmates confined within the jail. Interest or increment accruing on these funds are to be deposited in the Inmate Welfare Fund. Government Code Section 53600 authorizes the treasurer to deposit, invest, or reinvest any part of the Inmate Welfare Fund, in excess of that which the treasurer deems necessary for immediate use.

	1990-91	1991-92	1992-93	1992-93	1993-94	%
	Actual	Actual	Actual	Budget	Budget	Change
DIRECT COST						
Salaries & Benefits			\$0	\$0	\$0	0.0
Services & Supplies			1,613,364	1,709,550	1,823,520	6.7
Other Charges			0	0	0	0.0
Fixed Assets			79,335	198,810	544,565	173.9
Vehicle/Comm. Equip.			0.	0	10,400	100.0
Less Reimbursements			0	0	0	0.0
Operating Transfers	****		0	0	400,000	100.0
TOTAL DIRECT COST	\$0	\$0	\$1,692,699	\$1,908,360	\$2,778,485	45.6
PROGRAM REVENUE	(0)	(0)	(1,689,763)	(1,570,000)	(1,936,185)	23.3
FUND BALANCE CONTRIBUTION	(0)	(0)	(2,936)	(338,360)	(842,300)	148.9
NET GENERAL FUND CONTRIBUTION	\$0	\$0	\$0	\$0	\$0	0.0
STAFF YEARS	0.00	0.00	0.00	0.00	0.00	0.0

PROGRAM DESCRIPTION

The Sheriff's Inmate Welfare Fund established per Penal Code Section 4025, authorizes the Sheriff of San Diego County to establish, maintain, and operate a store for the inmates in County Jails. The profits from the items sold to the inmates (i.e. toilet articles, candy, magazines, etc.) are deposited in this special fund, along with profits from commissions received from collect calls placed by inmates on jail phones and reimbursement for printing services provided by the inmate print shop at East Mesa. Interest accrued is deposited into this special fund by the Treasurer, and the funds are expended by the Sheriff, solely for the benefit, education and welfare of the inmates.

APPENDIX A READER'S GUIDE TO UNDERSTANDING THE BUDGET

This document reflects the County of San Diego's proposed program budget for the Fiscal Year 1993-94 which begins on July 1, 1993. 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.

• 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 proposed 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

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.

APPENDIX B SUMMARY OF KEY BUDGET-RELATED POLICIES, PROCESSES, AND DOCUMENTS

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 Adopted 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:

Action

<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 has been employed to deal with delays in the State budget process.

Board of Supervisors Policies

1. <u>A-49 Program Budget</u> — establishes that costs, revenues, and related objectives will be outlined in a CAO Adopted 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. <u>A-91 Allocation/Use of Mid-Year Department Savings</u> — restricts mid-year appropriations to responses to mandated or emergency issues only.

<u>Implementation</u>: 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. <u>B-29 Fees, Grants, Revenue Contracts</u> provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

<u>Implementation</u>: 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. <u>B-51 Grants, Awards & Revenue Contracts</u> — 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.

<u>Implementation</u>: Each Department proposal docketed on the Board of Supervisors Agenda is required to have a fiscal impact statement which provides remarks on the longer term impact of the proposed action. For grant applications, the department head is also required to make a specific statement that the proposed activities would be high priority County concerns worthy of local funding even if grant funds were not available.

- 6. B-52 Criminal Justice (AB189) and B-56 Courthouse (SB668) Temporary Construction Funds establish criteria and procedures for the allocation of parking fine surcharges dedicated to facility projects in the criminal justice functions.
 - <u>Implementation</u>: 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.

<u>Implementation</u>: 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 <u>Budget Program/Project Follow-Up</u>: 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.

<u>Implementation</u>: 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 <u>Use of One-Time Revenues</u>: One-time revenue will only be appropriated to one-time expenditures such as capital projects or equipment, not to long-term programs.

<u>Implementation</u>: 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 <u>Long-Term Debt</u>: 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.

<u>Implementation</u>: The CAO has charged Financial Management with the responsibility to prepare a Multi-Year Capital Improvement Plan which tracks the County's increase in debt-service compared with the increase in general revenues.

The CAO periodically reports to the County's non-profit financing authority (San Diego Capital Asset Leasing Corporation) and the Board of Supervisors on the County's debt-capacity.

0030-16 <u>Designated Funds</u>: Special Fund designations will be limited to funds mandated by law. This policy also determines the priority order for expenditure of these funds.

<u>Implementation</u>: 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.

<u>Implementation</u>: 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 <u>Transfer of Excess Cash Balances to General Fund</u>: This provides for excess bond proceeds from Joint Powers Agency activities to be transferred to County use.

<u>Implementation</u>: 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.

<u>Implementation</u>: The CAO annually provides to the Board of Supervisors an update of the Full-Cost Revenue Based Study which details each sub-program activity which the County funds in excess of grant match requirements.

During the Budget Process, the Board considers adjustments to these overmatch amounts based on overall County program priorities. Overmatch has been gradually reduced in recent years in order to fund detention facilities, and other public protection priorities.

• The Budget Referral Process

Referrals From Budget — The Board of Supervisors receives the budget planning information it needs throughout the year through the use of the referral process. During Budget Deliberations, the Board of Supervisors makes requests for additional information to assist it in making decisions during the budget year. Departments are responsible for providing the requested information to the Board. The status of each referral from budget is tracked by the CAO's Office to ensure that all of the Board's requests for information are met.

Referrals To Budget — Additionally, throughout the year the Board may chose to postpone action on various items, referring them to the subsequent year's budget process. The CAO's Office tracks these referrals to budget. As Budget Deliberations approach, the CAO updates the status of each referral and includes these updates in a compilation of all the referrals made throughout the year. This document is submitted to the Board for their review and subsequent discussion with the concerned department, during budget deliberations.

Budget Documents

Several documents are provided for the Board of Supervisors' information during Public Hearings and Deliberations on the Proposed Budget. These include:

<u>Referrals to Budget</u> — 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.

<u>Issue Papers</u> — A compilation of policy and budget issues identified by the Board of Supervisors, including background on the issue, solutions, and recommended actions.

<u>Citizen Committees Budget Statements</u> — A compilation of comments prepared by citizen committees regarding proposed budget allocations for the departments within their designated area of concern.

<u>Change Letter</u> — A compilation of proposed amendments to the Proposed Budget.

Adopted 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.

<u>Staffing Schedule/Revenue Detail/Fixed Assets</u> — Detailed forms are provided which reflect appropriations for each classification, revenue source, and fixed asset item.

APPENDIX C THE ANNUAL BUDGET PROCESS & SCHEDULE

DATES ACTIONS

September

I. Revenue Projection

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.

September to January

II. Department Budget Requests

Departments assess objectives, needs and priorities. Departments estimate related costs and program revenues in their budget requests submitted to the CAO.

January to February

III. Budget Outlook Report and Board of Supervisors Proposed Budget Guidelines

The CAO presents to the Board of Supervisors a multi-year Forecast of Revenues & Expenditures, and Analysis of Key Factors impacting the Proposed Budget including Federal and State Budgets. The Departments' Budget Requests are summarized. Based on this review, the Board of Supervisors provides policy direction to the CAO by adopting Budget Guidelines.

January to May

IV. Formulation of CAO Proposed Budget Recommendations

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.

30.00mm 11.00mm

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 the Proposed Budget, and adopts a 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 statuary deadline for adoption of the budget from August to October.

APPENDIX DPROCESS 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 proposed 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.

APPENDIX E A READER'S GUIDE TO TAXES AND FEES

• 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 \$900 million through 1993-94 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 7.75 percent rate currently imposed is as follows:

- 1. 5.50 percent State tax rate.
- 2. 1.0 percent local tax rate distributed on the situs basis for City and County general purpose use.
- 3. .50 percent State tax rate dedicated to local government for program realignment.
- 4. .25 percent local tax rate dedicated for County transportation.
- 5. .50 percent local tax rate dedicated for road construction passed in 1987 for the next 10 years.

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

<u>Secured Property Taxes</u> 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.

<u>Unsecured Property Taxes</u> are collected based on the 1% of market value assessment. The taxes are distributed as follows:

Schools								•		•	53.1%
County							۰				23.7%
Cities .											
Special I	Di	st	ri	ct	s						4.1%
Redevelo											

• 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.

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:

- Functional Area
- 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. Authorized positions are shown in the program staffing schedules published in the program budget and in the authorizing document which 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 position, activity, contract or one-time expenditure (e.g., a fixed asset purchase) funded in the current year. 3) Net increases or decreases in costs department-wide due to: step increases/decreases; mid-year Board approved changes; personnel changes; legally mandated federal, state or contract cost of living adjustments; and replacement vehicles. 4) Adjustments in revenues and associated costs.

BUDGET, PROGRAM: A program budget shows activities grouped together based on common objectives, into program units. The expenditures and revenues required to meet a program's objectives are displayed.

BUDGET, TRADITIONAL OR LINE-ITEM: A line item budget shows activities grouped by an organization unit such as a department. The term line-item refers to accounts and sub-account detail typically provided for revenue by source category, and objects of expenditure (e.g., property taxes, salaries & benefits, services & supplies, fixed assets, etc.)

NOTE: The County's Program budget is organized by programs within each department. To meet State requirements, a line-item budget is also provided.

BUDGET YEAR: Coincides with the fiscal year beginning July 1 one year and ending June 30 the next for which the County's Budget is submitted.

CAPITAL OUTLAY FUND: A 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.

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CAPITAL IMPROVEMENTS: Expenditures related to the acquisition, expansion or rehabilitation of major fixed assets (e.g., land, buildings and equipment related to construction).

CARRYOVER APPROPRIATIONS: Appropriations with balances available for expenditure in years subsequent to the year of enactment.

CONTINGENCY RESERVE: An amount set aside out of the annual appropriations to provide for unforeseen emergency expenditures or for anticipated expenditures of an uncertain amount.

CURRENT YEAR: The present fiscal year, which began last July 1 and will end 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, age 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, and Recorder/County Clerk are elected. The Marshal, Probation, Registrar, Auditor & Controller, General Services and other departments have appointed department heads.

DESIGNATION: A segregation of a portion of the fund balance to be spent for a specific use within 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 Adoptions component of the Family Services sub-program provided under the Children's Services Bureau of the Department of Social Services is an example 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 because of the support they provide to 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 in the programs under the Department of Information Services, which provides labor saving services to many mandated programs. Therefore, these types of programs are discretionary in a legal sense, but the services they provide are important to the operation of County government.

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ECONOMETRICS: The use of statistical methods 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 not yet received or for which the revenue for payment has not been received.

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises such that the costs of providing goods or services to the general public on a continuing basis is financed or recovered primarily through user charges. County Enterprise Funds include Airports, Liquid Waste, Solid Waste, Transportation, and Air Pollution Control.

ESTIMATED REVENUE: The amount of revenue estimated to accrue or to be collected during a fiscal year.

EXPENDITURE: In the County, where accounts are kept on a modified accrual basis, expenditure means the amount of an appropriation used for goods and services ordered and received whether paid or unpaid, including 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 coincides with the budget year and is a 12 month accounting period covering a period from July 1 through the following June 30. It is the period during which obligations are incurred, encumbrances are made, appropriations are expended, and revenues received. The County fiscal year is often referred to using both years involved, such as 1987-88 (July 1987 through June 1988), or using only the last year involved, as "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.

FUNCTIONAL AREA: 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

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Fund, Survey Monument Preservation Fund, Investment-Deferred Compensation Fund, County Health Complex Fund, Park Land Dedication Fund, Fish & Game Fund, Cable TV Fund, Cable TV Interest Fund, and Library Fund.

GENERAL FUND: The fund used to account for all of the ordinary operations of the County except those required to be accounted for in another fund. It should be noted that general fund revenues consist of both program revenues and general purpose revenues.

GENERAL PURPOSE REVENUES: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, revenue sharing and fund balance. General Purpose 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 Purpose Revenues are affected by local economic conditions. Their usage is controlled by the Board of Supervisors. (See Net County Cost.)

INFLATION (DEFLATION): Rate of change (increase or decrease) in the level of prices, caused by any number of factors.

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: 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: The cost of providing County services funded by general purpose revenues. Generally the difference between direct costs and program revenues or that part of County appropriations offset by General Purpose Revenues.

NET GENERAL FUND CONTRIBUTION: (SEE NET COUNTY COST)

OBJECTS (LINE ITEMS): A subclassification of expenditures based on type of goods or services including: Salaries & Benefits, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OVERHEAD: (SEE INDIRECT EXPENSES)

OVERREALIZED REVENUE: Additional revenue received beyond that which was budgeted, and 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: Activities within a department grouped together on the basis of common objectives. The basic unit of the program budget is organized as follows: Functional Area, 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 transfers from other funds, federal receipts, and fund reimbursements, as well as revenues.

RESERVE DESIGNATION: The amount of fund balance set aside for specific purposes and not available for financing general budget requirements. For example, the County of San Diego has a reserve designation 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 (reimbursements). Generally, revenue is derived from taxes, licenses, fees or investment earnings.

SALARY SAVINGS: Salary savings reflect personnel cost savings resulting from vacancies due to employee turnover. Total estimated salary and benefit costs are generally reduced by about 2% 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 was not expected and, therefore, not budgeted, but which may legally be made available for the financing requirements of the County.

County of San Diego F-5 1993-94 Adopted Budget

BACKGROUND

The Budget is policy. Policy must be determined by the citizens through their elected representatives, the Board of Supervisors. The Board of Supervisors exercises leadership and primary responsibility for the budget through the development of budget policy guidelines as direction to the Chief Administrative Officer in preparation of the budget.

The continuing fiscal crisis faced by the County requires a multi-year perspective as well as constant innovation and initiative. The Board of Supervisors provides this leadership in a full range of critical budget areas. The Board has focused on funding issues related to detentions and court facilities, trial court funding, health and social services, transportation, growth management and land development, the homeless, disaster preparedness, hazardous and non-hazardous waste management, water management, fire protection, air quality, open space parks, flood control, and library services. The Board has also indicated a desire to provide feedback and direction well in advance of the annual Budget Hearings and Deliberations. In order to provide initial direction to the 1993-94 Proposed Budget process, the Board of Supervisors has approved the following guidelines:

GUIDELINES

Budget Development Guidelines are presented below, organized as follows:

- I. Principles and Initiatives (County-wide)
- II. Priorities
- III. Initiatives (within Functional Areas)
- IV. Key Budget Evaluation Questions

I. Principles and Initiatives (County-wide)

- A. No new programs without identification of specific and continuous funding source, savings or cost-avoidance.
- B. No Cost of Living Adjustments.
- C. A hiring freeze will be enforced in which only critical vacant positions will be filled.

- D. Delay spending any unbudgeted general funds until there is a balanced budget. Balancing of the budget should be comprehensive, with a goal of addressing not only this year's problem, but also subsequent years' problems with a long-term plan.
- E. "Just say no" to any new, unfunded or underfunded program mandates from Sacramento and Washington, including new programs which require matching funds.
- F. Existing mandated programs shall be implemented only to the level of funding provided by Sacramento and Washington.
- G. Review mandated programs to recommend to the State which mandated services and/or mandated service levels should be rescinded or revised.
- H. Concentrate required budget reductions on programs the Board of Supervisors has control over, i.e. programs with discretionary service and discretionary service level, and programs with a mandated service and discretionary service level.
- I. Decrease County overmatch in programs where the match level is not legally established.
- J. Revise standards or levels of service where permitted by law, or pursue modifications of laws which establish standards or levels of service.
- K. All programs recommended for funding shall include clear statements of intended outcomes, performance standards and measurable objectives by which the success of the program will be judged and for which the managers will be held accountable. Program managers and their employees who achieve their objectives and save tax dollars will be rewarded.
- L. The goal of the County in selecting a service delivery mode should be the determination of the most competitive provider available whether it be the County, a non-profit organization, or a private sector organization. Overhaul and contract out certain programs/operations to the private and/or non-profit sector when advantageous to the County.

- M. Identify programs and services that the County pays for but which benefit other governmental agencies for which no fee is charged or reimbursement is received and propose full cost recovery where possible.
- N. Evaluate the positions that have been added to the County budget in the past three years. How many were revenue offset or funded by categorical grants? If the County was able to do without a staff position three years ago, these positions may be good candidates for budget reductions.
- O. Emphasis should be on providing prevention services to forestall more expensive future treatment; and assessing whether the County is providing these services to children and families. Services provided by private sector and community providers in concert with the County should be given priority.
- P. Staff review of department budget reduction proposals will thoughtfully apply the Board of Supervisors' Budget Principles and Priorities. This review will focus on programs which meet the following general selection criteria:
 - * In considering reductions,
 - do not make reductions which merely transfer tasks and costs to another department, unless there is a net long-term savings
 - do not make reductions which will incur higher costs somewhere else
 - do not reduce program revenues
 - do not reduce automation programs to departments which will result in a return to more costly manual processes.
 - do not authorize positions without funding
 - * In considering reductions, review management structure, with particular emphasis on layers of management.

(continued)

II. Priorities

The Board of Supervisors' priority is meeting the needs of our citizens in high priority areas identified by the Board with a focus on both regional service and unincorporated area services, and fulfilling the County's legal obligations with respect to debt service, lease purchase agreements and other contractual statutory obligations.

The areas for allocation of General Purpose Revenues, in addition to fulfilling the County's legal and contractual obligations, are in priority order as follows:

A. Public Protection

- Law Enforcement (Includes Sheriff's enforcement, Probation, Courts, Jails, District Attorney)
- Prevention Programs (Includes programs in Departments of Health, Social Services, Probation, Area Agency on Aging, Library and Parks & Recreation).
- B. Direct Public Services
- C. Internal Support Services

III. Initiatives (within Functional Areas)

A. Public Protection/Law Enforcement

- 1. Increase use of civilians in detention and court services to better utilize existing sworn personnel.
- 2. In the Sheriff's Department, reduce Home Garaging; and do not use deputies in areas where lower salaried members of department could do the job.
- 3. Eliminate free meals for all employees that work in detention facilities.

(continued)

A. Public Protection/Law Enforcement (continued)

- 4. Ban lateral hiring of new deputy marshals as long as there are existing deputy marshals who could be transferred from jobs that could be handled by a court services officer.
- 5. In the Marshal's Department, reduce Home Garaging; and remove deputy marshals from courtrooms as many cases involve corporations, not criminals, and non-personnel security systems have been significantly improved.
- 6. Seek legislation to amend/clarify Government Code Section 68073 regarding court funding. Currently, we are required to fund to whatever level the court deems appropriate.
- 7. To the extent allowed by statute, operate the County court operations within available Trial Court Funding. (In accordance with current agreement, this will be negotiated with the courts.)
- 8. Seek state legislation to increase the dollar limit on civil cases that are eligible for arbitration.
- 9. Increase use of video arraignment to the maximum extent feasible.

B. Health & Social Services

- 1. Regarding realigned funded programs, the cost of these programs should remain within available realignment revenues.
- 2. Cross train community public health educators so that overhead might be reduced while providing a more comprehensive service.
- 3. Continue to pursue the delivery of social and health services in conjunction with other local government agencies to the maximum extent possible.
- 4. Have the community clinics absorb the functions of the County Public Health Clinics.

- B. Health & Social Services (continued)
 - 5. Consider contracting with community organizations, those programs that the County currently receives state waivers to provide. (For example, the Area Agency on Aging's Information and Referral Program.)
 - 6. Provide for competition in selection of a provider of Child and Adolescent care currently provided by County Mental Health (Loma Portal).
 - 7. Preventive programs, those that provide direct prevention and intervention, front end services to the public and which result in less costly tail end services, should be kept intact to the extent possible. The majority of these types of services are found in the Departments of Health & Social Services (Perinatal Care Program, Child Health Disability, Community Action Partnership, etc.), but also exist in Probation (i.e., certain juvenile diversion programs), Area Agency on Aging (i.e., direct case management for seniors), Park and Recreation (i.e., recreational opportunities for youth), etc., and Library. Additionally, the preventive maintenance of buildings and facilities in all departments is of paramount importance.
 - 8. Determine if it would be cost saving for all nutrition programs, including Edgemoor, to be operated by Community Based Organizations or local jurisdictions, or by the George F. Bailey Detention Facility.
 - 9. Determine if the County is fully utilizing contractors, or does Social Services Department use their in-house case workers.
 - 10. Consider closing the Edgemoor Geriatric Facility which is rapidly deteriorating and moving this function to Clairemont Hospital. Negotiate with the City of Santee to lease the Edgemoor site for a commercial enterprise that would benefit the County general fund.
 - 11. Investigate whether to combine the Public Administrator and the Area Agency on Aging into one department.

(continued)

C. Community Services

- 1. If allowed by State law, consolidate the functions of the Farm & Home Advisor with the Department of Agriculture/Weights & Measures.
- 2. Eliminate the roadside weed spraying program in the Department of Agriculture/Weights & Measures.
- 3. Have growers contract (either directly or through Agriculture Department) for inspection of plant materials being brought in from out of state.
- 4. Develop an agreement with the Quail Gardens Foundation, Los Penasquitos Canyon, Cowles Mountain group, and any other non-profit group similar to that of Wilderness Gardens.
- 5. Develop Federal-State-County agreements for the management of Federal, State and County parks. For example, contract with the Federal government to operate County parks which are near to each other (or vice versa). One or two rangers could operate adjacent parks.
- 6. Increase the number of volunteers working in County parks.
- 7. Consolidate Library Interchange (book) with County Mail in General Services.
- 8. Contract out the maintenance of roads in and around the incorporated cities with either the cities or private enterprise.
- 9. Investigate whether to develop an interagency road maintenance agreement with Caltrans where the County would maintain state highways or vice versa.
- 10. Place strict timing requirements on County Counsel to review Land Use projects and the related staff reports. This should also include timing requirements for the review of staff projects that originate with Board direction.

(continued)

C. Community Services (continued)

- 11. Investigate whether to consolidate similar development and inspection functions in the Departments of Public Works, Planning & Land Use, and Health Services into one department. Reduce Deputy Directors and other management, and cross train personnel in the process.
- 12. Investigate whether to consolidate County Service Areas and other similar "paper only" special districts to reduce administrative overhead.
- 13. Investigate whether to consolidate Traffic Circulation functions of the Department of Public Works and Department of Planning & Land Use. Each perform the same tasks but are not coordinated.

D. General Government & Support Services

- 1. Provide for competitive selection of services such as payroll, personnel/training, auto maintenance between the County and other non-profit and private sector providers.
- 2. Investigate whether to consolidate the Architecture & Engineering and Real Property divisions of General Services with the CAO Office of Special Projects to create a support division that would streamline communication and allow development projects to proceed more efficiently. It would make one division accountable and eliminate the cumbersome bureaucratic layers that delay projects.
- 3. Examine lease costs. With the market down, this is a good time to make deals with building owners. In particular, evaluate the costs of leases in the Mills Building.
- 4. Develop a competitive process for selection of providers of building and maintenance functions, at least on a pilot basis, to determine the most cost effective and efficient provider between the County, and private sector organizations.
- 5. Determine the feasibility of competitive selection for all building services and maintenance functions currently provided by the Department of General Services.

- D. General Government & Support Services (continued)
 - 6. Provide a competitive process for selection of property management and leasing service providers to determine the most cost effective and efficient provider between the County, and private sector organizations.
 - 7. Eliminate home garaging of County vehicles.
 - 8. Provide a competitive process for selection of providers for the information services program design function to determine the most cost effective and efficient provider among the County, and private sector organizations.
 - 9. Charge for the service of tax assessment; let those agencies which benefit from our services pay for them.
 - 10. Consider a charter change that would combine the newly created Recorder/County Clerk with the Assessor's office.
 - 11. Enhance Do It Better by Suggestions(DIBBS) Program.
 - 12. Determine the most cost effective service delivery mode for office supply purchasing/distribution activities whether it be centralization, or decentralization.
 - 13. Investigate whether to combine all financial functions (Auditor & Controller, Revenue & Recovery, and Financial Management).
 - 14. Combine support functions (Department of Information Services, Human Resources).
 - 15. Determine the cost effectiveness of having all the mail systems we currently have throughout County departments.
 - 16. Clarify the relationship between and reconcile duplicative costs of the Civil Service Commission and Department of Human Resources.

- D. General Government & Support Services (continued)
 - 17. Eliminate free medical exams for County managers. This perk predates the Options programs. Under Options, managers already receive a benefit greater than that of other County employees. They also receive health insurance that will cover the cost of annual physicals.
 - 18. Duplicate creative ideas such as the City of San Diego's City Store.
 - 19. Evaluate the cost of staff and square footage used for the PONY Express store to see whether it really saves money or if it just provides a convenience.
 - 20. Justify future funding for and participation in the Regional Urban Information System (RUIS) project.
 - 21. Consider whether to reduce or eliminate all positions devoted to public information/press relations within individual County departments and consolidate within the Public Information Office. This would include consolidation of department publications into the single publication prepared by Public Information Office.
 - 22. Department activity and travel related to lobbying in Sacramento and/or Washington will continue to be strictly controlled through coordination of all lobbying activity through Office of Intergovernmental Affairs (OIA).
 - 23. Invest in automation where there will be a significant immediate savings in time and operating cost as a result of the investment.
 - 24. All departments are to utilize the electronic payroll and requisition processes to the greatest extent possible.
 - 25. Increase the limit on the fixed asset individual line item budget amount to \$1,000.
 - 26. Include use of "900" phone numbers in those programs that provide information by telephone that is of economic benefit to the caller.

- D. General Government & Support Services (continued)
 - 27. Increase the flexibility of direct service program managers to utilize short term services of private crafts (e.g. plumbing, electrical, etc.) when the Department of General Services cannot provide support services within a reasonable response time.
 - 28. Eliminate County general funding for some departments such as Transborder Affairs depending on the outcome of City/County negotiations, and/or efforts for Transborder to become independent on a fee for service basis; or reduce the department to a liaison function under the Chief Administrative Officer.
 - 29. Review the Community Enhancement policy.
 - 30. Investigate whether to consolidate policy and planning functions in all departments and centralize under the Chief Administrative Office.
 - 31. During a hiring freeze, temporarily transfer human resources personnel to other County jobs in which they are qualified; specifically ones that have funding sources other than the general fund.
 - 32. Maintain County property facilities and capital equipment necessary to ensure their long-term usefulness, and replace or update where it will result in quantifiable productivity increases.
 - 33. Support programs that will have the most beneficial long-term impact on the County, including the following:
 - a. Reserves for emergencies, and potential public liability claims.
 - b. Recruitment and retention of well-qualified outstanding County employees.
 - c. Utilization of employee leasing to provide County services in a cost effective, yet flexible manner where feasible.

(continued)

- D. General Government & Support Services (continued)
 - 34. Revise the Board's Full Cost Recovery policy to provide for some form of cost containment and direct that private contracting for services must be considered before any fee requests will be approved. The current policy is an incentive to keep functions in-house and promotes fee increases under the guise of maintaining service levels and providing for "routine" and incremental cost of living increases.

IV. Key Budget Evaluation Questions

Key questions which guided Budget conferences with each department, and which will continue to guide program managers, department heads and other appointed and elected officials throughout the budget process are the following:

- 1. Is this service necessary? Are resources utilized to the maximum extent possible?
- 2. Is there a better, more cost-effective way to provide services?
- 3. How can productivity be increased?
- 4. What incentives can be implemented that would increase service delivery and reduce costs?
- 5. Are there County services that can be eliminated or consolidated because they are duplicated between departments or by other levels of government (city, state and special districts)?
- 6. Within mandated programs, can allowable administrative funds instead be allocated to the provision of direct services?
- 7. What County programs are essential and extremely important, and which programs, while they may be good, are not absolutely essential?

These questions are to be asked about all County programs whether they are supported primarily by general purpose revenues or program revenues.



DAVID E. JANSSEN CHIEF ADMINISTRATIVE OFFICER (619) 531-5230 FAX: (619) 557-4060

CHIEF ADMINISTRATIVE OFFICE

1600 PACIFIC HIGHWAY, SAN DIEGO, CALIFORNIA 92101-2472

June 24, 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

Robert Booker, Ed.D. Auditor & Controller

1993-94 PROPOSED POLICY PROGRAM BUDGET

The 1993-94 Proposed Policy Program Budget is being submitted for your consideration. This document, however, must be seen as work-in-progress. The State Budget picture continues to change, and there are a vast array of State mandates and diverse funding sources as well as the Board's recent identification of priority and policy initiatives to be considered. In addition, the Board of Supervisors has undertaken a comprehensive review of the Sheriff and the Department of General Services. Recommendations resulting from these studies will also need to be addressed in the budget process.

The Budget as recommended totals \$1.913 billion and 16,624 staff years and reflects a net reduction of \$18.8 million or 1% from the 1992-93 level. The staff years recommended for reduction total 420 from the General Fund, 60 in the County Library, and 45 in the County Road Fund. This Policy Program Budget reflects assumptions and decisions included in the 1993-94 Budget Matrix submitted on May 18, 1993.

With regard to the \$2.6 billion Property Tax Shift to schools by the State, this budget assumed that the County of San Diego would lose \$34 million in property tax. This would be in addition to the \$18 million property tax shift that the County sustained in 1992-93. Further, it estimates that the

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County would sustain an additional \$9.5 million reduction in the Trial Court Funding program. Taken together with the state of the local economy, the State Property Tax Shift, the severe reduction in the Trial Court Funding, and the County's cost of doing business including the cost of opening the East Mesa Detention Facility, the overall budget gap was estimated at \$75 million.

The Policy Program Budget as submitted is balanced, but is based on previous assumptions that are being undermined by a rapidly changing State Budget picture. Factors impacting the Proposed Budget are discussed below outlined as follows:

- I. The State Budget passed by the State Legislature on June 22, 1993.
- II. The 1993-94 Proposed Policy Program Budget
- III. Consolidations
- IV. Administrative Initiatives
- V. Summary
- VI. Recommendations

I. State Budget passed by Legislature on June 22, 1993

When the Proposed Budget was submitted on May 18, 1993, it was anticipated that the State Legislature would continue to deliberate over the State Budget beyond July 1, 1993. To date, both the State Assembly and the State Senate have passed the Governor's version of the \$2.6 billion Property Tax Shift to Schools. The Governor is expected to sign this budget into law without substantial changes, although numerous specific adjustments are probable. He has indicated he will not sign the budget until all 19 trailer bills related to the budget are passed.

This shift is expected to take \$2.2 billion statewide from local governments with a resulting loss to the County of San Diego of \$124 million. This loss would be partially offset by \$109 million if the 1/2 cent Sales Tax is extended as recommended by the Governor and the State Legislature. Based on previous budget scenarios put forth by the Legislature, we had projected in this document that the 1993-94 impact of the shift to the schools on the County of San Diego would be approximately \$34 million. This would be in addition to the \$18 million property tax shift the County sustained in 1992-93.

The Property Tax loss among counties will be based on a formula which takes into consideration the countywide taxable sales and the total value of AB-8 relief to counties. The Sales Tax portion of the agreement consists of the Governor's extension of the temporary 1/2 cent sales tax (due to expire on July 1, 1993) to December 31, 1993, and the imposition of a permanent 1/2 cent sales tax increase from January 1, 1994 through the end of the 1993-94 Budget and beyond. The permanent extension of the sales tax will be implemented through a statewide election which will be held in November. The County Board of Supervisors will have to pass a resolution by August 1, 1993 requesting its share from the temporary extension of the 1/2 cent sales tax. In order for a county to share in the sales tax from January 1, 1994 to June 30, 1994 and beyond, the proposal

1993-94 CAO PROPOSED POLICY BUDGET Page 3 June 24, 1993

must be passed by a simple majority statewide vote, and each County Board of Supervisors will have to either pass a resolution requesting its sales tax or a majority of the County voters will have to vote in favor of the sales tax. Counties which fail to pass the resolution and their voters also fail to pass the measure will not receive any Sales Tax proceeds beyond December 31, 1993.

When the Governor signs the Budget and all of the related trailer bills into law, we will be able to determine the exact fiscal impact on the County of San Diego. When we know these final numbers, it is obvious that changes will have to be made to the recommendations included in this Proposed Budget.

II. The 1993-94 Proposed Policy Program Budget

The 1993-94 Proposed Policy Program Budget, as presented well before recent developments, is summarized below. The County of San Diego continues to suffer from an extremely difficult economic situation characterized by declining property values, fewer housing starts, lower automobile and retail sales, and high unemployment rates. During the last three years, California has lost over 800,000 jobs and the current unemployment rate is 10%. The California economy is plagued by aerospace industry cutbacks, collapse of commercial and private real estate values, and a decrease in new home construction. Local Property Tax rolls have been reduced by \$4.5 billion due to assessment appeals over the last two years. Property Tax revenues increased only 4.7% in 1992-93 compared to an average annual increase of 11.5% from 1981-82 to 1990-91. The County's projected Property Tax revenue increase for 1993-94 is only 2%. General Purpose Revenues remain basically flat, and there appears to be no positive change in the local economy for the near future.

The County's fiscal problem has two primary causes: the loss of revenues due to the local economy, and proposed State cuts related to the State budget crisis. For the third year in a row the State faces a budget deficit of major proportions, and for the second year in a row the State will transfer local property tax dollars to pay for the State's obligation to schools.

Once again, the Board of Supervisors and County staff are being called upon to manage an enormous shortfall which in the Proposed Budget is in excess of 15% of the County's local discretionary funding. This is all the more difficult because the County has already reduced its budget by \$69.6 million in the previous two years. For the third year in a row, the budget does not provide funding for increased workload, population increases or demonstrated need. The Proposed Budget is balanced mainly through a combination of \$42 million in program reductions, and \$27 million in one-time actions/revenues. We are using more one-time resources than we would like, but this reflects the growing difficulty in making program reductions in a budget where virtually all programs are mandated or of a high priority to local residents. Therefore, additional potential program reductions, including department consolidations and administrative initiatives are being pursued to replace these one-time actions/revenues. Beyond that, we are recommending an immediate start on the 1994-95 budget in order to allow more time for the Board to redefine service levels during a period of severe fiscal limitations.

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It is important to note that most program reductions make little sense when compared to the current need for County services. These proposed reductions are recommended not because they can be defended on the basis of needs, but because it is not possible to continue operating in a "business as usual" mode when we are losing locally raised funds to the State. Accordingly, it is acknowledged that some may favor a different approach, and we look forward to hearing different proposals during public hearings. The Proposed Budget does, however, respond to the reality of the County's economic situation.

Included as part of the proposed budget reductions, for the second year in a row, is a reduction in the Chief Administrative Office budget of over \$1 million to demonstrate once again a commitment to downsizing government from the top down. In addition, there are no salary increases included in the budget for any County employees. Executives have not had a raise since December, 1990; employees continue to contribute \$12 million to a balanced budget through salary reductions from the Integrated Leave Program, and other similar programs.

Proposed program reductions involve virtually every County department. While no department can be spared from the reduction process, the relative magnitude of proposed actions in each area was guided by the recently established Board of Supervisors' priorities with respect to Public Protection (Law Enforcement and Prevention Programs), Direct Public Services and Internal Support Services. These proposed reductions and other adjustments are summarized in the Budget Highlights section. A summary of staff-year changes by department is provided in Attachment A.

III. Consolidations

On April 6, 1993, the Board of Supervisors provided policy direction to staff for development of the 1993-94 Proposed Budget including many items for action, both in the Proposed Budget and over the next several months. All of these items will result in a staff recommendation for Board action as soon as possible. The 1993-94 Proposed Budget has focused on suggested consolidations of County departments. In addition to the Board-directed study to consolidate Environmental Health and Air Pollution Control, I am recommending two additional departmental consolidations:

- 1. The Department of Purchasing and Contracting into the Auditor and Controller.
- 2. The Department of Revenue and Recovery, Office of Financial Management, and support staff for San Diego Capital Asset Leasing Corporation (SANCAL), into the Auditor & Controller.

Detailed information concerning the above consolidations will be provided in the Change Letter. Additional consolidations are currently being studied for possible recommendation during the budget process, or mid-year 1993-94.

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IV. Administrative Initiatives

A number of Board-directed administrative initiatives are also underway which will impact the County budget mid-year 1993-94. These include the following:

- 1. City-County Consolidation to identify cost savings proposals by merging functions performed by both the County and the City of San Diego. Services for study include: library, public safety, insurance, fire services, purchasing, housing, data processing, public arts, senior meals, economic development, parks and recreation, emergency preparedness, dangerous materials, printing, televised meetings, elections and mail. Recommendations concerning Transborder Affairs and the Human Relations Commission are being finalized.
- 2. Organization Studies of Sheriff and General Services to develop cost savings proposals. These consultant recommendations are due for review during budget deliberations this summer.
- 3. Organization Studies of Health and Information Services to develop cost savings proposals. These consultant studies are scheduled for 1993-94.
- 4. Re-Thinking Government Task Force to review centralization of administrative and management services.
- 5. Streamlining Operations Task Force to improve the budget process, personnel system, and further automate the County.
- 6. Organization Assessment Panel to review department staffing ratios related to supervision, management and line personnel.
- 7. Civil Service Reform Task Force to review the civil service system, and propose charter amendments for the June, 1994 ballot.
- 8. Court Consolidation Task Force to review potential cost savings from consolidation of the Superior and Municipal Courts for a report in the fall of 1993.
- 9. Planning Department Streamlining Task Force to improve planning and permit services to the public.
- 10. Budget Savings Incentive Plan Task Force to establish a process so that departments that achieve savings can retain a portion of that savings.
- 11. Revision of the Budget Schedule to begin Board involvement in the Budget policy setting in the Fall, 1993. This would involve a series of workshops on such issues as the cost of adult indigent defense; the legal costs in the dependency system; unincorporated area services; facility and equipment acquisition; travel, memberships, training; and competitiveness. Out of necessity, the 1993-94 Budget has been put together in an extremely short time frame. It is important to get an earlier start on the budget for 1994-95 which is expected to be another very difficult year.

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V. Summary

We can find virtually no good news in this proposed budget or the approved State Budget. The choices the Board has before it are virtually impossible to conceive. The problems we face in many cases continue to mount as resources decline. At the same time, we will continue to pursue any opportunity to make needed changes in the way the State is structured and what programs the State will provide. We have a real opportunity to change the way the County gets the job done. We have dedicated, hard working employees who have held the organization together over two very stressful years and who can make it happen again. We also have a Board of Supervisors ready to provide the leadership.

VI. Recommendations

It is my recommendation that your Board:

- 1. Receive the 1993-94 Proposed Policy Program Budget as the basis for discussion and decision-making during hearings and deliberations;
- 2. Receive the Auditor and Controller's 1993-94 Proposed Line Item Budget;
- 3. Set July 13, 1993 as the date to begin the legally required Public Budget Hearings;
- 4. Direct the Clerk of the Board to publish notices for public hearings and of the availability of the Chief Administrative Officer's Proposed Policy 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 July 13 and may continue from day to day until concluded, but may not exceed ten calendar days); and
- 6. Set July 27, 1993 as the date to begin Board of Supervisors deliberations on the Proposed Budget.

Respectfully,

DÁVID E. JANSSEN

Chief Administrative Officer

Attachments

ROBERT BOOKER, Ed.D.
Auditor and Controller

COUNTY OF SAN DIEGO STAFF-YEAR CHANGE BY DEPARTMENT*

FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 PROPOSED	STAFF-YEAR CHANGES
PUBLIC PROTECTION			
Alternate Defense Counsel	17.00	19.00	2.00
Alternate Public Defender	55.00	55.75	0.75
District Attorney	812.17	919.17	107.00
Grand Jury	1.00	1.00	0
Marshal	372.50	372.50	0
Municipal Court:			
EDP	5.00	2.00	-3.00
El Cajon	116.00	116.00	0
North County	145.75	146.25	0.50
San Diego	321.75	344.75	23.00
South Bay	80.00	87.00	7.00
Probation	1,159.50	1,043.00	-116.50
Public Defender	346.00	358.00	12.00
Sheriff	2,457.60	2,610.35	152.75
Superior Court	832.00	833.00	1.00
Total Public Protection	6,721.27	6,907.77	186.5
SHERIFF BY PROGRAM			
Detentions	1,203.50	1,362.50	159.00
Law Enforcement Services	986.34	1,005.35	19.01
Administrative Services	203.50	211.50	8.00
Office of the Sheriff	64.00	31.00	-33.00
Total Sheriff by Program	2,457.34	2,610.35	153.01
HEALTH & SOCIAL SERVICES			
Area Agency on Aging	78.00	78.00	0
Health Services	2,504.74	2,417.75	-86.99
Social Services	3,646.00	3,605.75	-40.25
Total Health & Social Services	6,228.74	6,101.50	-127.24

*Note:

Staff-year changes include: 1) October 1992 program reductions implementing 1992-93 State budget cuts; 2) additions/reductions related to other mid-year changes approved by the Board of Supervisors; 3) additions related to full-year authorization of partial-year staffing approved in 1992-93; and 4) Proposed Budget reductions to address the estimated expenditure/revenue shortfall as of May 18, 1993.

COUNTY OF SAN DIEGO STAFF-YEAR CHANGE BY DEPARTMENT*

FUNCTIONAL AREA	1992-93 ADOPTED	1993-94 PROPOSED	STAFF-YEAR CHANGES
COMMUNITY SERVICES			
Agriculture, Weights & Measures	114.00	113.00	-1.00
Animal Control	153.00	148.83	-4.17
Cable TV	3.92	3.92	0
County Library	195.00	134.08	-60.92
Farm Advisor	8.00	7.00	-1.00
Housing/Community Development	90.00	91.00	1.00
Medical Examiner	52.00	46.00	-6.00
Parks & Recreation	130.30	114.20	-16.10
Planning & Land Use	229.60	177.10	-52.50
Public Administrator	53.33	51.11	-2.22
Public Works Road Fund	642.00	596.50	-45.50
Registrar of Voters	90.29	90.84	0.55
Total Community Services	1,761.44	1,573.58	-187.86
GENERAL GOVERNMENT			
Assessor	318.25	275.00	-43.25
Auditor & Controller	202.00	192.00	-10.00
Board of Supervisors District 1	8.75	8.00	-0.75
Board of Supervisors District 2	10.00	10.00	0
Board of Supervisors District 3	10.00	10.00	0
Board of Supervisors District 4	10.00	10.00	0
Board of Supervisors District 5	10:00	10.00	0
Board of Supervisors, General	3.00	3.00	0
Chief Administrative Office	104.00	84.44	-19.56
Clerk, Board of Supervisors	35.28	31.28	-4.00
County Counsel	135.00	126.00	-9.00
LAFCO Administration	8.43	8.43	0
Recorder/County Clerk	108.50	108.50	0
Transborder Affairs	4.75	2.15	-2.60
Treasurer/Tax Collector	116.25	109.25	-7.00
Total General Government	1,084.21	988.05	-96.16

*Note:

Staff-year changes include: 1) October 1992 program reductions implementing 1992-93 State budget cuts; 2) additions/reductions related to other mid-year changes approved by the Board of Supervisors; 3) additions related to full-year authorization of partial-year staffing approved in 1992-93; and 4) Proposed Budget reductions to address the estimated expenditure/revenue shortfall as of May 18, 1993.

COUNTY OF SAN DIEGO STAFF-YEAR CHANGE BY DEPARTMENT*

FUNCTIONAL AREA	1992-93	1993-94	STAFF-YEAR
	ADOPTED	PROPOSED	CHANGES
SUPPORT SERVICES			
Civil Service Commission Department of Human Resources Equal Opportunity Management General Services Information Services Purchasing & Contracting Revenue & Recovery	4.20	3.20	-1.00
	131.67	117.35	-14.32
	9.25	7.25	-2.00
	436.25	385.50	-50.75
	305.17	272.17	-33.00
	53.00	48.75	-4.25
	242.00	218.50	-23:50
Total Support Services TOTAL COUNTY	1,181.54	1,052.72	-128.82
	16,977.20	16,623.62	-353.58

*Note:

Staff-year changes include: 1) October 1992 program reductions implementing 1992-93 State budget cuts; 2) additions/reductions related to other mid-year changes approved by the Board of Supervisors; 3) additions related to full-year authorization of partial-year staffing approved in 1992-93; and 4) Proposed Budget reductions to address the estimated expenditure/revenue shortfall as of May 18, 1993.

APPENDIX I DEBT MANAGEMENT

Short Term Obligations

County General Fund expenditures occur in approximately level amounts throughout the fiscal year. Conversely, receipts follow an uneven pattern primarily as a result of secured property tax installment dates which are in December and April. The County in recent years has issued tax or tax revenue anticipation notes to meet cash requirements of the General Fund. The County has paid all notes and related commitments when due. The County's credit rating on most short-term notes are MIG1 on the Moody's rating scale, and SP-1+ for Standard & Poor's, enabling the County to obtain the most favorable interest rates available. The County's short term borrowing program has ranged from \$50 million in 1979-80 to \$360 million in 1993-94.

In 1993-94, the County of San Diego issued \$360,000,000 in Tax and Revenue Anticipation Notes to finance seasonal cash flow requirements for the general fund expenditures of the County. The Notes, in accordance with California law, are general obligations of the County but payable only out of taxes, income, revenue, cash receipts and other moneys of the County attributable to the fiscal year and legally available for payment thereof.

COUNTY OF SAN DIEGO SHORT-TERM BORROWING COVERAGE RATIOS (In Thousands)

]	Property Taxe				Short-Term Borrowing Coverage Ratios		
Fiscal Year	Locally Collected	State "In-Lieu"	Total	Other Revenue	Short-Term Borrowing	Taxes	Other Revenue	Total
1983-84	159,052	40,648	199,700	491,211	150,000	1.3	3.3	4.6
1984-85	178,542	52,367	230,909	533,282	150,000	1.5	3.6	5.1
1985-86	205,435	64,429	269,864	582,770	165,000	1.6	3.5	5.1
1986-87	235,314	72,028	307,342	623,284	185,000	1.6	3.4	5.0
1987-88	257,939	82,705	340,644	696,446	151,000	2.3	4.6	6.9
1988-89	289,748	90,546	380,294	799,715	157,000	2.4	5.1	7.5
1989-90	306,248	96,906	403,154	919,204	168,000	2.4	5.5	7.9
1990-91	337,266	100,702	437,968	1,092,498	178,000	2.5	6.1	8.6
1991-92	353,076	100,071	453,147	1,277,615	200,000	2.3	6.4	8.7
1992-93(1)	355,235	102,805	458,040	1,321,270	360,000	1.3	3.6	4.9
1993-94(2)	322,290	105,930	428,220	1,343,429	360,000	1.2	3.7	4.9

¹ Estimated

² Proposed

Long-Term Obligations

• General Obligations Debt

The County has no outstanding general obligation bonds. The County's last general obligation bond debt (A 1958 issue of \$12.5 million for the University Hospital) was retired in fiscal 1980-81.

• Lease Obligations

The County has made frequent use of various lease arrangements with joint powers authorities and the non-profit corporation, San Diego Capital Asset Leasing Corporation (SANCAL), for the financing of capital projects and equipment through lease-revenue bonds, certificates of participation. The County also leases facilities and equipment.

• Pension Obligations

The County is currently in the process of issuing \$430 million of taxable pension obligation bonds.

A summary of the County's lease rental obligations is set forth below.

LONG-TERM LEASE OBLIGATIONS AS OF JUNE 30, 1993 (In Thousands)

	Original Obligation Issue	Annual Base Rental 1993-94
Joint Powers Authorities	\$ 83,515	\$ 5,444
Non-Profit Corporation	295,643	23,710
Private Parties	21,816	2,752
Total	\$400,974	\$ 31,906

Source: County of San Diego Auditor and Controller.

NOTE: In July 1993, \$71.63 million in lease-revenue bonds were executed to finance a Superior Court Building with average annual base rental of \$4.7 million.

Long Term Debt - Issues

Moody's Investors Service (a major bond rating firm) issues an annual report listing median debt levels for various governmental agencies which Moody's uses to assess debt burden in developing their bond ratings. These levels include pension obligation debt.

Tabulated below are San Diego County's debt levels compared to Moody's median figures for large U.S. Counties:

	Median for Large U.S. Counties*	San Diego <u>County</u>
Direct Debt ¹ Per Capita	\$244.00	\$342.00
Direct Debt: AV	.50	.60
Overall Debt ² Per Capita	1,285.00	971.00
Overall Debt: AB (debt burder	n) 2.70	1.70

^{*} Source: Moody's Investors Service, 1994 "Medians: Selected Indicators of Municipal Performance"

It should be noted that the County's long-term debt totals \$854 million, which is composed of \$424 million debt-financial capital projects, and \$430 million in financing for the unfunded liability in the pension fund.

The County's current credit ratings for both Moody's Investor's Service and Standard & Poor's Inc., is A.

The County's capacity to issue such debt is constrained by the limited amount of discretionary revenue available to fund annual debt service payments and related major facility operating costs.

These figures do not include debt which is fully supported by enterprise revenues.

Direct Debt is debt incurred directly by the County of San Diego.

² Overall Debt is debt incurred by all units of local government in San Diego County.

During budget deliberations the long-term debt financing option should be considered a reasonable alternative when:

- 1. The funded project will generate sufficient new revenue to pay the annual debt service and operating costs, or a specific feasible plan for funding such costs is provided.
- 2. Acquisition of equipment will significantly increase productivity.
- 3. There is significant life cycle cost-benefit to be achieved (e.g. elimination of leases).
- 4. Opportunity acquisition arise.

When utilized with prudence, the debt financing option can be a reasonable, and even preferred, Financing alternative for acquiring facilities and equipment.

APPENDIX J PROGRAM BUDGETS INDEX BY DEPARTMENTS

Agriculture/Weights & Measures
Air Pollution Control
Alternate Defense Counsel
Alternate Public Defender
Animal Control
Area Agency on Aging
Assessor
Auditor and Controller
Board of Supervisors
Cable Television (CATV)
Capital
Capital Asset Leasing
Cash Borrowing
Chief Administrative Officer
Civil Service Commission
Clerk of the Board of Supervisors
Community Enhancement
Contingency Reserve
Contribution to LAFCO
Contribution to Library Fund
County Counsel
District Attorney
Edgemoor Development Fund
Electronic Systems and Equipment
Equal Opportunity Management Office
Equipment Acquisition (Countywide)
Farm and Home Advisor

General Services
Grand Jury
Health Services
Housing and Community Development
Human Resources
Information Services
Library (County)
Major Maintenance
Marshal
Medical Examiner
Municipal Courts
Parks and Recreation
Planning and Land Use
Probation
Public Administrator
Public Defender
Public Services Utilities
Public Works
Purchasing and Contracting (see Auditor & Controller)
Recorder/County Clerk
Registrar of Voters
Rents and Leases (Countywide)
Reserves/Designations
Revenue and Recovery (see Auditor & Controller)
Sheriff
Sheriff's Asset Forfeiture Program
Sheriff's Inmate Welfare Fund
Social Services
Superior Court
Transborder Affairs
Treasurer/Tax Collector